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**Items requiring Council Resolution**

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**6.4 DEVELOPMENT APPLICATION 82/17/DA/D1****AUTHOR: TOWN PLANNER****STRATEGIC OUTCOME: Sustainable natural and built landscapes****STRATEGIC OBJECTIVE: 1.1 Support sustainable use of our natural resources and built landscapes****FILE NO: 82/17/DA/D1****RECOMMENDATION: that the Development Application 82/17/DA/D1 for installation of a Transportable Dwelling be approved subject to the following conditions:****1. Approved Plans**

The development shall be implemented in accordance with the details set out on the plans Craig Corfield Building Designs Job No CC 1324 (Sheets 1-5), BSC-001, the application form and on any supporting information received with the application except as amended by the conditions specified hereunder.

**2. Critical Stage Inspections**

The Principal Certifying Authority for building or subdivision work carried out on a site is required to be satisfied that the work has been inspected on such occasions as are prescribed by the regulations or other occasions required by the principal certifying authority, before the issue of a Certificate of Occupancy or Subdivision Certificate for the building or work. (Section 109E EP&A Act 1979).

**3. Occupation**

The structure must not be occupied or used until the Principal Certifying Authority has received and determined the application for an "Occupation Certificate".

A Final Occupation Certificate must not be issued unless all required certificates have been received and the building is suitable for occupation or use in accordance with its classification under the Building Code of Australia.

(Section 109C(1)(c) and 109H EP&A Act 1979)

**4. Permitted hours for building work**

All building work shall be carried out only between the hours of 7.00am and 6.00pm Monday to Friday inclusive, 8.00am and 5.00pm Saturdays. No work shall be carried out on Sundays and public holidays.

**5. Compliance with Building Code of Australia**

All building work must be carried out in accordance with the provisions of the Building Code of Australia

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**Items requiring Council Resolution**

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**6. Excavations and backfilling**

- (a) All excavations and backfilling associated with the erection or demolition of a building must be executed safely and in accordance with appropriate professional standards.
- (b) All excavations associated with the erection or demolition of a building must be properly guarded and protected to prevent them from being dangerous to life or property.

**7. Signs to be erected on building & demolition site**

- a. A sign must be erected in a prominent position on any work site on which work involved in the erection or demolition of a building is being carried out:
  - (i) stating that unauthorised entry to the work site is prohibited, and
  - (ii) showing the name of the person in charge of the work site and a telephone number at which that person may be contacted outside working hours.
- b. Any such sign is to be removed when the work has been completed. (Clause 78H of Regulation).

**8. Toilet facilities**

- a. Toilet facilities are to be provided, at or in the vicinity of the work site on which work involved in the erection or demolition of a building is being carried out, at the rate of one toilet for every 20 persons or part of 20 persons employed at the site.
- b. Each toilet provided:
  - (i) must be a standard flushing toilet, and
  - (ii) must be connected:
    - to a public sewer, or
    - if connection to a public sewer is not practicable, to an accredited sewage management facility approved by the Council, or
    - if connection to a public sewer or an accredited sewage management facility is not practicable, to some other sewage management facility approved by the Council.
- c. The provision of toilet facilities in accordance with this clause must be completed before any other work is commenced.

**9. Waste**

A garbage receptacle for the reception of all waste materials from the site shall be provided prior to building work commencing and shall be maintained and serviced for the duration of the work.

**10. Smoke Alarms**

The Environmental Planning and Assessment Amendment (Smoke Alarms) Regulation 2006 requires that all existing buildings used for sleeping must be fitted with smoke alarms that comply with Australian Standard (AS) 3786-1993. Prior to the issuing of a Final Occupation Certificate for the works specified in this consent, the Principle Certifying Authority must be satisfied that the smoke alarm/s are installed and operate correctly.



## Items requiring Council Resolution

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### 11. Protection of public places

- a. If the work involved in the erection or demolition of a building:
  - (i) is likely to cause pedestrian or vehicular traffic in a public place to be obstructed or rendered inconvenient, or
  - (ii) building involves the enclosure of a public place, hoarding or fence must be erected between the work site and the public place.
- b. If necessary, an awning is to be erected, sufficient to prevent any substance from, or in connection with, the work falling into the public place.
- c. The work site must be kept lit between sunset and sunrise if it is likely to be hazardous to persons in the public place.
- d. Any such hoarding, fence or awning is to be removed when the work has been completed.

### 12. Erosion & Sediment Control

Prior to the commencement of any site works appropriate erosion and sediment control measures are to be implemented to prevent any sediment from leaving the site, these measures are to be maintained during the construction phase and can only be removed once appropriate stabilisation has been completed.

### 13. Stormwater

Stormwater from the dwelling must be directed to an appropriate on-site system to allow storage and to ensure that runoff does not cause damage to occur to neighbouring properties.

**Division:**

**In Favour:**

**Against:**

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**REPORT:**

#### **Background**

The subject site is located at 3 Bushlands Road, Tocumwal which is also identified as Lot 542 on Deposited Plan 1107605. The site has been improved by the construction of a residential storage shed and is approximately 2,814m<sup>2</sup> in size. The subject property is located approximately 1km south of the central business district of Tocumwal, nestled between other residential lots, and contains a handle which provides access from Bushlands Road. The site is located within Zone RU5 – Village Zone under the provisions of the Berrigan Local Environmental Plan 2013 (BLEP 2013).

The property is surrounded by similar land uses, which contain varying sizes of dwelling houses and residential storage sheds with the exception of a recreation reserve to the north. Below is an aerial photo showing the site and neighbouring properties.

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## Items requiring Council Resolution



Figure 1 – Aerial Photo showing subject site and neighbouring properties

### Proposal

The proposal is for the installation/placement of a two-bedroom transportable dwelling which is 65.8m<sup>2</sup>. Under the *Berrigan LEP 2013*, the property is within the RU5 Village Zone, which permits the installation/placement of a transportable dwelling upon obtaining development consent. The site plan, the floor plan, sections & elevations and photos of the Transportable Dwelling are found in Appendix "B".

### Assessment

There are a number of potential impacts related to a proposal of this type which must be addressed if development approval is to be granted.

- **Relevant State Environmental Planning Policy provisions**

There are no State Environmental Planning Policies which need to be taken into account in the assessment of this application.

- **Relevant Berrigan Local Environmental Plan 2013 provisions**

#### Compatibility

One of the main objectives of the RU5 – Village Zone is to enhance and maintain the unique village character of Berrigan, Barooga, Finley and Tocomwal. The site is a large residential block, and has only been improved by the construction of a residential storage shed which was approved in late 2004. Whilst the immediate land uses are predominately Residential Houses and associated outbuildings, the installation of a transportable dwelling on the largely vacant site is overall compatible with the surrounding residential

## Items requiring Council Resolution

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houses. Thus, the character of the area will not be adversely impacted given that the dwelling is relatively new in construction.

- **Relevant Development Control Plan(s) provisions**

Chapter 2 of the Berrigan Development Control 2014 relates to Residential development, which this development is classified. The proposal is mostly consistent with the objectives of the Council, especially in that it 'provides for a variety of residential development that caters for the housing needs of local residents'.

### Neighbourhood Character

One of the objectives of the DCP within Chapter 2.1 is maintain the character of existing average and lower density residential neighbourhoods. The development is within the stipulated controls as it meets the scale, density, setbacks and character of the neighbourhood. Additionally, the dwelling is less than 5 years old and to Council's knowledge has not been previously used. Photographs supplied with the application indicate that the dwelling will not adversely impact the existing character. Overall, the location is therefore suitable for a development of this nature.

### 2.5 Building Setbacks

The development is consistent with the Building Code of Australia given the side, rear and front setbacks. Furthermore, the development meets the objectives of the *Berrigan Development Control Plan 2014* chapter 2.5 concerning setbacks given that it will maintains the existing residential character of low density.

### **Neighbour Notification**

Given the potential impact of the Transportable Dwelling to impact on the existing character, notification was given to the residents of the neighbouring properties on 5 January 2017 to make them aware that the development may affect their property. Following the notification period which was open for approximately 2 weeks, Council received one formal submission relating to the development. The submission unequivocally objected to the development.

### **Summary of Submission**

Within the formal submission correspondence to Council, the objection from the resident comprised of nine major points. These are detailed below:

1. Inconsistent with Berrigan Development Control Plan 2014 – particular with the purpose and objectives of the DCP;
2. Incompatibility with Existing Neighbourhood – the resident expressed that the existing residential neighbourhood of 12 predominantly brick veneer residential dwellings within 150m each with an estimated floor area of 247 square metres is vastly different to the proposed transportable dwelling;
3. Unsympathetic to Neighbourhood Character – the resident had concerns about the neighbourhood's existing distinct character of permanently occupied homes being diminished by a small dwelling on a large allotment;

### Items requiring Council Resolution

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4. Plan Diagram not to Scale – The plan diagram grossly overstates and misrepresents the footprint of the ‘modular unit’ hand drawn on the plan;
5. Dwelling Fails to Meet Minimum Standards of LAHC & NSW SEPP 65 – the resident stated that “It seems nonsensical to approve a residential ‘dwelling’ on land measuring 2814 square metres, when the same size dwelling unit would meet neither LHAC design standards for a 2-bed housing unit nor NSW SEPP 65 minimum requirements for a 2-bed apartment”;
6. No Credible Precedent – the resident’s review of Berrigan Shire Council Minutes over the past 12 months revealed that:
  - the overwhelming majority of more than 100 residential approvals were for brick veneer dwellings + garage; and
  - less than 1% of approvals comprised relocatable/moveable/manufactured dwellings in established residential neighbourhoods;
7. Appearance of ‘previously used residence’– Questioned whether Should this proposed ‘dwelling’ be subject to Berrigan Shire’s Previously Used Residence Policy;
8. Lack of Reference to Requirements of the Local Government Act 1993 (NSW) – The resident believes that there was a lack of reference to ‘associated Regulations relating to, among other things, Structural Soundness, Design and Construction for moveable dwellings and/or relocatable dwellings as defined and set out in the legislation;
9. Location – The proposed ATCO-hut style ‘dwelling’ is more appropriate for a small block in a manufactured home estate or caravan park.

#### Response to Submissions

1. Inconsistent with Berrigan Development Control Plan 2014 – As discussed before, this application is not inconsistent with the DCP given that it is part of Council providing for a variety of residential development that cater for the housing needs of local residents;
2. Incompatibility with Existing Neighbourhood – There are other neighbouring dwelling houses that are similar in nature to this proposed development. These include the corrugated iron dwelling to the west and an older established dwelling to the north;
3. Unsympathetic to Neighbourhood Character – This development will not be unsympathetic to existing character given the large size of the block, the 90m setback from the street and the existing mature vegetation which will act as a screen;
4. Plan Diagram not to Scale – The plan submitted has been updated since notification was given and subsequently the amended plan gives enough information for a Council Officer to determine the footprint of the building;



## Items requiring Council Resolution

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5. Dwelling Failing to Meet Minimum Standards of LAHC & NSW SEPP 65 – The Standards of LAHC and NSW SEPP 65 do not apply to this development;
6. No Credible Precedent – There have been Transportable Dwelling approved in all townships of the Berrigan Shire, especially as infill development. This argument is also negated by the fact that this development is not inconsistent with the Berrigan DCP (as discussed above) and is suitable as this location, as discussed below;
7. Appearance of 'previously used residence' – To Council's knowledge, the dwelling has not been previously used. Accordingly, this application does not come under Council Local Policy for the Relocation of Previously Used Residences;
8. Lack of Reference to Requirements of the Local Government Act 1993 (NSW) – The contents of the submitted documentation for the application meet the requirements of the Local Government Act 1993 (NSW). Accordingly, there is enough information for Council to assess this application;
9. Location – The *Berrigan DCP* allows for a variety of residential development that caters for the housing needs of local residents. In addition, there are other Transportable Dwellings that have been approved as part of infill development in accordance with the DCP. Therefore, as the lot is not located in a new subdivision, the location is suitable for a Transportable Dwelling.

### Conclusion / Legislation

In assessing this development application, the relevant parts of Section 79C of the *Environmental Planning and Assessment Act 1979* have been taken into account. It is clear that this development, given its design and given that quality materials being used on the exterior, is within the public interest.

### Recommendation

There are no prohibitive constraints posed by adjacent developments and although there may be a small impact on the existing character, if the development is implemented in accordance with the conditions of consent it will not represent an unreasonable planning outcome. Overall it is considered that this proposal can be supported.

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# AMENDED SITE PLAN



## O'Kane, Camillus

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**From:** Trevor Turner <trevorjturner@yahoo.com.au>  
**Sent:** Tuesday, 7 March 2017 3:59 PM  
**To:** O'Kane, Camillus  
**Subject:** Re: Site Plan for Transportable Dwelling

Hi  
Yes that is the position of the Transportable Dwelling which will be located here until completion of a more permanent house in 5 years.

Trevor Turner

Sent from my iPhone

On 7 Mar 2017, at 3:14 PM, O'Kane, Camillus <[CamillusO@berriganshire.nsw.gov.au](mailto:CamillusO@berriganshire.nsw.gov.au)> wrote:

Hi Trevor,

As discussed can you please confirm the following:

1. The attached site plan is the location which you would like the Transportable Dwelling to be located;
2. The approximately time frame that you will have the Transportable Dwelling Located on Site before construction of a more permanent dwelling.

Kind regards,

*Camillus O'Kane*  
**Town Planner**

<image001.jpg>

P: 03 5888 5100 F: 03 5885 2092

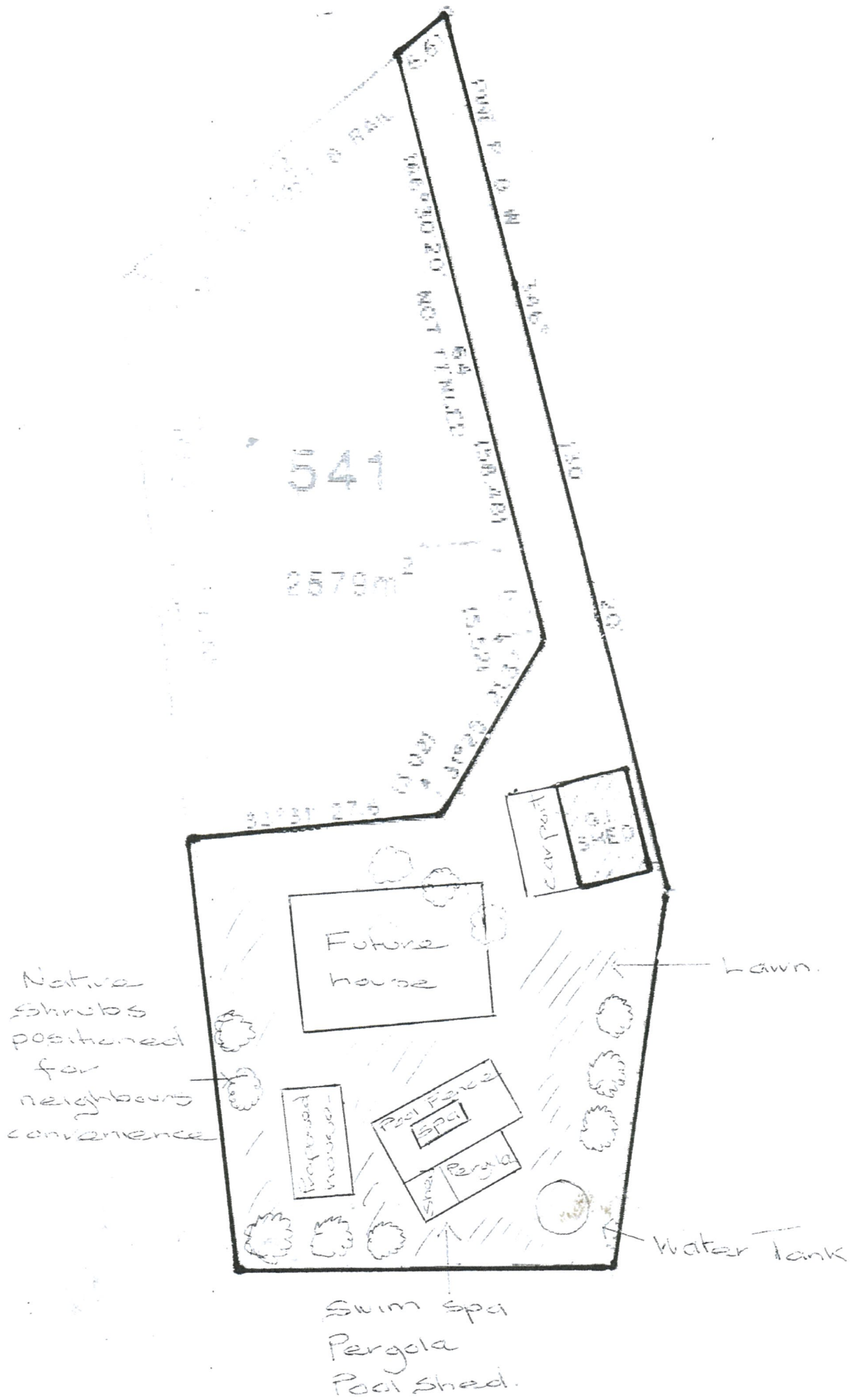
W: [www.berriganshire.nsw.gov.au](http://www.berriganshire.nsw.gov.au)

Address: 56 Chanter Street (PO Box 137) Berrigan, NSW, 2712

Disclaimer:- This e-mail and attached files may contain information that is confidential and/or subject to legal privilege. If you receive this e-mail and are not the intended addressee please delete and notify sender immediately. Views expressed in this message are those of the individual sender and not necessarily the views of Berrigan Shire Council.

<Site Plan for Transportable Dwelling.pdf>





## O'Kane, Camillus

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**From:** Mail  
**Sent:** Wednesday, 8 March 2017 8:16 AM  
**To:** O'Kane, Camillus  
**Subject:** FW: Lot 542 Bushmans Road, Tocumwal. N.S.W.  
**Attachments:** CCF05032017\_00000.jpg

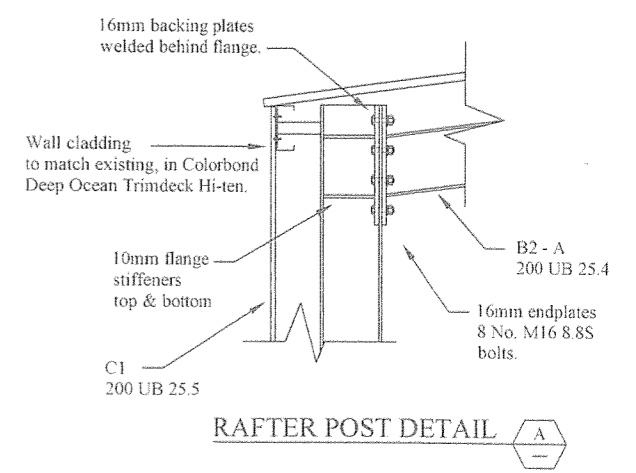
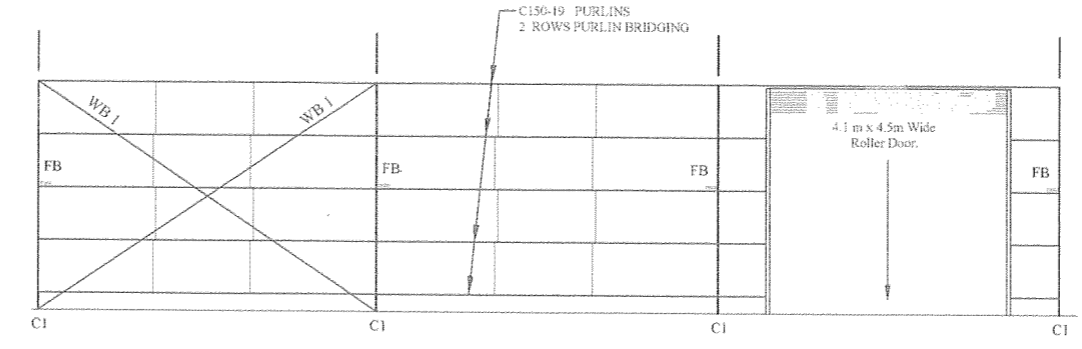
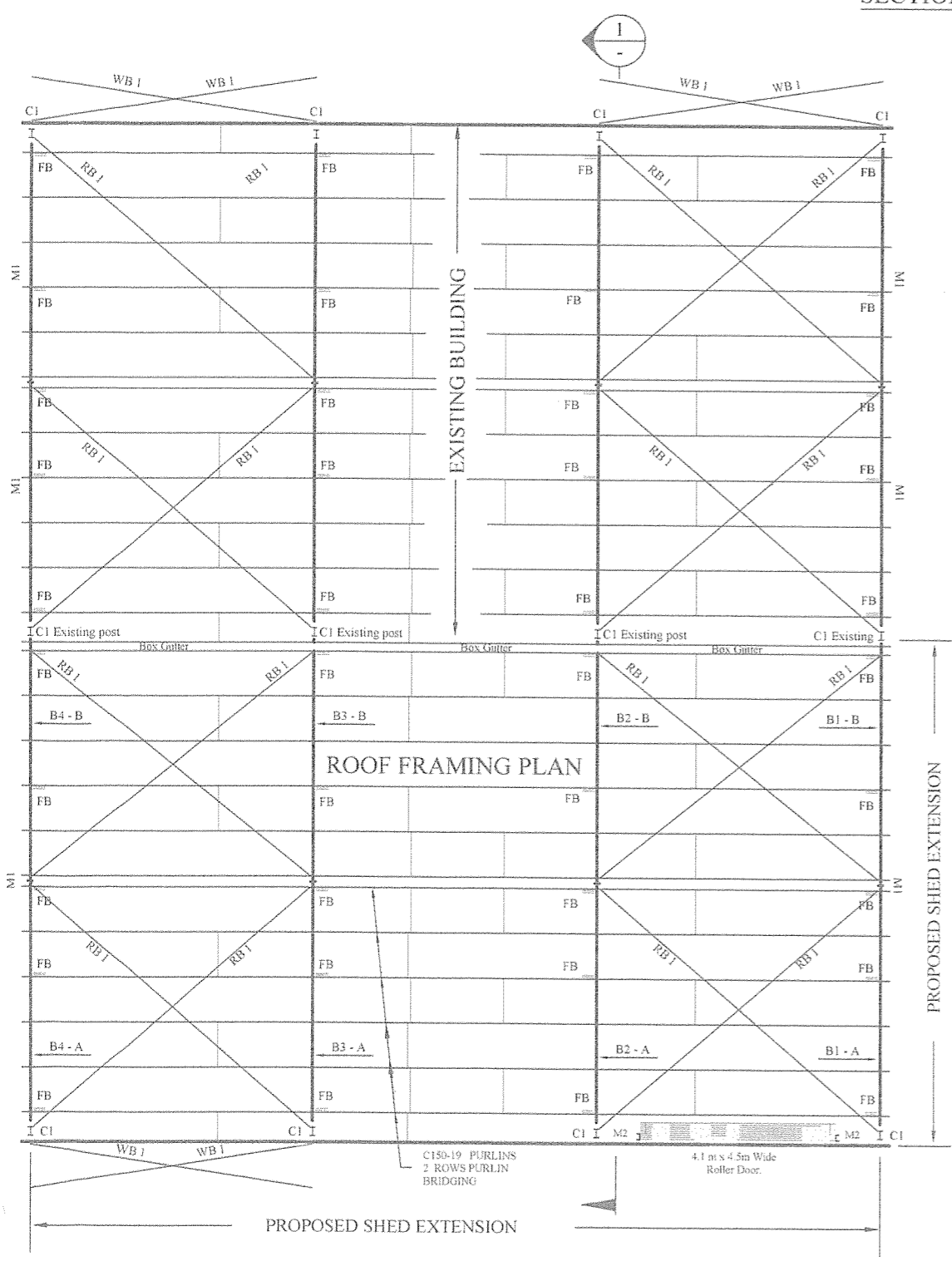
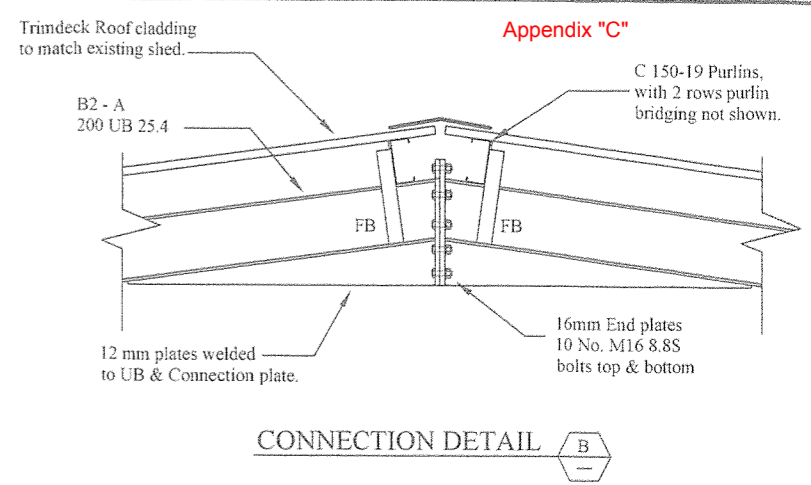
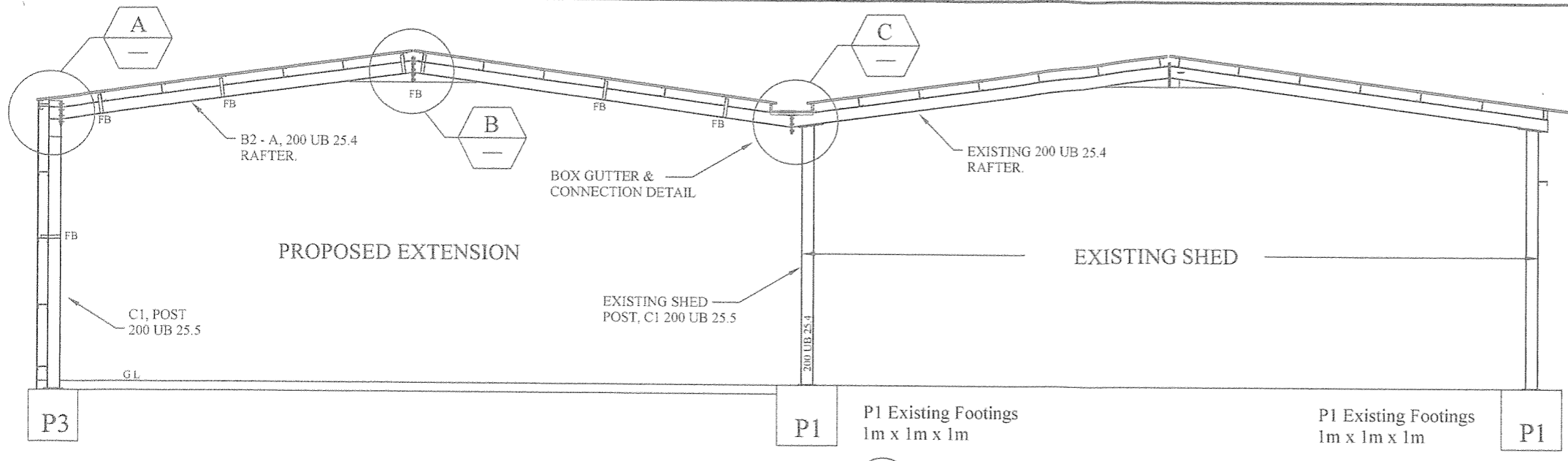
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**From:** Beverley Turner [mailto:turner.beverley@yahoo.com.au]  
**Sent:** Sunday, 5 March 2017 9:24 AM  
**To:** Mail  
**Subject:** Lot 542 Bushmans Road, Tocumwal. N.S.W.

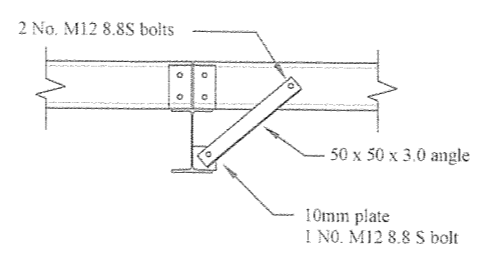
To whom it may concern,

Please find attached block plan for Lot 542 Bushmans Road, Tocumwal.

Regards  
Trevor Turner.

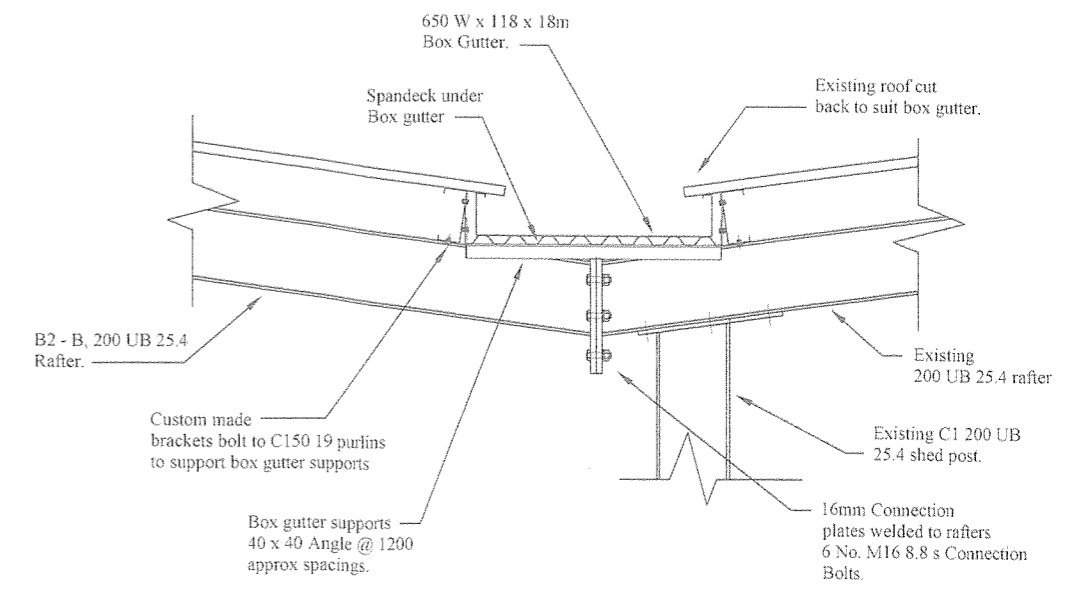


FLY BRACING DETAIL



STEEL SCHEDULE

MEMBER	MARK	SIZE
ROOF BEAMS	B1,2,3&4	200 UB 25.4
COLUMNS	C1	200 UB 25.4 (flybrace mid height)
MULIONS	M1	150 UB14 (flybrace mid height)
MULIONS	M2	150 PFC (flybrace mid height)
PURLINS / GIRTS		C150 - 19
ROOF BRACING	RB 1	20mm Solid Round threaded
WALL BRACING	WB 1	20mm Solid Round threaded



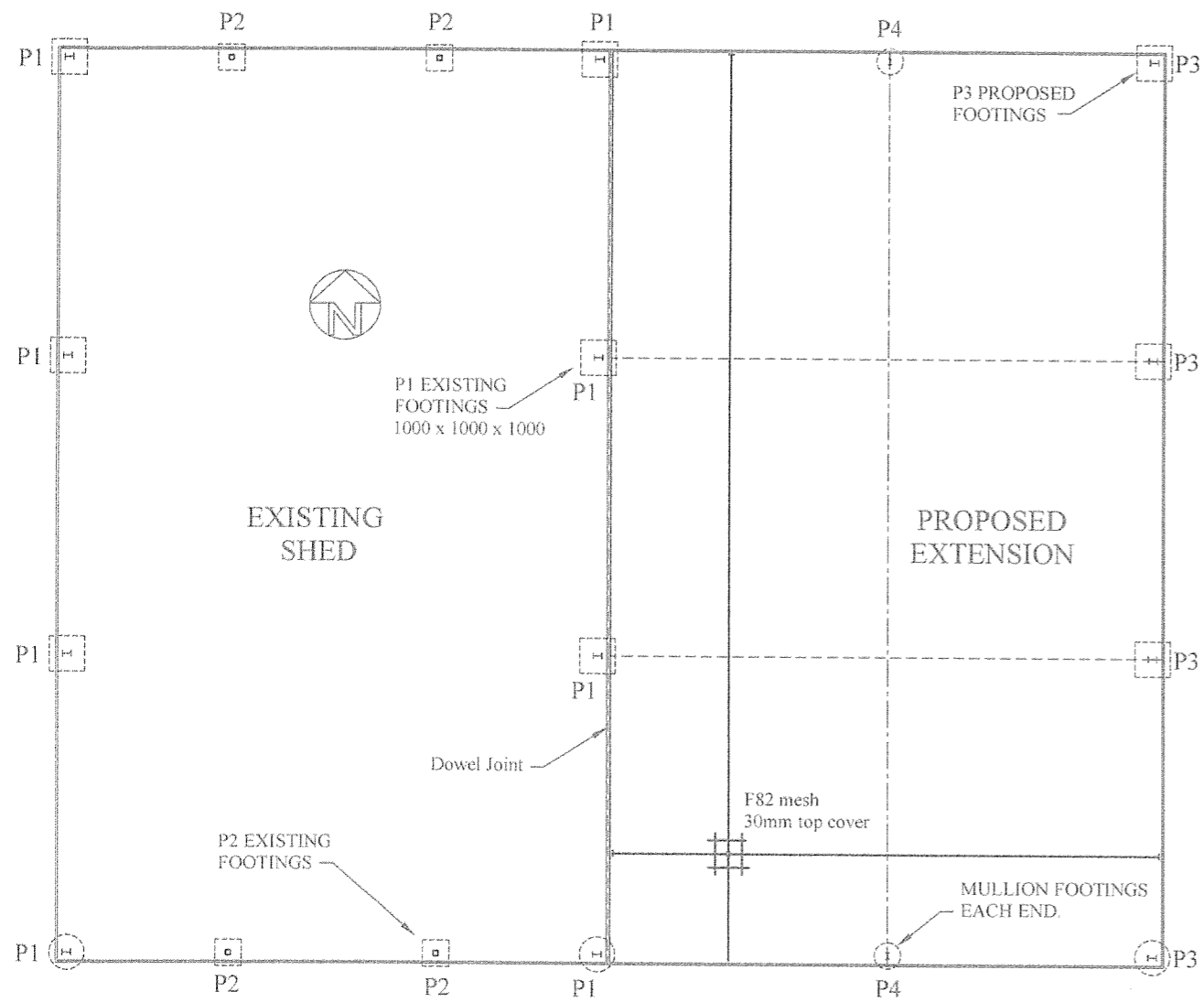
VANDERHOEK ENGINEERING - TOCUMWAL Phone/Fax (03) 5874 2726

TITLE PROPOSED STRUCTURAL DETAILS - LOT 104 78 DENILQUIN RD TOCUMWAL

CUSTOMER VANDERHOEK ENGINEERING P/L

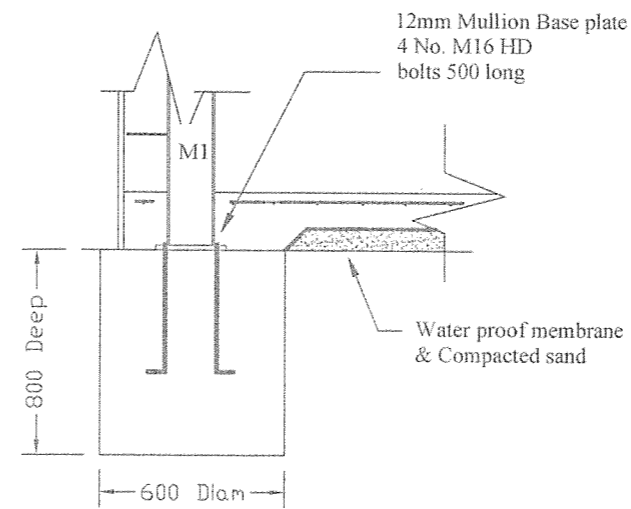
NOT TO SCALE

Dwg No 0152 Date 6/01/2017

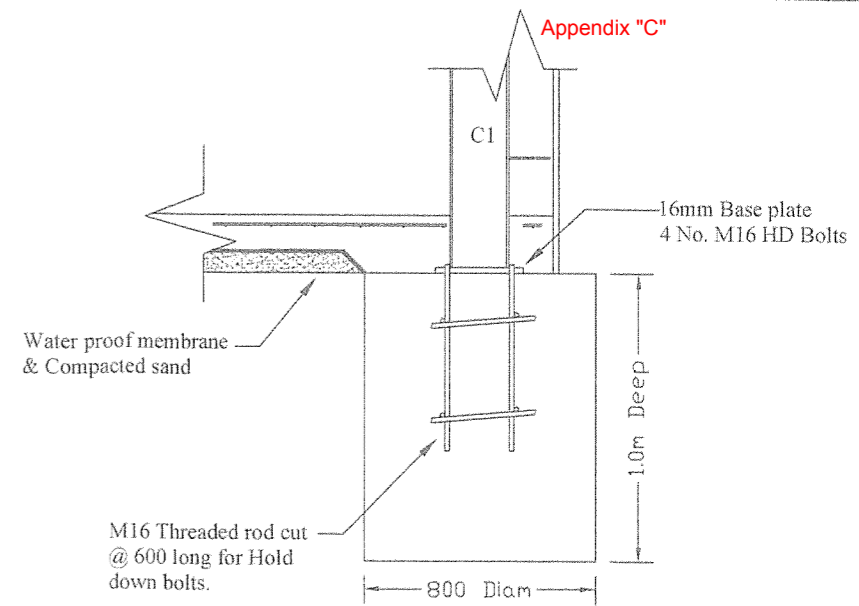


**CONCRETE FOOTING & SLAB PLAN**

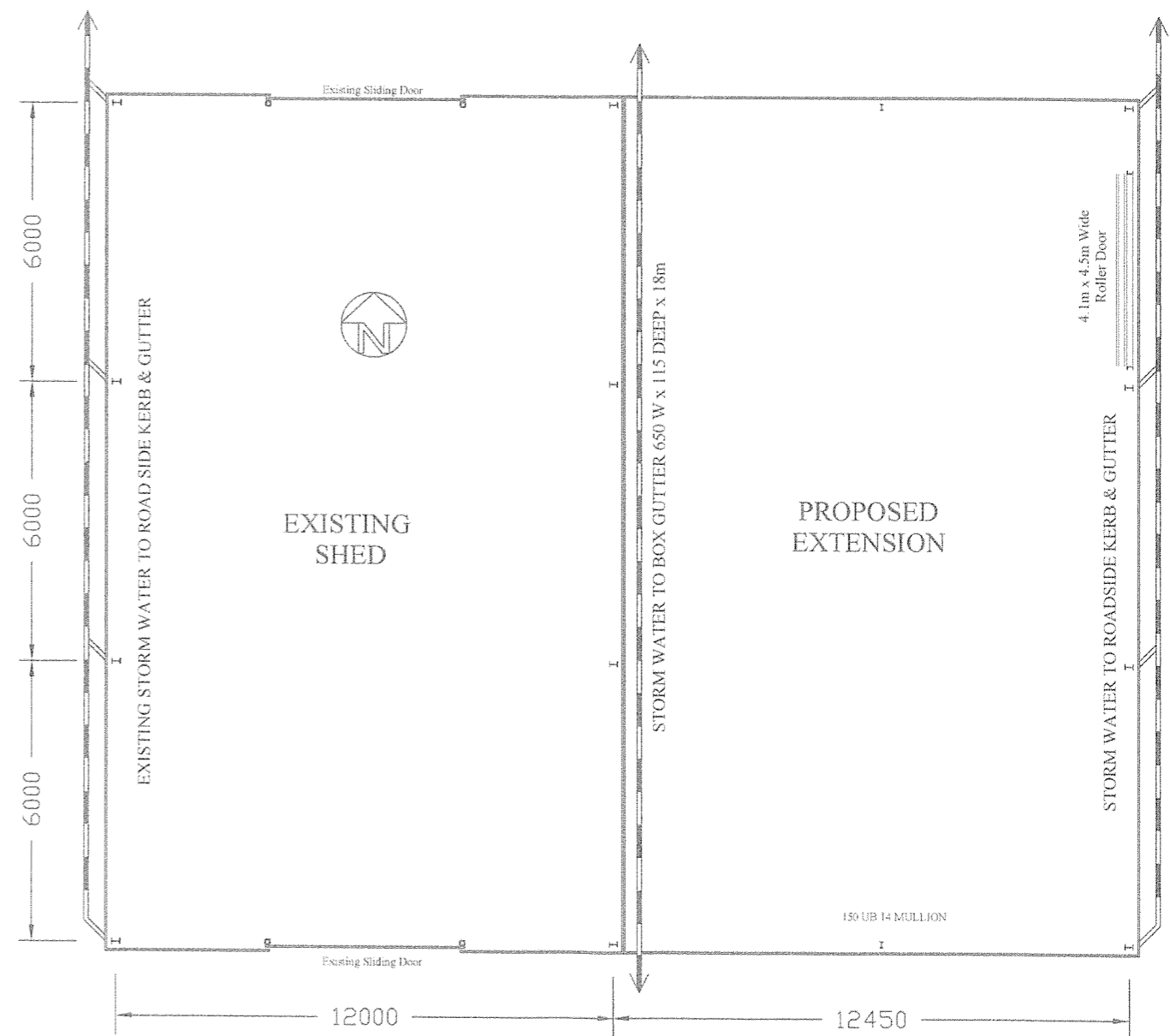
- Sawcut Contraction Joints
- Dowel Contraction Joints



**PAD P4 DETAIL**



**PAD P3 DETAIL**



**FLOOR PLAN**

VANDERHOEK ENGINEERING - TOCUMWAL Phone/Fax (03) 5874 2726

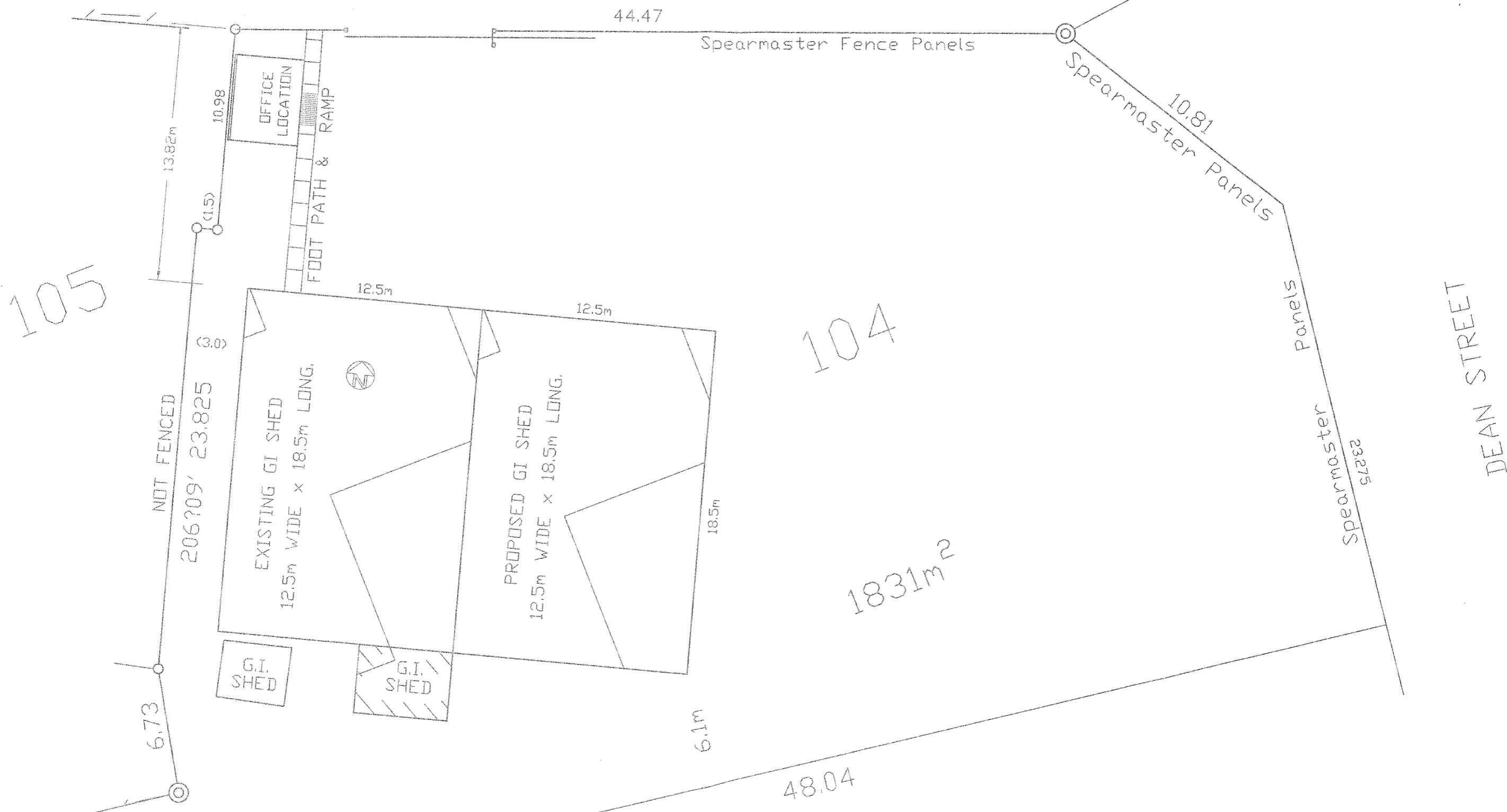
TITLE PROPOSED FLOOR, FOOTINGS & SLAB PLAN

CUSTOMER VANDERHOEK ENG - LOT 104 78 DENILIQVIN ROAD TOCUMWAL

Dwg No 0151 Date 7/02/2017



# DENILIQVIN ROAD



VANDERHOEK ENGINEERING - TOCUMWAL Phone (03) 5874 2726			
TITLE PROPOSED SITE PLAN FOR SHED EXTENSIONS TO 78 DENILIQVIN RD			
CUSTOMER VANDERHOEK ENGINEERING TOCUMWAL			
SITE PLAN	Dwg No 0150	Date	7/02/2017

Mr Rohan Perkins  
General Manager  
Berrigan Shire Council  
56 Chanter Street  
BERRIGAN NSW 2712

Contact: Peter Coulogeorgiou  
Phone no: [REDACTED]  
Our ref: D1700018/1799

29 March 2017

Dear Mr Perkins

**Audit of Berrigan Shire Council  
for the year ending 30 June 2017**

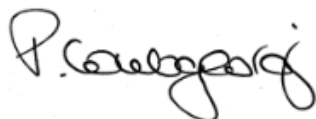
Attached is the Client Service Plan for the audit of the Berrigan Shire Council's financial statements for the year ending 30 June 2017. Please sign and return the enclosed 'Agreement of Terms'.

The plan reflects conditions unique to this engagement. You will find the standard Terms of Engagement on the Audit Office website at <http://www.audit.nsw.gov.au/Publications/Client-Service-Resource>.

This plan is not intended for publication. It may not be distributed to persons other than those who will sign the Statement by Councillors and Management made pursuant to section 413(2)(c) of the *Local Government Act 1993* or others you determine to be charged with governance of the Council.

If you believe the plan is deficient or requires changes, please call me on [REDACTED] Philip Delahunty on [REDACTED]

Yours sincerely



Peter Coulogeorgiou  
Director, Financial Audit Services

cc: Cr Matthew Hannan, Mayor



## AGREEMENT OF TERMS

### Audit of the Berrigan Shire Council for the year ending 30 June 2017

I confirm the information in the Client Service Plan and [Terms of Engagement](#) accords with my understanding of the arrangements for the assurance services in respect of:

- the financial statements of the Berrigan Shire Council for the year ending 30 June 2017
- Part 1 – Chief Executive Officer's Financial Statement for the Roads to Recovery Program under Part 8 of the *National Land Transport Act 2014* for the year ending 30 June 2017
- Application for Payment of Pensioner Concession Subsidy for the year ending 30 June 2017
- Domestic Waste Management – Reasonable Cost Calculations for the year ending 30 June 2017

I acknowledge and accept management's responsibilities as outlined in these documents on behalf of Berrigan Shire Council:

Signed: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

The purchase order number for the total estimated audit fee is:

Purchase Order Number: \_\_\_\_\_



# Berrigan Shire Council

## Client Service Plan

for the year ending 30 June 2017



**BERRIGAN SHIRE COUNCIL**  
**CLIENT SERVICE PLAN**  
**FOR THE YEAR ENDING 30 JUNE 2017**

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## 1 INTRODUCTION

This Client Service Plan (CSP) contains important information about this year's audit. Please read the CSP together with the standard [Terms of Engagement](#) which provides information on:

- the Auditor-General's responsibilities
- client resources
- engagement approach
- communication and reports
- submitting financial statements for audit
- materiality, risk and the inherent limitations of an audit
- on-going compliance requirements
- provision of working papers
- representations
- access (including protocols when obtaining an opinion from an accounting firm)
- clearance meetings
- accommodation, facilities and staff amenity (work health and safety)
- determination of fees for engagements.

The Auditor-General is responsible for ensuring the audit is performed in accordance with Australian Auditing Standards and the *Local Government Act 1993* (LG Act).

The Auditor-General has engaged RSD Chartered Accountants to provide audit and/or assurance services on this engagement. However, the Auditor-General remains responsible for the audit(s), their performance and for issuing the Independent Auditor's Reports. The Audit Office will oversee RSD Chartered Accountant's planning and execution of the audits. The level of Audit Office involvement will vary depending on the size, nature, complexity and risk of the audit.

The Audit Office is committed to:

- assessing Berrigan Shire Council's (the Council's) internal control environment
- timely communication and resolution of issues
- a rigorous audit of the financial statements
- the diligent exercise of professional independence
- high quality and timely reporting of current and emerging issues to management and those charged with governance.

The Audit Office will:

- liaise closely with RSD Chartered Accountants during the planning phase of the audits and agree the overall audit approach
- help resolve significant issues and the reporting of those significant audit findings
- provide an objective evaluation of significant judgements and conclusions
- monitor audit quality throughout the engagement
- issue all formal written communications to management and those charged with governance
- participate in meetings with management and those charged with governance where practical.

## 2 SCOPE

The scope of our audit comprises:

- Audit of the Council's General Purpose Financial Report, issuing:
  - an Independent Auditor's Report on the general purpose financial statements in accordance with section 417 of the *Local Government Act 1993* (LG Act)
  - a report on the conduct of the audit in accordance with section 417(3) of the LG Act
- an Independent Auditor's Report on the Special Purpose Financial Statements for all business activities declared by the Council in accordance with section 413(2) of the LG Act
- an Independent Auditor's Report on the Special Schedule No. 8 'Permissible Income Calculation' in accordance with section 413(2) of the LG Act
- Independent Auditor's Report(s) for the engagements listed in Section Nine 'Other Engagements'.

### **Special Purpose Financial Statements for 'Declared Business Activities' and Special Schedule No.8 'Permissible Income Calculation'**

The Council requires an audit of the Special Purpose Financial Statements (SPFS) prepared in accordance with the 'Local Government Code of Accounting Practice and Financial Reporting' (the Code) for:

- all declared business activities
- Special Schedule No.8 (the Schedule).

The Council will prepare the SPFS using frameworks prescribed by the Code. Management's disclosures will alert users that the SPFS are not prepared in accordance with all Australian Accounting Standards within the Framework.

The audit team's objective is to express an opinion on whether these SPFS are prepared in accordance with the requirements of the Code, solely for the purposes of reporting to the Office of Local Government (OLG). As a result, the Independent Auditor's Reports will include a 'Basis of Accounting' paragraph identifying that the SPFS may not be suitable for another purpose.

### 3 KEY ISSUES

The table below details entity level issues and risks that may impact this year's audit and how the audit team will respond to them.

Issues or risk	Exposure	Audit response
<p><b>Revaluation of sewerage assets</b></p> <p>The Council is revaluing its sewerage assets this year. They were last revalued at 30 June 2012. The valuation of complex physical assets is inherently complex and susceptible to misstatement.</p> <p>Sewerage assets had a carrying value of \$15 million at 30 June 2016.</p>	<p>If the Council fails to effectively manage the revaluation process, it could result in the financial statements being materially misstated by not complying with AASB 13 Fair Value Measurement and AASB 116 'Property, Plant and Equipment'.</p> <p>Misstatements can arise from:</p> <ul style="list-style-type: none"> <li>● providing the valuer with incorrect and/or incomplete instructions</li> <li>● the valuer not applying the fair value principles in accounting standards</li> <li>● the valuer applying inappropriate rates to determine the current replacement cost</li> <li>● the valuer making incorrect assumptions about the remaining useful lives or not adequately considering the condition of assets</li> <li>● spreadsheet errors</li> <li>● management incorrectly applying the revaluation increment/decrement in the asset register.</li> </ul>	<p>Management should put proper governance around the revaluation exercise to ensure it is completed in a timely manner and in accordance with accounting standards. This includes documented terms of agreement, a timetable, a project team and an outline of each member's role and responsibilities. It should also ensure key asset and management systems are reconciled before and after the revaluation to ensure all assets are accounted for. Ideally management should complete the revaluation before 30 June 2017 to avoid any delays at year-end.</p> <p>As part of our audit, we will assess the:</p> <ul style="list-style-type: none"> <li>● effectiveness and reliability of management's process for determining and agreeing fair value of assets</li> <li>● process used to assess the assets' conditions</li> <li>● effectiveness of the reconciliation between asset management systems and the asset register to ensure all assets were accounted for</li> <li>● methodology used for compliance with AASB 13</li> <li>● reasonableness of useful lives and depreciation</li> <li>● the componentisation of larger assets</li> <li>● qualifications and experience of experts used</li> <li>● whether there are any indicators of impairment</li> <li>● the adjustments made to the Council's fixed asset register and general ledger</li> <li>● adequacy of disclosure in the financial statements.</li> </ul>

Issues or risk	Exposure	Audit response
<p><b>Assessing the fair value of the Council's assets</b></p> <p>Council controls and is responsible for the maintenance and renewal of significant, complex infrastructure assets (including roads, drainage and earthworks). Council needs to satisfy itself that the carrying value of Infrastructure, Property Plant and Equipment (excluding the sewerage assets) materially reflect fair value at reporting date.</p> <p>Indexation of assets is not a valuation technique, but may indicate a material movement in fair value requiring a full valuation. An index is only one input into a valuation model, together with other inputs like condition assessment and review of useful lives.</p>	<p>If the Council does not diligently re-assess the fair value of its assets each year, there is a heightened risk of their carrying amount being materially different from their value. This could lead to a material misstatement in the financial report.</p>	<p>We will review management's procedures for assessing fair value at reporting date. We will also consider any externally available information (such as indices) to be satisfied the carrying amount materially reflects fair value.</p>

Issues or risk	Exposure	Audit response
<p><b>AASB 124 Related Party Disclosures</b></p> <p>For the first time, the Council will need to disclose:</p> <ul style="list-style-type: none"> <li>○ key management personnel remuneration</li> <li>○ related party relationships</li> <li>○ related party transactions and outstanding balances (including commitments).</li> </ul> <p>The Council needs to:</p> <ul style="list-style-type: none"> <li>○ develop a related parties' policy that defines the parameters for capturing related party transactions, and the level of disclosure and reporting required to comply with AASB 124. This policy should also define who is 'key management personnel'</li> <li>○ communicate the new requirements to key management personnel to ensure they understand the nature of the information they need to declare</li> <li>○ develop a process to collect the necessary information.</li> </ul> <p>This change arises from AASB 2015–6 'Amendments to Australian Accounting Standards'.</p>	<p>There is a heightened risk of the Council not materially complying with the disclosure requirements of this standard because:</p> <ul style="list-style-type: none"> <li>○ it is the first time it's being applied by the Council</li> <li>○ key management personnel misunderstand the information they need to provide or fail to disclose related parties to the preparers of the financial statements</li> <li>○ the process set up to gather the information is inadequate or not tested before year-end for effectiveness</li> <li>○ former members of key management personnel leave the organisation without providing the information needed for financial reporting purposes.</li> </ul>	<p>We recommend the Council develop its policy, processes and systems to gather the necessary information before year-end. This will give management and the audit team a chance to evaluate their sufficiency and make any necessary changes before 30 June 2017.</p> <ul style="list-style-type: none"> <li>○</li> </ul>



Issues or risk	Exposure	Audit response
<p><b>Capital Expenditure</b></p> <p>Like previous years, the Council has a significant capital works program (\$13.65 million) for 2016-17. The program includes:</p> <ul style="list-style-type: none"> <li>○ Silo Road major upgrade</li> <li>○ Finley Town Hall redevelopment</li> <li>○ Tocomwal Aerodrome industrial estate development.</li> </ul> <p>There is an expectation from a broad range of stakeholders, including key funding partners, that the Council will deliver its capital works program in a timely manner and within budget.</p>	<p>Large capital works programs create heightened financial reporting risks, such as the Council:</p> <ul style="list-style-type: none"> <li>○ not correctly dissecting costs between expenses and capital</li> <li>○ not capitalising completed assets on a timely basis to the fixed asset register</li> <li>○ not adequately dissecting capital costs into separate, identifiable assets in the asset register</li> <li>○ not removing the replaced assets from the fixed asset register</li> <li>○ not disclosing all capital commitments</li> <li>○ not disclosing and/or recognising any obligations arising from contractual disputes</li> <li>○ not recognising funding contributions in the correct period.</li> </ul> <p>These risks can result in significant financial reporting misstatements.</p>	<ul style="list-style-type: none"> <li>○</li> </ul> <p>For a sample of projects, the audit team will:</p> <ul style="list-style-type: none"> <li>○ review the Council's dissection of costs between expenses and assets</li> <li>○ review the Council's componentisation of project costs into separate assets</li> <li>○ review the capitalisation of overhead costs</li> <li>○ examine the timeliness of asset additions to the fixed asset register</li> <li>○ ensure replaced assets are removed from the asset register</li> <li>○ ensure the unspent contractual amount is disclosed as a capital commitment</li> <li>○ ensure any contractual disputes are properly accounted for at year-end</li> <li>○ ensure funding contributions (including new loans) are appropriately accounted for and disclosed in the financial statements.</li> </ul>

The significance of the issues and risks may change and new developments may emerge during the audit. We will inform you of significant new matters as they arise and the likely impact on the audit.




## 4 AUDIT APPROACH




The audit approach for the general purpose financial statements is based on our understanding of the issues, new developments and key risks that may impact the financial statements. We have performed a preliminary risk assessment of the financial statement line items taking into consideration:




- complex calculations
- significant judgement when applying relevant accounting principles
- significant accounting estimates
- complex or non-routine transactions
- manual intervention in systems and processes for data collection and processing
- industry or economic environments
- other external circumstances and regulatory developments.










The risk assessment and planned audit approach for the financial statement line items are detailed below. These may change if new issues emerge during the audit. I will inform you of significant matters impacting the audit as they are identified.




We welcome your feedback on this risk assessment and planned audit approach.





Audit Risk Assessment		
	<b>High</b>	The financial statement line item requires special audit consideration as to the nature, timing or extent of testing because there is a strong likelihood of material misstatement.
	<b>Moderate</b>	The financial statement line item requires some additional audit consideration as to the nature, timing or extent of testing because there is some likelihood of material misstatement.
	<b>Low</b>	The financial statement line item requires normal audit consideration as to the nature, timing or extent of testing because there is little likelihood of material misstatement.

Financial statement line item/disclosure	Potential risk	Audit team's analysis	Audit approach
Rates and annual charges	   Moderate	<p>Council's revenue from rates is based on the value of the properties and is recognised when Council obtains control over the receipts. Control is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.</p> <p>The Council's main sources of annual charges come from providing domestic waste management services and sewerage services. Some of the inherent risks associated with this account balance include:</p> <ul style="list-style-type: none"> <li>● failure to charge for rates or applying the incorrect discount</li> <li>● mistakes in calculating the correct rates and annual charges</li> <li>● failure to record receipts from rates and annual charges through error and / or misappropriation</li> <li>● rates and annual charges being recorded in the incorrect accounting period.</li> </ul> <p>Australian Auditing Standards require the auditor to presume there is a risk of fraud relating to revenue recognition. We plan to rebut this risk.</p>	<p>More controls testing      More substantive testing</p> 







Financial statement line item/disclosure	Potential risk	Audit team's analysis	Audit approach
<p>User charges and fees</p>	  <p>Moderate</p>	<p>The Council has multiple streams of user charges and fees, with the larger components relating to the livestock marketing centre, aerodrome, non-domestic waste management services and sewerage services.</p> <p>Some of the inherent risks associated with this account balance include:</p> <ul style="list-style-type: none"> <li>• failure to record user charges and fees</li> <li>• mistakes in calculating the correct rate for user charges and fees</li> <li>• failure to record proceeds from fees and charges through error and / or misappropriation of receipts</li> <li>• revenue being recorded in the wrong accounting period.</li> </ul> <p>Australian Auditing Standards require the auditor to presume there is a heightened risk of fraud relating to revenue recognition. Consequently, a higher level of work is performed with respect to the Council's revenue recognition policies and cut-off to ensure transactions are recognised appropriately.</p>	<p>More controls testing      More substantive testing</p> 




Financial statement line item/disclosure	Potential risk	Audit team's analysis	Audit approach
			<p>More controls testing      More substantive testing</p> 
Interest and investment revenue	<p>Low </p>	<p>The Council receives interest on cash at bank and investments and records fair value movements in investments held a fair value or held for trading.</p>	
Other revenues	<p> Moderate</p>	<p>The Council's other revenue is largely made up of rental income, rebates and fines. Some of the inherent risks associated with this account balance include:</p> <ul style="list-style-type: none"> <li> misappropriation of receipts</li> <li> incorrect calculation of other revenue</li> <li> revenue being recorded in the wrong accounting period.</li> </ul> <p>Australian Auditing Standards require the auditor to presume there is a heightened risk of fraud relating to revenue recognition. Consequently, a higher level of work is performed with respect to the Council's revenue recognition policies and cut-off to ensure transactions are recognised appropriately.</p>	







Financial statement line item/disclosure	Potential risk	Audit team's analysis	Audit approach
<p>Grants and contributions provided for operating purposes</p>	  <p>Moderate</p>	<p>The Council receives most of its grants from the Commonwealth and State governments. Most operating contributions comes from the Roads and Maritime Services. These contributions are normally recognised as revenue upon receipt of cash.</p> <p>Some of the inherent risks associated with this account balance include:</p> <ul style="list-style-type: none"> <li>• contributions not being applied to the purpose they were provided for (misuse of funds)</li> <li>• grants not being recorded in the correct period</li> <li>• unspent contributions not properly recognised/disclosed.</li> </ul> <p>Australian Auditing Standards require the auditor to presume there is a heightened risk of fraud relating to revenue recognition. Consequently, a higher level of work is performed with respect to the Council's revenue recognition policies and cut-off to ensure transactions are recognised appropriately.</p>	<p>More controls testing      More substantive testing</p> 



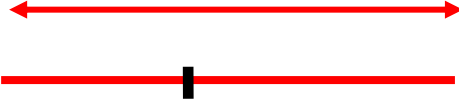
Financial statement line item/disclosure	Potential risk	Audit team's analysis	Audit approach
<p>Grants and contributions provided for capital purposes</p>	<p>       Moderate                 </p>	<p>Council receives Development Contributions under Section 64 &amp; 94 of the <i>Environmental Planning and Assessment Act 1979</i> towards provision or improvement of amenities or services. These contributions are recognised as income upon physical receipt by Council.</p> <p>The Council receives most of the grants from the Commonwealth and State governments. Most operating contributions come from.</p> <p>Some of the inherent risks associated with this account balance include:</p> <ul style="list-style-type: none"> <li>• misappropriation or misuse of funds</li> <li>• incorrect transfer of restricted funds to the general fund</li> <li>• incorrect calculation of developer contributions payable to the Council</li> <li>• incorrect measurement of asset dedications.</li> </ul> <p>Australian Auditing Standards require the auditor to presume there is a heightened risk of fraud relating to revenue recognition. Consequently, a higher level of work is performed with respect to the Council's revenue recognition policies and cut-off to ensure transactions are recognised appropriately.</p>	<p>More controls testing      More substantive testing</p> <p>←—————→</p> <p>————— </p>






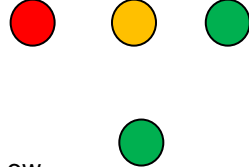
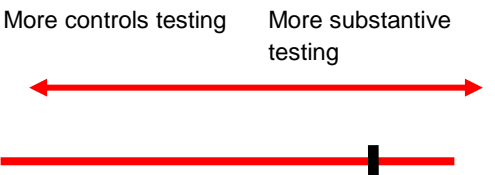
Financial statement line item/disclosure	Potential risk	Audit team's analysis	Audit approach
Employee benefits and on-costs	 Low 	The Council incurs employee related expenses for staff. These expenses include costs incidental to employment, such as superannuation, worker's compensation insurance premiums, fringe benefits tax and training costs. Some of the inherent risks associated with this account balance include: <ul style="list-style-type: none"> <li> inaccurate calculations or recording of employee expenses</li> <li> paying staff for time not worked</li> <li> incurring expenditure on non bona-fide employees</li> <li> recording expenditure in the wrong accounting period.</li> </ul>	<div style="display: flex; justify-content: space-between;"> <span>More controls testing</span> <span>More substantive testing</span> </div>  
Borrowing costs	Low 	Borrowing costs mainly relate to the interest on loans. The inherent risks associated with this account balance include: <ul style="list-style-type: none"> <li> incorrectly expensing costs relating to qualifying assets</li> <li> not correctly recording interest expense incurred during the year</li> <li> not correctly the interest accrued but not paid at year-end.</li> </ul>	

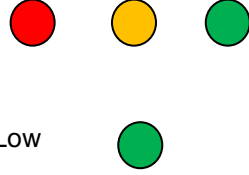

Financial statement line item/disclosure	Potential risk	Audit team's analysis	Audit approach
Materials and contracts	  Moderate	<p>Materials and contracts mainly comprise of 'raw materials and consumables' and 'contractor and consultancy costs'.</p> <p>Some of the inherent risks associated with this account balance include:</p> <ul style="list-style-type: none"> <li>• expenses being incurred before approval</li> <li>• expenses being recorded in the wrong accounting period</li> <li>• expenses of a non-business nature being incurred</li> <li>• expenses being incorrectly classified in the general ledger</li> <li>• item of a capital nature being expensed and vice versa.</li> </ul>	<p>More controls testing      More substantive testing</p> 




Financial statement line item/disclosure	Potential risk	Audit team's analysis	Audit approach
<p>Depreciation and amortisation</p>	<p>       Moderate                 </p>	<p>The Council records depreciation on its Infrastructure, buildings, plant and equipment. It is required to reassess the useful life of its depreciable assets on an annual basis.</p> <p>Some of the inherent risks associated with this account balance include:</p> <ul style="list-style-type: none"> <li>not properly applying correct depreciation rates and methods</li> <li>depreciating assets over a period that does not reflect their useful lives</li> <li>depreciation rates are not reviewed annually by management</li> <li>incorrect recording of depreciation expense.</li> </ul> <p>There is a heightened risk due to the specialised nature and complexity in estimating the useful life of Council's assets.</p>	<p>More controls testing      More substantive testing</p> <p>     </p>

Financial statement line item/disclosure	Potential risk	Audit team's analysis	Audit approach
Other expenses	 Low 	<p>The Council incurs other expenditure such as insurance and electricity to operate its business.</p> <p>Some of the inherent risks associated with this account balance include:</p> <ul style="list-style-type: none"> <li>• expenses being incurred before approval</li> <li>• expenses being recorded in the wrong accounting period</li> <li>• expenses of a non-business nature being incurred</li> <li>• expenses being incorrectly classified in the general ledger</li> <li>• item of a capital nature being expensed and vice versa.</li> </ul>	<p>More controls testing      More substantive testing</p> 





Financial statement line item/disclosure	Potential risk	Audit team's analysis	Audit approach
Cash and Cash Equivalents	 Low 	The Council has a significant amount of cash in bank accounts. This includes internally and externally restricted cash. There is an inherent risk of error and misappropriation in cash and cash equivalents from: <ul style="list-style-type: none"> <li>○ uncleared reconciling items</li> <li>○ failure to keep the restricted funds separate from normal funds</li> <li>○ incorrect classification of investments in cash equivalents.</li> </ul> We will obtain confirmations of all cash balances at 30 June 2017.	<div style="display: flex; justify-content: space-between;"> <span>More controls testing</span> <span>More substantive testing</span> </div> 




Financial statement line item/disclosure	Potential risk	Audit team's analysis	Audit approach
Receivables – current and non-current	Low 	The Council records debtors, GST receivables, accrued income and other receivables. These include receivables with both internal and external restrictions. Some of the inherent risks associated with this account balance include: <ul style="list-style-type: none"> <li>• doubtful debts not being appropriately provided for</li> <li>• debts being recorded in the wrong accounting period</li> <li>• suspense accounts not being reviewed and cleared in a timely manner.</li> <li>• failure to keep restricted balances separate from general fund balances.</li> </ul>	More controls testing      More substantive testing 





Financial statement line item/disclosure	Potential risk	Audit team's analysis	Audit approach
Investments	<p>Low</p> 	<p>The Council's investments include term deposits, managed funds and floating rate notes. Some of the inherent risks associated with this account balance include:</p> <ul style="list-style-type: none"> <li>the investments are not recorded at their fair value</li> <li>the investments are not assessed for impairment</li> <li>incorrect classification of investments between short term and/or long term.</li> </ul> <p>We will obtain independent confirmations of all investments at 30 June 2017</p>	<p>More controls testing      More substantive testing</p> 

Financial statement line item/disclosure	Potential risk	Audit team's analysis	Audit approach
Infrastructure, Property, Plant and Equipment	  High	The Council carries property at fair value less accumulated depreciation in its financial statements. Property consists of infrastructure, land, buildings and plant and equipment. Some of the inherent risks associated with this account balance include: <ul style="list-style-type: none"> <li>• expenditure of a capital nature not being recorded correctly</li> <li>• repairs and maintenance expenditure being incorrectly classified as property</li> <li>• financial statement disclosures not meeting the requirements of Australian Accounting Standards including fair value hierarchy</li> <li>• incorrect fair valuation assumptions, and management judgements</li> <li>• incorrect recording of valuation adjustments (increments/ decrements)</li> <li>• uncleared reconciling items in the fixed assets reconciliation.</li> </ul>	More controls testing      More substantive testing 



Financial statement line item/disclosure	Potential risk	Audit team's analysis	Audit approach
	  	<p>There is a heightened risk for this financial statement line item given:</p> <ul style="list-style-type: none"> <li>• the size and complexity of the assets managed by Council</li> <li>• the size of the capital works program</li> <li>• the history of prior period errors.</li> </ul>	<p>More controls testing      More substantive testing</p> 

Financial statement line item/disclosure	Potential risk	Audit team's analysis	Audit approach
Payables – current and non-current	  Moderate	<p>The Council's payables are mainly comprised of goods and services payables, 'payments received in advance' and 'security bonds, deposits and retentions'. Some of the balance also have external restrictions.</p> <p>Some of the inherent risks associated with this account balance include:</p> <ul style="list-style-type: none"> <li>• unrecorded liabilities</li> <li>• suspense accounts not being reviewed and cleared</li> <li>• payables recorded in the wrong period</li> <li>• inappropriate use of standing purchase orders</li> <li>• inaccurate estimation of outstanding accruals at year end</li> <li>• income in advance received not properly transferred to revenue in the correct accounting period</li> <li>• incorrect classification between restricted and unrestricted balances.</li> </ul>	<p>More controls testing      More substantive testing</p> 

Financial statement line item/disclosure	Potential risk	Audit team's analysis	Audit approach
<p>Borrowings – current and non-current</p>	<p>Low </p>	<p>The Council's borrowings are secured loans. Some of the inherent risks associated with this account balance include:</p> <ul style="list-style-type: none"> <li>the borrowings not being valued correctly</li> <li>incorrect classification between current and non-current</li> <li>incorrect interest rate disclosures.</li> </ul>	<p>More controls testing      More substantive testing</p> 
<p>Provisions – current and non-current</p>	<p>Moderate </p>	<p>The Council records provisions for employee annual leave and long service leave, other leave and asset remediation. Some of the inherent risks associated with this account balance include:</p> <ul style="list-style-type: none"> <li>mistakes in calculations for employee entitlements and/or errors in the source data provided for the calculation</li> <li>on-cost rates being incorrectly calculated and applied to leave liabilities</li> <li>incorrect assumptions and/or calculations used in valuing provisions</li> <li>obligations to remediate assets not recorded.</li> </ul>	

Financial statement line item/disclosure	Potential risk	Audit team's analysis	Audit approach
			More controls testing    More substantive testing 
Revaluation reserves	Moderate	Council's reserves comprise the accumulated gain/ (loss) on revaluation of the Council's infrastructure, property, plant and equipment. There is a heightened risk for this financial statement line item given the consequential adjustments that need to be made upon revaluing the assets.	
Retained earnings	Low	The Council's retained earnings comprise the opening balance at the beginning of the year and the operating results for the year.	

## 5 AUDIT TIMETABLE

Accurate and timely financial reporting is key to sound financial management. Preparing high quality financial statements in a timely manner is essential for effective decision-making, managing public funds and public accountability. The Council can prepare accurate and timely financial reports and facilitate an efficient and effective audit by

- performing revaluations of infrastructure, property plant and equipment before year-end
- resolving financial reporting issues early
- lodging financial statements within agreed timeframes
- giving high quality and complete work papers to the audit team by the agreed dates
- informing the audit team of significant accounting issues as they occur.

Section 412 of the LG Act requires the Council to keep accounting records necessary to correctly record and explain its financial transactions and its financial position. Consequently, the audit team is obliged to report any contraventions of this provision in the Report on the Conduct of the Audit, the Client Service Report, and in a separate letter to those charged with governance (Mayor and General Manager). Significant contraventions may be reported to the Minister under s421 and s426 of the LG Act.

### General Purpose and Special Purpose Financial Statements

The audit team has agreed the following timetable with Ms Carla von Brockhusen, Finance Manager. The timetable is designed to meet the Council's statutory financial reporting requirements.

Event	Date(s)
○ Audit team issues Client Service Plan	By 31 March 2017
○ Audit team conducts onsite interim audit phase	19 – 21 April 2017
○ Council gives audit team details of all bank accounts (e.g. current accounts, interest bearing deposits, overdraft accounts, promissory notes, etc.) to allow confirmation via Confirmation.com	Early June 2017
○ Council's authorised bank signatory receives and approves a system generated email from <a href="mailto:systems.administrator@confirmation.com.au">systems.administrator@confirmation.com.au</a> authorising release of its bank account information to the Audit Office.	Mid-June 2017
○ Council drafts and gives Confirmation Certificate(s) and associated Request Letter(s) to audit team for posting (e.g. bank confirmation)	16 June 2017
○ Council drafts and gives 'Letter of Enquiry to Legal Counsel' to audit team for posting (sample available on our website: <a href="http://www.audit.nsw.gov.au/Publications/Client-Service-Resource">http://www.audit.nsw.gov.au/Publications/Client-Service-Resource</a> )	16 June 2017
○ Council gives the sewerage asset revaluation and related work-papers (as outlined in the Client Assistance Schedule) to the audit team	26 June 2017
○ Council gives financial statements and supporting working papers listed in Client Assistance Schedule to the audit team for the: <ul style="list-style-type: none"> <li>– General Purpose Financial Statements</li> <li>– Special Purpose Financial Statements (Declared Business Activities and Special Schedule No.8 'Permissible Income Calculation')</li> </ul>	15 September 2017
○ Audit team starts audit of financial statements	18 September 2017
○ Council's solicitors submit response to 'Letter(s) of Enquiry to Legal Counsel' to audit team	18 September 2017
○ Audit clearance meeting with management	22 September 2017

Event	Date(s)
<ul style="list-style-type: none"> <li>○ Audit Office issues Client Service Report for the: <ul style="list-style-type: none"> <li>– General Purpose Financial Statements</li> <li>– Special Purpose Financial Statements (Declared Business Activities and Special Schedule No.8 'Permissible Income Calculation')</li> </ul> </li> </ul>	4 October 2017
<ul style="list-style-type: none"> <li>○ Council approves financial reports for lodgement to OLG and for public exhibition, and the Mayor, a Councillor, the General Manager and the Responsible Accounting Officer sign the Statement</li> </ul>	18 October 2017
<ul style="list-style-type: none"> <li>○ Council signs and gives Management Representation Letter to Audit Office (Sample on our website: <a href="http://www.audit.nsw.gov.au/Publications/Client-Service-Resource">http://www.audit.nsw.gov.au/Publications/Client-Service-Resource</a>)</li> </ul>	18 October 2017
<ul style="list-style-type: none"> <li>○ Audit Office issues to Council and to the Chief Executive of OLG, in accordance with section 417 of the LG Act: <ul style="list-style-type: none"> <li>– Independent Auditor's Report on the general purpose financial statements</li> <li>– Report on the Conduct of the Audit</li> </ul> </li> </ul>	20 October 2017
<ul style="list-style-type: none"> <li>○ Audit Office issues Independent Auditor's Report on the Special Purpose Financial Statements for the Council's declared Business Activities and Special Schedule 8 'Permissible Income' to Council and the Chief Executive of OLG</li> </ul>	20 October 2017
<ul style="list-style-type: none"> <li>○ Audit Office reports any identified significant issues to the Minister in accordance with s421 and s426 of the LG Act</li> </ul>	20 October 2017
<ul style="list-style-type: none"> <li>○ Council submits audited financial statements and the Independent Auditor's Reports to OLG and the Australian Bureau of Statistics</li> </ul>	By 31 October 2017
<ul style="list-style-type: none"> <li>○ Council presents its audited financial statements and the Independent Auditor's Reports at the Council meeting</li> </ul>	15 November 2017
<ul style="list-style-type: none"> <li>○ Council gives audit team the draft Annual Report to review for consistency with the financial statements</li> </ul>	As soon as available
<ul style="list-style-type: none"> <li>○ Audit Office issues final Management Letter</li> </ul>	By 30 November 2017

## Other audits and acquittals

The audit timetable has been discussed and agreed with Ms Carla von Brockhusen, Finance Manager.

The Client Assistance Schedule will detail workpapers and other supporting documentation needed for timely completion of the audit.

Event	Date(s)
<b>Roads to Recovery Program</b>	
<ul style="list-style-type: none"> <li>○ Council gives the Statement and supporting working papers listed in the Client Assistance Schedule to the audit team</li> </ul>	2 October 2017
<ul style="list-style-type: none"> <li>○ Audit team starts audit of the Statement</li> </ul>	9 October 2017
<ul style="list-style-type: none"> <li>○ Council gives the Audit Office the signed: <ul style="list-style-type: none"> <li>– Statement</li> <li>– Management Representation Letter (Sample on the Audit Office website: <a href="http://www.audit.nsw.gov.au/Publications/Client-Service-Resource">http://www.audit.nsw.gov.au/Publications/Client-Service-Resource</a>)</li> </ul> </li> </ul>	9 October 2017
<ul style="list-style-type: none"> <li>○ Audit Office signs the Independent Audit Report</li> </ul>	16 October 2017
<ul style="list-style-type: none"> <li>○ Audit Office issues Management Letter.</li> </ul>	16 October 2017

Event	Date(s)
<b>Application for Payment of Pensioner Concession Subsidy</b>	
<ul style="list-style-type: none"> <li>○ Council gives the Application and supporting working papers listed in Client Assistance Schedule to the audit team</li> </ul>	18 September 2017
<ul style="list-style-type: none"> <li>○ Audit team starts audit of the Application</li> </ul>	18 September 2017
<ul style="list-style-type: none"> <li>○ Council signs and gives Management Representation Letter to Audit Office (Sample on the Audit Office website: <a href="http://www.audit.nsw.gov.au/Publications/Client-Service-Resource">http://www.audit.nsw.gov.au/Publications/Client-Service-Resource</a>)</li> </ul>	28 September 2017
<ul style="list-style-type: none"> <li>○ Audit Office signs the Independent Audit Report</li> </ul>	29 September 2017
<ul style="list-style-type: none"> <li>○ Audit Office issues Management Letter.</li> </ul>	13 October 2017
<b>Domestic Waste Management – Reasonable Costs Calculation</b>	
<ul style="list-style-type: none"> <li>○ Council gives the Statement and supporting working papers listed in Client Assistance Schedule to the audit team</li> </ul>	18 September 2017
<ul style="list-style-type: none"> <li>○ Audit team starts review of the Statement</li> </ul>	18 September 2017
<ul style="list-style-type: none"> <li>○ Council signs and gives Management Representation Letter to Audit Office (Sample on the Audit Office website: <a href="http://www.audit.nsw.gov.au/Publications/Client-Service-Resource">http://www.audit.nsw.gov.au/Publications/Client-Service-Resource</a>)</li> </ul>	28 September 2017
<ul style="list-style-type: none"> <li>○ Audit Office signs the Independent Assurance Practitioner's Report</li> </ul>	29 September 2017
<ul style="list-style-type: none"> <li>○ Audit Office issues management Letter.</li> </ul>	13 October 2017

## 6 FINANCIAL REPORTING ISSUES AND DEVELOPMENTS

The Audit Office publishes [Financial Reporting Issues and Development](#) for councils which is available on its website. The publication details:

- common financial issues and future financial reporting developments that may impact the financial statements and audit
- accounting standards and pronouncements issued during the year that may impact the financial statements/and or annual report.

### Publications

The Audit Office publishes a monthly 'Professional Update' to help staff and clients keep abreast of key accounting, auditing and legislative developments in the NSW public and local government sectors. These include pronouncements by professional standard setters and changes in the regulatory environment. To subscribe or access previous editions please visit the Audit Office's website at: <http://www.audit.nsw.gov.au/Publications/ProfessionalUpdate>.

We encourage your staff to review Audit Office publications and discuss them with the audit team.

## 7 GENERAL MATTERS

### Audit of Information Systems

Our initial planning work shows that there have been no significant changes to the Information Systems used by Council. As such, there will be no requirement to engage Information system (IS) audit specialists as part of the audit team.

### Involvement of others in aspects of the audit

The work of experts employed/contracted by the Council may be useful in aspects of the audit. The audit team may need to communicate with relevant experts when planning the audit and as needed during the engagement. Signing the Agreement of Terms attached to the covering letter will confirm your authority to do so.

## Audit communications to 'Those Charged with Governance'

The Audit Office recognises the key role those charged with governance play in Councils. The audit team will communicate specific audit issues and matters of governance interest to them. This reporting is required by Australian Auditing Standards.

Senior members of the audit team will attend applicable Council meetings, and brief those charged with governance on audit progress, issues identified and their resolution.

The audit team has identified those charged with governance for the Council as:

- the General Manager, who will receive:
  - our Client Service Plan, summarising the key issues, audit approach agreed timetable and audit fee
  - our Client Service Report, identifying audit findings, and the type of opinion we anticipate issuing prior to signing the financial statements
  - the Management Letter containing detailed explanations of significant matters, governance matters, significant weaknesses and recommendations for improvement identified in the current audit
- the Mayor, who will receive:
  - the Independent Auditor's Report for the general purpose financial report and special purpose financial statements
  - the Report on the Conduct of the Audit
  - copies of the Client Service Plan, Client Service Report and Management Letter

Please advise the audit team if additional persons charged with governance should be included in communications. The [Terms of Engagement](#) contain more information on the Audit Office's communication obligations.

## Audit team engagement with management

Regular and open communications between the audit team and management help deliver an efficient and effective audit. The audit team will meet regularly with management. It will direct most questions and documentation requests through Ms Carla von Brockhusen, Finance Manager.

It is essential for management to respond promptly to the audit team's questions and requests for supporting documentation.

## Auditor-General's Report to Parliament

The Auditor-General's Report to Parliament will report on trends and provide an independent assessment of the financial health of the sector focusing on the following areas:

- the results of the council audits
- themes and key observations relating to the councils:
  - financial performance and reporting
  - financial controls
  - governance
  - service delivery.

We will advise you in due course of the topics the Auditor-General intends to report on in the Auditor-General's Report to Parliament (the Report), the relevant performance data to be collected, and the timetable for submitting the information to the audit team. The information reported may change depending on the matters identified during the audit. The Report may contain recommendations for the sector and/or specific councils.

The draft Report will be given to OLG's Chief Executive Officer and the Minister for consideration. Specific comments about your Council will be given to the General Manager for consideration. The Audit Office would appreciate your Council's specific comments within five working days of receiving



the draft comment. Responses should only be provided where there is fundamental disagreement with significant issues raised by the Audit Office. This helps ensure the Report is not unduly delayed.

The draft report must remain confidential during this process.

## Workplace health and safety

Workplace health and safety (WHS) laws make councils responsible for meeting legislated standards for the health, safety and welfare of Audit Office staff (including contractors) when they are at your premises.

It is the Council's responsibility to:

- provide Audit Office staff with suitable accommodation and appropriate WHS Induction
- ensure the Audit Office is aware of special personal protective equipment requirements
- appropriately brief Audit Office staff and issue them with the necessary personal protective equipment and training in its proper use.

Further details are provided in the [Terms of Engagement](#).

## 8 AUDIT OFFICE BETTER PRACTICE GUIDES

The Audit Office produces a number of Better Practice Guides designed to help our clients achieve better practice and assess their performance. Councils may find the following Guides on our [website](#) useful for assessing their performance:

- Government Lighthouse – Strategic Early Warning System
- Fraud Control Improvement Kit: Managing Your Fraud Control Obligations
- Risk Maturity Assessment Tool
- Better Practice Contract Management Framework
- Good Practice Procurement Framework
- Effective Expense Management Framework
- Implementing Successful Amalgamations
- Monitoring and reporting on performance audit recommendations.

## 9 OTHER ENGAGEMENTS

Audits may be required on grant acquittals, compliance with legislation, or to provide assurance on information, reports or returns under the terms of a contract, lease or agreement.

The LG Act gives the Auditor-General the mandate to conduct these engagements. Councils can leverage their investment in the financial statement audit by engaging the Auditor-General to provide these services.

This CSP details the other audits and acquittals the Council requires for the:

- Roads to Recovery Program
- Application for Payment of Pensioner Concession Subsidy
- Domestic Waste Management – Reasonable Cost Calculations

Please advise the audit team if the Council requires the Audit Office to perform any additional audits, reviews or acquittals. Separate engagement letters will be issued to confirm the terms, scope, key issues and fee arrangements for these engagements.

### Roads to Recovery Program

The Commonwealth Department of Infrastructure and Regional Development (the Department) requires the Council to have audited:

- the information it provides in Part 1 – Chief Executive Officer's Financial Statement, being a statement of receipts and expenditure (the Statement) for the Roads to Recovery Program (the

Program) under Part 8 of the *National Land Transport Act 2014* (the Act) for the year ending 30 June 2017, audited. The audit is required under section 41 of the Act.

- the Council's compliance with the following criteria in the Roads to Recovery Funding Conditions (the Conditions):
  - the Statement agrees with 'proper accounts and records' as described at Part 7 and Part 1.4 of the Conditions
  - amounts reported as expenditure in the Statement are in accordance with Part 2 of the Conditions
  - the amount certified by the Chief Executive Officer of RMS as its own source expenditure is in accordance with Part 2 of the Conditions and agrees with 'proper accounts and records' as described at Part 7 and defined at Part 1.4 of the Conditions.

The audit team will conduct the audit with the objective of expressing an opinion on whether in all material respects:

- the Statement prepared by the Council presents fairly, the receipts and expenditure for the year ending 30 June 2017 in accordance with the requirements of the Act
- the Council complied with specified criteria outlined in the Conditions.

The Statement is prepared to enable the Council to meet its obligation to report in accordance with the Act. The Independent Auditor's Report on the Statement will advise users that the Statement is prepared solely for the purpose of fulfilling the Council's reporting requirements under the Act and that as a result, it may not be suitable for another purpose.

The Audit Office [website](#) provides additional information on the terms and scope of this engagement.

### **Application for Payment of Pensioner Concession Subsidy**

OLG requires the Council to have the information it provides in its Application for Payment of Pensioner Concession Subsidy (the Application) for year ending 30 June 2017 audited.

The audit team will conduct the audit with the objective of expressing an opinion that the Council's Application for the year ending 30 June 2017 has been prepared in all material respects in accordance with sections 575 and 577 of the LG Act.

The Application is prepared to enable the Council to seek reimbursement for eligible costs from the Minister for Local Government under section 581 of the LG Act.

The Independent Auditor's Report on the Application will advise users that the Application is prepared solely for the purpose of fulfilling the Council's reporting requirements to the OLG and that as a result, it may not be suitable for another purpose.

The Audit Office [website](#) provides additional information on the terms and scope of this engagement.

### **Domestic Waste Management –Reasonable Cost Calculations**

The OLG requires the Council to prepare a special purpose financial statement (the Statement) comprising the Domestic Waste Management (DWM) reasonable cost calculations in accordance with the Council Rating and Revenue Raising Manual 2007 (the Manual).

The audit team will conduct the review with the objective of expressing a conclusion on whether anything has come to the audit team's attention that causes the audit team to believe that the Council's DWM reasonable cost calculations for 2017 has not been properly drawn up in all material respects in accordance with the requirements of the Manual.

The Statement is prepared to enable the Council to comply with s504(3) of the LG Act which requires a Councils' income from domestic waste management charges to not exceed the reasonable costs of providing those services.

The Independent Assurance Practitioner's Report on the Statement will advise users that the Statement is prepared solely for confirming the Council's DWM reasonable costs are presented fairly and that as a result, it may not be suitable for another purpose.

The Audit Office [website](#) provides additional information on the terms and scope of this engagement.

## 10 AUDIT FEES

	2017	2016	Increase/(decrease)	
	\$	\$	\$	%
<b>Estimated audit fee:</b>				
RSD Chartered Accountants	24,00	21,200	2,800	13.2
Audit Office	7,000	NA	NA	NA
Total audit fee (excluding GST)	31,000	21,200	10,200	48.1
Total audit hours	207	N/A	N/A	N/A
Average hourly rate	150	N/A	N/A	N/A

The 2017 estimated audit fee includes:

- Independent Auditor's reports in accordance with section 417 of the LG Act:
  - a report on the general purpose financial statements
  - a report on the conduct of the audit
- Independent Auditor's report on the Special Purpose Financial Statements
- Independent Auditor's report on the Special Schedule No.8
- Independent Auditor's report on Part 1 – Chief Executive Officer's Financial Statement for the Roads to Recovery Program under Part 8 of the *National Land Transport Act 2014*
- Independent Auditor's report on the Application for Payment of Pensioner Concession Subsidy
- Independent Assurance Practitioner's report on the Domestic Waste Management–Reasonable Cost Calculations

The estimated audit fee is based on estimated hours, the audit team structure and charge-out rates, known changes in the Council, its operations and audit requirements. The increase in RSD Chartered Accountants fee is due to:

- indexation from the prior year
- liaison with the Audit Office.

The Audit Office component of \$7,000 does not represent the full cost of overseeing the contracted-out audit. We will review our actual costs at the end of the 2016-17 cycle, with a view of reverting to our normal full cost recovery pricing approach in 2017-18. The Audit Office component of the fee covers the minimum activities we need to complete to fulfil our professional and legislative obligations. This includes:

- attending key client and audit team meetings
- reviewing RSD Chartered Accountants audit file to ensure compliance with professional requirements
- liaison with RSD Chartered Accountants and the Council on key issues throughout the audit
- reviewing and issuing all audit reports.

The Audit Office has published its 'pricing approach' to provide transparency about its pricing model and hourly charge-out rates for each role. The Audit Office performs multi-layered benchmarking to promote accountability for its use of public resources. For more information, please refer to the publication on the Audit Office [website](#).

We will invoice the Council monthly as costs are incurred. Please provide the Audit Office with a purchase order for the total estimated audit fee when you return the signed 'Agreement of Terms'.





### Our vision

Making a difference through audit excellence.

### Our mission

To help hold parliament accountable  
for its use of public resources.

### Our values

**Purpose** – we have an impact, are  
accountable, and work as a team.

**People** – we trust and respect others  
and have a balanced approach to  
work.

**Professionalism** – we are recognised  
for our independence and integrity  
and the value we deliver.

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# Berrigan Shire Council



Berrigan Shire Council  
Fees and Charges 2017-18

**DRAFT**



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## Reading our user fees and charges

Council provides a range of services through the following business and service units of Council:

- Development Services
- Environmental Services
- Technical Services
- Corporate Services
- Community Services

The Fees and Charges Guide is organised by services provided and the business unit of Council responsible for that service. Each fee is also coded to identify the relationship between the service provided and its contribution toward the realisation of Berrigan Shire 2027 strategic outcomes

- 1. Sustainable natural and built landscapes**
- 2. Good government**
- 3. Supported and engaged communities**
- 4. Diverse and resilient business**

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## Guidelines – User Fees and Charges

All Council fees and charges are set in line with the Council’s adopted User Fees and Charges Policy. This policy states that where legally possible, the Council intends to charge users for the provision of **all** goods and services that it provides.

As a general rule the Council will set its fees and charges at a rate to generate the maximum amount of revenue possible to offset the cost burden of the provision of services borne by other sources of revenue such as rates and untied grants.

Therefore, the Council will at a minimum seek to recover the full cost of service provision from its customers and clients. This general principle will only be modified where other specific fee and charge setting principles as detailed in the Council’s User Fees and Charges Policy apply.

Every fee or charge set by the Council will be based on a clear fee setting rationale. This rationale will be shown for each fee in the Fees and Charges Register.

The rationales applicable are as follows:

- **(A) Statute Limited** – Priced at the figure stipulated by law as applicable to this activity
- **(B) Cost Recovery** – Priced so as to return full cost recovery for the activities provided
- **(C) Commercial Basis** – Priced to cover the cost of the item plus a commercial mark-up
- **(D) Community Service Obligation** – Priced at below the cost of providing this activity as provision of the activity meets a social or economic objective of the Council.

The User Fees and Charges Policy Rationale Identifier (A, B, C etc.) appear beside the various fees and charges shown below. Where an asterisk appears next to the Policy ID (i.e. A\*, B\* etc.) the Council has identified that the maximum amount charged does not cover the cost to the Council of providing the service.

Where a fee or charge is shown as “**ND**”, the Council has chosen not to disclose this amount – in accordance with clause 201(4) of *the Local Government Regulation 2005* – as disclosure could confer a commercial advantage on a competitor of the Council.

**Note:** The Council will use its best endeavours to determine the Goods and Services Tax (GST) status for each user fee and charge that it sets. However there may be fees and charges for which the Council is unable to confirm the GST status.

Accordingly, if a fee that is shown as being subject to GST is subsequently found not to be subject to GST, then that fee will be amended by reducing the GST to nil. Conversely, if the Council is advised that a fee which is shown as being not subject to GST becomes subject to GST, then the fee will be increased but only to the extent of the GST.



Name	Item No.	Year 16/17 Fee (incl. GST)	Year 17/18 Fee (incl. GST)	Increase %	Basis	GST	Policy ID	Strategic Outcomes
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## BERRIGAN SHIRE COUNCIL

### DEVELOPMENT SERVICES

#### Development Applications (Environmental Planning and Assessment Act 1979)

Single Dwelling House and Additions	1.1	\$455.00	\$455.00	0.00%	Application	N	A	1
Less than \$100,000 – see Other Development Applications for over \$100,000								

#### Subdivisions

Including New Roads	1.2.1	\$665 plus \$65 per additional lot			Application	N	A	1
Not including New Roads	1.2.2	\$330 plus \$53 per additional lot			Application	N	A	1
Strata	1.2.3	\$330 plus \$65 per additional lot			Application	N	A	1
Not including Physical Works	1.3	\$285.00	\$285.00	0.00%	Application	N	A	1
On-farm Water Storage 15ML (SEPP 52)	1.4	\$285.00	\$285.00	0.00%	Application	N	A	1
Involving Liquor Licences or Places of Public Entertainment	1.5	\$285.00	\$285.00	0.00%	Application	N	A	1

#### Other Development Applications

Pre-application Meeting Consulting Fee	1.6.1	Included in Charge Below			Application	N	A	1
\$0 to \$5,000	1.6.2	\$110.00	\$110.00	0.00%	Application	N	A	1
\$5,001 to \$50,000	1.6.3	\$170 plus an additional \$3 for each \$1,000 or part thereof of the estimated cost			Application	N	A	1
\$50,001 to \$250,000	1.6.4	\$352.00 plus an additional \$3.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$50,000			Application	N	A	1
\$250,001 to \$500,000	1.6.5	\$1,160.00 plus an additional \$2.34 for each \$1,000 or part thereof by which the estimated cost exceeds \$250,000			Application	N	A	1
\$500,001 to \$1,000,000	1.6.6	\$1,745.00 plus an additional \$1.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$500,000			Application	N	A	1
\$1,000,001 to \$10,000,000	1.6.7	\$2,615.00 plus an additional \$1.44 for each \$1,000 or part thereof by which the estimated cost exceeds \$1,000,000			Application	N	A	1
Greater than \$10,000,000	1.6.8	\$15,875.00 plus an additional \$1.19 for each \$1,000 or part thereof by which the estimated cost exceeds \$10,000,000			Application	N	A	1

Name	Item No.	Year 16/17 Fee (incl. GST)	Year 17/18 Fee (incl. GST)	Increase %	Basis	GST	Policy ID	Strategic Outcomes
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## Development Control

### Advertising

Advertised development – minimum	1.7.1	\$220.00	\$250.00	13.64%	Application	N	A	1
Advertised development – maximum	1.7.1	\$1,105.00	\$1,105.00	0.00%	Application	N	A	1
Designated development – maximum	1.7.2	\$2,220.00	\$2,220.00	0.00%	Application	N	A	1

### Other

Integrated development and development requiring concurrence	1.7.3	Cost of normal Development Application plus an additional \$140 + \$320 for each integrated approval body or concurrence authority			Application	N	A	1
Designated development	1.7.4	Maximum of \$920 plus scheduled fee and cost of advertising			Application	N	A	1
Contaminated sites	1.7.5	As per 1.9 plus cost of independent assessment of submitted report			Application	N	A	1

## Request to Review Determination

No works	1.8.1	Max 50% original fee			Application	N	A	1
Dwelling less than \$100,000	1.8.2	\$190.00	\$190.00	0.00%	Application	N	A	1
\$0 to \$5000	1.8.3	\$55.00	\$55.00	0.00%	Application	N	A	1
\$5,001 to \$250,000	1.8.4	\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost			Application	N	A	1
\$250,001 to \$500,000	1.8.5	\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.			Application	N	A	1
\$500,001 to \$1,000,000	1.8.6	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.			Application	N	A	1
\$1,000,001 to \$10,000,000	1.8.7	\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000			Application	N	A	1
Greater than \$10,000,000	1.8.8	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000			Application	N	A	1

## Amendment to Development Consent

s96(1) (Maximum)	1.9.1	\$71.00	\$71.00	0.00%	Application	N	A	1
s96(1A)	1.9.2	Maximum \$645 or 50% of original development application fee, whichever is the lesser			Application	N	A	1
s96(2)	1.9.3	50% of original fee if under \$100 otherwise see – Request to review determination			Application	N	A	1

Name	Item No.	Year 16/17 Fee (incl. GST)	Year 17/18 Fee (incl. GST)	Increase %	Basis	GST	Policy ID	Strategic Outcomes
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## Rezoning

Initial assessment, site inspection/report to Council	1.10.1	\$708.00	\$719.00	1.55%	Application	Y	B	1
Minor LEP amendment following Council decision	1.10.2	\$1,660.00	\$1,685.00	1.51%	Application	Y	B	1
Major LEP amendment plus additional cost for consultant to prepare environmental study plus planning proposal	1.10.3	\$4,295.00	\$4,359.00	1.49%	Application	Y	B	1
Amendment to Development Control Plan	1.11		\$230 plus advertising		Application	Y	B	1

## Certificates

### Construction Certificates

New dwelling	2.1.1	\$338.00	\$343.00	1.48%	Application	Y	C	1
Dwelling Additions	2.1.2	\$212.00	\$215.00	1.42%	Application	Y	C	1
Structures ancillary to dwellings and farm sheds	2.1.3	\$100.00	\$102.00	2.00%	Per Application	Y	C	1
Commercial and industrial development less than 100m <sup>2</sup>	2.1.4	\$338.00	\$343.00	1.48%	Application	Y	C	1
Commercial and industrial development equal to or greater than 100m <sup>2</sup>	2.1.5		\$338 + \$1.10 per additional m <sup>2</sup>		Application	Y	C	1
Subdivision – Per lot	2.1.6	\$151.00	\$153.00	1.32%	Application	Y	C	1
Subdivision supervision fee for new work carried out by private contractors on future Council assets	2.1.7		1% of estimated engineering const. cost plus GST		Application	Y	C	1
Processing of variations to Building Code of Australia	2.1.8		\$338 per clause		Clause	Y	C	1
Modification of Construction Certificate	2.1.9		\$63 or 50% of original fee, whichever is greater		Application	Y	C	1

### Compliance Certificates

Critical stage inspections	2.2.1	\$113.00	\$115.00	1.77%	Application	Y	C	1
Occupation certificate	2.2.2	\$113.00	\$115.00	1.77%	Application	Y	C	1
Subdivision Certificate	2.2.3	\$113.00	\$115.00	1.77%	Application	Y	B	1

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### Complying Development Certificates

Class 10 buildings less than 100m <sup>2</sup>	2.3.1	\$125.00	\$127.00	1.60%	Application	Y	C	1
Buildings less than 150m <sup>2</sup> other than Class 10 buildings	2.3.2	\$188.00	\$191.00	1.60%	Application	Y	C	1
Buildings greater than 150m <sup>2</sup> other than rural sheds	2.3.3	\$188 + \$1.10 per additional m <sup>2</sup>			Application	Y	C	1
Rural sheds greater than 150m <sup>2</sup>	2.3.4	\$250 maximum			Application	Y	C	1
Modification of Complying Development Certificate	2.3.5	\$62 or 50% of original fee, whichever is greater			Application	Y	C	1

### Planning Certificates (s149, Environmental Planning and Assessment Act 1979)

s149 (2) & (3)	2.4.1	\$53.00	\$53.00	0.00%	Application	N	A	1
s149 (5)	2.4.2	\$80.00	\$80.00	0.00%	Application	N	A	1

### Building Certificates

Class 1 building or Class 10 building for each dwelling containing in the building or in any other building in the allotment	2.5.1	\$250.00	\$250.00	0.00%	Application	N	A	1
Any other class of building	2.5.2	\$250.00	\$250.00	0.00%	Application	N	A	1
In any case where the application relates to a part of a building and that part consists of an external wall only or does not otherwise have a floor area	2.5.3	\$250.00	\$250.00	0.00%	Application	N	A	1
If it is reasonably necessary to carry out more than one inspection of the building before issuing a building certificate (not exceeding \$75) for the issue of the certificate. However, the Council may not charge for any initial inspection	2.5.4	\$90.00	\$90.00	0.00%	Application	N	A	1
Floor area of building or part not exceeding 200m <sup>2</sup>	2.5.5	\$250.00	\$250.00	0.00%	Application	N	A	1
Exceeding 200m <sup>2</sup> but not exceeding 2,000 m <sup>2</sup>	2.5.6	\$250 plus an additional 50 cents per square metres in addition to 200 square meters			Application	N	A	1

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### Building Certificates [continued]

Exceeding 2,000 m <sup>2</sup>	2.5.7	\$1,165 plus an additional \$0.075 per square metres in addition to 2,000 square meters			Application	N	A	1
Copy of Building Certificate	2.6	\$13.00	\$13.00	0.00%	Copy	N	A	1
Certificate as to orders (s121ZP EP & A Act 1979)	2.7	\$70.00	\$70.00	0.00%	Application	N	A	1
Certificate as to notices (s735A LG Act 1993)	2.8	\$80.00	\$80.00	0.00%	Application	N	A	1
Expedited provision of certificate (by arrangement)	2.9	\$23.00	\$23.00	0.00%	Application	Y	B	1

### Information Service Fee

Written response	2.10.1	\$59.00	\$60.00	1.69%	Application	Y	B	1
Written response and inspection	2.10.2	\$107.00	\$109.00	1.87%	Application	Y	B	1
Dwelling entitlement enquiry fee	2.11	\$59.00	\$60.00	1.69%	Application	Y	B	1
Duplicate Construction, Compliance, Occupation and Complying development Certificates	2.12	\$23.00	\$23.00	0.00%	Application	Y	B	1
Lodgement fee for all Part 4A certificates issued by private certifiers and kept by Council	2.13	\$36.00	\$36.00	0.00%	Certificate	N	A	1

### Local Activity and Road Act Applications

Local Activities (s68) – other than those with a specific fee	3.1	\$100.00	\$102.00	2.00%	Application	N	B	1
Application to amend Local Activity Approval	3.2	\$43.00	\$44.00	2.33%	Application	N	B	1
Required Local Activity Inspections	3.3	\$113.00	\$115.00	1.77%	Application	Y	B	1
Minor sewer works application fee	3.4	\$106.00	\$108.00	1.89%	Application	Y	B	1
Septic tank (new)	3.5	\$229.00	\$232.00	1.31%	Application	Y	B	1

### Surveillance Fee

Hairdressers Beauty Salon	3.6.1	\$113.00	\$115.00	1.77%	Application	Y	B	1
Undertakers Mortuary	3.6.2	\$113.00	\$115.00	1.77%	Application	Y	B	1

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### Temporary Occupation of Footpath by Fence or Hoarding During and Building Operation

Application	3.7.1	\$20.00	\$20.00	0.00%	Application	N	A	1
Occupation	3.7.2	\$14.00	\$14.00	0.00%	Week	Y	B	1

### Street Trading/Street Vending

Vehicle permit	3.8.1	\$108.00	\$110.00	1.85%	Application	N	B	1
Footpath trading/Outdoor dining	3.8.2	\$55.00	\$55.00	0.00%	Application	Y	D	1
2 year permit								
Single free standing sign	3.8.3	\$22.00	\$22.00	0.00%	Application	Y	D	1
2 year permit								
Impounded Advertising Structure release fee	3.9	\$125.00	\$127.00	1.60%	Structure	Y	B	1

### On Site Sewerage

Registration	3.10.1	\$31.00	\$31.00	0.00%	Application	N	A	1
Inspection	3.10.2	\$113.00	\$115.00	1.77%	Inspection	Y	B	1
Water Connection application processing	3.11	\$67.00	\$67.00	0.00%	Application	N	A	1

### Development Services Administration

Certified copy of document, map or plan	4.1	\$53.00	\$53.00	0.00%	Copy	N	A	1
Search for drainage diagram required under Conveyancing Act.	4.2	\$56.00	\$57.00	1.79%	Diagram	Y	B	1
Copy of diagram or written response provided								

### Caravan Parks, Camping Grounds and Manufactured Home Estates

Application for approval to operate (LGA 1993)	5.1	\$8.00	\$8.00	0.00%	Application	N	B	1
Per site (minimum \$110)								
Replacement approval	5.2	\$56.00	\$57.00	1.79%	Application	N	B	1
E.g. in the name of the new operator								
Inspection of manufactured home/ Reinspection	5.3	\$78.00	\$79.00	1.28%	Application	N	B	1

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## Environmental Health Services

### Food Premises Administration Fee

Retail	6.1.1	\$54.00	\$55.00	1.85%	Application	N	B	3
Community	6.1.2	\$0.00	\$0.00	–	Application	N	D	3
Food premises inspection fee	6.2	Maximum \$148 Minimum \$74.30 plus \$37.09 maximum travelling expenses			Inspection	N	B	3
Issue of Improvement Notice – Food	6.3	\$333.00	\$333.00	0.00%	Notice	N	A	3

## Private and Commercial Swimming Pools (Swimming Pool Act 1998 & Regulation 2008)

Application for exemption from barrier requirements	7.1	\$70.00	\$70.00	0.00%	Application	N	A	1
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### Barrier Compliance Inspection

Initial inspection	7.2.1	\$150.00	\$150.00	0.00%	Inspection	N	A	1
Reinspection	7.2.2	\$100.00	\$100.00	0.00%	Inspection	N	A	1
Issue of compliance certificate	7.2.3	\$70.00	\$70.00	0.00%	Application	N	A	1

## Companion Animals (Companion Animals Act)

### Registration

Dog or cat (not desexed)	8.1.1	\$192.00	\$192.00	0.00%	Lifetime	N	A	3
Clause 17 (1)(c)								
Dog or cat (desexed)	8.1.2	\$52.00	\$52.00	0.00%	Lifetime	N	A	3
Clause 17 (1)(a)								
Dog or cat (desexed, owned by pensioner)	8.1.3	\$21.00	\$21.00	0.00%	Lifetime	N	A	3
Clause 17 (1)(b)								
Registered breeder	8.1.4	\$52.00	\$52.00	0.00%	Lifetime	N	A	3
Clause 17 (1)(d)								
Dog or cat (desexed animal sold be eligible pound or shelter)	8.1.5	\$26.00	\$26.00	0.00%	Lifetime	N	A	3
Clause 17 (1)(e)								
Assistance animal	8.1.6	\$0.00	\$0.00	–	Lifetime	N	A	3
Working dog (on property)	8.1.7	\$0.00	\$0.00	–	Lifetime	N	A	3
Sustenance and release	8.2	\$12.00	\$12.00	0.00%	Per Day Per Animal	Y	B	3

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## Registration [continued]

Out of hours release	8.3	\$95.00	\$96.00	1.05%	Instance	Y	B	3
Microchipping of impounded animals	8.4	\$95.00	\$96.00	1.05%	Animal	Y	B	3

## Stock Control

### Impounding

Horse, mule, ass, cow (cow and calf up to 3 months), camel, goat or pig	9.1.1	\$27.00	\$27.00	0.00%	Animal	N	B	3
Per animal – minimum \$100								
Rams, ewes, sheep /lambs	9.1.2	\$7.00	\$7.00	0.00%	Animal	N	B	3
Per animal – minimum \$100								
Droving, walking or transportation fees	9.1.3	Ranger time and/or cartage costs + GST			Instance	Y	B	3

### Sustenance

Cattle, horse	9.2.1	\$5.00	\$5.00	0.00%	Day	N	D	3
Plus Direct Costs								
Pig	9.2.2			Direct Costs	Day	N	D	3
Sheep	9.2.3	\$0.50	\$1.00	100.00%	Day	N	D	3
Plus Direct Costs								
Attending stock on roads	9.2.4			Direct Costs	Instance	N	D	3

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## ENVIRONMENTAL SERVICES

### Waste Management Facilities

#### Residential Waste (Within Berrigan Shire)

General	10.1.1	\$24.00	\$25.00	4.17%	m3	Y	B	1
Rubbish bag	10.1.2	\$4.00	\$5.00	25.00%	Each	Y	B	1
120l bin	10.1.3	\$4.00	\$5.00	25.00%	Each	Y	B	1
240l bin	10.1.4	\$8.00	\$8.00	0.00%	Each	Y	B	1
Car boot	10.1.5	\$11.99	\$12.00	0.08%	Each	Y	B	1
Ute, van or trailer up to 1m2	10.1.6	\$24.00	\$25.00	4.17%	Each	Y	B	1
Tandem trailer up to 2m2	10.1.7	\$48.00	\$50.00	4.17%	Each	Y	B	1
Gas bottles (spiked and debunged)	10.1.8	\$0.00	\$0.00	-	Each	N	D	1
Car tyres	10.1.9	\$10.00	\$10.00	0.00%	Each	Y	B	1
Light truck tyres	10.1.10	\$14.00	\$14.00	0.00%	Each	Y	B	1
Heavy truck tyres	10.1.11	\$23.00	\$23.00	0.00%	Each	Y	B	1
Tractor tyres	10.1.12	\$135.00	\$135.00	0.00%	Each	Y	B	1
Earthmover tyres	10.1.13	\$210.00	\$210.00	0.00%	Each	Y	B	1
Chemical drums	10.1.14	\$15.99	\$16.00	0.06%	Each	Y	B	1
Residential Waste – Asbestos (within Berrigan Shire)	10.1.15	\$320.00	\$330.00	3.13%	m3	Y	B	1
Liquid bitumen waste	10.1.16	\$22.00	\$23.00	4.55%	m3	Y	B	1
Car batteries, white goods, scrap steel and the like	10.1.17	\$0.00	\$0.00	-		N	D	1
Green waste	10.1.18	\$0.00	\$0.00	-	Per m3	N	D	1

#### Commercial Waste (Within Berrigan Shire)

General waste	10.2.1	\$48.00	\$49.00	2.08%	Per m3	Y	C	1
Skip – 2m	10.2.2	\$32.00	\$33.00	3.13%	Each	Y	C	1
Skip – 3m	10.2.3	\$48.00	\$49.00	2.08%	Each	Y	C	1
Green waste	10.2.4	\$15.99	\$16.00	0.06%	Per m3	Y	C	1
Cardboard	10.2.5	\$22.00	\$23.00	4.55%	Per m3	Y	C	1
Asbestos	10.2.6	\$320.00	\$330.00	3.13%	Per m3	Y	C	1

#### Waste (Outside Berrigan Shire)

##### Non Resident

General waste	10.3.1	\$55.00	\$100.00	81.82%	Per m3	Y	C	1
Skip – 2m	10.3.2	\$32.00	\$56.00	75.00%	Each	Y	C	1
Skip – 3m	10.3.3	\$48.00	\$84.00	75.00%	Each	Y	C	1
Asbestos	10.3.4	\$620.00	\$630.00	1.61%	Per m3	Y	C	1
Green waste	10.3.5	\$15.99	\$20.00	25.08%	Per m3	Y	C	1
Cardboard	10.3.6	\$22.00	\$25.00	13.64%	Per m3	Y	C	1

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## Other Tip Charges

Fridge de-gassing	10.4.1	\$5.00	\$5.00	0.00%	Each	Y	B	1
Access Landfill Outside Opening Hours & min. 2 hrs	10.5	\$300.00	\$304.50	1.50%	Each	Y	B	1

## Waste Collection

### Domestic Waste

Standard service (1 x 120l Garbage Bin & 1 x 240l Recycling Bin)	11.1.1	\$272.00	\$279.00	2.57%	Each	N	B	1
Additional 120l Garbage Bin	11.1.2	\$182.00	\$187.00	2.75%	Each	N	B	1
Additional 240l Recycling Bin	11.1.3	\$121.00	\$124.00	2.48%	Each	N	B	1
Uncollected	11.1.4	\$54.00	\$55.00	1.85%	Each	N	B	1

### Business Waste

1 x 240l Garbage Bin	11.2.1	\$255.00	\$261.00	2.35%	Each	N	B	1
1 x 240l Garbage Bin & 1 x 240l Recycling Bin	11.2.2	\$375.00	\$384.00	2.40%	Each	N	B	1

## Town Water Supply

Access charge (standard connection)	12.1	\$510.00	\$523.00	2.55%	Year	N	B	3
Water restriction easement	12.2	\$10.00	\$10.00	0.00%	Month	N	B	3

## Consumption – Treated

BGA, BER, FIN Stage 4 restrictions	12.3.1	\$1.46	\$1.46	0.00%	kL	N	B	3
BGA, BER, FIN Other restrictions	12.3.2	\$1.04	\$1.04	0.00%	kL	N	B	3
BGA, BER, FIN No restrictions	12.3.3	\$0.94	\$0.94	0.00%	kL	N	B	3
TOC, Stage 4 restrictions	12.3.4	\$0.97	\$0.97	0.00%	kL	N	B	3
TOC Other restrictions	12.3.5	\$0.69	\$0.69	0.00%	kL	N	B	3
TOC No Restrictions	12.3.6	\$0.62	\$0.62	0.00%	kL	N	B	3

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### Consumption – Unfiltered

BGA, BER, FIN Stage 4 restrictions	12.4.1	\$0.73	\$0.73	0.00%	kL	N	B	3
BGA, BER, FIN Other restrictions	12.4.2	\$0.52	\$0.52	0.00%	kL	N	B	3
BGA, BER, FIN No restrictions	12.4.3	\$0.47	\$0.47	0.00%	kL	N	B	3
Berrigan Sports Club for water bypassing the Council's treatment and reticulation system	12.5	\$0.03	\$0.03	0.00%	kL	N	D	3
Consumption – Recreation reserves and public pools	12.6	1/10 of applicable consumption charge			kL	N	D	3

### Connection – Tapping

100mm	12.7.1	\$7,500.00	\$7,610.00	1.47%	Supply	Y	B	3
80mm	12.7.2	\$4,900.00	\$4,970.00	1.43%	Supply	Y	B	3
50mm	12.7.3	\$2,400.00	\$2,440.00	1.67%	Supply	Y	B	3
40mm	12.7.4	\$1,640.00	\$1,660.00	1.22%	Supply	Y	B	3
32mm	12.7.5	\$1,110.00	\$1,130.00	1.80%	Supply	Y	B	3

### Connection – Meter

1 x 20mm	12.8.1	\$310.00	\$315.00	1.61%	Meter	Y	B	3
2 x 20mm	12.8.2	\$485.00	\$492.00	1.44%	Meter	Y	B	3
1 x 25mm	12.8.3	\$350.00	\$355.00	1.43%	Meter	Y	B	3
2 x 25mm	12.8.4	\$545.00	\$553.00	1.47%	Meter	Y	B	3

### Connection – Service

1 x 20mm	12.9.1	\$980.00	\$990.00	1.02%	Meter	Y	B	3
2 x 20mm	12.9.2	\$1,330.00	\$1,350.00	1.50%	Meter	Y	B	3
1 x 25mm	12.9.3	\$1,150.00	\$1,170.00	1.74%	Meter	Y	B	3
2 x 25mm	12.9.4	\$1,575.00	\$1,600.00	1.59%	Meter	Y	B	3
Greater than 12m and less than 20m from main to property boundary	12.9.5	\$0.00	\$1,650.00	–		Y	B	3
Greater than 20m and less than 30m from property boundary	12.9.6	\$0.00	\$2,050.00	–		Y	B	3
Reinstate Hydrant Marker Post	12.9.9	\$0.00	\$120.00	–		Y	B	3
Relocate hydrant from driveway or footpath	12.9.7	\$0.00	\$1,910.00	–		Y	B	

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## Disconnection

20mm	12.10.1	\$70.00	\$71.00	1.43%	Meter	Y	B	3
2 x 20mm	12.10.2	\$110.00	\$112.00	1.82%	Meter	Y	B	3
3 x 20mm	12.10.3	\$145.00	\$147.00	1.38%	Meter	Y	B	3
Greater than 20mm	12.10.4	Direct costs plus indirect costs + GST			Each	Y	B	3

## Reading and Testing

Requested read (refundable if error found)	12.11.1	\$30.00	\$30.00	0.00%	Property	Y	B	3
Requested test (Refundable if error found)	12.11.2	\$120.00	\$122.00	1.67%	Meter	Y	B	3
Requested leakage inspection	12.11.3	\$60.00	\$61.00	1.67%	Inspection	Y	B	3

## Filtered Water Supplied to Water Carters

Establishment fee	12.12.1	\$15.00	\$15.00	0.00%	Application	N	B	3
Water	12.12.2	\$2.50	\$3.00	20.00%	kL	N	B	3
Supply and delivery by vehicle of filtered water	12.13	\$0.00	\$0.00	—	5,000 litres	N	B	3
Not Disclosed								

## Sewer

Service charge	13.1	\$513.00	\$526.00	2.53%	Year	N	B	1
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## Pedestal Charge

Rate-able Third and subsequent pedestal/urinal	13.2.1	\$109.00	\$112.00	2.75%	Urinal or Cistern	N	B	1
Non Rate-able Each pedestal/urinal	13.2.2	\$109.00	\$112.00	2.75%	Urinal or Cistern	N	B	1
Low pressure sewer pump maintenance charge	13.3	\$95.00	\$150.00	57.89%	Each	N	B	1



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## Connection

Y Junction < 3m deep (Also install Low Pressure Boundary Kit)	13.4.1	\$270.00	\$274.00	1.48%	Service	Y	B	1
Y Junction > 3m deep	13.4.2	\$535.00	\$543.00	1.50%	Service	Y	B	1
Full service < 3m deep	13.4.3	\$795.00	\$807.00	1.51%	Service	Y	B	1
Full service > 3m deep	13.4.4	\$1,600.00	\$1,624.00	1.50%	Service	Y	B	1
Disconnection	13.5	\$280.00	\$284.00	1.43%	Application	Y	B	1
Septage disposal	13.6	\$38.50	\$39.00	1.30%	kL	Y	B	1
Truck Wash	13.7	\$0.45	\$0.45	0.00%	Minute	Y	C	1
Minimum charge \$4.50								

## Stormwater Drainage

### Stormwater Management Charge

Strata title properties	14.1.1	\$12.50	\$12.50	0.00%	Year	N	A	1
Other properties	14.1.2	\$25.00	\$25.00	0.00%	Year	N	A	1

### Roads, Crossings and Private Works

Road opening permit	15.1	\$104.00	\$106.00	1.92%	Application	Y	B	1
Gutter crossings	15.2	\$0.00	\$0.00	–	Installation	Y	C	1
Not Disclosed								
Culvert crossings	15.3	\$0.00	\$0.00	–	Installation	Y	C	1
Not Disclosed								
Other private works	15.4	\$0.00	\$0.00	–	Installation	Y	C	1
Not Disclosed								
Gravel supply	15.5	\$0.00	\$0.00	–	m3	Y	C	1
Not Disclosed								
Temporary road closure	15.6	\$112.00	\$114.00	1.79%	Closure	Y	B	1
Supply and installation of Rural Address sign	15.7	\$100.00	\$102.00	2.00%	Sign	Y	B	1
Application for permanent road closure and report to Council	15.8	\$330.00	\$335.00	1.52%	Application	Y	B	1

### Restricted Access Vehicle Routes

Application fee Class 1 & 3 permits	15.9.1	\$72.00	\$73.00	1.39%	Application	N	B	1
Route assessment	19.9.2		Cost + 10% + GST		Assessment	Y	C	1
Structural assessment	15.9.3		Cost + 10% + GST		Assessment	Y	C	1

Name	Item No.	Year 16/17 Fee (incl. GST)	Year 17/18 Fee (incl. GST)	Increase %	Basis	GST	Policy ID	Strategic Outcomes
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## TECHNICAL SERVICES

### Tocumwal Aerodrome (Note: Aerodrome Fees Apply from 1 January 2017)

#### Access Charges

Property abutting Tocumwal Aerodrome containing one or more hangars	16.1.1	\$0.88604 per m2 of hangar space Maximum \$2,439.80 Minimum \$915.20 Min. Fee: \$832.00			Year	Y	D	4
		Fee \$0.8505 per m2 of hangar space Maximum \$2,392.50 Minimum \$897.46						

Note: Aerodrome fees apply from 1 January 2017

Gliding Operations	16.1.2	\$1,359.60 in addition to Property abutting Tocumwal Aerodrome containing one or more hangars (16.1.1)			Year	Y	D	4
		Fee \$1,332.50 in addition to Property abutting Tocumwal Aerodrome containing one or more hangars (16.1.1)						
Regular commercial users 200 movements per year or less	16.1.3	\$667.79	\$680.90	1.96%	Year	Y	D	4
Regular commercial users 201 movements per year or more	16.1.4	\$1,312.00	\$1,338.70	2.04%	Year	Y	D	4
Visiting flying schools	16.1.5	\$269.50	\$275.00	2.04%	Week part thereof	Y	D	4

#### Aircraft Parking Fees (Powered and Unpowered)

Year	16.2.1	\$726.00	\$740.30	1.97%	Aircraft	Y	D	4
Week	16.2.2	\$13.00	\$13.20	1.54%	Aircraft	Y	D	4
Movement fees (Honesty box)	16.3	\$10.00	\$10.00	0.00%	Movement	Y	D	4
Overweight aircraft use application	16.4	\$139.40	\$142.19	2.00%	Application	Y	C	4

#### Aerobatics – In Accordance with the Tocumwal Aerodrome Management Plan

Conduct of events (including directly related training periods) Includes up to two events	16.5.1	\$1,332.49	\$1,359.60	2.03%	Year	Y	C	4
Training and practice (three days or part thereof)	16.5.2	\$67.65	\$69.08	2.11%	Aircraft	Y	C	4
Other aviation and commercial use, events etc.	16.6		By negotiation		Each	Y	C	4

Name	Item No.	Year 16/17 Fee (incl. GST)	Year 17/18 Fee (incl. GST)	Increase %	Basis	GST	Policy ID	Strategic Outcomes
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## CORPORATE SERVICES

### Rating Services

Section 603 certificate	17.1	\$75.00	\$75.00	0.00%	Application	N	A	2
Section 603 certificate – expedited service surcharge	17.2	\$25.00	\$25.00	0.00%	Application	Y	B	2
Certificate Reconciliation fee	17.3	\$25.00	\$25.00	0.00%	Month	Y	B	2

### Rate Enquiry Fee

Written	17.4.1	\$25.00	\$25.00	0.00%	Enquiry	Y	B	2
Verbal	17.4.2	\$12.00	\$12.00	0.00%	Enquiry	Y	B	2

### Computer Sales Advice

One property	17.5.1	\$30.00	\$30.00	0.00%	Application	Y	B	2
Up to 250 properties	17.5.2	\$55 + \$11 per 15 minutes staff time			Application	Y	B	2
Over 250 properties	17.5.3	\$66 + \$11 per 15 minutes staff time			Application	Y	B	2

### Sales Listing for Registered Valuers

Supply of list	17.6.1	\$800.00	\$810.00	1.25%	Supply	Y	B	2
Additional staff time	17.6.2	\$22.00	\$22.00	0.00%	15 minutes	Y	B	2
Requested meter reading	17.7	\$30.00	\$30.00	0.00%	Reading	Y	B	2
Accrual of interest on rates and charges	17.8			8.00%	Per Annum	N	A	2

### Valuation or Ownership Enquiry

Verbal enquiry	17.9.1	\$7.70	\$8.00	3.90%	Enquiry	Y	B	2
Written enquiry	17.9.2	\$15.40	\$16.00	3.90%	Enquiry	Y	B	2
Extract from valuation book	17.9.3	\$15.40	\$16.00	3.90%	Extract	Y	B	2
Title search	17.1	\$25.00	\$25.00	0.00%	Search	Y	B	2
Reallocation of Electronic Payment	17.11	\$11.00	\$11.00	0.00%	Each	Y	B	2

### Access to Information (Government Information (Public Access) Act 2009)

Application fee	18.1	\$30.00	\$30.00	0.00%	Application	N	A	2
Processing charge	18.2	\$30.00	\$30.00	0.00%	Hour	N	A	2

Name	Item No.	Year 16/17 Fee (incl. GST)	Year 17/18 Fee (incl. GST)	Increase %	Basis	GST	Policy ID	Strategic Outcomes
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## Office Services

Returned cheque fee	19.1	\$16.50	\$17.00	3.03%	Instance	Y	B	2
Cancelled cheque fee	19.2	\$16.50	\$17.00	3.03%	Instance	Y	B	2

## Maps

A1 with lots	19.3.1	\$38.50	\$39.00	1.30%	Map	Y	C	2
A1 with roads only	19.3.2	\$22.00	\$22.00	0.00%	Map	Y	C	2
A3 originals	19.3.3	\$16.50	\$17.00	3.03%	Map	Y	C	2
A3 Photocopy/Print	19.3.4	\$5.50	\$5.50	0.00%	Map	Y	C	2
A4 Photocopy/Print	19.3.5	\$3.30	\$3.30	0.00%	Map	Y	C	2
Custom map – up to A1 size	19.3.6	\$143.00	\$145.00	1.40%	Map	Y	C	2

## Photocopying/Printing

A4	19.4.1	\$0.90	\$1.00	11.11%	Page	Y	C	2
A3	19.4.2	\$1.69	\$2.00	18.34%	Page	Y	C	2
Own paper	19.4.3	\$0.40	\$0.40	0.00%	Page	Y	C	2

## Faxing

Send	19.5.1	\$1.60	\$1.60	0.00%	Page	Y	C	2
Receive	19.5.2	\$0.90	\$0.90	0.00%	Page	Y	C	2

Name	Item No.	Year 16/17 Fee (incl. GST)	Year 17/18 Fee (incl. GST)	Increase %	Basis	GST	Policy ID	Strategic Outcomes
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## COMMUNITY SERVICES

### Community Facilities

Public halls	20.1		In Consultation with Committees		Booking	Y	D	3
Recreation reserves	20.2		In Consultation with Committees		Booking	Y	D	3

### Swimming Pools

Entry	20.3.1		In Consultation with Committees		Entry	Y	D	3
Season ticket	20.3.2		In Consultation with Committees		Season	Y	D	3
Lifeguards	20.3.3		At Cost Plus GST		Hour	Y	B	3

### Libraries

#### Borrowings

Borrowing charge	22.1.1	\$0.00	\$0.00	–	Loan	N	A	3
Online search	22.1.2	\$0.00	\$0.00	–	Search	N	A	3
Internal transfer	22.1.3	\$0.00	\$0.00	–	Loan	N	A	3
Reservation	22.1.4	\$0.00	\$0.00	–	Item	N	B	3
Inter-library loan	22.1.5	\$8.80	\$8.80	0.00%	Item	Y	B	3
Overdue notice	22.1.6	\$1.30	\$1.50	15.38%	Notice	Y	B	3
Overdue fee (per item)	22.1.7	\$0.15	\$0.15	0.00%	Day	Y	B	3
Replacement membership card	22.2	\$2.50	\$2.50	0.00%	Issue	Y	B	3
Public access computers	22.3	\$0.00	\$0.00	–	Sitting	N	A	3
Wi-Fi hotspot	22.4	\$0.00	\$0.00	–	Login	N	A	3
Print/Photocopy	22.5	\$0.40	\$0.40	0.00%	Page	Y	B	3

#### Fax

Initial sheet	22.6.1	\$1.20	\$1.20	0.00%	Page	Y	B	3
Additional sheets	22.6.2	\$0.40	\$0.40	0.00%	Page	Y	B	3
Scanning	22.7	\$1.20	\$1.20	0.00%	Page	Y	B	3

#### Laminating

A4	22.8.1	\$2.40	\$2.40	0.00%	Page	Y	B	3
A3	22.8.2	\$3.60	\$3.60	0.00%	Page	Y	B	3
Business card	22.8.3	\$1.20	\$1.20	0.00%	Page	Y	B	3
USB device	22.9	\$11.00	\$11.00	0.00%	Device	Y	C	3

Name	Item No.	Year 16/17 Fee (incl. GST)	Year 17/18 Fee (incl. GST)	Increase %	Basis	GST	Policy ID	Strategic Outcomes
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## Room Hire

Community Use (During Library Opening Hours)	22.10.1	\$0.00	\$0.00	–	Use	N	D	3
Community Use (After Hours)	22.10.2	\$11.00	\$12.00	9.09%	Use	Y	D	3
Commercial Use (Business and After Hours)	22.10.3	\$11.00	\$12.00	9.09%	Per Hour	Y	B	3
Book club	22.11	\$50.00	\$50.74	1.48%	Year	Y	B	3

Per person, Minimum \$500 per group

## Cemetery

### Lawn Cemetery

Single interment (includes standard plaque)	23.1.1	\$1,972.00	\$2,002.00	1.52%	Interment	Y	B	3
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Note: Standard plaque is 380mm x 280mm cast bronze with the choice of one emblem. Where a Department of Veterans Affairs plaque is supplied for the deceased, the cost of the plaque will be refunded and the cost of installation met by the deceased's estate.

### Double Interment

First interment (includes standard plaque)	23.1.2.1	\$2,153.00	\$2,185.00	1.49%	Interment	Y	B	3
Second interment (additional 5 line plaque)	23.1.2.2	\$735.00	\$746.00	1.50%	Interment	Y	B	3

### Interment of Ashes

Placed concurrently with interment (includes 5 line plate)	23.1.3.1	\$241.00	\$245.00	1.66%	Interment	Y	B	3
Placed in existing interment (includes additional 5 line plaque)	23.1.3.2	\$486.00	\$493.00	1.44%	Interment	Y	B	3
Stillborn interment (at head of grave – no right of burial in grave)	23.1.4	\$229.00	\$232.00	1.31%	Interment	Y	B	3
Outside normal hours surcharge	23.1.5	\$244.00	\$248.00	1.64%	Interment	Y	B	3

### General Section

Site reservation	23.2.1	\$278.00	\$282.00	1.44%	Site	Y	B	3
General Section – Interment	23.2.2	\$59.00	\$60.00	1.69%	Interment	Y	B	3
Stillborn interment (designated area or at foot of grave)	23.2.3	\$229.00	\$232.00	1.31%	Interment	Y	B	3

Name	Item No.	Year 16/17 Fee (incl. GST)	Year 17/18 Fee (incl. GST)	Increase %	Basis	GST	Policy ID	Strategic Outcomes
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### Grave Digging – General section

Machine – ordinary hours	23.3.1	\$429.00	\$435.00	1.40%	Interment	Y	B	3
Hand – ordinary hours	23.3.2	\$663.00	\$673.00	1.51%	Interment	Y	B	3
Machine – not ordinary hours	23.3.3	\$626.00	\$635.00	1.44%	Interment	Y	B	3
Hand – not ordinary hours	23.3.4	\$849.00	\$862.00	1.53%	Interment	Y	B	3

### Monumental Masonry

Permit to erect kerb and/or monument	23.3.1	\$36.00	\$37.00	2.78%	Permit	Y	B	3
Removal and reinstatement	23.3.2	\$229.00	\$232.00	1.31%	Each	Y	B	3

### Plaques

Standard single	23.4.1	\$581.00	\$590.00	1.55%	Plaque	Y	B	3
Standard dual	23.4.2	\$794.00	\$806.00	1.51%	Plaque	Y	B	3
Non-standard	23.4.3	Available on Application			Plaque	Y	B	3

### Memorial Wall – Interment of Ashes

Reservation	23.5.1	\$198.00	\$201.00	1.52%	Each	Y	B	3
Interment	23.5.2	\$970.00	\$985.00	1.55%	Each	Y	B	3

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Out of hours release	[Registration]	14
Outside normal hours surcharge	[Interment of Ashes]	24
Over 250 properties	[Computer Sales Advice]	21
Overdue fee (per item)	[Borrowings]	23
Overdue notice	[Borrowings]	23
Overweight aircraft use application	[Aircraft Parking Fees (Powered and Unpowered)]	20
Own paper	[Photocopying/Printing]	22
<b>P</b>		
Permit to erect kerb and/or monument	[Monumental Masonry]	25
Pig	[Sustenance]	14
Placed concurrently with interment (includes 5 line plate)	[Interment of Ashes]	24
Placed in existing interment (includes additional 5 line plaque)	[Interment of Ashes]	24
Pre-application Meeting Consulting Fee	[Other Development Applications]	7
Print/Photocopy	[Borrowings]	23
Processing charge	[Access to Information (Government Information (Public Access) Act 2009)]	21
Processing of variations to Building Code of Australia	[Construction Certificates]	9
Property abutting Tocumwal Aerodrome containing one or more hangars	[Access Charges]	20
Public access computers	[Borrowings]	23
Public halls	[Community Facilities]	23
<b>R</b>		
Rams, ewes, sheep /lambs	[Impounding]	14
Rate-able Third and subsequent pedestal/urinal	[Pedestal Charge]	18
Reallocation of Electronic Payment	[Valuation or Ownership Enquiry]	21
Receive	[Faxing]	22
Recreation reserves	[Community Facilities]	23
Registered breeder	[Registration]	13
Registration	[On Site Sewerage]	12
Regular commercial users 200 movements per year or less	[Access Charges]	20
Regular commercial users 201 movements per year or more	[Access Charges]	20
Reinspection	[Barrier Compliance Inspection]	13
Reinstate Hydrant Marker Post	[Connection – Service]	17
Relocate hydrant from driveway or footpath	[Connection – Service]	17
Removal and reinstatement	[Monumental Masonry]	25
Replacement approval	[Caravan Parks, Camping Grounds and Manufactured Home Estates]	12
Replacement membership card	[Borrowings]	23
Requested leakage inspection	[Reading and Testing]	18
Requested meter reading	[Sales Listing for Registered Valuers]	21
Requested read (refundable if error found)	[Reading and Testing]	18
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Required Local Activity Inspections	[Local Activity and Road Act Applications]	11
Reservation	[Borrowings]	23
Reservation	[Memorial Wall – Interment of Ashes]	25
Residential Waste – Asbestos (within Berrigan Shire)	[Residential Waste (Within Berrigan Shire)]	15
Retail	[Food Premises Administration Fee]	13
Returned cheque fee	[Office Services]	22
Road opening permit	[Roads, Crossings and Private Works]	19



Fee Name	Parent	Page
<b>R [continued]</b>		
Route assessment	[Restricted Access Vehicle Routes]	19
Rubbish bag	[Residential Waste (Within Berrigan Shire)]	15
Rural sheds greater than 150m2	[Complying Development Certificates]	10
<b>S</b>		
s149 (2) & (3)	[Planning Certificates (s149, Environmental Planning and Assessment Act 1979)]	10
s149 (5)	[Planning Certificates (s149, Environmental Planning and Assessment Act 1979)]	10
s96(1) (Maximum)	[Amendment to Development Consent]	8
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s96(2)	[Amendment to Development Consent]	8
Scanning	[Fax]	23
Search for drainage diagram required under Conveyancing Act.	[Development Services Administration]	12
Season ticket	[Swimming Pools]	23
Second interment (additional 5 line plaque)	[Double Interment]	24
Section 603 certificate	[Rating Services]	21
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Send	[Faxing]	22
Septage disposal	[Connection]	19
Septic tank (new)	[Local Activity and Road Act Applications]	11
Service charge	[Sewer]	18
Sheep	[Sustenance]	14
Single Dwelling House and Additions	[Development Applications (Environmental Planning and Assessment Act 1979)]	7
Single free standing sign	[Street Trading/Street Vending]	12
Single interment (includes standard plaque)	[Lawn Cemetery]	24
Site reservation	[General Section]	24
Skip – 2m	[Commercial Waste (Within Berrigan Shire)]	15
Skip – 2m	[Waste (Outside Berrigan Shire)]	15
Skip – 3m	[Commercial Waste (Within Berrigan Shire)]	15
Skip – 3m	[Waste (Outside Berrigan Shire)]	15
Standard dual	[Plaques]	25
Standard service (1 x 120l Garbage Bin & 1 x 240l Recycling Bin)	[Domestic Waste]	16
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Stillborn interment (at head of grave – no right of burial in grave)	[Interment of Ashes]	24
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Strata	[Subdivisions]	7
Strata title properties	[Stormwater Management Charge]	19
Structural assessment	[Restricted Access Vehicle Routes]	19
Structures ancillary to dwellings and farm sheds	[Construction Certificates]	9
Subdivision – Per lot	[Construction Certificates]	9
Subdivision Certificate	[Compliance Certificates]	9
Subdivision supervision fee for new work carried out by private contractors on future Council assets	[Construction Certificates]	9
Supply and delivery by vehicle of filtered water	[Filtered Water Supplied to Water Carters]	18
Supply and installation of Rural Address sign	[Roads, Crossings and Private Works]	19
Supply of list	[Sales Listing for Registered Valuers]	21
Sustenance and release	[Registration]	13
<b>T</b>		
Tandem trailer up to 2m2	[Residential Waste (Within Berrigan Shire)]	15
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Title search	[Valuation or Ownership Enquiry]	21
TOC No Restrictions	[Consumption – Treated]	16
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Training and practice (three days or part thereof)	[Aerobatics – In Accordance with the Tocumwal Aerodrome Management Plan]	20

Fee Name	Parent	Page
<b>T</b> [continued]		
Truck Wash	[Connection]	19
<b>U</b>		
Uncollected	[Domestic Waste]	16
Undertakers Mortuary	[Surveillance Fee]	11
Up to 250 properties	[Computer Sales Advice]	21
USB device	[Laminating]	23
Ute, van or trailer up to 1m2	[Residential Waste (Within Berrigan Shire)]	15
<b>V</b>		
Vehicle permit	[Street Trading/Street Vending]	12
Verbal	[Rate Enquiry Fee]	21
Verbal enquiry	[Valuation or Ownership Enquiry]	21
Visiting flying schools	[Access Charges]	20
<b>W</b>		
Water	[Filtered Water Supplied to Water Carters]	18
Water Connection application processing	[On Site Sewerage]	12
Water restriction easement	[Town Water Supply]	16
Week	[Aircraft Parking Fees (Powered and Unpowered)]	20
Wi-Fi hotspot	[Borrowings]	23
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Written	[Rate Enquiry Fee]	21
Written enquiry	[Valuation or Ownership Enquiry]	21
Written response	[Information Service Fee]	11
Written response and inspection	[Information Service Fee]	11
<b>Y</b>		
Y Junction < 3m deep (Also install Low Pressure Boundary Kit)	[Connection]	19
Y Junction > 3m deep	[Connection]	19
Year	[Aircraft Parking Fees (Powered and Unpowered)]	20



## Policy

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### 75 USER FEES AND CHARGES POLICY

File Reference No:	12.049.1
Strategic Outcome:	Good government
Date of Adoption:	15/03/2017
Date for Review:	17/03/2021
Responsible Officer:	Director Corporate Services

#### 1. POLICY STATEMENT

Berrigan Shire Council offers a range of services for which it is entitled to charge a fee or charge. This policy provides guidance to Council and its staff regarding the setting of those user fees and charges – inside the statutory restrictions of the *Local Government Act 1993* and other legislation.

The setting of user fees and charges is the only major revenue source over which the Council generally has full and free influence, inside legislation. As such, while user fees and charges may only be a small part of the Council's overall revenue, the setting of those fees and charges play an important part in the Council's budget, long term planning and financial sustainability.

#### 2. PURPOSE

The purpose of this policy is to:

- Develop a framework for setting user fees and charges in a systematic, transparent, consistent and justifiable manner, based on relevant, reliable and robust costing information
- Provide guidance to Council staff on:
  - principles for fee and charge setting and their relationship to service delivery objectives;
  - appropriate fee and charge setting methods, including factors to be considered in determining the required level of cost recovery;
  - procedures for assuring compliance with competitive neutrality requirements;
  - procedures for monitoring service costs and fees and charges.

#### 3. SCOPE

This policy applies to all user fees and charges set by the Council with the exception of the rates and annual charges set under Chapter 15, Part 1 of the *Local Government Act 1993*.





## Policy

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### 4. OBJECTIVE

This policy is developed to assist the Council with Delivery Plan Objective 2.2.2.3:

*Coordinate Council investments, financial management, financial operations and processing.*

### 5. DEFINITIONS

**Competitive Neutrality** is aimed at eliminating any net competitive advantages accruing to government businesses as a result of their public sector ownership. Such action removes potential market distortions and promotes an efficient allocation of resources between public and private businesses.

**Full Cost** represents the value of all the resources used or consumed in the provision of a service. In addition to the costs directly associated with the service, full cost includes an appropriate allocation of indirect cost, including capital costs.

### 6. POLICY IMPLEMENTATION

#### 6.1 General principle

Where legally possible, the Council intends to charge users for the provision of **all** goods and services that it provides.

As a general rule the Council will set its fees and charges at a rate to generate the maximum amount of revenue possible to offset the cost burden of the provision of services borne by other sources of revenue such as rates and untied grants.

Therefore, the Council will at a minimum seek to recover the full cost of service provision from its customers and clients. This general principle will only be modified where the other specific fee and charge setting principles apply,

#### 6.2 Specific principles

The following principles will be considered by the Council when setting their fees and charges:

- **Efficiency:** the fees are simple and not cumbersome to administer.
- **Legality:** the fees are set in line with legislation and/or other legal restrictions.
- **Transparency:** the nature and use of the service is understood by users.
- **Effectiveness:** the fees provide value for money for users.
- **Clarity:** users are clear about when & how fees apply.
- **Equity:** the fees are fairly applied across a range of users.





## Policy

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- **Ethics:** users with special service needs are not charged exorbitant fees directly in accord with the cost of higher servicing requirements.

### 6.3 Costing and recovery

The Council will review and where necessary, enhance its current cost allocation practices by developing a costing model and related processes to allocate indirect cost and recognising and reporting the full cost of their services.

While full cost recovery represents the optimum pricing outcome, it is important to note that there will be situations where it is appropriate for the Council to recover less than the full cost, or not to recover costs through fees and charges at all.

For example, where:

- users receive only some of the benefits of the service, with the balance going to external, unrelated third parties.
- social policy or access considerations outweigh the objectives of full cost recovery.

Fee setting decisions must be evidence based and demonstrate consideration of:

- both the direct and indirect cost of goods and services to establish the full cost and
- "Best Value" principles including:
  - accessibility,
  - affordability, and
  - the efficient cost of services.
- The level of commercial risk, if any, borne by the Council.

### 6.4 Rationales

Every fee or charge set by the Council will be based on a clear fee setting rationale. This rationale will be shown for each fee in the Fees and Charges Register.

The rationales applicable include:

- **Statute Limited** – Priced at the figure stipulated by law as applicable to this activity.
- **Cost Recovery** – Priced so as to return full cost recovery for the activities provided.
- **Commercial Basis** – Priced to cover the cost of the item plus a commercial mark-up.



## Policy

- **Community Service Obligation** – Priced at below the cost of providing this activity as provision of the activity meets a social or economic objective of the Council.

The Council will also identify those fees where the maximum amount charged does not cover the cost to the Council of providing the service.

### 6.5 Price setting model

Taking into account the above, the Council will use the following price setting model when setting its fees and charges.

$$P = C - G + M - S - D$$

Where:

- P** – The price ultimately charged by the Council to the user
- C** – The full cost (direct and indirect) of providing the goods or service
- G** – Any grants provided by third parties to fund the provision of the goods or service
- M** – A commercial margin (may be zero)
- S** – Any subsidy provided by the Council to meet a social or economic objective.
- D** – A mandatory discount applied to reduce the fee to an amount mandated by law

### 6.6 Goods and Services Tax (GST)

The Council will use its best endeavours to determine the Goods and Services Tax (GST) status for each user fee and charge that it sets. However there may be fees and charges for which the Council is unable to confirm the GST status.

Accordingly, if a fee that is shown as being subject to GST is subsequently found not to be subject to GST, then that fee will be amended by reducing the GST to nil.

Conversely, if the Council is advised that a fee which is shown as being not subject to GST becomes subject to GST, then the fee will be increased but only to the extent of the GST.



## Policy

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### 6.7 Council services provided by delegated authorities

The Council has delegated care, control and management of some of its facilities such as Recreation Reserves, Swimming Pools and Public Halls to volunteer committees of management established under the provisions of s355 of the *Local Government Act 1993*.

The delegation to these committees includes the power to set the fees and charges relating to the use of these facilities.

While these committees are not expected to follow the fee setting model established in this policy, they should be guided by the general principle of full cost recovery where possible and the other specific fee setting principles where appropriate.

## 7. RELATED POLICES AND STRATEGIES

### 7.1 Legislation

- *Local Government Act 1993*
- *Local Government Regulation 2005*
- *Environmental Planning and Assessment Act 1979*
- *Roads Act 1993*
- *Companion Animals Act 1998*
- *Government Information (Public Access) Act 2009*
- *A New Tax System (Goods and Services Tax) Act (Cwth) 1999*
- National Competition Policy guidelines

### 7.2 Other plans, policies and strategies

- Long Term Financial Plan
- Financial Strategy 2016
- Social Justice Framework
- Commercial Credit Policy
- A Guide to Developer Contributions for Water and Sewer





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DX10587

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internet www.northsydney.nsw.gov.au

ABN 32 353 260 317

General Manager  
Berrigan Shire Council  
PO Box 137  
BERRIGAN NSW 2712



30 March 2017

Dear Mr Perkins,

**RE: COUNCIL CONCERNS WITH LGNSW**

At its meeting of 24 October 2016 Council resolved to resign from financial membership of LGNSW. For your information a copy of the full resolution and a link to the video of the discussion and debate is attached to the end of this letter.

The reasons for Council's resignation were varied however the majority of Councillors shared the view that LGNSW no longer provides the strong leadership or advocacy that Councils and their communities expect and require.

Council feels that in recent times LGNSW has failed to provide strong advocacy on important issues that affect Councils and their communities and the ongoing NSW State Government forced amalgamation program is a case in point. It was argued that the fight against forced amalgamations had not been led by LGNSW but rather by a loose coalition of individual Councils, affected residents and ratepayers, volunteer organisations such as the "Save Our Councils Coalition", and State representatives such as David Shoebridge MLC and Peter Primrose MLC. LGNSW also failed and continues to fail to adequately correct the misinformation the NSW State Government continues to espouse including the "savings" made by forced amalgamations, and the false statement that Councils were losing one million dollars per day.

Other highlighted issues included a failure to adequately advocate on behalf of the sector which continues to see its planning powers stripped, whilst ever increasing densities are imposed on residents without the State Government delivering the social and community infrastructure to accompany increasing density.

Furthermore, as a result of the merger between the Local Government Association of NSW and the Shires Association of NSW, either through leadership or structure, LGNSW has failed to adequately represent the interests of Metropolitan Councils and the specific issues that are of concern to them. Similarly, Councillors have received reports that LGNSW has failed to adequately represent the interests of the Rural and Regional Councils and the issues and concerns specific to them. The situation, as it currently stands, appears to be lose/lose.

Further to the resolution of 24 October 2016, Council established a Steering Group to consider its options and possible way forward to ensure that the Local Government Sector in NSW is equipped with a vehicle with the strength and will to properly advocate on its behalf.

To that end the Steering Group determined to write to all NSW Councils seeking their views and feedback to determine if others share North Sydney Council's concerns.

I would therefore appreciate any comments or suggestions you and your Council may have in response to my Council's resolution. All your responses will be respected and I will keep you informed of any matters of relevance or general interest.

Yours sincerely,



Ross McCreanor  
**ACTING GENERAL MANAGER**

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#### **North Sydney Council Resolution of 24 October 2016**

- 1. THAT** Council resign from financial membership of LGNSW with immediate effect and that a refund of subscription fees paid this year be requested.
- 2. THAT** Council authorise the General Manager to seek other options in conjunction with other councils and ROCs to provide industrial and related services as required.
- 3. THAT** Council establish a peak body organisation to represent councils and engage in robust and rigorous advocacy and policy leadership on local government issues and reform.
- 4. THAT** Council allocate funding towards lobbying and advocacy including the establishment of such an organisation and provide an officer with detailed knowledge and experience of the local government sector and LGNSW to this project for a minimum 2-year period.
- 5. THAT** Council nominate a steering group for the establishment of the new organisation of the General Manager and two Councillors.

Council video records all Ordinary Meetings. The debate and discussion relating to this matter can be found at this link (commencing at 53:09):

<https://livestream.com/northsydneycouncil/events/4335043/videos/139972249>

30<sup>th</sup> March, 2017.

Berrigan Shire Council  
General Manager  
Mr Rowan Perkins  
Chanter Street  
BERRIGAN 2712

BERRIGAN SHIRE COUNCIL	
31 MAR 2017	
FILE	_____
REFER TO	<u>CIM.</u>
COPY TO	_____
ACTION / CODE	
ACKNOWLEDGE Y / N	

Dear Rowan,

#### **4 YEAR DELIVERY PLAN**

We, the committee thank the Shire for the assistance received over the past swimming season and are appreciative of the grant we received which covered many items on our wish list for 2016. The pool surrounds are looking wonderful.

Our aim as volunteers is to maximise pool patronage, to provide a pleasant and safe environment for local residents, as well as catering for the growing tourist trade and ageing community.

Listed below are future improvements:

- **Installation of Solar System**

The installation of Solar System to generate power to assist with the running of pool pumps etc would help reduce our massive electricity expense. \$7,400.40 has been charged for electricity usage over the past 12 months. Attached are details of the amount of power used and costs over the past two years.

A quotation for installation has not been sourced as we felt your staff would have the knowledge of what is required as the shire office has already been converted to this energy and cost saving system.

- **To Automate the current Watering System**

At present, there is a manual watering system installed, which needs to be attended to at night to ensure safety of pool user's. Tom Pyle, volunteers his time to water the surrounds, but get up at 3am, walks to pool to change over the sprinklers. Feeling this is beyond his call of duty, we wish to automate the current system by replacing the current turf valves with automated 'pop-up' sprinkler heads.

Using existing piping would reduce cost immensely, but would disconnect the water from Ladies and Men's toilets. To address that issue, a new water line would be installed to toilets. The main expense would be to drill under the concrete paths.

Dawmac Industries were approached for a quotation on sprinkler heads etc – \$721.68.

Gordon Yelland quoted on the 70 metres of trenching and backfilling - \$500 estimated but may reduce considering the nature of the work.

As the surrounding parkland is automatically watered from a system already installed in the Pool Canteen, the cost of a controller would be eliminated as currently there is one existing outlet point available on the control panel.

With the use of voluntary committee labour, we estimate the watering system could be upgraded to an Automated 12V System for approximately \$2,000 allowing for incidental costs.

The watering system would need to be attended to in the early part of the year to allow the ground to resettle, be topped up and for the lawn to regrow over the trenches prior to pool opening.

If you require further information, please do not hesitate to contact myself or a member of our committee.

Yours faithfully,

**Jude Lawrence**

**Treasurer**

**BERRIGAN WAR MEMORIAL POOL COMMITTEE**

PO Box 112,

BERRIGAN 2712

0408 852 481



**BERRIGAN WAR MEMORIAL SWIMMING POOL  
ELECTRICITY USEAGE March 2015 TO March 2017**

		OFF PEAK	PEAK	SHOULDER	S/CHARGE			OFF PEAK	PEAK	SHOULDER	S/CHARGE
23/03/2015-	\$ 590.92	\$ 91.76	\$ 50.12	\$ 99.98	\$ 349.06	25/03/2016-	\$ 703.43	\$ 48.59	\$ 88.78	\$ 96.67	\$ 469.39
-25/6/2015		648 KW	197KW	393 KW		-23/06/2016		191 KW	627 KW	380 KW	
25/06/2016-	\$ 443.58	\$ 3.97	\$ 1.78	\$ 5.59	\$ 432.24	24/06/2016-	\$ 534.35	\$ 36.91	\$ 12.41	\$ 11.34	\$ 473.69
-10/07/2015		28 KW	7 KW	22 KW		-29/09/2016		245 KW	46 KW	42 KW	
21/09/2015-	\$ 1,496.96	\$ 411.63	\$ 208.61	\$ 428.66	\$ 448.66	21-19/2016-	\$ 1,915.08	\$ 553.54	\$ 294.17	\$ 593.68	\$ 473.69
-17/12/2015		2907 KW	820 KW	1685 KW		-16/12/2016		3519 KW	1048 KW	2115 KW	
17/12/2015-	\$ 3,050.14	\$ 1,050.81	\$ 493.03	\$ 1,000.81	\$ 505.49	17/12/2016-	\$ 3,574.77	\$ 1,237.67	\$ 579.17	\$ 1,148.64	\$ 609.29
-24/03/2016		7421 KW	1938 KW	3934 KW		- 20/3/2017		6608 KW	1733 KW	3437 KW	
	\$ 5,581.60	\$ 1,558.17	\$ 753.54	\$ 1,535.04	\$ 1,735.45		\$ 6,727.63	\$ 1,852.21	\$ 974.53	\$ 1,850.33	\$ 2,026.06
	\$ 558.16	GST					\$ 672.77	GST			
	\$ 6,139.76						\$ 7,400.40				
	* GST not shown in meter readings.										



**DAWMAC**

INDUSTRIES

14 CHANTER STREET  
BERRIGAN NSW 2712

ABN: 46 003 424 619

www.dawmacberrigan.com.au

PH: 03 5885 2382 FAX: 03 5885 2407

**Quote to Supply**

Quote No: SQ0023

Date: {@showdate}

Page No: Page 1 of 1

Account No: BERSWI

## Account

BERRIGAN SWIMMING POOL  
PO BOX 112  
BERRIGAN  
NSW 2712

## Deliver To

BERRIGAN SWIMMING POOL  
C/- JUDE LAWRENCE  
PO BOX 112  
BERRIGAN  
NSW 2712

Sales Person	Ordered By	Your Order
JOHN LANE	Entered in special field	

Part Number	Description	Qty	Price	Ex Gst	Disc	Gst	Total
HRPAR820	ARTIC RISER 200MM X 20BSP (3/4in)	30	3.375	101.25	35.44	6.58	72
HRPHR50FC	HR 50MM SOLOINOID VALVE WITH F/	1	140.695	140.69	49.24	9.15	100
HUNPGPADJ	HUNTER G GEARDRIVE ADJUSTABLE SPRINKLER	30	25.580	767.40	268.59	49.88	548

Retention of Title: Responsibility for the goods which are the subject of this invoice passes at the time of shipment. Title to these goods passes upon receipt of cleared funds.

**This Quote is valid for 30 Days.**

**Quote Acceptance**

To Accept this Quotation please either sign this document and return by fax or email, or provide a purchase order ie email confirming acceptance to

Total Ex GST	1,009.
Discount	353.
GST	65.
<b>Total Incl GST</b>	<b>721.6</b>

Signed : \_\_\_\_\_

Date / / \_\_\_\_\_

**BAROOGA RECREATION RESERVE  
COMMITTEE OF MANAGEMENT**

President  
Mr. Ray Nye  
PO Box 56  
Barooga  
NSW , 3644  
[raynye@bigpond.com](mailto:raynye@bigpond.com)



Secretary / Treasurer  
Mr. Michael O'Dwyer  
PO Box 230  
Barooga  
NSW , 3644  
[mickodwyer@sporties.com.au](mailto:mickodwyer@sporties.com.au)

Mr. Rowan Perkins  
General Manager  
Berrigan Shire  
56 Chanter Street  
Berrigan  
NSW 2712

Dear Rowan ,

27th March , 2017

This letter is written on behalf of the Barooga Recreation Reserve Committee of Management in support of two of the user groups of the Barooga Recreation Reserve who wish to submit an application for assistance with funds as part of Councils 4 year delivery plan.

\* **The Barooga Cricket Club** is proposing to erect a new storage shed for their training equipment next to the cricket training nets.( details attached)

\* **The Cobram Barooga Equestrian Club** has outlined an action plan for 2017 which involves repairs to fences , a concrete wash bay and day yards.(details attached)

The Committee believes both of these projects are very worthwhile and fit the overall plan for the Recreation Reserve .

We also feel that both projects will enhance and improve the existing infra structure at the Reserve.

We trust that these projects will meet with Councils approval.

Yours Faithfully,

Ray Nye  
President

Michael O'Dwyer  
Secretary

<b>BERRIGAN SHIRE COUNCIL</b>
31 MAR 2017
FILE _____
REFER TO <u>AM</u>
COPY TO _____
ACTION / CODE _____
ACKNOWLEDGE Y / _____



Burkinshaw St, Barooga, NSW 3644

P.O.Box 81, Barooga, NSW, 3644

Phone - 03 5873 4396

Email: barooga.cc.sec@gmail.com

Visit: www.baroogacc.nsw.cricket.com.au

### Project

We at the Barooga Cricket Club would like to propose a new storage shed for our training equipment situated next to cricket nets. We propose that this shed be erected between the cricket nets and the Golf course fence with a roller door facing the main oval.

### Benefits of the Project

Currently we use the old scoreboard for the storage of our training equipment and with the new Ray Nye Stand taking over scoring duties the old scoreboards days are surely numbered. We have a bowling machine that is quite heavy (50kg) and with the old shed being approximately 50m away it makes it quite an effort to see that it is secured at the end of training. After feedback from senior players and junior parents we plan to invest in new training equipment next season & we believe that the new equipment & bowling machine would be better utilised by volunteer junior coaches and the senior playing group if it was made more accessible. The shed would also be large enough to house both wicket rollers during the winter keeping them secure and out of the weather.

### Outline of Costing

Maroon 4x6m Shed & Roller Door (Supply & Install) – Approx \$6000

Concreting – Approx \$2300

Shelving – Approx \$2000

Total - \$10300

### Non Financial Support Required

Project Supervision

Building Application

Associated Fees

Inspections

### Committees Strategic Plan

We have verbal support from the committee knowing that at some stage they wish to demolish the old scoreboard. We propose that the colour of the shed be maroon the same as the roof on the Ray Nye Stand. If building this shed allows us to have greater confidence in purchasing new cricket training equipment and that in turn leads to more people training and playing a team oriented participation sport then it is of great benefit to the Barooga community.







# Cobram Barooga Equestrian Club 2016 - 2020 Infrastructure Plan

This document outlines the infrastructure priorities for the CBEC from 2016 to 2020



## Introduction

The Cobram Barooga Equestrian Club is a fully registered and insured member of Horse Riding Clubs of Victoria (HRCVA). The Cobram Barooga Equestrian Club was first incorporated 22 years ago and has submitted annual returns of an incorporated Association in Victoria since 1996. The Horse Riding Clubs Association of Victoria currently has 244 member Clubs with 6000 individual members spread across Victoria and parts of NSW and South Australia. The HRCVA caters for a wide range of riders who enjoy the social aspect of Club membership as well as access to the extensive competition system. There is a Club within reach of most Victorians and Southern New South Welshmen and where you can join likeminded riders for social activities, lessons/rallies or competition. Enquiries from interstate Clubs are welcome. The HRCVA caters for beginner rider's right through to experienced competitors with a level assessment system that ensures that you will compete against others of similar experience and ability.

## Cobram Barooga Equestrian Club (CBEC)

The CBEC has 32 active members and a number of associate members. The Club shares clubrooms with the Cobram Barooga Netball club and has access to Club grounds at the Cobram Barooga Recreation Reserve (The reserve). The club has two committee members who are part of the Reserve committee and attend meetings to contribute to the overall management of the Reserve. The club has rally days every month, occasionally mid-week training days and an annual championship dressage and show jumping competition weekend. The competition draws over 100 competitors from around SNSW and N Victoria.

## Infrastructure

Over the past 20 years the club has raised money for the following infrastructure projects:

- 20 X 60 metre sand Dressage Arena
- Watering system for Dressage arena
- 20 metre Round Yard
- Storage Shed with concrete floor
- 12 holding/day yards

## Equipment

Over the past 20 years the club has raised money or the purchase of the following training equipment

- 2 X portable competition approved dressage arenas
- Full set of competition approved show jumping equipment
- Sundry items to service competition requirements

## Annual Competition

The annual competition whilst a niche event in the district makes a valuable contribution to the local economy as outlined in the following Event Impact Summary. (Assessment courtesy Berrigan Shire Council) There are only a few competitions held in region and CBEC competition has a loyal following who return every year as well as attracting new competitors. The CBEC Committee would like to ensure the competition continues to attract larger numbers and recognises that the key to this outcome is continued improvement of the facilities.

## Event Impact Summary

Berrigan Shire - Cobram Barooga Equestrian Championships - Modelling the effect of \$30,100 from a Sports and Recreation Activities event with Region significance				
	Output (\$)	Value-added (\$)	Employment (annual FTE)	Resident Jobs (annual FTE)
Direct impact	25,874	13,903	0.3	
Industrial impact	7,722	3,647	0.0	
Consumption impact	3,136	1,660	0.0	
<b>Total impact on Berrigan Shire economy</b>	<b>36,732</b>	<b>19,210</b>	<b>0.3</b>	

Source: [National Institute of Economic and Industry Research \(NIEIR\)](#) ©2016. Compiled and presented in economy.id by [.id](#), the population experts.  
Note: All \$ values are expressed in 2013-14 base year dollar terms.



## The plan

The CBEC Committee in consultation with members has identified a number of infrastructure projects that are needed for the continued growth of the equestrian facility at the Barooga Recreation Reserve. The projects that are a priority are such from a safety perspective and will be required upgrades for

the expansion of the grounds as a preferred competition venue. The annual competition weekend draws in excess of 100 competitors and a further 150 people assisting riders or participating as judges and general competition assistants.

The committee has the ability to partially fund some of the high priority activity and we look to external funding opportunities to assist in covering the whole cost. The members have the capacity to offer the required in-kind contributions that would be required. The chart below describes the projects and that are planned and the proposed timeframe for completion.

### Action Plan

<i>Item</i>	<i>Description</i>	<i>Priority</i>	<i>Estimated Cost</i>	<i>Club Contribution available</i>	<i>External Funding required</i>	<i>Timing</i>
Repair to fences	Fences in many parts of the ground are in poor condition and pose a risk to horses and riders	High	\$3500.00	\$700.00 plus in kind	\$2800.00	2017
Concrete wash bay	Currently the only facility for hosing horses exists by the small gate. The area is congested muddy and dangerous on competition and rally days	High	\$3000.00 plus in kind	\$1000.00 plus in kind	\$2000.00	2017
Day Yards	10 new yards on the eastern fence line of the ground to offer overnight accommodation to competitors	High	\$6700.00 plus in kind	\$2000.00 plus in kind	\$700.00	2017
Show jumping sand arena		Medium – long term	\$60,000 plus in kind	TBA	TBA	TBA



BAROOGA COMMUNITY BOTANICAL GARDEN  
C/O J.Cullen  
32 Lawson Drive  
Barooga  
Mobile 0417821868

Appendix "G"	
BERRIGAN SHIRE COUNCIL	
31 MAR 2017	
FILE	_____
REFER TO	<u>GM</u>
COPY TO	_____
ACTION / CODE	
ACKNOWLEDGE Y / N	

Rowan Perkins  
General Manager  
Berrigan Shire Council

The committee of Barooga Community Botanical Gardens(BCBG) in response to your request for the projects for the next four years have decided to forward the following projects for your perusal.

1.The renewal of the watering system to the gardens.

Although the system is adequate at the moment it is evident it will need renewing.

Both Barooga and surrounding districts have expressed their pleasure in being able to use the garden for barbecues,weddings birthday parties or just to relax.

Cost:Still awaiting a quote from Cobram Irrigation

Some non-financial support will be required.

2.The Committee request that electricity be connected to the Rotunda.

Formal occasions eg weddings at the moment need to use a long extension lead to play music,use mikes etc,The use of long leads in a public area must be a hazard especially to the very young and the aged.We would prefer to make it a safer place.

Cost:Approx imately \$5000

3.The committee request the sealing of the car park on the main road.

Stones from the current covering tend to be fall on the lawns and become airborne when our lawns are being mown.

The initial approach to the gardens would be enhanced.

Cost:Berrigan Shire territory?

4.In the next four years the condition of the smaller mower will become a problem due to wear and tear.We will be needing funds to purchase e new mower.

Cost:\$8000 to \$10000

The committee have always worked to enhance the environs of the garden to make and maintain a community project of a high standard.

Yours faithfully

Jan Cullenj  
Secretary Barooga Community Botanical Garden





**Perkins, Rowan**

---

**From:** Hansen, Matthew  
**Sent:** Thursday, 6 April 2017 7:33 AM  
**To:** Perkins, Rowan  
**Subject:** FW: Successful Application - Local Sport Grant Program 2016/17  
**Attachments:** Berrigan Football Club Mower Application prjdtl\_29994.PDF

---

**From:** Katrina Tehan [<mailto:katrina@tenderight.com.au>]  
**Sent:** Friday, 31 March 2017 9:58 AM  
**To:** Hansen, Matthew  
**Cc:** [andrew@berriganrural.com.au](mailto:andrew@berriganrural.com.au); [marion.dickins1@bigpond.com](mailto:marion.dickins1@bigpond.com); [sschifferle@bigpond.com](mailto:sschifferle@bigpond.com)  
**Subject:** FW: Successful Application - Local Sport Grant Program 2016/17

Dear Matt

As per your conversations with Ian Dickins please find below confirmation of a grant with NSW Office of Sport for \$5,000.

The Berrigan Sports Ground Committee will be issuing an invoice and claiming the grant on behalf of the Berrigan Football Club.

Attached is a copy of the grant which might assist in preparing your report to Council.

If you have any other questions please do not hesitate to give me a call on 0427 505686.

Many thanks

Katrina

*Katrina Tehan  
Director  
Tender Right*

*0427 505686  
[katrina@tenderight.com.au](mailto:katrina@tenderight.com.au)  
[www.tenderight.com.au](http://www.tenderight.com.au)*



**From:** Office of Sport [<mailto:comms.web=sport.nsw.gov.au@cmail19.com>] **On Behalf Of** Office of Sport  
**Sent:** Friday, 17 March 2017 3:15 PM  
**To:** [katrina@tenderight.com.au](mailto:katrina@tenderight.com.au)  
**Subject:** Successful Application - Local Sport Grant Program 2016/17

No Images? [Click here](#)



Dear Mr Schifferie

**2016/17 Local Sport Grant Program**

Your organisation, Berrigan Football Club, has been approved a grant under the 2016/17 Local Sport Grant Program administered by the Office of Sport for the following project:

**Ride on Mower for the Berrigan Recreation Reserve Oval**

**Granted amount:** \$5,000

You will receive a system generated email later today which will contain your login details to enable you to accept the terms and conditions of the grant and claim the funds.

It would be appreciated if you could **claim your grant as soon as possible**. When you log in to accept your grant, you must also issue and upload a tax invoice to claim this funding.

If you do not have an ABN, you will need to complete and upload a 'statement by a supplier' form. You will find a link to print this form once you are logged in and have accepted the terms and conditions of the grant.

Please contact the Grants Unit if you have any questions at [grantsunit@sport.nsw.gov.au](mailto:grantsunit@sport.nsw.gov.au).

Kind regards

Joan Bennion  
**Funding & Performance Officer**  
**Office of Sport**

Office of Sport  
6B Figtree Drive  
Sydney Olympic Park  
Phone: 131302

If you do not wish to receive further emails about grants, you may opt out below.

[Unsubscribe](#)

**Office of Sport  
Local Sport Grant Program  
BERRIGAN FOOTBALL CLUB  
Project Details**



**Project Title**

RIDE ON MOWER FOR THE BERRIGAN RECREATION RESERVE OVAL

**Project Type**

Sport Subsidy

**What Sport will benefit from this project?**

FOOTBALL, CRICKET, NETBALL, ATHLETICS, SHOW JUMPING, SOCCER.

**Proposed start date of project**

02/17

**Anticipated finish date of project**

03/17

**What is the amount of funding being requested in this application**

5000.00

## Local Sport Grant Program BERRIGAN FOOTBALL CLUB Project Details

### **Project Description**

The Berrigan Football Club will purchase a new ride on mower on behalf the Berrigan Recreation Reserve and other sporting user groups.

The ride on mower will offer significant advantages including:

- \* improved oval and playing surfaces
- \* reducing training injuries and hazards
- \* volunteer safety and better maintenance of ovals
- \* increasing player participation and skills enhancement at training and games.

## Local Sport Grant Program BERRIGAN FOOTBALL CLUB Project Details

### **Why is the project needed?**

Berrigan Recreation Reserve volunteers currently use a 40 year old tractor and open blade slasher to mow the oval weekly at the Berrigan Recreation Reserve.

The current slashing equipment is unsafe (with no guards & just open blades), it is not compliant with OH&S requirements and poses a serious threat to users and bystanders.

The tractor's operation is unreliable and this equipment is costly to maintain and / or upgrade to meet current safety regulations.

The mowing equipment is used on a weekly basis across the football, cricket and show seasons and is operated by a range of volunteer users. In wet weather the tractor tyres create ridges across the oval's playing surface and in summer the open cabin is hot and exposed to the elements.

A new industrial Trak Rider Mower with a 72 inch cut, comes complete with safety guards, grass catcher, factory warranty and standard features that are compliant with OH&S regulations.

**Office of Sport  
Local Sport Grant Program  
BERRIGAN FOOTBALL CLUB  
Contact Details**

**Given Name**  
STUART

**Family Name**  
SCHIFFERIE

**Position**  
PRESIDENT

**Business Phone**  
0428 4163581

**Home Phone**

**Mobile**

**Fax**

**Email**  
katrina@tenderight.com.au

**Address**  
PO Box 65

**Suburb**  
BERRIGAN

**Postcode**  
2712



**Office of Sport  
Local Sport Grant Program  
BERRIGAN FOOTBALL CLUB  
Location Details**

**Location**  
BERRIGAN RECREATION RESERVE

**Address**  
Jerilderie Road

**Suburb**  
BERRIGAN

**Postcode**  
2712

**State**  
NSW

**Electorate**  
Murray

**Council Name**  
Berrigan

Office of Sport  
 Local Sport Grant Program  
**BERRIGAN FOOTBALL CLUB**  
 Budget Details

<b>FUNDING AND APPLICANT CONTRIBUTION TO THIS PROJECT</b>	
Funding requested for this application	5000.00
Confirmed funding from Federal Government	0.00
Confirmed funding from Other Sources	2500.00
Confirmed funding from Local Government	6000.00
Sub-Total	13500.00
Your contribution (e.g. applicant's contribution, donations, in-kind contribution etc)	
Football Club Fundraising	5000.00
Cricket Club Contribution	2500.00
Recreation Reserve	2500.00
Show Committee	2500.00
Sub-Total	12500.00
(EXPENDITURE (e.g. Purchase of building materials, trades people etc.(including voluntary work and/or donated materials)	
Trak Rider Mower : Z9979R W 72in 7guage side discharge deck	26000.00
Total	26000.00
Budget surplus or deficit	0

Office of Sport  
 Local Sport Grant Program  
**BERRIGAN FOOTBALL CLUB**  
 Objectives

Objective	How will the project do this
<p>Increase regular and on-going participation in sport or structured physical activity.</p>	<p>A new rider mower for the Berrigan Recreation Reserve in the short term will increase participation at training and in the long term will increase memberships to the Berrigan Football, Netball and Cricket Clubs.</p> <p>The new improved playing surface across the oval will improve football and cricket skill levels. The increased skill levels, with players eager to train, will be realised through regular even mowing that will produce a first class sporting surface.</p> <p>Achieving new levels of player ability will create energy at a club level and draw in new players. This will also create momentum for Berrigan's junior football and cricket with more male and female juniors learning and participating in holiday training camps and weekly competitions.</p> <p>Safe equipment will protect the safety and health of volunteers who slash and maintain the oval on a weekly basis. This will improve volunteer recruitment and engagement.</p>

Office of Sport  
Local Sport Grant Program  
**BERRIGAN FOOTBALL CLUB**  
Objectives

Objective	How will the project do this
Address barriers to participation in sport or structured physical activity.	<p>This grant will help Berrigan's diverse youth participate in community sport. We acknowledge that 'sport participation' is for the primary purpose of enjoyment, skill development, personal health and social benefit.</p> <p>Competition outcomes are also important but they are secondary to the community health and the social inclusion outcomes that this project will achieve.</p> <p>The Berrigan Football, Netball and Cricket Clubs use participation in football, netball and cricket as a key part of the 'pathway' of an individual's lifetime sporting experience in the local Berrigan community.</p> <p>Players can enter or exit the pathway at any age and across a multitude of sporting activities held at the Berrigan Recreation Reserve.</p> <p>Youth participation in football, netball and cricket provides integral training in coordination, flexibility, muscle development and team work.</p> <p>For adult players the motivation for sport participation is closely linked to health and social benefits, rather than purely competitive outcomes.</p> <p>The Berrigan Football, Netball and Cricket Clubs provide a range of participant models to cater for all age, abilities, and competition levels, from juniors through to A and B Grade competition levels.</p> <p>Our vision is to ;</p> <ol style="list-style-type: none"> <li>1. increase the number of Berrigan and district residents participating in football, netball, athletics and cricket</li> <li>2. strengthen sporting pathways for juniors learning cricket, football and netball and</li> <li>3. strive for club success, volunteer engagement and infrastructure sustainability.</li> </ol> <p>Sport is used as a mechanism to engage sections of the community that may experience disadvantage. This is particularly relevant to the small community of Berrigan.</p> <p>With no local high school in Berrigan (students travel to Finley), community participation by the local youth is paramount to their health, social and mental well being.</p>

Office of Sport  
 Local Sport Grant Program  
**BERRIGAN FOOTBALL CLUB**  
 Objectives

Objective	How will the project do this
<p>Assist sport clubs provide quality service to their members.</p>	<p>In the last 10 years the Berrigan Recreation Reserve has been upgraded to include new club room facilities, irrigated and resurfaced oval, new netball courts and a modern show pavilion.</p> <p>A critical part of the upgrade and maintenance of the Berrigan Recreation Reserve is to keep the oval in top condition. The current equipment is a risk and blight on this modern community multi-purpose sporting facility.</p> <p>The unsafe mowing system currently in use is putting volunteer members at risk and creating a less than ideal playing surface.</p> <p>This project is supported and evidenced in the Berrigan Community Plan.</p> <p>The Community Objectives in the Berrigan Community Plan are to :</p> <ol style="list-style-type: none"> <li>1. Promote the lifestyle and heritage of Berrigan to attract long term residents, especially younger families.</li> <li>2. Encourage visitors to stop, stay and use facilities available for children and families</li> </ol> <p>This project is clearly needed as a critical piece of equipment for the Berrigan Recreation Reserve and it has been documented, articulated and once in use, will be a facility that is used and celebrated by all residents.</p>

**Office of Sport**  
**Local Sport Grant Program**  
**BERRIGAN FOOTBALL CLUB**  
**Organisational capacity**

Year	Description
2016	<p>The Berrigan Football Netball Club has been a key pivotal recreational organisation active in Berrigan for more than 50 years. Governance of the Berrigan Football Netball Club is currently in good hands with a Board of 8 members who meet weekly during the season.</p> <p>They are all professionals and community leaders who are active in community and sporting life and have a wealth of experience and project management expertise. Backed up by the Berrigan Shire Council and the Berrigan Recreation Reserve Committee this project will successfully deliver modern safe mowing equipment which will be valued by all user groups.</p> <p>The Berrigan Football Club has been actively fundraising and operates its budget in correspondence with memberships fees which cover the majority of its expenses.</p>

Office of Sport  
 Local Sport Grant Program  
**BERRIGAN FOOTBALL CLUB**  
 Project Outputs

Sport User Groups	Number of Participants	Benefit to the participants
BERRIGAN FOOTBALL NETBALL CLUB	160	Improving the safety and quality of playing surface.
BERRIGAN CRICKET CLUB	60	Improving the safety and quality of the pitch, oval surface and facilities.
BERRIGAN PRIMARY SCHOOL	60	Improved oval surface during athletics carnivals
BERRIGAN SHOW COMMITTEE	100	Improved oval surface for equestrian events and show jumping
BERRIGAN RECREATION RESERVE COMMITTEE	10	Improved equipment safety and less risk of volunteers being injured



**Office of Sport  
Local Sport Grant Program  
BERRIGAN FOOTBALL CLUB  
Project Outcomes**

**What is the longer term benefit to the sport**

Outcomes from this project will help us to ;

- increase participation in football, netball, cricket and physical recreation by providing quality oval and playing surfaces;
- increase participation in active lifestyles, particularly for children and young people;
- enhance health and well being through active participation in football, netball and cricket;
- assist Berrigan Football Netball Club to improve training facilities that will increase participation at training and improve the physical recreation opportunities for everyone.

The strategy behind the renewal of mowing equipment recognizes the importance of fostering strategic partnerships in addressing current challenges including social inclusion, OH&S issues, obligation to protect volunteers and the increasing cost of developing and maintaining facilities.

Our partnership with the Berrigan Shire Council and the Berrigan Recreation Committee embraces these issues.

Sport and Recreation is a vital part of the Berrigan community. It contributes to community health and well being, social connection, and the economy. The Berrigan Football Netball and Cricket Clubs aim to ensure that football, netball and cricket, remain as active recreational pursuits in Berrigan.

Creating an enriched active community, that it is supported through first class equipment, good playing facilities and community engagement that promotes the physical and social value of sport and active recreation for the health and well being of the community.

**Office of Sport  
Local Sport Grant Program  
BERRIGAN FOOTBALL CLUB  
Partnerships**

**First Name**  
MATTHEW

**Family Name**  
HANSEN

**Name of Organisation**  
BERRIGAN SHIRE COUNCIL

**Business Phone**  
03 58885100

**Email**  
MatthewH@berriganshire.nsw.gov.au

**Role in Partnership**  
Berrigan Shire Council is the owner of the Berrigan Recreation Reserve on which the ovals are located. They will help to project manage this project.

**Contribution to project**

FROM

Tocumwal Recreation Reserve  
Management Committee Section 355  
ABN 900 833 102

President. Alan Jones.  
26 Hennessy Street  
Tocumwal NSW.2714.  
Ph 58743236

Secretary. Mrs. Barbara Cullen.  
6&8 Denison Street.  
Tocumwal NSW. 2714.  
Ph 58742242

FAX 63 58852092

To BERRIGAN SHIRE COUNCIL

ATT. General Manager.

Mr Rowan Perkins

Application Re 4 year delivery plan.

No. of Pages INCL Cover 6.

# Tocumwal Recreation Reserve

**Committee of Management:** President- Mr Alan Jones. Ph 0358 743236

ABN: 900 833 102

Secretary/Treasurer – Jim & Barb Cullen. Ph 0358 742242

**Facility users:** Tocumwal Cricket Club, Tocumwal Football Netball Club, Mild to Wild Rod Club, Tocumwal Tennis Club, Tocumwal Play Group & Tocumwal Pony Club.

31.03.2017

Mr Rowan Perkins  
General Manager  
Berrigan Shire Council  
Po.Box 137  
Berrigan NSW 2712

Re: 4 YEAR DELIVERY PLAN – Tocumwal Recreation Reserve

Dear Rowan,

The Tocumwal Recreation Reserve over the past several years has been working towards a complete drainage plan for the reserve.

Completion of the Morris Street and cricket wicket area at the north end of the reserve, as a result of financial assistance and planning support has benefited significantly. Also this year drainage works along the southern area towards the new Hot Rod building and adjacent parking areas. This was funded from our own sources along with technical information from councils Engineer Mr Fred Exton.

We request assistance technically and financially with the following:

- 1.) Currently we request assistance, on the recommendation of Michelle Koopman who did a risk assessment inspection of the site, with the construction of a retaining wall to protect, support and safeguard players at the cricket wicket area. This area has a drop of approximately 2 meters and is currently completely unprotected. Such a construction would limit the risk of possible injury to adults and children who play there at various times, even when there is no cricket practice.

Quotation for the project was offered by Mr Fred Exton of \$12,000 this could possibly vary depending on the actual length of construction. I will check with Fred regarding the above.

- 2.) We also request assistance for the replacement of the pony club boundary fence south east area – map enclosed.

The old fence is mostly nonexistent and being a boundary fence is quite dangerous if a horse was to escape the area. We are very conscious of the risk and wish to prevent this from happening.

Quotation for the fence replacement of 200meters as per map and quote detail – Sam & Jenny Barlow \$2177.84.

The Tocumwal Recreation Committee would be able to support the above projects to 40% of cost. We thank council for the opportunity to apply for funding assistance, and council staff for their assistance in making this application. Hoping for a favourable result.

Yours faithfully,



Alan J Jones  
Tocumwal Recreation Reserve President











# TOCUMWAL WAR MEMORIAL HALL

48, 50-54 Deniliquin Street (PO Box 406) TOCUMWAL NSW 2714  
 Email: tocumwalwmhall@gmail.com

27 March 2017

The General Manager  
 56 Chanter Street  
 BERRIGAN NSW 2712

BERRIGAN SHIRE COUNCIL	
28 MAR 2017	
FILE	_____
REFER TO	GM
COPY TO	_____
ACTION / CODE	
ACKNOWLEDGE Y / N	

Dear Rowan

## 4 YEAR DELIVERY PLAN

The Committee of Management for the Tocumwal War Memorial Hall welcomes the opportunity to ask the Council for help with projects planned for the Tocumwal War Memorial Hall.

The committee has plans to update the facilities within the hall, working with the original footprint of the hall and keeping the historic integrity. We have just finished cleaning out the rear yard of the hall, scraping out the bindie ridden gravel, removing the dilapidated rear fence, relocating and upgrading the access gates. This area is now user friendly allowing better access and accommodating more parking at the rear of the hall.

We have recently won a grant for \$2,500 which will be put towards new stage curtains along with some of our Term Deposit; this is something that has been requested by the local community for the Public School concerts.

Moving forward, we understand that the Council has asked for quotes to upgrade the power at the hall and this is something that the committee would like the Council to factor in as soon as possible. The committee have sourced quotes for a new power board and air conditioning to get better use out of the hall in the hot summer months and therefore needs the upgrade to accommodate the power requirements for the units. Attached is one quote for the air con that we are leaning toward at \$19,470 (inc GST) which offers the hall the opportunity to keep the integrity of the open spaces of the hall and allow the ability to close off areas to hire out each part of the hall separately. Also attached is the quote for the supply only of a power board.

This project will have the need of funds and project management, can the Council contribute towards this project as a priority with the knowledge that the committee are also prepared to put funds towards it?

On another point, we recently asked for the two rear stage doors to be replaced along with their door jambs as a matter of urgency due to the building being insecure. They have been made secure in the interim, without being replaced, however we have decided that we would like only the one door to be replaced (LH as you face the stage) and the other to be bricked up so that we can extend the stage area to the right of the stage (as you look at it) to balance what is happening on the left hand side of the stage? Can this be done in the next financial year?



The other items that are on our list as part of our four year plan are as follows:

- Upgrade lighting on the façade of the hall – solar
- Upgrade interior hall lighting – economical and brighter
- Repaint interior of main hall
- Refurnish floorboards
- Look at cost of vaulting the main hall ceiling
- Replace ceiling fans
- Installation of a sound and lighting booth
- Upgrade stove and fridge in the kitchen

With all that in mind we are looking forward to working on these projects over the years to come and welcome the opportunity for the Councils' support in whatever form it takes. If you have any questions please do not hesitate to contact us on either number below.

Yours faithfully

Leanne Mark  
Secretary/Treasurer



**Cobram Refrigeration & Air-conditioning**

21 Ritchie Road,

Cobram, VIC, 3644

Phone: 0429 172 446

Fax: 03 5872 2436

Email: [cobramrefrig@bigpond.com](mailto:cobramrefrig@bigpond.com)

7<sup>th</sup> March 2017

Tocumwal Anzac Memorial Hall  
Tocumwal NSW 3644

Dear Kevin & Sergio

**Re: Air-conditioning quotation**

Thank you for the opportunity to quote on Fujitsu Inverter split system.

Supply and install 1 x 8kw split system to stage area \$8,880+gst

Supply and install 3 x 9.4kw split systems to main hall area \$2,550+gst

Supply and install 1 x 14kw cassette to entry hall area \$6,270+gst

**\$17,700.00 plus GST**

*Please note: This quote does not include electrical work*

TERMS: 50% deposit, balance on completion

If you wish to discuss this further, please contact me on 0429 172 446.

Regards,

**Jason Nye**





A.B.N. 14 700 480 873

**SUPPLIERS OF:**  
 - CABLE  
 - SWITCHGEAR  
 - LIGHTING  
 - DISTRIBUTION BOARDS  
 - ENCLOSURES

**MACHINERY SUPPLIERS TO:**  
 - FOOD PROCESSING  
 - CHEMICAL  
 - PHARMACEUTICAL  
 - PACKAGING  
 - GENERAL INDUSTRIES

# SALES QUOTATION

**No:** 60017033  
**Date:** 24.02.17  
**Expiry:** 24.03.17

**Bill To: Cash sales - Electrical - T1**

AUSTRALIA

**Ship To: Cash sales - Electrical - T1**

AUSTRALIA

**Contact:**

**Payment Terms:** COD

**Cust PO:** Sergio Redegalli - 0412 331 148 (Special - ANZAC Hall)

Item No.	Description	Quantity	Unit	Unit Price	Discount %	Net Price	Total
UEDB72	72P DB,Timer,Cont,250A M/SW,MCB 1P 1 x 10.4 x 20A, 2 x 20A,RCBO 1P 24 X 16,24 x 20A, S/Filter	1	Each	650.00		650.00	650.00
MOEPLSM-C25/3	25A Three Pole 'C' Curve 10Ka Miniature Circuit Breaker	1	Each	38.00		38.00	38.00
MOEPLSM-C32/3	32A Three Pole 'C' Curve 10Ka Miniature Circuit Breaker	1	Each	38.00		38.00	38.00
MOEPLSM-C40/3	40A Three Pole 'C' Curve 10Ka Miniature Circuit Breaker	1	Each	38.00		38.00	38.00
MOEPLSM-C50/3	50A Three Pole 'C' Curve 10Ka Miniature Circuit Breaker	1	Each	38.00		38.00	38.00
MOEPLSM-C63/3	63A Three Pole 'C' Curve 10Ka Miniature Circuit Breaker	1	Each	38.00		38.00	38.00
MOEPLHT-C100/3	100A Three Pole 'C' Curve 15-20Ka Miniature Circuit Breaker	1	Each	155.00		155.00	155.00
DIF2CE1.5MM	Twin & Earth 1.5 mm ( 1 x 100m)	100	Metre	0.53		0.53	53.00
DIF2CE2.5MM	Twin & Earth 2.5 mm ( 1 x 100m)	100	Metre	0.83		0.83	83.00
MISC-00008135	TRIKL-PAXN/5C25OR - Triangle 25mm 4C (Rd,Wh,Bl,BK) + 6mm E Flexible Rubber-HF 0.6/1kV 110C Orange Cab	100	Each	16.90		16.90	1,690.00

**NOTE:** Special Pricing Ex South Granville ...Packed for Safe Shipment

**NOTE:** Quotation Emailed to Sergio Redegalli - 0412 331 148 .. sergio@cydoniaglass.com.au

**NOTE:** Freight Charge to be determined once weight and dimensions are worked Out

**Address:** 4-8 Ferndell Street  
 SOUTH GRANVILLE NSW 2142  
 AUSTRALIA

**Tel:** 02 9725 6477 **Fax:** 02 9725 6166  
**E-Mail:** electrical@me-electrical.com.au  
**Web:** www.equipmenttraders.com.au



Item No.	Description	Quantity	Unit	Unit Price	Discount %	Net Price	Total
----------	-------------	----------	------	------------	------------	-----------	-------

**NOTE:** Skid to be labelled :ATT: Sergio - 0412 33 11 48 or Alex - 0408 192 864 @ Cydonia The Glass Studio - 19-23 Jersey Street Tocumwal 2714

<b>Amount</b>	2,821.00
<b>GST</b>	282.10
<b>Total GST Inc.</b>	<b>AUD 3,103.10</b>

**Sales Employee:** Richard Baldini

**Remarks:**

\*\*The Products and Services appearing on this document are sold under the M&E Equipment Traders Pty Limited's Terms and Conditions of Sales. For details please refer to your signed copy, our web site - [www.equipmenttraders.com.au](http://www.equipmenttraders.com.au) or our sales counter.

**Address:** 4-8 Ferndell Street  
SOUTH GRANVILLE NSW 2142  
AUSTRALIA

**Tel:** 02 9725 6477 **Fax:** 02 9725 6166

**E-Mail:** [electrical@me-electrical.com.au](mailto:electrical@me-electrical.com.au)

**Web:** [www.equipmenttraders.com.au](http://www.equipmenttraders.com.au)

**Mark, Leanne**

---

**From:** Sergio Redegalli <sergio@cydoniaglass.com.au>  
**Sent:** Thursday, 2 March 2017 7:34 PM  
**To:** Mark, Leanne  
**Subject:** Fwd: ANZAC Hall SPECIAL Surplus NEW Eaton Echidna 72 Pole Distribution Boards Quotation for Cydonia the Glass Studio  
**Attachments:** Brand New Eaton Distribution Boards.pdf.pdf; Quickmov\_brochure.666[1].pdf; W121PQ-SPD50NGI-Surge-sml-1[1].pdf; SPD50NG\_tech\_installation\_specification\_510081[1].pdf; Quickmov\_tech\_installation\_specification\_510080[1].pdf; Sales Quotation\_60017033\_1.pdf

Hi Leanne,

Please find the following info regarding the electrical board pricing and we can measure up the cable lengths on Saturday.

Regards,  
Sergio

----- Forwarded message -----

**From:** **Richard Baldini** <[richard@me-electrical.com.au](mailto:richard@me-electrical.com.au)>  
**Date:** Fri, Feb 24, 2017 at 10:16 AM  
**Subject:** ANZAC Hall SPECIAL Surplus NEW Eaton Echidna 72 Pole Distribution Boards Quotation for Cydonia the Glass Studio  
**To:** Sergio Redegalli <[sergio@cydoniaglass.com.au](mailto:sergio@cydoniaglass.com.au)>  
**Cc:** Electrical <[Electrical@equipmenttraders.com.au](mailto:Electrical@equipmenttraders.com.au)>

Hi Sergio,

Here you go....special pricing for you mate for the Charitable work you are doing at ANZAC Hall.

Make up your shopping list up for the hall, including the extra breakers & Cable and I will requote it all.

These Perfectly fully loaded boards would be also be good to consider , for protecting light and power in an office or Warehouse .

Please find info on the Surplus new Eaton Echidna Boards; we have in stock, at ridiculous cheap prices (basically less than the cost of the ELCBs in the boards) we spoke about.

All Boards are priced packed & strapped onto a skid, FOT Ex South Granville, ready for safe shipment.

Please note, that all these Boards are surplus new boards, still in original packaging, that I purchased nearly 1,000 of from a Queensland government project.

All the 4 sizes of boards have dimensions of 550mm Wide & 210mm Deep.

The 48 Pole Board is 1010mm High, the 60 & 72 Pole Boards are 1,200mm High & the 84 Pole Distribution board is 1,550mm High.

If you have any questions, please do not hesitate to contact me or my Sales team.

If these boards are not suitable for your project, as I might be able to offer you other options, as we have many hundreds of used boards & switchgear in stock.

In Summary the Surplus New Eaton Distribution Boards have **already fitted and prewired ( saving days of Electrician's fitting time)** & contain the following

**New Eaton Echidna 72 Pole IP44 Distribution Board (DCE72SDRMT) with 250AMP Main Switch**

Complete with:

- 1 x Theben TR610TOP2 Time Switch
- 1 x Eaton 2 Pole Din Contactor
- 1 x Moeller 10AMP 6kA 1PH MCB
- 4 x Moeller 20AMP 6kA 1PH MCB
- 2 x Moeller 20AMP 6kA 3PH MCB
- 24 x Moeller 16AMP 6kA 1PH RCBO
- 24 x Moeller 20AMP 6kA 1PH RCBO
- 1 x 3PH 30kA Surge Diverter

**VERY IMPORTANT PLEASE NOTE: ADVISORY:**

We advised that these were special design boards (not standard Spec), hence:

The electrician must ensure that the SPD (Quickmov) neutral is connected to the main DB neutral link with the incoming grounded Neutral. (Not to the DB Earth Link)

The gas arrestor SPD50NGI can stay connected between the Neutral and Earth link if the MEN link is in the upstream board.

Alternative is to remove the Quickmovs and SPD50NGI from the DB.

It is the responsibility of the installer of the DB's should ensure that the requirements of the relevant local regulations and guidelines for electrical installations are met.

The Installation must be carried out by a Licenced Electrician.

Regards,

**Richard Baldini**

Trading Manager

P: +61 2 9725 6477

F: +61 2 9725 7664

M: 0418 859 345

4 – 8 Ferndell Street South Granville NSW 2142

P.O Box 77 Chester Hill NSW 2162

E: [richard@me-electrical.com.au](mailto:richard@me-electrical.com.au)



**ME Electrical**

Division of M&E Equipment Traders

4-8 Ferndell St. Sth Granville NSW 2142

[equipmenttraders.com.au](http://equipmenttraders.com.au)







# Powerware

## INSTALLATION SPECIFICATION

# Quickmov Surge Diverter SPDQM1

(Point-of-entry, Single-mode, 30kA)

### APPLICATIONS

- Multi-storey buildings
- Commercial and Industrial sites
- UPS and Computer systems
- Telecommunication Systems
- Process Control System

### FEATURES

- Surge suppression rating of 30kA, 20 times
- Protection fail indicator
- Fits any Cutler-Hammer Quicklag™ SWB.
- Includes built-in HRC fuse

---

### FUNCTIONAL DESCRIPTION

The QUICKMOV surge diverter is designed to provide point-of-entry protection against surge transients for services rated at 100A or greater. The unit is intended for installation at the M.E.N. point, or to be used in conjunction with an SPD50NGi Neutral-Earth protector in non-M.E.N. locations (contact Eaton Powerware for details). One QUICKMOV per phase is required for multi-phase installations.

Due to inbuilt protection mechanisms, no external fuse or circuit breaker is required. In fact, no other parts, apart from the Quickmov itself are required for installation - the unit simply installs like a standard QUICKLAG™ device, except with the free terminal being replaced with a short length of cable. This cable is connected to the Neutral bar of the switchboard.

The QUICKMOV has been designed in accordance with AS3100, ANSI-IEEE C62.41, IEC61643-1, IEC61000-6-1, 2, 3, 4 and other standards and codes as applicable.

---

### INSTALLATION

- Isolate the incoming power circuit before installation.
  - All wiring must be carried out by suitably qualified personnel according to the applicable standards.
1. Remove SWB panel and determine where the unit(s) shall be mounted. Units should be installed so that the cable length from the Quickmov to the Neutral bar is minimised.
  2. Install unit(s) to SWB pan and tighten the busbar terminal screw. Trim the black wire(s) to the minimum length required to terminate to the neutral bar, leaving no more than 50-60mm slack in the cable.

Always use as short a length of cable as necessary. **DO NOT EXTEND CABLE.** If cable is too short, move other devices away to create a space for the Quickmov unit(s). Avoid sharp bends in cables.

3. Connect trimmed cable(s) to neutral bar.
4. Replace SWB panel and restore power.

---

### EARTHING

For proper operation, all surge diverters rely upon a good earth connection. In some installations the existing earth system may require upgrading. Important things to look for are that the main earth wire (from earth link on switchboard to ground rod or system) should preferably be 10mm<sup>2</sup> or greater and must be as short as possible.

**Failure to consider the above points can result in improper operation of the unit and possible damage to the installation.**

---

### OPERATION

The status of the QUICKMOV is indicated by a flag visible through the window on the front face of the unit. The flag changes colour from green to red if the unit is damaged and requires replacement.





# Powerware

## INSTALLATION SPECIFICATION

### WARRANTY

Eaton Power Quality warrants the Quickmov against faulty parts and workmanship for a period of 12 months from the date of purchase. If this product fails to operate correctly, please contact your Eaton representative. This warranty doesn't cover neglect or intentional misuse. As this product is intended for use in electrically harsh environments no claim is made of suitability for purpose. This unit is designed to reduce the likelihood of damage, not prevent it. Please also note that an excessive surge, such as from a direct lightning strike to the site or a power system fault, may cause damage to the unit and render it inoperable. A unit that has been damaged in this way is not warrantable.

<b>PHYSICAL AND ELECTRICAL SPECIFICATIONS - QUICKMOV SPDQM1</b>	
<b>Operation</b>	
Protection mode	Single-mode, connected Line-Neutral.
Service type	TN-C, TN-CS (for TNS add 1x SPD50NGi protector).
System voltage – Un	220 – 250VAC (380 – 440VAC 3Ø) 50/60Hz
Service current	100A or greater. May also be used on smaller systems – contact Eaton for information.
Test classification	Class II (IEC61643-1), Category C3 (ANSI C62.41)
MCOV - Uc	300VAC
TOV (5s)	330VAC
External disconnector requirements	None. In-built 100Agl/50kA HRC fuse. Consult Eaton Powerware for service fault ratings in excess of 50kA.
Operating current	<2mA
Power consumption	<1W
<b>Surge ratings</b>	
Surge current rating In (20 times)	30kA (IEC61643-1, 8/20us)
Surge current MOV rating Ismax (2 times)	60kA (IEC61643-1, 8/20us)
Clamping voltage (DC, 1mA)	470V +/-10%
Residual voltage* @ 3kA (ANSI-IEEE CAT B3)	1.1kV
Residual voltage* @ In (Up)	2.9kV
Energy absorption	800J (10/1000us)
* Residual voltage given with neutral cable trimmed to 250mm.	
<b>Alarms/indicators</b>	
Indicators	Flag with window, green indicates normal operation/red indicates replacement necessary.
<b>Physical</b>	
Connections	Standard QUICKLAG™ terminal for phase connection. 6mm <sup>2</sup> cable (black) for connection to Neutral bar (500mm length).
Mounting	Standard QUICKLAG™ installation. Compatible with all Cutler-Hammer Quicklag-style switchboards.
Dimensions	25x71x93 mm (W x D x H) Similar dimensions to standard Quicklag™ MCB.
Weight	310g
Operating temperature	-10 to 65°C
Humidity	10-90% non-condensing
<b>Standards</b>	
Designed in accordance with: IEC61643-1, IEC610006-1,2,3,4 ANSI/IEEE C62.41 AS1768-2003, AS3000, and AS3100.	
<b>Warranty</b>	12 months, manufacturing and materials

NOTES: - Installation must be carried out by suitably qualified personnel.

Specification are subject to change without notice. Copyright 2006 Eaton Power Quality Pty Ltd  
Installation Specification – Quickmov

Tvss Doc# 510080





# Powerware

## INSTALLATION SPECIFICATION

# SPD50Ngi Equipotential Coupler

(Neutral-Earth, Equipotential, 50kA/70kA)

### FUNCTIONAL DESCRIPTION

The SPD50NGi is designed for use as an equipotential coupler between separately-grounded systems to provide protection against surge transients. Under normal conditions, the coupler does not conduct, preventing earth loops and inter-circuit coupling. Under surge conditions, the unit conducts, effectively interconnecting the circuits for the duration of the surge. There are two main applications for the SPD50Ngi:

1. In power systems using shunt protection that use a remotely-earthed neutral, the neutral cable must be shunted to earth locally, to divert energy being shunted by the line-neutral SPDs.
2. The device is also intended for use as an equipotential coupler between different earthing systems, when it is required to keep different earthed systems electrically separate (e.g. power and communications earths), whilst coupling them together under surge conditions to minimise damage to connected equipment.

### WARNING

**The SPD50Ngi is NOT to be connected to line (phase) cables under any circumstances. Serious damage or injury may result. This device is intended to be connected between Neutral and Earth, or between separate earth systems only. For Line-Neutral protection, use the Eaton Powerware SPDQM1 for "Quicklag"-style boards, the SPDV60 or SPD120i for DIN mounting or another, suitable device.**

### INSTALLATION INFORMATION – READ AND UNDERSTAND

- Installation should only be carried out by an experienced tradesperson.
- The unit is intended for mounting inside a switchboard or similarly protected environment. For underground burial, refer to the Eaton SPD100Ngi unit.
- Connection is via two cables, with a total length of 800mm. Each cable is 6mm<sup>2</sup>; one black (connect to neutral) and the other green/yellow (connect to earth). The cables should be shortened during installation to use the shortest amount of cable possible, with the arrestor anywhere along the cable. This minimises cable voltage drop under surge conditions\*.

\* Did you know that one metre of straight cable (4mm<sup>2</sup> to 50mm<sup>2</sup>) can exhibit a voltage drop of over 2,000V under surge conditions? This is due to cable inductance, so thicker cables do not help, unless they are as thick as your arm! Sharp bends and excess cable also add inductance, so please keep SPD cables short and direct for best performance. If the Neutral and Earth connection points are a long way apart, use a short length of flexible or thin copper busbar to extend the Earth connection to a closer point. Busbar has very little surge-related voltage drop.

### INSTALLATION

- All wiring must be carried out by suitably qualified personnel according to the applicable standards.

#### For N-E SPD applications:

1. Isolate the incoming power circuit before installation.
2. Remove SWB panel and determine where the unit shall be connected. Unit must be installed as close to the connection points as possible, leaving 25-50mm of total cable slack.
3. Trim cables, prepare and terminate. Connect black to neutral and green/yellow to earth.
4. Refit the SWB panel.
5. Reapply power.

#### For equipotential bonding applications:

1. Determine where the unit shall be connected. Unit must be installed as close to the connection points as possible, leaving 25-50mm of total cable slack.
2. Trim cables, prepare and terminate. If one of the connections is a mains (power) earth, connect the green/yellow cable to it.

Always use as short a length of cable as necessary. **DO NOT EXTEND CABLES.** If cable is too short, extend the earth connection with a short length of flexible or thin copper busbar. Avoid sharp bends in cables.



## PHYSICAL AND ELECTRICAL SPECIFICATIONS

<b>Model</b>	<b>SPD50NGi</b>
<b>Operation</b>	
Protection mode	Single-mode, connected Neutral-Earth or between separately-earthed systems.
Service type (N-E protection mode only)	TNS or similar (neutral must be grounded either locally or remotely)
System voltage – Un	Applicable to any common LV system voltage.
Test classification (according to IEC61643-1)	Classes I & II
External disconnecter requirements	None.
Operating current	<1mA
Power consumption	<1W
<b>Surge ratings</b>	
Surge current rating In (20 times)	50kA (8/20us)
Surge current rating Ismax (2 times)	70kA (8/20us)
Impulse current rating In (20 times)	12kA (10/350us)
Impulse current rating Ismax (2 times)	17kA (10/350us)
DC breakdown voltage (1mA)	230V +/-20%
Firing voltage (1kV/us)	800V +/-20%
Arc voltage (DC, 1A)	<25V
Response time – initial	<100ns
Response time – full conduction (50kA)	<1us
Alternating discharge current (50Hz, 9cycles)	70A
Cable voltage drop (3kA, 8/20us)	<400V
Residual voltage with full cable length	<1.3kV (3kA, 8/20us)
Residual voltage with minimal cable length (100mm total)	<1.3kV (15kA, 8/20us) <2.5kV (50kA, 8/20us)
<b>Physical</b>	
Connections	6mm <sup>2</sup> cable (black and green/yellow) for connection (unprepared) - 800mm length total.
Mounting	None required for fixed installation (suspended by cable). Use a cable-tie mount for attachment to a surface if desired.
Dimensions	60x15x15 mm (W x D x H) not including cables.
Weight	70g
Operating temperature	-10 to 65°C
Humidity	10-90% non-condensing
<b>Standards</b>	
Designed in accordance with: IEC61643-1, IEC610006-1,2,3,4 ANSI/IEEE C62.41, AS3000 and AS3100.	
Functional testing to IEC61643-1 and ANSI/IEEE C62.41.	
<b>Warranty</b>	12 months, manufacturing and materials

NOTE: - Installation must be carried out by suitably qualified personnel. Please refer to installation instructions for details.



## Brand New Eaton Distribution Boards

**48 Pole - 60 Pole - 72 Pole - 84 Pole**  
**All With 250 Amp Main Switch & Fully Populated**

### 48 POLE



New Eaton Echidna 48 Pole Distribution Board (DCE48SDRMT) DIN, 250AMP Main Switch, IP44, Complete with 1 x Theben TR610TOP2 Time Switch, 1 x Eaton 2 Pole Din Contactor, 1 x Moeller 10AMP 6kA 1PH MCB, 4 x Moeller 20AMP 6kA 1PH MCB, 2 x Moeller 20AMP 6kA 3PH MCB, 16 x Moeller 16AMP 6kA 1PH RCBO, 16 x Moeller 20AMP 6kA 1PH RCBO, 1 x 3PH 30kA Surge Diverter.

For any more information or to request a quote please [contact us](#).

### 60 POLE



New Eaton Echidna 60 Pole Distribution Board (DCE60SDRMT) DIN, 250AMP Main Switch, IP44, Complete with 1 x Theben TR610TOP2 Time Switch, 1 x Eaton 2 Pole Din Contactor, 1 x Moeller 10AMP 6kA 1PH MCB, 4 x Moeller 20AMP 6kA 1PH MCB, 2 x Moeller 20AMP 6kA 3PH MCB, 20 x Moeller 16AMP 6kA 1PH RCBO, 20 x Moeller 20AMP 6kA 1PH RCBO, 1 x 3PH 30kA Surge Diverter.

For any more information or to request a quote please [contact us](#).

## 72 POLE



New Eaton Echidna 72 Pole Distribution Board (DCE72SDRMT) DIN, 250AMP Main Switch, IP44, Complete with 1 x Theben TR610TOP2 Time Switch, 1 x Eaton 2 Pole Din Contactor, 1 x Moeller 10AMP 6kA 1PH MCB, 4 x Moeller 20AMP 6kA 1PH MCB, 2 x Moeller 20AMP 6kA 3PH MCB, 24 x Moeller 16AMP 6kA 1PH RCBO, 24 x Moeller 20AMP 6kA 1PH RCBO, 1 x 3PH 30kA Surge Diverter.

For any more information or to request a quote please [contact us](#).

## 84 POLE



New Eaton Echidna 84 Pole Distribution Board (DCE84SDRMT) DIN, 250AMP Main Switch, IP44, Complete with 1 x Theben TR610TOP2 Time Switch, 1 x Eaton 2 Pole Din Contactor, 1 x Moeller 10AMP 6kA 1PH MCB, 4 x Moeller 20AMP 6kA 1PH MCB, 2 x Moeller 20AMP 6kA 3PH MCB, 28 x Moeller 16AMP 6kA 1PH RCBO, 28 x Moeller 20AMP 6kA 1PH RCBO, 1 x 3PH 30kA Surge Diverter.

For any more information or to request a quote please [contact us](#).



# Eaton Quickmov™

Class II/Cat C & B, Integrated Quicklag Protection Device



## Shunt Surge Diverter, 1 Pole 60kA

Quickmov™ is Australia's first fully integrated Surge Protection Device (SPD), designed to protect single & multi-phase electrical distribution systems against the damaging effects of voltage spikes & surges.

The new Quickmov™ SPD plugs straight into a Quicklag™ loadcentre, connecting to the chassis busbar for the lowest source impedance. Its integrated HRC fuse enables the Quickmov™ to be connected directly to the neutral bar, providing the shortest possible cable length for superior protection of the entire loadcentre. The advanced MOV technology is housed in a dual barrier flame retardant case to provide optimum surge protection performance without compromising safety & reliability.

The Quicklag™ range of mounting accessories compliments the Quickmov™, extending its features & benefits to many applications. Its integrated protection reduces the amount of extra components required to carry out a typical installation, saving valuable space & installation time. With a 60kA (MOV I<sub>max</sub>) surge suppression rating, Quickmov™ is ideal for primary protection in main switchboards & can be used in conjunction with an Eaton SPD50NG1 Neutral-Earth arrester for distribution boards remote from the M.E.N. point.

### Surge Category

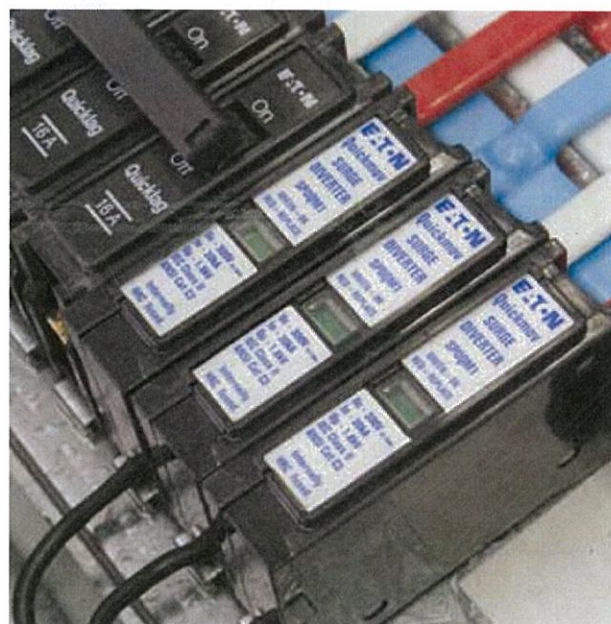
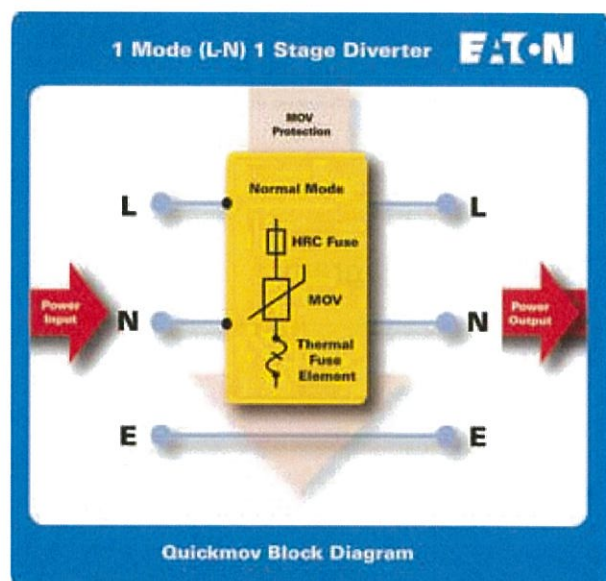
The Quickmov™ is suitable for use in category locations:

**Class II Cat C** (6kV/15kA) Point of Entry/ Service Entrance

**Class II Cat B** (6kV/3kA) Major sub mains & short final sub circuits

### Key Features:

- Surge rating 30kA Inom & 60kA I<sub>max</sub>
- Integrated Surge Protection solution
- In-built HRC fusing
- Dual Barrier Flame Retardant Housing
- Fail Safe Status Indicator
- Protection for MEN & non-MEN applications
- Compatibility with Quicklag™ accessories
- Designed in Australia





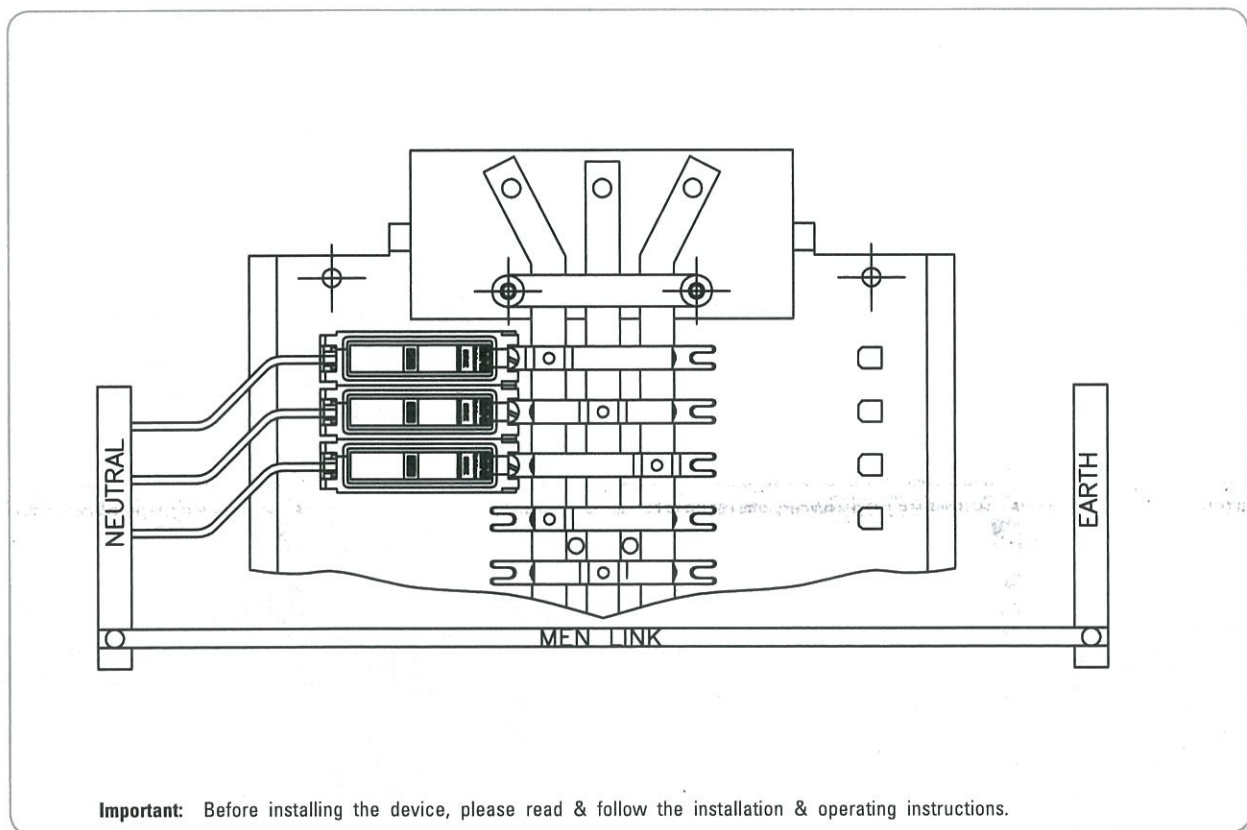
# Eaton Quickmov™

## Specifications

Technical Specifications	SPDQM1
Protection Mode	Single Mode - connected L-N
Service type	TNC, TN C-S (for TNS add 1 x SPD50NGI protector)
System voltage - Un	220 - 250VAC (380 - 440VAC 3 Ph) 50/60 Hz
Test Classification	Class II (IEC 61643-1), Category C3 (ANSI/IEEE C62.41)
Maximum Continuous Over Voltage (MCOV - Uc)	300VAC
Temporary Over Voltage (TOV) (5s)	330VAC
External disconnector requirements	None. In-built 100AgL/50kA HRC fuse
Surge current rating In (20 times)	30kA (8/20us)
Surge current rating I <sub>max</sub> (2 times)	60kA (I <sub>max</sub> MOV rating, 8/20us)
Residual voltage (V <sub>pl</sub> ) @ 3kA	1.1kV (cable trimmed to 250mm)
Residual voltage (V <sub>pl</sub> ) @ In	1.8kV (device only)
Connections	Quicklag™ terminal for phase connection. 6mm <sup>2</sup> cable (black) for Neutral connection (500mm length)
Dimensions & Weight	25 x 71 x 93 mm (WxDxH), 310g

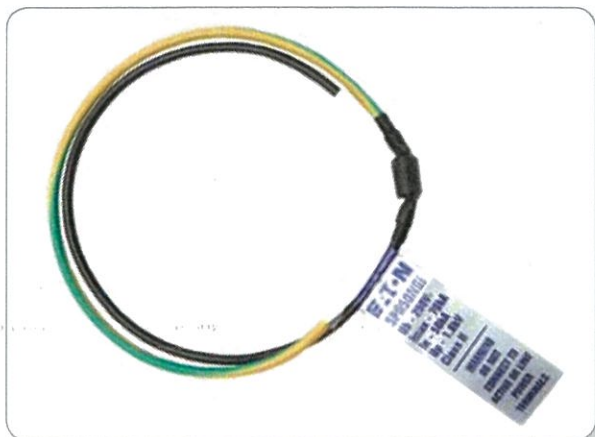
Due to continual product improvement specifications are subject to change without notice. Copyright 2010 Eaton Corporation.

## Connection Diagram



# Eaton SPD50NGI

Class II/Cat C & B, Neutral-Earth Surge Protector



## Applications:

- Equipotential Coupler
- Neutral-Earth Surge Arrestor
- Sub-boards remote from MEN point

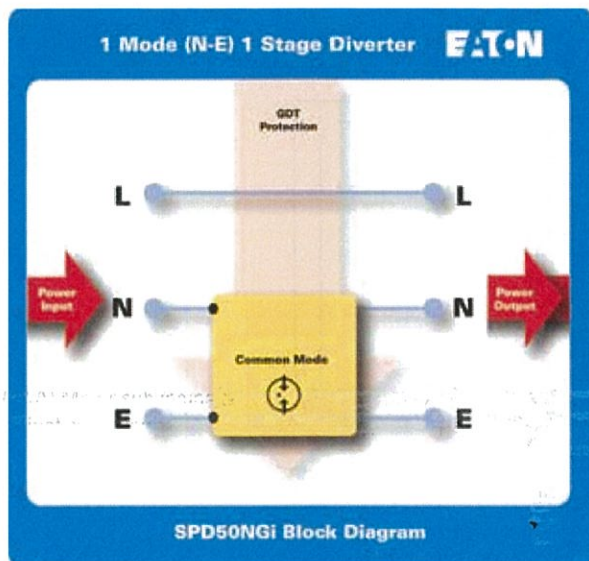
## Key Features:

- Compact Neutral-Earth Protection Solution
- Surge current rating from 50kA - 100kA In, 70kA - 150kA I<sub>max</sub>
- Compatible with most switchboards
- Quick & simple installation

## Neutral-Earth or Earth-Earth Equipotential Clamp

The SPD50NGI is designed for use as an equipotential coupler between separately-grounded systems to provide protection against surge transients. Under normal conditions the coupler does not conduct, preventing earth loops & inter-circuit coupling. Under surge conditions, effectively interconnecting the circuits for the duration of the surge.

The SPD50NGI is an ideal companion for the Quickmov™ surge diverter for surge protection in distribution boards remote from an M.E.N point. the SPD50NGI equipotential coupler (gas arrester) is connected between the neutral & earth bar for N-E surge protection. The SPD50NGI is supplied as an "in-line" cable assembly for ease of installation.



## Surge Category

The SPD50NGI is suitable for use in category locations:

### Class II/Cat C

(6kV/15kA) Point of Entry/  
Service Entrance

### Class II/Cat B

(6kV/3kA) Major sub mains &  
short final sub circuits



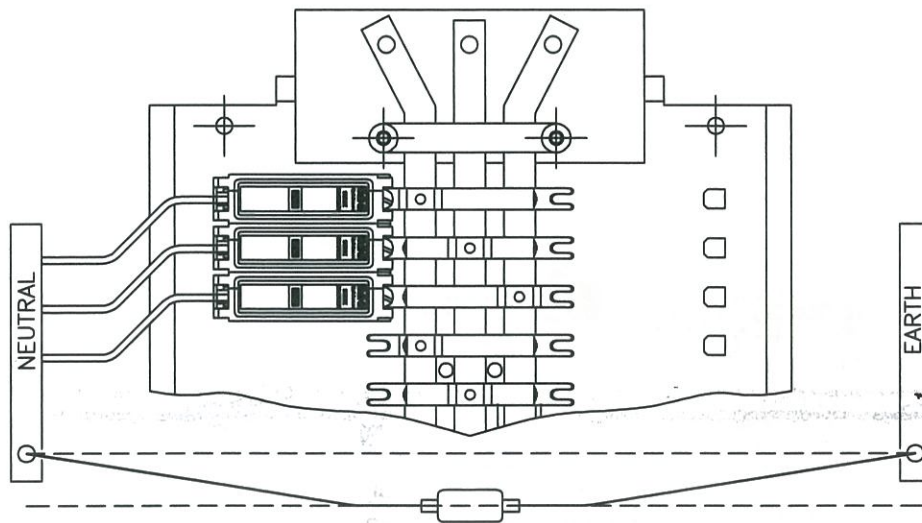
# Eaton SPD50NGI

## Specifications

Technical Specifications	SPD50NGI
Protection Mode	Single Mode - connected Neutral-Earth or between separately earthed systems
Service type (N-E protection only)	TNS or similar (neutral must be grounded either locally or remotely)
System voltage - Un	Applicable to any common LV system voltage
Test Classification	Class I & II (IEC 61643-1) Cat B & C ANSI C62.41
External disconnector requirements	None
DC breakdown voltage (1mA)	230V +/-20%
Firing voltage	800V +/-20%
Operating current	<1mA
Surge current rating In (20 times)	50kA (8/20us)
Surge current rating Ismax (2 times)	70kA (8/20us)
Residual voltage with full cable	<1.3kV (3kA, 8/20uS)
Residual voltage with minimal cable (100mm total)	<1.3kV (15kA, 8/20uS) <2.5kV (50kA, 8/20uS)
Connections	6mm <sup>2</sup> cable (black & green/yellow) for connection
Mounting	None required for fixed installation (suspended by cable)
Dimensions & Weight	60 x 15 x 15 mm (not including cables), 70g

Due to continual product improvement specifications are subject to change without notice. Copyright 2010 Eaton Corporation.

## Connection Diagram



Sub-board with remote MEN  
link connection

**Important:** Before installing the device, please read & follow the installation & operating instructions.



Developing arts & culture in South Western NSW.

Mr Rowan Perkins  
General Manager  
Berrigan Shire Council  
PO Box 137  
Berrigan NSW 2712

23 March 2017



Dear Rowan

**RE: Partnership Funding Contribution to South West Arts Inc. 2017/18 Financial Year (\$8,280.00 + GST)**

South West Arts (SWA) Inc. has been a successful partnership between Arts NSW, Regional Arts NSW and Local Government since 1989.

2016/17 was a very successful year for arts and cultural development across the entire south west region which saw the implementation of four major regional projects

- Art-E-Facts digital resource centre
- South West Region Digital Arts and Culture Touring Map
- The Passing Out Parade and
- The multiple facets of the Threads of our Communities project

Our major project focus for 2017/18 is on health, disability, youth and indigenous projects which strongly aligns to creating connection, cultural and pathway outcomes recommended by the NSW State Government policy and funding streams.

Into the future SWA will continue to deliver and expand upon its services and level of support to your community and the Council. While maintaining our services SWA has the capacity to support Council by:

- Working strategically with Council to assist in the process of cultural planning and policy development
- Facilitating the delivery of Councils strategic projects as identified in Community Strategic Plans and Council cultural infrastructure program delivery and liveability initiatives
- Working with educational and cultural institutions within the region to encourage professional development practice
- Working with health organisations and agencies to deliver on both State and Federal policy as it pertains to arts and cultural allied health outcomes
- Facilitating business and economic development outcomes within the creative industries sector
- Supporting industry development initiatives that drive market penetration, increased consumer and visitor awareness and spend and engage in arts and cultural tourism markets
- Facilitating Indigenous arts and cultural collaboration, strategic project development and community initiatives.



South West Arts Regional Arts Board ~ Developing arts and culture across SW New South Wales  
PO Box 378 Deniliquin 2710 P: 03 5881 7749 E: [eo@southwestarts.com.au](mailto:eo@southwestarts.com.au) ABN: 39 296 980 965





Developing arts & culture in South Western NSW.

As you are aware, the Local Government annual contribution to the Regional Arts Organisation is based on a per-capita rate agreed and calculated by Arts NSW and Regional Arts NSW and in consultation with the Office of Local Government. The contribution for Berrigan Shire Council for the 2017/2018 financial year is **\$8,280.00 + GST** (Note SWA has not received a CPI increase since 2013/14).

Your financial contribution to the partnership is an important and appreciated component in ensuring that the program continues to grow and remain successful.

I look forward to continuing the strong working relationship with your Council and communities throughout the coming year and thank you for your continuing contribution. Please do not hesitate to contact me if you require any further information.

Yours Sincerely

A handwritten signature in black ink, appearing to read "Kerry-Anne Jones", is written over a horizontal line. The signature is fluid and cursive.

**Kerry-Anne Jones**  
Executive Director





# Berrigan Shire 2027



Berrigan Shire 2027: Our Community Strategic Plan  
Endorsed by the Berrigan Shire Council on behalf of our  
local communities

## **Our Vision**

In 2027 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists

## **Creating our Preferred Future**

**Berrigan Shire 2027** is the third Community Strategic Plan developed by the Council in partnership with our communities. It is a common strategic planning lens or framework that can be used by other agencies, our local community and the Council to demonstrate the steps we are taking to realise the aspirations of our community. It is also the Shire Council's statement about how it will work with local communities and other levels of government.

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Cr Matthew Hannan  
Mayor  
Berrigan Shire Council

## Foreword

**Berrigan Shire 2027** and its Vision reflect the comments, views and preferred future of our communities.

It is also an example of our communities, Council and community groups' willingness to think about our future despite the continuing challenge and uncertainty of the Murray-Darling Basin Plan. In particular, the ongoing impact its reforms have on the management of the River and our agriculture and tourism industries.

Our Community Strategic Plan **Berrigan Shire 2027** is a common framework for measuring the achievement of **Berrigan Shire 2027** strategic outcomes of:

1. Sustainable natural and built landscapes
2. Good government
3. Supported and engaged communities
4. Diverse and resilient business

The Community Strategic Plan describes what Council and our community can and is doing to make the Vision that underpins **Berrigan Shire 2027** happen and why the actions we take are important.

### Priority projects and initiatives include:

- Continued investment by the Council in the maintenance and further development of the Shire's network of critical physical infrastructure: levees, roads, storm water, water, sewer and waste management facilities
- Redevelopment of the Tocumwal Foreshore Reserve
- Engaging communities in the implementation of *Berrigan Shire 2027* projects and initiatives
- Marketing and promoting the lifestyle and liveability of our communities
- Continuing to plan for the diverse needs of our community which include families with young children and our older residents
- Working in partnership with the NSW State Government and the Commonwealth Government on the development of the Shire's regional / freight and industry infrastructure – Tocumwal Intermodal Facility and Tocumwal Aerodrome

**Berrigan Shire 2027** provides an opportunity for our communities, other levels of government, business and Council to work together on the achievement of our communities' Vision.

Continuing the journey commenced with our communities (2011) **Berrigan Shire 2027** is our roadmap for the next ten years describing where are we now?; where do we want to be and how we are going to get there?

## Council's Corporate Values

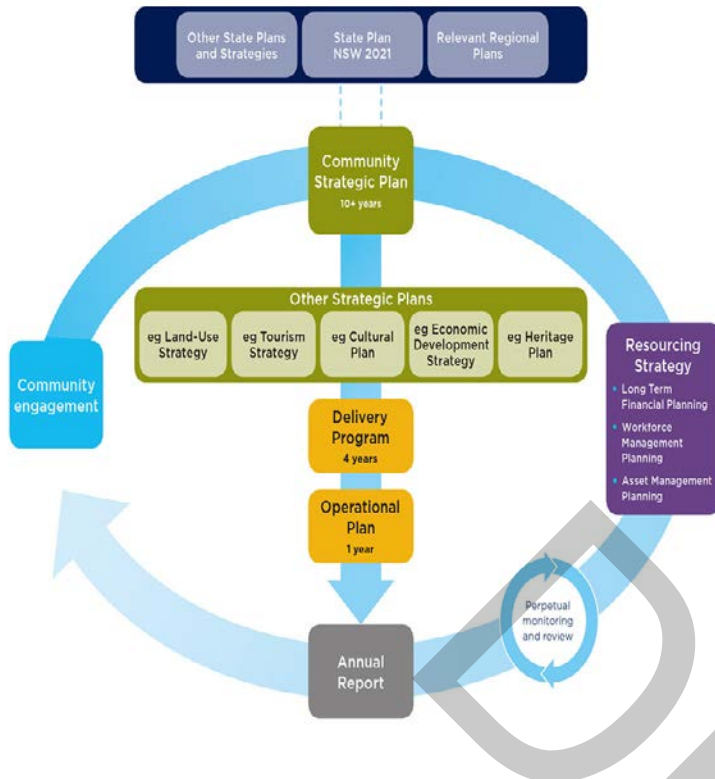
### Council values

- Integrity
- Leadership
- Selflessness
- Objectivity
- Accountability
- Openness
- Honesty
- Respect
- Trust and Teamwork
- Advocacy
- Partnership

Draft



# Integrated Planning and Reporting



**Figure 1: Integrated Planning and Reporting Framework**

Source: Office of Local Government NSW (2016)

Councils in NSW are required to plan and report on local government activities by the Local Government Act 1993. **Berrigan Shire 2027** is an essential element of the integrated planning and reporting framework for NSW local government. A strategic framework which includes

- 10 year+ Community Strategic Plan
- Ten-year Resourcing Strategy
- Four-year Delivery Program
- Annual Operational Plan; and
- Annual Report

**Berrigan Shire 2027** is the Council's and our communities' 10-year strategic plan. A Strategic Plan that considers and is integrated with the plans and the regional priorities of State Government Agencies (Figure 1). It is also a plan which can be used by our communities, Council and other agencies to identify, influence, and respond to the issues that contribute to the social and economic wellbeing of our communities, the productiveness of our farms and sustainable use of the River and its environs.

Developed in consultation with our communities **Berrigan Shire 2027** describes not only big picture change but also local actions, projects and initiatives with the potential to leverage resourcing and support from Regional and State Agency plans.

## Berrigan Shire 2027 Community Engagement

The newly elected Council November 2016 reviewed the previous Council's, and our communities' progress in implementing our Community Strategic Plan. Resolving at the October 2016 Council Meeting that in addition to the engagement undertaken by the Council 2012 - 2016 and which informs the ongoing development of Council Strategies and Plans that a 4-week community engagement program would be conducted to guide the development of **Berrigan Shire 2027**. A copy of the [Community Engagement Report Berrigan Shire 2027](#) is available on the Council's website.

Held November 2016 the Council's community engagement program invited comment and the participation of residents and local business in the development of **Berrigan Shire 2027**. Council subsequently considered survey responses and feedback from community members at street stalls. Also, the outcome of the review conducted as part of the previous Council's End of Term Report, and the result of a desktop review of the external environment – State and Regional Plans. Noting that this review and the Council's community engagement program identified no significant issues warranting changes to the Vision, Strategic Outcomes and Objectives of the LGAs Community Strategic Plan.

# Integrated Planning and Reporting Principles

## Council will

- Identify and prioritise key local community needs and aspirations and in doing so consider regional priorities.
- Identify strategic goals to meet those needs and aspirations.
- Develop activities, and prioritise actions, to work towards the strategic goals.
- Ensure that the strategic goals and activities to work towards them may be achieved within council resources.
- Regularly review and evaluate progress towards achieving strategic goals.
- Maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals.
- Collaborate with others to maximise achievement of strategic goals.
- Manage risks to the local community or area or to the council effectively and proactively.
- Make appropriate evidence-based adaptations to meet changing needs and circumstances

# Berrigan Shire: The Local Government Area

Berrigan Shire (pop 8416) on the New South Wales and the Victorian border is three hours north of Melbourne (270 km) and 7 hours (670 km) south-west of Sydney. A rural community with Murray River tourism and exceptional recreation, social and health services and facilities in its four towns (Berrigan, Barooga, Finley and Tocumwal) the Shire's towns also service surrounding dry land and irrigated farming districts.

European settlement dates from the late 1840s with land used mainly for cropping and grazing. When the Shire of Berrigan was established in 1906 the fortunes of and the population of the Shire, in its early years fluctuated in response to economic and environmental conditions. This uncertainty, however, changed with the expansion in the 1960s of irrigated agriculture.

Today continued development is most evident in the Murray River (NSW and Victorian) border townships of Barooga and Tocumwal. These are towns and communities that attract families to rural lifestyle blocks and also retirees from metropolitan Melbourne. While the towns of Berrigan and Finley remain important sub regional service centres servicing the outlying communities (e.g.: Blighty, Jerilderie, Savernake) of the neighbouring LGAs of Edward River, Murrumbidgee and Federation Councils.

## Berrigan Shire 2027: Policy Context

The system of local government in NSW is changing. Recent reforms reinforce the need for all levels of government including local government to plan and be responsive to change in the social, economic and environmental expectations and needs of our local communities.

Within this system of local government the Council's role includes:

- Facilitating engagement with the local community by the Council, Councillors; and also
- Promoting the local community's engagement in and of the agencies that make up the NSW system of local government.

# What does this mean for Berrigan Shire Communities?

What we know is that service planning and decisions about the retention and development of services used by our communities depend on population forecasts and the assessment of other levels of government about the capacity of rural communities to adapt and be resilient in the face of social, economic and environmental change.

Further rural communities that are distant from or outside the periphery of a NSW regional service centre will continue to experience significant difficulty in attracting state government investment therefore, new private investment.

**Berrigan Shire 2027**, therefore, envisions a whole of community response to jobs creation and enterprise to support:

- The attraction and retention of young people and families.
- The provision of social and health services.
- The maintenance and redevelopment of existing facilities and infrastructure.
- Sustainable use and the development of our natural resources.

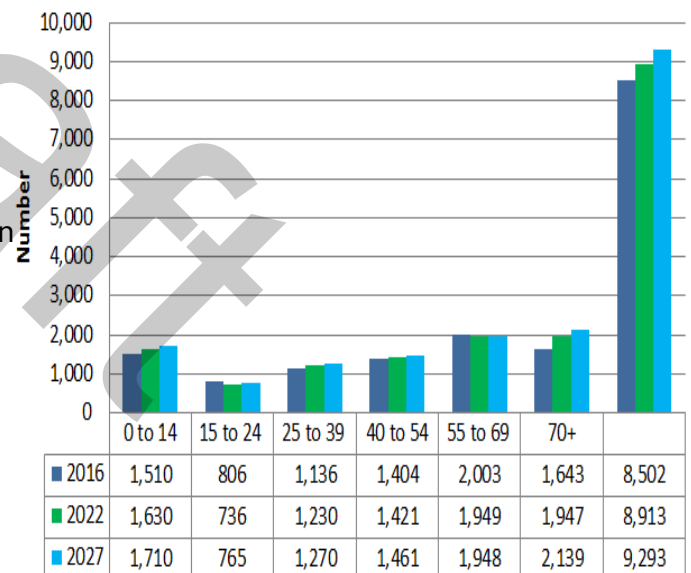
## What does the future look like for Berrigan Shire Communities?

Our Shire is expected to experience steady growth, particularly in the towns of Barooga and Tocumwal. In 2027 there will be:

- 792 more people living in the Shire.
- 4,087 people 55 years of age and older
- Continued increase in the number of people living in the Shire; and
- Inward migration will also continue

(Source: <http://forecast.id.com.au/Berrigan>)

Forecast Population Change x Age



## Our Challenges

- Ageing population and how we re-prioritise current expenditure to meet community needs
- Sustainability of the Shire's current expenditure on essential and current infrastructure
- Impact of **The Murray Darling Basin Plan** on irrigated agriculture and the Visitor Economy
- Cost of energy and fuel
- Impact of external political environment on the Shire's industries and jobs
- Lower than Murray Darling Basin average per capita income
- Ageing demographic and access to social services and public transport
- NSW community awareness, public safety and health promotion campaigns are not broadcast via Victorian media outlets





# A Vision for Berrigan Shire

In 2027 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.

Reviewed with our communities in 2016 through street stalls and an online survey the vision reflects the top 3 preferred futures of our communities that

1. Families with young children will want to live in or come to the area
2. People will be more concerned about their health and wellbeing
3. Tourists will go out of their way to come to the area

## Online Survey and Street Stall Respondents

- 23% Berrigan
- 11 % Barooga
- 34% Finely
- 32 % Tocumwal

The overwhelming message from our communities in 2011 and in 2016 remains that our communities valued the Shire's natural assets and advantages:

- Lifestyle
- The Murray River
- Irrigated Agriculture; and
- Tourism

Further, there is continued support and a belief in the promotion and development of these natural assets and advantages. To create the economic prosperity needed to meet the challenges posed by an ageing population, and increasing demands and expectations that visitors to the area experience a high level and standard of public amenity. And that the Council and other levels of government invest in the infrastructure needed by our agriculture and transport industry, and visitors to the region.

**Berrigan Shire 2027** is, therefore, and the achievement of its Vision and priorities, a collaboration requiring the involvement of our communities, individuals within our communities, local businesses, and Council. Also, it requires engagement and collaboration with other levels of government and the non-government service providers that outreach to and provide services in our towns.

## Plan Framework & Outcome Hierarchy

**Berrigan Shire 2027** strategic outcomes describe the improvement or change in the social, economic, civic leadership and environmental conditions envisaged by Berrigan Shire communities.

The Plan's 'logic' of strategic outcomes and supporting objectives, Council outputs and resourcing (defined in the following table) describes what will be done. Why it is important and the effect / change that it will have on the local area, our economy, council operations and our natural environment.

Focus	Outcome	Description
Aspirational	Vision for Berrigan Shire	Preferred Future to be created in the environment, economic and social conditions influencing or impacting our preferred future
10 year Outcome (Long term) Social, Civic Leadership, Economic & Environmental	'Improvement or change in the social, economic, environmental, civic conditions	Describes what will be done, why it is important and the effect or change that it will have on local area / economy / council operations / natural environment. The results to be achieved. Observed outcomes are measured against benchmarks – indicators.
Inputs 10 year Resourcing Strategy Core Council Activities	Resources needed to achieve the Vision and in doing so Deliver Core Council Activities	Inputs or resources (human, economic and natural) needed to achieve the vision which include: <ul style="list-style-type: none"> <li>• Time</li> <li>• Money / physical assets/plant</li> <li>• Staff</li> <li>• Plans/Policies</li> </ul> Systems that monitor and report on progress
Outputs 4 yr Delivery Program	Improvement or Change in how community / Council assets are managed or Core Council activities or services are delivered	The result of what is planned and implemented – Delivery Program in Outputs. Outputs are measured in the number of hours, number of service users, cost of delivery, etc. Can also include service level issues such as accessibility, response time, and overall satisfaction. Intermediate outcomes. Events or results that contribute to lead to long-term outcomes – milestones.
Council Actions Annual Operational Plan	Council activities/services or CSP Projects	What is done – the strategies used and actions taken that contribute to the social, economic, or environmental conditions of Berrigan Shire communities.
Council's Role	In accordance with the <b>Berrigan Shire 2027</b> : Resourcing Strategy Council provides services, facilitates community engagement, advocates and partners with our local communities in the development of projects and activities that progress <i>Berrigan Shire 2027</i> objectives	

## Monitoring & Reporting on our Performance

**Berrigan Shire 2027** strategic outcomes describe the improvement or change in the social, economic, civic leadership and environmental conditions envisaged by Berrigan Shire communities.

The Council's **Berrigan Shire 2027 Monitoring Framework** incorporating NSW Office of Local Government Fit for the Future benchmarks and the Financial Management principles described in the Local Government Act 1993 is used to:

1. Measure and report on the implementation of the Community Strategic Plan: **Berrigan Shire 2027**
2. Inform the preparation of Council's End of Term Report
3. Measure and report on the implementation, financial sustainability and effectiveness of the Council's Delivery Program
4. Fulfil statutory requirements pursuant to **Local Government Act 1993**

## Strategic Outcome 1

### Sustainable natural and built landscapes

Development decisions made today about how we move around and between our communities and use our natural resources – the River, wildlife, forests, agricultural land and water will shape the future of our communities.

The natural and cultural heritage values of our towns, the River, its forests and wildlife are intrinsically valuable and linked to the social wellbeing and economic health of our communities.

#### Why is this important?

Shire communities are custodians of Australia's natural, cultural and economic heritage: the Murray River. Our communities look after the health of its creeks, lagoons and forests.

Historically the River and its forests have supported the economic and social wellbeing of the people who live in our region.

Ecologically sensitive development and control of environmental hazards (waste, flood and fire) will continue this tradition and ensure that future generations and tourists enjoy the social, economic and environmental benefits of the River and its forests.

Our landscape is characterised by irrigation, cropping and grazing. Therefore, protecting and conserving the biodiversity of remnant vegetation and the wildlife it supports is critical if we are to retain and preserve the diversity and health of our natural landscapes and the wildlife it supports.

Our built landscape and its impact on our natural and social environment like our natural landscape need future-focused stewardship and management.

Visually attractive communities that embrace their heritage, welcome visitors/tourists and strengthen the social ties that connect people to place are places where people want to live, work, stay and play.

Safe local roads and walkways contribute to community health and wellbeing. Reducing the risks posed to our natural and social environment through accident, injury and the costs associated with moving about our Shire.

# Strategic Objectives

- 1.1 Support sustainable use of our natural resources and built landscapes
- 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife
- 1.3 Connect and protect our communities

## Actions

- 1.1.1 Coordinate strategic land-use planning
- 1.1.2 Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework
- 1.1.3 Enhance the visual amenity, heritage and liveability of our communities
- 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife
- 1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning
- 1.3.2 Manage and landfill, recycling and waste disposal

## Priority Projects & Initiatives

- Invest in town entrances and the visual amenity of our streetscapes and River foreshore Reserves
- Preserve and further develop the Shire's cultural heritage and local history
- Invest in the maintenance and development of the Shire's network of critical physical infrastructure: levees, roads, stormwater, sewer and waste management facilities

## Measuring Progress

- Waste diverted from landfill
- Participation rates in environmental projects
- Value of works planned and undertaken
- Service levels and standards roads
- Condition reporting of critical infrastructure and assets

## What our communities can do

- Reduce, re-use and recycle organic and domestic waste
- Use energy and water efficiently
- Plant more trees, control weeds and pests
- Maintain nature strips /private reserves
- Remove graffiti from private property
- Volunteer and support Local Land Services or similar initiatives
- Participate in Development Application and Statutory Planning engagement and participation processes





## Strategic Outcome 2

### Good government

The development of a Community Strategic Plan establishes a pathway for Councils, other levels of government and our communities and individuals to become engaged and active in planning for the future wellbeing of our communities. Increasing therefore, the transparency of day to day Council operations and Council accountability for how we connect with, and report to our communities. And just as important as the plan, is the process which facilitates partnership, shared resourcing and the development of new opportunities.

### Why is this important?

Good government is about making good decisions over time. Decisions which consider that what we do today will impact on future generations. Moreover, those decisions also involve managing associated financial, economic and environmental risks, and the social implications of decision making.

Local government is the level of government that other agencies, state and the federal government look to for localised knowledge, information, allocation of resources, implementation of programs and policies and the maintenance of productive local and regional relationships.

There are also many ways to define corporate governance and good government. Factors that influence good government include:

- Technical and managerial competence
- Strategic and organisational capacity
- Decision making that is reliable and predictable following the rule of law
- Accountability and sustainability
- Transparency and open information systems
- Participation by elected representatives and constituents

In the context of **Berrigan Shire 2027** the Berrigan Shire Council is responsible for:

- Local roads and paths
- Water, sewerage and drainage
- Environmental health
- Animal Control
- Land use planning and development
- Community and library services
- Business and economic development
- Strategic planning
- Council governance, enterprise risk management, financial and business operations

## Strategic Objectives

- 2.1 **Berrigan Shire 2027** objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting
- 2.2 Strengthen strategic relationships and partnerships with community, business and government

## Actions

- 2.1.1 Council operations, partnerships and coördination of resources contribute toward implementation of **Berrigan Shire 2027**
- 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting
- 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance
- 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery

## Priority Projects & Initiatives

- Fit for the Future Improvement Plan
- Financial Sustainability of Council operations and its capacity to invest in or redevelop community assets e.g.: implementation of the Tocumwal Foreshore Masterplan
- Engaging communities in the implementation of **Berrigan Shire 2027** projects and initiatives
- Participation in regional and cross-border forums and initiatives e.g.: Joint Organisations, Emergency services, etc.

## Measuring Progress

- Surveys of community satisfaction
- Internal and External Performance Reporting
- Council Meetings
- Annual Report
- End of Council Term Report

## What our communities can do

- Vote at Council elections, attend Council meetings and or write to the Council
- Use Snap, Send and Resolve app – to report and send customer requests to Council
- Be a Council facilities or reserve Committee member
- Participate in community engagement activities, surveys, polls, and or reviews of Council strategies and plans
- Pay their Rates on time or negotiate a payment plan



## Strategic Outcome 3

### Supported and engaged communities

Supported and engaged communities' welcome new members and value the wellbeing of all residents and the social connections that connect people to each other and place. Community wellbeing is fostered through every day involvement in community activities. Community resources are also equitably used to improve community health, individual wellbeing and to celebrate community creativity and innovation – past, present and future.

#### Why is this important?

Safe, accessible and inclusive communities are child and older person friendly. Healthy child and youth development is facilitated in communities that are safe, inclusive and welcoming. Lifelong learning, cultural expression and recreational activities provide opportunities for people with a diverse range of interests and backgrounds to become involved and engaged in their local communities – the sharing of their knowledge; skills, resources and experiences enrich and strengthen the social connections that are fundamental to community wellbeing and sustainability.

In previous years the Shire experienced an increasing trend toward more families and young people leaving the Shire. Our public schools and High School reported a decline in enrolments. But we are beginning to see change. In the past two years, a new early years' centre has opened in Finley, and our public schools report an increase in enrolments. And while our communities continue to be older than the many other Australian communities over 30% of our residents are active volunteers and engaged in local clubs or Council Section 355 Committees. Committees charged with the day to day operation of our pools, halls, public reserves and parks.

There is, however, more work to be done as the young people, aged 16 - 25 years who want to stay and who are needed to ensure the sustainability of sporting clubs and recreation facilities continue to find it difficult to do so. Primarily because of poor or limited access to rental accommodation and costs associated with independent living due to the seasonality and casual nature of the jobs available to this age group.

# Strategic Objectives

- 3.1 Create safe, friendly and accessible communities
- 3.2 Support community engagement through life-long learning, culture and recreation

## Actions

- 3.1.1 Build communities that are home to more families and young people
- 3.1.2 Facilitate all age healthy lifestyles and ageing in place
- 3.1.3 Strengthen the inclusiveness and accessibility of our community
- 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services
- 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation
- 3.2.2 Facilitate and partner with local communities in the development of township plans

## Priority Projects & Initiatives

- Redevelopment of the Tocomwal Foreshore and its facilities
- Splash Park at Tocomwal
- Support for volunteers
- Market and promote the lifestyle and liveability of our communities
- Planning for an Ageing Population and Disability Inclusion
- Walking / bike trails connecting our towns

## Measuring Progress

- Surveys of community satisfaction and safety
- Use of Council libraries, parks, recreation reserves, pools
- Attendance at community events
- School enrolments
- Participation rates
  - Volunteerism
  - Physical Activity
  - Active Transport

## What our communities can do

- Promote and participate in community events
- Be a volunteer
- Visit a library
- Use a park
- Look out for each other and welcome new residents
- Initiate, lead or support a town plan project
- Join a club



## Strategic Outcome 4

### Diverse and resilient business

Local job creation driven by investment in innovation (new products/services) is needed to retain and attract skilled professionals and young people. Rural communities that offer lifestyle and professional opportunities are more successful at attracting and retaining a skilled workforce. A strong local economy is a buffer against globally exposed commodity agribusiness during drought or economic downturn. Tourism is a competitive industry sector with the drivers for growth being: a diverse range of local / regional experiences supported by Destination product development, marketing and promotion.

#### Why is this important?

Research commissioned by Regional Development Australia – Murray 2010 suggests that targeted investment by business and government in employment growth drivers is needed to create jobs and promote innovation. For example, our transport and storage industries will create more jobs if there is investment in actions that strengthen the advantages of our proximity to transport and freight infrastructure. Construction, health, aged care and community services will also create more jobs if there is investment in centres of excellence, local training and research.

Actions and projects that support collaborative planning shared resourcing, land use controls, water security, Regional Branding and Promotion will promote the conditions needed by local business to invest and leverage the external funding required to realise the potential of national freight infrastructure projects; local innovation and value added agricultural product development. Moreover, our agricultural industry will create more jobs if we leverage growth from regional, state and industry initiatives.

Our lifestyle, climate, existing sporting facilities and proximity to Melbourne presents micro business development opportunities capable of generating high levels of local investment and retained retail, goods and services spending. Similarly, Tourist or Visitor Economy initiatives offering an all-inclusive experience or series of experiences that can be accessed from a central base, will in a competitive market increase the attractiveness of the Murray Region as a Destination and encourage visitors to stay longer.



## Strategic Objectives

- 4.1 Strengthen and diversify the local economy and invest in local job creation and innovation
- 4.2 Diversify and promote local tourism
- 4.3 Connect local, regional and national road and rail infrastructure and networks

## Actions

- 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs
- 4.1.2 Support local enterprise through local economic and industry development initiatives and projects
- 4.2.1 Implement the Berrigan Shire Tourism Strategy
- 4.2.2 Partner with regional Tourism Boards (Murray Regional Tourism Board or similar)
- 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure

## Priority Projects & Initiatives

- Investment in the infrastructure needed to drive jobs growth in the Visitor Economy e.g.:  
Redevelopment of the Tocumwal Foreshore
- Development of Shire's regional and freight and industry infrastructure – Tocumwal Intermodal Facility and Tocumwal Aerodrome
- Truck Parking – all towns
- Upgrade of National Highway 39 to Tocumwal

## Measuring Progress

- Business confidence surveys
- Industry and Employment data
- Visitor numbers
- Regional Competiveness Index Ranking

## What our communities/business can do

- Buy local and re-spend locally – stop funds leaking out of our communities
- Business increase your buying power – form a local and bulk buying group
- Pay local suppliers 'on time'
- Invest in regional marketing and promotion
- Lobby government for equitable access to energy infrastructure

# How we are contributing to NSW State and Regional Plans

NSW 2021 State Plan	Regional Plans Relevant to Berrigan Shire 2027 Outcomes	Berrigan Shire 2027 Strategic Outcome	Headline Indicator	Source / Baseline Measure	Target
Local Environment and Communities	<a href="#">RAMROC Regional Waste Strategy 2014 - 2020</a>  <a href="#">Local Land Services Murray Strategic Plan 2016 - 2021</a>  <a href="#">Draft Riverina Murray Regional Plan 2016</a>  <a href="#">Murrumbidgee-Murray Regional Transport Plan 2013</a>  <a href="#">NSW Long Term Transport Master Plan Murray-Murrumbidgee Region</a>	1.0 Sustainable natural and built landscapes	% of Waste Diverted from Landfill	Source: Council	70% or NSW Waste Plan Target
Accountability to Government	<a href="#">Office of Local Government – Strengthening Local Government</a>	2.0 Good Government	Resident and Business Overall Satisfaction Rating BSC	Nexus Research (2015) BSC 2015 Satisfaction Survey  2015 – Residents 6.45 2015 – Business 6.48	No reduction Resident & Business Satisfaction in mean rating BSC 2019

NSW 2021 State Plan	Regional Plans Relevant to Berrigan Shire 2027 Outcomes	Berrigan Shire 2027 Strategic Outcome	Headline Indicator	Source / Baseline Measure	Target
Quality Services	<a href="#">Murrumbidgee Local Health District Strategic Plan 2016 - 2021</a>  <a href="#">State Library NSW Strategic Plan 2015 - 2019</a>	3.0 Supported and Engaged Communities	Combined SEIFA (Advantage / Disadvantage)	SEIFA (ABS) 2011 938	Net increase in SEIFA 2016 (Advantage/ Disadvantage Score)
Rebuild the Economy	<a href="#">NSW Dept. Primary Industries Strategic Plan 2015 - 2019</a>  <a href="#">NSW Freight and Ports Strategy (2013)</a>  <a href="#">Murray Regional Tourism Strategic Plan 2015 - 2020</a>	4.0 Diverse and Resilient Business	Regional Institute Australia (LGA) Competitiveness Index rating (CI)	Regional Institute Australia (2014) CI – Berrigan Shire 315 out of 500	2016 Census No decrease in Economic Wellbeing Index

# Berrigan Shire 2027

Appendix "J"



Berrigan Shire Council: Long Term Financial Plan 2017 – 2027  
Resourcing Strategy

## Our Vision

In 2027 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists

## Creating our Preferred Future

**Berrigan Shire 2027** is the third Community Strategic Plan developed by the Council in partnership with our communities. It is a common strategic planning lens or framework that can be used by other agencies, our local community and the Council to demonstrate the steps we are taking to realise the aspirations of our community. It is also the Shire Council's statement about how it will work with local communities and other levels of government.

The **Long Term Financial Plan** includes the financial forecasts for the Council for the next ten years, and is updated annually and rolled forward by one year as part of the development of the Council's **Annual Operational Plan**. The **Long Term Financial Plan** is used by the Council to inform its decision-making about the actions it will undertake to contribute to the vision of **Berrigan Shire 2027** and the development of the Council's 4-year **Delivery Program**.



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## 1. INTRODUCTION

This full review of the Council's *Long-term Financial Plan* (LTFP) 2016 - 2026 has been developed in accordance with the requirements of the NSW Local Government's Integrated Planning and Reporting Framework. Integrated Planning and Reporting describes how the Council will work toward the realisation of our community's Vision.

Integrated Planning and Reporting involves the development by the Council of a **Resourcing Strategy 2017 – 2027** a critical element of which is this the Council's **Long Term Financial Plan 2017 – 2027**, together with the Council's *Asset Management Plans* and reviewed *Workforce Development Strategy* (2017 – 2021). These complementary and integrated strategies and plans describe how Council resources and activities contribute toward the planning, development, implementation and review of *Berrigan Shire 2027*.

Council's base case LTFP is used by Council to assess its capacity to deliver the Council activities and services described in its Community Strategic Plan *Berrigan Shire 2027*, 4 year *Delivery Program 2017 – 2021* and our annual *Operating Plans*. It

- Improves Council transparency and accountability;
- Is an opportunity to identify early financial issues and likely longer term impacts;
- Reinforces how the Council's various plans come together;
- Measures Council's progress and the success of its financial planning; and
- Verifies Council's longer term financial sustainability.

Covering a 10 year period the LTFP base case scenario is updated annually and substantially reviewed and alternate scenarios modelled once every four years as part of the review of our Community Strategic Plan.

The LTFP is not a series of complex financial statements and spreadsheets. It has been developed recognising that residents, local business and other stakeholders do not necessarily need the complex financial information used by Council Officers. As the Council's principal financial planning document it includes

- Projected income and expenditure, balance sheet and cash flow statements.
- The assumptions used in planning Council services and the factors that influence demand.
- How we will monitor and report upon our financial performance.
- A sensitivity analysis and financial models that test 'what if' financial scenarios.

## 2. PLAN DEVELOPMENT

The LTFP describes the financial basis of Council's short term, medium term and long term activities and is used to guide Council decision making on the sustainability of Council operations, planned actions, future project proposals and strategies.

**Berrigan Shire 2027** is the Shire's long term plan; the 2017 – 2021 **Delivery Program** is a medium term plan; whereas Council's **Annual Operational Plans** describing Council operations, project proposals and strategies is a short term plan.

The LTFP is the tool used by Council to model or 'test' the long term, medium term and or short term financial impact of Council activities, change in service levels and Council programs. It discusses the financial implications of core Council activities and consolidates these as projected income and expenditure, balance sheet and cash flow statements.

The sustainability of the Council's 10-year financial position and hence the validity of this LTFP is based on there being no change to existing policy. As part of the **Long Term Financial Plan's** development a number of different varying scenarios are also modelled. A sensitivity analysis informs each scenario modelled. This analysis describes implications of each scenario and the likely impact on the Council's capacity to deliver the services described in its **Delivery Program 2017 – 2021** should there be significant or material 'change' in projected income or expenditure.

The Council's **Financial Strategy 2016** appended to the LTFP and summarized in the next section is used to inform the development of the LTFP and in doing so ensure that the Council's decision making is informed and does not compromise the financial sustainability of Council's operations and its contribution to the realisation of **Berrigan Shire 2027** Strategic Outcomes.

### Financial Strategy 2016

The Council's **Financial Strategy 2016** adopted by Council at its Ordinary Council Meeting on 19 October 2016 identifies three key objectives:

1. Financial sustainability
2. Cost effective maintenance of infrastructure service levels
3. Financial capacity and freedom

To achieve these objectives Council will:

1.1	Prepare and review annually a Long Term Financial Plan with the aim of achieving the financial objectives identified in this strategy.
1.2	Prepare Capital Expenditure Reviews, including an assessment of lifecycle costs, for all new and/or upgraded infrastructure assets – with the exception of upgrades of roads, water mains and sewer mains.
1.3	Resist the pressure to fund services that are the responsibility of other levels of government.
1.4	Retain control of urban water supply and sewer services.



1.5	Recognise that funding for renewal and upgrading of sport, recreation and cultural infrastructure requires a combination of Council funding, community support and preferably some contribution from other levels of government.
1.6	Seek methods of achieving a return (or at least minimise ratepayer subsidy) on business activities such as the Finley Saleyards, Tocumwal Caravan Park and Tocumwal Aerodrome. Subsidies to programs such as the private operation of the Tocumwal Visitor Information Centre should also be reviewed regularly.
1.7	Encourage and support the existing model of community provision and operation of sport, recreation and cultural infrastructure.
1.8	Actively lobby the State and Federal Governments to retain existing grant funding levels for road maintenance and upgrades.
2.1	Prepare and review its Asset Management Strategy and its Asset Management Plans for the Council's major infrastructure assets annually as part of annual budget preparation.
2.2	Prioritise the renewal of existing assets over the development and delivery of new services.
2.3	Regularly review the suitability and/or usage of community services and facilities and consider alternate delivery methods.
2.4	Implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where <ul style="list-style-type: none"> <li>o There is an urgent need for the asset in the short term, or</li> <li>o It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and</li> <li>o The Council has access to a funding stream to meet its debt obligations without compromising its other activities.</li> </ul>
3.1	Formalise the Council's existing preference to put money aside for future capital works, rather than borrow.
3.2	Maintain the existing Investment Policy settings prioritising preservation of capital over investment return.
3.3	Retire existing debt in line with existing loan repayment schedules. Once paid, quarantine the repayment stream freed up to fund future capital renewal projects or specifically identified programs.
3.4	Continue to actively recover outstanding rates debt as identified in the Council's Revenue Policy.
3.5	Set utility charges for water supply, sewer and waste management services at a level that delivers a return on those assets sufficient to ensure long term sustainability.
3.6	Consider seeking a Special Rates Variation where there is a clearly identified demand for new or significantly improved service levels.

### 3. ASSUMPTIONS

A successful Community Strategic Plan reflects community aspirations (vision) and the steps that residents, business, and government will take to achieve their vision.

The LTFP is informed by the Council's [Financial Strategy 2016](#) analysis of the political, social, economic and environmental assumptions that informed [Berrigan Shire 2027](#) Community Strategic Plan. Namely

- 1) **Policy context:** - That all levels of government are involved in the development of strategic plans that look at the next 10 years and beyond and that these plans consider:
  - Population change, growth and decline.
  - The changing social, economic and environmental expectations and needs of the people who live and work in our communities.
- 2) **Challenges and Opportunities:** which include
  - a) Ageing Population
  - b) Cost of maintaining, developing and operating Council and community owned facilities and services
  - c) Economic forecasts and likely impact on Council operations and service delivery
- 3) **Change** imposed by the decision to freeze Financial Assistance Grant indexation from 2013/14 - 2016/17. The impact of this freeze extends past the initial three year period and is reflected in the Council's forecasts.

## Service Delivery

The review of [Berrigan Shire 2023](#) and the subsequent development of [Berrigan Shire 2027](#) did not identify any issues that would change significantly the range and type of services delivered by Council.

Further a Service Review conducted by Council – February 2015 as part of its Corporate Workshop similarly found no significant or emerging issues likely to change the range and type of services delivered by Council. Finding that the with the exception of its Economic Development activities and discretionary community development activities that statutory reporting requirements and regulations determine to a great extent the service model developed by the Council to meet the needs of our local communities..

## Rate pegging

The LTFP base scenario assumes that there will be no significant increase in the total amount of Ordinary rates raised and that future Ordinary rate increases will be the maximum permissible amount allowed by the Independent Pricing and Regulatory Tribunal (IPART). In 2017/18

IPART determined a 1.47% increase in the Local Government Cost Index and deducted a 0.001% productivity factor– This was then rounded up to set the rate peg at 1.5%. For all LTFP scenarios the figure has been smoothed to 1.5%.

The base scenario included in this LTFP includes expenditure on major projects identified in the Council's [Delivery Program 2017 – 2021](#). It also includes savings identified as part of Council's [Fit for the Future](#) improvement planning: changes reflected also in its organisational structure and reviewed [Workforce Development Plan](#).

### Major planned expenditure

In accordance with the Council's [Financial Strategy 2016 – Borrowing Policy](#), major works identified in Asset Plans are not scheduled and included as a forward commitment unless:

- There is an urgent need for the asset in the short term, or
- It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and
- The Council has access to a funding stream to meet its debt obligations

without compromising its other activities.

The base scenario included in this LTFP does not include operating costs for the proposed Tocomwal Foreshore splash park and associated facilities.

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#### 4. REVENUE FORECASTS

The major sources of revenue for Council are:

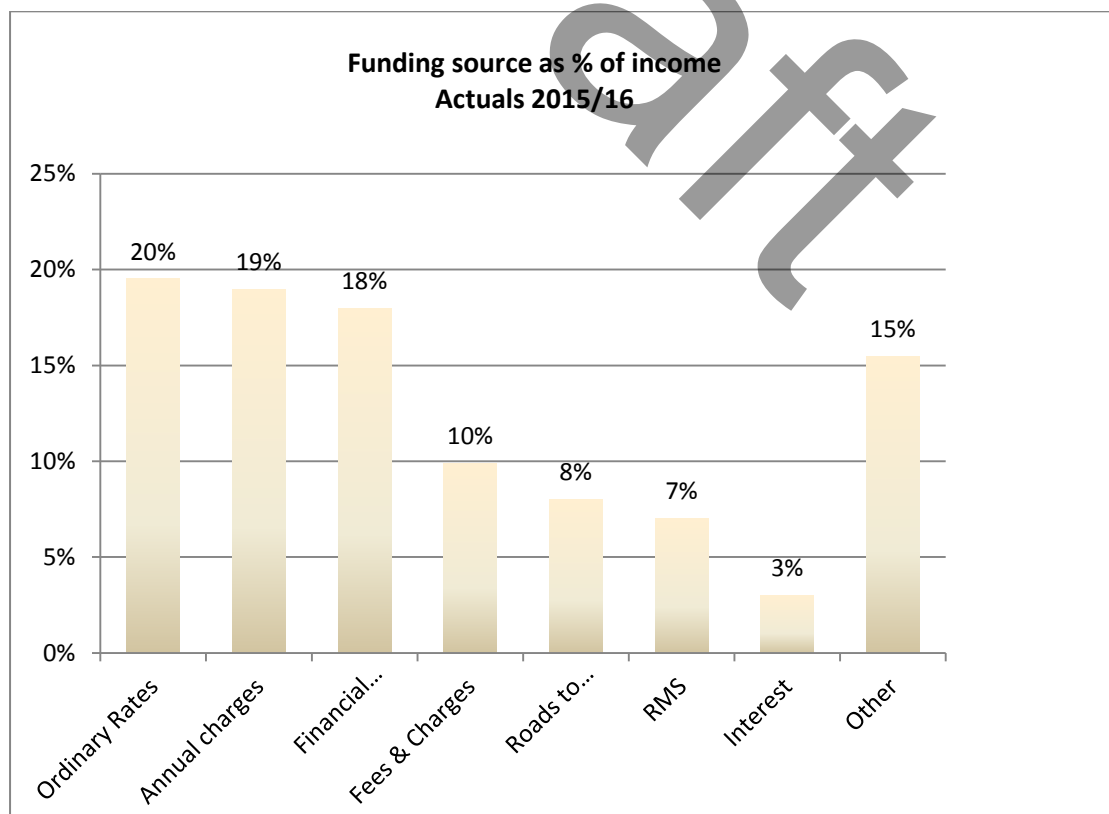
1. Rates and Annual Charges
2. User Charges and Fees
3. Interest and Investment Revenues
4. Other Revenues
5. Grants and contributions provided for Operating Purposes
6. Grants and contributions provided for Capital Purposes

Figure 1 shows the breakdown on Council's 2015/16 revenues and gives an indication of Council's reliance on the various revenue streams. Whereas Table 1 summarises the percentage change in income projected across revenue streams.

Council does not envision that there will be significant change in the source or percentage of Council's revenue across revenue streams.

Population profiling and environmental scans, undertaken as part of the development of [Berrigan Shire 2027](#), further supports the view that there will be and should be no significant change in this regard.

Figure 1: Council Revenue 2015/16



**Table 1: Berrigan Shire Council Projected % Change in Global Income 2017 – 2027 (Base Scenario)**

Operating Income	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Rates - Ordinary	1.54%	1.51%	1.56%	1.55%	1.55%	1.55%	1.55%	1.55%	1.55%	1.55%
Annual Charges	1.36%	2.56%	2.56%	2.56%	2.56%	2.55%	2.55%	2.55%	2.55%	2.55%
User Charges - Specific	-0.24%	1.05%	1.07%	1.08%	1.10%	1.12%	1.13%	1.15%	0.92%	1.17%
Fees & Charges - Statutory & Regulatory	-1.27%	2.26%	2.26%	2.27%	2.27%	2.28%	2.28%	2.29%	2.29%	2.30%
Fees & Charges - Other	-12.01%	2.44%	2.44%	2.44%	2.45%	2.45%	2.45%	2.45%	2.45%	2.45%
Interest & Investment Revenues - o/s Rates & Annual Charges	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest & Investment Revenues - Investments	17.58%	3.54%	2.04%	3.24%	3.43%	6.67%	7.84%	8.11%	7.01%	8.11%
Other Revenues	-13.02%	1.67%	1.68%	1.69%	1.70%	1.71%	1.72%	1.74%	1.75%	1.76%
Operating Grants - General Purpose (Untied)	0.22%	1.45%	1.45%	1.45%	1.45%	1.45%	1.46%	1.46%	1.46%	1.46%
Operating Grants - Specific Purpose	-43.22%	0.39%	9.52%	0.53%	0.53%	0.52%	0.52%	0.54%	0.68%	0.70%
Operating Contributions - General Purpose (Untied)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



## 4.1 Rates and Annual Charges

Council reviews its Rates and Annual Charges Policy each year cognisant of legislative requirements, projected and upcoming change in the number of rating assessments, planned developments and the adequacy of its current schedule of annual charges. The LTFP base scenario assumes the Council will take up the entire amount of the 2017/18 rate peg permissible increase as set by IPART.

A copy of Council's Rates and Annual Charges Policy is included as an Appendix to the Council's Annual Operating Plan.

## 4.2 User Charges and Fees

Council also reviews annually its schedule of User Charges and Fees and includes this as an Appendix to the Shire's Annual Operating Plan. The Schedule describes:

- The activity or function
- The title of the fee/charge
- Absorbed cost of the service
- Public/ Private good
- Community Service Obligation
- Council's Pricing Policy (% cost recovery);
- The fee or cost to be levied/ GST treatment

The LTFP's base scenario also assumes (Table 1) that User Charges and Fees will decline by 12.01% (2017/18), then increase by approximately 2.25% per annum in 2018 – 2027

## 4.3 Interest and Investments and Other Revenues

Council's [Financial Strategy 2016](#) (Appended) notes that in accordance with the Shire Council's existing Investment Policy settings [Council] will prioritise preservation of capital over investment return. This is reflected in the conservative projection of a 2% interest and investment revenue return for the 2018 – 2026 period. However cash holdings will increase, increasing investment returns

Moreover, in accordance with the Shire's [Investment Policy](#) and as part of the Shire Council's quarterly review of the Shire's investment returns material changes are reflected in subsequent reviews and iterations of the LTFP.

## 4.4 Other Revenues

Council's Other Revenues are derived from assets used or leased for commercial purposes which include:

- Tocumwal Caravan Park
- Tocumwal Aerodrome
- Hire of Council Plant; and
- Lease arrangements related to Council property

Table 1 notes that the projected change in Other Revenue used for the base scenario is an average 1.75% per annum increase for the period 2017 – 2026

## 4.5 Grants - Operating & Capital

Operating and Capital Grants make up a significant proportion of the Council's income. The nature, amount and timing of

these grants are not generally in the control of the Council and as such assumptions need to be made about future years. In general, the base case assumes that unless specific information is at hand, recurring grant programs will continue in a similar manner as in the recent past.

The LTFP base case assumes that Financial Assistance Grants and Rural Local Road grants will increase by 1.5% per year post the current indexation freeze imposed by the Federal Government – expected to expire in 2017-18.

This is consistent with the long term pattern of growth in Financial Assistance Grants until the recent indexation freeze. This is a conservative position to take.

The Roads to Recovery program has been extended for another five year period until 2020/21, and this has been included in this plan. This plan assumes it will continue until 2027.

A similar assumption has been made regarding grant funding from Roads and Maritime Services for the Block Grant and the REPAIR program. The Council has taken a conservative position regarding funding likely to be due under the *Natural Disaster Relief and Recovery Assistance* program.

Capital grants have been included where specifically known and agreements have been reached. Where appropriate a matching contribution from the Council has been included. The base case scenario does not include any funding for future infrastructure upgrades over and above the grants specifically identified above.

#### 4.6 Net gain from disposal of assets

The LTFP assumes that the Council will not dispose of any significant assets over the life of the plan. The Council will routinely continue to trade plant and equipment and the LTFP assumes that this will be generally be on a cost recovery basis and no significant gain will be made.

## 5. EXPENDITURE FORECASTS

The LTFP in addition to considering the implications of forecast revenues also reviews planned expenditures based on the contribution of Council operations to **Berrigan Shire 2027** strategic objectives and Council's Resourcing Strategy requirements. As previously mentioned, **Berrigan Shire 2027** and Council's response to the challenges faced by its community rely not on the development of new services and or a substantive increase in service levels but on ensuring that Council assets and resources continue to be focused on:

- Financial Sustainability
- Investment in the maintenance and further development of the Shire's critical physical infrastructure: levees, roads, stormwater, water supply, sewer and waste management facilities – Life cycle cost Asset Management and Planning
- Planning for an Ageing population ; and
- Engaging our communities in the implementation of **Berrigan Shire 2027**

Table 2 describes the % change in expenditure by type used in the development of the LTFP base scenario the basis of this LTFP.

**Table 2: Berrigan Shire Council Projected % Change in Global Expenses 2017 – 2027 (Base Scenario)**

Operating Expenditure	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Employee Costs - Salaries</b>	4.56%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
<b>Employee Costs - Superannuation</b>	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.75%	3.00%	3.50%	4.00%
<b>Employee Costs - Workers Comp</b>	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
<b>Employee Costs - Other</b>	15.74%	2.52%	2.52%	2.52%	2.52%	2.52%	2.63%	2.73%	2.94%	3.16%
<b>Materials &amp; Contracts - Raw Materials &amp; Consumables</b>	-57.04%	-0.56%	5.60%	-2.45%	1.50%	1.50%	6.33%	-3.12%	1.50%	1.51%
<b>Materials &amp; Contracts - Contracts</b>	-8.89%	1.49%	1.49%	1.49%	1.49%	1.49%	1.49%	1.49%	1.49%	1.49%
<b>Materials &amp; Contracts - Legal Expenses</b>	-5.99%	1.17%	1.18%	1.18%	1.18%	1.19%	1.19%	1.19%	1.20%	1.20%
<b>Materials &amp; Contracts - Other</b>	0.07%	1.49%	1.49%	1.49%	1.49%	1.49%	1.49%	1.48%	1.48%	1.49%
<b>Depreciation - IPP&amp;E</b>	1.00%	1.00%	1.00%	1.00%	1.28%	0.71%	1.00%	1.00%	0.99%	1.00%

<b>Other Expenses - Insurance</b>	-0.15%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
<b>Other Expenses - Utilities</b>	-4.57%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
<b>Other Expenses - Other</b>	-23.80%	6.70%	1.46%	1.47%	1.47%	1.48%	1.49%	1.50%	1.50%	1.51%

## 5.1 On-going Commitments

Much of Council's expenditure is regular and ongoing. Council's [Resourcing Strategy – Asset Management Plans](#) and [Workforce Development Plan](#) provide detailed information about the extent of the services and resources controlled and needed to maintain service levels and Council's ongoing commitments.

Scheduled review of the Shire's Asset Management Plan's and the effectiveness of its [Workforce Management Plan](#) during the life of Council's 4-year [Delivery Program](#) embeds ongoing monitoring and review of Council's ongoing commitments ensuring that any changes can be anticipated and expenditure forecasts varied at subsequent reviews of the LTFP.

### 5.1.1 Employee Costs

The Shire Council's [Workforce Management Plan 2017 – 2021](#) an element of Council's [Resourcing Strategy 2017 - 2027](#) assumes no material change in the base skills, knowledge and competency profile of the Shire's workforce and was developed from a

- Comprehensive analysis of the Shire's Community Strategic Plan [Berrigan Shire 2027](#);
- Summary profile of the Shire's workforce; and
- A survey of Council staff

Therefore in developing LTFP no provision has been made for an increase in staffing costs other than those that could be reasonably expected, taking into account anticipated wage and salary increases and the likelihood of long-term staff retiring. This has been factored into the (Table 2) base scenario 2.5 % changed described for employee costs.

### 5.1.2 Borrowing Costs

The Council currently has just the one significant outstanding loans as summarised in the table below:

PURPOSE	AMOUNT	TERM	RATE	ANNUAL REPAYMENTS	DUE	LENDER
<b>LIRS Drainage</b>	\$1,630,000	10 y	4.260%	\$200,488	Dec 2024	NAB

The interest cost of the LIRS drainage loan is partially offset by a 3% interest rate subsidy from the NSW government under the Local Infrastructure Renewal Scheme (LIRS) program.

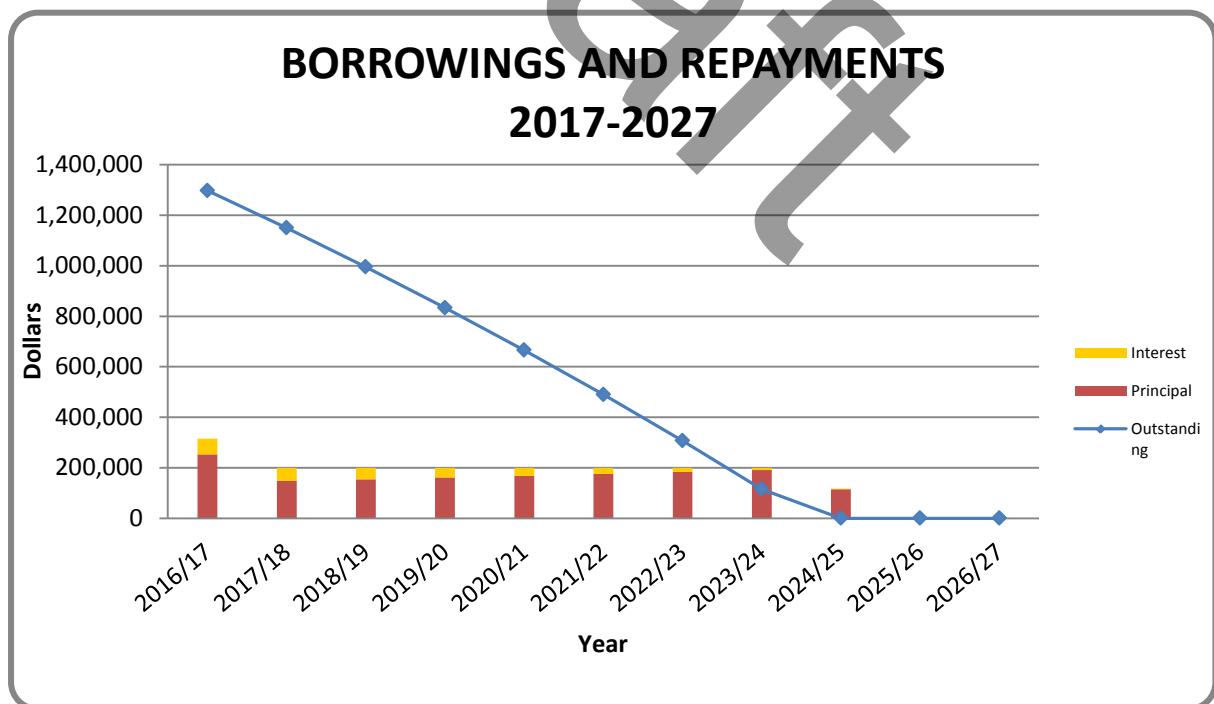
Based on the loan program, the Council's projected outstanding debt is:

FUND	30 2017	JUNE 30 2018	JUNE 30 2019	JUNE 30 2020	JUNE
General	\$1,297,037	\$1,149,225	\$994,557	\$833,314	
Water	\$0	\$0	\$0	\$0	
Sewer	\$0	\$0	\$0	\$0	
<b>TOTAL</b>	<b>\$1,297,037</b>	<b>\$1,149,225</b>	<b>\$994,557</b>	<b>\$833,314</b>	

Total repayments of principal and interest are as follows:

FUND	2017 / 2018	2018 / 2019	2019 / 2020	2020 / 2021
General	\$242,590	\$200,488	\$200,488	\$200,488
Water	\$114,977	\$0	\$0	\$0
Sewer	\$0	\$0	\$0	\$0
<b>Sub Total</b>	<b>357,567</b>	<b>\$200,488</b>	<b>\$200,488</b>	<b>\$200,488</b>
<b>TOTAL</b>	<b>\$355,077</b>	<b>\$200,488</b>	<b>\$200,488</b>	<b>\$200,488</b>
Less LIRS subsidy	(\$34,112)	(\$30,065)	(\$25,774)	(\$21,250)
<b>NETT COST</b>	<b>\$317,046</b>	<b>\$166,366</b>	<b>\$170,423</b>	<b>\$174,714</b>

The following chart details the Council's total borrowings and repayments.



**Outstanding Loans and Redemptions**



The Council's **Financial Strategy** states that Council will

*Implement a **Borrowing Policy** that allows the Council to borrow only for the development of infrastructure where*

- a) There is an urgent need for the asset in the short term, or*
- b) It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and*
- c) The Council has access to a funding stream to meet its debt obligations without compromising its other activities*

As such, no additional borrowings have been proposed over the life of this LTFP. Assuming there is no additional borrowing, the Council will be entirely free of long term debt by 2025/26.

If the Council chooses to borrow to fund the delivery of the Tocumwal Foreshore Redevelopment, this position will need to be reconsidered.

### 5.1.3 Materials and Contracts

The Council has not identified significant changes in this area over the term of the LTFP. There is an identified program to upgrade the Council's information technology and financial management systems, the delivery of which has been deferred.

### 5.1.4 Depreciation

This LTFP has included depreciation determined from the Council's existing asset management system and its Asset Management Plans. Where new assets have been proposed, depreciation for those amounts has been included in this report. Depreciation is determined in line with the Council's asset accounting policy as identified in Note 1 to its Annual Financial Statements.

### 5.1.5 Other Expenses

The LTFP base case proposes that the expenses in this category will increase in general terms by 1.5% per year from 2017 - 2023.

While not included in the LTFP base case, the Council has considered the possibility of additional support for the volunteer

committees managing some of the Council's recreation and cultural infrastructure such as public halls and recreation reserves. Items such as contributions to Central Murray County Council, NSW Fire & Rescue and NSW Rural Fire Service have been included at historic levels and inflated in the absence of more specific advice.

**Income statement:** The operating surplus before capital grants and contributions is forecast to decline to around \$0.9m until 2017/18 and moderately increase over the 10 year period to reach \$1.7m in 2026/27.

#### **Balance Sheet and Cash Flow Statement:**

Council's cash and investments are forecast to generally increase over the ten year life of this plan – from \$22.9m in June 2016 – to \$40.5m in June 2026.

This increase is forecast with the Council's capital works program remaining within the bounds of \$4.8m to \$7.1m per annum (in line with the existing program). This should allow the Council to meet its asset management funding obligations provided the Council does not significantly improve existing service levels.

While up to three-quarters of the Council's cash holdings in 2026/27 is restricted for use in the Water and Sewer funds, Council's unrestricted cash is also proposed to increase moderately over this period to around \$4.5m

## 6. ASSET MANAGEMENT

Council's **Asset Management Strategy** specifies what is required to maintain and develop Council's asset management capability and meet its objectives. While, its asset management plans identify service levels and the condition of assets and the likely cost of asset maintenance and development.

The costs resulting from Council's Asset Management Plan are included in the LTFP as capital costs for new assets, renewals, rehabilitation and non-capital expenditure for costs related to maintenance, Council operating costs and depreciation.

Asset related expenditure identified in the Asset Management Plan is being incorporated into the LTFP. Moreover, subsequent reviews of the LTFP will factor in greater detail on planned and forecast expenditure as the Council strengthens its Asset Management capacity through exploration of:

- More efficient use and operation of assets
- Demand management
- Asset rationalisation and review of asset growth requests
- Low cost strategies over high cost strategies
- Re-evaluation of service levels and standards

The Council already incorporates into its Asset Management and Planning:

- Forward provision for renewal by reducing its reliance on debt
- Creating and funding its renewal reserves

- Conducting capital reviews for new and existing projects

## 7. PERFORMANCE MEASURES

The Council's **Financial Strategy 2016** incorporates the Office of Local Government's *Code of Financial Practice* benchmarks as well as the benchmarks set for financial sustainability in the *Fit for the Future* Program. The Council's **Financial Strategy 2016** describes the key performance indicators (KPIs) used to measure the Council's financial performance and the financial sustainability and efficiency of its **Delivery Program** and ongoing operations. These include:

- Operating Performance ratio;
- Unrestricted Current ratio
- Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage
- Building Infrastructure and Other Structures Renewals ratio;
- Infrastructure Backlog ratio
- Capital Expenditure ratio;
- Debt Service ratio; and
- Cash Expense Cover ratio.

Council reviews its progress against these Key Performance Indicators on an annual basis.

## 8. MODELLING

### Base Case Scenario:

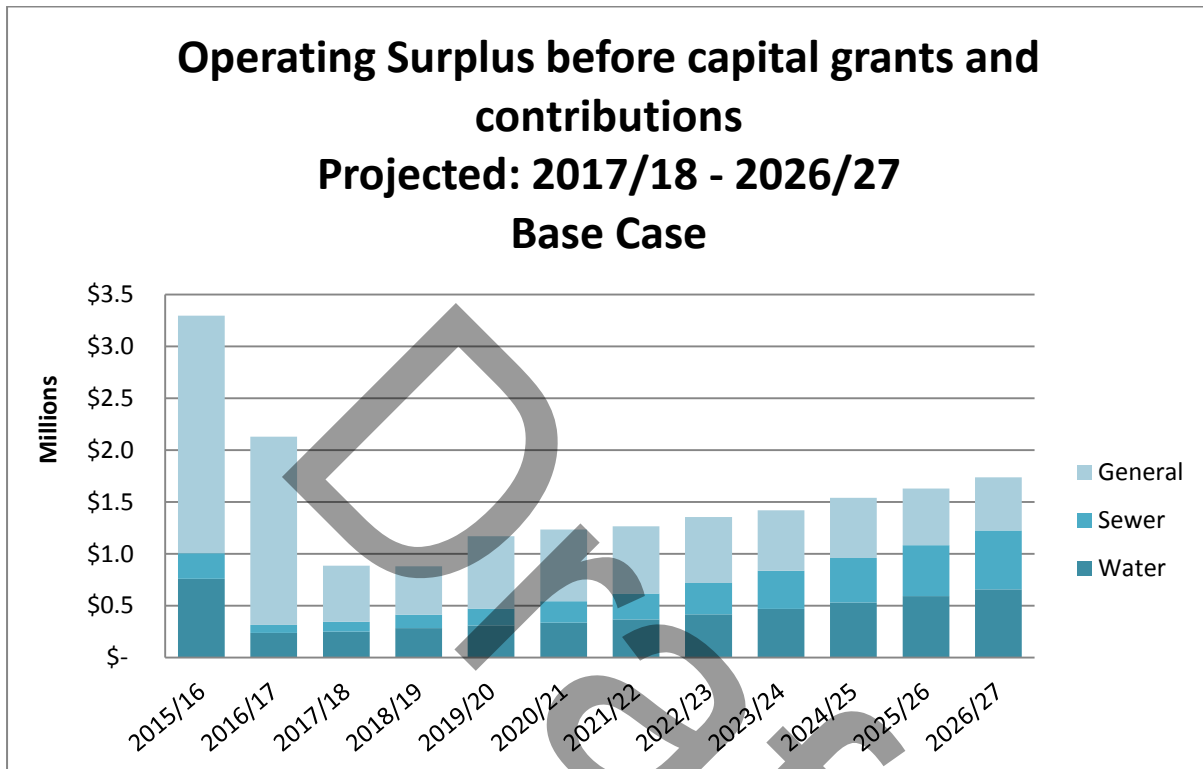
The base case scenario (Appendices 1 -4) reflects the expected financial outcomes from the Council's service delivery and policy settings set out in its 4 – year *Delivery Program 2017 – 2021* and projected until 2027.

As with any financial projection, the financial predictions become less certain

as the projection is pushed further into the future.

**Income statement:** The operating surplus before capital grants and contributions is forecast to increase gradually to around \$1.7m by 2025/26.

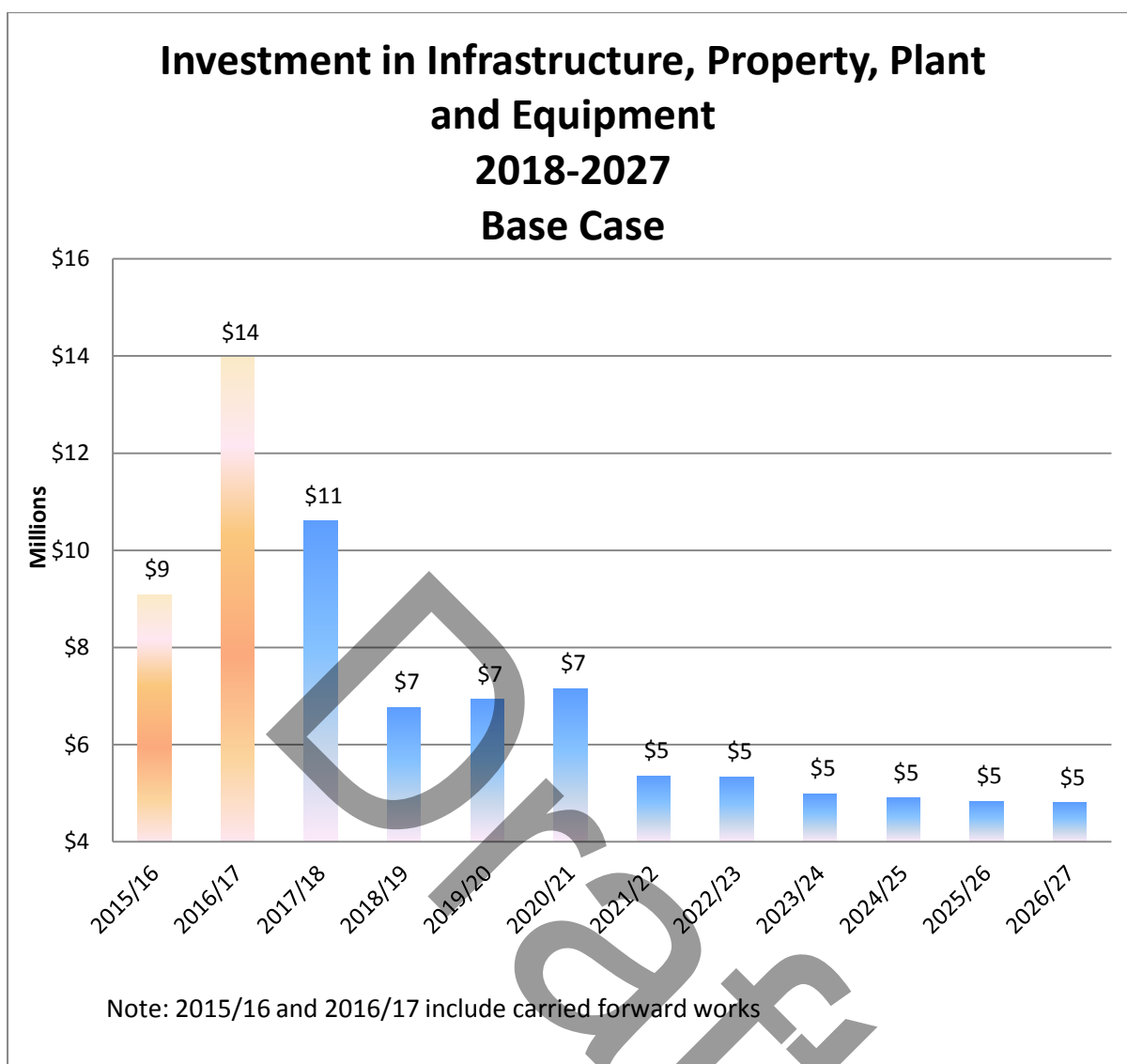
No new income streams are anticipated and growth in rateable properties is not expected to be significant.



#### **Balance Sheet and Cash Flow**

**Statement:** Council's cash and investments are forecast to generally increase over the ten year life of this plan – from \$22.9m in June 2016 – to \$40.5m in June 2026. This increase is forecast with the Council's capital works program remaining within the bounds of \$4.8m to

\$7.1m per annum (in line with the existing program once carried forward works are complete). This should allow the Council to meet its asset management funding obligations provided the Council does not significantly improve existing service levels.



#### Scenario 1 – Operation of the Tocumwal Foreshore development:

Scenario 1 (Appendices 4 -6) models the impact of the Council delivering, funding and operating the proposed new facilities included in Tocumwal Foreshore development masterplan, including a splash park, town square and extended riverside dining area.

The scenario includes the cost of financing the development (including an internal loan of \$500,000 over 10 years) and the additional operating, maintenance and depreciation costs associated with the project.

An analysis of the modelled scenario indicates that the development will have an impact on the Council's financial performance and position; however the Council can comfortably manage to maintain an operating surplus and meet its financial benchmarks

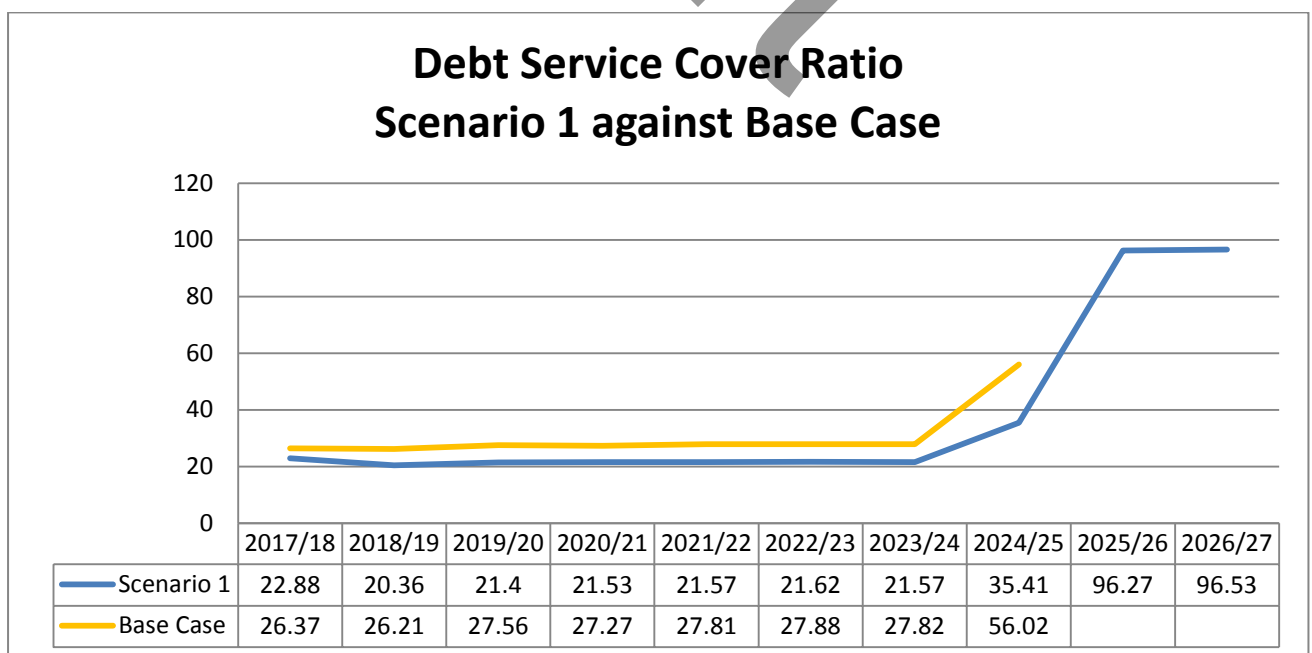
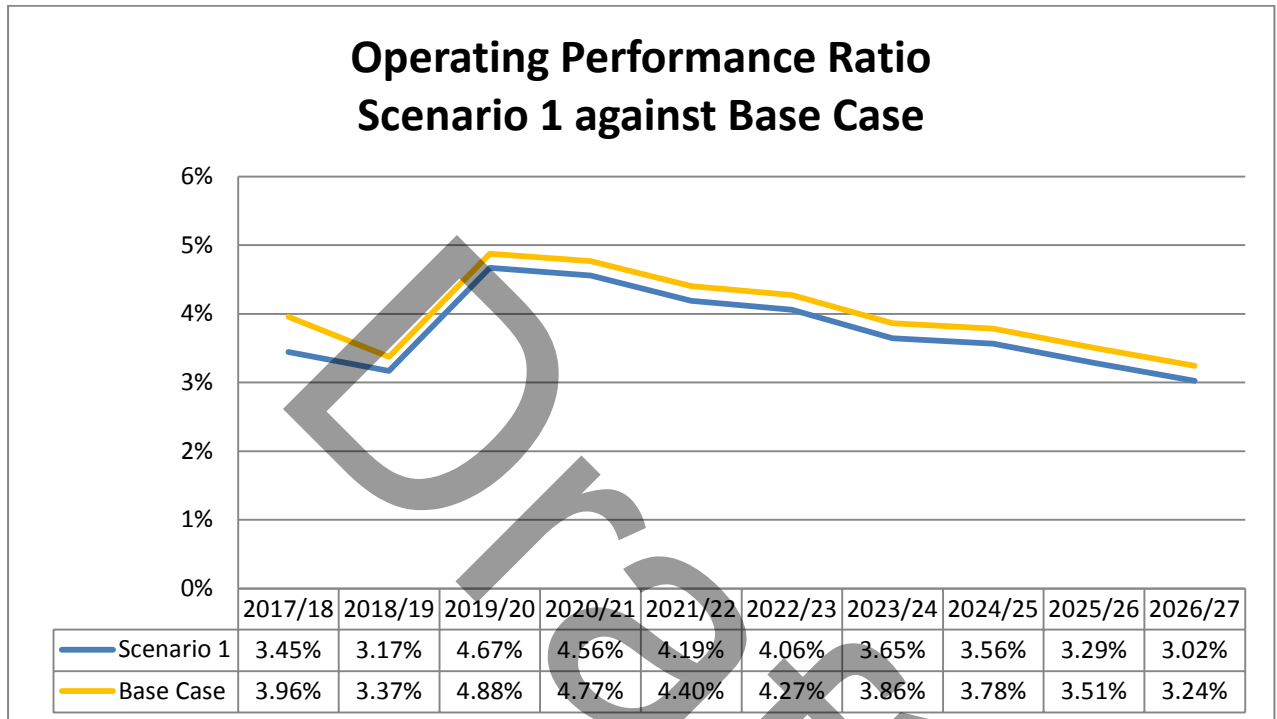
**Income statement:** Under Scenario 1, the operating surplus before capital grants and contributions in the Council's general fund is expected to remain in surplus each year, however, the surplus is expected to be approximately \$30,000 to \$60,000 less year on year when compared to the base case.

The Operating Performance Ratio in the General Fund under Scenario 1, while less than the base case, remains comfortably above the Council's benchmark of 2%

with the Fund not returning to a debt-free status until 2026/27.

**Balance Sheet and Cash Flow Statement:** Under Scenario 1, the Council's total borrowings in its General Fund will increase by \$500,000 in 2017/18

Debt redemption (principal and interest) is expected to be approximately \$58,333 per annum. The Debt Service Cover ratio will decline somewhat on a year to year basis but will still remain well above the Council's adopted benchmark.





**Scenario 1 – Continuation of the Financial Assistance Grant pause:**

Scenario 2 (Appendices 9 -12) models the impact of the Federal Government electing to continue their three year “pause” on indexation of the Financial Assistance Grant (FAG) for a further four years.

FAG is an untied payment made to Councils annually to assist them to deliver services essential to their community. In the case of Berrigan Shire, FAG totals over \$4m or nearly 20% of its overall budget.

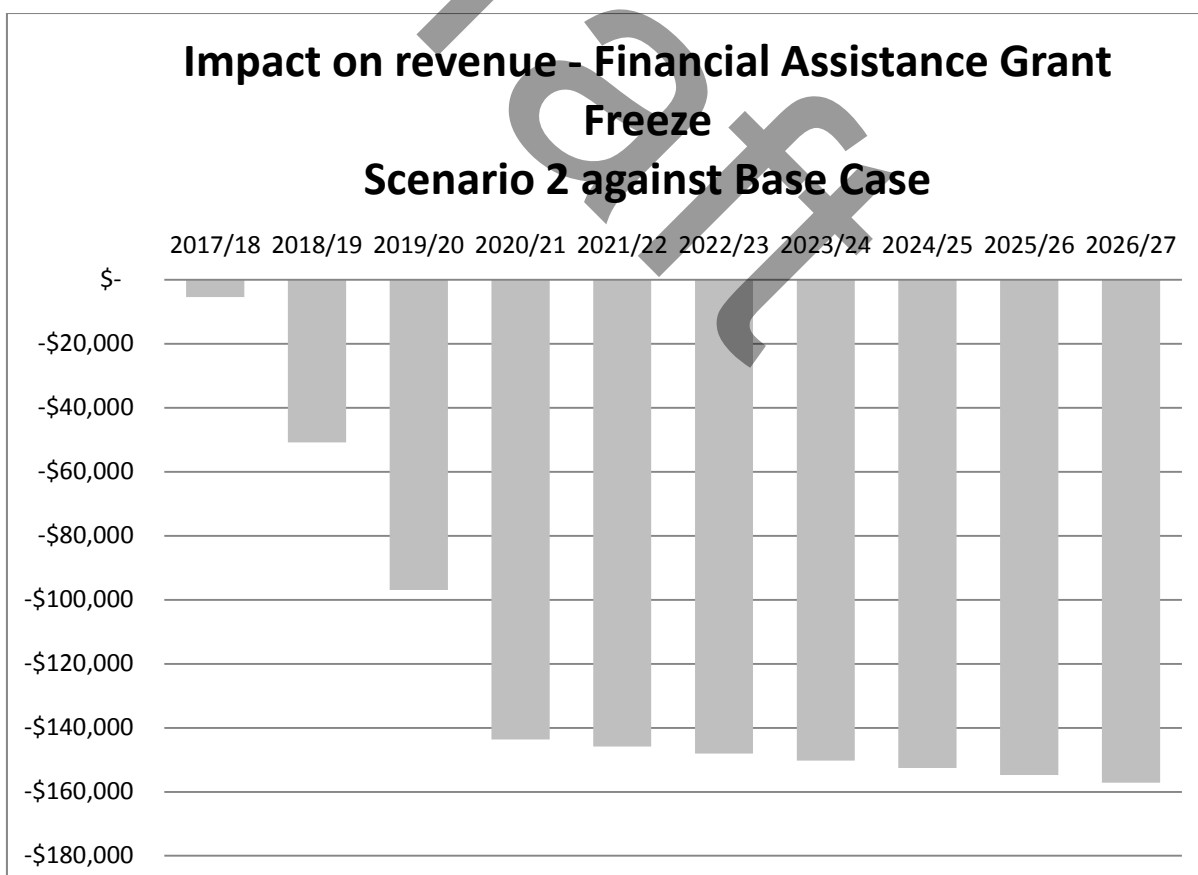
Until 2014/15, the Federal Government would increase the pool of funds to be distributed to Councils as FAG based on a cost index – i.e. indexation – thus allowing Councils to keep up with inflation. In that year, the Federal Government chose to temporarily “pause” this indexation.

This pause is due to expire in 2017/18 however the Federal Government have yet to confirm that indexing of FAG will resume.

This uncertainty around FAG creates a real risk for the Council and the modelling for Scenario 2 is an attempt to determine the impact of the continuation of the “pause” on the delivery of Council services.

The model for Scenario 2 includes two steps

1. Pausing the indexing of FAG for the period 2017/18 to 2020/21 – i.e. no increase in FAG is assumed
2. Reducing Council expenditure on services to cover all but \$30,000 of the shortfall



**Income statement:** Given the model for Scenario 2, the operating surplus before capital grants and contributions in the Council's general fund will be approximately \$30,000 to \$40,000 less year on year when compared to the base case.

However, income from FAG will have declined year on year, starting at \$50,800 in 2018/19 and increasing to \$157,105 in 2026/27. Over the life of this plan, revenue will have declined by \$1.2m

Absorbing this loss of revenue is not a sustainable long term position for the Council and costs must be cut to match expenditure. This model cuts expenditure by approximately \$100,000 to \$120,000 year-on-year from 2020/21 onwards.

Cutting expenditure means the Council will have to reduce services. Much of the Council's services are compulsory in nature – i.e. building regulation and road maintenance can't be cut beyond a certain point.

To put this level of expenditure cut in context, it may be useful to consider the Berrigan Shire Library Service. The library service has 73 hours of operation per week across its four branches. Cutting expenditure to this service by \$120,000 would require reducing this service's operating hours to around 50 hours of operation of week – i.e. each branch would be open for one less day per week. In the case of the Berrigan branch, this could mean the Berrigan library only open for Tuesday and for Saturday morning.

**Balance Sheet and Cash Flow Statement:** Under Scenario 2, there would be little change in the Council's cash flow or balance sheet as it would have reduced services to match its income.

However, had it failed to do so, its cash position would have declined by around \$1m over the life of this plan, meaning Council's unrestricted cash holdings would be essentially static over that period.

## APPENDICIES

Appendix 1 – Base Case Projected Income and Expenditure

Appendix 2 – Base Case Projected Balance Sheet

Appendix 3 – Base Case Projected Cash Flow

Appendix 4 – Base Case Key Performance Indicators

Appendix 5 – Scenario 2 Projected Income and Expenditure

Appendix 6 – Scenario 2 Projected Balance Sheet

Appendix 7 – Scenario 2 Projected Cash Flow

Appendix 8 – Scenario 2 Key Performance Indicators

Appendix 9 – Scenario 3 Projected Income and Expenditure

Appendix 10 – Scenario 3 Projected Balance Sheet

Appendix 11 – Scenario 3 Projected Cash Flow

Appendix 12 – Scenario 3 Key Performance Indicators

Appendix 13 – Berrigan Shire Council Financial Strategy 2016

Draft

**Berrigan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**INCOME STATEMENT - CONSOLIDATED**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	9,201	9,449	9,586	9,781	9,982	10,188	10,397	10,612	10,831	11,054	11,282	11,515
User Charges & Fees	2,367	1,694	1,669	1,691	1,714	1,738	1,762	1,786	1,812	1,838	1,861	1,888
Interest & Investment Revenue	722	617	720	745	760	784	811	863	929	1,001	1,070	1,154
Other Revenues	820	585	509	517	526	535	544	553	563	572	582	593
Grants & Contributions provided for Operating Purposes	7,993	8,591	6,250	6,307	6,647	6,712	6,777	6,843	6,910	6,978	7,052	7,128
Grants & Contributions provided for Capital Purposes	2,586	2,267	3,318	75	148	320	170	65	65	65	65	65
<b>Other Income:</b>												
Net gains from the disposal of assets	198	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>23,887</b>	<b>23,202</b>	<b>22,051</b>	<b>19,116</b>	<b>19,777</b>	<b>20,276</b>	<b>20,461</b>	<b>20,722</b>	<b>21,108</b>	<b>21,509</b>	<b>21,912</b>	<b>22,342</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	7,188	3,998	4,034	4,132	4,234	4,337	4,444	4,552	4,664	4,778	4,895	5,015
Borrowing Costs	87	61	52	45	39	32	24	17	9	1	-	-
Materials & Contracts	3,031	6,555	5,847	5,924	6,032	6,101	6,191	6,283	6,401	6,471	6,567	6,664
Depreciation & Amortisation	5,758	5,876	5,935	5,994	6,054	6,114	6,193	6,237	6,299	6,362	6,425	6,489
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,941	2,314	1,980	2,065	2,101	2,137	2,174	2,212	2,251	2,290	2,330	2,371
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>18,005</b>	<b>18,805</b>	<b>17,848</b>	<b>18,161</b>	<b>18,459</b>	<b>18,721</b>	<b>19,026</b>	<b>19,301</b>	<b>19,624</b>	<b>19,902</b>	<b>20,217</b>	<b>20,540</b>
<b>Operating Result from Continuing Operations</b>	<b>5,882</b>	<b>4,397</b>	<b>4,204</b>	<b>955</b>	<b>1,318</b>	<b>1,555</b>	<b>1,435</b>	<b>1,421</b>	<b>1,485</b>	<b>1,606</b>	<b>1,695</b>	<b>1,802</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>5,882</b>	<b>4,397</b>	<b>4,204</b>	<b>955</b>	<b>1,318</b>	<b>1,555</b>	<b>1,435</b>	<b>1,421</b>	<b>1,485</b>	<b>1,606</b>	<b>1,695</b>	<b>1,802</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>3,296</b>	<b>2,131</b>	<b>886</b>	<b>880</b>	<b>1,170</b>	<b>1,235</b>	<b>1,265</b>	<b>1,356</b>	<b>1,420</b>	<b>1,541</b>	<b>1,630</b>	<b>1,737</b>

**Berrigan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**BALANCE SHEET - CONSOLIDATED**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	4,125	2,756	2,257	2,017	2,254	1,903	2,336	2,961	4,244	5,182	5,591	9,349
Investments	19,630	18,328	18,367	18,898	19,398	20,398	22,298	24,098	25,698	27,998	31,148	31,148
Receivables	1,230	1,297	1,277	1,273	1,295	1,322	1,356	1,386	1,420	1,460	1,501	1,544
Inventories	223	530	469	474	481	486	492	498	507	511	518	524
Other	27	71	61	62	63	64	65	66	67	68	69	70
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>25,235</b>	<b>22,981</b>	<b>22,430</b>	<b>22,724</b>	<b>23,492</b>	<b>24,173</b>	<b>26,547</b>	<b>29,009</b>	<b>31,936</b>	<b>35,219</b>	<b>38,826</b>	<b>42,635</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	79	79	79	79	79	79	79	79	79	79	79
Inventories	185	118	118	118	118	118	118	118	118	118	118	118
Infrastructure, Property, Plant & Equipment	215,802	223,433	227,753	228,125	228,546	229,271	228,184	226,987	225,388	223,635	221,752	219,775
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>215,987</b>	<b>223,630</b>	<b>227,951</b>	<b>228,322</b>	<b>228,743</b>	<b>229,469</b>	<b>228,381</b>	<b>227,184</b>	<b>225,586</b>	<b>223,832</b>	<b>221,949</b>	<b>219,973</b>
<b>TOTAL ASSETS</b>	<b>241,222</b>	<b>246,612</b>	<b>250,381</b>	<b>251,046</b>	<b>252,235</b>	<b>253,642</b>	<b>254,928</b>	<b>256,194</b>	<b>257,522</b>	<b>259,052</b>	<b>260,776</b>	<b>262,608</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	929	2,167	1,881	1,746	1,778	1,800	1,828	1,856	1,891	1,913	1,943	1,973
Borrowings	253	149	155	162	169	176	184	192	99	-	-	-
Provisions	2,641	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>3,823</b>	<b>4,964</b>	<b>4,685</b>	<b>4,557</b>	<b>4,596</b>	<b>4,625</b>	<b>4,660</b>	<b>4,696</b>	<b>4,639</b>	<b>4,562</b>	<b>4,591</b>	<b>4,621</b>
<b>Non-Current Liabilities</b>												
Payables	-	8	8	8	8	8	8	8	8	8	8	8
Borrowings	1,297	1,148	993	831	662	486	302	110	11	11	11	11
Provisions	354	346	346	346	346	346	346	346	346	346	346	346
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>1,651</b>	<b>1,502</b>	<b>1,347</b>	<b>1,185</b>	<b>1,017</b>	<b>841</b>	<b>657</b>	<b>465</b>	<b>366</b>	<b>366</b>	<b>366</b>	<b>366</b>
<b>TOTAL LIABILITIES</b>	<b>5,474</b>	<b>6,466</b>	<b>6,032</b>	<b>5,742</b>	<b>5,613</b>	<b>5,465</b>	<b>5,317</b>	<b>5,161</b>	<b>5,005</b>	<b>4,928</b>	<b>4,957</b>	<b>4,987</b>
<b>Net Assets</b>	<b>235,748</b>	<b>240,145</b>	<b>244,349</b>	<b>245,304</b>	<b>246,622</b>	<b>248,177</b>	<b>249,611</b>	<b>251,033</b>	<b>252,517</b>	<b>254,124</b>	<b>255,818</b>	<b>257,621</b>
<b>EQUITY</b>												
Retained Earnings	100,527	104,924	109,128	110,083	111,401	112,956	114,390	115,812	117,297	118,903	120,598	122,400
Revaluation Reserves	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221
Council Equity Interest	235,748	240,145	244,349	245,304	246,622	248,177	249,611	251,033	252,517	254,124	255,818	257,621
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>235,748</b>	<b>240,145</b>	<b>244,349</b>	<b>245,304</b>	<b>246,622</b>	<b>248,177</b>	<b>249,611</b>	<b>251,033</b>	<b>252,517</b>	<b>254,124</b>	<b>255,818</b>	<b>257,621</b>



Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: Base Case												
	Actuals	Current Year	2017/18	2018/19	2019/20	2020/21	Projected Years					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	9,275	9,328	9,580	9,771	9,972	10,178	10,387	10,601	10,820	11,043	11,271	11,504
User Charges & Fees	2,937	1,712	1,676	1,688	1,711	1,734	1,758	1,783	1,808	1,834	1,857	1,884
Interest & Investment Revenue Received	743	622	730	749	757	775	795	851	913	981	1,048	1,131
Grants & Contributions	10,579	10,857	9,568	6,382	6,795	7,032	6,947	6,908	6,975	7,043	7,117	7,193
Bonds & Deposits Received	10	-	-	-	-	-	-	-	-	-	-	-
Other	1,666	522	519	531	522	532	542	551	560	570	580	590
<b>Payments:</b>												
Employee Benefits & On-Costs	(7,279)	(3,930)	(4,026)	(4,305)	(4,234)	(4,337)	(4,444)	(4,552)	(4,664)	(4,778)	(4,895)	(5,015)
Materials & Contracts	(4,705)	(5,705)	(6,060)	(5,897)	(6,012)	(6,088)	(6,174)	(6,266)	(6,379)	(6,457)	(6,548)	(6,645)
Borrowing Costs	(29)	(61)	(52)	(45)	(39)	(32)	(24)	(17)	(9)	(1)	-	-
Bonds & Deposits Refunded	(53)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,943)	(2,256)	(1,989)	(2,064)	(2,100)	(2,136)	(2,173)	(2,211)	(2,250)	(2,290)	(2,330)	(2,371)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>11,201</b>	<b>11,089</b>	<b>9,945</b>	<b>6,812</b>	<b>7,374</b>	<b>7,658</b>	<b>7,614</b>	<b>7,649</b>	<b>7,775</b>	<b>7,945</b>	<b>8,101</b>	<b>8,271</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	1,502	511	268	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	330	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	164	459	346	399	456	314	249	289	281	291	291	291
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	148	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	(3,000)	(200)	(550)	(800)	(500)	(1,000)	(1,900)	(1,800)	(1,600)	(2,300)	(3,150)	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,068)	(13,966)	(10,602)	(6,765)	(6,930)	(7,154)	(5,354)	(5,329)	(4,981)	(4,899)	(4,833)	(4,804)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(79)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(11,505)</b>	<b>(12,205)</b>	<b>(10,294)</b>	<b>(6,897)</b>	<b>(6,975)</b>	<b>(7,840)</b>	<b>(7,005)</b>	<b>(6,840)</b>	<b>(6,300)</b>	<b>(6,908)</b>	<b>(7,692)</b>	<b>(4,513)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(262)	(254)	(149)	(155)	(162)	(169)	(176)	(184)	(192)	(99)	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(262)</b>	<b>(254)</b>	<b>(149)</b>	<b>(155)</b>	<b>(162)</b>	<b>(169)</b>	<b>(176)</b>	<b>(184)</b>	<b>(192)</b>	<b>(99)</b>	<b>-</b>	<b>-</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(566)</b>	<b>(1,369)</b>	<b>(498)</b>	<b>(241)</b>	<b>237</b>	<b>(351)</b>	<b>433</b>	<b>625</b>	<b>1,283</b>	<b>938</b>	<b>409</b>	<b>3,758</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>4,691</b>	<b>4,125</b>	<b>2,756</b>	<b>2,257</b>	<b>2,017</b>	<b>2,254</b>	<b>1,903</b>	<b>2,336</b>	<b>2,961</b>	<b>4,244</b>	<b>5,182</b>	<b>5,591</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>4,125</b>	<b>2,756</b>	<b>2,257</b>	<b>2,017</b>	<b>2,254</b>	<b>1,903</b>	<b>2,336</b>	<b>2,961</b>	<b>4,244</b>	<b>5,182</b>	<b>5,591</b>	<b>9,349</b>
Cash & Cash Equivalents - end of the year	4,125	2,756	2,257	2,017	2,254	1,903	2,336	2,961	4,244	5,182	5,591	9,349
Investments - end of the year	19,630	18,328	18,367	18,898	19,398	20,398	22,298	24,098	25,698	27,998	31,148	31,148
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>23,755</b>	<b>21,083</b>	<b>20,624</b>	<b>20,915</b>	<b>21,652</b>	<b>22,301</b>	<b>24,634</b>	<b>27,060</b>	<b>29,942</b>	<b>33,181</b>	<b>36,739</b>	<b>40,497</b>
<b>Representing:</b>												
- External Restrictions	14,018	13,832	13,726	14,314	15,128	15,429	17,061	19,067	21,332	23,665	26,242	28,980
- Internal Restrictions	4,649	3,871	3,780	3,871	3,755	3,921	4,448	4,911	5,402	5,920	6,454	7,006
- Unrestricted	5,088	3,380	3,118	2,729	2,769	2,951	3,126	3,082	3,208	3,596	4,043	4,511
	<b>23,755</b>	<b>21,083</b>	<b>20,624</b>	<b>20,915</b>	<b>21,652</b>	<b>22,301</b>	<b>24,634</b>	<b>27,060</b>	<b>29,942</b>	<b>33,181</b>	<b>36,739</b>	<b>40,497</b>

**Berrigan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**

**EQUITY STATEMENT - CONSOLIDATED**

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Opening Balance</b>	231,081	235,748	240,145	244,349	245,304	246,622	248,177	249,611	251,033	252,517	254,124	255,818
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	(1,625)	-	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	410	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Income Recognised Directly in Equity</b>	<b>(1,215)</b>	-	-	-	-	-	-	-	-	-	-	-
b. Net Operating Result for the Year	5,882	4,397	4,204	955	1,318	1,555	1,435	1,421	1,485	1,606	1,695	1,802
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	<b>4,667</b>	<b>4,397</b>	<b>4,204</b>	<b>955</b>	<b>1,318</b>	<b>1,555</b>	<b>1,435</b>	<b>1,421</b>	<b>1,485</b>	<b>1,606</b>	<b>1,695</b>	<b>1,802</b>
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>235,748</b>	<b>240,145</b>	<b>244,349</b>	<b>245,304</b>	<b>246,622</b>	<b>248,177</b>	<b>249,611</b>	<b>251,033</b>	<b>252,517</b>	<b>254,124</b>	<b>255,818</b>	<b>257,621</b>

**Berrigan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**FINANCIAL PERFORMANCE INDICATORS**

Scenario: Base Case	Past Years				Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>New Note 13 Ratios</b>															
Operating Performance Ratio 1)					10.18%	4.73%	4.62%	5.96%	6.19%	6.23%	6.57%	6.75%	7.19%	7.46%	7.80%
Own Source Operating Revenue Ratio 1)					53.21%	56.61%	66.61%	65.64%	65.32%	66.05%	66.66%	66.96%	67.25%	67.52%	67.81%
Unrestricted Current Ratio	3.49	4.05	4.19	7.05	3.08	3.25	3.30	3.22	3.34	3.58	3.71	4.06	4.58	4.95	5.32
Debt Service Cover Ratio 1)					25.59	34.28	34.51	36.23	36.81	37.32	37.96	38.54	78.85	0.00	0.00
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	5.44%	5.05%	4.44%	3.53%	4.68%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%
Cash Expense Cover Ratio 1)					2.71	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TCorp Ratios</b>															
Operating Performance Ratio 2)					10.18%	4.73%	4.62%	5.96%	6.19%	6.23%	6.57%	6.75%	7.19%	7.46%	7.80%
Own Source Operating Revenue Ratio 2)					48.03%	51.04%	60.01%	59.14%	58.82%	59.43%	59.83%	59.89%	59.94%	59.98%	59.99%
Unrestricted Current Ratio					3.08	3.25	3.30	3.22	3.34	3.58	3.71	4.06	4.58	4.95	5.32
Debt Service Cover Ratio 2)					25.59	34.28	34.51	36.23	36.81	37.32	37.96	38.54	78.85	0.00	0.00
Capital Expenditure Ratio					2.30	1.73	1.06	1.07	1.12	0.82	0.81	0.75	0.72	0.71	0.70
Infrastructure Backlog Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Building & Infrastructure Renewals Ratio					0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash Expense Cover Ratio 2)					2.57	2.28	2.00	2.19	1.82	2.19	2.72	3.82	4.59	4.86	7.98
Interest Cover Ratio					131.47	132.83	152.32	187.21	233.01	305.95	458.28	889.23	6323.57	0.00	0.00

**Berrigan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**INCOME STATEMENT - CONSOLIDATED**

Scenario: Tocumwal Foreshore Operating Costs & Loan

	Actuals	Current Year	Projected Years									
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	9,201	9,449	9,586	9,781	9,982	10,188	10,397	10,612	10,831	11,054	11,282	11,515
User Charges & Fees	2,367	1,694	1,669	1,691	1,714	1,738	1,762	1,786	1,812	1,838	1,861	1,888
Interest & Investment Revenue	722	617	720	745	760	784	811	863	929	1,001	1,070	1,154
Other Revenues	820	585	535	544	553	563	573	583	593	603	614	625
Grants & Contributions provided for Operating Purposes	7,993	8,591	6,250	6,307	6,647	6,712	6,777	6,843	6,910	6,978	7,052	7,128
Grants & Contributions provided for Capital Purposes	2,586	2,267	3,318	75	148	320	170	65	65	65	65	65
<b>Other Income:</b>												
Net gains from the disposal of assets	198	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>23,887</b>	<b>23,202</b>	<b>22,077</b>	<b>19,143</b>	<b>19,805</b>	<b>20,304</b>	<b>20,490</b>	<b>20,752</b>	<b>21,139</b>	<b>21,540</b>	<b>21,944</b>	<b>22,375</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	7,188	3,998	4,034	4,132	4,234	4,337	4,444	4,552	4,664	4,778	4,895	5,015
Borrowing Costs	87	61	52	45	39	32	24	17	9	1	-	0
Materials & Contracts	3,031	6,555	5,903	5,982	6,092	6,164	6,257	6,352	6,472	6,545	6,643	6,744
Depreciation & Amortisation	5,758	5,876	5,967	6,026	6,086	6,147	6,225	6,270	6,333	6,396	6,459	6,524
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,941	2,314	1,980	2,015	2,051	2,087	2,124	2,162	2,201	2,240	2,280	2,321
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>18,005</b>	<b>18,805</b>	<b>17,935</b>	<b>18,201</b>	<b>18,502</b>	<b>18,767</b>	<b>19,075</b>	<b>19,353</b>	<b>19,678</b>	<b>19,960</b>	<b>20,278</b>	<b>20,604</b>
<b>Operating Result from Continuing Operations</b>	<b>5,882</b>	<b>4,397</b>	<b>4,143</b>	<b>942</b>	<b>1,303</b>	<b>1,537</b>	<b>1,415</b>	<b>1,399</b>	<b>1,460</b>	<b>1,580</b>	<b>1,665</b>	<b>1,770</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>5,882</b>	<b>4,397</b>	<b>4,143</b>	<b>942</b>	<b>1,303</b>	<b>1,537</b>	<b>1,415</b>	<b>1,399</b>	<b>1,460</b>	<b>1,580</b>	<b>1,665</b>	<b>1,770</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>3,296</b>	<b>2,131</b>	<b>825</b>	<b>867</b>	<b>1,155</b>	<b>1,217</b>	<b>1,245</b>	<b>1,334</b>	<b>1,395</b>	<b>1,515</b>	<b>1,600</b>	<b>1,705</b>

**Berrigan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**BALANCE SHEET - CONSOLIDATED**  
**Scenario: Tocumwal Foreshore Operating Costs & Loan**

	Actuals	Current Year	Projected Years									
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	4,125	2,756	1,787	1,604	1,860	1,525	1,972	2,609	3,902	4,848	5,263	9,025
Investments	19,630	18,317	18,796	19,276	19,776	20,776	22,676	24,476	26,076	28,376	31,526	31,526
Receivables	1,230	1,297	1,287	1,283	1,304	1,331	1,364	1,393	1,427	1,466	1,506	1,548
Inventories	223	530	473	479	487	491	498	504	513	517	524	531
Other	27	71	61	62	63	64	65	66	67	68	69	70
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>25,235</b>	<b>22,970</b>	<b>22,405</b>	<b>22,704</b>	<b>23,489</b>	<b>24,187</b>	<b>26,574</b>	<b>29,048</b>	<b>31,985</b>	<b>35,276</b>	<b>38,889</b>	<b>42,701</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	79	79	79	79	79	79	79	79	79	79	108
Inventories	185	118	118	118	118	118	118	118	118	118	118	118
Infrastructure, Property, Plant & Equipment	215,802	223,433	227,722	228,061	228,450	229,143	228,022	226,792	225,160	223,372	221,455	219,444
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>215,987</b>	<b>223,630</b>	<b>227,919</b>	<b>228,259</b>	<b>228,647</b>	<b>229,340</b>	<b>228,220</b>	<b>226,990</b>	<b>225,358</b>	<b>223,570</b>	<b>221,653</b>	<b>219,671</b>
<b>TOTAL ASSETS</b>	<b>241,222</b>	<b>246,600</b>	<b>250,324</b>	<b>250,963</b>	<b>252,137</b>	<b>253,527</b>	<b>254,794</b>	<b>256,038</b>	<b>257,342</b>	<b>258,846</b>	<b>260,541</b>	<b>262,371</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	929	2,167	1,897	1,749	1,782	1,804	1,832	1,861	1,897	1,920	1,950	1,981
Borrowings	253	149	155	162	169	176	184	192	99	0	-	29
Provisions	2,641	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>3,823</b>	<b>4,964</b>	<b>4,701</b>	<b>4,559</b>	<b>4,599</b>	<b>4,629</b>	<b>4,665</b>	<b>4,702</b>	<b>4,645</b>	<b>4,569</b>	<b>4,599</b>	<b>4,659</b>
<b>Non-Current Liabilities</b>												
Payables	-	8	8	8	8	8	8	8	8	8	8	8
Borrowings	1,297	1,136	981	820	651	475	291	99	0	(0)	(0)	-
Provisions	354	346	346	346	346	346	346	346	346	346	346	346
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>1,651</b>	<b>1,491</b>	<b>1,336</b>	<b>1,174</b>	<b>1,005</b>	<b>829</b>	<b>645</b>	<b>453</b>	<b>354</b>	<b>354</b>	<b>354</b>	<b>354</b>
<b>TOTAL LIABILITIES</b>	<b>5,474</b>	<b>6,455</b>	<b>6,036</b>	<b>5,733</b>	<b>5,605</b>	<b>5,458</b>	<b>5,310</b>	<b>5,155</b>	<b>5,000</b>	<b>4,923</b>	<b>4,954</b>	<b>5,013</b>
<b>Net Assets</b>	<b>235,748</b>	<b>240,145</b>	<b>244,288</b>	<b>245,230</b>	<b>246,532</b>	<b>248,069</b>	<b>249,484</b>	<b>250,883</b>	<b>252,343</b>	<b>253,922</b>	<b>255,588</b>	<b>257,358</b>
<b>EQUITY</b>												
Retained Earnings	100,527	104,924	109,067	110,009	111,311	112,848	114,263	115,662	117,122	118,701	120,367	122,137
Revaluation Reserves	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221
Council Equity Interest	235,748	240,145	244,288	245,230	246,532	248,069	249,484	250,883	252,343	253,922	255,588	257,358
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>235,748</b>	<b>240,145</b>	<b>244,288</b>	<b>245,230</b>	<b>246,532</b>	<b>248,069</b>	<b>249,484</b>	<b>250,883</b>	<b>252,343</b>	<b>253,922</b>	<b>255,588</b>	<b>257,358</b>



Berrigan Shire Council														
10 Year Financial Plan for the Years ending 30 June 2027														
CASH FLOW STATEMENT - CONSOLIDATED														
Scenario: Tocumwal Foreshore Operating Costs & Loan														
	Actuals	Current Year	2017/18				2020/21				Projected Years			
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
<b>Cash Flows from Operating Activities</b>														
<b>Receipts:</b>														
Rates & Annual Charges	9,275	9,328	9,580	9,771	9,972	10,178	10,387	10,601	10,820	11,043	11,271	11,504		
User Charges & Fees	2,937	1,712	1,676	1,688	1,711	1,734	1,758	1,783	1,808	1,834	1,857	1,884		
Interest & Investment Revenue Received	743	623	723	750	758	776	796	852	914	982	1,049	1,132		
Grants & Contributions	10,579	10,857	9,568	6,382	6,795	7,032	6,947	6,908	6,975	7,043	7,117	7,193		
Bonds & Deposits Received	10	-	-	-	-	-	-	-	-	-	-	-		
Other	1,666	527	542	560	552	562	573	583	593	604	615	625		
<b>Payments:</b>														
Employee Benefits & On-Costs	(7,279)	(3,930)	(4,026)	(4,305)	(4,234)	(4,337)	(4,444)	(4,552)	(4,664)	(4,778)	(4,895)	(5,015)		
Materials & Contracts	(4,705)	(5,705)	(6,106)	(5,967)	(6,072)	(6,150)	(6,240)	(6,334)	(6,450)	(6,530)	(6,624)	(6,724)		
Borrowing Costs	(29)	(61)	(52)	(45)	(39)	(32)	(24)	(17)	(9)	(1)	-	(0)		
Bonds & Deposits Refunded	(53)	-	-	-	-	-	-	-	-	-	-	-		
Other	(1,943)	(2,256)	(1,994)	(2,014)	(2,050)	(2,086)	(2,123)	(2,161)	(2,200)	(2,240)	(2,280)	(2,321)		
<b>Net Cash provided (or used in) Operating Activities</b>	<b>11,201</b>	<b>11,095</b>	<b>9,910</b>	<b>6,821</b>	<b>7,394</b>	<b>7,676</b>	<b>7,631</b>	<b>7,664</b>	<b>7,788</b>	<b>7,956</b>	<b>8,110</b>	<b>8,278</b>		
<b>Cash Flows from Investing Activities</b>														
<b>Receipts:</b>														
Sale of Investment Securities	-	1,513	70	320	-	-	-	-	-	-	-	-		
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-		
Sale of Real Estate Assets	330	-	-	-	-	-	-	-	-	-	-	-		
Sale of Infrastructure, Property, Plant & Equipment	164	459	346	399	456	314	249	289	281	291	291	291		
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-		
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-		
Deferred Debtors Receipts	148	-	0	0	0	-	0	-	-	0	-	0		
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-		
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-		
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-		
<b>Payments:</b>														
Purchase of Investment Securities	(3,000)	(200)	(550)	(800)	(500)	(1,000)	(1,900)	(1,800)	(1,600)	(2,300)	(3,150)	-		
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-		
Purchase of Infrastructure, Property, Plant & Equipment	(9,068)	(13,966)	(10,602)	(6,765)	(6,930)	(7,154)	(5,354)	(5,329)	(4,981)	(4,899)	(4,833)	(4,804)		
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-		
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-		
Deferred Debtors & Advances Made	(79)	-	(1,000)	-	-	-	-	-	-	-	-	-		
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-		
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-		
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-		
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(11,505)</b>	<b>(12,194)</b>	<b>(11,735)</b>	<b>(6,846)</b>	<b>(6,975)</b>	<b>(7,840)</b>	<b>(7,005)</b>	<b>(6,840)</b>	<b>(6,300)</b>	<b>(6,908)</b>	<b>(7,692)</b>	<b>(4,513)</b>		
<b>Cash Flows from Financing Activities</b>														
<b>Receipts:</b>														
Proceeds from Borrowings & Advances	-	-	1,000	-	-	-	-	-	-	-	-	-		
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-		
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-		
<b>Payments:</b>														
Repayment of Borrowings & Advances	(262)	(265)	(149)	(155)	(162)	(169)	(176)	(184)	(192)	(99)	(0)	-		
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-		
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-		
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-		
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(262)</b>	<b>(265)</b>	<b>851</b>	<b>(155)</b>	<b>(162)</b>	<b>(169)</b>	<b>(176)</b>	<b>(184)</b>	<b>(192)</b>	<b>(99)</b>	<b>(0)</b>	<b>-</b>		
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(566)</b>	<b>(1,364)</b>	<b>(974)</b>	<b>(180)</b>	<b>258</b>	<b>(332)</b>	<b>450</b>	<b>640</b>	<b>1,296</b>	<b>949</b>	<b>418</b>	<b>3,765</b>		
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>4,691</b>	<b>4,125</b>	<b>2,761</b>	<b>1,787</b>	<b>1,607</b>	<b>1,865</b>	<b>1,532</b>	<b>1,982</b>	<b>2,622</b>	<b>3,917</b>	<b>4,866</b>	<b>5,284</b>		
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>4,125</b>	<b>2,761</b>	<b>1,787</b>	<b>1,607</b>	<b>1,865</b>	<b>1,532</b>	<b>1,982</b>	<b>2,622</b>	<b>3,917</b>	<b>4,866</b>	<b>5,284</b>	<b>9,049</b>		
Cash & Cash Equivalents - end of the year	4,125	2,761	1,787	1,607	1,865	1,532	1,982	2,622	3,917	4,866	5,284	9,049		
Investments - end of the year	19,630	18,317	18,796	19,276	19,776	20,776	22,676	24,476	26,076	28,376	31,526	31,526		
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>23,755</b>	<b>21,077</b>	<b>20,583</b>	<b>20,883</b>	<b>21,641</b>	<b>22,308</b>	<b>24,658</b>	<b>27,098</b>	<b>29,993</b>	<b>33,243</b>	<b>36,810</b>	<b>40,575</b>		
<b>Representing:</b>														
- External Restrictions	14,018	13,832	13,255	13,902	14,774	15,134	16,824	18,889	21,213	23,604	26,239	29,036		
- Internal Restrictions	4,649	3,871	3,780	3,871	3,755	3,921	4,448	4,911	5,402	5,920	6,454	7,006		
- Unrestricted	5,088	3,374	3,548	3,110	3,112	3,253	3,386	3,298	3,379	3,719	4,117	4,533		
	<b>23,755</b>	<b>21,077</b>	<b>20,583</b>	<b>20,883</b>	<b>21,641</b>	<b>22,308</b>	<b>24,658</b>	<b>27,098</b>	<b>29,993</b>	<b>33,243</b>	<b>36,810</b>	<b>40,575</b>		

**Berrigan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**EQUITY STATEMENT - CONSOLIDATED**  
**Scenario: Tocumwal Foreshore Operating Costs & Loan**

	Actuals	Current Year	Projected Years									
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Opening Balance</b>	231,081	235,748	240,145	244,288	245,230	246,532	248,069	249,484	250,883	252,343	253,922	255,588
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	(1,625)	-	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	410	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Income Recognised Directly in Equity</b>	<b>(1,215)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
b. Net Operating Result for the Year	5,882	4,397	4,143	942	1,303	1,537	1,415	1,399	1,460	1,580	1,665	1,770
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	<b>4,667</b>	<b>4,397</b>	<b>4,143</b>	<b>942</b>	<b>1,303</b>	<b>1,537</b>	<b>1,415</b>	<b>1,399</b>	<b>1,460</b>	<b>1,580</b>	<b>1,665</b>	<b>1,770</b>
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>235,748</b>	<b>240,145</b>	<b>244,288</b>	<b>245,230</b>	<b>246,532</b>	<b>248,069</b>	<b>249,484</b>	<b>250,883</b>	<b>252,343</b>	<b>253,922</b>	<b>255,588</b>	<b>257,358</b>

## Berrigan Shire Council

## 10 Year Financial Plan for the Years ending 30 June 2027

## FINANCIAL PERFORMANCE INDICATORS

Scenario: Tocumwal Foreshore Operating Costs &amp; Loan

	Past Years				Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>New Note 13 Ratios</b>															
Operating Performance Ratio 1)					10.18%	4.40%	4.55%	5.87%	6.09%	6.13%	6.45%	6.62%	7.05%	7.31%	7.64%
Own Source Operating Revenue Ratio 1)					53.21%	56.66%	66.66%	65.69%	65.37%	66.10%	66.71%	67.00%	67.30%	67.57%	67.85%
Unrestricted Current Ratio	3.49	4.05	4.19	7.05	3.08	3.39	3.44	3.34	3.44	3.66	3.77	4.10	4.60	4.94	5.24
Debt Service Cover Ratio 1)					24.70	34.13	34.61	36.31	36.89	37.38	38.01	38.59	78.92		
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	5.44%	5.05%	4.44%	3.53%	4.68%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%
Cash Expense Cover Ratio 1)					2.71	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TCorp Ratios</b>															
Operating Performance Ratio 2)					10.18%	4.40%	4.55%	5.87%	6.09%	6.13%	6.45%	6.62%	7.05%	7.31%	7.64%
Own Source Operating Revenue Ratio 2)					48.03%	50.98%	59.93%	59.06%	58.73%	59.34%	59.74%	59.81%	59.85%	59.89%	59.90%
Unrestricted Current Ratio					3.08	3.39	3.44	3.34	3.44	3.66	3.77	4.10	4.60	4.94	5.24
Debt Service Cover Ratio 2)					24.70	34.13	34.61	36.31	36.89	37.38	38.01	38.59	78.92		
Capital Expenditure Ratio					2.30	1.72	1.06	1.06	1.11	0.82	0.80	0.74	0.72	0.70	0.69
Infrastructure Backlog Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Building & Infrastructure Renewals Ratio					0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash Expense Cover Ratio 2)					2.57	1.80	1.59	1.80	1.45	1.84	2.40	3.51	4.29	4.57	7.69
Interest Cover Ratio					131.47	132.26	152.72	187.64	233.48	306.47	458.94	890.26	6327.13	0.00	

## Berrigan Shire Council

## 10 Year Financial Plan for the Years ending 30 June 2027

## INCOME STATEMENT - CONSOLIDATED

Scenario: Continuing Financial Assistance Grant Freeze

	Actuals	Current Year	Projected Years									
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	9,201	9,449	9,586	9,781	9,982	10,188	10,397	10,612	10,831	11,054	11,282	11,515
User Charges & Fees	2,367	1,694	1,669	1,691	1,714	1,738	1,762	1,786	1,812	1,838	1,861	1,888
Interest & Investment Revenue	722	617	720	745	760	784	811	863	929	1,001	1,070	1,154
Other Revenues	820	585	509	517	526	535	544	553	563	572	582	593
Grants & Contributions provided for Operating Purposes	7,993	8,591	6,245	6,256	6,550	6,568	6,631	6,695	6,760	6,826	6,897	6,971
Grants & Contributions provided for Capital Purposes	2,586	2,267	3,318	75	148	320	170	65	65	65	65	65
<b>Other Income:</b>												
Net gains from the disposal of assets	198	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>23,887</b>	<b>23,202</b>	<b>22,046</b>	<b>19,065</b>	<b>19,680</b>	<b>20,132</b>	<b>20,315</b>	<b>20,574</b>	<b>20,958</b>	<b>21,356</b>	<b>21,757</b>	<b>22,185</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	7,188	3,998	4,034	4,119	4,189	4,262	4,366	4,473	4,583	4,695	4,810	4,928
Borrowing Costs	87	61	52	45	39	32	24	17	9	1	-	-
Materials & Contracts	3,031	6,555	5,847	5,917	6,010	6,070	6,164	6,256	6,373	6,442	6,538	6,635
Depreciation & Amortisation	5,758	5,876	5,935	5,994	6,054	6,114	6,193	6,237	6,299	6,362	6,425	6,489
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,941	2,314	1,980	2,065	2,101	2,130	2,168	2,206	2,244	2,284	2,324	2,365
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>18,005</b>	<b>18,805</b>	<b>17,848</b>	<b>18,140</b>	<b>18,392</b>	<b>18,608</b>	<b>18,916</b>	<b>19,188</b>	<b>19,509</b>	<b>19,784</b>	<b>20,097</b>	<b>20,417</b>
<b>Operating Result from Continuing Operations</b>	<b>5,882</b>	<b>4,397</b>	<b>4,198</b>	<b>925</b>	<b>1,288</b>	<b>1,525</b>	<b>1,399</b>	<b>1,386</b>	<b>1,450</b>	<b>1,572</b>	<b>1,660</b>	<b>1,768</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>5,882</b>	<b>4,397</b>	<b>4,198</b>	<b>925</b>	<b>1,288</b>	<b>1,525</b>	<b>1,399</b>	<b>1,386</b>	<b>1,450</b>	<b>1,572</b>	<b>1,660</b>	<b>1,768</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>3,296</b>	<b>2,131</b>	<b>880</b>	<b>850</b>	<b>1,140</b>	<b>1,205</b>	<b>1,229</b>	<b>1,321</b>	<b>1,385</b>	<b>1,507</b>	<b>1,595</b>	<b>1,703</b>

**Berrigan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**BALANCE SHEET - CONSOLIDATED**

Scenario: Continuing Financial Assistance Grant Freeze

	Actuals	Current Year	Projected Years									
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	4,125	2,756	2,257	2,017	2,222	1,838	2,251	2,856	4,118	5,037	5,426	9,164
Investments	19,630	18,328	18,361	18,862	19,362	20,362	22,262	24,062	25,662	27,962	31,112	31,112
Receivables	1,230	1,297	1,277	1,272	1,293	1,320	1,353	1,383	1,417	1,456	1,497	1,540
Inventories	223	530	469	473	479	483	490	496	504	509	515	522
Other	27	71	61	62	63	63	64	65	67	67	68	69
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>25,235</b>	<b>22,981</b>	<b>22,424</b>	<b>22,686</b>	<b>23,420</b>	<b>24,067</b>	<b>26,421</b>	<b>28,862</b>	<b>31,769</b>	<b>35,032</b>	<b>38,619</b>	<b>42,407</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	79	79	79	79	79	79	79	79	79	79	79
Inventories	185	118	118	118	118	118	118	118	118	118	118	118
Infrastructure, Property, Plant & Equipment	215,802	223,433	227,753	228,125	228,546	229,271	228,169	226,958	225,344	223,576	221,679	219,688
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>215,987</b>	<b>223,630</b>	<b>227,951</b>	<b>228,322</b>	<b>228,743</b>	<b>229,469</b>	<b>228,367</b>	<b>227,155</b>	<b>225,542</b>	<b>223,774</b>	<b>221,876</b>	<b>219,885</b>
<b>TOTAL ASSETS</b>	<b>241,222</b>	<b>246,612</b>	<b>250,375</b>	<b>251,009</b>	<b>252,163</b>	<b>253,536</b>	<b>254,788</b>	<b>256,018</b>	<b>257,311</b>	<b>258,805</b>	<b>260,495</b>	<b>262,293</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	929	2,167	1,881	1,744	1,772	1,789	1,818	1,846	1,881	1,903	1,932	1,962
Borrowings	253	149	155	162	169	176	184	192	99	-	-	-
Provisions	2,641	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>3,823</b>	<b>4,964</b>	<b>4,685</b>	<b>4,555</b>	<b>4,590</b>	<b>4,614</b>	<b>4,651</b>	<b>4,686</b>	<b>4,629</b>	<b>4,552</b>	<b>4,581</b>	<b>4,611</b>
<b>Non-Current Liabilities</b>												
Payables	-	8	8	8	8	8	8	8	8	8	8	8
Borrowings	1,297	1,148	993	831	662	486	302	110	11	11	11	11
Provisions	354	346	346	346	346	346	346	346	346	346	346	346
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>1,651</b>	<b>1,502</b>	<b>1,347</b>	<b>1,185</b>	<b>1,017</b>	<b>841</b>	<b>657</b>	<b>465</b>	<b>366</b>	<b>366</b>	<b>366</b>	<b>366</b>
<b>TOTAL LIABILITIES</b>	<b>5,474</b>	<b>6,466</b>	<b>6,032</b>	<b>5,740</b>	<b>5,606</b>	<b>5,454</b>	<b>5,307</b>	<b>5,151</b>	<b>4,995</b>	<b>4,918</b>	<b>4,947</b>	<b>4,977</b>
<b>Net Assets</b>	<b>235,748</b>	<b>240,145</b>	<b>244,343</b>	<b>245,269</b>	<b>246,557</b>	<b>248,081</b>	<b>249,480</b>	<b>250,866</b>	<b>252,316</b>	<b>253,888</b>	<b>255,548</b>	<b>257,316</b>
<b>EQUITY</b>												
Retained Earnings	100,527	104,924	109,123	110,048	111,336	112,861	114,259	115,645	117,095	118,667	120,327	122,095
Revaluation Reserves	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221
Council Equity Interest	235,748	240,145	244,343	245,269	246,557	248,081	249,480	250,866	252,316	253,888	255,548	257,316
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>235,748</b>	<b>240,145</b>	<b>244,343</b>	<b>245,269</b>	<b>246,557</b>	<b>248,081</b>	<b>249,480</b>	<b>250,866</b>	<b>252,316</b>	<b>253,888</b>	<b>255,548</b>	<b>257,316</b>

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: Continuing Financial Assistance Grant Freeze												
	Actuals	Current Year	2017/18				Projected Years					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	9,275	9,328	9,580	9,771	9,972	10,178	10,387	10,601	10,820	11,043	11,271	11,504
User Charges & Fees	2,937	1,712	1,676	1,688	1,711	1,734	1,758	1,783	1,808	1,834	1,857	1,884
Interest & Investment Revenue Received	743	622	730	749	758	776	795	852	914	981	1,048	1,131
Grants & Contributions	10,579	10,857	9,562	6,331	6,698	6,888	6,801	6,760	6,825	6,891	6,962	7,036
Bonds & Deposits Received	10	-	-	-	-	-	-	-	-	-	-	-
Other	1,666	522	519	532	522	532	542	551	560	570	580	590
<b>Payments:</b>												
Employee Benefits & On-Costs	(7,279)	(3,930)	(4,026)	(4,291)	(4,189)	(4,262)	(4,366)	(4,473)	(4,583)	(4,695)	(4,810)	(4,928)
Materials & Contracts	(4,705)	(5,705)	(6,060)	(5,891)	(5,992)	(6,060)	(6,146)	(6,238)	(6,351)	(6,429)	(6,519)	(6,616)
Borrowing Costs	(29)	(61)	(52)	(45)	(39)	(32)	(24)	(17)	(9)	(1)	-	-
Bonds & Deposits Refunded	(53)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,943)	(2,256)	(1,989)	(2,064)	(2,100)	(2,130)	(2,167)	(2,205)	(2,243)	(2,283)	(2,323)	(2,364)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>11,201</b>	<b>11,089</b>	<b>9,940</b>	<b>6,781</b>	<b>7,342</b>	<b>7,625</b>	<b>7,580</b>	<b>7,614</b>	<b>7,740</b>	<b>7,911</b>	<b>8,066</b>	<b>8,237</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	1,502	517	299	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	330	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	164	459	346	399	456	314	249	289	281	291	291	291
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	148	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	(3,000)	(200)	(550)	(800)	(500)	(1,000)	(1,900)	(1,800)	(1,600)	(2,300)	(3,150)	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,068)	(13,966)	(10,602)	(6,765)	(6,930)	(7,154)	(5,339)	(5,314)	(4,967)	(4,884)	(4,818)	(4,789)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(79)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(11,505)</b>	<b>(12,205)</b>	<b>(10,289)</b>	<b>(6,867)</b>	<b>(6,975)</b>	<b>(7,840)</b>	<b>(6,990)</b>	<b>(6,825)</b>	<b>(6,286)</b>	<b>(6,893)</b>	<b>(7,677)</b>	<b>(4,498)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(262)	(254)	(149)	(155)	(162)	(169)	(176)	(184)	(192)	(99)	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(262)</b>	<b>(254)</b>	<b>(149)</b>	<b>(155)</b>	<b>(162)</b>	<b>(169)</b>	<b>(176)</b>	<b>(184)</b>	<b>(192)</b>	<b>(99)</b>	<b>-</b>	<b>-</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(566)</b>	<b>(1,369)</b>	<b>(498)</b>	<b>(241)</b>	<b>205</b>	<b>(384)</b>	<b>413</b>	<b>605</b>	<b>1,262</b>	<b>918</b>	<b>389</b>	<b>3,738</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>4,691</b>	<b>4,125</b>	<b>2,756</b>	<b>2,257</b>	<b>2,017</b>	<b>2,222</b>	<b>1,838</b>	<b>2,251</b>	<b>2,856</b>	<b>4,118</b>	<b>5,037</b>	<b>5,426</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>4,125</b>	<b>2,756</b>	<b>2,257</b>	<b>2,017</b>	<b>2,222</b>	<b>1,838</b>	<b>2,251</b>	<b>2,856</b>	<b>4,118</b>	<b>5,037</b>	<b>5,426</b>	<b>9,164</b>
Cash & Cash Equivalents - end of the year	4,125	2,756	2,257	2,017	2,222	1,838	2,251	2,856	4,118	5,037	5,426	9,164
Investments - end of the year	19,630	18,328	18,361	18,862	19,362	20,362	22,262	24,062	25,662	27,962	31,112	31,112
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>23,755</b>	<b>21,083</b>	<b>20,619</b>	<b>20,879</b>	<b>21,584</b>	<b>22,200</b>	<b>24,514</b>	<b>26,918</b>	<b>29,781</b>	<b>32,999</b>	<b>36,538</b>	<b>40,276</b>
<b>Representing:</b>												
- External Restrictions	14,018	13,832	13,726	14,314	15,128	15,429	17,061	19,067	21,332	23,665	26,242	28,980
- Internal Restrictions	4,649	3,871	3,780	3,871	3,755	3,921	4,448	4,911	5,402	5,920	6,454	7,006
- Unrestricted	5,088	3,380	3,112	2,694	2,701	2,850	3,005	2,941	3,046	3,415	3,842	4,290
	<b>23,755</b>	<b>21,083</b>	<b>20,619</b>	<b>20,879</b>	<b>21,584</b>	<b>22,200</b>	<b>24,514</b>	<b>26,918</b>	<b>29,781</b>	<b>32,999</b>	<b>36,538</b>	<b>40,276</b>



**Berrigan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**EQUITY STATEMENT - CONSOLIDATED**  
**Scenario: Continuing Financial Assistance Grant Freeze**

	Actuals	Current Year	Projected Years									
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Opening Balance</b>	231,081	235,748	240,145	244,343	245,269	246,557	248,081	249,480	250,866	252,316	253,888	255,548
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	(1,625)	-	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	410	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Income Recognised Directly in Equity</b>	<b>(1,215)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
b. Net Operating Result for the Year	5,882	4,397	4,198	925	1,288	1,525	1,399	1,386	1,450	1,572	1,660	1,768
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	<b>4,667</b>	<b>4,397</b>	<b>4,198</b>	<b>925</b>	<b>1,288</b>	<b>1,525</b>	<b>1,399</b>	<b>1,386</b>	<b>1,450</b>	<b>1,572</b>	<b>1,660</b>	<b>1,768</b>
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>235,748</b>	<b>240,145</b>	<b>244,343</b>	<b>245,269</b>	<b>246,557</b>	<b>248,081</b>	<b>249,480</b>	<b>250,866</b>	<b>252,316</b>	<b>253,888</b>	<b>255,548</b>	<b>257,316</b>

**Berrigan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**FINANCIAL PERFORMANCE INDICATORS**

Scenario: Continuing Financial Assistance Grant Freeze	Past Years				Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>New Note 13 Ratios</b>															
Operating Performance Ratio 1)					10.18%	4.70%	4.48%	5.84%	6.08%	6.10%	6.44%	6.63%	7.08%	7.35%	7.70%
Own Source Operating Revenue Ratio 1)					53.21%	56.63%	66.79%	65.97%	65.79%	66.52%	67.14%	67.44%	67.73%	68.00%	68.29%
Unrestricted Current Ratio	3.49	4.05	4.19	7.05	3.08	3.25	3.29	3.20	3.31	3.55	3.67	4.01	4.52	4.88	5.25
Debt Service Cover Ratio 1)					25.59	34.25	34.37	36.08	36.66	37.14	37.78	38.37	78.51	0.00	0.00
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	5.44%	5.05%	4.44%	3.53%	4.68%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%
Cash Expense Cover Ratio 1)					2.71	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TCorp Ratios</b>															
Operating Performance Ratio 2)					10.18%	4.70%	4.48%	5.84%	6.08%	6.10%	6.44%	6.63%	7.08%	7.35%	7.70%
Own Source Operating Revenue Ratio 2)					48.03%	51.05%	60.17%	59.43%	59.23%	59.85%	60.26%	60.32%	60.36%	60.41%	60.42%
Unrestricted Current Ratio					3.08	3.25	3.29	3.20	3.31	3.55	3.67	4.01	4.52	4.88	5.25
Debt Service Cover Ratio 2)					25.59	34.25	34.37	36.08	36.66	37.14	37.78	38.37	78.51	0.00	0.00
Capital Expenditure Ratio					2.30	1.73	1.06	1.07	1.12	0.82	0.81	0.74	0.72	0.70	0.69
Infrastructure Backlog Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Building & Infrastructure Renewals Ratio					0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash Expense Cover Ratio 2)					2.57	2.28	2.00	2.17	1.77	2.13	2.65	3.74	4.50	4.76	7.90
Interest Cover Ratio					131.47	132.73	151.66	186.44	232.06	304.49	456.15	885.19	6295.76	0.00	0.00

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# Financial Strategy 2016

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OCT 2016

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Adopted 19 October 2016

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Draft



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Version	Adoption date
v01	February 2012
v02	May 2016
v03	October 2016

## Executive Summary

The Financial Strategy has been prepared as part of Berrigan Shire Council's overall Integrated Planning and Reporting model. Along with the Asset Management Strategy, the Financial Strategy is designed to inform the preparation of the Council's Long Term Financial Plan (LTFP), itself a part of the Council's Resourcing Strategy.

The financial strategy provides guidance on the financial 'assumptions' or objectives that will guide the development of the LTFP. By establishing a financial strategy, the Council can demonstrate where it wishes to progress and the goals it wishes to achieve.

The Financial Strategy can be broken down into the following components:

- A brief review of the Council's current position – demographically, economically and financially
- A brief analysis of the Council's activities and future plans – especially the Community Strategic Plans and the Asset Management Plans.
- A set of financial objectives that the Council aims to achieve while delivering on its future plans
- Actions that will assist in meeting financial objectives
- A set of indicators and targets to measure progress against the objectives.

## Objectives

The Financial Strategy identifies three key objectives:

1. Financial sustainability
2. Cost effective maintenance of infrastructure service levels
3. Financial capacity and freedom

## Actions

To achieve these objectives, the Council has identified 17 core actions.

**Table 1 - Core actions**

1.1	Prepare and review annually a Long Term Financial Plan with the aim of achieving the financial objectives identified in this strategy.
1.2	Prepare Capital Expenditure Reviews, including an assessment of lifecycle costs, for all new and/or upgraded infrastructure assets – with the exception of upgrades of roads, water mains and sewer mains.
1.3	Resist the pressure to fund services that are the responsibility of other levels of government.
1.4	Retain control of urban water supply and sewer services.
1.5	Recognise that funding for renewal and upgrading of sport, recreation and cultural infrastructure requires a combination of Council funding, community support and preferably some contribution from other levels of government.
1.6	Seek methods of achieving a return (or at least minimise ratepayer subsidy) on business activities such as the Finley Saleyards, Tocumwal Caravan Park and Tocumwal Aerodrome. Subsidies to programs such as the private operation of the Tocumwal Visitor Information Centre should also be reviewed regularly.
1.7	Encourage and support the existing model of community provision and operation of sport, recreation and cultural infrastructure.
1.8	Actively lobby the State and Federal Governments to retain existing grant funding levels for road maintenance and upgrades.
2.1	Prepare and review its Asset Management Strategy and its Asset Management Plans for the Council's major infrastructure assets annually as part of annual budget preparation.
2.2	Prioritise the renewal of existing assets over the development and delivery of new services.
2.3	Regularly review the suitability and/or usage of community services and facilities and consider alternate delivery methods.
2.4	Implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where <ul style="list-style-type: none"> <li>○ There is an urgent need for the asset in the short term, or</li> <li>○ It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and</li> <li>○ The Council has access to a funding stream to meet its debt obligations without compromising its other activities.</li> </ul>
3.1	Formalise the Council's existing preference to put money aside for future capital works, rather than borrow.
3.2	Maintain the existing Investment Policy settings prioritising preservation of capital over investment return.
3.3	Retire existing debt in line with existing loan repayment schedules. Once paid, quarantine the repayment stream freed up to fund future capital renewal projects or specifically identified programs.
3.4	Continue to actively recover outstanding rates debt as identified in the Council's Revenue Policy.
3.5	Set utility charges for water supply, sewer and waste management services at a level that delivers a return on those assets sufficient to ensure long term sustainability.
3.6	Consider seeking a Special Rates Variation where there is a clearly identified demand for new or significantly improved service levels.



## Performance Measures

Berrigan Shire Council will measure whether or not this strategy achieves its objectives using following indicators and performance measures

These measures have been selected as ones common across local government and able to be derived simply from the Council's existing financing reporting systems.

**Table 2 - Performance measures**

<b>Financial Objectives</b>	<b>Strategy</b>	<b>Possible Indicators</b>	<b>Performance Measures/Target</b>
1. Financial sustainability		Operating Performance Ratio	Greater than 0% across any five year period
		Unrestricted Current Ratio	At least 2x
		Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	To remain under 8% as at 30 June each year
2. Cost effective maintenance of infrastructure levels	effective of service	Building, Infrastructure & Other Structures Renewals Ratio	To remain over 100% on average over life of the LTFP.
		Infrastructure Backlog Ratio	To remain at less than 2% at all times
		Capital Expenditure Ratio	On average should be at least 100%
3. Financial capacity and freedom		Debt Service Cover Ratio	Greater than 2.00 x
		Cash Expense Cover Ratio	No less than three months cover

## General Principles

This financial strategy has been prepared to assist in the development of the Council's Community Strategic Plan (CSP), Long Term Financial Plan (LTFP) and other plans and strategies required under the Council's Integrated Planning and Reporting (IP&R) framework.

### Legislative requirements

The recent amendments to the *Local Government Act 1993* make it clear that Councils must apply the principles of sound financial management to its activities and operations. These principles have been incorporated into the Council's financial strategy

Sect 8A of the *Local Government Act 1993* states:

*The following principles of sound financial management apply to councils:*

- (a) Council spending should be responsible and sustainable, aligning general revenue and expenses.*
- (b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.*
- (c) Councils should have effective financial and asset management, including sound policies and processes for the following:*
  - (i) performance management and reporting,*
  - (ii) asset maintenance and enhancement,*
  - (iii) funding decisions,*
  - (iv) risk management practices.*
- (d) Councils should have regard to achieving intergenerational equity, including ensuring the following:*
  - (i) policy decisions are made after considering their financial effects on future generations,*
  - (ii) the current generation funds the cost of its services.*

### General assumptions

This strategy is necessarily based on the actions implicit in the Council's existing CSP and Workforce Development Plan – i.e. its current operating environment. These plans are due for review by the incoming Council however this strategy anticipates no significant change to either plan.

Any significant change to the Council's CSP or Workforce Development Plan, and therefore the aims and operations of the Council, will require a review of this strategy and/or the incorporation of appropriate scenario and/or sensitivity analysis.

## Where are we now?

Berrigan Shire is a rural community on the New South Wales and Victorian border with an economy based largely around irrigated agriculture and to a lesser extent, tourism. The Shire has an estimated population of 8,501, growing at just under 1% per annum.<sup>1</sup>

Berrigan Shire has four towns. The Murray River border towns of Tocumwal and Barooga support a range of tourism, leisure and lifestyle services while the "inland" towns of Berrigan and Finley service the surrounding dry land and irrigated farming districts.

Recent population growth has been in the Murray River border townships of Barooga and Tocumwal attracting families to lifestyle blocks and retirees from metropolitan Melbourne.

## NSW Treasury Corporation assessment

In 2013, the NSW Treasury Corporation (TCorp) prepared an independent Financial Assessment, Sustainability and Benchmarking Report on Berrigan Shire Council.<sup>2</sup>

The report made the following observation on the financial management of the Council.

*The Council has been well managed over the review period based on the following observations:*

- 1. Council has recorded near breakeven operating positions in most of the review years*
- 2. Most of its financial indicators were above benchmark indicating it had sufficient liquidity and able to service its debt*

When considering the Council's long term financial sustainability, TCorp made the following comments:

*TCorp believes Council is currently in a moderately Sustainable position. Council's operating position was in small surpluses or close to breakeven positions in the review period. It is forecast to report operating surpluses in the next 10 years with an adequate but declining level of liquidity.*

*In considering the longer term financial Sustainability of the Council we make the following comments:*

- 1. Council's current LTFP for its General Fund forecasts operating surpluses in most years of their forecast but this is expected to gradually decline. Operating revenue is forecast to increase at a lesser rate than operating expenses, but this may be at least partly due to conservative forecasting of revenue increases.*
- 2. Council will need to continue to improve its AMP so the community's view on the desired level of service can be collected and reflected in the AMP. This will then need*

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<sup>1</sup> <http://forecast.id.com.au/berrigan/home>. Retrieved 27 September 2016

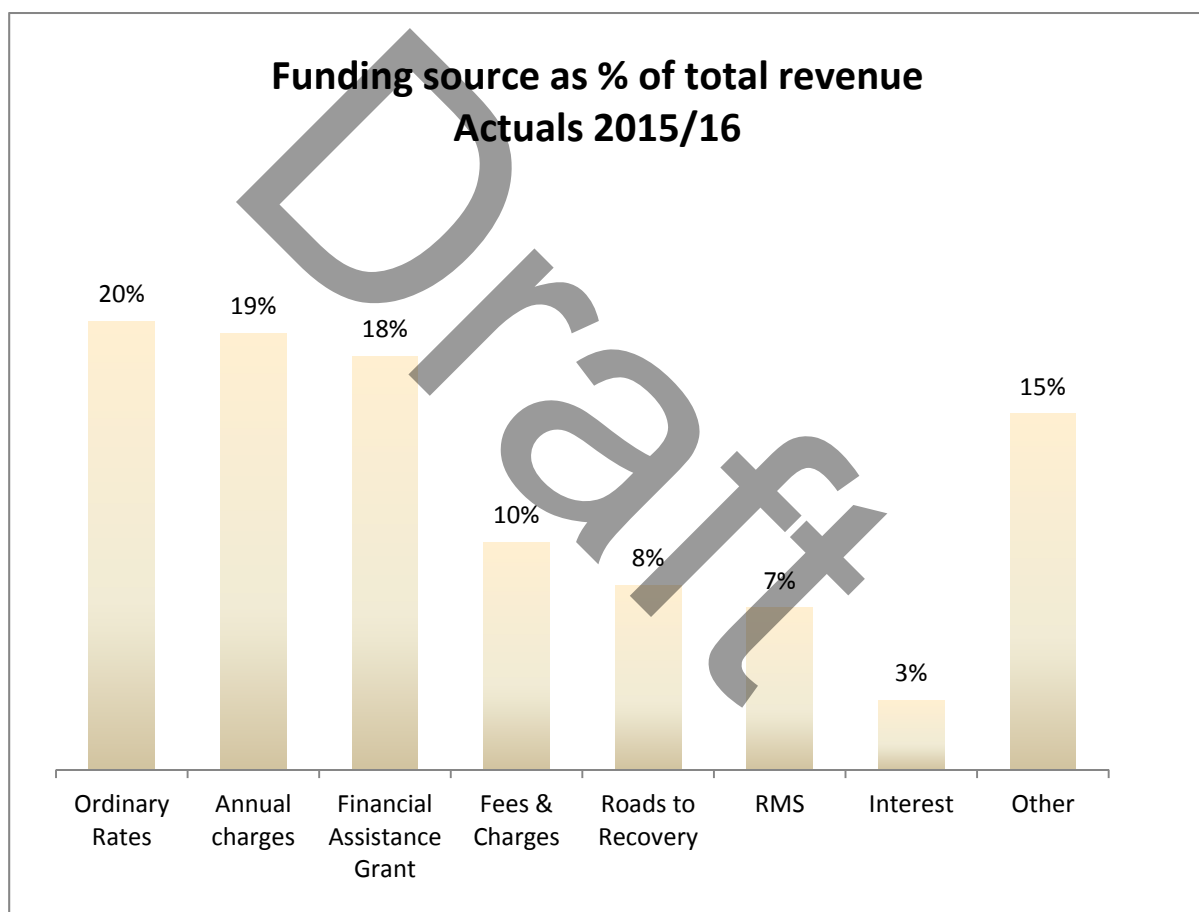
to be integrated with the LTFP. Council's first version of the Road, Streets and Bridges AMP was completed in October 2009 and it is now due for review.

3. Council is reliant on external sources of funding. Its long term Sustainability is dependent on continuing support from other levels of government. While significant changes in grants and contributions are not expected, a decrease in external sources of funding will impact Council as it has limited own revenue sources.

These observations and comments have been incorporated into the Council's Financial Strategy and other long term plans.

## Funding

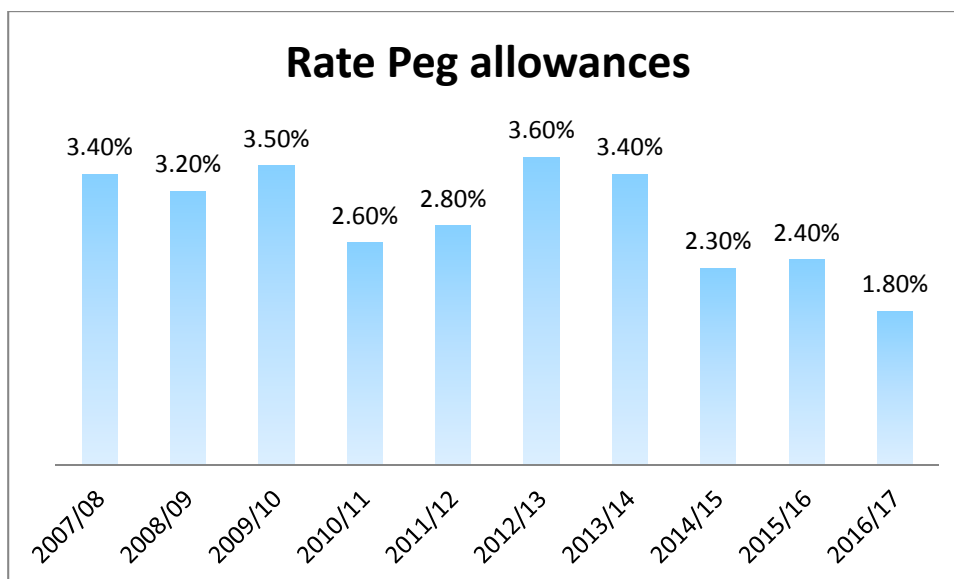
The following figures provide a summary of the source of Council's funds. Approximately 78% of Council's income is subject to rate pegging and external regulation or control. As a result, the Council does not have much discretion over the revenue it raises.



**Figure 1 - Funding Source as a percentage of total revenue**

Council does not anticipate significant growth in rateable properties. Growth in the Council's Ordinary Rate Revenue will need to come from Rate Peg increases set by the Independent Pricing and Regulatory Tribunal (IPART).

As seen in Figure 2, since 2002/03 Rate Peg allowances have ranged between permissible increases of 1.8% and 3.6%. The Council does not expect the Rate Peg to move much outside the lower end of this range.



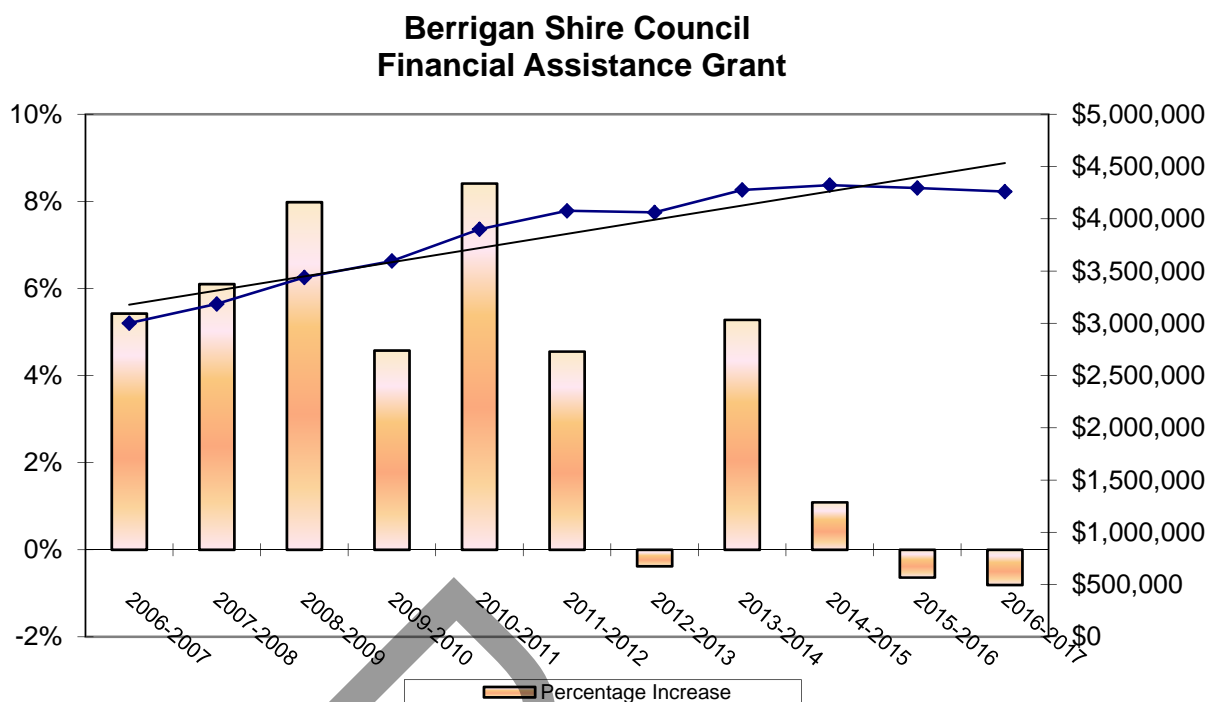
**Figure 2 - Rate Peg allowances**

The Office of Local Government (OLG) and the Independent Pricing and Regulatory Tribunal (IPART) have proposed some changes to the rating system in place across NSW local government. This includes a move to a Capital Improved Valuation (CIV) rating method and other changes to concessions and collection methods.

These proposed changes are unlikely to change the amount of revenue raised by the Council or offer the Council more discretion in setting its own rates and charges and as such this strategy assumes that the current rating system in place will continue until 2016/27.

Berrigan Shire Council has little control over the amount of Financial Assistance Grant (FAG) it receives, with a complex formula distributing the state-wide amount set by the Federal Government across NSW Councils. In 2014/15, the Federal Government announced a three-year “pause” in FAG indexation, which has had the effect of reducing the Council’s untied revenue available for discretionary expenditure. The effect of the “pause” can be seen clearly in Figure 3 below.

While the “pause” expires in 2017/18, it is unlikely that growth in FAG will be as consistent as it was in the 2000s and early 2010s.



**Figure 3 - Financial Assistance Grant payments to Berrigan Shire Council. Source: NSW Grants Commission**

Berrigan Shire Council uses Roads to Recovery (R2R) (7%) and Roads and Maritime Services (RMS) funding (8%) to maintain its extensive rural and urban road network. Any reduction in the amount of these grants will significantly impact the Council's ability to maintain its existing road infrastructure service levels.

The Federal Government in particular has increased funding for programs such as R2R in recent years as part of the general trend to reduce general purpose unpaid grants and increase tied funds for projects such as road construction. The Council expects this trend to continue – meaning capital works on roads will continue to increase while other projects such as upgrades of community facilities may be left behind unless specific grant funding can be found.

Approximately 19% of Council's is derived from its utility services and investments. Utility charges for water supply, sewer and waste management services are set at a level that delivers a return on those assets.

Interest and investment income makes up around 3% of the Council's total revenue. The Council traditionally takes a conservative approach to investment income. Berrigan Shire Council's *Investment Policy 2015* makes the following statement.

*Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. [...] Investments are expected to achieve a market average rate of return in line with the Council's risk tolerance.*



The Council is a “price-taker” with regard to its investment returns with interest rates determined by the market. At present, the vast majority of the Council’s investments are in Term Deposits with institutions under the oversight of the Australian Prudential Regulation Authority. The Council also has some of its short term funds in New South Wales Treasury Corporation (TCorp) investment products. The Council plans to take advantage of other TCorp products, especially with some of its longer term investments – in order to take advantage of better returns.

Interest rates and investment returns are at historic lows and the Council expects this will continue in the short to medium term, depressing investment income from historic highs seen between 2010 and 2012. On the other hand, the amount of cash reserves available to the Council to invest continues to increase, especially in the Council’s water and sewer funds.

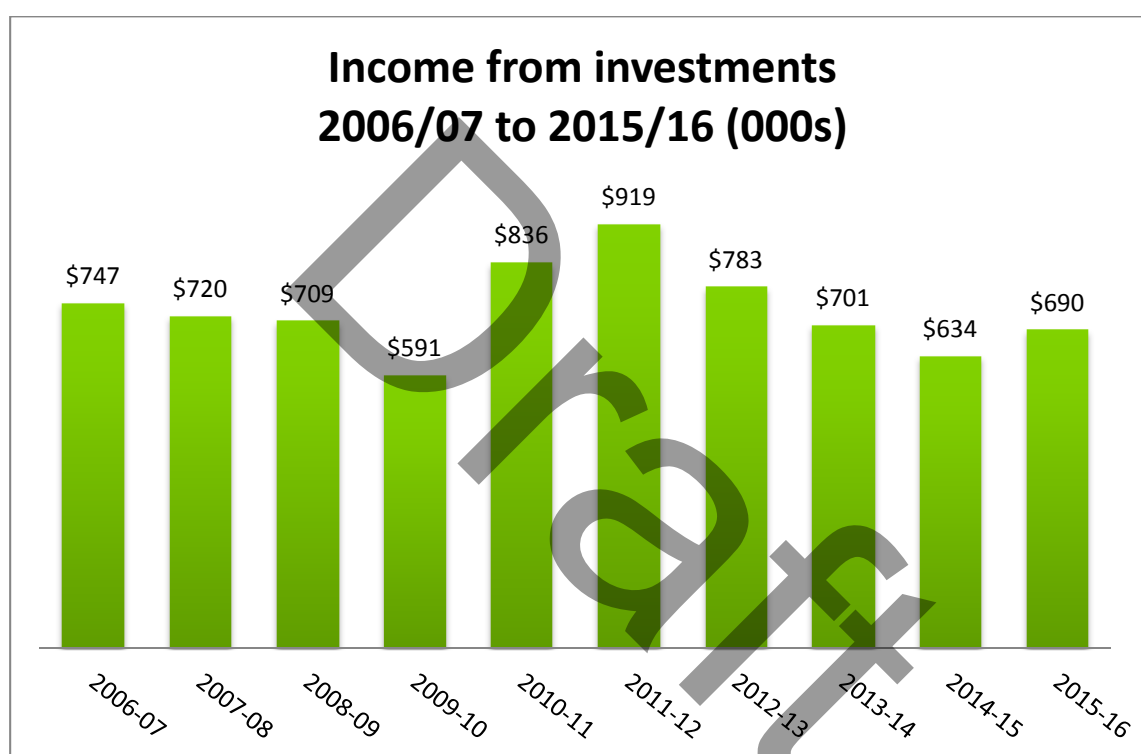


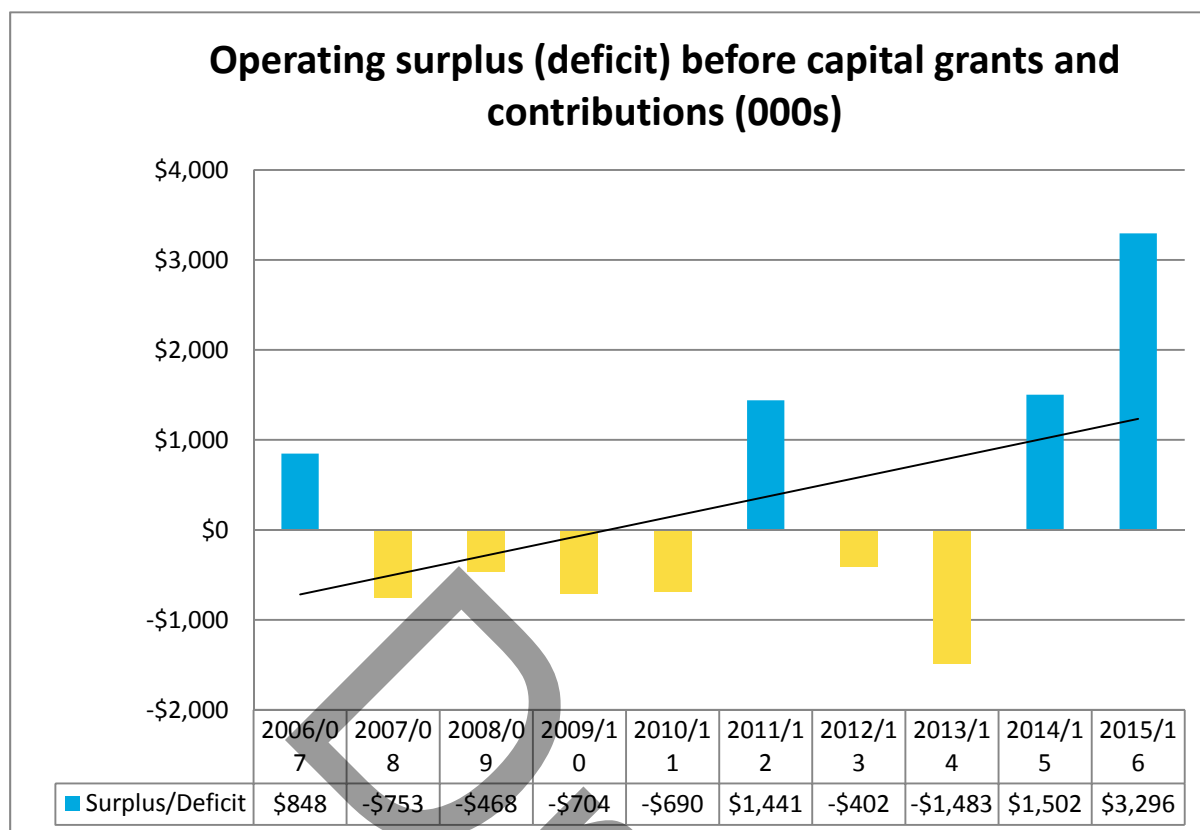
Figure 4 - Investment income 2006/07 to 2015/16. Source: Note 3, Annual Financial Statements

### Operating results

Since 2007/08 – when the Council started to bring its previously acquired infrastructure assets and subsequent depreciation to account – the Council has gradually improved its operating position to move from small operating deficits to moderate operating surpluses as can be seen by the trend line in Figure 5 below. The exception to this rule was between 2011/12 and 2013/14 when the accounting treatment for advance payments of FAG artificially distorted the operating results – firstly positively and later negatively.

The improvement to the Council’s operating result has been the result of the Council

1. Recovering costs where possible for services.
2. Minimising exposure to losses from commercial activities
3. Minimising duplication of facilities where possible.



**Figure 5 - Operating surplus/deficit 2006/07 to 2015/16. Source: Annual financial statements**

### Working capital

At 30 June 2015, the Council had \$6.0 million in unrestricted working capital. The Council's unrestricted working capital are those funds available to meet its future spending requirements after making allowance for any restrictions in place over the use of such working capital.

Unrestricted working capital is required not just for future infrastructure works but also to meet items such as staff leave entitlements and to allow a buffer for day-to-day Council operations.

Since 2007/08 the Council has steadily increased and then maintained its unrestricted working capital.

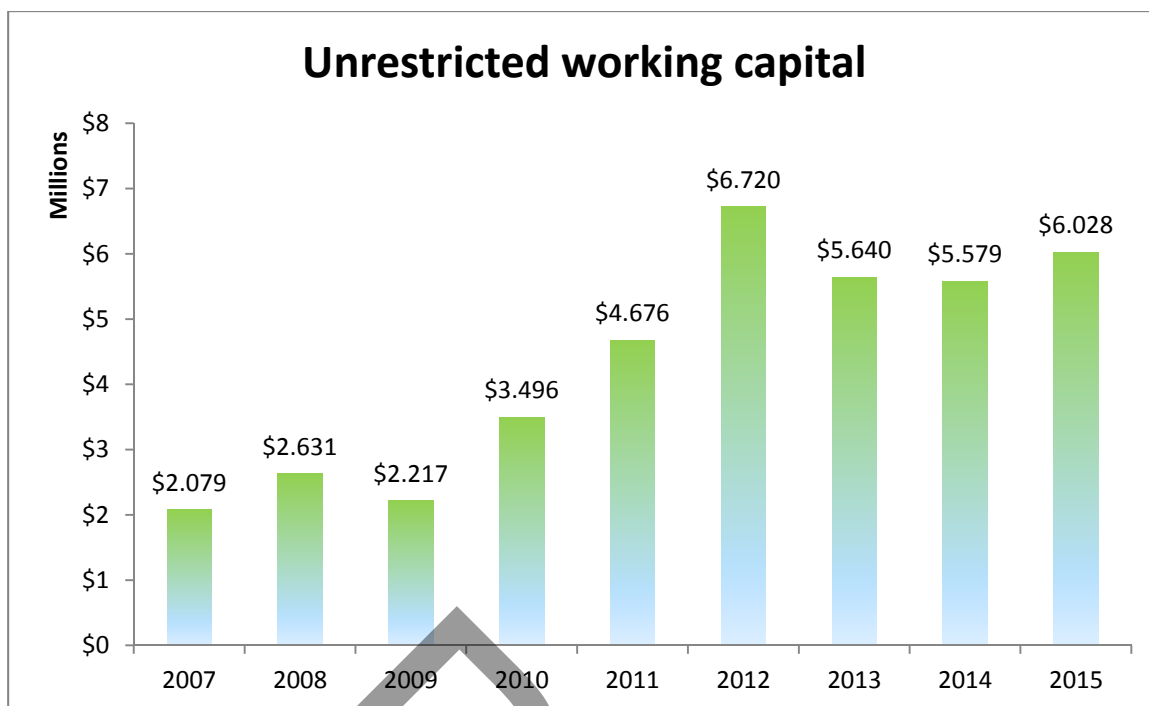


Figure 6 - Working Capital. Source: Auditors reports – Annual Financial Statements

### Expenses

The chart below provides a summary of the Council's operating expenses by type. Employee costs, Materials and Contracts, and Depreciation make up the majority of the Council's operating costs.

As can be seen, the largest expenditure item for the Council is employee costs – overwhelmingly consisting of wages and salaries.

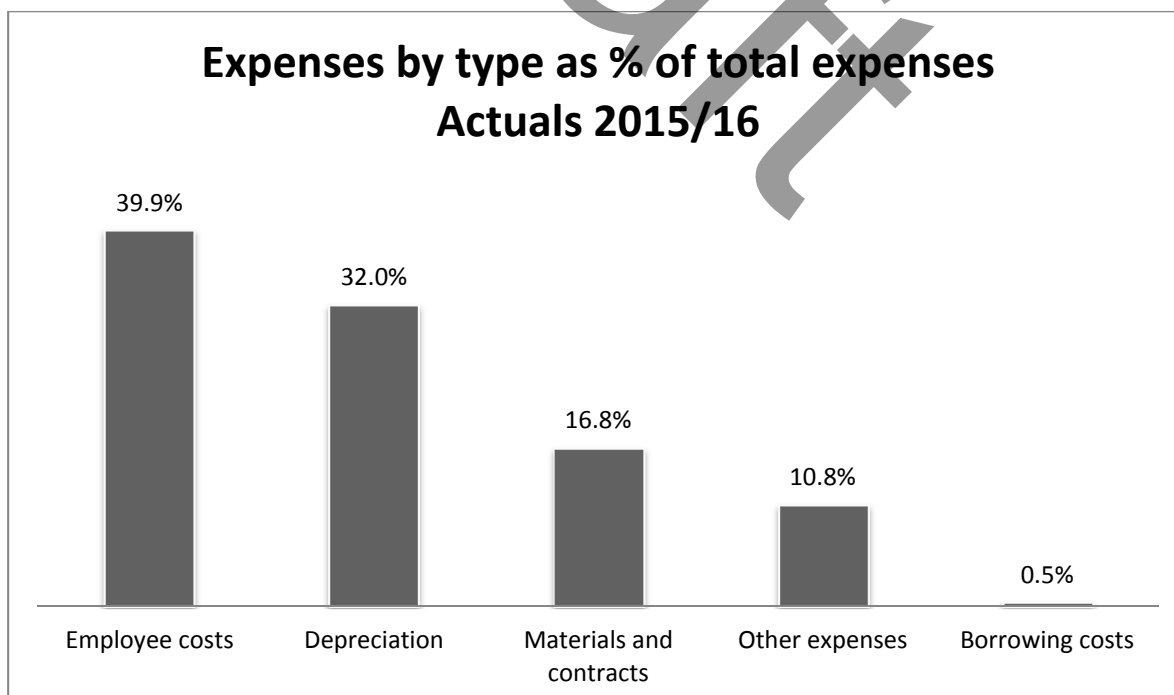


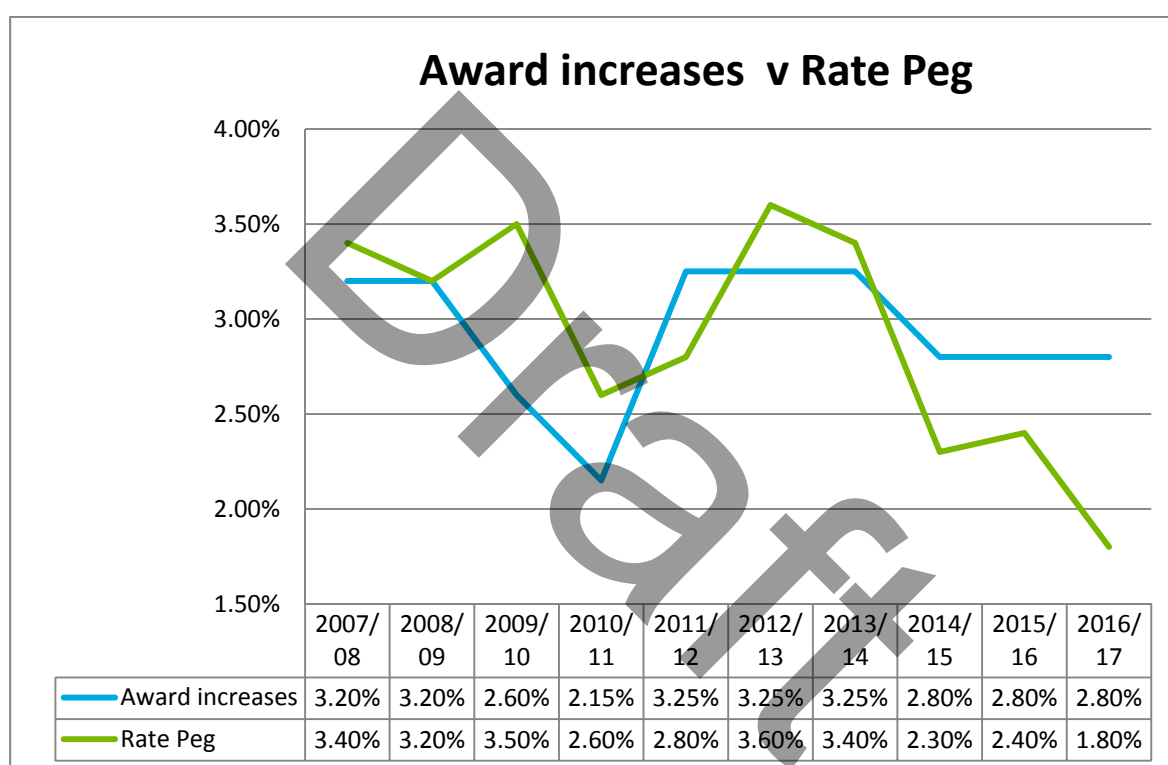
Figure 7 - Expenditure by type. Source: 2015/16 Income Statement

The Council's wages and salaries expense is influenced by two major factors:

- The number of staff employed
- The wage and salary rates payable

The Council's Workforce Development Plan does not identify any significant increase in staff numbers and the Council's Community Strategic Plan does not identify any new services likely to require additional staff. As such, this strategy assumes that staff numbers will remain static

Berrigan Shire Council operates under the *NSW Local Government Award 2014*. The Award sets out the annual increase in wage rates and salaries that the Council is obliged to pay its workforce. The annual increase has been agreed for 2016/17 and negotiations for the 2018 Local Government Award are underway.



**Figure 8 - Award Increases. Source: Independent Pricing and Regulatory Tribunal and Local Government (State) Awards**

Note that in general, the net amount received from the Council general rate peg allowance is not sufficient to meet its additional wages and salary expense. The Council expects wages and salaries to increase by around 2.5% per annum in the medium term.

Materials and contracts will increase as a result of inflation. The Reserve Bank has indicated that its medium-term target for inflation is between 2-3% on average, as measured by the Consumer Price Index.<sup>3</sup> Given the unique cost pressures on local government, for the Council's purposes the Local

<sup>3</sup> <http://www.rba.gov.au/inflation/> Retrieved 27 September 2016

Government Cost Index prepared by IPART provides a more specific measure of inflation as it affects this Council.<sup>4</sup> The Council estimates that its costs will increase by around 1% more than CPI.

On the revenue side, the Council makes the assumption that the rate peg will continue to be set in reference to the Local Government Cost Index (i.e. a measure of inflation). It also makes the assumption that – post-“pause” – FAG will be increased more-or-less in line with inflation.

Depreciation expense is simply a method of allocating the cost of assets across multiple accounting periods (i.e. financial years) and as such is discussed in detail in the Asset Management section below.

## Asset condition

One method of assessing the condition of the Council’s assets is to measure how much the Council asset has been depreciated down from its “as new” condition. This gives a rough guide as to how much of the original service potential or productive capacity remains in the asset.

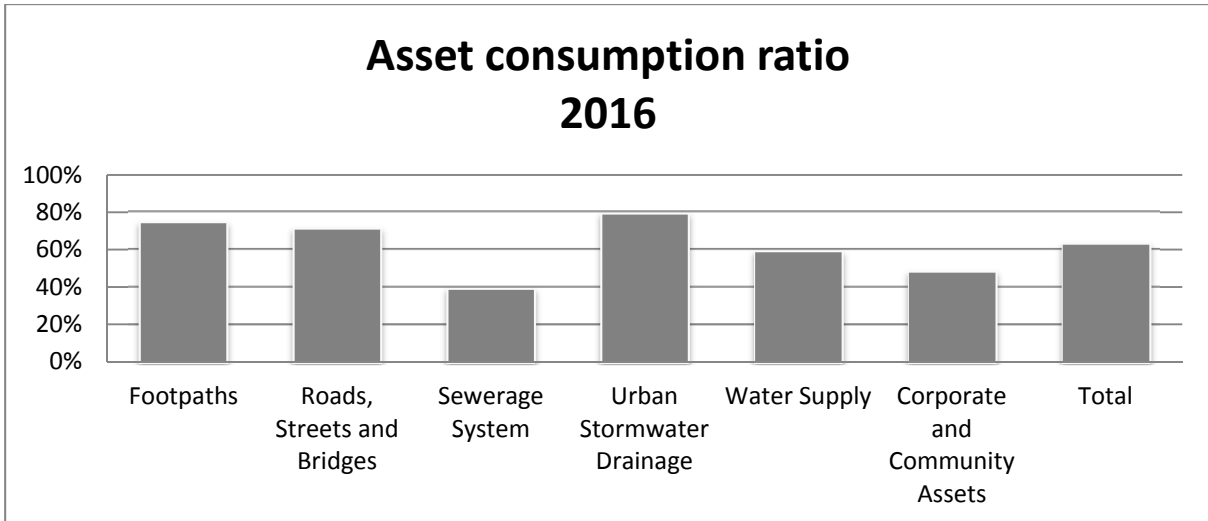
This measurement is done by dividing the written down value of the asset (the fair value of the asset less accumulated depreciation) by the fair value of the asset. This is called the Asset Consumption Ratio.

The Asset Consumption ratios of Council’s assets at 30 June 2016 are shown below. The Asset Consumption Ratio shows the average proportion of “as new condition” left in assets by comparing the “written down” value of the Council’s assets – replacement cost less the depreciation charged to the asset over time – against the replacement of the Council’s assets. An asset with a 100% ratio is in “brand new” condition while one at 0% has been fully depreciated over time.

As Figure 10 shows, asset classes where the Council has recently spent much effort renewing and/or expanding (such as stormwater drainage) perform better on this ratio than asset classes where much of the class have been in place for some time (such as the sewer system, parts of which were installed in the 1940s).

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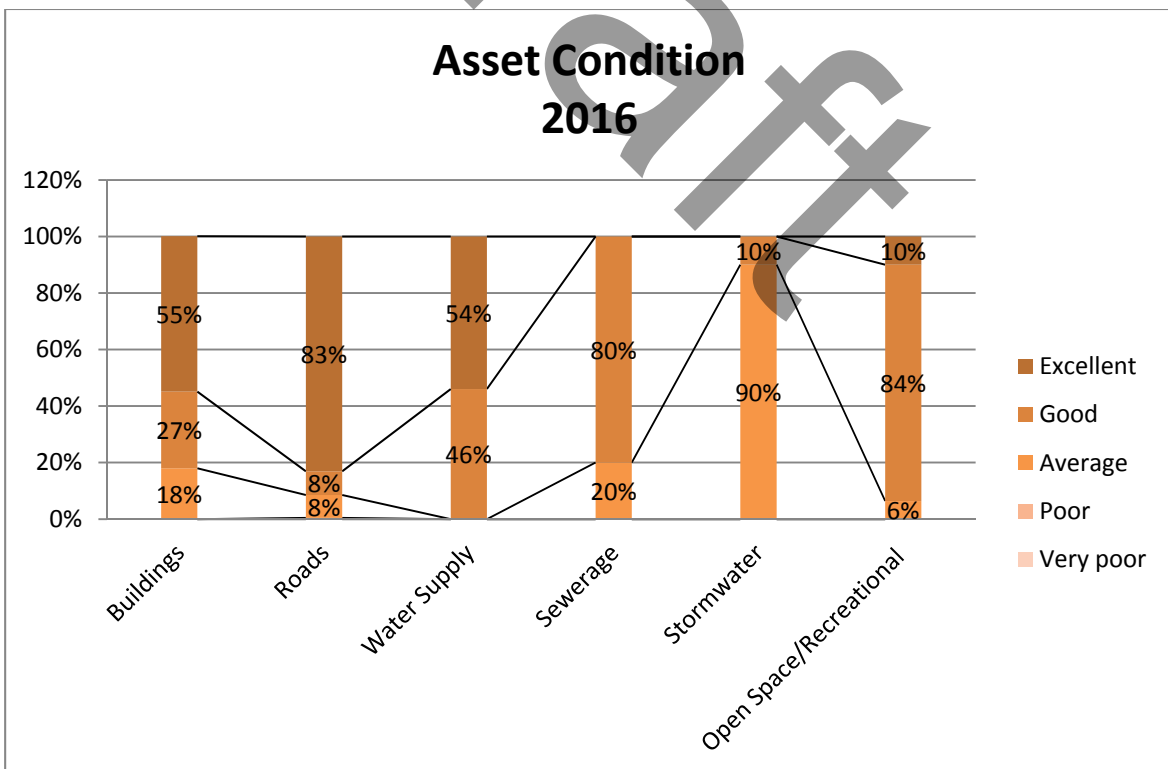
<sup>4</sup> <https://www.ipart.nsw.gov.au/files/sharedassets/website/shared-files/local-government-cost-index-lgci-council-cost-survey-2015/fact-sheet-reweighting-of-local-government-cost-index-19-september-2016.pdf>  
Retrieved 27 September 2016



**Figure 9 - Asset Consumption Ratio by asset type. Source: 2015/16 Annual Financial Statements Note 9**

Another method of measuring the condition of the Council’s assets is to make a technical assessment of their condition using measures such as number of faults or breaks along with some professional judgement.

A technical assessment of the condition of the Council’s infrastructure assets is shown in the chart below. These condition ratings have been derived from the ratings shown in Special Schedule 7 of the 2015/16 Financial Statements. Special Schedule 7 is based on a self-assessment of the condition of the Council’s asset base by Council’s Technical Services team.



**Figure 10 - Asset condition by type**



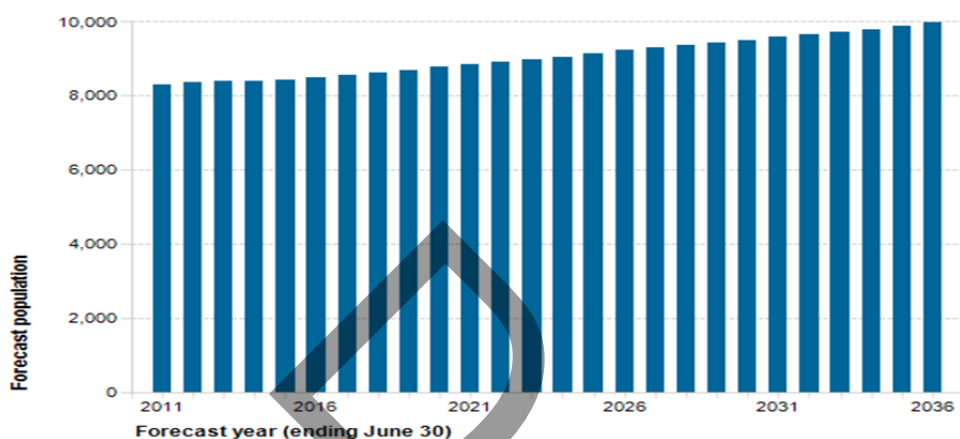
## Where are we going?

### Population growth

Berrigan Shire is expected to continue growing at a modest rate with the Shire population in 2026 expected to be around 9,224.<sup>5</sup> Population growth will be mainly in the south of the Shire, along the Murray River in Tocumwal and Barooga. Population growth in the northern towns of Berrigan and Finley will be minor.

#### Forecast population

Berrigan Shire



Population and household forecasts, 2011 to 2036, prepared by .id, August 2014.

.id  
the population experts

Figure 11 - Forecast population - .id

The population profile of the Shire will be an ageing one with 31.0% of the population aged over 65 in 2026. Consequently, consideration is being given by Council to how the delivery of its current activities and services will be influenced by the needs of an ageing population.

The Council developed a Liveability and Healthy Ageing Strategy in 2013 to assist the Council in managing this transition to an older community. Items from this strategy have been incorporated into the Council's suite of integrated plans and hence into this strategy.

Liveability and Healthy Ageing Framework ... contributes to Berrigan Shire 2023 outcomes	
Themes & Outcomes	
<b>Moving:</b> Safe paths, parks, and travel, in and between our towns	<b>Sustainable natural and built landscapes</b>
<b>Living:</b> A place where all ages have options for healthy living	<b>Good Government</b>
<b>Ageing:</b> Older residents and their carers get the services they need	<b>Supported and engaged communities</b>
<b>Growing:</b> A vibrant business community that makes Berrigan Shire a great place to live, work, play and grow old	<b>Diverse and resilient business</b>

Figure 12 - Liveability and Healthy Ageing Strategy themes and outcomes. Source: Berrigan Shire Liveability and Healthy Ageing Strategy 2013

<sup>5</sup> <http://forecast.id.com.au/berrigan/population-households-dwellings> Retrieved 27 September 2016

## Forecast change in age structure - 5 year age groups

Berrigan Shire - Total persons

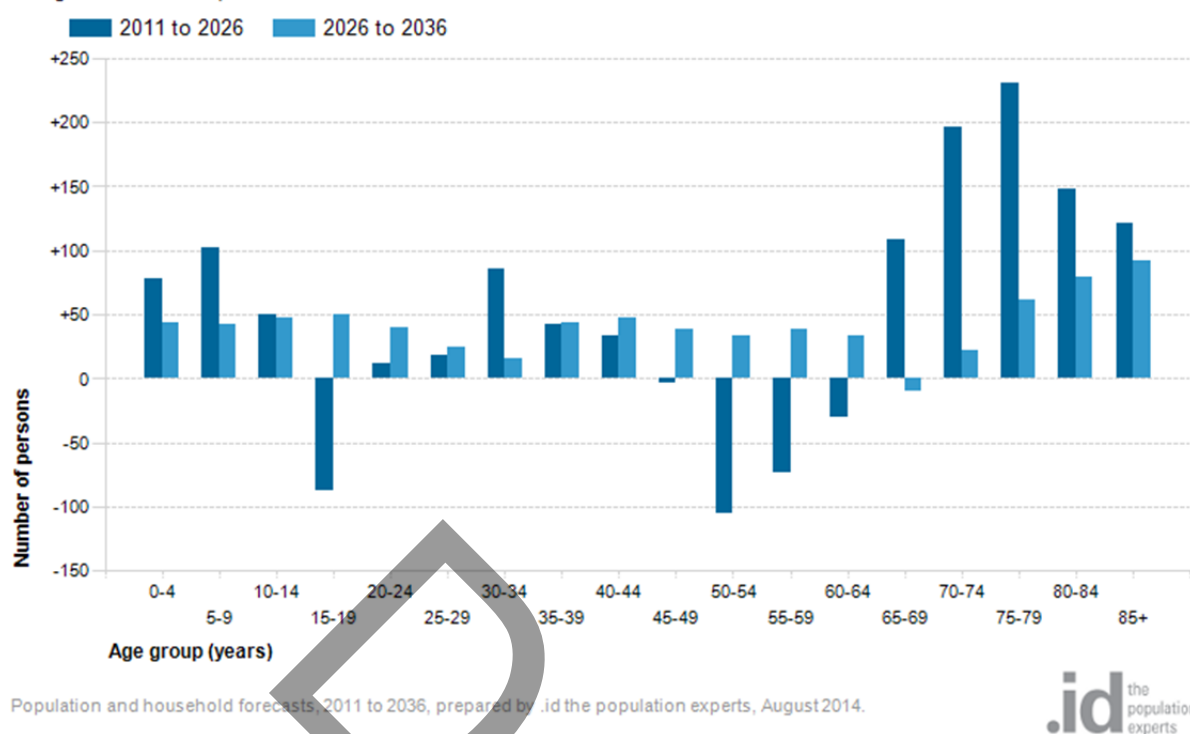


Figure 13 - Forecast age structure - .id

A Land Demand Plan developed in 2006 identified significant spare infrastructure capacity in the two towns that will see considerable population growth between now and 2026 – Tocumwal and Barooga. As a result, there is not expected to be great demand for new “greenfield” infrastructure. Rather, the focus is expected to be on maintaining existing infrastructure, identification of surplus community infrastructure, and improvement on the margins. Similarly, there is not expected to be huge demand pressure on most Council-funded services.

On the other hand, there is also unlikely to be a significant increase in the Council’s rating and revenue base. The Council has the option to raise additional rates via a special rate variation but should be cognisant of the ability of the community to meet a larger rating burden.

### Community Strategic Plan

Berrigan Shire Council has facilitated the development of a Community Strategic Plan – *Berrigan Shire 2023*. The plan adopts the following vision for the shire.

***In 2023 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.***

The aim of this Financial Strategy is to ensure the Council has the financial resources it needs to progress the implementation of Berrigan Shire 2023 objectives and associated Council activities and services.

## Council Activities / Services and Berrigan Shire 2023

Table 3 - CSP outcomes and objectives

CSP Strategic Outcome	CSP Strategic Objective	Council Activities and Services
<b>1.Sustainable Natural and Built Landscapes</b>	<p>1.1 Support sustainable use of our natural resources and built landscapes</p> <p>1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife</p> <p>1.3 Connect and protect our communities</p>	<p>Water, sewerage and drainage</p> <p>Local roads and paths</p> <p>Land use planning and development</p>
<b>2. Good Government</b>	<p>2.1 Berrigan Shire 2022 objectives and strategies inform Council planning and community led projects</p> <p>2.2 Ensure effective governance by Council of Council operations and reporting</p> <p>2.3 Strengthen strategic relationships and partnerships with community, business and government</p>	<p>Council governance, enterprise risk management and business operations</p> <p>Community Planning</p>
<b>3. Supported and Engaged Communities</b>	<p>3.1 Create safe, friendly and accessible communities</p> <p>3.2 Support community engagement through life-long learning, culture and recreation</p>	<p>Libraries and community services</p> <p>Parks and reserves</p> <p>Environmental health</p> <p>Animal Control</p>
<b>4. Diverse and Resilient Business</b>	<p>4.1 Invest in local job creation, retention and innovation</p> <p>4.2 Strong and diverse local economy</p> <p>4.3 Diversify and promote local tourism</p> <p>4.4 Connect local, regional and national road, rail and aviation infrastructure</p>	<p>Business and economic development</p>

These activities and services all require the Council:

- To be financially sustainable
- To cost effectively maintain existing infrastructure service levels and increase them when opportunities arise
- To retain sufficient financial flexibility to undertake new projects and/or activities as desired.

*Berrigan Shire 2023* does not indicate any major change in direction or significant new activity for the Council.

## Asset planning

The development of this Financial Strategy is also informed by the Council's *Asset Management Strategy*. The *Asset Management Strategy* was first adopted by the Council in January 2012 is reviewed annually.

The *Asset Management Strategy* has the following aim:

***To ensure adequate provision is made for the long-term management and replacement of major technical and physical assets, (including land and property).***

In line with this aim, the objectives of the Council's *Asset Management Strategy* include:

- *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.*
- *Establishing processes that integrate asset management and community strategic planning with Council corporate and long-term financial planning.*
- *Creating an environment where all Council employees take an integral part in overall management of Council assets by creating and sustaining asset management awareness throughout the Council.*
- *Meeting legislative requirements for asset management.*
- *Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.*
- *Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.*

The *Asset Management Strategy* review in April 2016 was based on the outlook that:

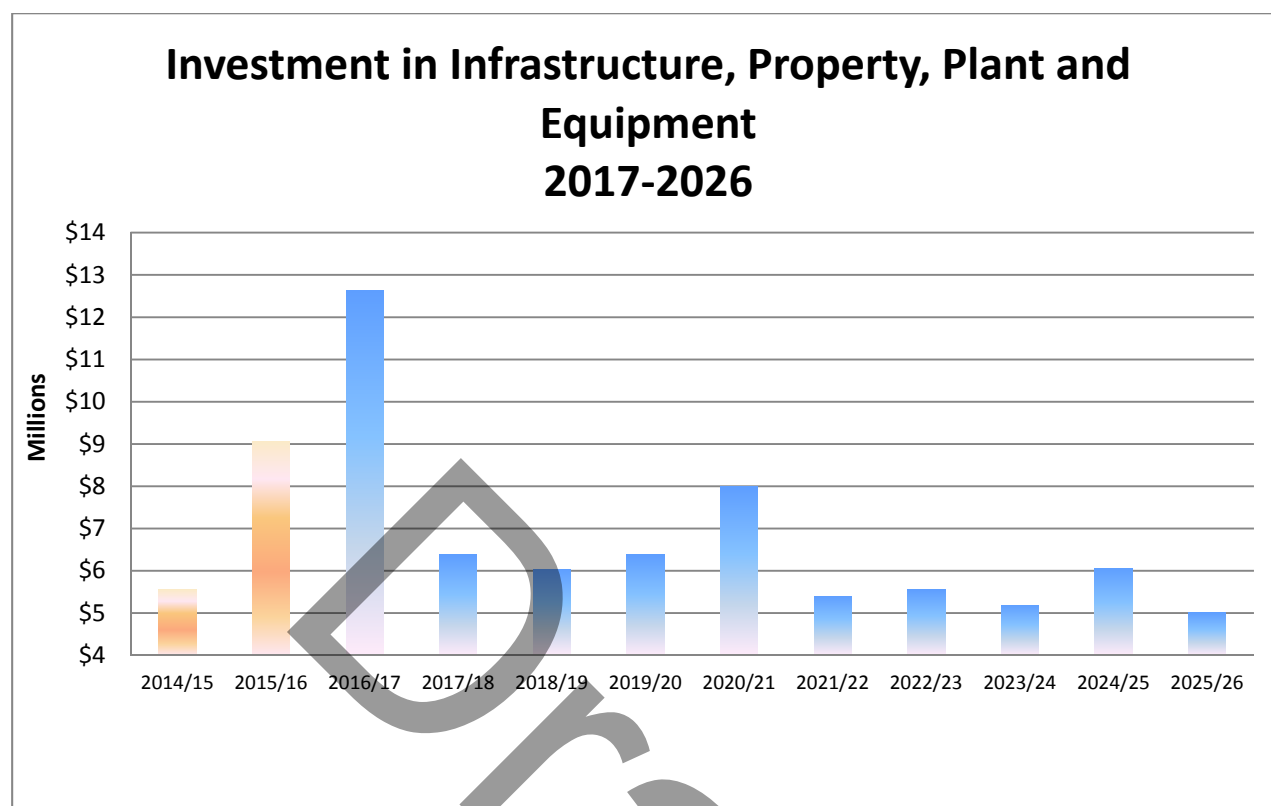
1. **Council is able to maintain current service levels for the next ten years at current funding levels.**
2. **Council is able to fund current infrastructure life cycle cost at current levels of service and available revenue.**

This outlook is supported by, and incorporated into, the Council's various *Asset Management Plans* and then incorporated into this strategy and the Council's Long Term Financial Plan.

The Council has the following *Asset Management Plans*

1. Footpaths
2. Roads, Streets and Bridges
3. Sewerage System
4. Urban Stormwater Drainage
5. Water Supply
6. Corporate and Community Services

The Council's proposed investment in Infrastructure, Property Plant and Equipment for the period 2014/15 to 2025/26 – based on its Asset Management Plans – is shown in Figure 9 below. Note that a significant change in the Asset Management Plans will require a review of this strategy.



- **Figure 14 - Investment in IPPE 2017-26.** Source: Berrigan Shire Council Long Term Financial Plan Cash Flow Statement

## Assumptions and scenarios

When preparing its Long Term Financial Plan, the Council is obliged to make a series of assumptions about future events that will have an impact on the Council's financial position. These assumptions are based on the analysis of the Council's position shown above.

These assumptions are as follows

1. Inflation, as measured by the Local Government Cost Index will average 2.5% per annum
2. Wages growth will average 2.5% per annum, after the expiration of the current mandated award wage rate increases.
3. Staffing levels will remain static
4. The rate peg will increase by the rate of inflation as measured by the Local Government Cost Index
5. The number of rateable properties will remain static
6. User charges and other fees and charges will increase by the rate of inflation, as will operating grants and contributions.
7. Financial Assistance Grant will increase by the rate of inflation as measured by the Local Government Cost Index

8. Roads to Recovery (or an analogous program) will continue until 2026
9. Investment returns will average around 3% per annum.

The Council considers that its current environment is reasonably stable at present and these assumptions are unlikely to change materially over the next 10 years. However, the Council may include other scenarios in its Long Term Financial Plan where these assumptions are varied.

These scenarios may model changes in the Council's overall strategic direction – i.e. analysing the impact of the Council taking on or relinquishing a key function or facility.

Alternatively the scenario modelling may be as a result of an underlying change in its operating environment – i.e. to consider the impact of greater than expected wages growth or inflation.

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## What is our financial direction?

The medium to long term financial outcomes to be achieved by this strategy are:

### 1. Financial sustainability

Berrigan Shire will be financially sustainable if its infrastructure capital and its financial capital are able to be maintained over the long term.

A financially sustainable Berrigan Shire will be able to manage likely developments and unexpected financial shocks in future periods without having at some time to introduce economically significant or socially destabilising income or expenditure adjustments.

Financial sustainability is determined by comparing the Council's long-term financial capacity with its long-term financial requirements.

- **Financial capacity** is the sum total of the financial resources (operating and capital) that a Council can mobilise through its (present and prospective) revenue-raising and financing policies.
- **Financial requirements** is the sum total of the spending (operating and capital) that is necessary to meet the Council's present obligations and expected future functions, pressures and shocks.

Maintaining Berrigan Shire's financial capital will require the Council to return to a position where it is making operating surpluses before capital grants and contributions. Achieving an operating breakeven position or better on average over time is likely to generate sufficient funds to enable renewal or replacement of the Council's existing assets

### 2. Sufficient financial capacity and freedom to undertake new projects and activities if desired.

As community expectations, wants and needs change Berrigan Shire Council needs to retain sufficient financial capacity and flexibility to ensure that it can cater for those changes.

As listed above, the Council's financial capacity is the sum total of the financial resources that a Council can mobilise through its revenue-raising and financing policies. As well as obvious items such as rates and charges, grants and fees, this includes:

- Cash reserves
- Borrowing capacity
- Discretionary funds (i.e. funds not committed to other specific projects and activities)

In simple terms retaining financial capacity is about ensuring the Council has the ability to access funds as it requires. This means limiting its commitments to new activities with on-going costs, minimising the costs of servicing debt and putting aside funds for future projects

### **3. Cost effective maintenance – and improvement where possible – of service level standards for infrastructure assets.**

One of local government's roles is to provide facilities and services to communities that cannot be or are not provided by the private or for-profit sector. In the case of local government, these services are largely physical infrastructure-based services and facilities such as:

- transportation (roads, footpaths etc.);
- public health (water, sewer, waste management, cemeteries, drainage etc.);
- recreational (pools, parks, sporting fields);
- cultural (buildings etc.).

Maintaining the level of service for infrastructure-based services such as the above requires the Council to maintain its physical productive capacity – that is “Is the Council's infrastructure – in an overall sense – in a position to deliver the same level of service at the end of the period as it was at the beginning of the period?”

When building new community assets, the Council should consider the decommissioning of community assets that may be superseded by the new asset. It is not in the interest of the Council or the community to needlessly duplicate community assets, multiplying maintenance and renewal costs.

The Council should also consider (and regularly review) if the services and facilities it offers the public actually address the community's needs and/or desires, and if they do – do they do so in an efficient and effective way. Communities change and their needs change too – Council should be prepared to shift their mix of facilities and services to meet these changes.

As a general rule, the level of service supplied by infrastructure assets is a function of their age – provided that the assets are maintained in a reasonable fashion. Therefore, a systematic replacement and renewal program for these assets is the key to ensuring service level standards are maintained.

## **How are we going to get there?**

### **Actions**

To achieve its financial objectives, Berrigan Shire Council has identified a range of specific actions and activities aligned with Berrigan Shire 2023. These will be used in the preparation of the Council's Long Term Financial Plan

Table 4 - Actions

<b>Berrigan Shire 2023 and Financial Strategy Actions</b>
<b>2. Good Government</b>
<i>2.2 Ensure effective governance by Council of Council operations and reporting</i>
2.2.2 Council operations support ethical, transparent and accountable corporate governance

Financial Strategy Objectives	Actions
1. Financial sustainability	<p><b>1.1 Prepare and review annually a Long Term Financial Plan with the aim of achieving the financial objectives identified in this strategy.</b></p> <p>Using a ten year financial planning horizon allows the Council to take into account the longer term consequences of current decision making. It also allows for consideration of short term fluctuations etc.</p> <p>A minimum 10 year Long Term Financial Plan is a component of the Council's resourcing strategy, a core requirement of the new Integrated Planning and Reporting Model</p>
	<p><b>1.2 Prepare Capital Expenditure Reviews, including an assessment of lifecycle costs, for all new and/or upgraded infrastructure assets – with the exception of upgrades of roads, water mains and sewer mains.</b></p> <p>When making decisions regarding new and upgraded infrastructure it is important that the costs of operating, maintaining and replacing that infrastructure is taken into account. A sustainable Council only takes on obligations that it can afford to meet</p>
	<p><b>1.3 Resist the pressure to fund services that are the responsibility of other levels of government.</b></p> <p>While cost-shifting is often inevitable, the Council will resist this where possible and certainly will not look to take on obligations properly belonging to other levels of government without a corresponding funding stream.</p> <p>The Council's response to inadequate service delivery from other levels of government will not be to take on these obligations itself but to act as an advocate for the community to the NSW and Federal governments.</p>
	<p><b>1.4 Retain control of urban water supply and sewer services.</b></p> <p>The Council will continue to resist plans to remove control of its urban water supply and sewer services. Berrigan Shire Council runs</p>

Financial Strategy Objectives	Actions
	<p>these services in an efficient and effective manner.</p> <p>These services share the cost of running the Council’s governance, corporate and financial services. Losing these services will significantly financially disadvantage Berrigan Shire Council with little if any benefit to the local community.</p> <p><b>1.5 Recognise that funding for renewal and upgrading of sport, recreation and cultural infrastructure requires a combination of Council funding and community support and preferably some contribution from other levels of government.</b></p> <p>Berrigan Shire Council does not have the capacity to fund the replacement and upgrade of this recreational, sporting and cultural infrastructure (Recreation Reserves, Community Halls, etc.) without support from the community and ideally other levels of government.</p> <p>Without funding assistance from the community and/or other levels of government, the Council cannot responsibly consider upgrade and replacement of these assets</p> <p><b>1.6 Seek methods of achieving a return (or at least minimise ratepayer subsidy) on business activities such as the Finley Saleyards, Tocomwal Caravan Park and Tocomwal Aerodrome. Subsidies to programs such as the private operation of the Tocomwal Visitor Information Centre should also be reviewed regularly.</b></p> <p>Berrigan Shire Council has made significant progress over the past ten years in limiting its exposure to loss-making commercial enterprises. The Finley Saleyards, the Tocomwal Caravan Park and the Berrigan Caravan park have all been leased to private operators to run on a commercial basis and this has markedly improved the Council’s financial position.</p> <p>The Council has also identified strategies to ease the financial burden of the Tocomwal Aerodrome – including the establishment of a sinking fund for runway maintenance and the development of the Tocomwal Residential Airpark.</p> <p>The Council has also placed the Tocomwal Visitor Information Centre on a more sustainable financial footing through a partnership with a private operator.</p> <p><b>1.7 Encourage and support the existing model of community provision and operation of sport, recreation and cultural infrastructure.</b></p> <p>Berrigan Shire Council relies on a volunteer-driven model to provide services such as sporting fields, public swimming pools and</p>

Financial Strategy Objectives	Actions
	<p>community halls.</p> <p>Without the in-kind support of these volunteers, the community would be required to choose between service level reductions or rate increases.</p> <p>Cultural change and increasing regulatory burdens have seen this volunteer model come under some stress in recent years. The Council will conduct a range of activities to support, retain and attract volunteers to assist in supplying these services.</p> <p><b>1.8 Actively lobby the State and Federal Governments to retain existing grant funding levels for road maintenance and upgrades.</b></p> <p>Without the retention of existing levels of RMA and R2R funding, the Council cannot continue to maintain its existing road service levels.</p>
<p>2. Cost effective maintenance of infrastructure service levels</p>	<p><b>2.1 Prepare and review its Asset Management Strategy and its Asset Management Plans for the Council’s major infrastructure assets annually as part of annual budget preparation.</b></p> <p>The Council reviews its Asset Management Strategy annually and has prepared Asset Management Plans for all its major classes of assets.</p> <p>The Council’s major expenditure items relate to replacement and upgrading of its infrastructure assets. It is important that the Council continues to review its asset plans and strategies as circumstances change.</p> <p><b>2.2 Prioritise the renewal of existing assets over the development and delivery of new assets and services.</b></p> <p>A sustainable Council ensures it can fund its existing range of services before taking on new obligations. The challenge is to be able to manage community expectations on sustainable service levels.</p> <p>In addition, the Council should consider if the construction of a new asset, especially a new community facility, effectively supersedes an existing facility that could be considered for decommissioning.</p> <p><b>2.3 Regularly review the suitability and/or usage of community services and facilities and consider alternate delivery methods.</b></p> <p>As the Berrigan Shire community changes so do its needs and desires. It is important the Council regularly review the suitability</p>

Financial Strategy Objectives	Actions
	<p>and usage of these services and facilities to ensure its limited resources are best used to meet community needs.</p> <p><b>2.4 Implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where</b></p> <ul style="list-style-type: none"> <li>a) <b>There is an urgent need for the asset in the short term, or</b></li> <li>b) <b>It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and</b></li> <li>c) <b>The Council has access to a funding stream to meet its debt obligations without compromising its other activities.</b></li> </ul> <p>This has been traditionally the Council’s preference and adoption of a policy will formalise this process.</p> <p>In effect, this will mean that borrowing will be largely be restricted to functions such as urban water supply, sewer and waste management where the Council retains some control over its future revenues. It may also be an appropriate funding tool for land development in limited circumstances.</p> <p>The policy will still allow for the possibility of borrowing for other services where borrowing is identified as the cheaper whole-of-life funding option or immediate construction allows the Council to access an opportunity that would otherwise be missed. Interest subsidies may influence any decision to borrow.</p> <p>The Council now has the opportunity to cheaper finance via NSW Treasury Corporation which may make borrowing a more attractive option in the future.</p> <p>Finally, if community support can be demonstrated, the policy borrowing for the replacement of recreational, sporting and community assets where it can be tied to additional funding from a Special Rates Variation.</p>
<p>3. Financial capacity and freedom</p>	<p><b>3.1 Formalise the Council’s existing preference to put money aside for future capital works, rather than borrow.</b></p> <p>Saving for new infrastructure rather than borrowing has been the Council’s traditional preference. It minimises the burden placed on future generations and allows the Council to retain some financial capacity and flexibility.</p> <p>For a Council with moderate population and revenue growth such as Berrigan Shire, there is unlikely to be immediate pressure to construct new or upgraded assets in a time frame that does not allow for the required funds to be put aside.</p> <p>Interest subsidy schemes such as the Local Infrastructure Renewal Scheme (LIRS) and access to finance via NSW Treasury Corporation</p>



Financial Strategy Objectives	Actions
	<p>will make borrowing for renewal of community infrastructure a viable option.</p> <p><b>3.2 Maintain the existing Investment Policy settings prioritising preservation of capital over investment return.</b></p> <p>Chasing revenue growth from investments necessarily adds to the risk levels borne by the Council. Berrigan Shire Council has historically sought to avoid investment risk through the use of relatively safe investment products such as Term Deposits and through a diverse investment portfolio.</p> <p>Again, access to NSW Treasury Corporation products may allow the Council to access higher-yield investments for long-term cash reserves</p> <p><b>3.3 Retire existing debt in line with existing loan repayment schedules. Once paid, quarantine the repayment stream freed up to fund future capital renewal projects or specifically identified programs.</b></p> <p>Retirement of existing debt frees up additional funds to spend on other services. However, it is important that these newly freed-up funds continue to be allocated to the replacement or upgrade of infrastructure and not lost in the pool of recurrent funding. This could include funding the repayment of new loans to fund infrastructure renewal in line with Objective 2.3.</p> <p>Identifying funding streams for future replacement of assets is good financial discipline and assists the Council's sustainability and financial flexibility.</p> <p><b>3.4 Continue to actively recover outstanding rates debt as identified in the Council's Revenue Policy.</b></p> <p>The Council has an active and successful debt recovery process and this will continue. This assists the Council to maintain an adequate level of working capital.</p> <p><b>3.5 Set utility charges for water supply, sewer and waste management services at a level that delivers a return on those assets sufficient to ensure long term sustainability.</b></p> <p>The Council is unlikely to be eligible for funding assistance for replacement or upgrade of its assets for these services and will need to generate sufficient funds from its own sources to do so. Making a return on these assets will generate sufficient funds to ensure the sustainability of these services.</p>

Financial Strategy Objectives	Actions
	<p>A necessary corollary of this action is that revenues generated from these assets should be reasonably predictable. This means targets such as raising at least 50% of its water revenue from variable user charges may not always be appropriate.</p> <p><b>3.6 Consider seeking a Special Rates Variation where there is a clearly identified demand for new or significantly improved service levels.</b></p> <p>While Berrigan Shire Council’s preferred approach will be to live within its means where possible, it is of course required to respond to community demand.</p> <p>Where the community has clearly identified that is willing to pay for increased levels of service, the Council will consider applying for a Special Rate Variation to fund this. This will only occur after considering and exhausting all other actions as identified above.</p>

### How will we know if we are on course?

Berrigan Shire Council will measure its progress against its three desired outcomes by tracking performance against a set of key performance measures. The Australian Local Government Planning Ministers Council’s National Financial Sustainability Frameworks defined performance measures as “signals used to convey the directions being taken by the Council and to assess whether or not desired outcomes are being achieved.

Effective performance indicators:

- Measure those factors which define financial sustainability
- Are relatively few in number
- Are based on information that is readily available and reliable.

Performance measures cannot and should not try and measure everything but rather should be pitched at a reasonably high level. They should be used as a guide as to where to look for reasons behind any differences and trends and to identify specific areas for further analysis.

The Council has chosen to base its performance measures on data that can be found in its Annual Financial Statements. While this is necessarily a “broad-bush” approach, it has the advantages of not requiring the additional work and expense involved in data-gathering and analysis. Data from the Annual Financial Statements is transparent, audited and reasonably consistent from Council to Council.

The measures below have been selected as they are common across local government in NSW.

- Operating Performance Ratio
- Unrestricted Current Ratio
- Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage
- Building, Infrastructure & Other Structures Renewals Ratio

- Infrastructure Backlog Ratio
- Capital Expenditure Ratio
- Debt Service Cover Ratio
- Cash Expense Cover Ratio

The Council has a role in determining which of these measures (or other measures not listed here) will be adopted to track progress against the objectives of this strategy.

**Table 5 - Performance measures for objectives**

<b>Financial Objectives</b>	<b>Strategy</b>	<b>Possible Indicators</b>
1. Financial sustainability		Operating Performance Ratio  Unrestricted Current Ratio  Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage
2. Cost effective maintenance of infrastructure levels	effective of service	Building, Infrastructure & Other Structures Renewals Ratio Infrastructure Backlog Ratio Capital Expenditure Ratio
3. Financial capacity and freedom		Debt Service Cover Ratio  Cash Expense Cover Ratio

- See Appendix for description of indicator and indicative targets

## Appendix

Table 6 - Specific performance measures

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
1. Operating Performance Ratio	The percentage by which income (excluding capital grants) varies from expenses	The operating performance ratio is the operating surplus (or deficit) before capital grants expressed as a percentage of total expenses	Operating surplus/deficit divided by operating expenditure.  <u>2015/16 actual</u> Operating surplus = \$3.3 M Operating expenses = \$18.0 M  <b>Operating Surplus Ratio =</b> [3.3/ 18.0) = 18.3%	An operating performance ratio greater than 0% across any five year period
	<b>What does it mean?</b>	A positive value indicates the Council is meeting its operating expenses, including depreciation.  A negative value indicates the Council needs to reduce its expenses or raise additional revenue to be sustainable in the long term.		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
2. Unrestricted Current Ratio	The ratio between current assets and current liabilities – not including those assets and liabilities held for a specific purpose	This measure is the Council's current assets (i.e. liquid assets) expressed as a ratio of its current liabilities (i.e. short term debts) –	Current assets (less all external restrictions.) divided by current liabilities  <u>2015/16 actual</u> Current Assets = \$10.7 M Current liabilities = \$1.5 M  <b>Operating Surplus</b> = 7.0x	An Unrestricted Current Ratio of at least 2x
	<b>What does it mean?</b>	<p>If the Council is not maintaining its current assets at the at least the level of its current assets it may not be able to pay its debts and other obligations as and when they fall due.</p> <p>It means that the Council's obligations over the next 12 months exceed the funds available to pay them as they fall due. If the Council's current liabilities exceed its current assets and the Long Term Financial Plan does not provide a proposal to turn this around, it is inevitable that the Council will face a cash flow crisis in the future.</p> <p>The position would come to a head when a major obligation was required to be paid and the Council would be required to borrow to meet this obligation – increasing its debt and reducing its financial flexibility.</p>		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
3. Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	What rates, annual charges are owing to the Council as a proportion of its total rates and annual charges revenue.	Indicates the amount of rates and changes outstanding as a percentage of total rates and charges.	<p>Rates, annual and extra charges outstanding divided by rates, annual and extra charges, expressed as a percentage</p> <p><u>2015/16 actual</u>            Rates, annual and extra charges outstanding = \$0.35 M            Rates, annual and extra charges = \$9.7 M</p> <p><b>Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage = 3.5 %</b></p>	Outstanding rates, annual and extra charges percentage to remain under 8% as at 30 June each year
	<b>What does it mean?</b>	<p>This indicator identifies how well the Council collects its outstanding rates, annual and extra charges</p> <p>A result of greater than 8% per year – if unchecked – would lead to Council facing potential cash flow problems in the future due to a lack of working capital.</p>		



Indicator	Description	Comment	Calculation (\$M)	Indicative Target
4. Building, Infrastructure & Other Structures Renewals Ratio	The amount spent on asset renewals expressed as a percentage of depreciation and impairment.	Indicates the extent to which Council is renewing its asset base	<p>Asset renewals on buildings, infrastructure and other structures divided by depreciation, amortisation and impairment expressed as a percentage</p> <p><u>2015/16 actual</u> Asset renewals on buildings, infrastructure and other structures = \$6.24 M depreciation, amortisation and impairment = \$4.44M</p> <p><b>Building, Infrastructure &amp; Other Structures Renewals Ratio = 140.51%</b></p>	<p>Building, Infrastructure &amp; Other Structures Renewals Ratio to remain over 100% on average over life of the LTFP.</p> <p>When setting this target, the Council should consider that asset replacement is often lumpy – with large changes in asset renewals depending on the needs of the time</p> <p>The Council should consider its performance on this measure over no shorter than a 10 year period and preferably longer.</p>
	<b>What does it mean?</b>	<p>It is possible for the Council to save money by not renewing its assets as they deteriorate over time. This indicator attempts to measure if the Council is renewing its assets at an adequate rate.</p> <p>A measure below 100% indicates that the Council's asset base is depreciating faster than the Council is able to renew it.</p> <p>If this continues over time, the Council's assets will eventually become unsuited for purpose, adding to its infrastructure backlog and creating severe financial pressure for future generations.</p>		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
5. Infrastructure Backlog Ratio	The cost to bring the Council's assets to a satisfactory condition as a proportion of its overall assets.	An overall indicator the standard of the Council's assets. Provides a measure of the amount of work that is required to bring its assets to an acceptable standard	<p>Estimated cost to bring Assets to a Satisfactory Condition divided by the total Value of Infrastructure, Building, Other Structures and depreciable Land Improvement assets, expressed as a percentage</p> <p><u>2015/16 actual</u> Estimated cost to bring Assets to a Satisfactory Condition = \$NIL Total Value of Infrastructure, Building, Other Structures and depreciable Land Improvement assets = \$197 M</p> <p><b>Interest Cover Ratio = 0%</b></p>	Infrastructure Backlog Ratio to remain at less than 2% at all times
	<b>What does it mean?</b>	<p>This indicator is a general guide to the condition of the Council assets.</p> <p>This indicator tends to reflect the Council's performance against the Building, Infrastructure &amp; Other Structures Renewals Ratio over time, If that ratio is consistently under 100%, the Infrastructure Backlog Ratio will increase. Conversely, reducing the Infrastructure Backlog Ratio tends to require maintaining the Building, Infrastructure &amp; Other Structures Renewals Ratio at greater than 100% over time</p> <p>If this ratio is over 2% and growing, it indicates that the Council needs to either put more effort into renewing its assets (perhaps requiring rate increases to fund) or reconsider what standard of asset the community feels is acceptable</p>		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
6. Capital Expenditure Ratio	The ratio of expenditure on capital assets and annual depreciation.	Indicates whether the Council is replacing or renewing non-financial assets at the same rate that its overall stock of assets is wearing out for the period	Capital expenditure divided by annual depreciation expense.  <u>2015/16 actual</u> Capital expenditure = \$8.99M Depreciation expense = \$5.76 M  <b>Capital Expenditure Ratio = 1.56x</b>	Target to be set having regard to the relative age and replacement/renewal profile of the Council's asset portfolio. On average should be at least 100% provided Council wishes to maintain level of service
	<b>What does it mean?</b>	If capital expenditure on renewing or replacing existing assets is at least equal to depreciation on average over time then the Council is ensuring the value of its existing stock of its physical assets is maintained  This ratio will vary, often by significant amounts, as the Council's asset replacement program is unrolled over time.		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
7. Debt Service Cover Ratio	The amount of operating cash available as a proportion of its debt repayment obligations	Measures the availability of operating cash to service debt including interest, principal and lease payments	<p>Operating result before capital excluding interest and depreciation, impairment divided by principal repayments and borrowing costs</p> <p><u>2015/16 actual</u></p> <p>Operating result before capital excluding interest and depreciation, impairment = \$8.94M principal repayments and borrowing costs = \$0.349M</p> <p><b>Debt Service Cover Ratio = 25.62 x</b></p>	Debt service ratio is greater than 2.00 x
	<b>What does it mean?</b>	<p>This ratio seeks to highlight if the Council is generating sufficient cash to meet its debt obligations</p> <p>A ratio of less than 2.00 x, unless addressed, may see the Council struggle to raise sufficient cash to pay its debt obligations without selling realisable assets.</p> <p>The Council currently has a low level of indebtedness and its Long Term Financial Strategy does not seek to change this.</p>		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
8. Cash Expense Cover Ratio	How many months work of operating expenses can the Council meet with its existing holdings of cash	Measures the number of months a Council can continue paying for its immediate expenses without additional cash inflow	<p>Cash and Cash Equivalents and Term Deposits divided by payments from cash flow of operating and financing activities x 12</p> <p><u>2015/16 actual</u></p> <p>Cash and Cash Equivalents and Term Deposits = \$23.8 M</p> <p>Payments from cash flow of operating and financing activities = \$1.19 M</p> <p>Cash Expense Cover Ratio = <b>20 months</b></p>	Cash Expense Cover Ratio is to be no less than three months
	<b>What does it mean?</b>	<p>This ratio seeks to highlight the Council's ability to meet a short term revenue and/or cash flow shock and continue to operate.</p> <p>A ratio of less than three months could see the Council struggling to meet expenses on a periodic basis without having to borrow. Rates instalments and Financial Assistance Grants tend to paid in three-monthly cycles.</p>		

# Berrigan Shire 2027

Appendix "K"



Asset Management Strategy 2017

Berrigan Shire 2027: Resourcing Strategy 2017 - 2027




Version 3  
April 2017



Institute of  
Public Works  
Engineering  
Australia  
AM4SRRC

## Document Control

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2	29 April 2017	Reviewed Asset Management Strategy and aligned it with Berrigan Shire 2027		J Ruffin	
3	21 May 2014	Reviewed by Council as part of an annual review of Council's suite of IPR documents		J Ruffin	
4	15/4/2015	Reviewed by Council as part of an annual review of Council's suite of IPR documents		J Ruffin	
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6	19/4/2017	Reviewed by Council as part of an annual review of Council's suite of IPR documents		J Ruffin	

**Asset Management for Small, Rural or Remote Communities Guidelines**

The Institute of Public Works Engineering Australia.

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## 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, and flood protection levees; corporate and council community service facilities - parks , reserves, pools, libraries, halls and other council buildings; commercial facilities – caravan parks, sale yards, quarries and aerodrome; waste management, sewerage , water distribution and supply. In addition to service delivery from infrastructure Council assets also include plant and Council business operations technology and systems. As at 30 June 2016 Council's infrastructure assets have a replacement value of \$322,549 million.

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,
- What Council's asset management policies are to be achieved, and
- Ensure the integration of Council's asset management with its long term strategic plan.<sup>1</sup>

Adopting this **Asset Management Strategy** will assist council in meeting the requirements of national sustainability frameworks, New South Wales *Local Government Act 1993* and the 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 Berrigan Shire Community Strategic Plan – **Berrigan Shire 2027**. 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

1. Council is able to maintain current service levels for the next ten years at current funding levels. This is dependent on maintenance, in real terms, of existing funding streams including Roads to Recovery funding and community contributions for maintenance and replacement of recreation facilities. There is also no capacity to improve assets to meet adopted levels of service in some areas.
2. Council is able to fund current infrastructure life cycle cost at current levels of service and available revenue. This is dependent on maintenance, in real terms, of existing funding streams including Roads to Recovery funding and community contributions for maintenance and replacement of recreation facilities. There is also no capacity to improve assets to meet adopted levels of service in some areas.
3. Council's current asset management maturity is approaching 'core' level and investment is needed to continue to improve information management, lifecycle management and service management.

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<sup>1</sup> LGPMC, 2009, Framework 2 *Asset Planning and Management*, p 4.



## Asset management strategies

Table 1: Asset Management Strategies

No	Strategy	Desired Outcome
1	Long Term Financial Planning informs the development of Annual budgets	The long term implications of Council services are considered in annual budget deliberations
2	Develop and conduct an annual desk top 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 desktop review of Long Term Financial Plan includes revised expenditure projections for Asset Management Plans reviewed and adopted in the preceding year	Sustainable funding model to provide Council services
5	Integrate review and update of asset management plans and LTFP with the finalisation of Annual Budget	Council and the community are aware of changes to service levels and costs arising from budget decisions
6	Report on Council's infrastructure assets in accordance with Special Schedule 7	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	Accountable and transparent management of Council's Assets in accordance with this Strategy
9	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Key positions and personnel are aware of and responsible for asset management of Council assets in accordance with this strategy
10	Ensure that accurate and timely asset management information informs the Council's suite of Integrated Planning and Reporting documents	Improved financial and asset management capacity within Council
11	Report six monthly to Council by Audit Committee/CEO on development and implementation of Asset Management Strategy, AM Plans and Long Term Financial Plans????????	Oversight of resource allocation and performance

## 1. 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 sewerage, [pools] 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.<sup>2</sup>

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.<sup>3</sup>

The national frameworks on asset planning and management and financial planning and reporting endorsed by the Local Government and Planning Ministers' Council (LGPMC), and used by the Berrigan Shire, requires 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.<sup>4</sup>

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
- Evaluation.<sup>5</sup>

<sup>2</sup> LGPMC, 2009, Framework 2 Asset Planning and Management, p 2.

<sup>3</sup> LGPMC, 2009, Framework 3 Financial Planning and Reporting, pp 2-3.

<sup>4</sup> LGPMC, 2009, Framework 3 Financial Planning and Reporting, pp 4-5.

The Shire's **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,
- what Council's asset management policies are to be achieved, and
- ensure the integration of Council's asset management with its long term strategic plan.<sup>6</sup>

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 Shire's **Asset Management Strategy** is to establish a framework to guide the planning, construction, maintenance and operation of the infrastructure essential for Council to provide services to the community.

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<sup>5</sup> LGPMC, 2009, *Framework 2 Asset Planning and Management*, p 4.

<sup>6</sup> LGPMC, 2009, *Framework 2 Asset Planning and Management*, p 4.

## 1.1 Legislation

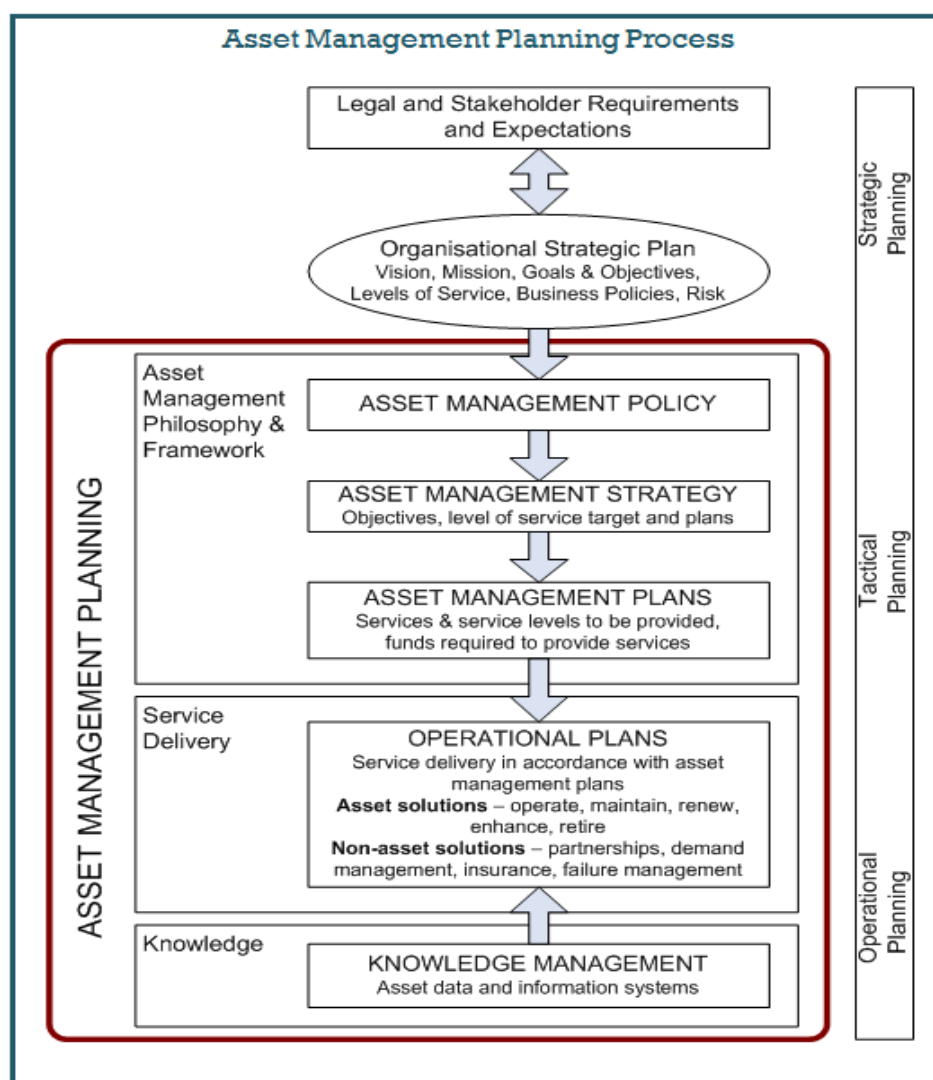
This **Asset Management Strategy** has been developed cognisant of the context of local government service delivery, legislative reform and the legislative and regulatory requirements of Commonwealth and State legislation. The following table provides a summary of but is not limited to the relevant legislation and requirements upon Council.

**Table 2: Legislative Framework**

Legislation	Requirements
<i>Local Government Act 1993</i>	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a Community Strategic Plan and 10 year <i>Resourcing Strategy</i> informing the development of Council's Long term Financial Plan and Asset Management Strategy
<i>Environmental Planning and Assessment Act 1979</i>  <i>Environmental Planning and Assessment Amendment Act 2008</i>	Requirement for Local Environmental Plans and Development Control Plans. Provides for Council control of development of towns and approval of infrastructure expansion.
<i>Local Land Services Act 2017</i>	Delivery of Local Land Services in the social, economic and environmental interests of the State
<i>Soil Conservation Act 1938</i>	Preservation of water course environment.
<i>Work Health and Safety Act 2011</i> <i>Work Health and Safety Regulations 2011</i>	Impacts all operations in relation to safety of workers and the public.  Council's responsibility to ensure health, safety and welfare of workers at places of work.
<i>Workers Compensation Act 1987</i> <i>Workplace Injury Management and Workers Compensation Act 1998</i> <i>Workers Compensation Regulation 2010</i>	Sets out the return to work and rehabilitation responsibilities for employers and for injured employees.
<i>Roads Act 1993</i>	Requirements for access arrangements from public roads
<i>Road Transport Act 2017</i>	Requirements for vehicles and operator using roads
<i>Transport Administration Act 1988</i>	Authorises Roads and Traffic management of roads
<i>Australian Road Rules</i>	Requirements for vehicles and operator using roads
<i>Civil Liability Act 2002</i>	Safety of Public
<i>Food Act 2003</i>	Standard of Food Preparation Areas

Legislation	Requirements
<i>Building Code of Australia Volume 1</i>	Requirements for building construction and safety
<i>Building Code of Australia Volume 2</i>	Requirements for building construction and safety
<i>Disability Discrimination Act 1992</i>	Provision of facilities for the disabled
<i>Public Health Act 2010</i>	Promote, protect, and improve public health, promote the control and spread of infectious diseases and to control the risks to public health
<i>Swimming Pools Act 1992</i>	Registration and safety requirements for swimming pools install on premises on which a residential building, a moveable dwelling or tourist and visitor accommodation is located.
<i>Companion Animals Act 1998</i>	Provide for the effective and responsible care and management of companion animals
<i>Impounding Act 1993</i>	Enables impoundment of unattended, abandoned or trespassing animals or articles
<i>Protection of the Environment Operations Act 1997</i>	Pollution control
<i>Prevention of Cruelty to Animals Act 1979</i>	Saleyards operations
<i>Meat Industry Act 1978</i>	Saleyards operations
<i>Civil Aviation Act 1988</i>	Requirements for construction standards, markings and maintenance of aerodromes
<i>Civil Aviation Safety Regulations 1998</i>	Requirements for construction standards, markings and maintenance of aerodromes
<i>Public Works Act</i>	Role of DPWS in planning and construction of new assets.
<i>Water Act 1912</i>	Water rights, licenses, allocations.
<i>Water Authorities Act 1987</i>	Determining developer charges.
<i>Water Management Act 2000</i>	Sustainable and integrated management of water resources
<i>Independent Pricing and Regulatory Tribunal Act 1992</i>	Charging guidelines. Trends toward a user pay system in the industry. Gives powers to the Independent Pricing and regulatory Tribunal to inquire into and regulate prices.
<i>Native Titles Act</i>	Provides definition of freehold zone-able land.

## 1.2 Asset Management Planning Process



**Figure 1: Asset Management Planning Process**

Asset management planning is a comprehensive process which ensures that assets are managed and maintained in a way that is affordable. Moreover, the infrastructure or asset optimises the affordability and economic delivery of services. In turn, affordable service levels can only be determined by assessing Council's financial 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.<sup>7</sup>

<sup>7</sup> IPWEA, 2009, AIFMG, Quick Guide, Sec 4, p 5.



## 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 3.

**Table 3: Assets used for providing Services**

<b>Asset Class</b>	<b>Description</b>	<b>Services Provided</b>
<b>Footpaths</b>	Footpaths, Shared Paths and Pedestrian Bridges	Provide pedestrian and bicycle access within towns.
<b>Roads, Streets and Bridges</b>	Road and Street Assets within the Berrigan Shire Area other than State and Federal Highways and Forest Roads	Provide vehicular access to properties and provision for freight movement within Council area.
<b>Sewerage System</b>	Sewerage infrastructure for the townships of Barooga, Berrigan, Finley and Tocumwal	Provide a sewerage system to convey liquid waste from urban properties, treat and dispose of it in an environmentally friendly manner
<b>Urban Stormwater Drainage</b>	Stormwater pipes, pits, kerb & gutter, kerb, spoon drains, culverts and levee banks	Provide stormwater collection from urban properties and disposal in an environmentally friendly way. Levee banks to protect properties from inundation by floodwater from the Murray River
<b>Water Supply</b>	Water supply assets including: water treatment plants, water storage dams, water reservoirs, water mains and water pump stations for the townships of Barooga, Berrigan, Finley and Tocumwal	Provide a water supply network in four townships to enable extraction, treatment and delivery of the garden and filtered water supplies at highest standards
<b>Corporate and Community Services</b>	All Corporate and Community Services Assets owned by Berrigan Shire Council that are not included in specific Asset Management Plans	Recreation Reserves and Sporting Grounds, Public Parks and Gardens, Council Chambers and Offices, Public Halls, Public Swimming Pools, Public Libraries, Finley Saleyards, Aerodromes, Council Depots, Emergency Services, Waste Disposal Facilities, Quarries, Residences, Cemeteries, Transport Facilities

### 3. Council's Assets and their management?

#### 3.1 State of the Assets

The financial status of Council's assets is shown in the following tables and figures.

Table 4: Replacement Cost of Assets 30 June 2016

Asset Class	Replacement Cost
Buildings	\$37,944
Roads	\$182,076
Water Network	\$43,342
Sewer Network	\$37,737
Stormwater Drainage	\$20,477
Open Space / Recreational	\$10,229
	\$331,805

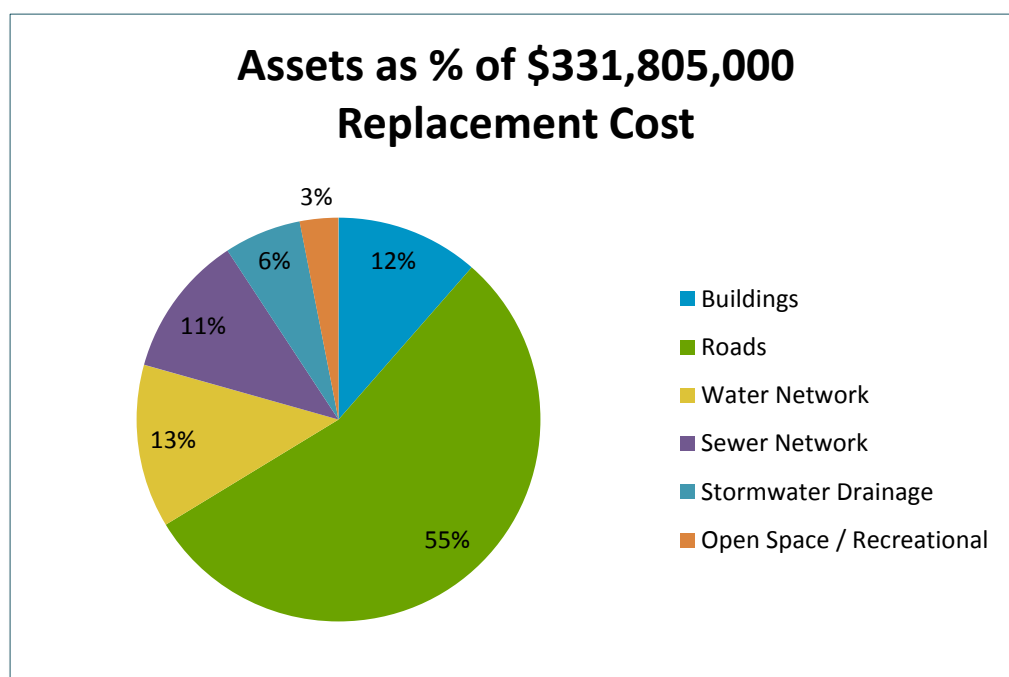
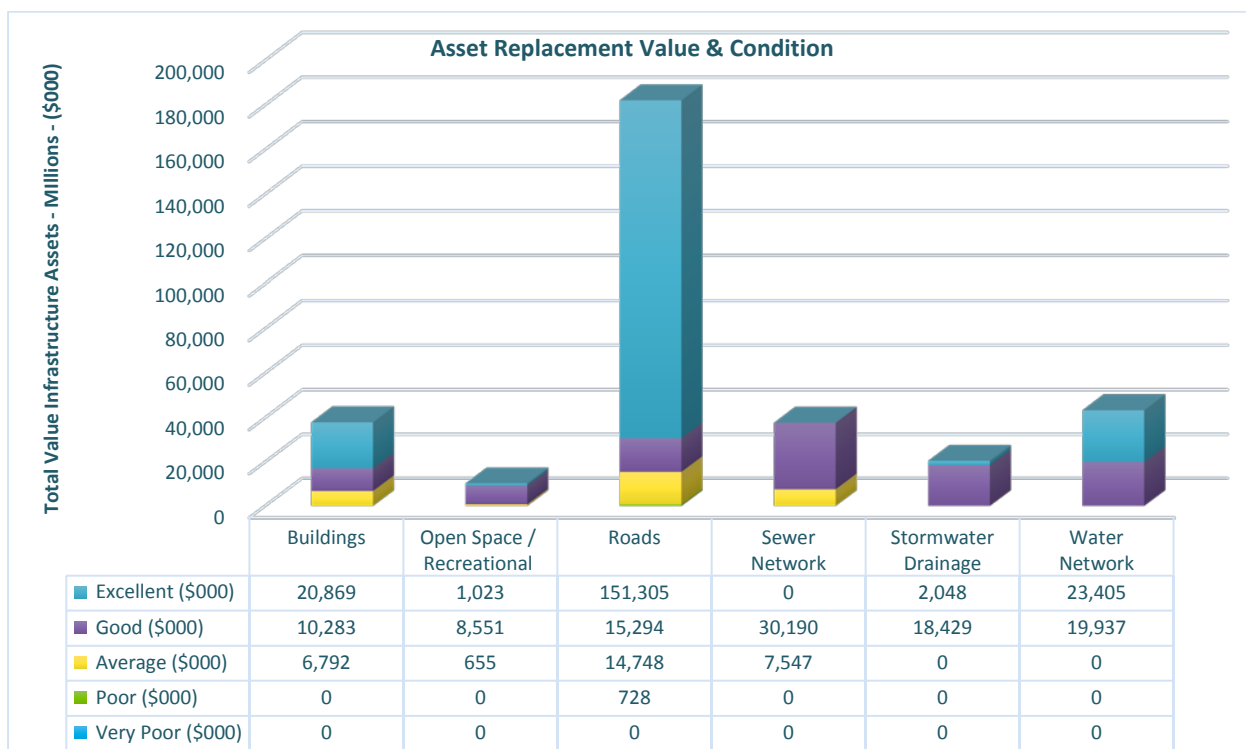
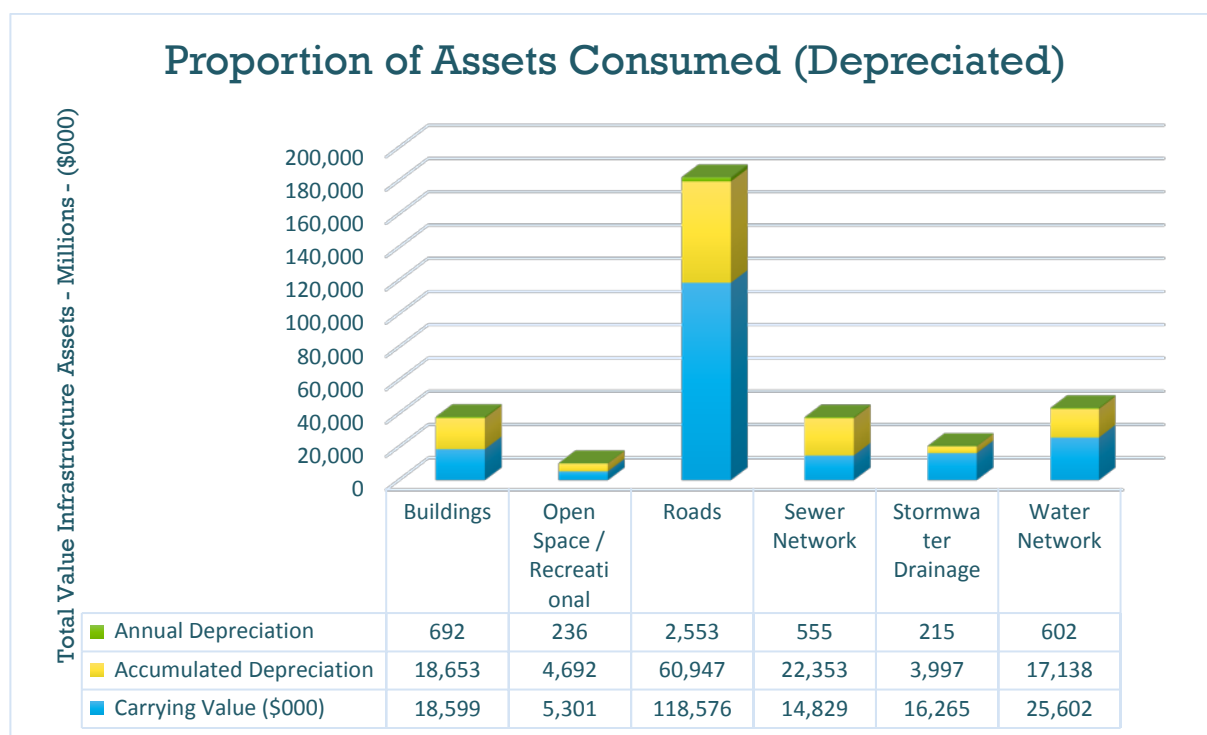


Figure 2: Assets as % of Replacement Cost



**Figure 3: Asset Replacement Value and Condition**

The condition of Council's assets is shown in Figure 3 and is derived from the ratings shown in Special Schedule 7 of the 2015/16 financial statements for Council. The proportion of Council assets consumed or depreciated is shown in Figure 4.



**Figure 4: Proportion of Assets Consumed (Depreciated)**

### 3.2 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. For example, life cycle sustainability and associated capital expenditure for lumpy items such as water and sewer and buildings is averaged out over the expected life of an asset. Therefore the annual expenditure for one year is not useful as this does not give a true result. In the case of the Council's Water Assets provision the Long Term Financial Plan accounts for lumpy assets and their management by allocating money to Reserves on an annual basis: in this example the Water Reserve. Quarantining the capital needed for the renewal and or replacement of a Water asset when it approaches the end of its operational life. Life cycle costs include operating and maintenance expenditure and asset consumption (depreciation expense).

As, part of the review of this **Asset Management Strategy** the life cycle cost for the services covered in this asset management plan is shown in the following table. The costs shown in the following table are based on actual 2015/16 expenditure on operations and maintenance.

	2015/16 Operations & Maintenance Expenditure	Life Cycle Costs		Life Cycle Expenditure		Life Cycle Gap	
		2015/16 Annual Depreciation	Life Cycle Cost	Capital Renewal Expense (\$/yr)	Life Cycle Expense (\$/yr)	(\$/yr)	Life Cycle Sustainabil ity Index
Asset Class	A	B	C ( A + B)	D	E (A + D )	E - C	
Buildings	282	692	974	151	433	-541	0.44
Roads	1,705	2,553	4,258	5,959	7,664	3,406	1.80
Water Network	560	602	1,162	201	761	-401	0.65
Sewer Network	617	555	1,172	171	788	-384	0.67
Stormwater Drainage	118	215	333	-	118	- 215	0.35
Open Space / Recreational	384	236	620	200	584	- 36	0.94
	3,666	4,853	8,519	6,682	10,348	1,829	1.21
NB - Stormwater drainage had \$1.347 in new infrastructure spending in 2015/16				* A life cycle gap is reported as a negative value.			

**Table 5: Life Cycle Costs, Expenditure and Gap**

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 varies depending on the timing of asset renewals. 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 helps the Council plan the provision of its services in a financially sustainable manner.

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

The life cycle gap and sustainability indicator for services covered by this asset management plan is also summarised in the preceding table.

### 3.3 Asset Management Structure

Director of Technical Services has responsibility for service delivery and asset management planning. The Executive Engineer coordinates asset management planning while the Development Manager, Environmental Engineer and Operations Manager are responsible to the Director for delivering the service levels adopted by council for the associated budget

### 3.4 Council's Asset Management Team

A 'whole of organisation' approach to asset management is reflected by the Shire Council's *Asset Management Team*. The benefits of a council asset management team include:

- Corporate and Council support for sustainable asset management
- Corporate and Council buy-in and responsibility
- Coordination of strategic planning, information technology and asset management activities
- 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

Council's *Asset Management Team* is

- Director Technical Services
- Director Corporate Services
- Enterprise Risk Manager
- Executive Engineer
- Operations Manager
- Environmental Engineer
- Development Manager
- Finance Manager
- Technical Officer Asset Management
- Asset Maintenance Officer

### 3.5 Financial & Asset Management Core Competencies

The National Frameworks on Asset Planning and Management and Financial Planning and Reporting define 10 elements. Eleven (11) core competencies have been developed from these

elements<sup>8</sup> to assess 'core' competency under the National Frameworks. The core competencies are:

#### Financial Planning and Reporting

- Strategic Long Term Financial Plan
- Annual Budget
- Annual Report

#### Asset Planning and Management

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plan
- Governance & Management
- Levels of Service
- Data & Systems
- Skills & processes
- Evaluation

Council's asset management capability was assessed as part of the NSW Office of Local Government's (2013) [Local Government Infrastructure Audit](#).

### 3.6 Strategy Outlook

1. Council is able to maintain current service levels for the next ten years at current funding levels. This is dependent on maintenance, in real terms, of existing funding streams including Roads to Recovery funding and community contributions for maintenance and replacement of recreation facilities. There is also no capacity to improve assets to meet adopted levels of service in some areas.
2. Council is able to fund current infrastructure life cycle cost at current levels of service and available revenue. This is dependent on maintenance, in real terms, of existing funding streams including Roads to Recovery funding and community contributions for maintenance and replacement of recreation facilities. There is also no capacity to improve assets to meet adopted levels of service in some areas.
3. Council has made good progress in key areas to produce documentation for IPR resourcing strategy. Service level reporting is needed as a priority to determine the likely risk and service impact of the resourcing strategy.

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<sup>8</sup> Asset Planning and Management Element 2 Asset Management Strategy and Plans divided into Asset Management Strategy and Asset Management Plans competencies.



## 4. Where do we want to be?

### 4.1 Council's Vision, Mission, Goals and Objectives

Council has adopted a Vision for the future in the Council's Community Strategic Plan – *Berrigan Shire 2027*.

*In 2027 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.*

*Berrigan Shire 2027* sets strategic outcomes and the objectives that will frame Council decision making during the planning period. The strategic outcomes describe where Council wants to be. The objectives are the steps needed to get there. Strategic outcomes and objectives relating to the delivery of services from infrastructure are shown in Table 6.

Table 6: Goals and Objectives for Infrastructure Services

Strategic Outcome	Strategic Objectives
Sustainable natural and built landscapes	Support sustainable use of our natural resources and built landscapes
	Connect and protect our communities
Good government	Ensure effective governance by Council of Council operations and reporting
Supported and engaged communities	Create safe, friendly and accessible communities
	Support community engagement through life-long learning, culture and recreation
Diverse and resilient business	Strengthen and diversify the local economy
	Connect local, regional and national road, rail and aviation infrastructure

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

## 4.2 Asset Management Policy

Council's Asset Management Policy 2016 defines the Council's aims and service delivery objectives for asset management and these are in accordance with *Berrigan Shire 2027* and applicable legislation.

The Council's *Asset Management Strategy* is developed to support its asset management policy and is to enable Council to show:

- How its asset portfolio will meet the service delivery needs of its community into the future,
- What Council's asset management policies are to be achieved, and
- Ensure the integration of Council's asset management with its long term strategic plan.

## 4.3 Asset Management Aim

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:

*To ensure adequate provision is made for the long-term management and replacement of major technical and physical assets, (including land and property).*

In line with this aim, the objectives of the Shire's *Asset Management Policy 2016* and this *Asset Management Strategy* include:

- 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.
- Establishing processes that integrate asset management and community strategic planning with Council corporate and long-term financial planning.
- Creating an environment where all Council employees take an integral part in overall management of Council assets by creating and sustaining asset management awareness throughout the Council.
- Meeting legislative requirements for asset management.
- Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.
- Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

Strategies to achieve this position are outlined in Section 5.

## 5. How will we get there?

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

Table 7: Asset Management Strategies

No	Strategy	Desired Outcome
1	Long Term Financial Planning informs the development of Annual budgets	The long term implications of Council services are considered in annual budget deliberations
2	Develop and conduct an annual desk top review <i>Asset Management Plans</i> 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 desktop review of <i>Long Term Financial Plan</i> includes revised expenditure projections for Asset Management Plans reviewed and adopted in the preceding year	Sustainable funding model to provide Council services
5	Integrate review and update of asset management plans and LTFP with the finalisation of Annual Budget	Council and the community are aware of changes to service levels and costs arising from budget decisions
6	Report on Council's infrastructure assets in accordance with Special Schedule 7	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 <i>Annual Report</i>	Accountable and transparent management of Council's Assets in accordance with this Strategy
9	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Key positions and personnel are aware of and responsible for asset management of Council assets in accordance with this strategy
10	Ensure that accurate and timely asset management information informs the Council's suite of Integrated Planning and Reporting documents	Improved financial and asset management capacity within Council
11	Report six monthly to Council by Audit Committee/CEO on development and implementation of <i>Asset Management Strategy</i> , <i>AM Plans</i> and <i>Long Term Financial Plans</i> ?????????	Oversight of resource allocation and performance



## 6. Asset Management Improvement Plan

### Asset management improvement plan

Actions in the Asset Management and improvement plan describe the actions Council Officers will take to implement strategies described firstly by the Council's Asset Management Policy and the Council's commitment to the asset management strategies described in Section 5 of this Strategy.

**Table 8: Asset Management Improvement Action Plan**

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost / Other resources	Commencing
1. Ensure that planned reviews of Asset Management Plans reflect <a href="#">Berrigan Shire 2027</a> priority projects and the Council's 4-year <a href="#">Delivery Program</a>	Staff with asset management responsibilities identify role and the function of an asset in the achievement of <a href="#">Berrigan Shire 2027</a> priority projects	Asset Management Plans reflect <a href="#">Berrigan Shire 2027</a> priority projects and services included in the Council's 4-year <a href="#">Delivery Program</a>	Director Technical Services Director Corporate Services	As required	Ongoing
	Improve horizontal and vertical integration of council's suite of IP&R documents	Financially sustainable management of Council Assets	Director Technical Services Director Corporate Services Finance Manager	Asset Management Training  Integration of Finance and Asset Management Systems	Ongoing
	Include state of Assets reporting in Annual Report	Community is informed about the State & Financial Sustainability of Council Assets	Director Technical Services Strategic and Social Planning Coordinator Finance Manager	Cost Neutral	Ongoing

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost / Other resources	Commencing
2. Resourcing Strategy and Asset Management Strategy development and coordination	Resource Strategy integrates the Long term Financial Plan (LTFP) with the relevant AMP.	Resourcing Strategy that meets IPR legislative requirements	General Manager Director Technical Services Finance Manager	Strategic and Social Planning Coordinator	Ongoing
	Asset Management Strategy describes risks of current maturity of the Council's management of assets as well as service levels that can be achieved by resourcing strategy	Maturity of Asset Management systems and processes is maintained in accordance with the Council's Asset Management Policy	Director Technical Services	Training and Development  Asset Management Systems and Software	Ongoing
	Community – service users are engaged in reviewing and updating the Council's Asset Management Plan's and Asset Management Strategy.	Asset management is informed by users experience and expectations	Director Technical Services  Strategic and Social Planning Coordinator	Finance Manager  Asset Management Team	Ongoing
	Accurate and timely review of Asset Management Plans informs Council decision making	Council decision making is informed by community expectations and the risks /costs associated with the financial sustainability and operation of an asset	Director Technical Services Director Corporate Services		Ongoing
3. Integration with Long Term Financial Plan (LTFP)	Annual desktop review of Long Term Financial Plan includes revised expenditure projections for Asset Management Plans reviewed and adopted in the preceding year	Sustainable funding model to provide Council services	Director Technical Services Director Corporate Services (Corporate Services AMP)	Finance Manager	Ongoing



What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost / Other resources	Commencing
	Report to the Council by Audit Committee/CEO on development and implementation of <b>Asset Management Strategy, AM Plans and Long Term Financial Plans</b>	Audit Committee and Council oversight of resource allocation and performance	General Manager	Finance Manager Asset Management Team	
4. Knowledge and Information Management	Responsibilities for asset management are identified and incorporated into staff position description	Key positions and personnel are aware of and responsible for management of Council assets in accordance with this Strategy and Council Policy	Director Corporate Services	Workforce Development Strategy and Action Plan	Ongoing
5. Community Engagement	<b>As Asset Plans scheduled for Review include a Community Engagement Strategy that shares information on achievable service targets/risks</b>	Community feedback is informed	Director Technical Services Strategic and Social Planning Coordinator	Social Media	Ongoing

# Berrigan Shire 2027

Appendix "L"



**Berrigan Shire 2027: Workforce Management  
and Development Plan 2017 - 2021**

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## Introduction

Workforce planning is a requirement of Integrated Planning and Reporting. The Shire's *Workforce Management Strategy and Action Plan 2017 – 2021* is an element of the *Berrigan Shire 2027: Resourcing Strategy* and it contributes toward the achievement of *Berrigan Shire 2027 Strategic Outcomes* of:

1. Sustainable natural and built landscapes.
2. Good government.
3. Supported and engaged communities.
4. Diverse and resilient business.

The *Workforce Management Strategy and Action Plan 2017 – 2021* includes a snapshot of the demographic features of Council's workforce of 84.5 equivalent full time staff (EFT), our current organisational and reporting structure, workforce development issues and an action plan designed to facilitate the resourcing and workforce requirements of the Shire's *Delivery Program 2017 – 2021*.

This strategy and action plan assumes no change in the skills, specialist knowledge and competency profile of the Shire's workforce and was developed with reference to:

- Analysis of the Shire's Community Strategic Plan *Berrigan Shire 2027*
- Consideration of Council's *Delivery Program 2017 – 2021*;
- A review of the Council's *Workforce Management Strategy and Action Plan 2013 – 2017*;
- The Berrigan Shire Council's *Fit for the Future Improvement Plan 2015 – 2019*;
- An updated summary profile of the Shire's workforce and analysis of future requirements as at February 2017; and
- A survey (2016) of Council staff.

## Purpose

The *Workforce Management Strategy 2017 – 2021* and its Action Plan facilitates the maintenance and development of a workforce with the technical and managerial competence needed to implement the Shire's 4-year *Delivery Program* and annual operating plans. Aligned with the *NSW Local Government Workforce Strategy 2016 – 2020* and its strategic themes (Box 1) the Council's *Workforce Management Strategy and Action Plan* is themed according to three interrelated elements workforce **attraction, retention** and **training**.

Box 1:

### NSW Local Government Workforce Strategy 2016 – 2020

The NSW Workforce Strategy adopts the same broad vision of the National Strategy, namely to ensure local government has:

- The workforce capability it requires for a productive, sustainable and inclusive future
- The capacity to develop and use the skills of its workforce to meet the needs; and
- Aspirations of its communities.

The National Strategy includes eight strategic themes, all of which are relevant to the NSW context and are adopted in the NSW Workforce Strategy.

These are:

1. Improving workforce planning and development
2. Promoting local government as a place-based employer
3. Retaining and attracting a diverse workforce
4. Creating a contemporary workplace
5. Investing in skills
6. Improving productivity and leveraging technology
7. Maximising management and leadership
8. Implementation and collaboration (OLG, 2016, p. 2)

1. **Attraction** and **Recruitment** which includes planning for, and forecasting the demand for specialist skills and local government as an employer. NSW Strategic Themes 1, & 2
2. **Retention**: Improving the value from investments current being made in the existing and future workforce NSW Strategic Themes 3, 4,5 & 6 (**Retention**)
3. **Training**: Integrating policy, planning and service delivery with broader workforce participation, social inclusion and innovation ensuring that we have a workforce able to connect with or leverage wider economic, employment and social strategies

Or

#### **ARRT.**

This Strategy and Action Plan uses the three pillars of workforce development: **attraction / recruitment, retention** and **training** to promote the development by the Council of a workforce with the skills, knowledge and experience needed to implement the Council's **Delivery Program 2017 – 2021**. This 'Strategy and Action Plan' is also the Council's response to the strategic workforce management issues identified through analysis of the profile of Council's current workforce and the People's Matters Staff Survey (2016) conducted by University of Technology Sydney as part of a broader NSW Local Government Pilot project.

Strategic workforce issues identified and to addressed by this Strategy and Action Plan include:

1. Leadership
2. Training and succession planning,
3. Recruitment to key roles,
4. Change in community expectations, and
5. An inclusive and ageing workforce.



## Context: NSW Local Government

The New South Wales government's program of Council reform 'Fit for the Future' is designed to promote the development by Councils of the resources and systems needed to deliver future focused services and infrastructure. Council's Workforce Management Strategy and Action Plan, therefore, recognises that within what is a rapidly changing milieu that the focus of local government reform is on council performance and the skills, knowledge and experience the Council's workforce requires monitoring and continuously improve the delivery and performance of Council facilities and services.

In the next four years the Council will continue the delivery of its current range of services, and in doing so; it is cognisant of the need to be responsive to broader trends in local government and more broadly the delivery of public services which include:

- Budgetary constraints;
- Ageing infrastructure; and
- Changing community expectations about the nature and responsiveness of Council services.

### Budgetary Constraints

Budgetary constraints in NSW local government is not a new issue. In the context of the Council's workforce management and development planning - employee costs are not expected to decrease. Further, in addition to employee costs, the costs associated with attracting and retaining professional staff and the investment in training needed to respond to increased audit, performance monitoring and reporting requirement in the next four years will also continue to rise.

The Council is committed through its Fit for the Future Improvement Plan to ongoing monitoring and review of the services it provides and to investigating more efficient and productive modes of delivering the same service. On the other hand and in the context of similar sized New South Wales Councils (Office of Local Government Group 10 Councils) the Council's employee complement of 87 staff is well below the Group 10 Council average of 143 staff. It, therefore, other than investing in technology and training has limited capacity to manage budget constraints through vacancy control or reductions in this item of expenditure.

Budgetary constraints in the context of this workforce management plan, therefore, will continue to impact the financial sustainability of Council operations. Hence, actions that retain and or attract finance and revenue professionals critical to the management of the Council's budget and which also invest in the technologies needed to monitor council expenditure are crucial to the financial sustainability of the Council's Delivery Program.

### Ageing Infrastructure

For the staff and volunteers engaged in the management and operation of ageing infrastructure Council and community facilities: pools, halls and the multiple small buildings and facilities in our recreation reserves. The need to enhance asset management staff and volunteers ability to plan and think strategically about current and future use will add value to the Council's approach to the management and stewardship of Council assets and service infrastructure. Consideration, therefore, is given by this Workforce Management Plan to actions that will increase the strategic, asset management and financial literacy and leadership capability of Councillors, non-finance staff and Council volunteers. Increasing the financial and asset management literacy of Councillors, non-finance staff and Council volunteers will ensure that decision-making about continued investment in assets is strategic

and considers the full costs: current and future of developing new assets and or upgrading ageing infrastructure.

### **Changing Community Expectations**

According to research undertaken by University of Technology Sydney (2015) and commissioned by Civica International the users of Council services and citizens more broadly are changing how they interact with their local councils. In the next 4-years the trend toward the use by all age groups (not just those aged 30 years and under) of internet connected mobile phones will continue to increase. Changing how the Council communicates with residents and ratepayers and in doing so changing also community expectations about the immediacy and timeliness of the Council's response. Requiring that the Council, further develop its social media, communication and electronic records and content management systems and invest in training and supporting staff develop the skills, knowledge and expertise needed to respond to increased demands (particularly when Council services are disrupted or disruption is planned) for timely information about Council services.

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## Council Activities and Berrigan Shire 2027

The following table describes the relationship between Council's *Delivery Program* activities and *Berrigan Shire 2027* strategic outcomes which, in turn contribute toward the realisation of our community's vision that

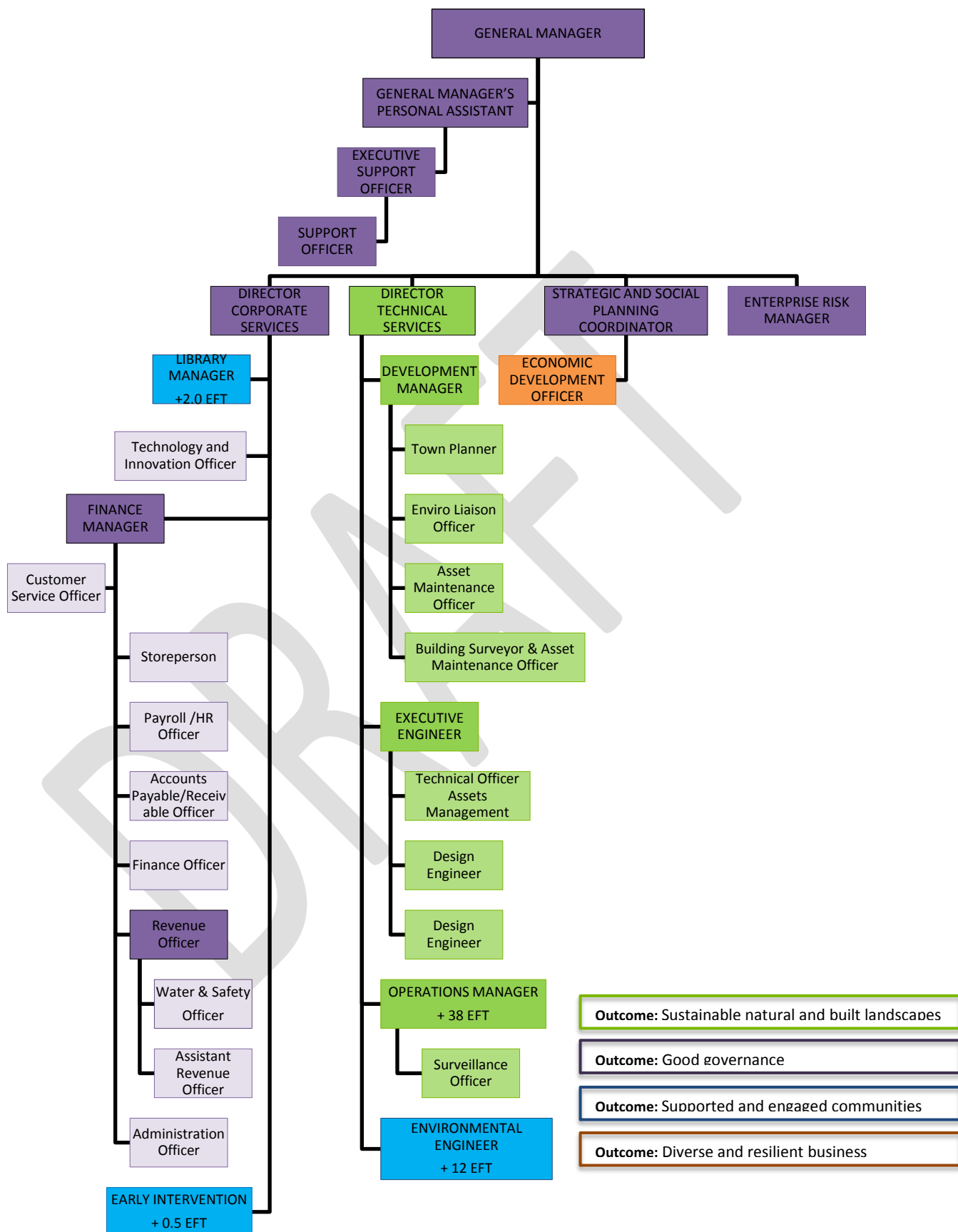
*In 2027 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.*

CSP Strategic Outcome	CSP Strategic Objective	Council Activities and Services	Professional & Technical Skills
<b>1. Sustainable Natural and Built Landscapes</b>	1.1 Support sustainable use of our natural resources and built landscapes 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife 1.3 Connect and protect our communities	Stormwater Council roads, paths, levees Land use planning and development Waste Weed Control	Engineering & Surveying Statutory and Land Use Planning Project Management Building Control
<b>2. Good Government</b>	2.1 <i>Berrigan Shire 2027</i> objectives and strategies inform Council planning and community led projects 2.2 Ensure effective governance by Council of Council operations and reporting 2.3 Strengthen strategic relationships and partnerships with community, business and government	Council governance, enterprise risk management, plant and business operations Community planning	Strategic Planning / Corporate Planning Finance Accounting Risk Management Human Resource Management Asset Management Information & Records Management Partnerships and network development
<b>3. Supported and Engaged Communities</b>	3.1 Create safe, friendly and accessible communities 3.2 Support community engagement through life-long learning, culture and recreation	Libraries and community services Parks, reserves, recreation facilities Cemeteries Water and sewerage Environmental health Animal Control Emergency Services	Information Studies (Libraries) Open Space Planning & Management Engineering and Design Public Safety Environmental Health Social Planning
<b>4. Diverse and Resilient Business</b>	4.1 Invest in local job creation, retention and innovation 4.2 Strong and diverse local economy 4.3 Diversify and promote local tourism 4.4 Connect local, regional and national road, rail and aviation infrastructure	Business, industry & economic development Tocumwal Aerodrome Tourism and events promotion Sale yards	Economic Development & Planning Marketing Business Development

Table 1: CSP Strategic Outcomes and Council Activities

In addition to providing an overview of the integration of *Berrigan Shire 2027* strategic outcomes and Council activities this table describes also the breadth of professional, technical and managerial competencies inherent in the provision of Council services and the implementation of its 4-year Delivery Program.

# Organisational Structure



As at 19 April 2017 – Adopted by Council Minute Ordinary Council Meeting

Figure 1 Organisational Structure

## Council Workforce

In February 2017, there were 87 persons employed by Berrigan Shire Council. This number fluctuates throughout the year and is the result of the employment of casual staff such as pool lifeguards. As with previous years, the majority of Council employees are men employed on a full-time basis by contrast, women are more likely to be employed on a part-time or casual basis.

	Council Governance	Corporate Services	Technical Services	EFT	Full-time	Trainee	Part-time	Casual	Total
Male	1	4	60	65	64	1	0	0	65
Female	5	16	1	22	20	0	1	1	22
<b>Total</b>	<b>6</b>	<b>20</b>	<b>61</b>	<b>87</b>	<b>84</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>87</b>

Table 2: Profile of Council Workforce

The median age of a Council employee in February 2017 was 47 years of age a 5 year decrease in median age when compared with median age of employees in 2012. This means that more than 50% of the Council workforce is aged 47 years of age or over. Eighteen (18%) of the Council's workforce is aged over 60 years: reflecting no change in the number of employees aged 60+ across a 5-year period. The most common single 5-year age group for Council employees has changed. The 46 – 50 years of age cohort, comprises 16% of the Council's employees: displacing, for the first time in the past seven years, the 50 – 55 years of age cohort as the most common single 5-year age group.

By contrast, 18 employees were aged under 35 years of which a third of these are women; with only one working in a part time role.

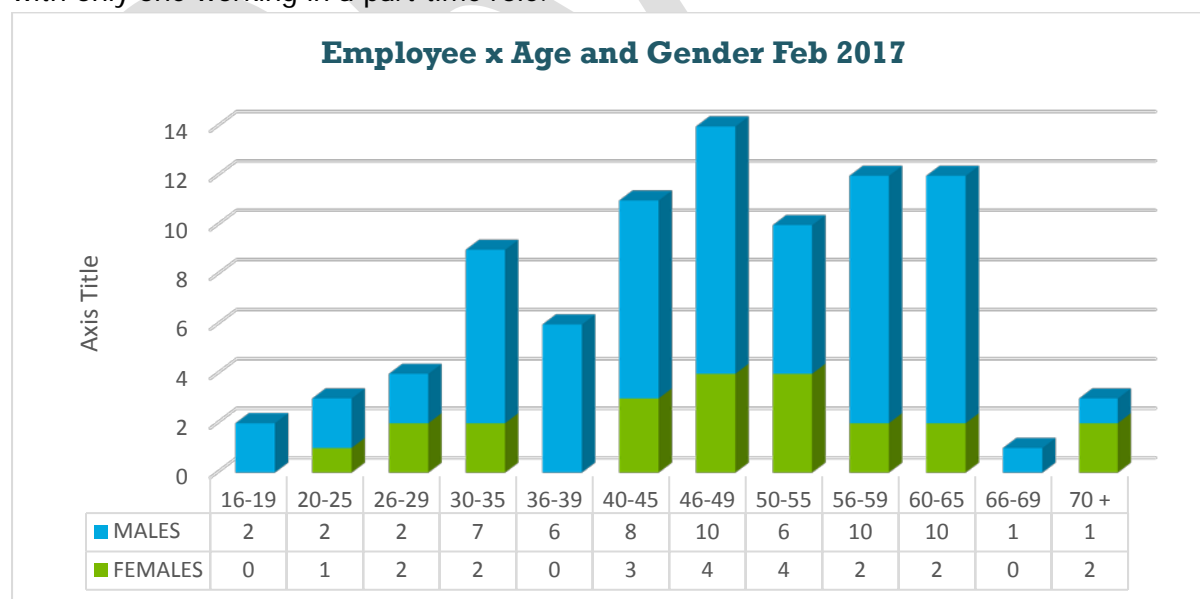


Figure 2: Employees x Age &amp; Gender

The average Council employee has been working with the Council for ten years moreover, 13% of Council employees have been employed for 20 years or more.

On the other hand, 33% of the Council's workforce has been with the Council for five years or less than 5 years. This includes key positions in Finance, Rates, Economic Development, Development Services and Engineering Services.

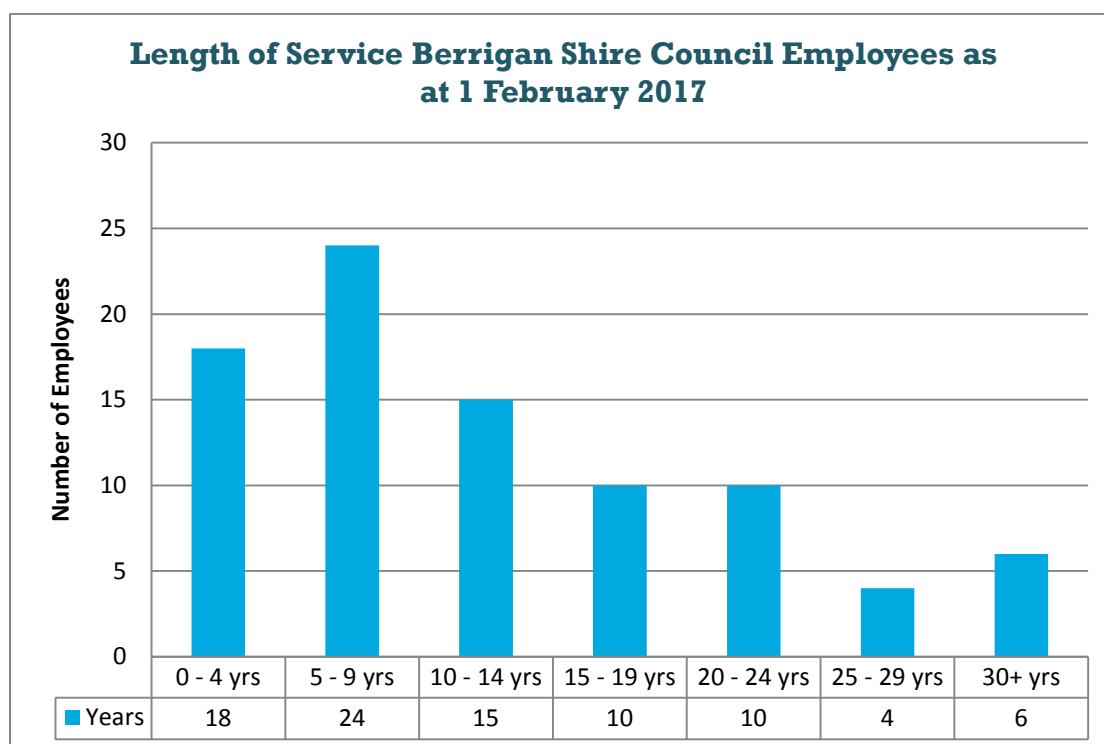


Figure 3: Length of Service

### Skills Shortages

In the past four years that Council has continued to experience turnover in key professional and primarily technical services positions. While acknowledging that local government throughout NSW in rural and regional areas experiences difficulty attracting, recruiting and retaining finance, engineering and strategic-planning professionals. The Council has managed to recruit sufficiently skilled and experienced professionals to these vacancies as and when they have arisen. The Council's relatively flat organisational structure does not provide opportunities for internal progression to, and succession planning for senior professional positions: Engineering, Accounting, and Development Services. There is, however, support for employees through succession planning to identified positions, and consideration will be given by this Plan to promoting participation in a whole of Council project teams to develop new and transferable skills. Similarly, there are also provisions within the Council's performance and development program to support employees undertake further studies should they wish to gain professional qualifications.

### Staff retention

The Council, in the past 4-years has been successful in retaining staff while maintaining a steady overall rate of staff turnover. Reflecting an industry trend that Local Government employees traditionally stay with their employers for significant periods of time. Based on the People Matters Survey (2016) conducted by the University of Technology Sydney (Figure ?) and completed by 58 employees or 56% of Council staff historical explanations for this trend: job security (4%) and work / life balance (0%) appear to not be factors that motivate Council's employees (respondents) decision to remain with Council. Not surprisingly, better



pay and benefits for (14%) of respondent employees is the primary motivation followed by 'improved career opportunities' for a further (10%) of respondents; with 'greater recognition for their work' (10%); and 'improved learning and development opportunities' (10%) also being the primary motivation for a further 20% of respondents.. The implications for a smaller Council with a limited budget and flat structure, is that there is almost no capacity to increase salaries or offer diverse career progression pathways. Therefore, to retain staff, the Council should focus on the motivators that it can within its resources influence and change and which canvass the primary motivators of 66% of employee survey respondents.. Namely, 66% of survey respondents ranked the following as factors that would motivate them to remain working at Council:

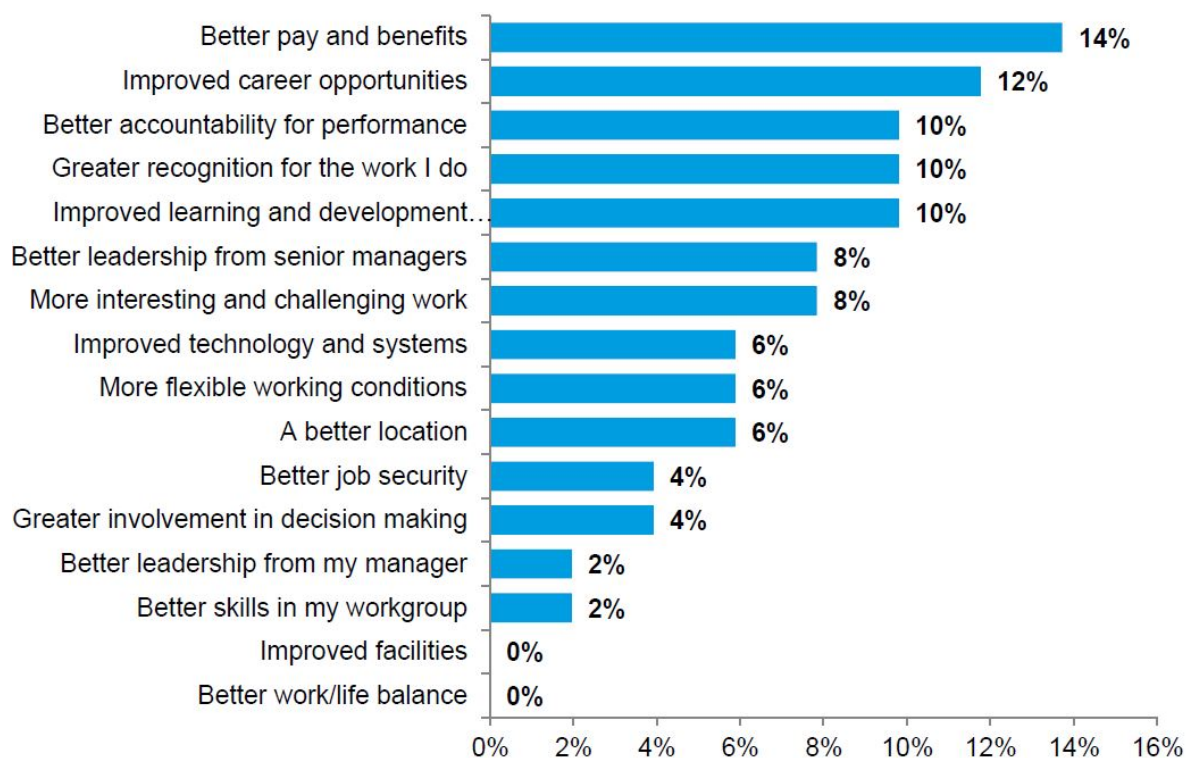
- Better accountability for performance (10%);
- Greater recognition for the work I do (10%);
- Improved learning and development opportunities (10%);
- Better leadership from senior managers (8%); and
- More interesting and challenging work (8%).

Figure 4: Motivation to stay

### People Matter Survey – Berrigan Shire Council 2016

**Survey Question:** Please rank the top five factors that would motivate you to stay in your current organisation?

**Distribution of responses for those factors ranked in first place by survey respondents**



## Staff Survey

Council staff (December 2016) completed a the People Matters Survey as part of University of Technology Sydney Project designed to pilot this Survey for use by NSW Local Government. The survey was completed by 56% of the Shire's full-time, part-time and casual workforce including their managers and supervisors. A total of 58 hardcopy surveys were completed out of a possible 102 hardcopies. Not all questions were answered by survey respondents. Thirty (36) respondents or 63% indicated that on a typical work day they worked the majority of their day indoors with the balance of respondents to this question 21 employees or 37% of survey respondents selecting that they worked outdoors. The survey results therefore, are in this regard, reliably indicative of the views of indoor staff but should be treated with caution as the sample is not representative and therefore should not be generalized for outdoor staff.

Survey questions and their supporting rationale are included as an appendix .

The People Matters Survey is a standard work practices survey that canvasses eight factors proven to positively impact and enhance employee and organisational work practices.

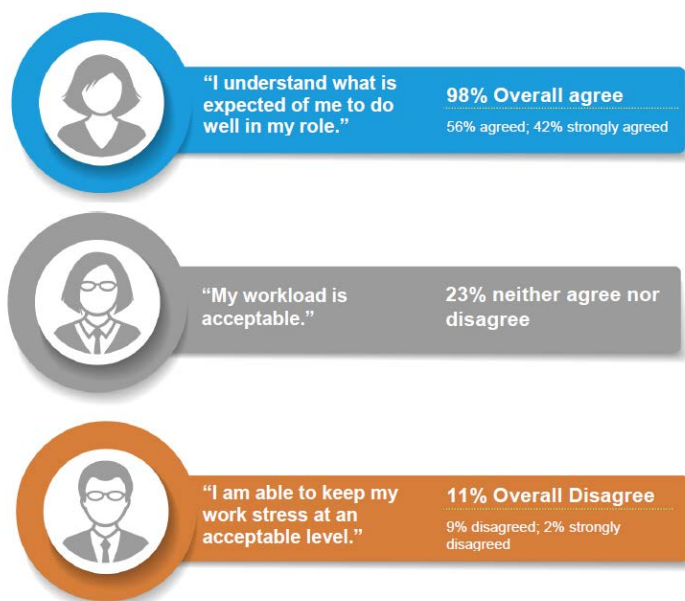
Mapped to this Plan's strategic themes the Berrigan Shire Council People Matters Survey (2016) results provide an insight into employees' perception and experience of:

1. Their Role – (Attraction)
2. Their Workgroup – (Attraction)
3. Their Performance and development (Training)
4. Their Manager (Retention)
5. Their Senior Manager (Retention)
6. The organisation (Recruitment)
7. Diversity and inclusion; and (Recruitment & Retention)
8. Motivation to stay (Retention)

The following summary of topline results should be read recognising the following:

- Overall agreement refers to agree and strongly agree ratings combined
- Overall disagreement refers to disagree and strongly disagree ratings combined
- Round to the nearest percent may mean that total percentages may not equal 100%

Figure 5: People Matters Survey Top Line Result - Role



## Attraction

### Role

This result suggests that Council employees generally have a good understanding of their role and the requirements of this job. A result that could be used to demonstrate to future employees that the Council is a workplace where staff generally know what is expected and in doing so feel that they are contributing to organisation and community objectives.

And in doing so generally have the tools and resources needed to do their job effectively.

### Workgroup

Similarly, survey respondents reported that within their workgroup their experience was that their workgroup worked collaboratively, that there was good team spirit and that members helped and supported each other: factors that can be used to promote the workgroup and attract prospective employees.



Figure 6: People Matter Survey Topline Result - Workgroup

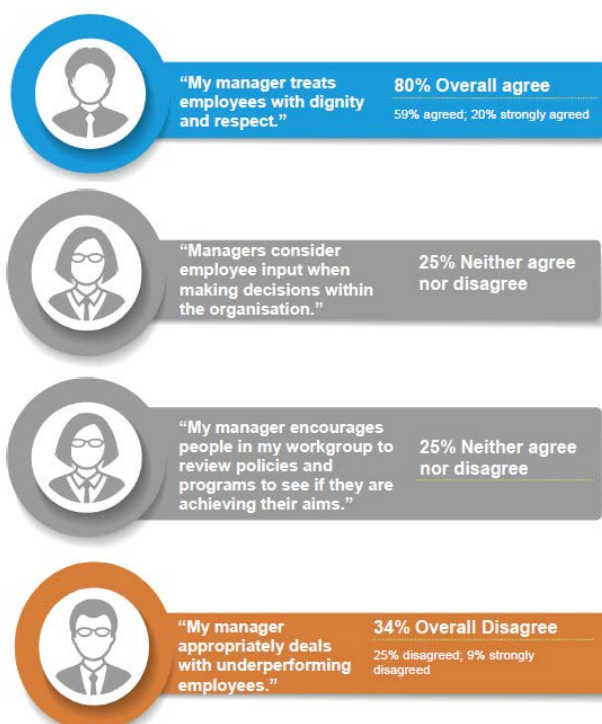
## Recruitment

### The Organisation

Within local government and business more generally organisations that earn and sustain high levels of public trust, and in doing so undertake improvements in response to community needs are viewed by prospective employees as organisations that in addition to being attractive places to work are also more importantly organisations that will enhance their career and future employability. Therefore, actions that enhance organisational performance and reputation are likely in a competitive market to ensure that the Council's organisational and recruitment processes are surprise free and mutually beneficial.



Figure 7: People Matter Survey Topline Result - Organisation



## Retention

### Their Manager and Their Senior Manager

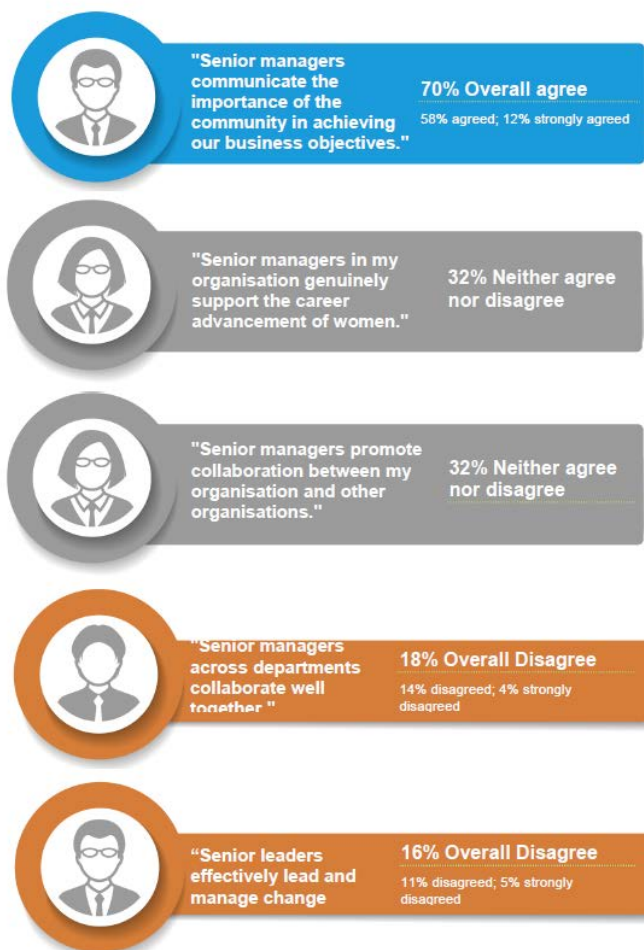
Employers are more likely to retain productive staff when the individuals, their skills and the work they undertake is valued by the organisation and organisational leaders effectively communicate, model organisational values and in doing so support and promote collaboration between workgroups and innovation by employees.

Figure 8: People Matter Survey Topline Result - Workgroup Manager



The results suggest that a significant number of survey respondents 80% believe that their direct manager treats employees with respect. There is however, scope for improvement as a 25 percentage of employees were ambivalent with respect to employee input into Council decision-making. Suggesting that actions that engage a broader cross-section of Council employees in decision-making and the review of policies and programs may be effective in retaining staff who would like to contribute but who for organisational and or individual reasons do not do so.

Figure 9: People Matter Survey Top Line Result - Senior Manager



The issue of operational managers response to underperforming employees requires exploration and is action in this Workforce Plan by the Council's commitment to developing the leadership capabilities of senior managers and Council overseers. Similarly, survey respondents reported an overall agreement that Senior Managers communicated the importance of community in achieving the Council's objectives but were ambivalent with respect to Senior Manager's support for the career advancement of women and collaboration between the Council and other organisations. Analysis suggests that the relatively flat organisational structure together with limited career paths within this structure particularly for the predominately female corporate services team may account for

this ambivalence. As do resource constraints in terms of the time away from the workplace that is requisite to the development of collaborative relationships outside of the organisation.

The Council's investment in its workforce is significant and while it has been successful in attracting and recruiting staff to non-professional positions – the retention of these employees requires actions that mediate the impact of structural barriers to career advancement, organisational learning and collaboration. Issues highlighted by employees responses to questions about workplace factors that would motivate an employee to stay and already discussed. The follow up question asked 'if you could change one thing to improve the effectiveness of your workplace, what would it be? The responses to this question are included in the appended UTS Survey Report and summarized as a Word Cloud. Suggesting that actions that promote better leadership and management of staff by Council's managers and leaders are actions that would motivate respondent employees to remain working with the Council.





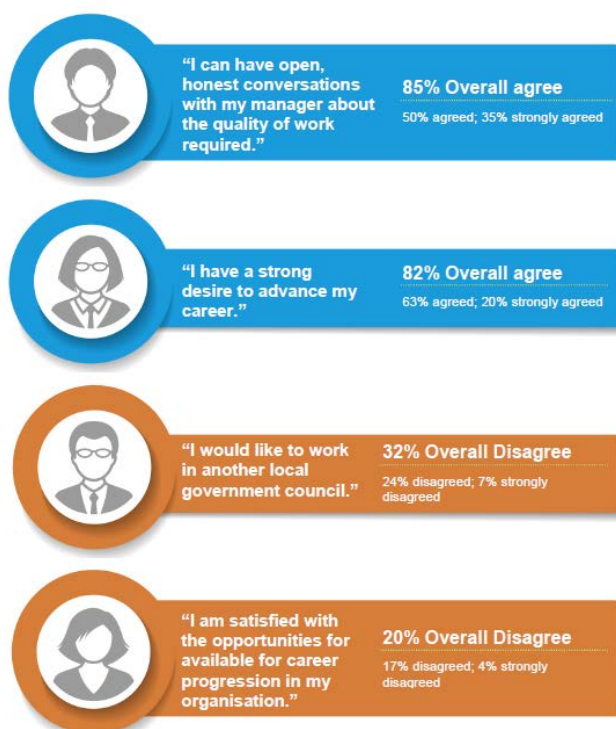
## Issues for Berrigan Shire Council

The demographic profile of the Shire community – both now and into the future – combined with the sector-wide shortage in key professional areas such as Town Planning, Engineering and Finance together with the wages and career expectations of younger professionals continues to be a significant issue for Council in its consideration of the medium to long-term workforce requirements of its *Delivery Program*. As are the actions Council can take to attract, retain, and train its workforce.

In summary key strategic issues remain:

- **The age of the Shire's working population.** As the Shire's population ages, the number of local people actively looking and available for work continues to decrease.
- **Balancing the mobility of skilled and motivated staff with perceptions of or real organisational inertia.** This is an industry-wide issue for local government and is a multi-dimensional and complex issue made all the more problematic in the context of the changing community expectation, costs associated with training and development of staff, competition for the recruitment and retention of staff; and limited career pathways within the Council's organisational structure.
- **Attraction and retention of personnel.** While the Council does not have the same level of difficulty experienced by Shires to its west. It will continue to be experience retaining professional, technical and skilled customer service staff. Due, in part, to sector shortages, the competitiveness of Council's salary package, and opportunities for local career development and progression.
- **An ageing workforce and succession planning** – While in the past 4 years the Council has had some success in lowering the median age of its workforce. In

Figure 11: People Matter Survey Top Line Results - Organisation



common with other organisations that operate within ageing communities there are also a number of issues related to corporate knowledge, succession planning, work health and safety, and transition to retirement that require consideration and planning. Depending on the physical requirements of the position and the skill set required there is with the Council recognition that some positions are generic and amenable to job re-design with no impact upon service delivery. On the other hand there are also a number of positions where there is limited scope or indeed organisational capacity within Council for other staff to undertake tasks / or alternative tasks and or to acquire the necessary skills and experience associated with the role.

- **Employment of young people** – Council has, in general, accepts the notion that in order to attract and retain young people that opportunities should be provided by way of scholarships and traineeships. While it will continue to offer traineeships, as and when vacancies arise it will do so after testing the market for trained staff. On the otherhand, the Council remains committed to its scholarship program. The results of which have not necessarily directly benefit the Council through subsequent employment but which promote Local Government and rural communities to younger generation of professionals.
- **Changing nature of work and impact of regulation** – Regulation and the changing nature of work is placing increased demands upon the technical knowledge, analytic, and literacy skills of Council employees in a wide range of positions. Moreover, this is particularly evident in roles where these skills were previously either not needed or a priority e.g: Water Supply and Distribution staff.
- **Section 355 Committee management of Council facilities and community assets** – Section 355 Committee's within their delegation manage or control the day to day operations of Council / community assets with a replacement value of \$24 million. Regulation and the changing nature of volunteering is placing increased demands upon Council arrangements for the management of these assets and volunteer involvement in Section 355 Committees. These issues are now being addressed through the implementation of the Shire's *Volunteer Strategy and Action Plan 2012 – 2016*.
- **Staff survey results** – staff survey results provide an insight into workforce development issues related to staff training, attraction and retention that are in the direct control of Council and its executive management team. Key survey results include:
  - 98% of surveyed employees 'understand what is expected of me to do well in my role'
  - 88% of surveyed employees agree overall that 'my team works collaboratively to achieve its objectives
  - 85% of surveyed employees agree overall that 'I can have open, honest conversations with my manager about the quality of work required'
  - 90% of surveyed employees agree overall that 'My organisation strives to earn and sustain a high level of public trust'; and that
  - 86% of survey employees agree that 'Age is not a barrier to success in my organisation'.

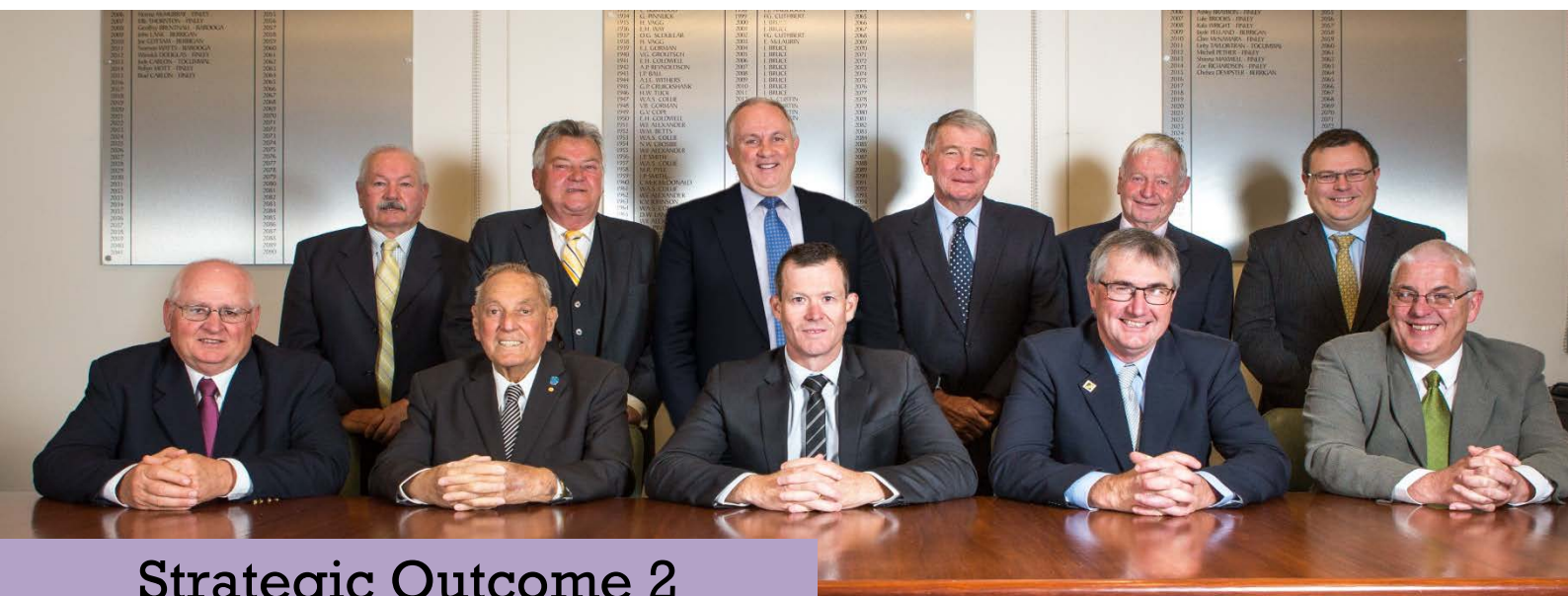
## Work Force Management & Development Plan Implementation

The Shire's Executive Management Team is responsible for identifying the resources (human, financial and technical) required to implement the following Workforce Development Action Plan.

Council managers and supervisors remain responsible for coordinating the Plan's implementation in the areas of their expertise and for monitoring and ensuring that training developed in response to legislative and technological change is relevant and effective.

The Workforce Development Action Plan includes actions where the issues identified are:

1. In the direct control of Council; or
2. Issues that Council as an employer does not control but can influence.



## Strategic Outcome 2

### Good government

## Workforce Development Action Plan-Attract and Recruit

<b>Berrigan Shire 2027 Strategic Outcome</b>	2.0	<b>Good Government</b>
<b>Berrigan Shire 2027 Objective</b>	2.2	Council operations support ethical, transparent and accountable corporate governance
<b>Delivery Program Objective</b>	2.2.2.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 - 2021
<b>Workforce Development Outcome</b>		<b>Attract and Recruit</b>
<b>Workforce Development Objective</b>	2.2.2.5.1	Identify, attract and recruit an appropriately qualified and flexible workforce.

<b>What is the issue?</b>	<b>Op. Plan Ref No.</b>	<b>What will we do about it?</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	17/18	18/19	19/20	20/21
A decline in the Shire's working population.	2.2.2.5.1.1	In partnership with our communities market and promote the lifestyle and liveability of our communities to attract local government and other professionals with families	Increased awareness of services and facilities by new residents / employees and prospective employees	Community Survey Results 2016  Staff survey 2016	DCS	✓	✓	✓	✓
Employment of young people	2.2.2.5.1.2	Continue Council support of <ul style="list-style-type: none"> <li>CSU Accommodation Scholarship</li> <li>Traineeships</li> </ul>	Young people will have the opportunity of remaining close to home while studying	Report in Annual Report	DCS	✓	✓	✓	✓
	2.2.2.5.1.3	Investigate opportunities for partnerships with TAFE and school based traineeships	Increase in the local 'pool' of young people with vocational qualifications	Report in Annual Report	DCS	✓	✓		

What is the issue?	Op. Plan Ref No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	17/18	18/19	19/20	20/21
Ability to employ a wider range of skilled staff (FFF Improvement Plan Actions)	2.2.2.5.1.4	In partnership with our communities market and promote the lifestyle, liveability of our communities to attract local government and other professionals with families	Increased awareness of services and facilities by new residents / employees and prospective employees	Survey / Poll of prospective applicants re: their information requirements	DCS	✓	✓	✓	✓
	2.2.2.5.1.5	Continue Council support of CSU Accommodation Scholarships and trainee ships	Young people remain close to home while studying or engaged in workplace training	Annual Report to Council	EIDL	✓	✓	✓	✓
	2.2.2.5.1.6	Actively use skilled migration programs and sponsor Section 457 visa holders for vacant professional / technical services positions	Council operations are delivered in a timely and efficient manner	No of positions filled No. of positions vacant for more than 12 months	DTS	✓	✓	✓	✓
	2.2.2.5.1.7	Establish traineeship position Water and Sewer Operations	Succession planning for Water and Sewer Operations	Employment of Trainee Water and Sewer Operator	DTS	✓			
	2.2.2.5.1.8	Actively promote to current and prospective employees the career development, packaging and work/life benefits provided by Council employment	Increase in the % of Council employees reporting extremely satisfied with work/life balance	Survey of Employees	SSPC	✓	✓	✓	✓
Location and Competitiveness	2.2.2.5.1.9	Monitor local government remuneration packages and identify regional benchmarks prior to recruitment and advertising vacancies	Competitive Remuneration	Through participation in Statewide Benchmarking surveys	DCS	✓	✓	✓	✓



## Workforce Development Action Plan - Retention

<b>Berrigan Shire 2027 Strategic Outcome</b>	2.0	<b>Good Government</b>
<b>Berrigan Shire 2027 Objective</b>	2.2	Council operations support ethical, transparent and accountable corporate governance
<b>Delivery Program Objective</b>	2.2.2.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 - 2021
<b>Workforce Development Outcome</b>		<b>Retention</b>
<b>Workforce Development Objective</b>	2.2.2.5.2	Increase the engagement and retention of Council's professional and technically skilled workforce.

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	17/18	18/19	19/20	20/21
Balancing the mobility of skilled and motivated staff with perceptions of or real organisational inertia.	2.2.2.5.2.1	Offer career development opportunities through backfill and succession planning for identified positions in accordance with Council policy	Increase in the % of Council staff reporting improved career opportunities	Baseline Measure Staff Survey 2016 People Matter Survey 2020	DCS	✓	✓	✓	✓
	2.2.2.5.2.2	Promotion and backfill of vacant positions by appropriate internal applicants	Increase in the % of Council staff reporting greater recognition for the work I do	Baseline Measure Staff Survey 2016 People Matter Survey 2020	GM DTS DCS	✓	✓	✓	✓
Succession / Career Development	2.2.2.5.2.3	Directors and managers to identify and develop succession plans for identified positions		No. of positions identified as opportunities for succession planning	DTS DCS Managers	✓	✓	✓	✓



What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	17/18	18/19	19/20	20/21
Management and Operations	2.2.2.5.2.4	Increased awareness and improved access by all staff to the publication of Weekly Issues	Improved organisational learning and development	Baseline Measure Staff Survey 2016  People Matter Survey 2020	DCS  Technical Services Managers & Supervisors	✓		✓	
	2.2.2.5.2.4	Monitor the cost to the organisation of carrying leave balances and enforce current leave policy	Opportunities for succession planning and or career development will be created Improved work/life balance Reduction in the cost to the organisation of carrying over leave balances	Annual Audit	DCS	✓	✓	✓	✓

### Workforce Development Action Plan – Training and Skills

<b>Berrigan Shire 2027 Strategic Outcome</b>	2.0	<b>Good Government</b>
<b>Berrigan Shire 2027 Objective</b>	2.2	Council operations support ethical, transparent and accountable corporate governance
<b>Delivery Program Objective</b>	2.2.2.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 - 2021
<b>Workforce Development Outcome</b>		<b>Training and Development</b>
<b>Workforce Development Objective</b>	2.2.2.5.3	Strengthen workplace training and skills

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	17/18	18/19	19/20	20/21
Changing nature of work and impact of regulation	2.2.2.5.3.1	Provide access to training related to regulatory and statutory compliance	Professionally competent and skilled workforce	Gap analysis Training Plans Training Provided Report of training activities Annual Report	DTS DCS Managers	✓	✓	✓	✓
	2.2.2.5.3.2	Establish a system that will report to Managers gaps in the implementation of Performance Management Training and Action Plans							
	2.2.2.5.3.3	Identify, as part of training plans, skills gaps and provide competency based AQF accredited training				✓	✓	✓	✓

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	17/18	18/19	19/20	20/21
Inclusive Workforce	2.2.2.5.3.4	Identify through review of position descriptions job re-design opportunities which are responsive to needs of a workforce that meets its statutory requirements to be inclusive and responsive to the needs employees as carers and as they age.	Competent and skilled workforce	Gap analysis Job Re-design Annual Report Disability Inclusion Plan	DCS DTS			✓	
Changing nature of work and the impact of new technologies	2.2.2.5.3.5	Identify, as part of training plans, the likely impact of new technologies and change in community expectations.	Competent and confident workforce responsive to change in community expectations	Review of training plans	DCS		✓	✓	✓
	2.2.2.5.3.6	Develop opportunities to enhance organisational learning through multi-disciplinary or cross team collaboration	Enhanced knowledge and understanding of new technologies and work practices	No. of participants multi-disciplinary or cross team collaborations	DCS DTS		✓		✓
Section 355 Committee management of Council facilities and community assets		Review the recommendations of Berrigan Shire Volunteer Strategy	Sustainable Section 355 Committee management of the Shire's facilities and community assets	Strategy completed and recommendations considered by Council	DCS	✓			
Knowledge, creativity and innovation (FFF Improvement Plan)	2.2.2.5.3.5	Encourage and support staff through performance management system to identify and pursue technology and innovation in their field	Organisational learning and knowledge transfer	Gap Analysis	DCS	✓		✓	

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	17/18	18/19	19/20	20/21
<b>Advanced skills in strategic planning and policy (FFF Improvement Plan Action)</b>	2.2.2.5.3.6	Support the professional development of staff engaged in strategic planning and policy development roles	Skilled and professional workforce	Gap Analysis	DCS		✓		✓

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## **Appendix – People Matter Survey Results Berrigan Shire Council 2016**



# PEOPLE MATTER SURVEY

## TOPLINE REPORT PILOT RESEARCH RESULTS

Prepared for Berrigan Shire Council







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## APPENDICES

Appendix A.

People Matter Survey

Appendix B.

Responses to Q15



# 1 Introduction

## 1.1 This research

The *Centre for Local Government* at the University Technology Sydney (UTS:CLG) has undertaken this pilot research study to better understand employee experiences of working at councils. The research is particularly focused on investigating employee perceptions of their workplace in areas such as: engagement and leadership; values and conduct; workplace experiences; diversity and wellbeing; and intentions to stay.

The research utilises a version of the New South Wales Public Service Commission's *People Matter* survey that has been tailored for local government (Appendix A). As part of the pilot study, UTS:CLG, in conjunction with Local Government New South Wales (LGNSW), have engaged with a sample of councils across metropolitan, regional and rural New South Wales to test the survey and gather preliminary data.

The survey is open to all staff from participating councils during late 2016 and early 2017. Survey responses have been anonymised and the research data gathered from this project does not identify participants by name in any public reports or papers.<sup>1</sup>

Survey responses will provide sector-wide data on the experience of working in local government in NSW. Data analysis can include comparisons across geographies, plus comparative analysis with NSW Public Service Commission data. This pilot research will also provide baseline data for similar surveys in the future.

It is envisaged that research outputs will support the sector's understanding of effective council management practices and workforce planning activities, and inform the development of a capability framework tailored to local government that is currently being explored by LGNSW.

## 1.2 This topline report

58 employees from Berrigan Shire Council responded to the survey and this topline data report has been prepared for the internal use of Berrigan Shire Council only. Individual organisations will not be identified by name in sector-wide research reports or presentations without prior permission.

### **Please note that in this report:**

- > 'Overall agreement' refers to 'agree' and 'strongly agree' ratings combined.
- > 'Overall disagreement ratings' refers to 'disagree' and 'strongly disagree' ratings combined.
- > Where individual statements are highlighted inside a text box, the distribution of responses within individual response categories<sup>2</sup> have been ordered from high to low. For select response categories the statement/s drawing the highest proportions of responses is represented.
- > Due to rounding (nearest whole percent), total percentages may not equal 100%.

---

<sup>1</sup> Studies undertaken by CLG have been granted program approval by the University of Technology Sydney Human Research Ethics Commission.

<sup>2</sup> i.e. 'strongly/agree', 'strongly/disagree', 'neither agree nor disagree'



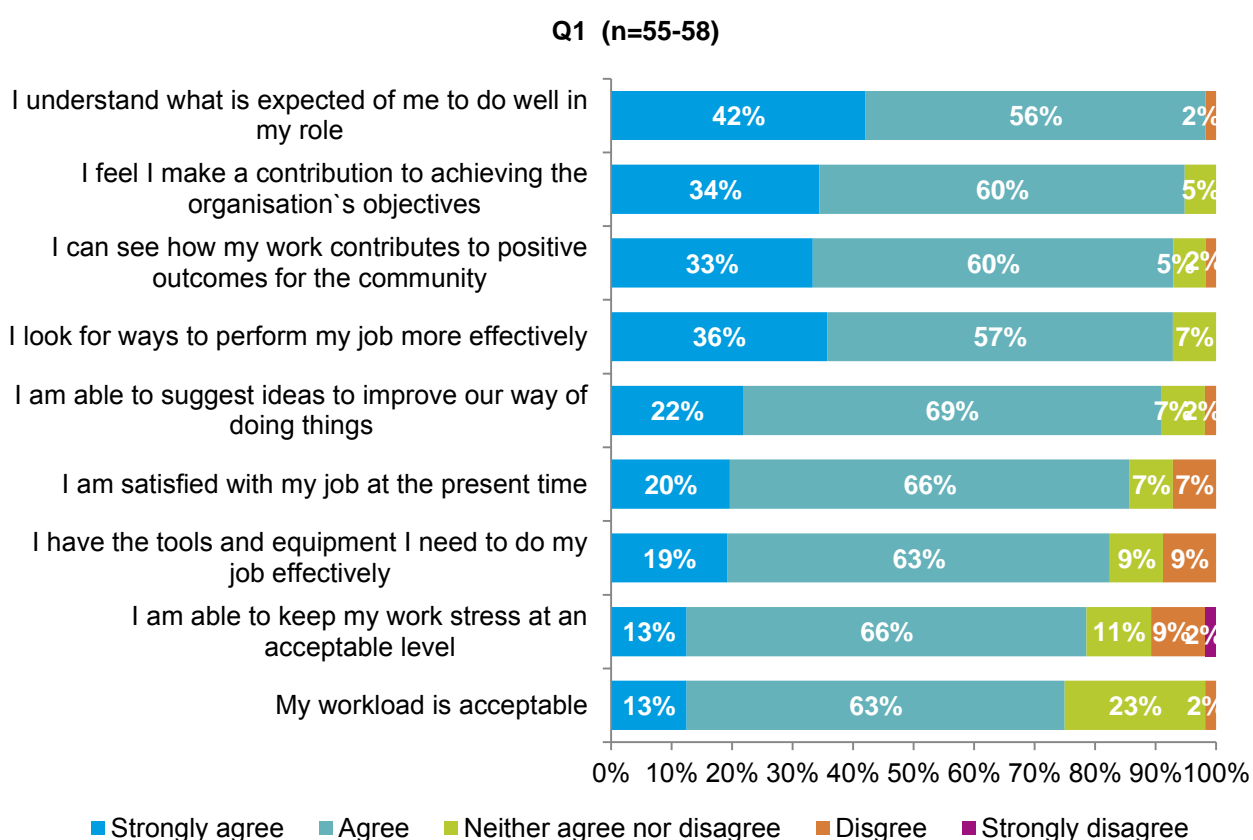
- > Where percentages of two or more categories have been added to reflect an 'overall' rating, overall reported percentages may diverge slightly from the true percentage sum owing to rounding (to the nearest whole percent).
  - "Questions" 4, 7, and 10 of the survey are not reported. These consisted of notes for respondents' information; no response was required.
  - Responses to Q15 have been collated in Appendix B, as this was an open question.
  - Responses to Q21 and Q22 are not reported, as these questions largely served internal purposes.

## 2 Topline Results

### 2.1 Your Role

#### Question 1

Please rate your level of agreement with the following statements.



- > On average (62%), Council respondents were most likely to 'agree' with the statements above. Ratings of 'strongly agree' (26%) were next most likely on average.
- > The following statements drew the highest proportions of responses within selected rating categories:



**"I understand what is expected of me to do well in my role."**

**98% Overall agree**

56% agreed; 42% strongly agreed



**"My workload is acceptable."**

**23% neither agree nor disagree**



**"I am able to keep my work stress at an acceptable level."**

**11% Overall Disagree**

9% disagreed; 2% strongly disagreed

## Question 2

*[If you identified that you] do not have the tools and equipment needed [as per Q1], please indicate which of the following are not available.*

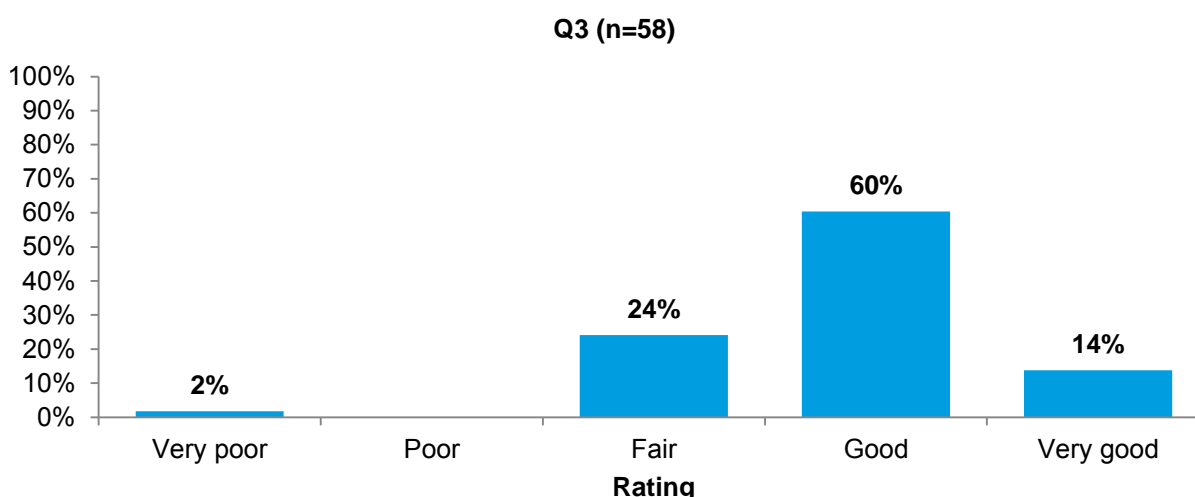
- > 83% of all respondents agreed that they have the right tools and equipment to do their job effectively (Q1 - please see figure above).
  - 9% of respondents (n=5) disagreed with this statement. None (0%) strongly disagreed.
- > Respondents who disagreed with this statement were then provided with a list of tools/equipment and asked to select which of these were unavailable, but necessary, to their roles.
- > The following table outlines the items selected by respondents (n=2).

Tools/Equipment	Number of Selections
Computers	1
Internet access	1
Machinery	1
Mobile devices (e.g. Smart phones, tablets)	1

## Q3

*How would you rate your work-life balance?*

FIGURE 1: Q3



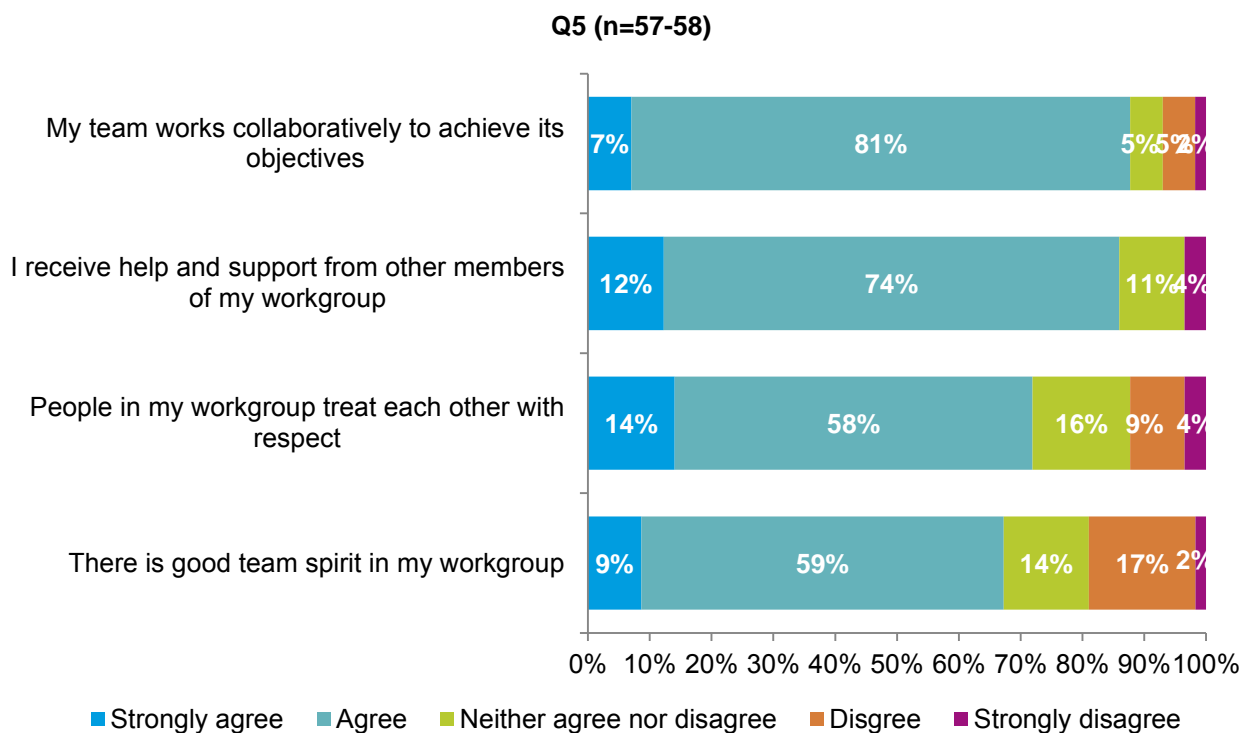
- > Respondents were most likely to rate their work-life balance as being 'good' (60%), followed by 'fair' (24%).
- > None of the respondents (0%) rated their work-life balance as being 'poor', though 2% awarded ratings of 'very poor'.

## 2.2 Your Workgroup

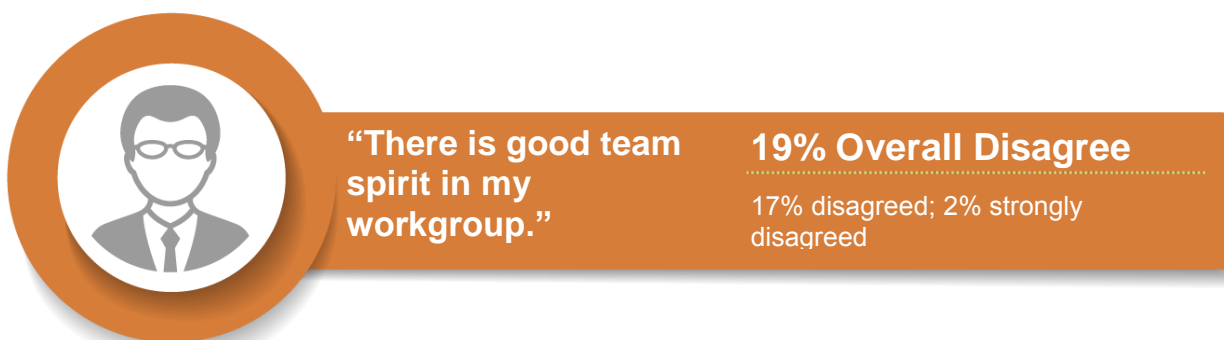
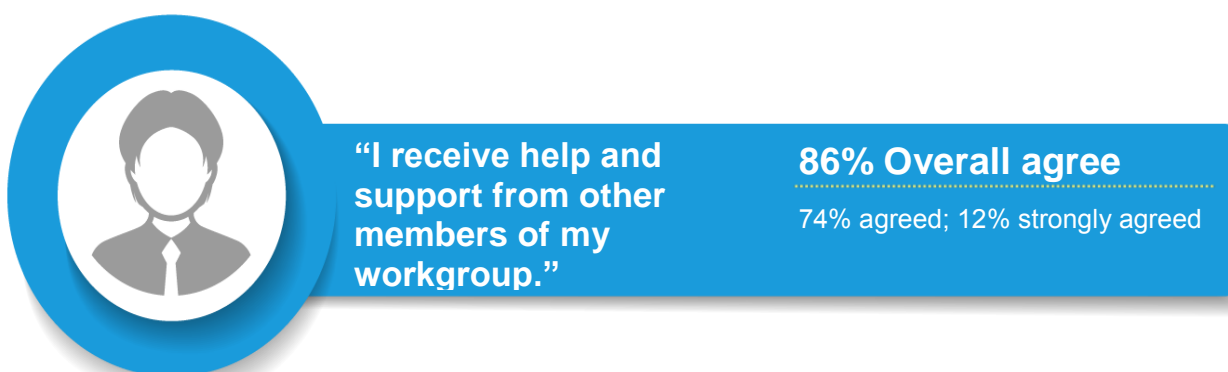
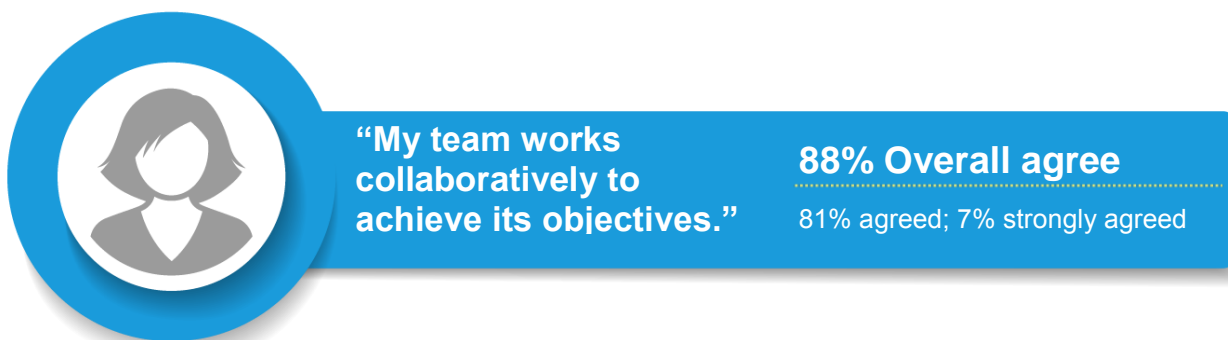
Please note: Respondents' immediate team is referred to as their 'workgroup'.

### Question 5

Please rate your level of agreement with the following statements.



- > On average (68%), respondents were most likely to 'agree' with the statements above. Respondents were next most likely to award ratings of 'neither agree nor disagree' (11% average).
- > The following statements drew the highest proportions of responses within selected rating categories::

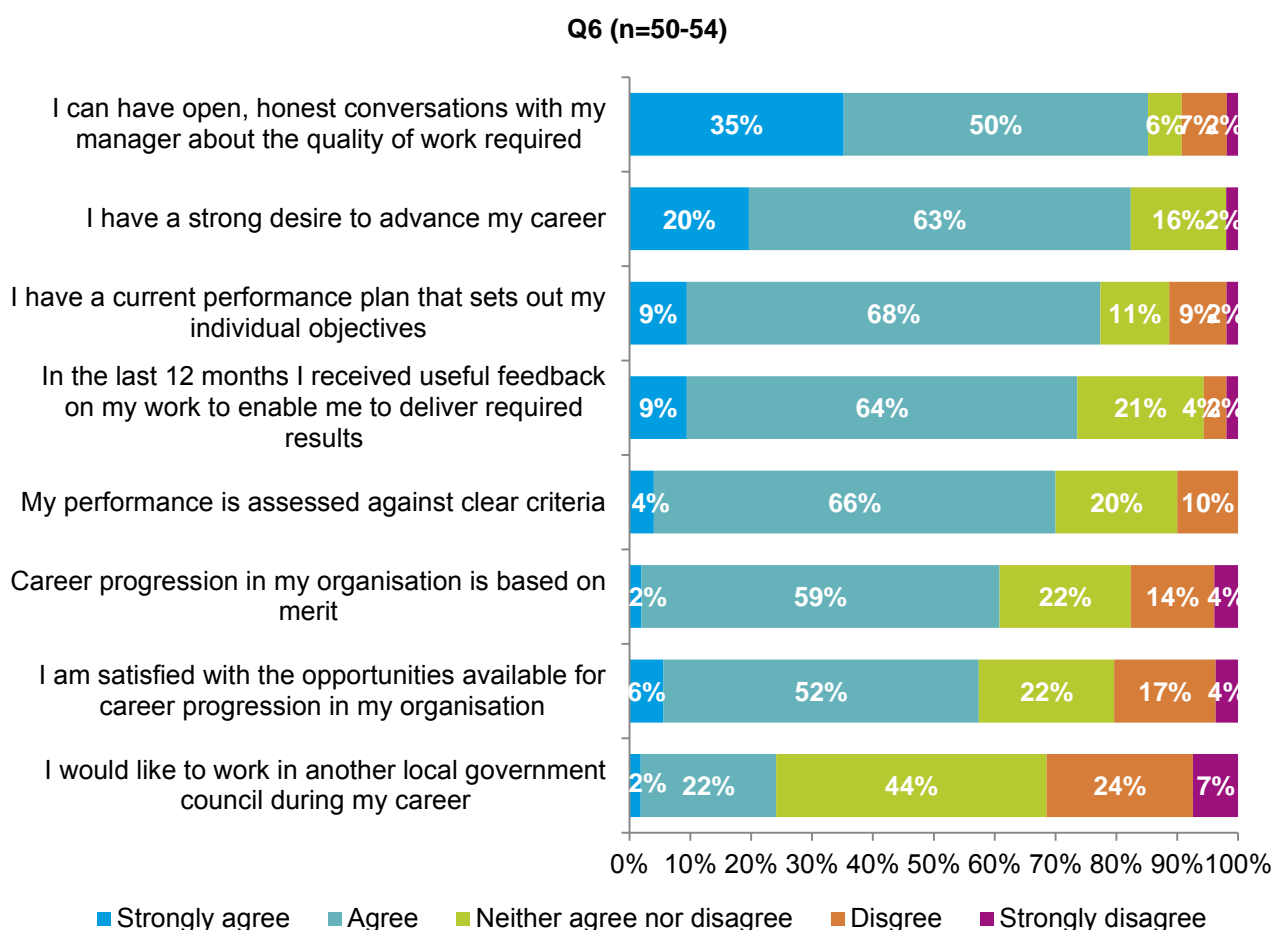




## 2.3 Your Performance and Development

### Question 6

Please rate your level of agreement with the following statements.



- > On average (56%), respondents were most likely to 'agree' with the statements above. 'Neither agree nor disagree' ratings (20%) were next likely to be highest on average.
- > The following statements drew the highest proportions of responses within selected rating categories::



**“I can have open, honest conversations with my manager about the quality of work required.”**

**85% Overall agree**

50% agreed; 35% strongly agreed



**“I have a strong desire to advance my career.”**

**82% Overall agree**

63% agreed; 20% strongly agreed



**“I would like to work in another local government council.”**

**32% Overall Disagree**

24% disagreed; 7% strongly disagreed



**“I am satisfied with the opportunities for available for career progression in my organisation.”**

**20% Overall Disagree**

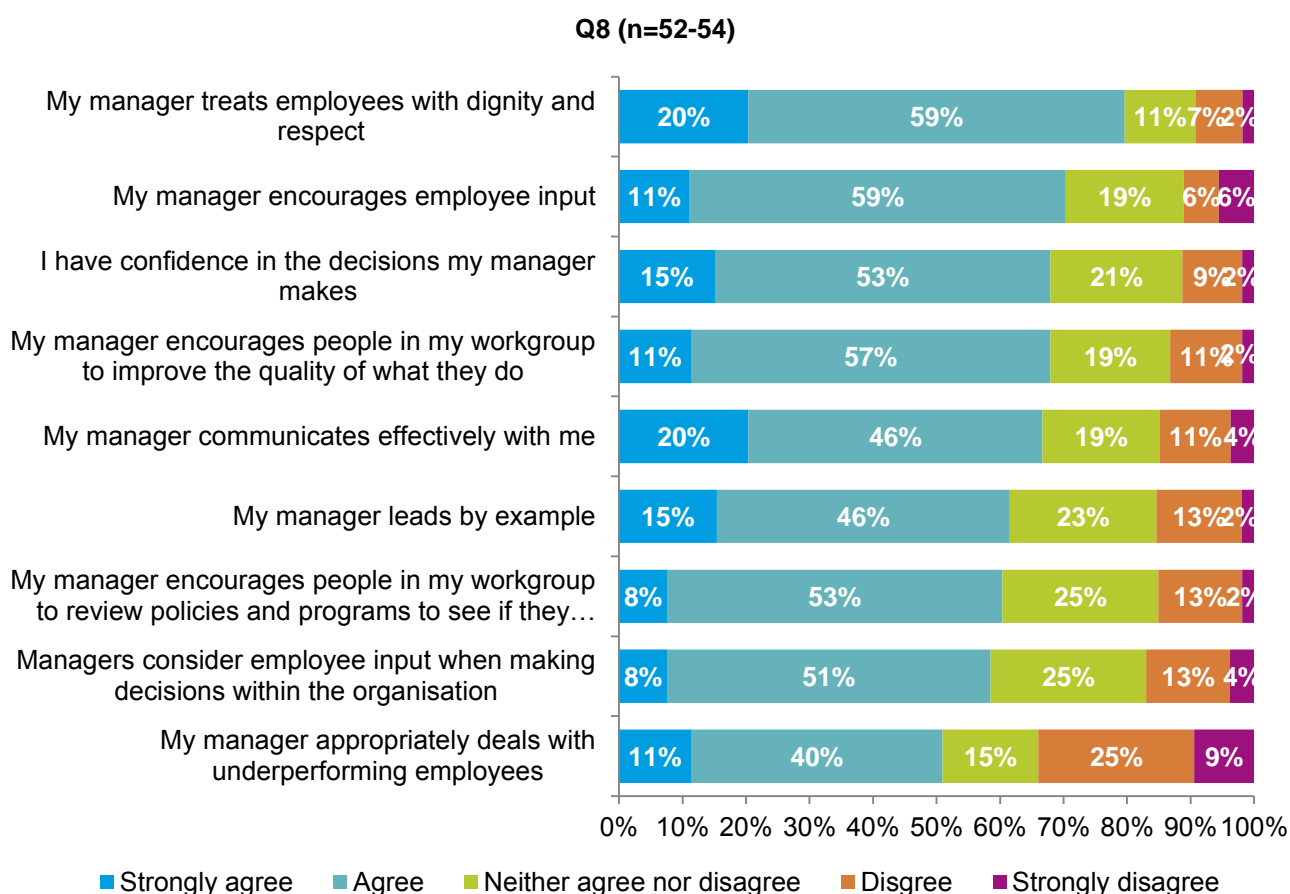
17% disagreed; 4% strongly disagreed

## 2.4 Your Manager

Please note: 'Manager' is defined as the individual in respondents' immediate team or project to whom they report on a daily basis.

### Question 8

Please rate your level of agreement with the following statements.



- > On average (52%), respondents were most likely to 'agree' with the statements above. They were next most likely to award ratings of 'neither agree nor disagree' (19% average).
- > The following statements drew the highest proportions of responses within selected rating categories:



**“My manager treats employees with dignity and respect.”**

**80% Overall agree**

59% agreed; 20% strongly agreed



**“Managers consider employee input when making decisions within the organisation.”**

**25% Neither agree nor disagree**



**“My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims.”**

**25% Neither agree nor disagree**



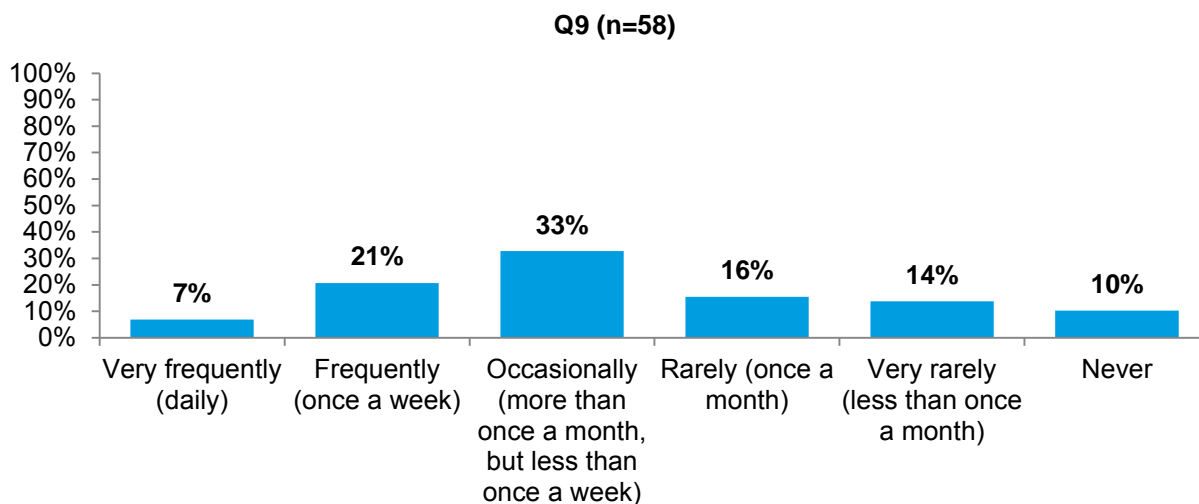
**“My manager appropriately deals with underperforming employees.”**

**34% Overall Disagree**

25% disagreed; 9% strongly disagreed

## Question 9

*How often does your manager provide acknowledgement or other recognition for the work you do?*



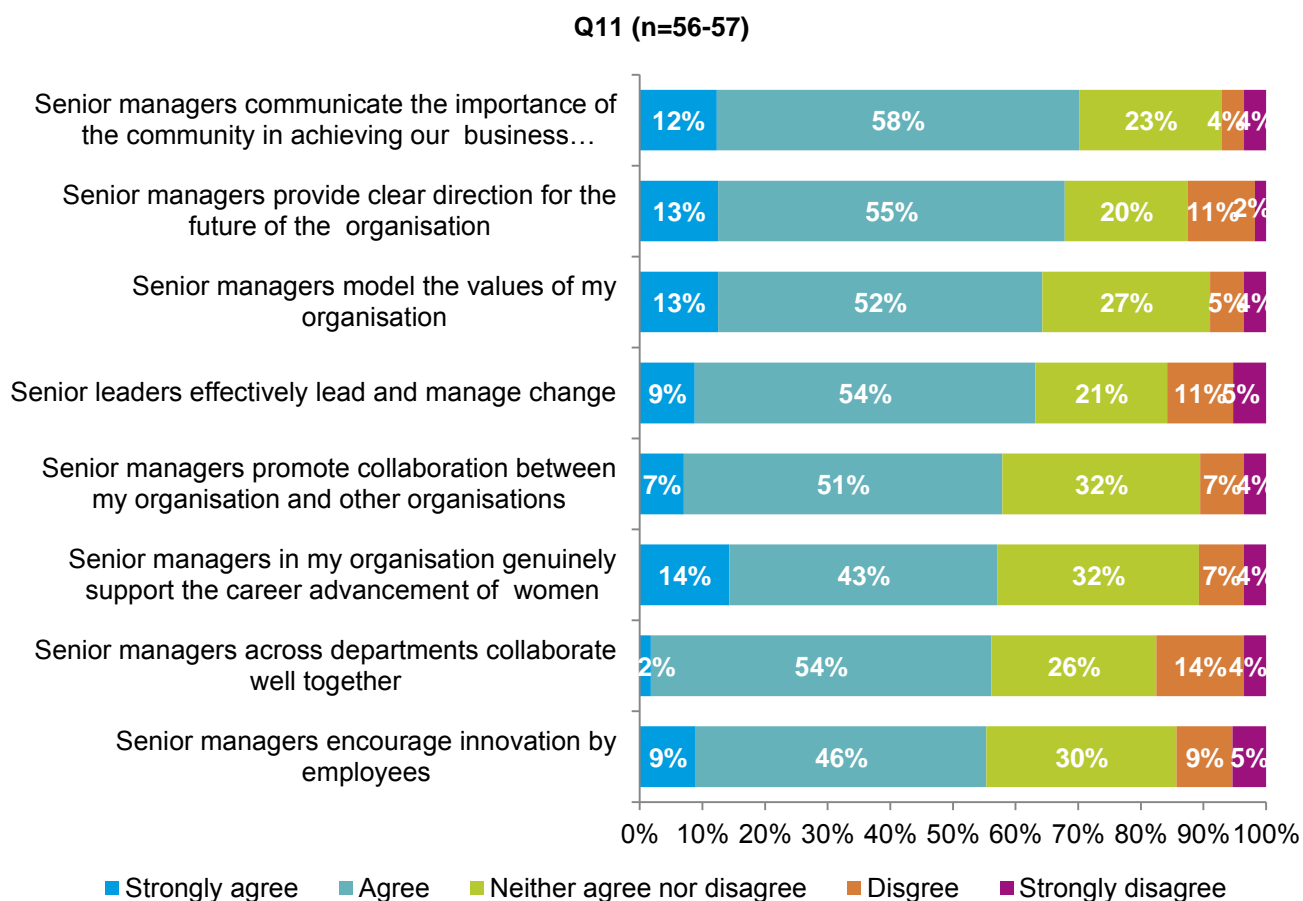
- > Respondents were asked to identify the frequency with which they received acknowledgement/recognition for the work they do from their immediate manager.
- > Respondents were most likely to identify receiving recognition 'occasionally' (33%); i.e. more than once a month, but less than once a week.
- > Receiving recognition 'frequently' (once a week) was next most likely (21%).
- > It was least likely for respondents to identify receiving managerial acknowledgement and other kinds of recognition for the work they do 'very frequently' (i.e. daily – 7%).

## 2.5 Your Senior Manager

Please note: 'Senior managers' are defined as the most senior group of managers in respondents' organisations (i.e. the CEO or General Manager and the Director of each division).

### Question 11

Please rate your level of agreement with the following statements.



- > On average, respondents were most likely to award ratings of 'agree' (52%), followed by 'neither agree nor disagree' (26%) for the statements above.
- > The following statements drew the highest proportions of responses within selected rating categories:





"Senior managers communicate the importance of the community in achieving our business objectives."

**70% Overall agree**

58% agreed; 12% strongly agreed



"Senior managers in my organisation genuinely support the career advancement of women."

**32% Neither agree nor disagree**



"Senior managers promote collaboration between my organisation and other organisations."

**32% Neither agree nor disagree**



"Senior managers across departments collaborate well together."

**18% Overall Disagree**

14% disagreed; 4% strongly disagreed



"Senior leaders effectively lead and manage change"

**16% Overall Disagree**

11% disagreed; 5% strongly disagreed

## 2.6 Your Organisation

### Question 12

Please rate your level of agreement with the following statements.

Q12 (n=56-58)



- > On average, respondents were most likely to award ratings of 'agree' (63%) or 'neither agree nor disagree' (18%) for the statements above.
- > The following statements drew the highest proportions of responses within selected rating categories:



"My organisation strives to earn and sustain a high level of public trust."

**90% Overall agree**

72% agreed; 17% strongly agreed



"My organisation is making the necessary improvements to meet our future challenges."

**89% Overall agree**

75% agreed; 14% strongly agreed



"My organisation strives to match services to meet community needs."

**89% Overall agree**

74% agreed; 16% strongly agreed



"Change is handled well in my organisation."

**43% Neither agree nor disagree**



"There is good co-operation between teams across our organisation."

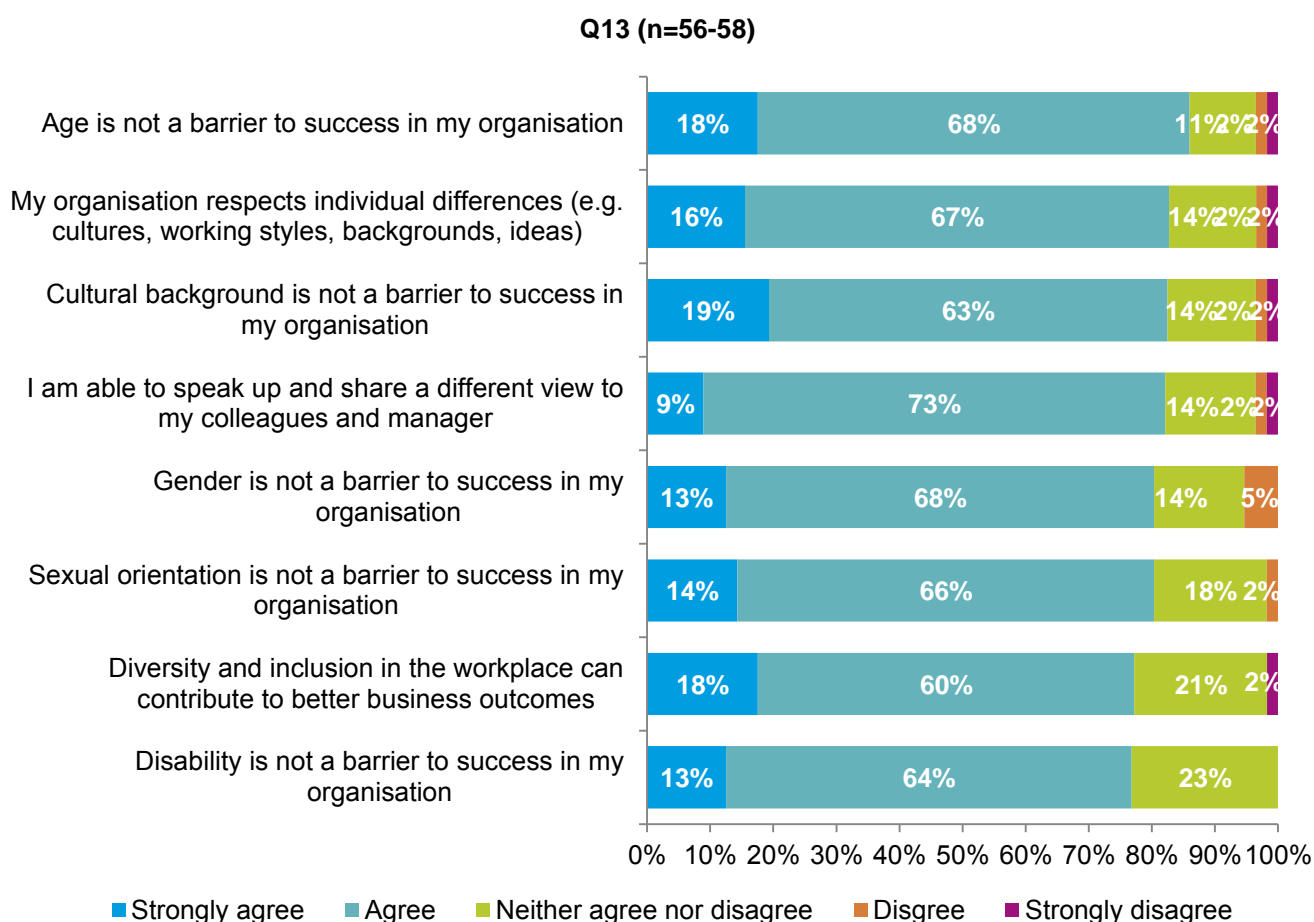
**20% Overall Disagree**

16% disagreed; 4% strongly disagreed

## 2.7 Diversity and Inclusion

### Question 13

Please rate your level of agreement with the following statements.



- > On average (66%), respondents were most likely to 'agree' with the statements above. They were next most likely to award ratings of 'neither agree nor disagree' – 16% average.
- > The following statements drew the highest proportions of responses within selected rating categories:



**"Age is not a barrier to success in my organisation."**

**86% Overall agree**

68% agreed; 18% strongly agreed



**"Disability is not a barrier to success in my organisation."**

**23% Neither agree nor disagree**



**"Diversity and inclusion in the workplace can contribute to better business outcomes."**

**21% Neither agree nor disagree**



**"Gender is not a barrier to success in my organisation."**

**5% Overall Disagree**

5% disagreed; none strongly disagreed

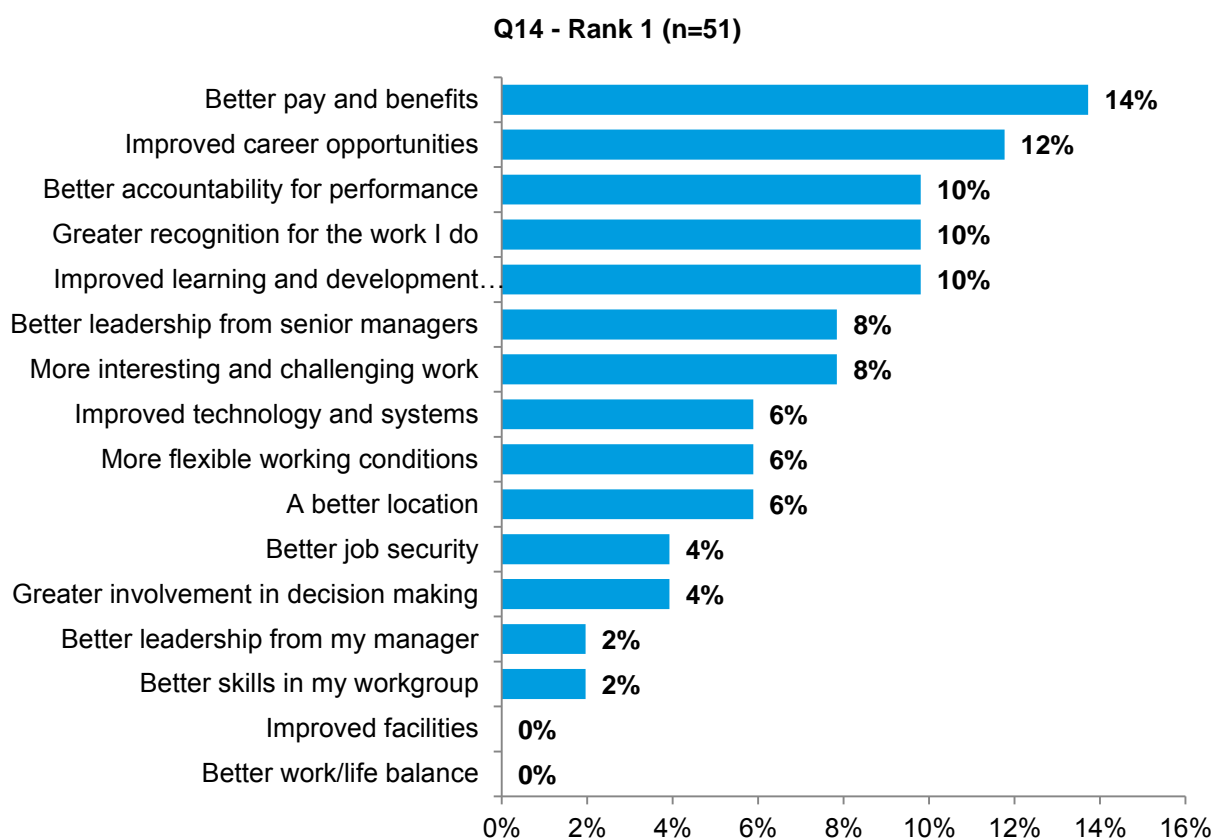
## 2.8 Motivation to Stay

### Question 14

*Please rank the top five factors that would motivate you to stay in your current organisation.*

- > Respondents were provided with a list of factors and asked to select those that would motivate them to remain working at Council. Respondents ranked these factors from 1 to 5, where 1=most important factor, and 5=fifth most important factor.
- > “Better pay and benefits”; “Improved career opportunities”; and “Better leadership from senior managers” were the top three motivational factors which received the highest proportions of responses overall (i.e. responses for all five rankings combined).
- > The figure below shows the distribution of responses for those factors ranked in first place.

FIGURE 2: Q14 - RANK 1



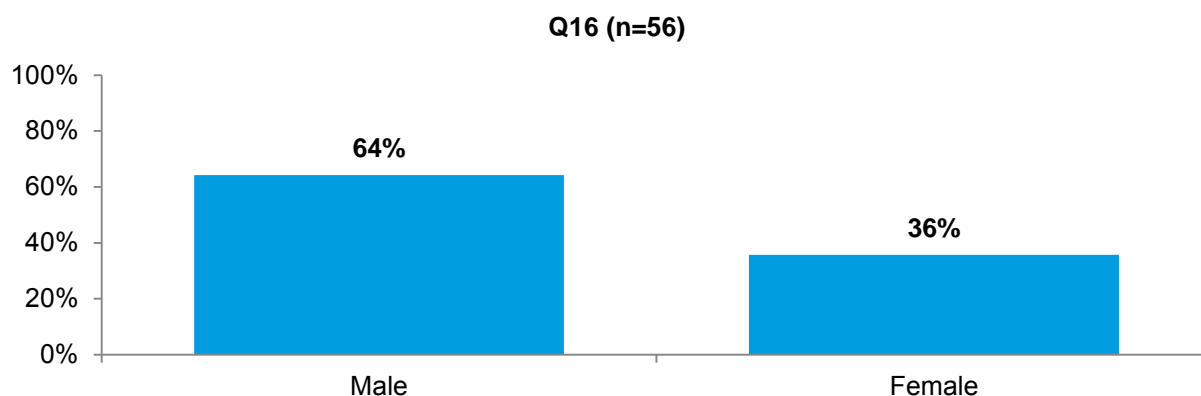
### Q15

- > Please see Appendix B for responses to Q15.

## 2.9 Demographics

### Question 16

*What is your gender?*

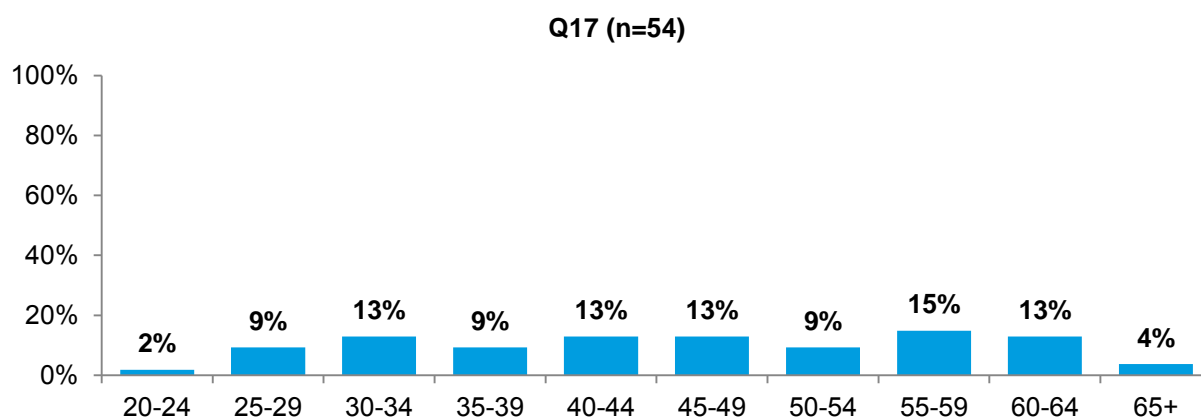


- > The majority of respondents were male (64%).

### Q17

*What is your age?*

FIGURE 3: Q17

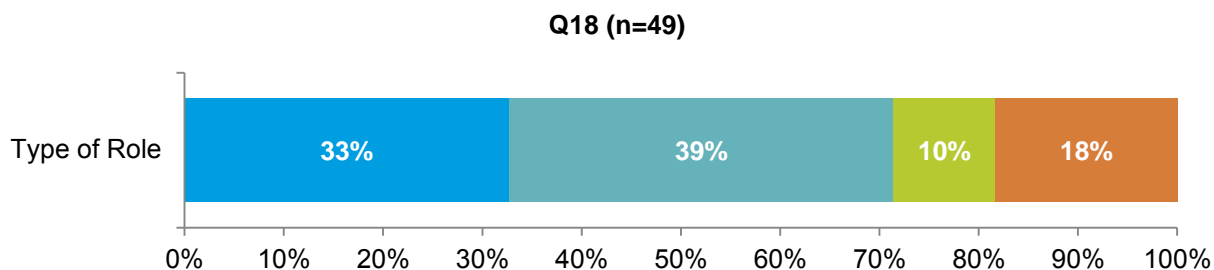


- > Respondents aged 30-49 years represented nearly half (48%) of the respondent base.
  - 30-34 years – 13%; 35-39 years – 9%; 40-44 – 13%; 45-49 years – 13%.
- > Those aged between 20 and 24 years were least likely to be represented in the survey (2%).



## Question 18

*Which one of the following occupation streams best describes the type of work you do?*

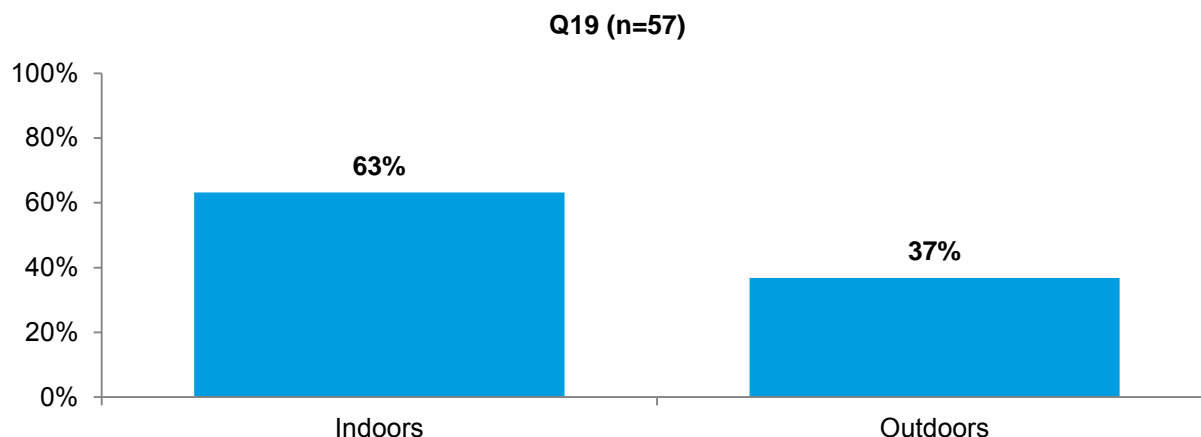


- Corporate services/governance: includes finance, customer service, IT, councillor support, strategy and policy, communit
- Engineering/infrastructure: includes traffic, engineering and technical services, roads, waste, design and architecture
- Human/community services: includes human resources, community development, organisational performance, libraries, child
- Planning and environment: includes strategic planning, land use, regulatory services including rangers, parking officers

- > Respondents were most likely to be from the engineering/infrastructure stream (39%).
- > Those occupied in human/community and planning and environment roles (10%) were least likely to have participated in this survey.

## Question 19

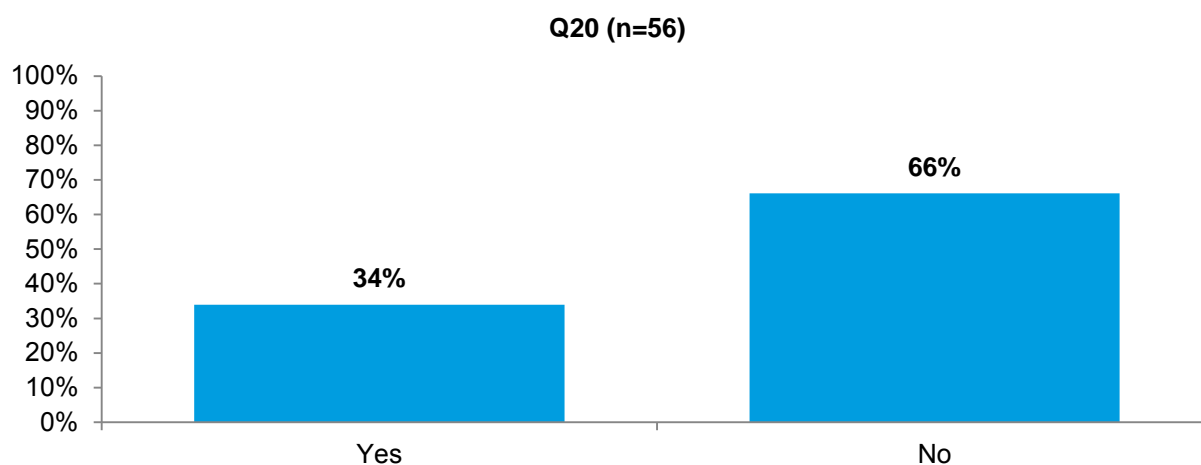
*Thinking about your typical workday, please select the response that best applies to you.  
"My role requires me to spend the majority of my day..."*



- > Respondents were asked to select whether the majority of their working day was spent indoors or outdoors.
- > 63% of respondents at Council occupied indoor roles, whilst 37% predominantly worked outdoors.

## Question 20

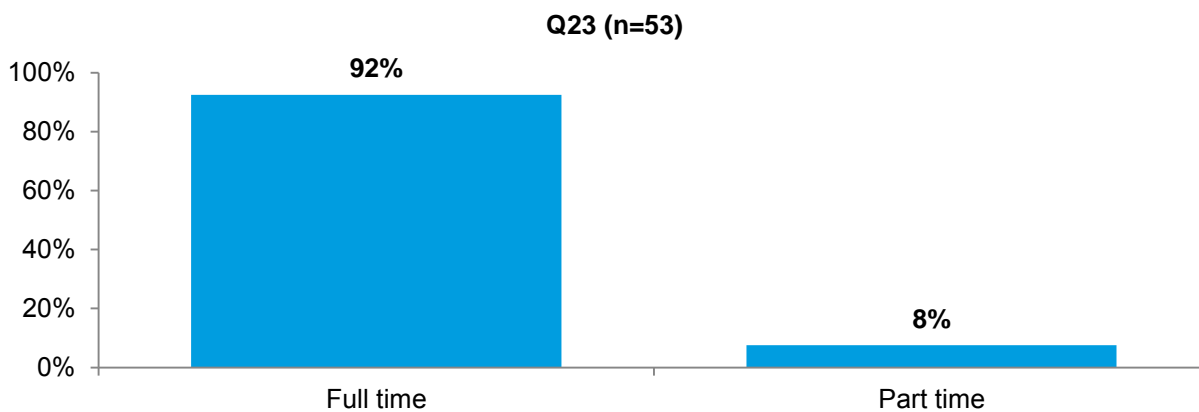
*Do you directly supervise the work of one or more employees?*



- > 34% directly supervised at least one employee. The majority of respondents (66%) did not have any direct supervision responsibilities.

### Question 23

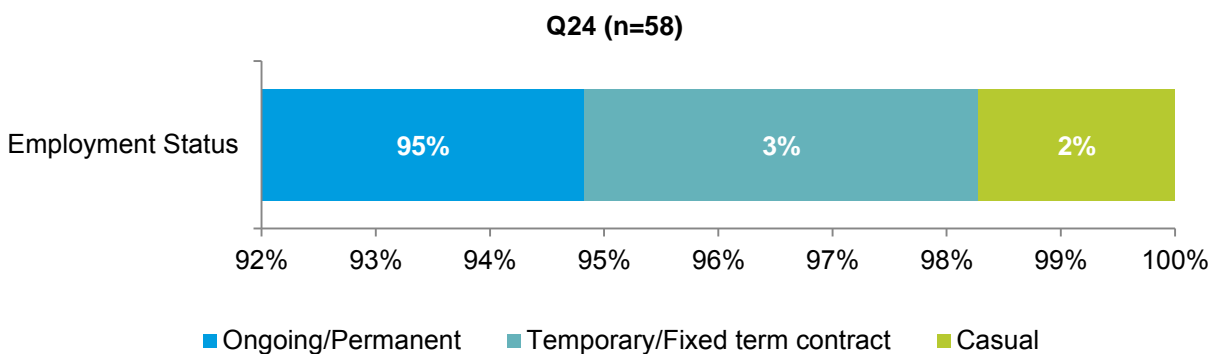
*Do you work full-time or part time?*



> 92% of respondents were engaged in a full-time role.

### Question 24

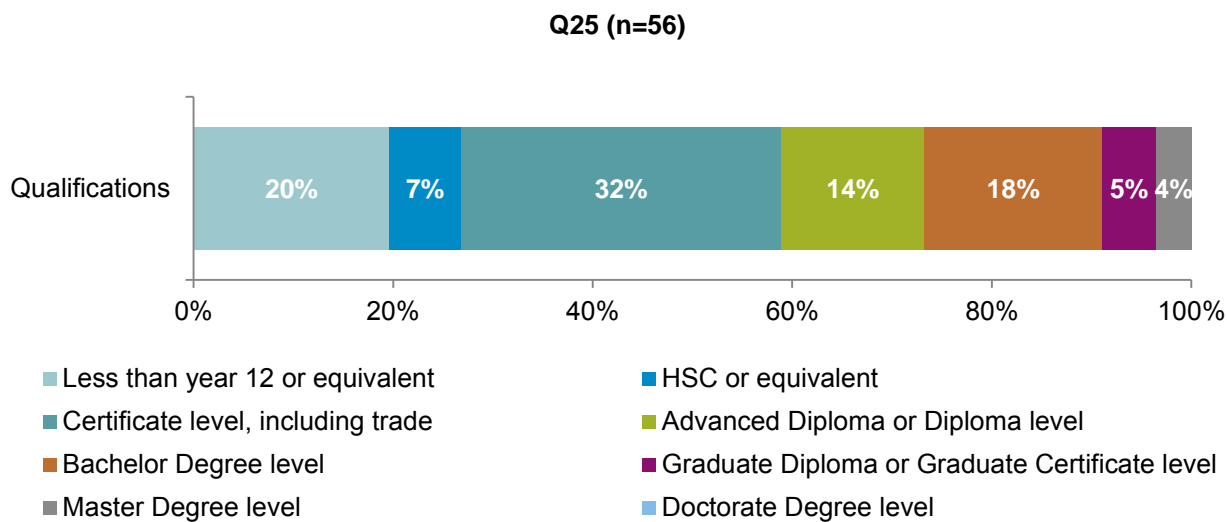
*What is your current employment status?*



> 95% of respondents were in ongoing/permanent positions.

## Question 25

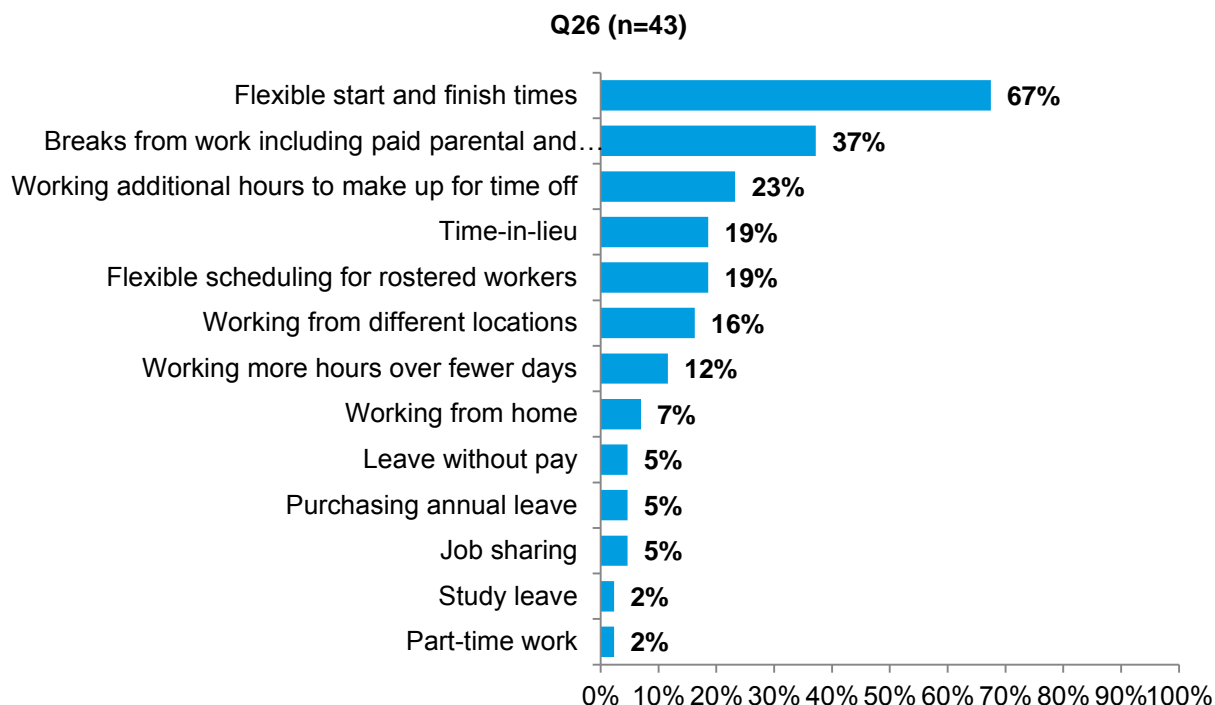
*What is the highest level of formal education you have completed?*



- > Respondents' highest educational qualification was most likely to be a certificate-level qualification (32%) or qualification that was 'less than year 12 or equivalent' (20%).
- > Respondents were least likely to be equipped with a doctorate degree (0%).

## Question 26

*Do you use any of the following flexible work arrangements?*

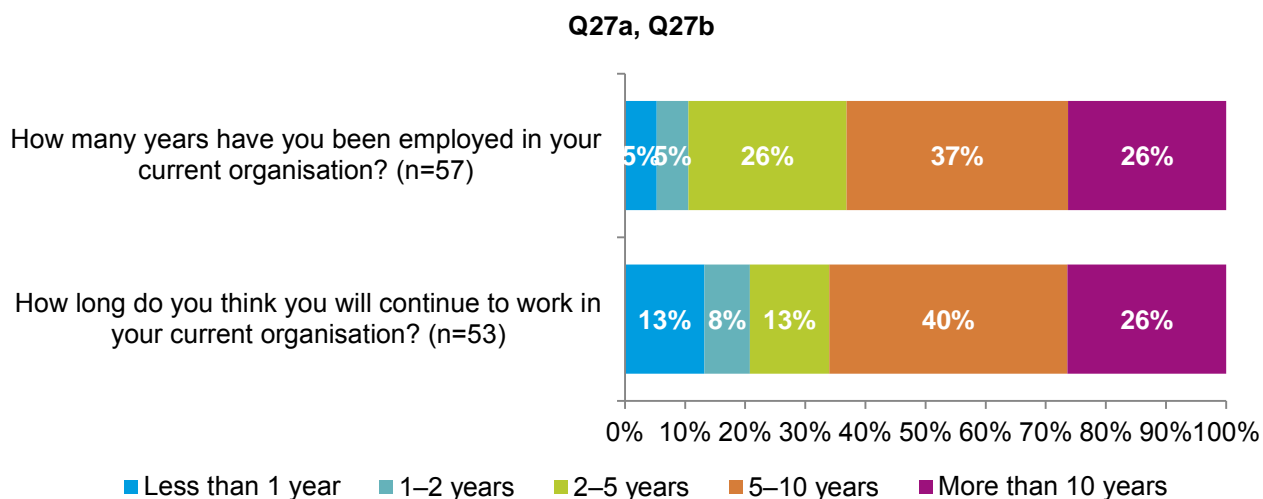


- > Respondents were presented with a list of flexible work arrangements and asked to select all those that they used.
  - “Flexible start and finish times” was by far the most popular type of flexible work arrangement (67%).
  - “Breaks from work including paid parental and carer’s leave” (37%) and “Working additional hours to make up for time off” (23%) were the next most popular options.

## Question 27

### Question 27a, Q27b

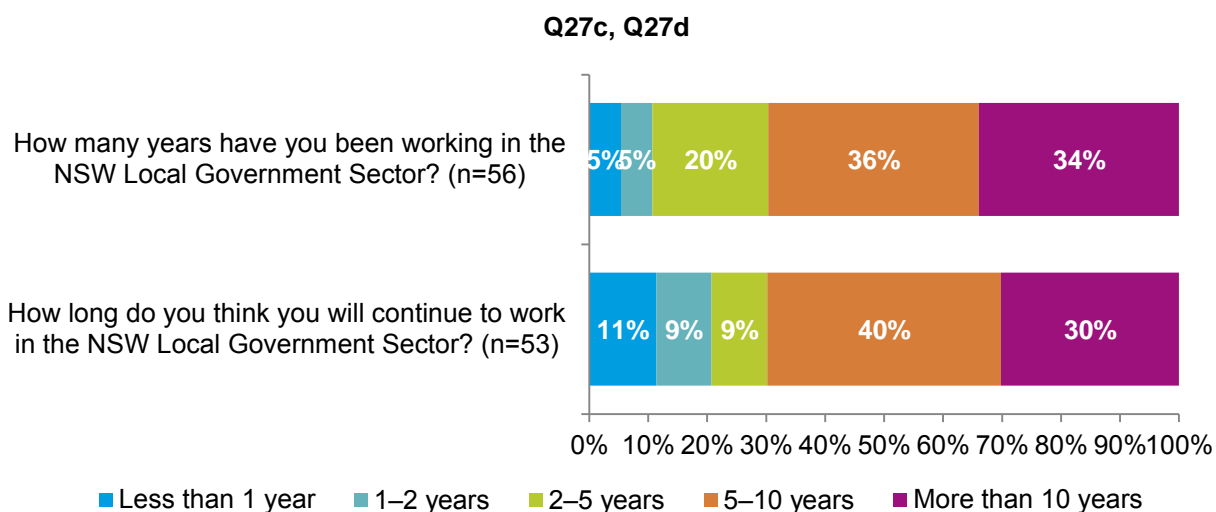
Please select a response to the following questions.



- > The majority of respondents (63%) had worked at Council for five years or more (5-10 years – 37%; more than 10 years – 26%).
- > A slightly higher proportion of respondents (66%) indicated that they will look to remain at Council for five years or longer (5-10 years - 40%; more than 10 years – 26%).

## Question 27c, Question 27d

Please select a response to the following questions.

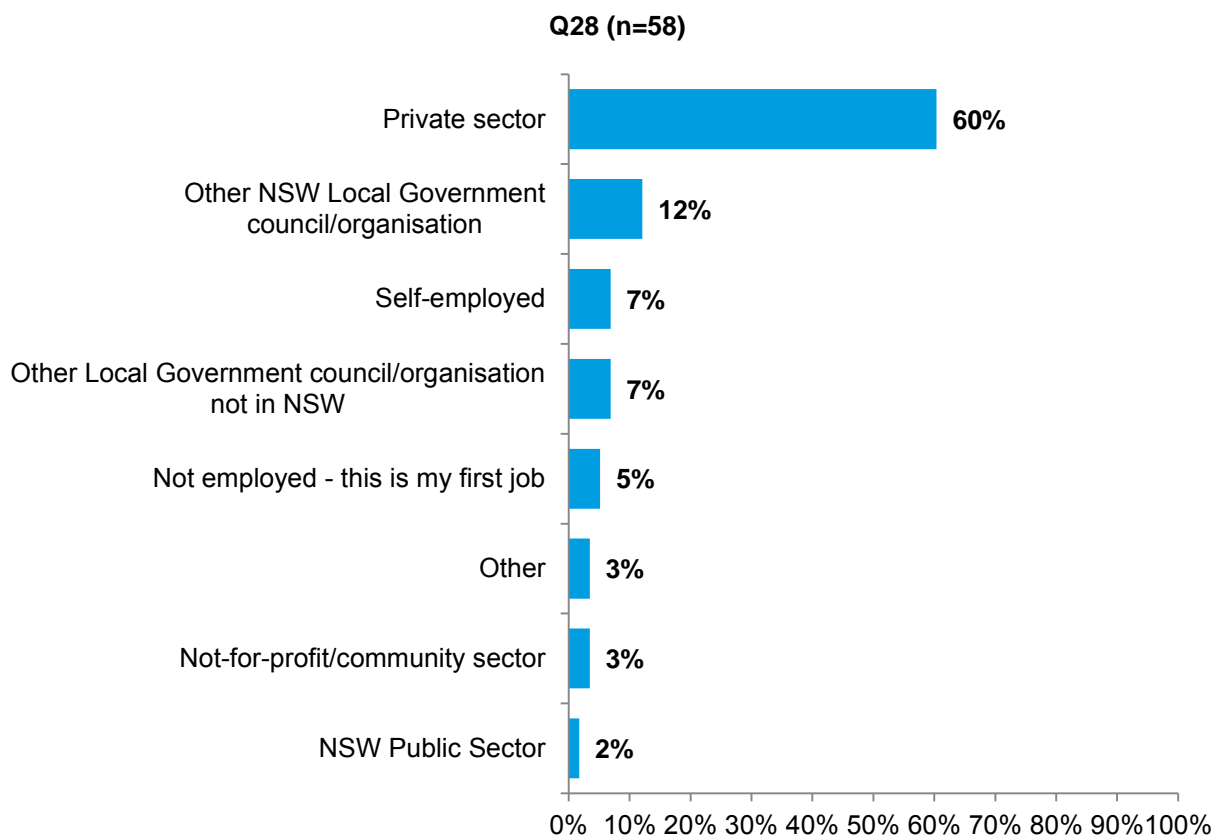


- > 36% of respondents have been working in the NSW Local Government sector for a period of 5-10 years. An additional 34% of respondents have been working in the sector for longer than 10 years.
- > 40% of respondents indicated that they will look to remain in the NSW LG sector for an additional 5-10 years. 30% thought that they will continue working in the sector for more than 10 years.



## Question 28

*Where were you employed prior to working in your current organisation?*



- > The majority of respondents (60%) had been employed in the private sector before joining Council. 12% had been employed at another NSW local government organisation or council.
- > Prior to joining Council, respondents were least likely to have been employed in the NSW public sector (2%).

## Appendix A. People Matter Survey

### Introduction

The Centre for Local Government at University Technology Sydney (UTS:CLG) appreciates your participation in this pilot employee engagement and organisational culture study. Your completion of the People Matter survey will help us to gain a greater understanding of what it is like to work in local government from the perspectives of employees currently working in council organisations within New South Wales. The findings of this research will support the sector's activities in council management and leadership practices, workforce planning, learning and development and employee engagement strategies. It should take around ten minutes to complete the survey. All responses are confidential and you will not be identified in our overall reporting.

If you have any questions about this research, please contact Sophi Bruce (Research Specialist UTS:CLG) at [sophi.bruce@uts.edu.au](mailto:sophi.bruce@uts.edu.au). We thank you for your time to take part in this important research for the sector.

*Research and Ethics: Studies undertaken by the Institute for Public Policy and Governance (UTS:IPPG) have been granted program approval by the University of Technology, Sydney, Human Research Ethics Committee. If you have any complaints or reservations about any aspect of your participation in this research you may contact Roberta Ryan or the UTS Ethics Committee through the Research Ethics Officer, tel: 02 9514 9777. Any complaint you make will be treated in confidence and investigated fully, and you will be informed of the outcome.*

### YOUR ROLE

**Q1. Please rate your level of agreement with the following statements.**

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I understand what is expected of me to do well in my role	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I feel I make a contribution to achieving the organisation's objectives	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I can see how my work contributes to positive outcomes for the community	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am able to suggest ideas to improve our way of doing things	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I look for ways to perform my job more effectively	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am satisfied with my job at the present time	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am able to keep my work stress at an acceptable level	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My workload is acceptable	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I have the tools and equipment I need to do my job effectively	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>

**Q2. If you do not have the tools and equipment needed, please indicate which of the following are not available, otherwise skip to Q3.**

*Multiple answers are possible. Please select all that apply.*

- |   |                            |
|---|----------------------------|
| Computers                                   | 1 <input type="checkbox"/> |
| Video conferencing                          | 2 <input type="checkbox"/> |
| Meeting rooms                               | 3 <input type="checkbox"/> |
| Internet access                             | 4 <input type="checkbox"/> |
| Teleconferencing facilities                 | 5 <input type="checkbox"/> |
| Mobile devices (e.g. Smart phones, tablets) | 6 <input type="checkbox"/> |
| Protective equipment                        | 7 <input type="checkbox"/> |
| Hand held tools                             | 8 <input type="checkbox"/> |
| Machinery                                   | 9 <input type="checkbox"/> |

**Q3. How would you rate your work-life balance?**

- |           |                            |
|-----------|----------------------------|
| Very poor | 1 <input type="checkbox"/> |
| Poor      | 2 <input type="checkbox"/> |
| Fair      | 3 <input type="checkbox"/> |
| Good      | 4 <input type="checkbox"/> |
| Very good | 5 <input type="checkbox"/> |

## YOUR WORKGROUP

**Q5. Please rate your level of agreement with the following statements.**

*Please note: By 'workgroup' we mean your immediate team.*

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My team works collaboratively to achieve its objectives	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I receive help and support from other members of my workgroup	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
There is good team spirit in my workgroup	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
People in my workgroup treat each other with respect	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

## YOUR PERFORMANCE AND DEVELOPMENT

**Q6. Please rate your level of agreement with the following statements.**

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I have a current performance plan that sets out my individual objectives	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
In the last 12 months I received useful feedback on my work to enable me to deliver required results	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My performance is assessed against clear criteria	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I can have open, honest conversations with my manager about the quality of work required	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I have a strong desire to advance my career	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am satisfied with the opportunities available for career progression in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Career progression in my organisation is based on merit	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I would like to work in another local government council during my career	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

## YOUR MANAGER

### Q8. Please rate your level of agreement with the following statements.

*Please note: By 'manager' we mean the person in your immediate team or project to whom you report on a daily basis. If you work for more than one team, please think of the manager/supervisor with whom you work most frequently.*

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My manager encourages people in my workgroup to improve the quality of what they do	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager communicates effectively with me	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager encourages employee input	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Managers consider employee input when making decisions within the organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager leads by example	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I have confidence in the decisions my manager makes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager treats employees with dignity and respect	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager appropriately deals with underperforming employees	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>

**Q9. How often does your manager provide acknowledgement or other recognition for the work you do?**

- Very frequently (daily) 1
- Frequently (once a week) 2
- Occasionally (more than once a month, but less than once a week) 3
- Rarely (once a month) 4
- Very rarely (less than once a month) 5
- Never 6

**YOUR SENIOR MANAGER****Q11. Please rate your level of agreement with the following statements.**

*Please note: By 'senior manager' we mean the most senior group of managers in your organisation (i.e. the CEO or General Manager and the Director of each division).*

*Please also note that by 'innovation' we mean a person or organisation committed to continuous improvement by creating new and better products, processes, services, technologies, or ideas*

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Senior managers provide clear direction for the future of the organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior leaders effectively lead and manage change	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers model the values of my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers encourage innovation by employees	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers promote collaboration between my organisation and other organisations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers across departments collaborate well together	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers communicate the importance of the community in achieving our business objectives	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers in my organisation genuinely support the career advancement of women	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

**YOUR ORGANISATION****Q12. Please rate your level of agreement with the following statements.**

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My organisation strives to match services to meet community needs	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My organisation strives to earn and sustain a high level of public trust	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My organisation is making the necessary improvements to meet our future challenges	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Change is handled well in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
There is good co-operation between teams across our organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My organisation provides procedures and systems that ensure employees avoid conflicts of interest	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
There is a good working relationship between employees and elected officials	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My organisation is committed to developing its employees	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My organisation's processes for recruiting employees are fair	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I would recommend my organisation as a great place to work	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

## DIVERSITY AND INCLUSION

**Q13. Please rate your level of agreement with the following statements.**

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Cultural background is not a barrier to success in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Age is not a barrier to success in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Disability is not a barrier to success in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Sexual orientation is not a barrier to success in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Gender is not a barrier to success in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am able to speak up and share a different view to my colleagues and manager	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Diversity and inclusion in the workplace can contribute to better business outcomes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

## MOTIVATION TO STAY

**Q14. Please rank the top five factors that would motivate you to stay in your current organisation.**

*(1= most important factor and 5= fifth most important factor)*

**Please rank your top 5 only**

- |   |                             |
|---|-----------------------------|
| More interesting and challenging work           | 1 <input type="checkbox"/>  |
| Better skills in my workgroup                   | 2 <input type="checkbox"/>  |
| Improved career opportunities                   | 3 <input type="checkbox"/>  |
| Improved learning and development opportunities | 4 <input type="checkbox"/>  |
| Greater involvement in decision making          | 5 <input type="checkbox"/>  |
| Better pay and benefits                         | 6 <input type="checkbox"/>  |
| Greater recognition for the work I do           | 7 <input type="checkbox"/>  |
| Better leadership from senior managers          | 8 <input type="checkbox"/>  |
| Better leadership from my manager               | 9 <input type="checkbox"/>  |
| Better accountability for performance           | 10 <input type="checkbox"/> |
| A better location                               | 11 <input type="checkbox"/> |
| More flexible working conditions                | 12 <input type="checkbox"/> |
| Better work/life balance                        | 13 <input type="checkbox"/> |
| Improved facilities                             | 14 <input type="checkbox"/> |
| Improved technology and systems                 | 15 <input type="checkbox"/> |
| Better job security                             | 16 <input type="checkbox"/> |

**Q15. If you could change one thing to improve the effectiveness of your workplace, what would it be?**

## DEMOGRAPHICS

**Q16. What is your gender?**

- |        |                            |
|--------|----------------------------|
| Male   | 1 <input type="checkbox"/> |
| Female | 2 <input type="checkbox"/> |

**Q17. What is your age?**

- |       |                            |
|-------|----------------------------|
| 15-19 | 1 <input type="checkbox"/> |
| 20-24 | 2 <input type="checkbox"/> |
| 26-35 | 3 <input type="checkbox"/> |
| 36-45 | 4 <input type="checkbox"/> |
| 46-55 | 5 <input type="checkbox"/> |
| 56-65 | 6 <input type="checkbox"/> |
| 65 +  | 7 <input type="checkbox"/> |



**Q18. Which one of the following occupation streams best describes the type of work you do?**

- Corporate services/governance: includes finance, customer service, IT, councillor support, strategy and policy, community engagement, communications, contracts, procurement 1
- Engineering/infrastructure: includes traffic, engineering and technical services, roads, waste, design and architecture etc. 2
- Human/community services: includes human resources, community development, organisational performance, libraries, child care, recreation – including pools etc. 3
- Planning and environment: includes strategic planning, land use, regulatory services including rangers, parking officers etc., development, town planners, natural resource management, environment and sustainability. 4

**Q19. Thinking about your typical workday, please select the response that best applies to you. My role requires me to spend the majority of my day...**

- Indoors 1
- Outdoors 2

**Q20. Do you directly supervise the work of one or more employees?**

- Yes 1
- No 2

**Q21. What is the postcode of your current workplace?**

*Note: If you work in more than one location, select the primary or base location.*

**Q22. What is the current merger/amalgamation status of your council?**

- Newly merged 1
- Potentially merging 2
- Was not required to amalgamate 3

**Q23. Do you work full-time or part time?**

- Full time 1
- Part time 2

**Q24. What is your current employment status?**

- Ongoing/Permanent 1
- Temporary/Fixed term contract 2
- Casual 3
- Other (please specify): 4

**Q25. What is the highest level of formal education you have completed?**

- Doctorate Degree level 1
- Master Degree level 2
- Graduate Diploma or Graduate Certificate level 3
- Bachelor Degree level 4
- Advanced Diploma or Diploma Level 5
- Certificate level, including trade 6
- HSC or equivalent 7
- Less than year 12 or equivalent 8

**Q26. Do you use any of the following flexible work arrangements?**

*Multiple answers are possible. Please select all that apply.*

- Flexible start and finish times 1
- Flexible scheduling for rostered workers 2
- Working more hours over fewer days 3
- Part-time work 4
- Working additional hours to make up for time off 5
- Job sharing 6
- Working from different locations 7
- Working from home 8
- Breaks from work including paid parental and carer's leave 9
- Purchasing annual leave 10
- Leave without pay 11
- Study leave 12
- Time-in-lieu 13

**Q27. Please select a response to the following questions.**

	Less than 1 year	1–2 years	2–5 years	5–10 years	More than 20 years
How many years have you been employed in your current organisation?	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
How many years have you been working in the NSW Local Government Sector?	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
How long do you think you will continue to work in your current organisation?	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
How long do you think you will continue to work in the NSW Local Government Sector?	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

**Q28. Where were you employed prior to working in your current organisation?**

- Private sector 1
- Not-for-profit/community sector 2
- NSW Public Sector 3
- Other NSW Local Government council/organisation 4
- Other Local Government council/organisation not in NSW 5
- Self-employed 6
- Not employed - this is my first job 7
- Other 8

**END OF SURVEY. THANK YOU FOR YOUR TIME.**

## Appendix B. Responses to Q15

Please note: Responses are as they appear in the survey. No modifications have been made to these responses.

**If you could change one thing to improve the effectiveness of your workplace, what would it be?**

- > *A better planned and laid out office space*
- > *Another staff member*
- > *Better communication between everyone*
- > *Better leadership from Directors*
- > *Better leadership from senior managers*
- > *Better Senior Managers*
- > *Change that new people asking for help are `annoying`*
- > *Communication of construction achievements*
- > *Expand the design and asset group by employing more designers and asset managers*
- > *Fairness, equality and better leadership*
- > *For management to stand up and inform employees who aren't performing and not just put everyone else out for their benefit*
- > *For senior management to listen to those that carry out everyday mundane jobs and not rely solely on social media!!*
- > *For underperforming staff to be managed and or removed from the workplace*
- > *I am concerned that I am not doing a good job as I don't see others who are struggling being told so*
- > *Improve career opportunities greater recognition for the work I do, improved learning and development opportunities. Better pay and benefits more interesting and challenging work*
- > *Improve Council software for finance, customer requests and asset management that is integrated*
- > *Improved time management*
- > *Improving workflows by reviewing position procedures for common tasks Find simpler ways of achieving goals through stronger knowledge of tools used*
- > *Increased opening hours and more flexible work hours*
- > *Leadership*
- > *Meeting with other technical teams from NSW Councils to share knowledge and expertise*
- > *Morale*
- > *More flexible work arrangements*
- > *More improvement / opportunities for on call work*
- > *More resources*
- > *More staff training*

- > *More team meetings*
- > *Move on people with poor attitudes*
- > *N/A*
- > *Performance review system*
- > *Reorganise office structure*
- > *To improve government funding in the library sector, in order to offer improved resources, increased staff hours and specialise in LH areas*



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# Berrigan Shire 2027

Appendix "M"



Delivery Program 2017 - 2021



## Our Vision

In 2027 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists

### Creating our Preferred Future

#### Delivery Program 2017 – 2021

The Council's 4-year **Delivery Program** is developed from the Shire Council's 10-year **Resourcing Strategy 2017 - 2027** which includes the Shire's **Asset Management Plans**, **Workforce Development Plan 2017 – 2021** and **Long Term Financial Plan 2017 – 2027**. It describes how Council operations contribute to the achievement of **Berrigan Shire 2027** Strategic Outcomes:

1. Sustainable natural and built landscapes
2. Good government
3. Supported and engaged communities
4. Diverse and resilient business

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Cr Matthew Hannan  
Mayor  
Berrigan Shire Council

## Mayor's Message

It is with great pleasure, and on behalf of the Berrigan Shire Council, that I present to our community the Council's 4-year Delivery Program. The Council's **Delivery Program 2017 – 2021** is the result of the hard work of the Council and Council Officers.

Importantly, the Council's confidence in the development of this program of services is the result of community feedback obtained via the previous Council's Business and Community Satisfaction Survey conducted by Nexus Research, and this Council's commitment to engaging user groups in the review and development of Council Plans and Strategies. The involvement of community members in the review and subsequent development of our Community Strategic Plan: **Berrigan Shire 2027** is the reason why our communities can be certain that the Council is focused on delivering, within its resources, the services and activities described by the **2017 – 2021 Delivery Program**.

### Priority projects and initiatives include:

- Continued investment by the Council in the maintenance and further development of the Shire's network of critical physical infrastructure: levees, roads, stormwater, water, sewer and waste management facilities
- Redevelopment of the Tocumwal Foreshore Reserve
- Engaging communities in the implementation of **Berrigan Shire 2027** projects and initiatives
- Marketing and promoting the lifestyle and liveability of our communities
- Continuing to plan for the diverse needs of our community families with young children and our older residents
- Working in partnership with the NSW State Government and the Commonwealth Government on the development of the Shire's regional / freight and industry infrastructure – Tocumwal Intermodal Facility and the Tocumwal Aerodrome.

The Council's and our communities review of the **Delivery Program** has not materially changed the services provided by the Council, nor is there material change in how the Council delivers the goods and services expected by our communities. There is a renewed focus on planning Council's workforce succession requirements in addition to the steps that we can take to improve the efficiency and effectiveness of the services. Hence the financial sustainability of core services provided.

The Council is committed to the implementation of its **Fit for the Future Improvement Plan** and will continue to review on a 6-monthly basis its progress toward achieving the works described by its **Delivery Program 2017 – 2021** and reporting to our community through the openness of Council meetings, our monthly Bulletins, social media, its plain English and accessible version of our Annual Report; in addition to the full version of the Council's Annual Report published online and available at all our libraries.

## Councillors 2016 - 2020



**Top (Left to Right)** Councillor Matthew Hannan (Mayor), Councillor Daryll Morris (Deputy Mayor), Councillor John Bruce, Councillor John Taylor

**Front (Left to Right)** Councillor Colin Jones, Councillor Denis Glanville, Councillor Bernard Curtin, Councillor Ross Bodey







## Section 1

A Vision and Plan for the  
Berrigan Shire

Our Challenges

Berrigan Shire the next four  
years

What does the Council Do?

Council's Planning &  
Monitoring Framework

Draft

## A Vision and Plan for the Berrigan Shire

**In 2027 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.**

Reviewed with our communities in 2016 through street stalls and an online survey the vision reflects the top 3 preferred futures of our communities that

1. Families with young children will want to live in or come to the area
2. People will be more concerned about their health and wellbeing
3. Tourists will go out of their way to come to the area

### **Online Survey and Street Stall Respondents**

- 23% Berrigan
- 11 % Barooga
- 34% Finely
- 32 % Tocumwal

The overwhelming message from our communities in 2011 and in 2016 remains that our communities valued the Shire's natural assets and advantages:

- Lifestyle
- The Murray River
- Irrigated Agriculture; and
- Tourism

**Berrigan Shire 2027** therefore, continues to support our communities' belief in the need to promote and develop the LGAs natural assets and advantages. And in do so create the economic prosperity needed to meet the challenges posed by an ageing population, and increasing demands and expectations that visitors to the area experience a high level and standard of public amenity.

The Council's 4-year **Delivery Program 2017 – 2021** and annual **Operational Plans'** outline how the Council will:

1. Contribute to **Berrigan Shire 2027** strategic outcomes and objectives
2. Allocate resources: financial, physical and human (Delivery Program Inputs)
3. Manage and operate its services and assets
4. Measure and Report on the result of what is planned (Delivery Program Outputs)

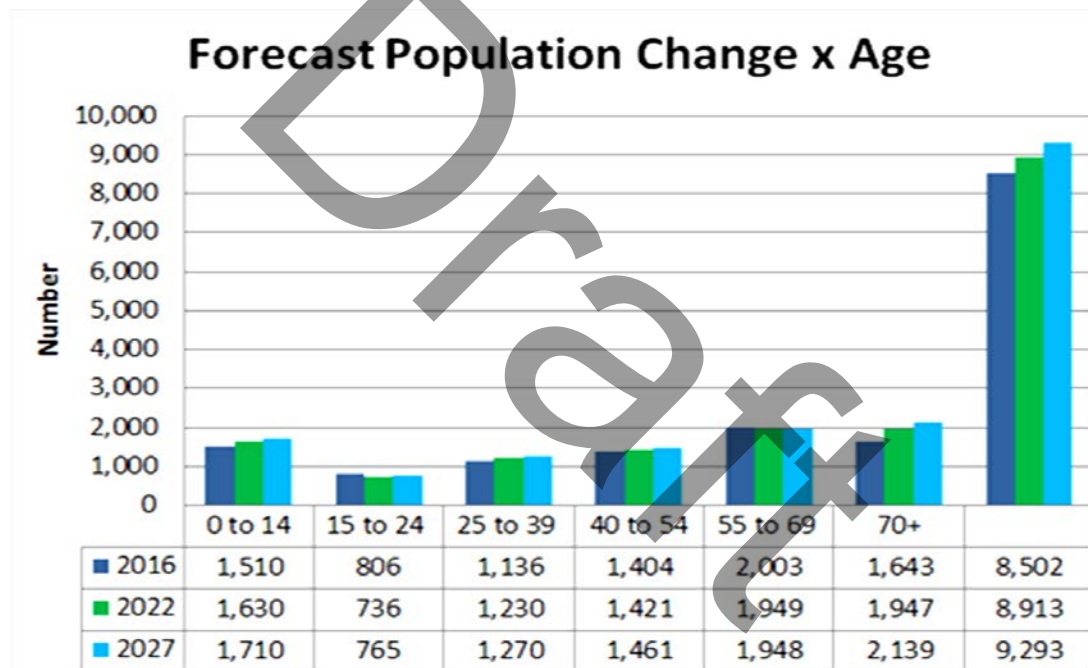


## Our Challenges

- An ageing population and how we re-prioritise current expenditure to meet community needs
- The sustainability of the Shire's current expenditure on essential and current infrastructure
- The impact of The [Murray Darling Basin Plan](#) on irrigated agriculture and the Visitor Economy
- The cost of energy and fuel
- The impact of external political environment on the Shire's industries and jobs
- Lower than Murray Darling Basin average per capita income
- Continued access to social services and issues associated with limited public transport
- NSW community awareness, public safety and health promotion campaigns are not broadcast via Victorian media outlets

## Berrigan Shire: The next four years

Berrigan Shire (pop 8416) on the New South Wales and the Victorian border is three hours north of



## What does the Council do?

The system of local government in NSW is changing. Within the NSW system of local government the Council's role includes:

- The provision of goods, services and facilities that are appropriate to the current and future needs of our local communities and of the wider public
- Facilitating engagement with the local community by the Council, Councillors; and also
- Promoting our local communities' engagement in the activities of the agencies that make up the broader NSW system of local government.

Council meetings are open and Ordinary Council Meetings are held in the Council Chambers at Berrigan, 56 Chanter Street, on the third Wednesday of the month. Committees of the Council meet on the Wednesday two weeks prior to an Ordinary Council Meeting.

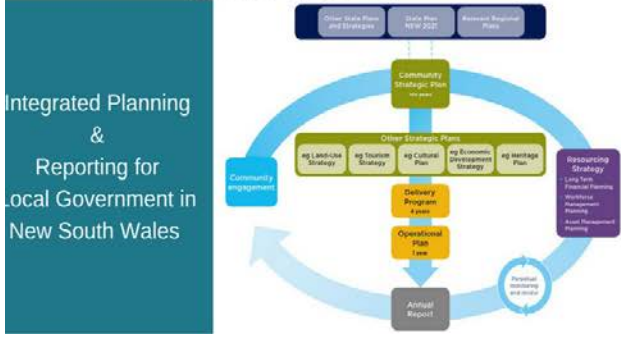
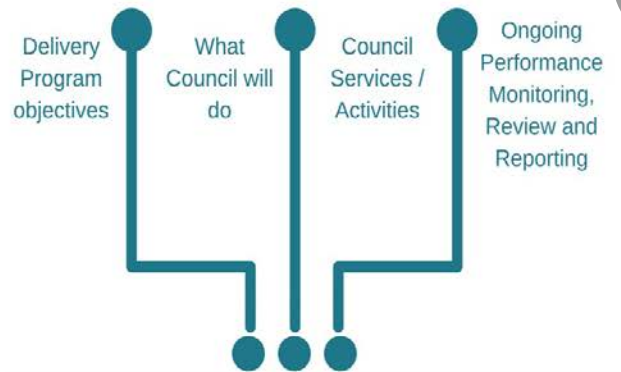
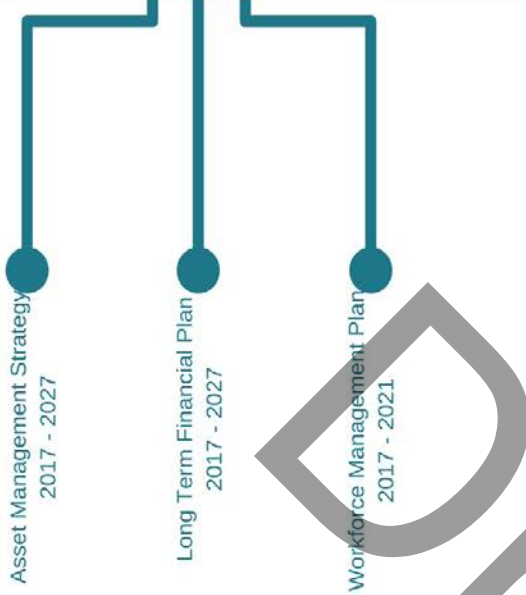
Council Committee Meetings are a forum for detailed discussion by the Council of community issues and are also the meeting used by the Councillors to work with the Council's executive management team and senior managers on the review, development and monitoring of the Council's [Delivery Program 2017 - 2021](#), operational and financial management.

### Glossary of Council Services: What the Council Does

<b>CSP: Strategic Outcome</b>	<b>Service</b>	<b>Activities</b>
<b>Sustainable natural and built landscapes</b>	Housing	Planning and building control
	Environment	Stormwater, street cleaning, noxious weed control
	Sewerage Services	Sewer System
	Mining, Manufacturing and Construction	Quarries
	Transport and Communication	Roads and footpaths, street lighting, aerodrome
<b>Good government</b>	Administration	General Administration charges and costs associated with delivering services
	Governance	Councillors fees and expenses, elections, meetings and Association fees
<b>Supported and engaged communities</b>	Public Order and Safety	Fire protection, SES
	Health	Food control, Domestic animal control
	Community Amenities	Public toilets, Cemeteries
	Community Services & Education	Early Intervention Services, Social Planning
	Water Supplies	Town Water
	Recreation and Culture	Libraries, Recreation Reserves, Swimming Pools, Public Halls and Parks
<b>Diverse and resilient business</b>	Economic Affairs	Caravan Park, Sale yard, Tourism and Economic Development



# Council's Planning and Monitoring Framework



The Council's planning is underpinned by the Integrated Planning and Reporting Framework for NSW Local Government and the Integrated Planning and Reporting principles described by the Local Government Act 1993. **Figure ?** illustrates the outcome, input, output, action and review logic and operational integration of Berrigan Shire 2027 (a Community Strategic Plan) with the Council's suite of Integrated Plans.

The Council's **Delivery Program 2017 – 2021** includes the activities undertaken by the Council and is integrated with **Berrigan Shire 2027** strategic outcomes. Describing the Council's commitments for the next four years and the resources it can draw on: resources identified in the Council's **Resourcing Strategy 2017 - 2027**.

The Council's 4-year **Delivery Program** developed from the Shire Council's 10-year **Resourcing Strategy** includes the Shire's Asset Management Plans, **Workforce Development Plan 2017 – 2021** and **Long Term Financial Plan 2017 – 2027**. Asset Management Plans describe and estimate the resources needed by Council to achieve service levels and community expectations and are the basis of the Shire's 4-year Capital Works Program an element of the Shire's **Long Term Financial Management Plan**.

The Shire's **Long Term Financial Plan** and the costings included in the forward projections of its Capital Works Program are subject to ongoing monitoring and review by Council. This ensures Council's **Delivery Program** and cost estimates do not compromise the Council's **Financial Strategy 2016** objectives of:

1. Financial sustainability;
2. Cost effective maintenance of infrastructure service levels; and
3. Financial capacity and freedom.

Themed according to the outcomes we want to achieve the **Delivery Program 2017- 2021** describes:

- The full range of Council services and activities – operations
- High level responsibility for Council services and operations; and
- The monitoring measures we use to determine the efficiency and effectiveness of Council's Delivery Program and its contribution to **Berrigan Shire 2027** Strategic Outcomes.







## Section 2: Delivery Program Strategic Objectives

What we will do to contribute to the  
delivery of Berrigan Shire 2027 Outcomes

Sustainable natural and  
built landscapes

Good government

Supported and engaged  
communities

Diverse and resilient  
business

Draft

# Sustainable natural and built landscapes

## Why is this important?

Shire communities are custodians of Australia's natural, cultural and economic heritage: the Murray River. Our communities look after the health of its creeks, lagoons and forests.

---

**Development decisions made today about how we move around and between our communities and use our natural resources – the River, wildlife, forests, agricultural land and water will shape the future of our communities.**

**The natural and cultural heritage values of our towns, the River, its forests and wildlife are intrinsically valuable and linked to the social wellbeing and economic health of our communities.**

---

Historically the River and its forests have supported the economic and social wellbeing of the people who live in our region.

Council's **Delivery Program** actions include: control of the impact of environmental hazards (waste, flood and fire) on our natural landscape so that current and future residents and visitors can enjoy the social, economic and environmental benefits of the River and its forests.

Inland landscapes and native vegetation have been extensively modified by irrigation, cropping and grazing. Therefore, protecting and conserving the bio-diversity of remnant vegetation and the wildlife it supports is critical if we are to retain and preserve the diversity and health of our natural landscapes and the wildlife it supports.

Our built landscape and its impact on our natural and social environment like our natural landscape needs future focused stewardship and management.

Visually attractive communities that embrace their heritage, welcome visitors / tourists and strengthen the social ties that connect people to place are recognised as places where people want to live, work, stay and play

## Strategic Objectives

- 1.1 Support sustainable use of our natural resources and built landscapes
- 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife
- 1.3 Connect and protect our communities

## Delivery Program Objectives

- 1.1.1 Coordinate strategic land-use planning
- 1.1.2 Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework
- 1.1.3 Enhance the visual amenity, heritage and liveability of our communities
- 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife
- 1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning
- 1.3.2 Manage and landfill, recycling and waste disposal

### Headline Indicator

### Target:

Percentage of Waste Diverted from Landfill      70% or NSW Waste Plan Target

**Why is the 'percentage of waste diverted from landfill' the headline indicator for sustainable natural and built landscapes?**

The control of litter, illegal dumping and unsafe disposal of toxic materials is central to the sustainable and safe use of our natural and built landscapes. The Council operates two landfill sites to minimise environmental harms from waste disposal. In partnership with our communities it also aims to conserve resources through its support for community initiatives preventing waste and which encourage the diversion of waste from landfill.

**Monitoring this measure, therefore, contributes toward measurement of the Council's Delivery Program and monitoring of the impact of the Council's and our communities Berrigan Shire 2027 projects and initiatives.**



## Delivery Program: Measures and Indicators

CSP Outcome	Sustainable Natural & Built Landscapes	
	Monitoring Measure	Indicators
	Development Control	<ul style="list-style-type: none"> <li>Development decisions reflect Local Environment Plan &amp; Land Use Strategy</li> <li>Satisfaction rating Development Services</li> </ul>
	Heritage	<ul style="list-style-type: none"> <li>Heritage Register</li> <li>The heritage values and character of significant buildings is assessed</li> <li>BSC Heritage Grants Program</li> <li>Council activities and community projects enhance visual amenity and the attractiveness of natural and built landscapes</li> </ul>
	Visual Amenity	<ul style="list-style-type: none"> <li>Visual impact of new development and its relationship to surrounding landscape is assessed</li> <li>Council activities and community projects enhance visual amenity and the attractiveness of natural and built landscapes</li> </ul>
	Liveability	<ul style="list-style-type: none"> <li>Development decisions reflect State Environmental Planning Policies aimed at enhancing liveability e.g: <i>BASIX, Housing for Seniors or People with Disabilities, State Environmental Planning Policy (Rural Lands) 2008 etc</i></li> </ul>

CSP Outcome	Sustainable Natural & Built Landscapes	
	Monitoring Measure	Indicators
	Environmental Reserves	<ul style="list-style-type: none"> <li>● Area of Council retained Land for the Environment</li> <li>● Roadside vegetation enhancement projects</li> <li>● Area of Reserves managed by Council Committees</li> <li>● Noxious Weed Management</li> <li>● In-kind support community initiatives / projects – e.g.: Tidy Town NSW</li> </ul>
	Pest & Feral Animal Control	<ul style="list-style-type: none"> <li>● Pests</li> </ul>
	Asset Management	<ul style="list-style-type: none"> <li>● Value of Council flood protection, road, paths, bridges, sewer and drainage assets</li> <li>● Replacement Cost</li> <li>● Condition</li> <li>● Life-Cycle Sustainability Indices</li> </ul>
	Waste	<ul style="list-style-type: none"> <li>● Waste to landfill</li> <li>● Waste diverted from Landfill</li> <li>● Illegal Dumping Complaints</li> </ul>

<b>Strategic Objective</b>	1.1 Support sustainable use of our natural resources and built landscapes
<b>Delivery Program Objectives</b>	1.1.1 Coordinate strategic land-use planning <b>1.1.2 Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework</b> 1.1.3 Enhance the visual amenity, heritage and liveability of our communities
<b>Monitoring Measures</b>	Development Control, Heritage, Visual Amenity and Liveability

<b>Delivery Program Objective: 1.1.1 Coordinate strategic land-use planning</b>									
<b>Monitoring Measure: Development Control</b>									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.1.1.1	Local Environment Plan (LEP) reflects community values and aspirations	Local Environment Plan	Development decisions reflect Local Environment Plan & Land Use Strategy	The LEP is gazetted by the Minister	Development Manager / Environmental Services	✓	✓	✓	✓
1.1.1.1.1	Review of LEP is informed by community values and aspirations and legislation	Local Environment Plan is informed by community values and aspirations	Satisfaction rating Development Services	The LEP is gazetted by the Minister	Development Manager / Environmental Services		✓		

Delivery Program Objective: 1.1.1 Coordinate strategic land-use planning									
Monitoring Measure: Development Control									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.1.1.2	Monitor and implement changes to legislation on an ongoing basis	Land-use planning and development reflects legislation	Quarterly Reporting Development Activity and Approvals	Land-use planning and development reflects legislation & LEP	Development Manager	✓	✓	✓	✓
1.1.1.3	Process and approve / refuse development applications in accordance with the relevant legislation, codes and policies	Effective and timely assessment of development applications	Quarterly Reporting Development Activity and Approvals	90% of applications are assessed and processes within statutory timeframes	Development Manager	✓	✓	✓	✓

Delivery Program Objective: 1.1.2 Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework									
Monitoring Measure: Development Control									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.1.2.1	Establish a framework for the development of Community Participation Plans when required to do so by legislation	Additional opportunities will be provided for the community to comment on new Development	Annual Report participation rates	Framework and the process is established	Development Manager		✓	✓	✓

<b>Delivery Program Objective: 1.1.3 Enhance the visual amenity, heritage and liveability of our communities</b>									
<b>Monitoring Measure: Heritage, Liveability and Amenity</b>									
<b>DP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Our proposed action is achieved when ...</b>	<b>Who will coordinate it?</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>
1.1.3.1	Continue Annual Heritage Grants Program	Enhancement of the conservation value of heritage items	Successful completion of works granted funding	The allocation of grants results in increased conservation of heritage items	Development Manager / Environmental Services	✓	✓	✓	✓
1.1.3.2	Continue rolling program of works – town entrances	Improved visual amenity and attractiveness of our towns and major town entrances	Program is developed and included in Annual Capital Works Program	Scheduled Program of Works – town entrances included in Annual Capital Works Program is completed on time within resources	Director Technical Services	✓	✓	✓	✓
1.1.3.2.1	Implement the Tocumwal Foreshore Master Plan	Sensitive and sustainable development Tocumwal Foreshore	Foreshore projects enhance visual amenity and the attractiveness of natural and built landscape	Tocumwal Foreshore is redeveloped	Director Technical Services	✓	✓	✓	✓



<b>Strategic Objective</b>	1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife
<b>Delivery Program Objectives</b>	1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife
<b>Monitoring Measures</b>	Environmental Reserves, Pest & Feral Animal Control

<b>Delivery Program Objective: 1.2.1</b> Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife									
<b>Monitoring Measure:</b> Environmental Reserves									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.2.1.1	Contribute to Central Murray County Council	County Council delivery of the Shire's weed eradication and control program/s	Central Murray Council Delivery Program	Weed infestation within the Shire is eradicated and / or manageable	Development Manager	✓	✓	✓	✓
1.2.1.2	Participation in roadside vegetation enhancement projects	Enhanced bio-diversity in linear reserves	Increased health of native flora and fauna	Projects completed on time and within budget	Development Manager	✓	✓	✓	✓

Delivery Program Objective: 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife									
Monitoring Measure: Environmental Reserves									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.2.1.3	Undertake tree assessments	Hazardous trees will be identified	Number of assessments undertaken	Trees assessed as hazardous are made safer	Enterprise Risk Manager	✓	✓	✓	✓
1.2.1.4	Monitor and undertake as required the control and management of pests	Environmental harms caused by pests will be reduced	Annual report of pest management activities	Harms caused by pests is minimised	Development Manager	✓	✓	✓	✓

<b>Strategic Objective</b>	1.3. Connect and protect our communities
<b>Delivery Program Objectives</b>	1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning 1.3.2 Manage and landfill, recycling and waste disposal
<b>Monitoring Measures</b>	Asset Management & Waste

**Delivery Program Objective: 1.3.1** Coordinate flood levee, local road, sewer and stormwater asset management and planning

**Monitoring Measure: Asset Management**

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.3.1.1	Review and implement asset management plans which maintain a balance between improving and maintaining flood levees, stormwater, Council roads, paths and trails	Service levels met as set out in adopted Asset Management Plans	Service Level Data	Asset Plans are reviewed by due date Review of Asset Management Plans is informed by community feedback / expectations re: service levels	Director Technical Services	✓	✓	✓	✓

Delivery Program Objective: 1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning									
Monitoring Measure: Asset Management									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.3.1.2	Design, construct and maintain stormwater systems that safely capture and remove storm water	Service levels met as set out in adopted Storm water Asset Management Plan	Service Level Data	On an ongoing basis 95% of service levels set out in the Storm Water Asset Management Plan are met	Director Technical Services	✓	✓	✓	✓
1.3.1.3	Ensure sewer network is safe and functional	Sewer networks are managed to maximise operational functions	Compliance with relevant Standards	Supporting Operational Plan actions are undertaken and the outcome reported T: 100%		✓	✓	✓	✓
1.3.1.3.1	Generate sufficient income from fees and charges to provide for the renewal of sewer and distribution assets	Sewer networks operates on full cost recovery basis and in doing so generates sufficient revenue to ensure the long term sustainability of operations	Funds in Sewer Reserve Accounts	Sewer operations meet full-cost recovery requirements i.e.: making an operating surplus and generating sufficient cash to meet future capital works	Director Technical Services	✓	✓	✓	✓

Delivery Program Objective: 1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning									
Monitoring Measure: Asset Management									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.3.1.3.2	Review Sewer Asset Management Plan	Functionality and future capital and maintenance requirements are known	Review undertaken	Sewer Asset Management Plan adopted by the Council	Environmental Engineer			✓	
1.3.1.4	Continue remediation Tocumwal Foreshore Levee	Remediation works prevents inundation of Tocumwal from recognized flood levels	Annual inspection for defects. Performance in flood events.	Annual inspection is undertaken and scheduled maintenance completed	Director Technical Services	✓	✓	✓	✓
1.3.1.5	Maintain the safety of Council roads and walkways	Identified service levels and standards in the Transport Asset Management Plan are met	Works completed in accordance with relevant standards Annual Review	On an ongoing basis 95% of service levels set out in the Transport Asset Management Plan are met	Executive Engineer	✓	✓	✓	✓
1.3.1.5.1	Exercise delegated functions Road Act 1993	Local roads are managed in accordance with the Act	Annual Review	Continue to improve the safety of Council Roads	Executive Engineer	✓	✓	✓	✓

Delivery Program Objective: 1.3.2 Manage and landfill, recycling and waste disposal									
Monitoring Measure: Waste									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.3.2.1	Implement the <b>Berrigan Shire Council Waste Plan</b>	Sustainable management of Berrigan Shire Council Waste Management facilities and services	Quarterly reporting and monitoring of KPIs in accordance with <b>Berrigan Shire Council Waste Plan</b>	Waste Plan targets and services are delivered	Environmental Engineer	✓	✓	✓	✓
1.3.2.1.1	Reduce waste in landfill		Diversion targets set out in the <b>Berrigan Shire Council Waste Plan</b>	100% of Diversion targets set out in <b>Berrigan Shire Council Waste Plan</b> are met	Environmental Engineer	✓	✓	✓	✓
1.3.2.2	Deliver township garbage collection and street cleaning services	Instigate & manage a waste collection contract to ensure garbage collection	Garbage is collected within agreed timeframes and budgets	Garbage is collected within agreed timeframes and budgets T: 100%	Environmental Engineer	✓	✓	✓	✓



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## Sustainable natural and built landscapes – 4 year financial forecast

	2017/18 Forecast \$	2018/19 Forecast \$	2019/20 Forecast \$	2020/21 Forecast \$
Operating source of funds	6,780,852	6,879,609	6,905,637	7,058,615
Operating expenditures	(10,026,983)	(10,299,459)	(10,567,306)	(10,791,879)
<b>Net Operating funds result</b>	<b>(3,246,131)</b>	<b>(3,419,849)</b>	<b>(3,661,669)</b>	<b>(3,733,264)</b>
Capital source of funds	594,418	599,551	948,500	1,045,500
Capital expenditures	(4,469,522)	(4,696,919)	(4,735,645)	(4,659,000)
<b>Net Capital funds result</b>	<b>(3,875,104)</b>	<b>(4,097,368)</b>	<b>(3,787,145)</b>	<b>(3,613,500)</b>
<b>Net funds Surplus / (Deficit)</b>	<b>(7,121,235)</b>	<b>(7,517,217)</b>	<b>(7,448,814)</b>	<b>(7,346,764)</b>



## Good government

**The development of a Delivery Program linked to a Community Strategic Plan establishes a new pathway for Councils, communities and individuals to become engaged and active in planning for the future wellbeing of our communities.**

**Increasing the transparency of day to day Council operations and accountability for how we connect with, and report to our communities.**

**And just as important as the plan, is the process which facilitates partnership and the development of new opportunities.**

### Why is this important?

Good government is about making good decisions over time. Decisions which consider that what we do today will impact on future generations. Moreover, those decisions also involve managing associated financial, economic and environmental risks, and the social implications of decision making.

Local government is the level of government that other agencies and levels of government look to for localised knowledge, information, allocation of resources, implementation of programs and policies and the maintenance of effective local and regional relationships.

There are also many ways to define corporate governance and good government. Factors that influence good government include:

- Technical and managerial competence
- Organisational capacity
- Decision making that is reliable and predictable and in accordance with the rule of law
- Accountability
- Transparency and open information systems
- Participation by elected representatives and constituents

In the context of the Shire's *Delivery Program* the Berrigan Shire Council is responsible for:

- Council roads and paths
- Water, sewerage and drainage
- Environmental health
- Animal control
- Land use planning and development
- Community and library services
- Business and economic development
- Social planning

Council governance, enterprise risk management and business operations.

## Strategic Objectives

- 2.1 **Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting**
- 2.2 Strengthen strategic relationships and partnerships with community, business and government

## Delivery Program Objectives

- 2.1.1 Council operations, partnerships and coordination of resources contribute toward implementation of **Berrigan Shire 2027**
- 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting
- 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance
- 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery

### Headline Indicator

### Target:

Residents 2015 – mean satisfaction rating 6.45  
 Business 2015 – mean satisfaction rating 6.48

No reduction mean satisfaction rating 2019

**Why is a 'no reduction in mean satisfaction rating' the headline indicator for good government?**

The Council undertakes a Community Satisfaction Survey once every four years to measure how Shire residents and local business rate the performance of the council. Since 1994 this survey has been conducted by independent research company providing the Council with a consistent format for assessing the Council's performance. The survey is used by the Council to inform its decision making about which Council services are important to residents and local business and the actions the Council needs to take to improve the overall level of community satisfaction with the delivery of the services provided by the Council.

**Monitoring this measure, therefore, contributes toward measurement of the Council's Delivery Program and monitoring the impact of the Council's and our communities Berrigan Shire 2027 projects and initiatives.**

## Delivery Program: Measure and Indicators

CSP Outcome	Good Government	
	Monitoring Measure	Indicators
	Satisfaction	<ul style="list-style-type: none"> <li>● Mean satisfaction rating</li> </ul>
	Integration	<ul style="list-style-type: none"> <li>● Council Reports</li> <li>● New or reviewed Council Strategies integrated and aligned with <b>Berrigan Shire 2027</b></li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>● <b>Berrigan Shire 2027</b> community &amp; Council partnerships / projects</li> </ul>
	Council governance	<ul style="list-style-type: none"> <li>● Councillor Elections</li> <li>● Councillor Training</li> <li>● Council Meetings</li> <li>● Annual Report</li> <li>● Code of Conduct</li> <li>● Delivery Program Review</li> </ul>
	Organizational capacity	<ul style="list-style-type: none"> <li>● Service Reviews</li> <li>● Staff Turnover</li> <li>● Skilled / Managerial Vacancies</li> </ul>
	Integrated Planning and Reporting	<ul style="list-style-type: none"> <li>● Organisational Learning re: IPR</li> <li>● Council IPR Plans meet OLG Guidelines &amp; essential criteria</li> </ul>
	Risk Management	<ul style="list-style-type: none"> <li>● Integrated Management System</li> <li>● Safety</li> <li>● Cost Containment</li> <li>● Risk Management</li> </ul>
	Strategic Partnerships	<ul style="list-style-type: none"> <li>● Regional Partnerships</li> <li>● Cross Border Activities</li> </ul>
	Financial Management	<ul style="list-style-type: none"> <li>● Operating Performance Ratio</li> <li>● Percentage Rates, Annual Charges, Interest and Extra Charges Outstanding</li> <li>● Building, Infrastructure &amp; Other Structures Renewals Ratio</li> <li>● Infrastructure Backlog Ratio</li> <li>● Debt Service Cover Ratio</li> </ul>

<b>Strategic Objective</b>	<b>2.1</b> <b>Berrigan Shire 2027</b> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting
<b>Delivery Program Objectives</b>	<b>2.1.1</b> Council operations, partnerships and coordination or resources contribute toward implementation of <b>Berrigan Shire 2027</b> <b>2.1.2</b> Meet legislative requirements for Council elections, local government and integrated planning and reporting <b>2.1.3</b> Council operations and financial management support ethical, transparent and accountable corporate governance
<b>Monitoring Measures</b>	Satisfaction, Partnerships, Council governance, Organisational Capacity, Integrated Planning and Reporting

**Delivery Program Objective:** 2.1.1 Council operations, partnerships and coordination or resources contribute toward implementation of **Berrigan Shire 2027**

**Monitoring Measure:** Partnerships, Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.1.1.1	Promote and support the engagement of Shire residents, local business and agencies in the development, implementation and review of <b>Berrigan Shire 2027</b>	Co-production of local services	No. of new projects and partnerships  Surveys and feedback from participants and project partners	Projects undertaken are completed and outcomes reported in 6 <sup>th</sup> monthly Delivery Program Progress Report	Strategic and Social Planning Coordinator	✓	✓	✓	✓



<b>Delivery Program Objective:</b>		2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting							
<b>Monitoring Measure:</b> Partnerships, Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.1.2.1	Provide facilities and support including financial to elected Council	The leadership skills, experience and knowledge of Councillors is used	Council Meeting Attendance Conference and workshop attendance	Council Minutes and Annual Report publish information on Councillor Meeting, Conference & Workshop Attendance	General Manager	✓	✓	✓	✓
2.1.2.2	Implement and further develop the Berrigan Shire Integrated Management System	Standardised documentation and review of Council operations	Procedures developed in accordance with Action Plan; Workplace Inspections; Internal Audits	The system is in place and being audited annually	Enterprise Risk Manager	✓	✓	✓	✓
2.1.2.3	Implement 2015 – 2019 Fit for the Future Improvement Plan	A sustainable Council	Fit for the Future Benchmarks	All actions are implemented	Director Corporate Services	✓	✓		

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance									
Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.1.3.1	Coordinate Council investments, financial management, financial operations and processing	Effective management of Council investments and finances	External audit Internal review	External auditor issues unqualified audit opinion each year  Internal review system implemented and improvements adopted	Director Corporate Services	✓	✓	✓	✓
2.1.3.2	Monitor and respond to change in the Financial Governance, Regulatory and Reporting Frameworks	Council operations comply with relevant frameworks	Council governance indicators	Council operations respond to change in the Financial Governance, Regulatory and Reporting Frameworks	Director Corporate Services	✓	✓	✓	✓
2.1.3.3	Deliver responsive customer service	Customers satisfied by Council and or corporate services response	Customer survey Complaints system	90% of customer requests addressed within service guarantee timeframes	Director Corporate Services	✓	✓	✓	✓
2.1.3.4	Conduct service review and develop the <b>Corporate Services Strategic Plan 2017 - 2021</b>	Strategic management and prioritization of the resourcing and staffing requirements Corporate Services	Organisational Capacity indicators	Plan adopted by the Council	Finance Manager Director Corporate Services				

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance									
Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.1.3.4.1	Corporate Services service review will prioritise systems upgrade of record keeping and customer data systems	Compliance with State Record Management Standards	Systems upgrades	Systems are upgraded	Finance Manager  Director Corporate	✓	✓		
2.1.3.5	Manage human resource and workforce development activities through the implementation of the Berrigan Shire's <b>Workforce Development Plan 2017 – 2021</b>	A workforce with the competencies needed to implement the Shire's <b>4-year Delivery Program</b>	<b>Workforce Development Plan</b> is implemented  Staff Surveys	<b>Workforce Development Plan</b> implemented  No key position is vacant for longer than six months	Director Corporate Services	✓	✓	✓	✓
2.1.3.5.1	Promote and facilitate a diverse and inclusive workplace for current and prospective employees	A workforce that is inclusive	People Matters Survey  Disability & Carers Action Plan Reporting	Decrease in the % of workforce that neither agree or disagree that Disability is not a barrier to success	Director Corporate Services			✓	

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance									
Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.1.3.5.2	Equal Employment & Opportunity Policy and Action Plan to be integrated with Disability Inclusion Action Plan	Merit based employment in an inclusive and accessible workplace	People Matters Survey  Disability & Carers Action Plan Reporting	Decrease in the % of workforce that neither agree or disagree that Disability is not a barrier to success	Enterprise Risk Manager	✓			
2.1.3.5.3	WHS Manual to be reviewed and re-issued	Safer workplace supported by legislatively Compliant WHS Manual	Manual reviewed and reissued	WHS Manual is fully reviewed and reissued	Enterprise Risk Manager			✓	✓
2.1.3.5.4	Continue the development of Volunteer Management system addressing workplace and health and safety issues tasks will include: Review Volunteer Policy and Procedures Developing consultation mechanisms Training for Volunteers	Safer workplace for volunteers	Number of activities undertaken	100% of volunteers have attended information and training sessions	Enterprise Risk Manager	✓	✓	✓	

<b>Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance</b>									
<b>Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance</b>									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.1.3.5.5	As part of the volunteer Management System prioritise development of a system to track the monetised value of volunteer work – Council facilities	Monetised value of volunteer effort – Council Committees recorded and reported	Opportunity Cost x average hourly rate Berrigan Shire \$27.74 (ATO 2013, Individual Taxable Income)	All volunteers complete timesheets and quarterly total of volunteer effort monetised and reported	Finance Manager	✓	✓	✓	✓
2.1.3.6	Provide information technology and associated support for Council operations	Efficient operation of Information Technology Systems supporting other Council services	Annual Survey of Users	90% of respondents rate their level of satisfaction as satisfied or more than satisfied	Director Corporate Services	✓	✓	✓	✓
2.1.3.7	Coordinate the delivery and management of Shire records and communications	Effective records management system	Internal monitoring of information retrieval and storage	Revised electronic document management system implemented by June 2019	Director Corporate Services	✓	✓	✓	✓
2.1.3.8	Maintain and sustainably re-develop existing infrastructure and community assets	Council owned community infrastructure and assets are sustainably maintained and developed	Asset Management Plans implemented  Planned Works Completed	Asset Management Plans implemented  80% of identified works either completed or assessed as suitable for deferral	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance									
Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.1.3.9	Coordinate and manage maintenance and renewal of Council plant and equipment	Ongoing maintenance and renewal of Council plant and equipment	Capital Works Plan	Plant Renewal Program is implemented as part of Annual Capital Works Plan	Director Technical Services	✓	✓	✓	✓

<b>Strategic Objective</b>	2.2 Strengthen strategic relationships and partnerships with community, business and government
<b>Delivery Program Objectives</b>	2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery
<b>Monitoring Measures</b>	Partnerships, Organisational Capacity, Strategic Partnerships

2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery									
<b>Monitoring Measure:</b> Partnerships, Satisfaction, Strategic Partnerships									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.3.1.1	Develop resources and establish partnerships that improve local assessment of the social and economic implications of regional and inter-governmental decision-making on Shire residents, businesses and Council operations	Accurate, and accessible information about regional and local social and economic conditions, trends and pressures is accessible and used by Shire Officers, Other Agencies, Community Groups	Cost of Annual Subscription forecast id.data  Publication of <b>Berrigan Shire Health and Wellbeing Profile</b>	Suite of forecast id.data is used to inform Council planning and submissions  <b>Berrigan Shire Health and Wellbeing Profile</b> is updated after each Census	Director Corporate Services  Strategic & Social Planning Coordinator	✓	✓	✓	✓



2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery									
Monitoring Measure: Partnerships, Satisfaction, Strategic Partnerships									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.3.1.2	Actively lobby all levels of government and industry re: Murray Darling Basin Plan	Improved economic and social outcomes for the Shire's irrigators and communities	Submissions prepared  No. invitations by other levels of government to represent the Shire's position	Council Minutes and Annual Report publish information on lobbying activity re: Murray Darling Basin Plan and its implementation	General Manager	✓	✓	✓	✓

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## Good government – 4 year financial forecast

	2017/18 Forecast \$	2018/19 Forecast \$	2019/20 Forecast \$	2020/21 Forecast \$
Operating source of funds	13,072,236	13,214,237	13,535,938	13,564,934
Operating expenditures	(1,015,560)	(1,256,394)	(1,198,981)	(1,419,838)
<b>Net Operating funds result</b>	<b>12,056,676</b>	<b>11,957,843</b>	<b>12,336,958</b>	<b>12,145,096</b>
Capital source of funds	346,000	399,000	455,500	314,000
Capital expenditures	(1,470,770)	(1,192,770)	(1,582,770)	(1,144,770)
<b>Net Capital funds result</b>	<b>(1,124,770)</b>	<b>(793,770)</b>	<b>(1,127,270)</b>	<b>(830,770)</b>
<b>Net funds Surplus / (Deficit)</b>	<b>10,931,906</b>	<b>11,164,073</b>	<b>11,209,688</b>	<b>11,314,326</b>



## Supported and engaged communities

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Supported and engaged communities' welcome new members and value the wellbeing of all residents and the social connections that connect people to each other and place.

Community wellbeing is fostered through every day involvement in community activities.

Community resources are also equitably used to improve community health, individual wellbeing and to celebrate community creativity and innovation – past, present and future.

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### Why is this important?

Safe, accessible and inclusive communities are child and older person friendly.

Healthy child and youth development is facilitated in communities that are safe, inclusive and welcoming.

Older people, disabled and mobility impaired residents and visitors also experience improved quality of life and wellbeing in communities that are safe, inclusive and welcoming.

Communities that facilitate all age healthy lifestyles reduce demand upon health services, provide lifestyle choice as an option for younger families and foster opportunities for community engagement.

Lifelong learning, cultural expression and recreational activities provide opportunities for people with a diverse range of interests and backgrounds to become involved and engaged in their local communities – the sharing of their knowledge; skills, resources and experiences enrich and strengthen the social connections that are fundamental to community wellbeing and sustainability. In the past few years the Shire has experienced an increasing trend toward more families and young people leaving the Shire. Schools report a decline in enrolments and our workforce is ageing. This is not offset by inward migration of older residents.

Families and young people are needed to ensure the sustainability of our schools, local economy, sporting clubs, recreation facilities, social support and health services.

## Strategic Objectives

- 3.1 Create safe, friendly and accessible communities
- 3.2 Support community engagement through life-long learning, culture and recreation

## Delivery Program Objectives

- 3.1.1 Build communities that are home to more families and young people
- 3.1.2 Facilitate all age healthy lifestyles and ageing in place
- 3.1.3 Strengthen the inclusiveness and accessibility of our community
- 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services
- 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation
- 3.2.2 Facilitate and partner with local communities in the development of township plans

## Headline Indicator Target:

Combined SEIFA (Advantage/Disadvantage) ABS (2011) 938 Net increase in SEIFA 2016

### Why is a net increase in SEIFA ' the headline indicator for supported and engaged communities?

The SEIFA Index of Advantage and Disadvantage is a summary of different subsets of Census variables. These variables are viewed as indicators or measures of socio-economic advantage and disadvantage. The Council and other agencies use the SEIFA to

- Identify which communities require funding and services.
- Conduct research into the relationship between socio-economic disadvantage and various social, health and educational outcomes.

**Monitoring this measure, therefore, contributes toward measurement of the Council's Delivery Program and monitoring the impact of the Council's and our communities Berrigan Shire 2027 projects and initiatives.**

## Delivery Program: Measure and Indicators

CSP Outcome	Supported and engaged communities	
	Monitoring Measure	Indicators
	<b>Community Events</b>	<ul style="list-style-type: none"> <li>● Volunteerism</li> <li>● Opportunities to participate in Arts and Cultural Events</li> </ul>
	<b>Community Health &amp; Wellbeing</b>	<ul style="list-style-type: none"> <li>● Self Reported Health</li> <li>● Psychological Distress</li> <li>● Prevalence of Type 2 Diabetes</li> <li>● Access to Services/facilities</li> </ul>
	<b>Lifelong Learning and Culture</b>	<ul style="list-style-type: none"> <li>● AEDI</li> <li>● Home internet access</li> <li>● Library Membership</li> </ul>
	<b>Environmental Health and Safety</b>	<ul style="list-style-type: none"> <li>● Potable Water</li> <li>● Hazard Reduction</li> </ul>
	<b>Open Space Management &amp; Recreation</b>	<ul style="list-style-type: none"> <li>● Appearance of public space</li> <li>● Opportunities to participate in Sporting and recreation activities</li> <li>● Walkability for Transport</li> </ul>

<b>Strategic Objective</b>	<b>3.1</b> Create safe, friendly and accessible communities
<b>Delivery Program Objectives</b>	<b>3.1.1</b> Build communities that are home to more families and young people <b>3.1.2</b> Facilitate all age healthy lifestyles and ageing in place <b>3.1.3</b> Strengthen the inclusiveness and accessibility of our community <b>3.1.4</b> Coordinate and facilitate the delivery of potable water, public health and safety services
<b>Monitoring Measures</b>	Community Events, Community Health & Wellbeing, Lifelong Learning and Culture, Environmental Health and Safety, Open Space Management & Recreation

**Delivery Program Objective: 3.1.1** Build communities that are home to more families and young people

**Monitoring Measures:** Community events, Community Health and Wellbeing

Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.1.1.1	Support and promote the healthy development and wellbeing of children and young people	Local projects and programs are established to support and promote the healthy development and wellbeing of children and young people	Project participant and facility user surveys  Value of Volunteer Hrs Council sponsored projects supporting families, young people / children	Reports to Council provide feedback on participant survey results <ul style="list-style-type: none"> <li>• Kids Fest</li> <li>• Youth Week</li> </ul> Annual Report to council re: Volunteer Hours / Management facilities: Pools, Toy Library & Recreation Reserves	Director Corporate Services	✓	✓	✓	✓



Delivery Program Objective: 3.1.1 Build communities that are home to more families and young people									
Monitoring Measures: Community events, Community Health and Wellbeing									
Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.1.1.2	Transition Shire based Early Childhood Intervention Services to NDIS and current funder approved provider	Local delivery of Early Childhood Intervention Services	Funding and service targets are met	Service is transitioned	Director Corporate Services	✓			
3.1.1.3	Implement <b>Children and Families Strategy</b>	Local projects and services support the attraction and retention of families and young people	<b>Children and Families Strategy</b> developed	Families and children report satisfaction with facilities and services provided	Strategic & Social Planning Coordinator	✓	✓	✓	✓

Delivery Program Objective: 3.1.2 Facilitate all age healthy lifestyles and ageing in place									
Monitoring Measures: Community events, Community Health and Wellbeing, Open Space Management and Recreation									
Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.1.2.2	Review <b>Liveability and Healthy Ageing Strategy (DIAP)</b>	Council facilities and services support older residents health, mobility and their economic / social participation in community life	<b>Liveability and Healthy Ageing Strategy</b> is reviewed	Council adopts <b>Liveability and Healthy Ageing Strategy and Action Plan (DIAP) 2018-2022</b>	Strategic & Social Planning Coordinator		✓		
3.1.2.3	Provide recreation facilities which support active lifestyle and ageing place	Council recreation facilities support active lifestyle and ageing place	Implementation and review Corporate and Community Services Asset Management Plan	<b>Corporate and Community Services Asset Management Plan</b> items supporting active lifestyle and ageing in place are implemented	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: <b>3.1.3</b> Strengthen the inclusiveness and accessibility of our community									
Monitoring Measures: Community events, Health and Wellbeing									
Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.1.3.1	Promote the social and economic wellbeing of Shire residents and the inclusiveness of our communities through social planning and community development activities	Annual program of community development activities implemented	No. of activities held Reports to Council Participant Surveys	Based on participant surveys <ul style="list-style-type: none"> <li>Youth Week</li> <li>International Womens' Day</li> <li>Childrens' Week</li> </ul> Participant numbers are maintained and or increased  Participants/ Survey Respondents report high levels of satisfaction with the activity	Strategic & Social Planning Coordinator	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.1.4.1	Develop an <b>Integrated Water Cycle Management Strategy</b>	Strategy will guide and inform the management of the Council's Water Business	Range of indicators to be identified in the Strategy	Strategy is adopted by the Council	Environmental Engineer Director Technical Services	✓			
3.1.4.2	Ensure potable water network is safe and functional	Water networks are managed to maximise operational functions	Compliance with established Public Health drinking water standards	Supporting Operational Plan actions are undertaken and the outcome reported T: 100%	Environmental Engineer	✓	✓	✓	✓
3.1.4.2.1	Generate sufficient income from fees and charges to provide for the renewal of sewer, water supply and distribution assets	Water and sewer networks operates on full cost recovery basis and in doing so generates sufficient revenue to ensure the long term sustainability of operations	Funds in Water and Sewer Reserve Accounts	Water and Sewer service operations are meeting full-cost recovery requirements i.e.: making an operating surplus and generating sufficient cash to meet future capital works	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.1.4.1.2	Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings and air	Safer and healthier communities	Assess impacts associated with actions resulting in contamination	Environmental contaminants and public health hazards minimised	Development Manager	✓	✓	✓	✓
3.1.4.1.2.1	Develop and implement inspection programs: <ul style="list-style-type: none"> <li>• Food premises</li> <li>• Building works</li> <li>• Water/Sewerage treatment</li> <li>• Fire safety/hazard reduction</li> <li>• Swimming pools</li> </ul>	Food premises, building works, water and sewerage treatment and fire safety/hazard reduction services meet standards	Delivery Program Report No. inspections completed x type  No program inspections not completed x type	Inspection programs result in safer and healthier premises	Development Manager	✓	✓	✓	✓
3.1.4.3	Coordinate and facilitate local emergency management committee	Committee coordinated and facilitated	LEMPlan is maintained	In the event of an emergency LEMPlan coordinates and facilitates local response	Director Technical Services	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.1.4.3.1	Provide and maintain local emergency operations centres and associated plant	Fit for purpose LEOC's	LEOC's found fit for purpose during emergencies and/or training operations	In the event of an emergency LEOC's provide 'fit for purpose' emergency operations centres	Director Technical Services	✓	✓	✓	✓
3.1.4.4	Develop and maintain local cemeteries and associated infrastructure	Cemeteries progressively developed to meet demand  Routine maintenance conducted	Graves available  Work undertaken Customer Survey	Sufficient gravesites exist in the lawn cemeteries to meet 5+ years of estimated demand  Cemetery Maintenance agreements with service clubs maintained and reviewed	Director Corporate Services	✓	✓	✓	✓
3.1.4.4.1	Integrate Cemetery Management Plan with Council's suite of plans	Strategic Management of the Council's Cemeteries	Project Plan milestones achieved	Cemetery Management Plan is integrated with Council Plans	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.1.4.5	Control and promote responsible ownership of companion animals	Negative impacts & disturbance caused by companion animals reduced	Customer Service Complaints No. Registered Companion Animals	Education of community results in minimal impacts from companion animals	Development Manager	✓	✓	✓	✓



## Supported and engaged communities – 4 year financial forecast

	2017/18 Forecast \$	2018/19 Forecast \$	2019/20 Forecast \$	2020/21 Forecast \$
Operating source of funds	4,201,999	4,222,171	4,275,181	4,374,418
Operating expenditures	(6,168,168)	(6,552,085)	(6,681,434)	(6,236,955)
<b>Net Operating funds result</b>	<b>(1,966,169)</b>	<b>(2,329,913)</b>	<b>(2,406,253)</b>	<b>(1,862,537)</b>
Capital source of funds	3,253,875	-	-	-
Capital expenditures	(4,711,337)	(719,967)	(606,964)	(1,194,610)
<b>Net Capital funds result</b>	<b>(1,457,462)</b>	<b>(719,967)</b>	<b>(606,964)</b>	<b>(1,194,610)</b>
<b>Net funds Surplus / (Deficit)</b>	<b>(3,423,630)</b>	<b>(3,049,880)</b>	<b>(3,013,217)</b>	<b>(3,057,147)</b>

## Diverse and resilient business

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Local job creation driven by investment in innovation (new products/services) is needed to retain and attract skilled professionals and young people.

Rural communities that offer lifestyle and professional opportunities are more successful in attracting and retaining a skilled workforce.

A strong local economy is a buffer against globally exposed commodity agribusiness during drought or economic downturn.

Tourism is a competitive industry sector with the drivers for growth being: a diverse range of local / regional experiences supported by contemporary marketing and promotion.

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### Why is this important?

Research commissioned by Regional Development Australia – Murray 2010 (a shift share analysis) suggests that targeted investment by business and government in employment growth drivers is needed to create jobs and promote innovation. Council's website publishes for businesses and residents business LGA specific shift share analysis (2013) data that can be used by local business to determine the competitiveness of their industry and product.

Construction, transport, health, aged care and community services will create more jobs if there is industry support for investment in centres of excellence, local training and research.

The Shire's **Delivery Program** is characterised by actions and projects that support collaborative planning, shared resourcing, water security, and also the regional branding and promotion (VIC/NSW) needed to realise the potential of its: national freight infrastructure projects; local innovation and value added agricultural product development. The Council's **Delivery Program** recognises that the levers and drivers of growth: marketing, communication technologies, supply chains and access to markets for local business and industries are Victorian based.

Our lifestyle, climate, existing sporting facilities and proximity to Melbourne presents micro business development opportunities capable of generating higher levels of local investment, retained retail, goods and services spending. Similarly, cross-border Tourist or Visitor Economy initiatives increase the attractiveness of the VIC/NSW Murray Region as a Destination and encourage visitors to stay longer.

## Strategic Objectives

- 4.1 Strengthen and diversify the local economy and invest in local job creation and innovation
- 4.2 Diversify and promote local tourism
- 4.3 Connect local, regional and national road and rail infrastructure and networks

## Delivery Program Objectives

- 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs
- 4.1.2 Support local enterprise through local economic and industry development initiatives and projects
- 4.2.1 Implement the [Berrigan Shire Tourism Strategy](#)
- 4.2.2 Partner with regional Tourism Boards
- 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure

## Headline Indicator Target:

Regional Institute Australia  
LGA Competitiveness Index Rating 315/500 + or minus 5 places

**Why is the Regional Institute of Australian LGA Competitiveness Index Rating' the headline indicator for diverse and resilient business?**

The Competitiveness Index Rating is a summary of 10 variables that contributes to a region's economic competitiveness. These variables are made up of a number of indicators capturing the competitive position of each LGA and revealing the indicators that can be improved to realise the economic potential of industries and businesses.

**Monitoring this measure, therefore, contributes toward measurement of the Council's Delivery Program and monitoring the impact of the Council's and our communities Berrigan Shire 2027 projects and initiatives.**

## Delivery Program: Measure and Indicators

CSP Outcome	Diverse and resilient business	
	Monitoring Measure	Indicators
	<b>Economic &amp; Industry Development</b>	<ul style="list-style-type: none"> <li>● Economic &amp; Industry Development Projects undertaken by Council</li> <li>● Value of State and Commonwealth Govt Development &amp; Grants Exc. Road/Freight Infrastructure</li> <li>● Residential or Other Development</li> </ul>
	<b>Tourism &amp; Events</b>	<ul style="list-style-type: none"> <li>● Events</li> <li>● Regional Tourism</li> </ul>
	<b>Regional Infrastructure</b>	<ul style="list-style-type: none"> <li>● Freight Infrastructure Projects</li> </ul>

<b>Strategic Objective</b>	4.1 Strengthen and diversify the local economy and invest in local job creation and innovation
<b>Delivery Program Objectives</b>	4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs 4.1.2 Support local enterprise through local economic and industry development initiatives and projects
<b>Monitoring Measures</b>	Economic & Industry Development

**Delivery Program Objective:** 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs

**Monitoring Measure:** Economic & Industry Development

Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
4.1.1.1	Complete review and implement <b>Berrigan Shire Economic Development Plan 2017 - 2021</b>	Economic Development Plan developed	Adopted by Council and implemented	Annual Report to Council of the Plan's status and implementation	Economic and Industry Development Liaison	✓	✓	✓	✓
4.1.1.2	Develop industry profiles informed by strategic analysis of local conditions and relative competitive advantages	Conditions that support or inhibit the comparative growth and competitiveness of local business are identified	Profiles published	Industry reports using data to enhance operations and attract investment	Economic and Industry Development Liaison	✓	✓	✓	✓

<b>Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs</b>									
<b>Monitoring Measure: Economic &amp; Industry Development</b>									
<b>Op Plan Ref</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Our proposed action is achieved when ...</b>	<b>Who will coordinate it?</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>
4.1.1.3	Support collaborative planning, shared resourcing in local industry and promotion of business and development projects	Council facilitation of industry networks / collaborative projects and shared resourcing	Surveys Network projects	Local networks initiate new projects and share resources	Economic and Industry Development Liaison	✓	✓	✓	✓
4.1.1.4	Continue the development and marketing Tocumwal Aerodrome industrial precinct	Development of Tocumwal Airpark	Development of sold allotments	Subdivision is completed and allotments sold are developed by owners	Economic and Industry Development Liaison	✓	✓	✓	✓
4.1.1.5	Promote the development of business support groups /networks within the Shire.	Active business groups / networks contributing towards local jobs and business growth	Local business surveys Employment Data	The business groups in each town involve significant proportion of business operators for their mutual benefit	Economic and Industry Development Liaison	✓	✓	✓	✓

Delivery Program Objective: 4.1.2 Support local enterprise through local economic and industry development initiatives and projects									
Monitoring Measure: Economic & Industry Development									
Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
4.1.2.1	Promote the development of business support groups /networks within the Shire.	Active business groups / networks contributing towards local jobs and business growth	Local business surveys Employment Data	The business groups in each town involve significant proportion of business operators for their mutual benefit	Economic and Industry Development Liaison	✓	✓	✓	✓
4.1.2.2	Convene regular meetings between Council and presidents' of local Chambers of Commerce or similar	Forum for local business and Council to identify and resolve issues of common concern	No. of meetings held Attendance No. projects	There is active participation by local Chambers of Commerce or similar	Economic and Industry Development Liaison	✓	✓	✓	✓
4.1.2.3	Recognise excellence in local business and industry	Excellence in local business and industry recognised by peers	No. of nominations received Attendance at awards	Local business and industry support Awards	Economic and Industry Development Liaison	✓	✓	✓	✓



<b>Strategic Objective</b>	4.2 Diversify and promote local tourism
<b>Delivery Program Objectives</b>	4.2.1 Implement the Berrigan Shire Tourism Strategy 4.2.2 Partner with regional Tourism Boards
<b>Monitoring Measures</b>	Tourism and Events

Delivery Program Objective: 4.2.1 Implement the Berrigan Shire Tourism Strategy									
Monitoring Measure: Tourism and Events									
Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
4.2.1.1	Invest in infrastructure that will add value to and increase the competitiveness of the Shire's Visitor Economy e.g: Redevelopment of the Tocumwal Foreshore Reserve	Local operators develop new Visitor Economy product and services	Increase in Visitors Tocumwal Foreshore		Director Technical Services	✓	✓	✓	✓
4.2.1.2	Partner with industry and other levels of government on securing investment needed for <b>Ports of the Murray and Murray River Adventure Trail</b> Projects	New Visitor Experiences	Investment by other levels of Government and Industry in <b>Ports of the Murray and Murray River Adventure Trail</b> Projects	<b>Ports of the Murray and Murray River Adventure Trail</b> Projects are funded	Economic and Industry Development Liaison	✓	✓	✓	✓

Delivery Program Objective: 4.2.1 Implement the Berrigan Shire Tourism Strategy									
Monitoring Measure: Tourism and Events									
Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
4.2.1.3	Provide support to event proponents and organisers.	Increase in the number of successful events, proponents and organisers Increased attendance local events	No. of events supported by Council  Event Surveys	At least 4 events are supported each year  Participant feedback is reported by event organisers to Events Committee	Economic and Industry Development Liaison	✓	✓	✓	✓

Delivery Program Objective: 4.2.2 Partner with regional Tourism Boards									
Monitoring Measure: Tourism and Events									
Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
4.2.2.1	Membership of regional tourism boards established to increase visitation and economic activity in the Murray Region of NSW and Murray River towns	Regional and interstate marketing and promotion of the Shire's tourism products and services	Participation in Regional Tourism Boards  Value of projects undertaken by that Regional Board that promote Murray River towns as a Destination	Councillor and staff attendance at Regional Tourism Board Meetings	Economic and Industry Development Liaison	✓	✓	✓	✓

<b>Strategic Objective</b>	4.3 Connect local, regional and national road and rail infrastructure and networks
<b>Delivery Program Objectives</b>	4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure
<b>Monitoring Measures</b>	Freight Infrastructure & Projects

<b>Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure</b>									
<b>Monitoring Measure: Freight Infrastructure &amp; Projects</b>									
Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
4.3.1.1	Develop business case for the development of hardstand and serviced truck parking Tocumwal, Berrigan and Finley	Improved safety and services for transport and logistics industries	Business Case developed and costed	Funding is secured for identified projects	Economic and Industry Development Liaison	✓	✓	✓	✓
4.3.1.2	Lobby for upgrade of rail facilities, associated with Tocumwal rail line incl. line to Shepparton and Melbourne Ports	Increased use of Tocumwal inter-modal facility	Investment by government in facilities	Funding is committed by Victorian and Commonwealth Governments	Economic and Industry Development Liaison	✓	✓	✓	✓

Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure									
Monitoring Measure: Freight Infrastructure & Projects									
Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
4.3.1.3	Participate actively in efforts to upgrade Newell Highway and Midland Murray Valley highways particularly the Shepparton bypass	Increased use of Tocumwal inter-modal facility	Highway upgrades demonstrative progress	Funding is committed by Victorian and Commonwealth Governments	Economic and Industry Development Liaison	✓	✓	✓	✓
4.3.1.4	Operate the Tocumwal Aerodrome	Operated in accordance with CASA regulations and <b>Tocumwal Aerodrome Management Plan.</b>	Annual report on activity	Annual Report Presented to Council on Aerodrome Operations	Director Technical Services	✓	✓	✓	✓
4.3.1.4.1	Review the <b>Tocumwal Aerodrome Management Plan</b>	A new Management Plan is developed for the Tocumwal Aerodrome	Adopted by Council and implemented	Annual Report to Council of the Plan's status and implementation	Director Technical Services			✓	

Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure									
Monitoring Measure: Freight Infrastructure & Projects									
Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
4.3.1.4.2	Maintain the Tocumwal Aerodrome	Maintained in accordance with <b>Corporate and Community Services Asset Management Plan</b>	Satisfactory results from CASA inspections for continuation of Aerodrome registration	Annual Report is presented to Council on Aerodrome Operations  CASA issue compliant assessment of Aerodrome Operations and Management  Tocumwal Aerodrome maintains its registration	Director Technical Services	✓	✓	✓	✓
							✓		✓
							✓		✓

## Diverse and resilient business – 4 year financial forecast

	2017/18 Forecast \$	2018/19 Forecast \$	2019/20 Forecast \$	2020/21 Forecast \$
Operating source of funds	316,341	395,818	325,380	330,028
Operating expenditures	(1,008,961)	(1,052,416)	(1,086,153)	(1,080,170)
<b>Net Operating funds result</b>	<b>(692,620)</b>	<b>(656,598)</b>	<b>(760,773)</b>	<b>(750,142)</b>
Capital source of funds	-	-	-	-
Capital expenditures	(20,000)	(75,000)	-	-
<b>Net Capital funds result</b>	<b>(20,000)</b>	<b>(75,000)</b>	-	-
<b>Net funds Surplus / (Deficit)</b>	<b>(712,620)</b>	<b>(731,598)</b>	<b>(760,773)</b>	<b>(750,142)</b>

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## Section 3: Delivery Program Budget

Projected Income and  
Expenditure Statement

Projected Balance Sheet

Projected Cash Flow  
Statement

Outcome Budget Summary –  
Four Year Forecast

Capital Works Summary Plan  
Projection

Draft

## INCOME STATEMENT - CONSOLIDATED

Scenario: Base Case	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$	\$	\$
Rates & Annual Charges	9,201,000	9,449,007	9,586,366	9,780,969	9,982,156	10,187,610
User Charges & Fees	2,367,156	1,694,371	1,669,060	1,691,385	1,714,268	1,737,723
Interest & Investment Revenue	722,000	616,754	719,589	744,659	760,018	784,318
Other Revenues	820,000	584,722	508,609	517,107	525,804	534,704
Grants & Contributions provided for Operating Purposes	7,993,000	8,590,856	6,249,903	6,307,158	6,646,951	6,711,584
Grants & Contributions provided for Capital Purposes	2,586,000	2,266,510	3,317,915	75,000	148,000	320,000
Net gains from the disposal of assets	198,000	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>23,887,156</b>	<b>23,202,219</b>	<b>22,051,442</b>	<b>19,116,278</b>	<b>19,777,196</b>	<b>20,275,939</b>
Employee Benefits & On-Costs	7,188,000	3,998,370	4,033,686	4,132,452	4,233,650	4,337,343
Borrowing Costs	87,000	61,372	51,739	45,431	38,796	31,675
Materials & Contracts	3,031,000	6,555,443	5,847,455	5,924,104	6,031,941	6,101,056
Depreciation & Amortisation	5,758,000	5,876,300	5,935,066	5,994,219	6,053,964	6,114,304
Impairment	-	-	-	-	-	-
Other Expenses	1,941,000	2,313,621	1,979,869	2,064,883	2,100,595	2,137,023
Interest & Investment Losses	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>18,005,000</b>	<b>18,805,105</b>	<b>17,847,814</b>	<b>18,161,088</b>	<b>18,458,946</b>	<b>18,721,401</b>
<b>Operating Result from Continuing Operations</b>	<b>5,882,156</b>	<b>4,397,114</b>	<b>4,203,629</b>	<b>955,190</b>	<b>1,318,250</b>	<b>1,554,539</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>5,882,156</b>	<b>4,397,114</b>	<b>4,203,629</b>	<b>955,190</b>	<b>1,318,250</b>	<b>1,554,539</b>
<b>Capital Purposes</b>	<b>3,296,156</b>	<b>2,130,604</b>	<b>885,714</b>	<b>880,190</b>	<b>1,170,250</b>	<b>1,234,539</b>

## Balance Sheet - Consolidated

Scenario: Base Case	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$	\$	\$
Cash & Cash Equivalents	4,125,000	2,755,520	2,257,300	2,016,622	2,253,917	1,903,049
Investments	19,630,000	18,327,903	18,366,557	18,898,360	19,398,360	20,398,360
Receivables	1,230,000	1,296,671	1,276,868	1,273,154	1,294,849	1,322,453
Inventories	223,000	529,951	468,554	473,653	481,374	485,793
Other	27,000	71,267	60,595	61,906	63,031	63,771
Non-current assets classified as "held for sale"	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>25,235,000</b>	<b>22,981,311</b>	<b>22,429,874</b>	<b>22,723,694</b>	<b>23,491,530</b>	<b>24,173,426</b>
Investments	-	-	-	-	-	-
Receivables	-	79,310	79,310	79,310	79,310	79,310
Inventories	185,000	118,271	118,271	118,271	118,271	118,271
Infrastructure, Property, Plant & Equipment	215,802,000	223,432,700	227,753,266	228,124,700	228,545,615	229,271,046
Investments Accounted for using the equity method	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>215,987,000</b>	<b>223,630,281</b>	<b>227,950,847</b>	<b>228,322,281</b>	<b>228,743,197</b>	<b>229,468,627</b>
<b>TOTAL ASSETS</b>	<b>241,222,000</b>	<b>246,611,593</b>	<b>250,380,721</b>	<b>251,045,975</b>	<b>252,234,726</b>	<b>253,642,053</b>
Bank Overdraft	-	-	-	-	-	-
Payables	929,000	2,166,887	1,881,136	1,746,257	1,778,451	1,800,053
Borrowings	253,000	148,749	155,057	161,692	168,814	176,035
Provisions	2,641,000	2,648,698	2,648,698	2,648,698	2,648,698	2,648,698
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>3,823,000</b>	<b>4,964,334</b>	<b>4,684,891</b>	<b>4,556,647</b>	<b>4,595,963</b>	<b>4,624,785</b>
Payables	-	8,193	8,193	8,193	8,193	8,193
Borrowings	1,297,000	1,147,649	992,592	830,900	662,086	486,051
Provisions	354,000	346,302	346,302	346,302	346,302	346,302
Investments Accounted for using the equity method	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>1,651,000</b>	<b>1,502,144</b>	<b>1,347,087</b>	<b>1,185,395</b>	<b>1,016,581</b>	<b>840,546</b>
<b>TOTAL LIABILITIES</b>	<b>5,474,000</b>	<b>6,466,479</b>	<b>6,031,978</b>	<b>5,742,043</b>	<b>5,612,544</b>	<b>5,465,332</b>
<b>Net Assets</b>	<b>235,748,000</b>	<b>240,145,114</b>	<b>244,348,743</b>	<b>245,303,933</b>	<b>246,622,183</b>	<b>248,176,721</b>
Retained Earnings	100,527,156	104,924,270	109,127,899	110,083,089	111,401,339	112,955,877
Revaluation Reserves	135,220,844	135,220,844	135,220,844	135,220,844	135,220,844	135,220,844
Council Equity Interest	235,748,000	240,145,114	244,348,743	245,303,933	246,622,183	248,176,721
Minority Equity Interest	-	-	-	-	-	-
<b>Total Equity</b>	<b>235,748,000</b>	<b>240,145,114</b>	<b>244,348,743</b>	<b>245,303,933</b>	<b>246,622,183</b>	<b>248,176,721</b>

## Cash Flow Statement - Consolidated

Scenario: Base Case	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$	\$	\$
Rates & Annual Charges	9,275,000	9,327,606	9,579,559	9,771,480	9,972,344	10,177,591
User Charges & Fees	2,937,000	1,711,987	1,676,148	1,688,281	1,711,087	1,734,463
Interest & Investment Revenue Received	743,000	622,454	729,951	748,804	757,494	775,380
Grants & Contributions	10,579,000	10,857,366	9,567,818	6,382,158	6,794,951	7,031,584
Bonds & Deposits Received	10,000	-	-	-	-	-
Other	1,666,000	522,044	518,835	531,440	521,881	531,617
Employee Benefits & On-Costs	(7,279,000)	(3,929,740)	(4,026,184)	(4,304,583)	(4,233,650)	(4,337,343)
Materials & Contracts	(4,705,000)	(5,704,773)	(6,060,273)	(5,896,527)	(6,011,778)	(6,087,502)
Borrowing Costs	(29,000)	(61,372)	(51,739)	(45,431)	(38,796)	(31,675)
Bonds & Deposits Refunded	(53,000)	-	-	-	-	-
Other	(1,943,000)	(2,256,238)	(1,989,300)	(2,063,788)	(2,099,665)	(2,136,432)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>11,201,000</b>	<b>11,089,335</b>	<b>9,944,815</b>	<b>6,811,834</b>	<b>7,373,866</b>	<b>7,657,681</b>
Sale of Investment Securities	-	1,502,097	511,345	268,198	-	-
Sale of Investment Property	-	-	-	-	-	-
Sale of Real Estate Assets	330,000	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	164,000	458,500	346,000	399,000	455,500	314,000
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-
Deferred Debtors Receipts	148,000	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-
Purchase of Investment Securities	(3,000,000)	(200,000)	(550,000)	(800,000)	(500,000)	(1,000,000)
Purchase of Investment Property	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,068,000)	(13,965,500)	(10,601,631)	(6,764,653)	(6,930,379)	(7,153,734)
Purchase of Real Estate Assets	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-
Deferred Debtors & Advances Made	(79,000)	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(11,505,000)</b>	<b>(12,204,903)</b>	<b>(10,294,286)</b>	<b>(6,897,456)</b>	<b>(6,974,879)</b>	<b>(7,839,734)</b>
Proceeds from Borrowings & Advances	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-
Repayment of Borrowings & Advances	(262,000)	(253,912)	(148,749)	(155,057)	(161,692)	(168,814)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(262,000)</b>	<b>(253,912)</b>	<b>(148,749)</b>	<b>(155,057)</b>	<b>(161,692)</b>	<b>(168,814)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(566,000)</b>	<b>(1,369,480)</b>	<b>(498,220)</b>	<b>(240,679)</b>	<b>237,295</b>	<b>(350,867)</b>
<b>plus: Cash, Cash Equivalents &amp;</b>	<b>4,691,000</b>	<b>4,125,000</b>	<b>2,755,520</b>	<b>2,257,300</b>	<b>2,016,622</b>	<b>2,253,917</b>

Scenario: Base Case	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$	\$	\$
<b>Investments - beginning of year</b>						
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>4,125,000</b>	<b>2,755,520</b>	<b>2,257,300</b>	<b>2,016,622</b>	<b>2,253,917</b>	<b>1,903,049</b>
Cash & Cash Equivalents - end of the year	4,125,000	2,755,520	2,257,300	2,016,622	2,253,917	1,903,049
Investments - end of the year	19,630,000	18,327,903	18,366,557	18,898,360	19,398,360	20,398,360
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>23,755,000</b>	<b>21,083,423</b>	<b>20,623,857</b>	<b>20,914,981</b>	<b>21,652,277</b>	<b>22,301,409</b>
- External Restrictions	14,018,376	13,832,154	13,725,733	14,314,251	15,127,522	15,428,849
- Internal Restrictons	4,648,734	3,870,799	3,780,420	3,871,232	3,755,327	3,921,288
- Unrestricted	5,087,890	3,380,469	3,117,704	2,729,499	2,769,427	2,951,272
	<b>23,755,000</b>	<b>21,083,423</b>	<b>20,623,857</b>	<b>20,914,981</b>	<b>21,652,277</b>	<b>22,301,409</b>

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## BUDGET BY OUTCOME 2017-18 to 2020-21

			2016/17 Budget Carried Forward	YTD DEC 2016-17 ACTUAL	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST
<b>GRAND TOTAL</b>			(256,846)	5,741,346	32,869	(101,753)	(114,870)	45,404
			(2,529,640)	(2,445,635)	(7,121,235)	(7,517,217)	(7,448,814)	(7,346,764)
<b>SUSTIANABLE NATURAL AND BUILT ENVIRONMENTS</b>			(2,529,640)	(2,445,635)	(7,121,235)	(7,517,217)	(7,448,814)	(7,346,764)
	0011-0000	RURAL SEALED ROADS - MAINTENANCE		(206,971)	(404,782)	(410,854)	(417,017)	(423,272)
	0013-0000	RURAL UNSEALED ROADS - MAINTENANCE		(563,241)	(576,825)	(585,477)	(594,259)	(603,173)
	0015-0226	MR226 NANGUNIA ST & HUGHES ST		(8,916)	-	-	-	-
	0015-0356	MR356 BERRIGAN - OAKLANDS RD		(21,782)	-	-	-	-
	0015-0363	MR363 BERRIGAN - BAROOGA RD		(86,068)	-	-	-	-
	0015-0550	MR550 TOCUMWAL - MULWALA RD		(210,235)	-	-	-	-
	0015-0564	MR564 BERRIGAN - JERILDERIE RD		(37,534)	-	-	-	-
	0015-0999	RTA MR BLOCK GRANT BUDGET ONLY		-	(706,000)	(706,000)	(706,000)	(706,000)
	0015-1226	MR226 CAPITAL PROJECTS		-	-	-	-	-
	0015-1363	MR363 CAPITAL PROJECTS		-	-	-	-	-
	0015-1550	MR550 CAPITAL PROJECTS		-	-	-	-	-
	0015-1564	MR564 CAPITAL PROJECTS		-	-	-	-	-
	0015-5363	MR363		-	-	-	-	-
	0015-6363	RECO MR 363 RIV HWY TO COB ST		-	-	-	-	-
	0015-7226	MR226 NANGUNIA ST 10/11 PROJEC		-	-	-	-	-
	0015-9999	Block Grant - UNSPENT FUNDS		-	-	-	-	-
	0021-0000	OTHER URBAN SEALED ROADS - MAINTENANCE		(402,817)	(549,318)	(557,558)	(565,921)	(574,410)
	0023-0000	OTHER URBAN UNSEALED ROADS - MAINTENANCE		(21,892)	(63,945)	(64,904)	(65,878)	(66,866)
	1214-0105	CONTRIB CENTRAL MURRAY COUNTY		(122,285)	(124,731)	(127,225)	(129,770)	(132,365)
	1411-0110	ENV. SERV SALARIES & ALLOWANCE		(244,001)	(413,178)	(423,507)	(434,095)	(444,947)
	1411-0120	ENV. SERV VEHICLE OPERATING EX		(20,422)	(44,554)	(45,445)	(46,354)	(47,281)
	1411-0125	ENV. SERV STAFF TRAINING		(8,414)	(12,240)	(12,485)	(12,735)	(12,989)
	1411-0130	ENV. SERV CONFERENCES/SEMINARS		(826)	(5,040)	(5,141)	(5,243)	(5,348)
	1411-0135	ENV. SERV OFFICE EXPENSES		(3,813)	(5,583)	(5,666)	(5,751)	(5,838)
	1411-0136	ENV. SERV ADVERTISING EXPENSES		(2,716)	(2,774)	(2,830)	(2,886)	(2,944)
	1411-0137	ENV. SERV OFFICE EXP-TELEPHONE		(861)	(2,040)	(2,081)	(2,122)	(2,165)
	1411-0140	BUILDING SURVEYOR ACCREDITATION		(1,500)	(3,000)	(3,000)	(3,000)	(3,000)
	1411-0145	ENV. SERV LEGAL EXPENSES		(3,361)	(5,000)	(5,000)	(5,000)	(5,000)
	1411-0146	ENV. SERV CONSULTANCY		-	(2,000)	(2,000)	(2,000)	(2,000)
	1411-0150	COMMUNITY CLEAN-UP EXPENSE		-	-	-	-	-

1411-0186	DA TRACKING PROJECT	-	-	-	-	-
1411-0187	ELECTRONIC HOUSING PROJECT	-	(2,500)	(2,500)	(2,500)	(2,500)
1411-0190	LESS: CHARGED TO OTHER FUNDS	242,150	484,300	484,300	484,300	484,300
1411-0195	ENV. SERV ADMIN CHARGES	(51,357)	(102,715)	(102,715)	(102,715)	(102,715)
1412-0105	DWM ADMIN CHARGES	(106,835)	(213,670)	(213,670)	(213,670)	(213,670)
1412-0140	COLLECTION EXPENSES - CONTRACT	(160,474)	(208,380)	(211,505)	(214,678)	(217,898)
1412-0141	DWM WASTE COLLECTION FEE EXP	-	(129,413)	(131,354)	(133,324)	(135,324)
1412-0142	CONTRACT SUPERVISION FEES (MOI	-	(6,192)	(6,284)	(6,378)	(6,474)
1412-0150	TIP OPERATION EXPENSES - TOC	(80,539)	(119,770)	(121,567)	(123,390)	(125,241)
1412-0151	TOC TIP OP EXPS - INSURANCE	(3,700)	(3,774)	(3,849)	(3,926)	(4,005)
1412-0155	TIP OPERATIONS EXPENSES - BGN	(93,097)	(150,829)	(153,092)	(155,388)	(157,719)
1412-0156	BGN TIP OP. EXPS - INSURANCE	(3,700)	(3,774)	(3,849)	(3,927)	(4,005)
1412-0157	TIP OP. EXPS BGN - ELECTRICITY	(475)	(4,080)	(4,162)	(4,245)	(4,330)
1412-0158	TIP OPERATIONS TELEPHONE	(141)	(938)	(957)	(976)	(996)
1412-0160	RECYCLE CENTRE OPERATIONS EXPE	(47,133)	(53,186)	(53,984)	(54,794)	(55,616)
1412-0161	RECYCLE CENTRE - INSURANCE	(4,000)	(4,080)	(4,162)	(4,245)	(4,330)
1412-0162	RECYCLABLES COLLECTION EXPENSE	(83,605)	(165,141)	(167,617)	(170,132)	(172,684)
1412-0165	FINLEY RECYCLE CENTRE BLDG MTC	-	(203)	(206)	(209)	(212)
1412-0167	BERRIGAN TIP BLDG MTCE	(437)	(508)	(515)	(523)	(531)
1412-0185	DRUMMUSTER OPERATIONAL EXPENDI	-	(4,364)	(4,430)	(4,496)	(4,564)
1412-0505	PURCHASE OF BINS	(1,025)	(5,000)	(5,000)	(5,000)	-
1412-0506	FINLEY TIP - FENCING AROUND BI	-	-	-	-	-
1412-0512	BERRIGAN & FINLEY TIP - CRUSHED ROCK	(16,423)	-	-	-	-
1412-0527	BGN - NEW LANDFILL HOLE	(3,406)	-	-	-	-
1412-0528	BERRIGAN TIP - FENCE	(3,367)	-	-	-	-
1412-0529	FIN TIP FENCE	-	-	-	-	-
1412-0530	REHAB EXHAUSTED LANDFILLS	-	-	-	-	-
1412-0531	CONCRETE CRUSHING	-	-	-	-	-
1414-0105	STREET & GUTTER CLEANING	(105,385)	(168,795)	(171,326)	(173,896)	(176,505)
1414-0110	RUBBISH COLLECTION BEACH AREAS	(1,250)	(33,800)	(34,306)	(34,821)	(35,343)
1416-0110	STORM WATER DRAINAGE MTCE	(124,330)	(100,485)	(101,992)	(103,522)	(105,075)
1416-0111	STORMWATER DRAIN - ELECTRICITY	(12,544)	(18,360)	(18,727)	(19,102)	(19,484)
1416-0160	INTEREST-DRAINAGE INT LOAN 385	-	-	-	-	-
1416-0161	LOAN 387 INTEREST EXPENSE	-	-	-	-	-
1416-0998	ASSET MANAGEMENT - DRAINAGE	-	-	-	-	-
1416-2410	LIRS - US/W DRAINAGE INTEREST	(35,233)	(51,739)	(45,431)	(38,796)	(31,675)
1416-2411	LIRS - US/W DRAINAGE PRINCIPAL	(81,718)	(148,749)	(155,057)	(161,692)	(168,814)
1417-0525	PRINCIPAL-DRAINAGE INTLOAN 385	-	-	-	-	-
1417-0530	LOAN 387 PRINCIPAL - CURRENT	-	-	-	-	-



1417-0540	REMODEL LOCO DAM		-	-	-	-	-
1417-0541	RILEY COURT STORMWATER DETENTION BASIN		-	-	-	-	-
1417-0546	RETENTION POND - RIV HWY FIN		(15,845)	-	-	-	-
1417-0551	CONSTRUCT PUMP STATION TOC GOLF	(24,955)	(420)	-	-	-	-
1417-0554	CHANTER ST - RAILWAY TO JERSEY	(86,700)	(66,940)	-	-	-	-
1417-0555	CRAWFORD SUBDIV DRAIN TO TOC SEWER		(6,091)	-	-	-	-
1417-0677	WILLIAM ST - HAMPDEN TO EAST		-	-	-	-	-
1417-0822	MURRAY ST - HEADFORD TO OSBORNE (TP)	(58,735)	(9,252)	-	-	-	-
1417-0824	GEORGE ST PUMPSTATION		(235)	-	-	-	-
1417-0825	LIRS - EAST RIVERINA HWY	(291,020)	(302,496)	-	-	-	-
1417-0826	LIRS - FLYNN ST AREA	(4,075)	(4,046)	-	-	-	-
1417-0827	FLYNN ST AREA		(43)	-	-	-	-
1417-0828	FINLEY ST DETENTION BASIN	(45,827)	-	-	-	-	-
1417-0829	WILLIAM ST CROSS CONNECTION		(15)	-	-	-	-
1417-0830	BRUTON ST ELEC & PIPEWORK	(150,000)	-	-	-	-	-
1417-0831	GEORGE ST-DEAN ST PUMP STATION		(3,660)	-	-	-	-
1417-0833	DRUMMOND ST RAILWAY TO DROHAN	(13,207)	(500)	-	-	-	-
1417-0834	ENDEVOUR ST NEW PUMP STATION	(47,239)	(53,357)	-	-	-	-
1417-0835	MURRAY ST WARMATTA TO WOLAMAI	(22,500)	(318)	-	-	-	-
1417-0836	LANE 961 BRUTON ST BGA ST NTH		-	-	-	-	-
1417-0837	TUPPAL ST FINLEY	(75,695)	-	-	-	-	-
1417-0838	MAY LAWSON CROSS CONNECTION		(190)	-	-	-	-
1417-0839	TOC TOWN ENTRY - DEAN ST	(30,000)	-	-	-	-	-
1417-0840	CORCORAN ST RISING MAIN	(20,000)	(6,611)	-	-	-	-
1417-0841	JERILDERIE ST HORSFALL TO NANG		-	-	-	-	-
1417-0842	JERILDERIE ST - NANGUNIA TO ORR		-	-	-	-	-
1417-0843	BRUTON ST - EXT JERILDERIE NTH		-	-	-	-	-
1417-0844	BRUTON ST - EXT TO CHARLOTTE		-	-	-	-	-
1417-0845	MCALLISTER St - HEADFORD TO OSB		-	-	-	-	-
1417-0846	JERSEY ST - CHANTER TO TUPPAL		(23,616)	-	-	-	-
1418-0110	LEVEE BANKS MTCE		(19,596)	(50,750)	(51,511)	(52,287)	(53,068)
1418-0130	MURRAY DARLING ASSOCIATION		(2,377)	(2,040)	(2,081)	(2,122)	(2,165)
1418-0140	LEVEE BANKS ADMIN CHARGES		(19,518)	(39,036)	(39,036)	(39,036)	(39,036)
1610-0105	SEWERAGE ADMIN CHARGE - ADMINI		(91,910)	(183,821)	(183,821)	(183,821)	(183,821)
1610-0106	SEWER ADMIN CHARGE - ENGINEERI		(138,503)	(277,007)	(277,007)	(277,007)	(277,007)
1610-0117	SEWERAGE SERVICE - RENTAL CONT		(24,160)	(48,320)	(48,320)	(48,320)	(48,320)
1610-0155	SEWER WRITE OFF BAD DEBTS		-	(1,000)	(1,000)	(1,000)	(1,000)
1610-0504	OFFICE EQUIP/FURN NON CAPITAL		-	(500)	(500)	(500)	(500)
1610-0512	PUMP REPLACEMENT		(14,374)	-	-	-	-

1610-0517	GRAVEL POND BANKS - TOC		-	-	-	-	-
1610-0522	ROCK BEACHING - TOC RECYCLE PONDS		-	-	-	-	-
1610-0526	SEWER MAIN UPGRADES - TOCUMWAL		-	-	-	-	-
1610-0527	UPGRADE AMENITIES AT ALL STP		(1,468)	-	-	-	-
1610-0550	BGN - STP FENCE		(14,569)	-	-	-	-
1610-0580	BGA SEWER MAIN UPGRADES		-	-	-	-	-
1610-0590	BGN SEWER MAIN UPGRADES		(358)	-	-	-	-
1610-0595	FIN SEWER MAIN UPGRADES		(10,384)	-	-	-	-
1610-0600	TOC SEWER MAIN UPGRADES		-	-	-	-	-
1610-0621	BGA UPGRADE PUMP STATION		(1,709)	-	-	-	-
1610-0652	REPLACEMENT OF MINOR PLANT		-	-	-	-	-
1610-0655	BGN UPGRADE PUMP STATIONS		-	-	-	-	-
1610-0658	SPARE PUMPS FOR LOW PRESS SYS		(12,914)	-	-	-	-
1610-0705	FIN UPGRADE PUMP STATIONS		-	-	-	-	-
1610-0707	SEAL ACCESS TO STW & TRUCK WAS	(15,483)	-	-	-	-	-
1610-0708	TOC-REFURBISH CONCRETE WORK		-	-	-	-	-
1610-0743	UPGRADE SEWER TELEMETRY		(3,655)	-	-	-	-
1610-0852	IMPROVE EMBANKMENT OF THE PONDS	(6,674)	-	-	-	-	-
1610-0880	BGA - DUMPING POINT FOR CARAVANS		-	-	-	-	-
1610-0881	BGN - REFURBISH CONCRETE WORK, TRICKLE FILTER, STP, CHANNEL	(24,735)	-	-	-	-	-
1610-0882	BGN - REPLACE PUMP STATION LIDS, INSTALL HOLDING BRACKETS		-	-	-	-	-
1610-0883	FIN - GRAVEL POND BANKS		-	-	-	-	-
1610-0884	FIN - REFURBISH CONCRETE WORK		-	-	-	-	-
1610-0887	TOC - PUMP STATIONS UPGRADE		-	-	-	-	-
1610-0888	TOC - CRUSHED ROCK ON PS ACCESS AREAS		(392)	-	-	-	-
1610-0890	BGA-DESILT PRIMARY POND		-	-	-	-	-
1610-0891	BGN-DESILT SLUDGE LAGOON	(50,000)	-	-	-	-	-
1610-0892	BGA-MINOR REPAIR/REPLACE		-	-	-	-	-
1610-0893	BGN-MINOR REPAIR/REPLACE		-	-	-	-	-
1610-0895	FIN-MINOR REPAIR/REPLACE		-	-	-	-	-
1610-0896	FIN-POND FENCING		-	-	-	-	-
1610-0897	TOC-MINOR REPAIR/REPLACE		-	-	-	-	-
1610-0898	BGN - POND FENCING		(560)	-	-	-	-
1610-0899	FIN - DESILT PRIMARY POND		-	-	-	-	-
1610-0900	FIN - UPGRADE PUMP STATION		-	-	-	-	-
1610-0901	NEW DRYING BED		-	-	-	-	-
1611-0109	RECREATION FACILITIES DONATION		(1,026)	(900)	(900)	(900)	(900)
1611-0110	SEWER TREATMENT - OP EXP - BGA		(5,611)	(7,765)	(7,881)	(7,999)	(8,119)
1611-0111	SEWER TREATMENT BGA INSURANCE		(300)	(306)	(312)	(318)	(325)

	1611-0113 SEWER TREATMENT -BGA TELEPHONE		(37)	(153)	(156)	(159)	(162)
	1611-0125 SEWER TREATMENT - OP EXP - BGN		(47,919)	(86,275)	(87,569)	(88,883)	(90,216)
	1611-0127 SEWER TREATMENT -BGN INSURANCE		(3,800)	(3,876)	(3,954)	(4,033)	(4,113)
	1611-0128 SEWER TREATMENT BGN -TELEPHONE		(787)	(3,264)	(3,329)	(3,396)	(3,464)
	1611-0129 SEWER - EFFLUENT RE-USE - BGN		(3,958)	(5,481)	(5,563)	(5,647)	(5,731)
	1611-0140 SEWER TREATMENT - OP EXP - FIN		(58,390)	(93,888)	(95,296)	(96,725)	(98,176)
	1611-0141 SEWER TREATMENT -FIN INSURANCE		(3,900)	(3,978)	(4,058)	(4,139)	(4,221)
	1611-0142 SEWER TREATMENT-FIN ELECTRICIT		(5,339)	(15,555)	(15,866)	(16,183)	(16,507)
	1611-0143 SEWER TREATMENT FIN- TELEPHONE		(28)	(357)	(364)	(371)	(379)
	1611-0144 SEWER - EFFLUENT RE-USE - FIN		(4,285)	(6,293)	(6,387)	(6,483)	(6,580)
	1611-0155 SEWER TREATMENT - OP EXP - TOC		(64,440)	(105,763)	(107,349)	(108,960)	(110,594)
	1611-0156 SEWER TREATMENT -TOC INSURANCE		(4,100)	(4,182)	(4,266)	(4,351)	(4,438)
	1611-0157 SEWER TREATMENT-TOC ELECTRICIT		(2,189)	(20,808)	(21,224)	(21,649)	(22,082)
	1611-0158 SEWER TREATMENT -TOC TELEPHONE		(162)	(581)	(593)	(605)	(617)
	1611-0159 SEWER - EFFLUENT RE-USE - TOC		(18,361)	(21,823)	(22,150)	(22,482)	(22,819)
	1611-0170 RETIC - OP EXP - BGA		(6,103)	(7,359)	(7,469)	(7,581)	(7,695)
	1611-0171 RETIC OP EXP ELECTRICITY -BGA		(10,220)	(18,972)	(19,351)	(19,738)	(20,133)
	1611-0185 RETIC - OP EXP - BGN		(9,544)	(30,653)	(31,113)	(31,579)	(32,053)
	1611-0186 RETIC OP EXP - ELECTRICITY BGN		(6,669)	(15,708)	(16,022)	(16,343)	(16,669)
	1611-0200 RETIC - OP EXP - FIN		(18,189)	(34,916)	(35,440)	(35,971)	(36,511)
	1611-0201 RETIC OP EXP ELECTRICITY - FIN		(8,927)	(18,054)	(18,415)	(18,783)	(19,159)
	1611-0215 RETIC - OP EXP - TOC		(13,341)	(21,315)	(21,635)	(21,959)	(22,289)
	1611-0216 RETIC OP EXP ELECTRICITY - TOC		(14,525)	(21,726)	(22,161)	(22,604)	(23,056)
	1611-0230 PUMPING STATIONS OP EXP BGA		(39,520)	(87,189)	(88,496)	(89,824)	(91,171)
	1611-0231 PUMPING STATIONS OP EXP BGN		(16,488)	(38,976)	(39,561)	(40,154)	(40,756)
	1611-0232 PUMPING STATIONS OP EXP FIN		(24,196)	(55,318)	(56,147)	(56,989)	(57,844)
	1611-0233 PUMPING STATIONS OP EXP TOC		(33,650)	(66,889)	(67,892)	(68,910)	(69,944)
	1611-0234 LOW PRESSURE SYSTEM - BGA		(7,465)	(6,598)	(6,696)	(6,797)	(6,899)
	1611-0235 LOW PRESSURE SYSTEM - BGN		(371)	(4,060)	(4,121)	(4,183)	(4,245)
	1611-0236 LOW PRESSURE SYSTEM - FIN		-	(2,944)	(2,988)	(3,032)	(3,078)
	1611-0237 LOW PRESSURE SYSTEM - TOC		(7,365)	(9,541)	(9,684)	(9,829)	(9,977)
	1611-0250 SEWERAGE CONNECTIONS - SHIRE		(8,931)	(15,936)	(16,175)	(16,417)	(16,663)
	1611-0340 SEWER SAMPLING / MONITORING		(1,953)	(8,323)	(8,448)	(8,575)	(8,703)
	1611-0341 RAISING OF SEWER MANHOLD LIDS		-	(15,022)	(15,247)	(15,476)	(15,708)
	1611-0342 TOCUMWAL CCTV		(16,429)	(38,976)	(39,561)	(40,154)	(40,756)
	1611-0344 INSTALLATION OF RPZ		-	-	-	-	-
	1612-0105 BANK & GOVT CHARGES		(3,250)	(7,650)	(7,803)	(7,959)	(8,118)
	1612-0155 BGN TRUCK WASH OPERATING EXPEN		-	(558)	(567)	(575)	(584)
	1612-0156 BGN TRUCK WASH ELECTRICITY		(277)	(592)	(603)	(616)	(628)

	1612-0157	BGN TRUCK WASH - TELEPHONE		(57)	(367)	(375)	(382)	(390)
	1612-0160	BGN TRUCK WASH MTCE		-	(1,117)	(1,133)	(1,150)	(1,168)
	1612-0170	FIN TRUCK WASH OPERATING EXPEN		(1,950)	(3,654)	(3,709)	(3,764)	(3,821)
	1612-0171	FIN TRUCK WASH - ELECTRICITY		(1,035)	(2,142)	(2,185)	(2,229)	(2,273)
	1612-0172	FIN TRUCK WASH - TELEPHONE		(219)	(449)	(458)	(467)	(476)
	1612-0175	FIN TRUCK WASH MTCE		(26)	(2,030)	(2,060)	(2,091)	(2,123)
	1612-0180	INSTALLATION OF RCD's		-	-	-	-	-
	1612-0181	BGN TRUCK WASH AVDATA PUMP		-	-	-	-	-
	1612-0182	FIN TRUCK WASH AVDATA PUMP		-	-	-	-	-
	1612-0500	TOC WASH BAY		-	-	-	-	-
	1810-0190	BUILDING CONTROL ADMIN CHARGES		(119,000)	(238,001)	(238,001)	(238,001)	(238,001)
	1905-0100	TOWN ENTRY - BAROOGA		(19,338)	-	-	-	-
	1905-0200	TOWN ENTRY - BERRIGAN		(19,469)	-	-	-	-
	1905-0300	TOWN ENTRY - FINLEY	(145,265)	(20,728)	-	-	-	-
	1905-0400	TOWN ENTRY - TOCUMWAL	(204,624)	(30,050)	-	-	-	-
	1910-0100	TOWN ENTRANCE DESIGN		-	-	-	-	-
	1910-0316	RESEAL DENISON ST FIN		-	-	-	-	-
	1910-0336	RESEAL SCOLLAR ST (OSBOURNE)		-	-	-	-	-
	1910-0338	RESEAL MURRAY ST - SERVICE RD TO SWIM POOL	(13,275)	-	-	-	-	-
	1910-0348	R/S BANKER ST 262-536		-	-	-	-	-
	1910-0357	R/S McALLISTER ST 216-679		-	-	-	-	-
	1910-0364	R/S HILL ST 0- 70	(2,268)	-	-	-	-	-
	1910-0365	R/S HILL ST 70-392	(7,245)	-	-	-	-	-
	1910-0366	R/S HILL ST 392-492	(3,300)	-	-	-	-	-
	1910-0576	RESEAL BROWNE ST TOC		-	-	-	-	-
	1910-0725	TUPPAL ST - MORRIS TO TOWN BEA		-	-	-	-	-
	1910-0818	RESEAL HOWE ST FINLEY		(1,046)	-	-	-	-
	1910-0822	RESEAL MURRAY ST FINLEY		-	-	-	-	-
	1910-0823	RESEAL MURRAY ST (MARY LAWSON)		-	-	-	-	-
	1910-0825	RESEAL MURRAY HUT DR 0-125	(4,560)	-	-	-	-	-
	1910-0827	RESEAL TOCUMWAL ST FINLEY		-	-	-	-	-
	1910-0832	RESEAL WARMATTA ST FIN		(2,285)	-	-	-	-
	1910-0836	RESEAL NANGUNIA WIRUNA ST 455		(165)	-	-	-	-
	1910-0837	RESEAL RILEY CRT 0-105	(15,000)	-	-	-	-	-
	1910-0838	RESEAL OSBOURNE - BAROOGA ST		-	-	-	-	-
	1910-0839	RESEAL TUPPAL ST		-	-	-	-	-
	1910-0840	RESEAL HEADFORD ST MURRAY-ARCH		-	-	-	-	-
	1910-0841	RESEAL HEADFORD ST OSBOUR-TONG		-	-	-	-	-
	1910-0842	RESEAL BAROOGA ST NTH 203-337		-	-	-	-	-

1910-0843	RESEAL CHARLOTTE ST 752-871	(8,278)	-	-	-	-	-
1910-0844	RESEAL SHORT ST 59-350		-	-	-	-	-
1910-0857	RESEAL ULUPNA ST FINLEY		-	-	-	-	-
1910-0907	RESEAL BEASLY CRT TOC		-	-	-	-	-
1910-0910	RESEAL BRIDGE ST TOC		-	-	-	-	-
1910-0917	RESEAL DENILQUIN ST TOC		-	-	-	-	-
1910-0923	RESEAL GOLF LINKS DR TOC	(5,931)	-	-	-	-	-
1910-0925	RESEAL HENNESSY ST TOC		-	-	-	-	-
1910-0933	RESEAL KELLY ST TOC	(10,299)	-	-	-	-	-
1910-0980	RESEAL CALAWAY ST TOC		-	-	-	-	-
1911-0007	RESEAL BACK BAROOGA RD - MR550	(34,323)	-	-	-	-	-
1911-0009	RESEAL COLDWELLS RD		-	-	-	-	-
1911-0062	RESEAL CROSBIES RD - BRIDGE		-	-	-	-	-
1911-0127	RESEAL OLD TOC BER RD		-	-	-	-	-
1911-0156	RESEAL VARIOUS INTERSECTIONS A		-	-	-	-	-
1911-0159	RESEAL KELLYS RD	(4,977)	-	-	-	-	-
1911-0187	BUS STOP CNR BRUCE BIRREL DR		-	-	-	-	-
1911-0212	RESEAL COBRAM RD		-	-	-	-	-
1911-0213	RESEAL SEPELTS RD 0-60		-	-	-	-	-
1911-0218	RESEAL WOOLSHED RD 17950-18059		-	-	-	-	-
1911-0223	RESEAL DRAYTONS RD		-	-	-	-	-
1911-0228	R/S LARKINS RD 0-1780		-	-	-	-	-
1911-0285	WOODSTOCK - VARIOUS		-	-	-	-	-
1911-0302	RESEAL WOOLSHED ROAD 40-2562		-	-	-	-	-
1911-0303	RESEAL TUPPAL ROAD		-	-	-	-	-
1911-0307	RESEAL LOGIE BRAE RD	(30,000)	-	-	-	-	-
1911-0308	RESEAL MELROSE RD 4950-7250		-	-	-	-	-
1911-0309	RESEAL MURRAY ST TOCUMWAL	(13,000)	-	-	-	-	-
1911-0310	RESEAL OAKENFALL RD 0-3924	(49,000)	(1,998)	-	-	-	-
1911-0311	RESEAL OLD TOC RD 1907-2913	(17,000)	-	-	-	-	-
1911-0312	RESEAL PINEY RD 4576-6594	(38,000)	-	-	-	-	-
1911-0313	RESEAL PINEY RD 00-2400	(47,000)	-	-	-	-	-
1911-0314	RESEAL STH COREE RD 2459-3708	(34,000)	-	-	-	-	-
1911-0315	RESEAL STH COREE RD 8320-8777		-	-	-	-	-
1911-0316	RESEAL YARRAWONGA RD 0-2676		-	-	-	-	-
1911-0565	BROUGHANS RD -WEST END		-	-	-	-	-
1912-0003	RESHEET ENNAL RD		-	-	-	-	-
1912-0025	RESHEET YUBA RD		-	-	-	-	-
1912-0045	RESHEET AUBURN MOMALONG RD		-	-	-	-	-

1912-0071	RESHEET SULLIVANS RD		-	-	-	-	-
1912-0073	RESHEET DUNCANS RD		-	-	-	-	-
1912-0086	RESHEET MCDONALDS RD		(12,544)	-	-	-	-
1912-0088	RESHEET MCALLISTERS ROAD		-	-	-	-	-
1912-0114	RESHEET COULTERS RD		(38,065)	-	-	-	-
1912-0121	FIRE BREAKS - RURAL UNSEALED R		(6,454)	-	-	-	-
1912-0138	RESHEET HAYFIELDS RD		-	-	-	-	-
1912-0139	RESHEET WARATAH RD SH20 to PYL		-	-	-	-	-
1912-0144	RESHEET HOGANS RD		-	-	-	-	-
1912-0157	RESHEET FEGANS RD SH20 RENOLYD		-	-	-	-	-
1912-0241	RESHEET ADCOCKS RD LANGUNYAH		-	-	-	-	-
1912-0242	RESHEET EDNIES RD YARRAWONGA		-	-	-	-	-
1913-0543	BUCHANANS RD - GUNNAMARA WIRUN		-	-	-	-	-
1913-0544	BENT ST - END SEAL TO BAROOGA		(7,083)	-	-	-	-
1913-0552	HARRIS ST - FLYNN ST HAYES ST	(25,000)	-	-	-	-	-
1913-0553	LANE 961 - BRUTON ST BAROOGA		(3,938)	-	-	-	-
1913-0554	CHANTER ST - RAILWAY TO JERSEY	(68,939)	(2,809)	-	-	-	-
1913-0621	TAKARI ST BGA		(69,912)	-	-	-	-
1913-0706	WILLIAM ST - HAMPDEN ST TO EAS	(64,003)	(73,122)	-	-	-	-
1913-0801	KELLY ST - SHORT ST TO EMILY		-	-	-	-	-
1913-0820	DENISON ST - WOLLAMAI TO WARMA		-	-	-	-	-
1913-0823	DRUMMOND ST-RAILWAY TO DROHAN	(10,000)	-	-	-	-	-
1913-0824	HAMPDEN ST & MURRAY HUT DR	(14,000)	-	-	-	-	-
1913-0825	TONGS ST - HAMILTON TO 400M	(51,483)	-	-	-	-	-
1913-0841	JERILDERIE ST- HORSFALL TO NANG		-	-	-	-	-
1913-0842	JERILDERIE ST - NANGUNIA TO ORR		-	-	-	-	-
1913-0845	MCALLISTER ST - HEADFORD TO OSB		-	-	-	-	-
1914-0186	SIL0 RD - Newell Hwy to Tuppal		(1,577)	-	-	-	-
1914-0316	YARRAWONGA RD 00 to 2676		(7,455)	-	-	-	-
1914-0563	TUPPAL RD - SH17 TO RAILWAY		-	-	-	-	-
1914-0567	BROUGHANS RD -1900M-3200M EAST		-	-	-	-	-
1914-0576	BROWNS RD - SH17 TO OLD ADCOCK	(10,595)	-	-	-	-	-
1914-0577	THORNBURNS RD-MR550 TO MARION		-	-	-	-	-
1914-0580	STH COREE RD-DUNCANS RD		-	-	-	-	-
1914-0581	WOODSTOCK RD-DENISON		-	-	-	-	-
1914-0584	BROUGHANS RD - 3500M to 5500M	(523,429)	(60,581)	-	-	-	-
1914-0587	PLUMPTON RD - TONGS TO HUESTONS		(10,549)	-	-	-	-
1914-0588	LOWER RIVER RD	-	(79,762)	-	-	-	-
1914-0589	SIL0 RD - TUPPAL RD TO SH17	(685,374)	(513,305)	-	-	-	-

1914-0590 TUPPAL RD - LEVEE SECT		-	-	-	-	-
1914-0591 WOOLSHED RD 65M STH CARRUTHERS		-	-	-	-	-
1914-0592 YARRAWONGA RD		-	-	-	-	-
1914-0593 CROSBIES RD		(22,597)	-	-	-	-
1914-0595 BACK BAROOGA RD STH CARRAMAR		-	-	-	-	-
1914-0597 HOWE ST - TONGS TO PLUMPTONS		-	-	-	-	-
1914-0598 JAMES CRT - LOWER RIVER RD	(26,883)	-	-	-	-	-
1914-0599 PEPPERTREE RD - WOOLSHED RD		(713)	-	-	-	-
1915-0150 LGSA - ROADSIDE VEGETATION PRO		-	-	-	-	-
1915-0150 LGSA - ROADSIDE VEGETATION PROJECT		-	-	-	-	-
1915-0176 RURAL ADDRESSING EXPENSE		-	-	-	-	-
1915-0513 CLEARZONES - ROADSIDE HAZARD	(32,265)	(53,228)	-	-	-	-
1916-0105 K&G MTCE & REPAIRS		(18,416)	(15,733)	(15,968)	(16,208)	(16,451)
1916-0554 CHANTER ST-RAILWAY TO JERSEY	(30,000)	(11,722)	-	-	-	-
1916-0640 WILLIAM ST - HAMPDEN TO EAST		(8,947)	-	-	-	-
1916-0822 MURRAY ST - HEADFORD TO OSBORNE (TP)		(55)	-	-	-	-
1916-0823 TUPPAL RD SH17 TO RAILWAY		-	-	-	-	-
1916-0824 COBRAM ST TOC		-	-	-	-	-
1916-0825 KELLY ST NTH MOTTEL TO COBRAM S		-	-	-	-	-
1916-0826 DRUMMOND ST RAILWAY-DROHAN ST	(18,000)	-	-	-	-	-
1916-0837 TUPPAL ST FINLEY		-	-	-	-	-
1916-0838 TOC TOWN ENTRIES - DEAN ST		-	-	-	-	-
1916-0839 HAMPDEN ST & MURRAY HUT DR		-	-	-	-	-
1916-0840 TAKARI ST BGA		(27,629)	-	-	-	-
1916-0841 JERILDERIE ST - HORSFALL TO NA		-	-	-	-	-
1916-0842 JERILDERIE ST - NANGUNIA TO OR		-	-	-	-	-
1916-0845 MCALLISTER ST - HEADFORD TO OS		-	-	-	-	-
1916-0932 JERSEY ST CHANTER - TUPPAL		(6,285)	-	-	-	-
1917-0105 FOOTPATH MTCE & REPAIRS		(4,135)	(15,225)	(15,453)	(15,685)	(15,920)
1917-0517 STREET FURNITURE - VARIOUS		(211)	(4,000)	(4,000)	(4,000)	(4,000)
1917-0541 NEW FOOTPATHS - VARIOUS LOCATIONS		-	(10,000)	(10,000)	(10,000)	(10,000)
1917-0554 FOOTPATH PROVISION OF PRAM CRO		-	-	-	-	-
1917-0619 TUPPAL RD - BRIDGE TO NEWELL H		-	-	-	-	-
1917-0648 TAKARI ST NANGUNIA ST TO SNELL	(76,808)	(429)	-	-	-	-
1917-0650 2 KERB INT DRUMMND & CHANTER	(1,000)	-	-	-	-	-
1917-0651 COBRAM ST-RACECOURSE TO TOWN		-	-	-	-	-
1917-0653 2 KERB RAMP INT TUPPAL & COREE	(2,000)	-	-	-	-	-
1917-0654 2 KERB RAMP INT TUPPAL&TOCUMWA	(2,000)	-	-	-	-	-
1917-0656 TUPPAL ST MURRAY TO TOCUMWAL	(58,378)	-	-	-	-	-



1917-0658	MURRAY-BOAT RAMP TO DENILQUIN		-	-	-	-	-
1917-0659	TUPPAL RD PATH END - BRIDGE ST	(3,500)	-	-	-	-	-
1917-0661	BUCHANANS RD HUGHES ST-LAWSON	(40,000)	(26,845)	-	-	-	-
1917-0662	DRUMMOND ST CHANTER-CORCORAN	-	-	-	-	-	-
1917-0663	COBRAM ST ALEXANDER TO SOUTH	(37,688)	(34,286)	-	-	-	-
1917-0664	MURRAY ST HEADFORD TO OSBOURNE	(45,000)	(2,873)	-	-	-	-
1917-0665	BRUTON ST END TO ANTHONY AVE	(50,000)	-	-	-	-	-
1917-0666	HENNESY ST CHARLOTTE TO HANNAH	(47,000)	(41,682)	-	-	-	-
1917-0667	LAWSON DR BGA		(80)	-	-	-	-
1917-0668	NANGUNIA ST BGA		-	-	-	-	-
1917-0669	CARTER ST BGN		-	-	-	-	-
1917-0670	COREE ST FIN		-	-	-	-	-
1917-0671	HUTSONS RD TOC		-	-	-	-	-
1917-0672	WALKING TRACK TO PUMPS BEACH		-	-	-	-	-
1918-0105	STREET LIGHTING - Operations		(35,023)	(77,342)	(78,889)	(80,467)	(82,076)
1918-0106	STREET LIGHTING - ELECTRICITY		(43,592)	(144,840)	(147,737)	(150,692)	(153,705)
1918-0107	INSTALLATION POWER CABLING UN		-	-	-	-	-
1918-0515	STREET LIGHTING IN TOWNS		(42,141)	-	-	-	-
1919-0105	ROADS & INFRASTRUCTURE ADMIN C		(508,558)	(1,017,116)	(1,017,116)	(1,017,116)	(1,017,116)
1922-0105	BUS SHELTERS ROUTINE MTCE & RE		(200)	(1,523)	(1,545)	(1,569)	(1,592)
1956-1000	RTA REGIONAL ROAD REPAIR BUDGET		-	(350,000)	(350,000)	(350,000)	(350,000)
1956-1011	MR550 REHAB/WIDEN 76.867 - 79.23		-	-	-	-	-
1956-1012	MR550 REHAB/WIDEN 80.226 - 81.22		-	-	-	-	-
1956-1013	MR356 REHAB/WIDEN 30.00-32.51		-	-	-	-	-
1956-1014	MR356 REHAB/WIDEN 17781-17361		-	-	-	-	-
3600-1501	PLANNING ADVERT FEES - GST FREE		2,960	3,101	3,178	3,258	3,339
3600-1502	ENV. SERV SUNDRY INCOME - INCL GST		2,364	718	735	754	773
3600-1503	DRAINAGE DIAGRAMS - GST FREE		7,442	14,863	15,234	15,615	16,005
3600-1504	ON-SITE SEWAGE FEES - GST FREE		916	3,075	3,152	3,231	3,311
3600-1505	LGA LOCAL ACTIVITY FEE - GST FREE		420	8,713	8,930	9,154	9,382
3600-1506	FOOTPATH TRADING PERMIT FEES		780	1,128	1,156	1,185	1,214
3600-1507	Env. Serv Sundry Income - Ex. GST		-	-	-	-	-
3600-1508	PLANNING ADVERT FEE - GST FREE		600	-	-	-	-
3600-1812	PLANNING CERTIFICATE S149 - GST FREE		10,978	20,500	21,013	21,538	22,076
3600-1813	URGENT PLAN S149 CERT INCL GST		44	513	525	538	552
3600-1814	CONSTRUCTION CERTIFICATE FEES		14,537	18,450	18,911	19,384	19,869
3600-1815	COMPLYING DEVELOPMENT FEES -INCL GST		5,367	11,275	11,557	11,846	12,142
3600-1816	DEVELOPMENT APPLICATION FEES - APPLI		41,956	71,750	73,544	75,382	77,267
3600-1817	COMPLIANCE CERT. INSPECT - INCL. GST		25,031	46,125	47,278	48,460	49,672

	3600-1818	SUBDIV. SUPERVISION FEE - INCL. GST		7,500	98	105	108	110
	3600-1870	LEGAL COSTS RECOVERED		-	-	-	-	-
	3600-1950	LOCAL ENVIRONMENT PLAN GRANT		-	-	-	-	-
	3600-1952	ELECTRONIC HOUSING CODE GRANT		-	-	-	-	-
	3600-1953	APPLICATION TRACKING PH4 GRANT		-	-	-	-	-
	3660-1000	DWM CHARGES COLLECTED		879,802	891,045	913,321	936,154	959,558
	3660-1020	DWM CHARGES UNCOLLECTED		15,174	15,553	15,942	16,341	16,748
	3660-1080	LESS - DWM CHARGES WRITTEN OFF		(10)	(2,050)	(2,101)	(2,154)	(2,207)
	3660-1081	Less - Non-DWM Charges Written Off		(1)	-	-	-	-
	3660-1082	LESS - DWM CHARGES D/DEBT EXPENSE		-	(1,025)	(1,051)	(1,077)	(1,104)
	3660-1095	LESS DWM CHARGES PENSION REBATE		(71,929)	(78,413)	(80,373)	(82,382)	(84,442)
	3660-1500	DWM TIPPING FEES		103,783	184,500	189,113	193,840	198,686
	3660-1505	DWM WASTE COLLECTION TIP FEE CONTRA		-	165,716	169,859	174,106	178,458
	3660-1950	DWM CHARGES PENSION SUBSIDY		39,705	40,500	40,500	40,500	40,500
	3670-1000	BUSINESS GARBAGE CHARGES		73,843	76,365	78,274	80,231	82,237
	3670-1500	NON-DOMESTIC WASTE TIPPING FEES		-	-	-	-	-
	3670-1502	SALE OF SCRAP METAL		-	4,000	4,000	4,000	4,000
	3670-1503	SALE OF RECYCLABLES		-	-	-	-	-
	3670-1505	DRUMMUSTER REVENUE		-	1,000	1,000	1,000	1,000
	3670-1506	DRUMMUSTER REIMBURSEMENTS		-	1,600	1,600	1,600	1,600
	3670-1507	SALE OF BATTERIES		-	308	315	323	331
	3670-1508	RAMROC CRC REIMBURSEMENT		-	-	-	-	-
	3670-1926	GARBAGE TRANSFER FROM RESERVE		-	-	-	-	-
	3670-2026	DWM TRANSFER TO RESERVE		-	(16,797)	(29,196)	(209,181)	(282,766)
	3670-2500	NON DOMESTIC WASTE BUILDINGS DEPCN		(50)	(101)	(102)	(103)	(104)
	3670-2502	NON DOMESTIC WASTE LAND IMPROVMENTS DEPCN		(8,185)	(13,736)	(13,873)	(14,012)	(14,152)
	3670-2504	DOMESTIC WASTE DEPCN		(1,961)	(6,363)	(6,427)	(6,491)	(6,556)
	3670-2505	DOMESTIC WASTE REMEDIATION - DEPCN		(2,800)	(5,656)	(5,713)	(5,770)	(5,827)
	3670-4310	DWM DEPCN CONTRA		12,996	25,856	26,115	26,376	26,639
	3750-1000	STORMWATER / DRAINAGE CHARGE		72,538	71,850	71,850	71,850	71,850
	3750-1080	DRAINAGE CHARGE - WRITE OFFS		(6)	(500)	(500)	(500)	(500)
	3750-1200	CONTRIBUTIONS TO WORKS		-	-	-	-	-
	3750-1500	ELECTRICITY CHARGES REFUND		-	-	-	-	-
	3750-1501	SECT 94 CONT. DRAINAGE - BAROOGA		1,605	-	-	-	-
	3750-1502	SECT 94 CONT. DRAINAGE - BERRIGAN		-	-	-	-	-
	3750-1503	SECT 94 CONT. DRAINAGE - FINLEY		-	-	-	-	-
	3750-1504	SECT 94 CONT. DRAINAGE - TOCUMWAL		-	-	-	-	-
	3750-1700	LIRS - URBAN S/W LOAN PROCEEDS		-	-	-	-	-
	3750-1701	LIRS INTEREST SUBSIDY		21,549	34,112	30,065	25,774	21,250

	3750-1702 LIRS Interest Earned on TD		-	-	-	-	-
	3750-1926 SECT 94 CONT. DRAINAGE-RESERVE TRANS		-	-	-	-	-
	3750-1950 MURRAY ST - HEADFORD TO OSBRORNE RMS FUNDING		-	-	-	-	-
	3750-1951 ENDEVOUR ST CONSTRUCT PUMP STATION		-	-	-	-	-
	3750-1952 DRAINAGE MURRAY ST WARMATTA TO WOLAMI	22,500	-	-	-	-	-
	3750-1953 TUPPAL ST FINLEY - RMS FUNDING	83,348	-	-	-	-	-
	3750-1954 DRAINAGE - RMS SH20 Finley		-	-	-	-	-
	3750-2512 STORMWATER DRAINAGE DEPCN		(105,400)	(212,908)	(215,037)	(217,187)	(219,359)
	3800-1500 FEES - MANAGEMENT OF ROAD RESERVES		-	-	-	-	-
	3800-1926 LEVEE BANK CONSTRUCTION TRANSFER FROM RESERVE		-	163,280	149,200	60,000	90,000
	3800-1951 CAPITAL WORKS INCOME - LEVEE BANKS		-	40,000	-	-	20,000
	3800-1952 CAPITAL WORKS INCOME - SEPPELTS		-	-	-	20,000	160,000
	3800-1953 NATIONAL DISASTER RELIEF ASSISTANCE GRANT		500,000	-	-	-	-
	3800-2026 LEVEE BANK CONSTRUCTION TRANSFER TO RESERVE		-	(50,000)	(50,000)	(50,000)	(50,000)
	5110-1000-0001 SEWER CHARGES - BGA		429,982	433,007	443,832	454,928	466,301
	5110-1000-0002 SEWER CHARGES - BGN		257,016	260,676	267,193	273,873	280,720
	5110-1000-0003 SEWER CHARGES - FIN		547,016	560,166	574,170	588,524	603,237
	5110-1000-0004 SEWER CHARGES - TOC		640,361	646,524	662,687	679,254	696,235
	5110-1000-0005 SEWER CHARGES - NON RATEABLE		60,036	61,449	62,985	64,560	66,174
	5110-1000-0006 SEWER CHARGES - LOW PRESSURE SEWER CHG		(1)	8,374	8,583	8,798	9,018
	5110-1000-0007 SEWER VOLUME CHARGE - NONRESIDENTIAL		-	-	-	-	-
	5110-1000-0009 SEWER TRADE WASTE CHARGES		-	-	-	-	-
	5110-1080 LESS SEWER CHARGES WRITTEN OFF		(18)	(2,000)	(2,000)	(2,000)	(2,000)
	5110-1082 LESS SEWER CHARGES D/DEBT EXPENSE		-	(3,500)	(3,500)	(3,500)	(3,500)
	5110-1095 LESS SEWER PENSION REBATE - SHIRE		(80,628)	(86,000)	(86,000)	(86,000)	(86,000)
	5110-1500 SEWER CONNECTION FEES - GST FREE		13,082	10,250	10,506	10,769	11,038
	5110-1501 SEWER SUNDRY INCOME - INC.GST		-	-	-	-	-
	5110-1502 DISPOSAL OF SEPTAGE INCOME		4,810	4,100	4,203	4,308	4,415
	5110-1503 SEWER SUNDRY INCOME - GST FREE		-	1,000	1,000	1,000	1,000
	5110-1504 TOC SEWER EFFLUENT REUSE		-	1,640	1,681	1,723	1,766
	5110-1505 BGN SEWER EFFLUENT REUSE		-	-	-	-	-
	5110-1601 SECT. 64 CONT. SEWER - BGA		1,868	-	-	-	-
	5110-1602 SECT. 64 CONT. SEWER - BER		-	-	-	-	-
	5110-1603 SECT. 64 CONT. SEWER - FIN		-	-	-	-	-
	5110-1604 SECT. 64 CONT. SEWER - TOC		-	-	-	-	-
	5110-1700 INTEREST INCOME - INTERNAL LOAN 385		-	-	-	-	-
	5110-1750 LOAN 387 INTEREST INCOME		-	-	-	-	-
	5110-1840 INTEREST ON INVESTMENTS		-	187,959	192,658	197,474	207,711
	5110-1926 SEWER TRANSFER FROM RESERVE		-	-	-	-	-

	5110-1928 SECT 64 CONT SEWER RESERVE TRANSFER		-	-	-	-	-
	5110-1950 ALTERNATE ENERGY SUPPLY GRANT		-	-	-	-	-
	5110-1951 SEWER CHARGES PENSION SUBSIDY		44,443	47,500	47,500	47,500	47,500
	5110-2026 SEWER SERVICES TRANSFER TO RESERVE		(1,138,146)	(107,345)	(257,372)	(233,531)	(271,150)
	5110-3700 Internal Loan 385 Receivable-Current		-	-	-	-	-
	5110-3750 Loan 387 Receivable - Current		-	-	-	-	-
	5210-2550 SEWER MAINS RETIC - DEPCN		(184,100)	(371,882)	(375,601)	(379,357)	(383,150)
	5210-4810 SEWER DEPCN CONTRA		302,625	611,303	617,416	623,590	629,826
	5240-2550 SEWER TREATMENT WORKS - DEPCN		(103,250)	(208,565)	(210,651)	(212,757)	(214,885)
	5250-2500 SEWER PLANT & EQUIP DEPCN		(10,000)	(20,200)	(20,402)	(20,606)	(20,812)
	5250-2502 SEWER EQUIPMENT DEPCN		(5,250)	(10,605)	(10,711)	(10,818)	(10,926)
	5280-1500 TRUCK WASH (AVDATA) INCOME		10,468	5,125	5,253	5,384	5,519
	5280-2500 TRUCKWASH - DEPCN		(25)	(51)	(51)	(52)	(52)
	6910-1500 BUILD CONTROL SUNDRY INCOME		-	-	-	-	-
	6910-1750 LONG SERVICE CORP LEVY COMMISSION		234	1,333	1,366	1,400	1,435
	6910-1755 PLANFIRST LEVY COMMISSION		143	308	315	323	331
	6910-1760 S735A / S121ZP NOTICES GST FREE		1,550	3,075	3,152	3,231	3,311
	6910-1812 BUILD CERTIFICATE FEES (S149/D)		500	500	500	500	500
	7060-2510 DEPCN - URBAN ROADS SEALED		(207,350)	(418,847)	(423,035)	(427,266)	(431,538)
	7070-2510 DEPCN - URBAN ROADS UNSEALED		-	-	-	-	-
	7100-1500 RURAL ADDRESSING INCOME		-	-	-	-	-
	7100-1550 ROADS SUNDRY INCOME		-	-	-	-	-
	7100-1950 RURAL LOCAL ROADS GRANT (RLR) (FAG)		638,871	1,296,907	1,316,361	1,336,106	1,356,148
	7100-1951 R2R ROADS TO RECOVERY GRANT		620,618	355,378	349,551	625,500	625,500
	7100-1953 RFS HAZARD REDUCTION GRANT	10,000	-	10,150	10,302	10,457	10,614
	7100-1954 RMS DISASTER RECOVERY FUNDING - FLOOD DAMAGE		-	-	-	-	-
	7100-1955 LGSA GRANT - ROADSIDE VEGETATION		-	-	-	-	-
	7100-1956 Connected Corridor Project Funding		-	-	-	-	-
	7100-1957 Fixing Country Roads Grant	827,626	729,777	-	-	-	-
	7100-1958 RMS SAFER ROADS PROGRAM	53,868	-	-	-	-	-
	7100-2510 DEPCN - RURAL SEALED ROADS		(655,300)	(1,323,706)	(1,336,943)	(1,350,312)	(1,363,816)
	7100-2610 DEPCN - RURAL BRIDGES		(14,950)	(30,199)	(30,501)	(30,806)	(31,114)
	7150-1950 RAMROC Weed Control Funding		-	-	-	-	-
	7150-2510 DEPCN - REGIONAL ROADS		(222,750)	(449,955)	(454,455)	(458,999)	(463,589)
	7150-2610 DEPCN - REGIONAL BRIDGES		(30,300)	(61,206)	(61,818)	(62,436)	(63,061)
	7150-2620 DEPCN - CULVERTS		(9,425)	(19,039)	(19,229)	(19,421)	(19,615)
	7200-2510 DEPCN - RURAL UNSEALED ROADS		-	-	-	-	-
	7300-1600 KERB & GUTTER REFUND		-	-	-	-	-
	7300-1601 K&G BUCHANANS RD - WIRUNA TO HUGHES		-	-	-	-	-

7300-1646	K&G NANGUNIA ST - HUGHES TO WIRUNA	-	-	-	-	-
7300-1649	K&G HENNESSY ST - EMILY TO HANNAH	-	-	-	-	-
7300-1650	K&G KELLY ST - CHARLOTTE TO EMILY	-	-	-	-	-
7300-1651	K&G JERILDERIE ST -HENNESSY TO KELLY	-	-	-	-	-
7300-1653	NANGUNIA ST - HUGHES TO WIRUNA -EAST	-	-	-	-	-
7300-1654	HANNAH ST - ADAMS TO KELLY	-	-	-	-	-
7300-1655	HENNESSY ST - BERRIGAN TO JERILDERIE	-	-	-	-	-
7300-1656	KELLY ST - EMILY TO HANNAH	-	-	-	-	-
7300-1657	KELLY ST-JERILDERIE TO SHORT -OWNERS	-	-	-	-	-
7300-1658	KELLY ST-JERILDERIE TO SHORT -DEVELO	-	-	-	-	-
7300-1659	HOWARD ST - BANKER ST TO MACFARLAND	-	-	-	-	-
7300-1660	WELLS ST - WEST QUIRK ST	-	-	-	-	-
7300-1661	COBRAM ST - WHITE ST TO KELLY ST	-	-	-	-	-
7300-1662	KELLY ST - SHORT ST TO EMILY ST	-	-	-	-	-
7300-1663	K&G Buchanans Rd -Gunnamara - Wiruna	-	-	-	-	-
7300-1664	K&G - Tuppal St Roundabout to Bridge	1,185	-	-	-	-
7300-1665	K&G COBRAM ST TOC	-	-	-	-	-
7300-1666	K & G DRUMMOND ST RAILWAY TO DROHAN	-	-	-	-	-
7300-1667	K & G HARRIS ST FLYNN TO HAYES ST	-	-	-	-	-
7300-1668	K & G Jerilderie St - Horsfall to Na	-	-	-	-	-
7300-1669	K & G Jerilderie St - Nangunia to Or	-	-	-	-	-
7300-1950	MURRAY ST - HEADFORD TO OSBRORNE RMS FUNDING	-	-	-	-	-
7300-1951	K&G - RMS SH20 Finley	-	-	-	-	-
7300-2510	KERB & GUTTER DEPCN	(83,850)	(169,377)	(171,071)	(172,781)	(174,509)
7500-1652	F/PATH MURRAY ST - NTH OF ATKINSON E	-	-	-	-	-
7500-1653	F/PATH MURRAY ST-BOWLING CLUB TO LAK	-	-	-	-	-
7500-1654	DENILIQUN & JERILDERIE STS BICYCLE	-	-	-	-	-
7500-1655	F/PATH DENILIQUN RD- DEAN TO COWLEY	-	-	-	-	-
7500-1656	F/PATH DENILIQUN RD-COWLEY TO ANZAC	-	-	-	-	-
7500-1657	F/PATH MURRAY ST-BRUTON TO MURRAY HA	-	-	-	-	-
7500-1658	F/PATH LAWSON DR	-	-	-	-	-
7500-1659	F/PATH CHARLOTTE ST - HENNESSY TO KELLY	-	-	-	-	-
7500-1660	F/PATH NANGUNIA ST BGA	-	-	-	-	-
7500-1661	F/PATH CARTER ST BGN	2,999	-	-	-	-
7500-1662	F/PATH CORREE ST FIN	-	-	-	-	-
7500-1663	F/PATH HUTSONS TOC	-	-	-	-	-
7500-1823	FOOTPATH DENISON ST - WARMATT INTERS	-	-	-	-	-
7500-1825	NANGUNIA ST - BANKER TO WIRUNA	-	-	-	-	-
7500-1826	CHANTER ST-DRUMMOND TO MITCHELL -STH	-	-	-	-	-

7500-1827	STEWART ST - DRUMMOND TO MITCHELL -N	-	-	-	-	-
7500-1828	STEWART ST - MITCHELL TO COBRAM	-	-	-	-	-
7500-1829	HEADFORD ST - DENISON TO TOCUMWAL	-	-	-	-	-
7500-1830	DENISON ST - ABUTTING ROTARY PARK	-	-	-	-	-
7500-1831	OSBORNE ST - ROTARY PARK TO MURRAY	-	-	-	-	-
7500-1832	WARMATTA ST - COREE TO TOCUMWAL	-	-	-	-	-
7500-1833	TOCUMWAL ST - WARMATTA TO WOLLAMAI	-	-	-	-	-
7500-1834	TUPPAL RD - BRIDGE TO NEWELL HWY	-	-	-	-	-
7500-1835	FINLEY ST - MURRAY TO DUFF	-	-	-	-	-
7500-1837	HUGHES ST - HAY ST TO BUCHANANS RD	-	-	-	-	-
7500-1838	WOLLAMAI ST -COREE ST TO TOC ST	-	-	-	-	-
7500-1839	COWLEY ST - DENI ST TO FINLEY ST	-	-	-	-	-
7500-1840	FINLEY ST - DUFF ST TO COWLEY ST	-	-	-	-	-
7500-1841	BANKER ST - VERMONT TO AMAROO	-	-	-	-	-
7500-1842	VERMONT ST - BANKER TO HUGHES	-	-	-	-	-
7500-1843	DRUMMOND ST - CHANTER TO STEWART	-	-	-	-	-
7500-1844	Footpath Barooga St Murray - Morris	-	-	-	-	-
7500-1845	Footpath Jerilderie St Momalong - PO	-	-	-	-	-
7500-1846	Footpath Corcoran Sth to Drummond	-	-	-	-	-
7500-1847	Footpath Drummond St Chanter to Cor	-	-	-	-	-
7500-1848	Footpath Int Drummond Chanter St	64	-	-	-	-
7500-1849	Footpath Int Tuppal Denison St	-	-	-	-	-
7500-1850	Footpath Int Tuppal Coree St	-	-	-	-	-
7500-1851	Footpath Int Tuppal Tocumwal St	-	-	-	-	-
7500-1852	Footpath Tuppal St Murray to Tocumwa	-	-	-	-	-
7500-1853	Footpath Int Boat Ramp Rd Murray St	-	-	-	-	-
7500-1854	Footpath Takari St Nangunia Snell Rd	19,175	-	-	-	-
7500-1855	Walking Cycling Track	-	-	-	-	-
7500-1856	Footpath Int Corcoran and Drummond	-	-	-	-	-
7500-1857	Footpath Buchanans Rd Hughes to Laws	11,417	-	-	-	-
7500-1858	Footpath Cobram St Alexander to Sout	-	-	-	-	-
7500-1859	Footpath Murray St Headford to Osbor	-	-	-	-	-
7500-1860	Footpath Bruton St end to Anthony Av	-	-	-	-	-
7500-1861	Footpath Hennesy St Charlotte to Han	10,842	-	-	-	-
7500-1862	Footpath Jersey St Chanter to Tuppal	19,325	-	-	-	-
7500-1863	Footpath Cobram St Berrigan	14,331	-	-	-	-
7500-1950	FOOTPATHS - RTA FUNDING PAMP	-	-	-	-	-
7500-2510	FOOTPATH DEPCN	(32,750)	(66,155)	(66,817)	(67,485)	(68,160)
7750-1501	SECT.94 CONTRIB CAR PARK BAROOGA	-	-	-	-	-

	7750-1502 SECT.94 CONTRIB CAR PARK BERRIGAN		-	-	-	-	-	
	7750-1503 SECT.94 CONTRIB CAR PARK FINLEY		-	-	-	-	-	
	7750-1504 SECT. 94 CONTRIB CAR PARK TOCUMWAL		-	-	-	-	-	
	7750-2504 PARKING AREAS - DEPRECIATION EXPENSE		(3,800)	(7,604)	(7,608)	(7,612)	(7,616)	
	7780-1950 RTA - BUS BAY GRANT REVENUE		-	-	-	-	-	
	7780-1952 DEPT TRANSPORT CPTIGS BUS STOP GRANT		-	-	-	-	-	
	7810-1950 RTA - M&I PROGRAM - BLOCK GRANT		414,500	531,000	531,000	531,000	531,000	
	7830-1950 RTA REHABILITATION WORKS FUNDING		-	175,000	175,000	175,000	175,000	
	7900-1950 STREET LIGHTING SUBSIDY		-	46,000	46,000	46,000	46,000	
	DRAINAGECAPEXP DRAINAGE CAPITAL WORKS EXPENDITURE		-	(295,100)	(177,000)	(100,000)	(65,000)	
	DRAINAGECAPINC DRAINAGE CAPITAL WORKS INCOME		-	4,040	-	-	-	
	FOOTPATHSCAPEXP FOOTPATHS CAPITAL EXPENDITURE		-	(137,000)	(158,200)	(95,000)	(10,000)	
	FOOTPATHSCAPINC FOOTPATHS CAPITAL INCOME		-	20,000	40,000	25,000	-	
	K&GCAPEXP KERB & GUTTER CAPITAL EXPENDITURE		-	(219,000)	(189,000)	(230,000)	(130,000)	
	K&GCAPINC KERB & GUTTER CAPITAL INCOME		-	-	35,000	103,000	65,000	
	LEVEECAPEXP LEVEE BANK CAPITAL EXPENDITURE		-	(153,280)	(149,200)	(80,000)	(270,000)	
	LEVEECAPINC LEVEE BANK CAPITAL INCOME		-	-	-	-	-	
	RMSCAPINCOME - PART 7810-1950 BLOCK GRANT		-	350,000	350,000	350,000	350,000	
	RURALCONSCAPEXP RURAL SEALED CONSTRUCTION CAPITAL EXPENDITURE		-	(759,000)	(1,400,000)	(1,082,000)	(1,060,000)	
	RURALCONSCAPINC RURAL SEALED CONSTRUCTION CAPITAL INCOME		-	-	-	-	-	
	RURALSEALEDCAPEXP RURAL SEALED RESEALS CAPITAL EXPENDITURE		-	(148,614)	(84,179)	(197,933)	(514,000)	
	RURALSEALEDCAPINC RURAL SEALED RESEALS CAPITAL INCOME		-	-	-	-	-	
	RURALUNSEALEDCAPEXP RURAL UNSEALED RESHEET CAPITAL EXPENDITURE		-	(559,000)	(534,000)	(602,000)	(511,000)	
	RURALUNSEALEDCAPINC RURAL UNSEALED RESHEET CAPITAL INCOME		-	-	-	-	-	
	SEWERCAPEXP SEWERAGE SERVICES CAPITAL EXPENDITURE		-	(600,000)	(490,000)	(555,000)	(565,000)	
	SEWERCAPINC SEWERAGE SERVICES CAPITAL INCOME		-	-	-	-	-	
	TOWNSCAPECAPEXP TOWNSCAPE WORKS CAPITAL EXPENDITURE		-	(80,000)	(80,000)	(80,000)	(80,000)	
	TOWNSCAPECAPINC TOWNSCAPE WORKS CAPITAL INCOME		-	-	-	-	-	
	URBANCONSCAPEXP URBAN ROADS CONSTRUCTION CAPITAL EXPENDITURE		-	(92,528)	(48,340)	(291,712)	(166,000)	
	URBANCONSCAPINC URBAN ROADS CONSTRUCTION CAPITAL INCOME		-	-	-	-	-	
	URBANRESEALCAPEXP URBAN RESEALS CAPITAL EXPENDITURE		-	(142,000)	(97,000)	(293,000)	(213,000)	
	URBANRESEALCAPINC URBAN RESEALS CAPITAL INCOME		-	-	-	-	-	
	WASTEMGMTCAPEXP WASTE MANAGEMENT CAPITAL EXPENDITURE		-	(209,000)	(215,000)	(54,000)	(5,000)	
	WASTEMGMTCAPINC WASTE MANAGEMENT CAPITAL INCOME		-	-	-	-	-	
			(45,000)	7,910,852	10,931,906	11,164,073	11,209,688	11,314,326
	<b>Good Government</b>		(45,000)	7,910,852	10,931,906	11,164,073	11,209,688	11,314,326
	1001-0315 MAYORAL VEHICLE EXPENSES			(3,547)	(22,338)	(22,785)	(23,240)	(23,705)
	1001-0320 MAYORAL ALLOWANCE			(12,215)	(25,602)	(26,114)	(26,636)	(27,169)



	1001-0325 COUNCILLORS ALLOWANCES		(44,787)	(92,106)	(93,948)	(95,827)	(97,744)
	1001-0334 TELEPHONE - COUNCILLORS		(1,608)	(8,262)	(8,427)	(8,596)	(8,768)
	1001-0335 COUNCILLORS EXPENSES		(29,527)	(49,836)	(50,584)	(51,343)	(52,113)
	1001-0336 CIVIC FUNCTIONS / PRESENTATION		(1,805)	(2,400)	(2,400)	(2,400)	(2,400)
	1001-0337 DONATIONS		(450)	(1,000)	(1,000)	(1,000)	(1,000)
	1001-0338 ADMIN MANAGEMENT PLAN EXPENSES		-	(1,000)	(1,000)	(1,000)	(1,000)
	1001-0340 INSURANCE - COUNCILLORS		(4,961)	(5,200)	(5,304)	(5,410)	(5,518)
	1001-0344 MEMBERSHIP FEES		(1,313)	(2,040)	(2,081)	(2,122)	(2,165)
	1001-0345 SUBSCRIPTION SHIRE ASSOCIATION		-	(25,704)	(26,218)	(26,742)	(27,277)
	1001-0346 ADMIN AUDIT FEES	-	(29,385)	(25,375)	(25,756)	(26,143)	(26,535)
	1001-0347 ELECTION EXPENSES	(45,000)	(2,893)	-	(15,000)	(15,000)	(15,000)
	1001-0348 COMMUNITY SURVEY		-	-	-	(20,000)	-
	1001-0349 COMMUNITY REPORT		(1,809)	(3,000)	(3,000)	(3,000)	(3,000)
	1001-0350 FIT 4 FUTURE BUSINESS CASE		-	-	-	-	-
	1001-0509 EQUIP/FURN - COUNCILLORS <= \$5,000		(104)	(2,000)	(2,000)	(2,000)	(5,000)
	1002-0350 COMMUNITY WORKS - GENERAL		(1,791)	(2,000)	(2,000)	(2,000)	(2,000)
	1002-0355 COMMUNITY WORKS - GST FREE		-	-	-	-	-
	1002-0370 COMMUNITY WORKS - AUST. DAY CO		-	(3,000)	(3,000)	(3,000)	(3,000)
	1002-0400 COMMUNITY GRANTS SCHEME		-	(4,000)	(4,000)	(4,000)	(4,000)
	1005-0108 ADMIN SALARIES - GM SALARY PAC		(112,801)	(231,900)	(237,698)	(243,640)	(249,731)
	1006-0107 ADMIN SALARIES - GM SUPPORT		(72,592)	(172,400)	(176,709)	(181,127)	(185,655)
	1007-0118 ADMIN GM VEHICLE OPERATING EXP		(11,584)	(22,277)	(22,722)	(23,177)	(23,640)
	1008-0124 MANAGEMENT TEAM PROGRAM		-	-	-	-	-
	1008-0125 ADMIN CONFERENCES/SEMINARS		-	(2,500)	(2,500)	(2,500)	(2,500)
	1008-0126 ADMIN GM TRAVEL EXPENSES	(908)	-	-	-	-	-
	1010-0102 ADMIN SALARIES - ACCOUNTING		(116,111)	(276,443)	(283,354)	(290,437)	(297,698)
	1010-0103 ADMIN SALARIES - HUMAN RESOURC		(43,165)	(76,465)	(78,377)	(80,336)	(82,345)
	1010-0104 ADMIN SALARIES - REVENUE COLLE		(99,829)	(169,900)	(174,147)	(178,501)	(182,963)
	1010-0105 ADMIN SALARIES - CUSTOMER SERV		(78,770)	(156,300)	(160,208)	(164,212)	(168,318)
	1010-0106 ADMIN SALARIES - INFO. TECHNOL		(49,395)	(88,126)	(90,329)	(92,587)	(94,901)
	1010-0109 ADMIN SALARIES - DCS SALARY PA		(82,499)	(181,630)	(186,171)	(190,825)	(195,596)
	1010-0119 ADMIN DCS VEHICLE OPERATING EX		(10,620)	(22,277)	(22,722)	(23,177)	(23,640)
	1010-0120 ADMIN STAFF TRAINING		(25,839)	(14,285)	(14,571)	(14,862)	(15,159)
	1010-0121 ADMIN CONSULTANTS		-	-	-	-	-
	1010-0130 ADMIN FRINGE BENEFITS TAX		-	(12,240)	(12,485)	(12,735)	(12,989)
	1010-0135 ADMIN JC TAX FBT ACCOUNT		-	-	-	-	-
	1010-0140 ADMIN STAFF UNIFORM ALLOWANCE		(4,981)	(7,650)	(7,803)	(7,959)	(8,118)
	1010-0144 ADMIN ADVERTS	-	(2,719)	(10,200)	(10,404)	(10,612)	(10,824)
	1010-0146 ADMIN NEWSLETTER ADVERTS		(21,655)	(31,722)	(32,356)	(33,004)	(33,664)

	1010-0155	ADMIN WRITE OFF BAD DEBTS		-	(2,040)	(2,081)	(2,123)	(2,165)
	1010-0160	ADMIN BANK & GOVT CHARGES		264	(2,538)	(2,576)	(2,614)	(2,653)
	1010-0162	BANK FEES - GST INCLUSIVE		(16,673)	(26,898)	(27,301)	(27,711)	(28,126)
	1010-0165	ADMIN OFFICE CLEANING		(33,702)	(34,211)	(34,724)	(35,245)	(35,773)
	1010-0170	ADMIN COMPUTER MTCE		(15,588)	(20,300)	(20,605)	(20,914)	(21,227)
	1010-0175	ADMIN SOFTWARE LICENCING		(104,654)	(126,875)	(128,778)	(130,710)	(132,671)
	1010-0185	LESS: CHARGED TO OTHER FUNDS		188,257	376,515	376,515	376,515	376,515
	1010-0190	ADMIN ELECTRICITY		(9,928)	(19,380)	(19,768)	(20,163)	(20,566)
	1010-0194	ADMIN INSUR - PUBLIC LIABILITY		(130,646)	(133,259)	(135,924)	(138,643)	(141,416)
	1010-0195	ADMIN INSUR - OTHER		(27,673)	(28,254)	(28,819)	(29,396)	(29,983)
	1010-0197	ADMIN RISK MANAGEMENT SIGNAGE		(400)	(400)	(400)	(400)	(400)
	1010-0198	ADMIN RISK MANAGEMENT OP EXP		(1,789)	(1,817)	(1,844)	(1,872)	(1,900)
	1010-0199	ADMIN RISK MANAGEMENT		-	(50,750)	(51,511)	(52,284)	(53,068)
	1010-0200	ADMIN LEGAL EXPENSES INCL. GST		(3,199)	(5,000)	(5,000)	(5,000)	(5,000)
	1010-0202	ADMIN LEGAL EXPEN - DEBT/COLL	-	(29,900)	(60,900)	(61,814)	(62,740)	(63,681)
	1010-0205	ADMIN POSTAGE		(13,167)	(16,240)	(16,484)	(16,731)	(16,982)
	1010-0206	CHARGE FOR INTERNET RATES PAYM		(390)	(508)	(515)	(523)	(531)
	1010-0207	ADMIN LEGAL EXPENSES-GST FREE	-	(7,865)	(2,000)	(2,000)	(2,000)	(2,000)
	1010-0208	SALE OF LAND FOR UNPAID RATES		-	-	-	-	-
	1010-0210	ADMIN PRINTING/STATIONERY	-	(23,493)	(41,818)	(42,445)	(43,082)	(43,728)
	1010-0215	ADMIN TELEPHONE		(11,320)	(24,888)	(25,386)	(25,894)	(26,411)
	1010-0220	ADMIN VALUATION FEES		(39,627)	(40,800)	(41,616)	(42,449)	(43,297)
	1010-0225	ADMIN SUBSCRIPTIONS		(992)	(3,248)	(3,297)	(3,346)	(3,396)
	1010-0230	ADMIN OFFICE BLDG MTCE		(7,434)	(12,180)	(12,363)	(12,548)	(12,736)
	1010-0245	ADMIN OFFICE GROUNDS MTCE		(3,115)	(8,628)	(8,757)	(8,888)	(9,022)
	1010-0250	ADMIN OFFICE EQUIPMENT MTCE		(14,030)	(26,898)	(27,301)	(27,711)	(28,126)
	1010-0265	ADMIN SUNDRY OPERATING EXPENSE		(5,884)	(5,000)	(5,000)	(5,000)	(5,000)
	1010-0266	ADMIN CHRISTMAS PARTY EXPENSE		(8,209)	(7,000)	(7,000)	(7,000)	(7,000)
	1010-0270	ASSET REVALUATION EXPENSE		-	(15,000)	(5,151)	(5,228)	(5,307)
	1010-0296	WEB PAGE MAINTENANCE & TRAININ		(525)	(3,045)	(3,091)	(3,137)	(3,184)
	1010-0297	CORP SERVICES ADMIN CHARGES		(256,213)	(508,537)	(508,140)	(507,761)	(507,372)
	1010-0298	LESS: RENTAL CONTRIBUTIONS		60,400	120,800	120,800	120,800	120,800
	1010-0299	LESS: CHARGED TO OTHER FUNDS		919,230	1,838,459	1,838,459	1,838,459	1,838,459
	1010-0500	CORPORATE SERVICES EQUIPMENT		(11,615)	(15,000)	(15,000)	(15,000)	(15,000)
	1010-0501	CORP SERV ADMINISTRATION SOFTWARE UPGRADE		-	(50,000)	(50,000)	(50,000)	(50,000)
	1010-0504	EQUIP/FURN - CORP. SERVICES <=		(26)	(5,000)	(5,000)	(5,000)	(5,000)
	1010-0505	SERVER & NETWORK UPGRADE		-	-	-	-	-
	1011-0103	TECH SERVICES SALARIES - WORK		(88,793)	(131,303)	(134,585)	(137,950)	(141,398)
	1011-0104	TECH SERVICES SALARIES - ENV.S		(64,084)	(132,430)	(135,741)	(139,134)	(142,613)

	1011-0105	TECH SERVICES SALARIES - EXE.		(217,302)	(514,800)	(527,670)	(540,862)	(554,383)
	1011-0109	TECH SERVICES SALARIES - DTS S		(84,000)	(225,200)	(230,830)	(236,601)	(242,516)
	1011-0113	TECH SERVICE W/E VEHICLE OP EX		(10,620)	(22,277)	(22,722)	(23,177)	(23,640)
	1011-0114	TECH SERVICE ENV VEHICLE OP EX		(9,441)	(22,277)	(22,722)	(23,177)	(23,640)
	1011-0115	TECH SERVICE EXE VEHICLE OP EX		(9,394)	(44,554)	(45,445)	(46,354)	(47,281)
	1011-0119	TECH SERVICE DTS VEHICLE OP EX		(10,620)	(22,277)	(22,722)	(23,177)	(23,640)
	1011-0120	LESS: CHARGED TO OTHER FUNDS/S		589,750	1,179,500	1,179,500	1,179,500	1,179,500
	1011-0125	TECH SERVICES ADMIN CHARGES		(86,706)	(169,392)	(169,443)	(169,470)	(169,499)
	1011-0135	TECH SERVICES STAFF TRAINING		(18,483)	(15,300)	(15,606)	(15,917)	(16,235)
	1011-0137	STAFF RELOCATION EXPENSES		-	-	-	-	-
	1011-0140	TECH SERVICES CONFERENCES/SEMI		(4,817)	(3,570)	(3,641)	(3,714)	(3,789)
	1011-0141	TECH SERVICES - INSURANCE		(3,200)	(3,264)	(3,329)	(3,396)	(3,464)
	1011-0142	TECH SERVICES EXP -ADVERTISING		(1,442)	(2,040)	(2,081)	(2,122)	(2,165)
	1011-0143	TECH SERVICES TELEPHONE		(2,143)	(7,140)	(7,283)	(7,428)	(7,577)
	1011-0145	TECH SERVICES OFFICE EXPENSES		(15,192)	(5,075)	(5,151)	(5,228)	(5,311)
	1011-0146	TECH SERVICES - CONSULTANCY		-	-	-	-	-
	1011-0147	TECH SERV EQUIPMENT MTCE		(1,822)	(2,538)	(2,576)	(2,614)	(2,653)
	1011-0152	OCCUPATIONAL HEALTH & SAFETY E		(2,438)	(3,045)	(3,091)	(3,137)	(3,184)
	1011-0160	DEPOT OPERATIONAL EXPENSES		(30,346)	(12,789)	(12,981)	(13,176)	(13,373)
	1011-0161	DEPOT OP. EXPENSES- INSURANCE		(4,000)	(4,080)	(4,162)	(4,245)	(4,330)
	1011-0162	DEPOT OP. EXPENSES-ELECTRICITY		(6,929)	(16,116)	(16,438)	(16,767)	(17,102)
	1011-0163	DEPOT OP. EXPENSES - TELEPHONE		(79)	(559)	(572)	(584)	(595)
	1011-0165	DEPOT BLDG MTCE		(1,387)	(4,060)	(4,121)	(4,183)	(4,245)
	1011-0170	DEPOT GROUNDS MTCE		(4,648)	(4,060)	(4,121)	(4,183)	(4,245)
	1011-0171	DEPOT AMENITIES CLEANING		(3,028)	(6,000)	(6,000)	(6,000)	(6,000)
	1011-0240	PLANT SERVICES ADMIN CHARGES		(34,105)	(68,210)	(68,210)	(68,210)	(68,210)
	1011-0504	EQUIP/FURN - TECH. SERVICES <=		-	(1,020)	(1,020)	(1,020)	(1,020)
	1011-0505	EQUIP/FURN - TECH. SERVICES >=		(19,920)	(30,000)	(5,000)	(10,000)	(10,000)
	1011-0515	MOTOR VEHICLE PURCHASES		(250,021)	(320,000)	(320,000)	(320,000)	(320,000)
	1011-0525	LAND & BUILD DEPOT - BERRIGAN		(468)	-	-	-	-
	1011-0535	LAND & BUILD DEPOT - FINLEY		(555)	-	-	-	-
	1011-0545	PUBLIC WORKS PLANT PURCHASE		(244,151)	(793,000)	(695,000)	(1,080,000)	(642,000)
	1011-0546	PUBLIC WORKS UTILITY PURCHASE		(87,108)	(68,750)	(68,750)	(68,750)	(68,750)
	1011-0550	PURCHASE MINOR PLANT		(37,368)	(33,000)	(33,000)	(33,000)	(33,000)
	1015-0000	PLANT EXPENSES		(558,710)	(1,126,843)	(1,143,745)	(1,160,902)	(1,178,315)
	1020-0100	PLANT WORKSHOP EXPENSES		(38,940)	(30,298)	(30,752)	(31,214)	(31,682)
	1020-0101	PLANT WORKSHOP EXP - TELEPHONE		(60)	(581)	(593)	(605)	(617)
	1020-0102	PLANT WORKSHOP EXP - INSURANCE		-	-	-	-	-
	1020-0103	PLANT WORKSHOP EXP - VEHICLE		(10,704)	(22,277)	(22,722)	(23,177)	(23,640)

	1025-0150	PLANT INSURANCE PREMIUMS		(2,600)	(2,652)	(2,705)	(2,759)	(2,814)
	1030-0160	MINOR PLANT OPERATING EXPENSES		(10,407)	(17,458)	(17,720)	(17,986)	(18,255)
	1035-0170	TOOLS PURCHASES		(1,644)	(7,917)	(8,036)	(8,156)	(8,279)
	1050-0010	WAGES SALARY POLICY SYSTEM BAC		-	-	-	-	-
	1050-0020	WAGES PERFORMANCE BONUS PAYMEN		(52,341)	(73,390)	(75,225)	(77,105)	(79,033)
	1050-0040	ANNUAL LEAVE - WORKS / WAGES		(140,018)	(249,485)	(255,722)	(262,115)	(268,668)
	1050-0060	PUBLIC HOLIDAY - WORKS / WAGES		(51,969)	(140,630)	(144,146)	(147,749)	(151,443)
	1050-0080	LONG SERVICE LEAVE - WAGES		(57,851)	(104,755)	(107,374)	(110,059)	(112,810)
	1050-0100	SICK LEAVE - WORKS / WAGES		(71,665)	(104,653)	(107,269)	(109,951)	(112,699)
	1050-0115	RDO - PAYROLL SUSPENSE		(6,510)	-	-	-	-
	1050-0118	TIME IN LIEU - SUSPENSE		-	-	-	-	-
	1050-0120	BEREAVEMENT LEAVE - WAGES		(2,136)	(2,972)	(3,047)	(3,123)	(3,201)
	1050-0150	WAGES LEAVE WITHOUT PAY		-	-	-	-	-
	1050-0170	RURAL FIRE SERVICE LVE - WAGES		(218)	-	-	-	-
	1050-0180	WAGES ACCIDENT PAY TO EMPLOYEE		(10,198)	-	-	-	-
	1050-0185	WAGES ACCIDENT EXPENSE BY EMPL		-	-	-	-	-
	1050-0220	WAGES MEDICAL EXPENSES		(316)	-	-	-	-
	1050-0320	WAGES SUPERANNUATION - LG RET		(54,760)	-	-	-	-
	1050-0340	WAGES SUPERANNUATION - LG ACC		(232,757)	(266,090)	(272,742)	(279,561)	(286,550)
	1050-0380	WAGES WORKER COMPENSAT INSUR -		(69,018)	(178,704)	(182,278)	(185,924)	(189,642)
	1050-0400	WAGES IN LIEU OF NOTICE		-	-	-	-	-
	1050-0440	WAGES PROTECTIVE/SAFETY CLOTHI		(9,478)	(37,332)	(38,079)	(38,840)	(39,617)
	1050-0720	WAGES OTHER TRAINING EXPENSES		-	(44,166)	(45,049)	(45,950)	(46,869)
	1050-0730	WAGES OCCUPATIONAL HEALTH & SA		(1,600)	-	-	-	-
	1050-0735	WAGES TQM / CONTINUOUS IMPROVE		-	-	-	-	-
	1050-0750	EAP CONSULTATION EXPENSE		(340)	-	-	-	-
	1050-0770	WAGES STAFF TRAINING - GENERAL		(59,738)	(18,768)	(19,143)	(19,526)	(19,917)
	1050-0780	WAGES OTHER MEETINGS		-	-	-	-	-
	1050-0790	WORKPLACE INVESTIGATION		-	-	-	-	-
	1055-0030	STORES OPERATING COSTS		(26,796)	(96,453)	(98,864)	(101,336)	(103,869)
	1055-0040	STOCK FREIGHT ONCOST EXPENSE		(1,191)	-	-	-	-
	1055-0050	UNALLOCATED STORE COST VARIATI		11,232	-	-	-	-
	1070-0040	ANNUAL LEAVE - ADMIN / STAFF		(83,521)	(236,538)	(241,269)	(246,094)	(251,016)
	1070-0060	PUBLIC HOLIDAY - ADMIN / STAFF		(61,166)	(133,416)	(136,084)	(138,806)	(141,582)
	1070-0080	LONG SERVICE LEAVE - STAFF		(32,801)	(99,450)	(101,439)	(103,468)	(105,537)
	1070-0100	SICK LEAVE - ADMIN / STAFF		(33,352)	(99,450)	(101,439)	(103,468)	(105,537)
	1070-0120	BEREAVEMENT LEAVE - STAFF		-	(2,856)	(2,913)	(2,971)	(3,034)
	1070-0140	MATERNITY LEAVE - STAFF		-	-	-	-	-
	1070-0145	PAID PARENTAL LEAVE SCHEME		-	-	-	-	-

	1070-0150 LEAVE WITHOUT PAY - STAFF		-	-	-	-	-
	1070-0180 STAFF ACCIDENT PAY TO EMPLOYEE		(438)	-	-	-	-
	1070-0220 STAFF MEDICAL EXPENSES		(110)	-	-	-	-
	1070-0320 STAFF SUPERANNUATION - LG RET		(38,685)	-	-	-	-
	1070-0340 STAFF SUPERANNUATION - LG ACC		-	(292,535)	(299,848)	(307,345)	(315,028)
	1070-0380 STAFF WORKER COMPENSAT INSUR -		(63,709)	(170,340)	(173,747)	(177,222)	(180,766)
	1070-0390 STAFF RELOCATION EXPENSES		-	-	-	-	-
	1070-0400 STAFF REDUNDANCY PAYMENT		-	-	-	-	-
	1070-0410 STAFF JURY DUTY EXPENSE		-	-	-	-	-
	1100-1305 DONATIONS		2,457	-	-	-	-
	1100-1350 OTHER REVENUES		3	-	-	-	-
	1200-1500 CORP SUPPORT SUNDRY REVENUE		1,574	-	-	-	-
	1200-1600 REVENUE - GIPA		120	-	-	-	-
	1200-1670 INSURANCE REBATE		-	20,000	20,000	20,000	20,000
	1200-1680 WORKCOVER INCENTIVE PAYMENTS		-	-	-	-	-
	1200-1814 RATES CERTIFICATE S603 - GST FREE		12,570	22,000	22,000	22,000	22,000
	1200-1815 URGENT RATE S603 CERT INCL GST		245	260	260	260	260
	1200-1829 RECOVER BANK CHARGES - DISHONOUR FEES		1	-	-	-	-
	1200-1870 LEGAL COSTS RECOVERED		27,228	50,225	51,481	52,768	54,087
	1200-1927 RISK MANAGEMENT TRANSFER FROM RESERVE		-	-	-	-	-
	1200-1928 INFO TECH TRANSFER FROM RESERVE		-	-	-	-	-
	1200-1950 TRAINEESHIP GRANT - WAGE SUBSIDY		-	-	-	-	-
	1200-1954 OLG Grant - ESPL Funding		12,416	-	-	-	-
	1200-2027 RISK MANAGEMENT TRANSFER TO RESERVE		-	-	-	-	-
	1200-2028 INFO TECH TRANSFER TO RESERVE		-	-	-	-	-
	1200-2502 CORP SERVICES OFFICE EQUIPMENT DEPCN		(18,281)	(48,985)	(49,475)	(49,970)	(50,469)
	1200-2504 CORP SERVICES OFFICE DEPCN		(19,596)	(41,208)	(41,620)	(42,036)	(42,457)
	1300-1500 TECH SERV SUNDRY INCOME - INCL GST		438	-	-	-	-
	1300-1502 OHS INCENTIVE PAYMENT		-	-	-	-	-
	1300-1800 ROAD OPENING PERMIT FEES		1,986	3,000	3,000	3,000	3,000
	1300-1950 TRAINEESHIP GRANT - WAGE SUBSIDY		-	-	-	-	-
	1300-2502 TECH SERVICES OFFICE EQUIPMENT DEPCN		(697)	(5,353)	(5,407)	(5,461)	(5,515)
	1310-2502 DEPOT EQUIPMENT DEPCN		(351)	(707)	(714)	(721)	(728)
	1310-2504 DEPOT DEPCN		(12,117)	(27,169)	(27,441)	(27,715)	(27,992)
	1320-1200 GAIN ON DISPOSAL - PLANT & EQUIPMENT		-	-	-	-	-
	1320-1201 GAIN ON DISPOSAL - MOTOR VEHICLE		-	-	-	-	-
	1320-1202 MOTOR VEHICLE DISPOSAL		-	-	-	-	-
	1320-1203 PUBLIC MOTOR VEHICLE DISPOSAL		-	177,000	230,000	286,500	145,000
	1320-1204 PUBLIC WORKS UTILITY DISPOSAL		-	39,000	39,000	39,000	39,000

	1320-1205	MOTOR VEHICLE DISPOSAL		174,328	130,000	130,000	130,000	130,000
	1320-1210	MINOR ASSET SALES CLEARING		-	-	-	-	-
	1320-1500	PLANT SERVICES SUNDRY INCOME		-	-	-	-	-
	1320-1823	STAFF PRIVATE USE CAR HIRE		23,445	46,125	47,278	48,460	49,672
	1320-1825	STAFF PRIVATE USE FUEL CHARGES		3,998	9,225	9,456	9,692	9,934
	1320-1856	PLANT REGO. & GREENSLIP REFUND		-	-	-	-	-
	1320-1857	PLANT INSURANCE CLAIM REFUND		-	-	-	-	-
	1320-1926	PLANT REPLACE TRANSFER FROM RESERVE		-	8,386	-	155,904	-
	1320-1950	PLANT FUEL TAX CREDIT SCHEME		26,880	51,250	52,531	53,845	55,191
	1320-2010	PLANT HIRE INCOME COUNCIL WORKS		1,025,574	2,030,000	2,060,450	2,091,357	2,122,727
	1320-2026	PLANT SERVICES TRANSFER TO RESERVE		9,124	-	(157,481)	-	(155,961)
	1320-2500	PLANT DEPCN		(247,475)	(490,860)	(495,769)	(500,726)	(505,734)
	1320-2550	DEPRECIATION - MOTOR VEHICLES		(115,522)	(270,377)	(273,081)	(275,812)	(278,570)
	1320-4010-0000	PLANT DEPCN CONTRA		375,466	761,237	768,849	776,538	784,303
	1400-1230	LSL CONTRIBUTIONS TRANSFERRED EMP'S		-	-	-	-	-
	1400-1500	ACCIDENT PAY RECOUP		-	-	-	-	-
	1400-1510	WORKERS COMPENSATION INSURANCE REFUND		28,225	-	-	-	-
	1400-1550	ONCOSTS STAFF TRAINING REFUND		-	-	-	-	-
	1400-1600	SUPERANNUATION ACC SCHEME REFUND		-	-	-	-	-
	1400-1950	ONCOSTS STAFF TRAINING SUBSIDY		-	-	-	-	-
	1410-0125	HOUSING 27 DAVIS BLDG MTCE		(255)	(2,030)	(2,060)	(2,091)	(2,123)
	1410-0126	HOUSING 27 DAVIS ST - RATES		(2,077)	(2,233)	(2,267)	(2,301)	(2,335)
	1410-0127	HOUSING 27 DAVIS ST -INSURANCE		(1,100)	(1,122)	(1,144)	(1,167)	(1,191)
	1410-0130	HOUSING GREENHILLS BLDG MTCE		(1,592)	(2,538)	(2,576)	(2,614)	(2,653)
	1410-0131	HOUSING GREENHILLS - INSURANCE		(610)	(622)	(635)	(647)	(660)
	1410-0140	HOUSING 7 CARTER ST BLDG MTCE		(435)	(2,030)	(2,060)	(2,091)	(2,123)
	1410-0141	HOUSING 7 CARTER ST - RATES		(1,827)	(1,827)	(1,854)	(1,882)	(1,910)
	1410-0147	HOUSING 7 CARTER ST - INSURANC		(720)	(735)	(750)	(765)	(779)
	1410-0150	PROPERTY SERVICES ADMIN CHARGE		(3,716)	(7,433)	(7,433)	(7,433)	(7,433)
	1411-0170	ASBESTOS MANAGEMENT PROGRAM		-	-	-	-	-
	1411-0180	BLDG MTCE PROGRAM		(2,779)	(16,240)	(16,484)	(16,731)	(16,982)
	1417-1500	PAID PARENTAL LEAVE REIMBURSEMENT		-	-	-	-	-
	1440-1950	TRAINEESHIP GRANT - WAGE SUBSIDY		-	-	-	-	-
	1445-1920	STOCK FREIGHT ONCOST RECOVERY		(0)	-	-	-	-
	1500-1001	CENTS ROUNDING		(4)	-	-	-	-
	1500-3650	PAID PARENTAL LEAVE SCHEME REVENUE		-	-	-	-	-
	1500-5105	UNSPENT LOAN PROCEEDS LIRS		-	-	-	-	-
	3550-1826	GENERAL - RENT ON COUNCIL HOUSES		7,930	16,257	16,663	17,079	17,506
	3550-1827	HOUSING CAPITAL INCOME		-	-	-	-	-

	3550-2504 HOUSING DEPRECIATION		(4,530)	(9,393)	(9,487)	(9,582)	(9,678)
	9100-1000 ORDINARY RATES - FARMLAND		1,814,349	1,840,268	1,869,187	1,897,225	1,925,684
	9100-1001 ORDINARY RATES - RESIDENTIAL RURAL		330,249	337,116	340,231	345,334	350,514
	9100-1002 ORDINARY RATES - RESIDENTIAL BGA		527,206	543,640	543,141	551,288	559,557
	9100-1003 ORDINARY RATES - RESIDENTIAL BGN		326,788	328,405	336,665	341,715	346,841
	9100-1004 ORDINARY RATES - RESIDENTIAL FIN		652,263	665,697	671,977	682,057	692,288
	9100-1005 ORDINARY RATES - RESIDENTIAL TOC		710,419	742,268	731,891	742,870	754,013
	9100-1006 ORDINARY RATES - BUSINESS BGA		92,857	92,483	95,663	97,098	98,555
	9100-1007 ORDINARY RATES - BUSINESS BGN		75,214	72,986	77,487	78,650	79,829
	9100-1008 ORDINARY RATES - BUSINESS FIN		167,404	159,775	172,464	175,051	177,676
	9100-1009 ORDINARY RATES - BUSINESS TOC		191,954	181,792	197,755	200,722	203,732
	9100-1010 ORDINARY RATES - RESIDENTIAL		54,266	55,092	55,906	56,745	57,596
	9100-1080 LESS ORDINARY RATES WRITTEN OFF		(38)	(4,568)	(4,636)	(4,706)	(4,776)
	9100-1082 LESS ORDINARY RATES D/DEBT EXPENSE		-	(9,643)	(9,787)	(9,934)	(10,083)
	9100-1083 LESS:FARMLAND RATE CAPPING WRITE OFF		-	-	-	-	-
	9100-1085 LESS SMALL BALANCES WRITTEN OFF		-	(507)	(515)	(523)	(531)
	9100-1095 LESS ORDINARY RATE PENSION REBATE		(178,715)	(181,818)	(181,818)	(181,818)	(181,818)
	9100-1500 INTEREST EXTRA CHARGES ON RATES		13,839	37,925	38,873	39,845	40,841
	9200-1950 FINANCAL ASSISTANCE GRANT (FAG)		1,566,899	3,027,540	3,072,953	3,119,047	3,165,833
	9300-1950 ORDINARY RATES PENSION SUBSIDY		98,495	100,000	100,000	100,000	100,000
	9400-1840 INTEREST - AT CALL ACCOUNT		-	-	-	-	-
	9400-1842 INTEREST - TERM DEPOSITS		273,811	292,356	273,980	266,215	275,121
	9400-1843 INTEREST - OTHER		19,898	-	-	-	-
	9500-1844 INTEREST - O/S DEBTORS GST FREE		-	-	-	-	-
	DEPNCONTRA ACCUMULATED DEPCN GL/JC CONTRA A/C		1,762,529	3,790,031	3,827,733	3,865,809	3,904,268
	DEPOTCAPEXP DEPOT CAPITAL EXPENDITURE		-	(20,000)	-	-	-
	DEPOTCAPINC DEPOT CAPITAL INCOME		-	-	-	-	-
	EIDEPNCONTRA EI DEPRECIATION CONTRA		6,565	13,433	13,567	13,703	13,840
	ENVSERVICESCAPINC ENVIRONMENTAL SERVICES CAPITAL INCOME		-	-	-	-	-
	HACCDEPNCONTRA HACC DEPRECIATION CONTRA		-	-	-	-	-
	HOUSINGCAPEXP HOUSING CAPITAL EXPENDITURE		-	(35,000)	-	-	-
	HOUSINGCAPINC HOUSING CAPITAL INCOME		-	-	-	-	-
	SHIREOFFICECAPEXP SHIRE OFFICE CAPITAL EXPENDITURE		-	(100,000)	-	-	-
	SHIREOFFICECAPINC SHIRE OFFICE CAPITAL INCOME		-	-	-	-	-
	STAFFRECOVERY STAFF ONCOST OVERHEAD RECOVERY		362,051	1,039,447	1,053,613	1,074,685	1,123,944
	WAGESRECOVERY WAGES ONCOST OVERHEAD RECOVERY		761,174	1,312,536	1,352,064	1,385,928	1,392,874
			(469,127)	(1,650,241)	(3,423,630)	(3,049,880)	(3,013,217)
			(469,127)	(1,650,241)	(3,423,630)	(3,049,880)	(3,013,217)
	<b>Supported and engaged communities</b>		(469,127)	(1,650,241)	(3,423,630)	(3,049,880)	(3,013,217)



	1110-0105 CONTRIBUTION NSW FIRE BRIGADE	(47,034)	(49,274)	(50,262)	(51,267)	(52,292)
	1110-0110 CONTRIBUTION RURAL FIRE FUND	(110,307)	(115,560)	(117,871)	(120,229)	(122,633)
	1110-0155 RURAL FIRE BRIGADES BLDG MTCE	-	(1,015)	(1,030)	(1,046)	(1,061)
	1110-0160 FIRE BRIGADE ADMIN CHARGES	(15,825)	-	-	-	-
	1110-0204 RURAL FIRE TRAINING OTHER	-	-	-	-	-
	1110-0205 RFS RADIO MTCE	(467)	-	-	-	-
	1110-0210 RFS STATION SHED MTCE	(5,481)	(1,000)	(1,015)	(1,030)	(1,045)
	1110-0215 RFS VEHICLE MTCE	-	-	-	-	-
	1110-0230 RFS MAINTENANCE & OTHER	-	-	-	-	-
	1110-0240 RFS TELEPHONE	-	-	-	-	-
	1110-0245 RFS ELECTRICTY & GAS	-	-	-	-	-
	1110-0250 RFS VEHICLE INSURANCE	-	-	-	-	-
	1110-0255 RFS SHEDS & OTHER INSURANCE	-	(1,530)	(1,561)	(1,592)	(1,624)
	1110-0260 RURAL FIRE ERS/PAGING	-	-	-	-	-
	1110-0265 RURAL FIRE SUNDRY EXPENSES	-	-	-	-	-
	1110-0290 RFS EXPENDITURE	-	-	-	-	-
	1111-0105 DOG ACT EXPENSES	(26,245)	(38,316)	(38,891)	(39,474)	(40,066)
	1111-0106 DOG ACT EXPENSES - TELEPHONE	(61)	(612)	(624)	(637)	(649)
	1111-0108 COMPANION ANIMAL DLG REGISTRAT	(3,889)	(6,090)	(6,181)	(6,274)	(6,368)
	1111-0109 POUND OPERATION SALARIES & ALL	(12,662)	(28,674)	(29,104)	(29,540)	(29,984)
	1111-0110 POUNDS ACT EXPENSES	(14,120)	(19,529)	(19,822)	(20,119)	(20,421)
	1111-0111 POUNDS ACT EXPS - INSURANCE	(180)	(184)	(187)	(191)	(195)
	1111-0112 POUNDS ACT EXP. - ADVERTISING	-	(204)	(208)	(212)	(216)
	1111-0113 POUNDS ACT EXPENSE - TELEPHONE	(61)	(306)	(312)	(318)	(325)
	1111-0115 DOG POUND MTCE	-	(1,117)	(1,133)	(1,150)	(1,168)
	1111-0125 STOCK POUND MTCE	(9)	(508)	(515)	(523)	(531)
	1111-0505 ANIMAL CONTROL CAPITAL WORKS	-	-	-	-	-
	1114-0105 CONTRIBUTION NSW SES	(15,187)	(15,910)	(16,228)	(16,553)	(16,884)
	1114-0110 SES OPERATING EXPENSES	(1,995)	-	-	-	-
	1114-0112 SES OP. EXPENSES-ELECTRICITY	(1,215)	-	-	-	-
	1114-0113 SES OPERATING EXP - TELEPHONE	(226)	-	-	-	-
	1114-0114 SES OP. EXPENSES - INSURANCE	(3,406)	-	-	-	-
	1114-0125 TOC SEARCH & RESCUE BLDG MTCE	(557)	(565)	(574)	(582)	(591)
	1210-0190 HEALTH ADMINISTRATION ADMIN CH	(31,388)	(97,976)	(97,976)	(97,976)	(97,976)
	1211-0105 COMMUNITY SHARPS DISPOSAL	-	-	-	-	-
	1212-0105 FOOD CONTROL	-	-	-	-	-
	1213-0105 PEST CONTROL	-	-	-	-	-
	1213-0106 PEST CONTROL - BIRDS	-	(500)	(500)	(500)	(500)
	1215-0105 MEMORIAL PARK TOILET BLDG MTCE	(611)	(1,015)	(1,030)	(1,046)	(1,061)

	1215-0120 TOY LIBRARY BLDG MTCE		-	-	-	-	-
	1215-0130 FIN SECONDHAND SHOP INSURANCE		(460)	(469)	(479)	(488)	(498)
	1313-0105 YOUTH WEEK GRANT & CONTRIBUTIO		(616)	(3,000)	(3,000)	(3,000)	(3,000)
	1313-0111 SR SUICIDE PREVENTION GROUP		(438)	(500)	(500)	(500)	(500)
	1313-0115 PORTSEA CAMP EXPENSES		-	(2,000)	(2,000)	(2,000)	(2,000)
	1313-0120 COMMUNITY PLANNING - SALARY		(84,770)	(163,590)	(167,680)	(171,871)	(176,169)
	1313-0121 COMMUNITY PLANNING ADVERTISING		-	(1,915)	(1,944)	(1,973)	(2,003)
	1313-0122 COMMUNITY PLANNING - TRAINING		(1,455)	(2,244)	(2,289)	(2,335)	(2,381)
	1313-0123 COMMUNITY PLANNING - VEHICLE EXPENSE		(10,620)	(22,277)	(22,722)	(23,177)	(23,640)
	1313-0124 COMMUNITY PLANNING - TELEPHONE		(279)	(816)	(832)	(849)	(866)
	1313-0125 COMMUNITY PLANNING - OP EXPENSES		-	(2,040)	(2,081)	(2,122)	(2,165)
	1313-0131 YOUTH DEVELOPMENT	(8,626)	-	-	-	-	-
	1314-0130 EARLY INT EQUIP & PROGS STATE		(10,741)	(2,030)	(2,060)	(2,091)	-
	1314-0131 EARLY INT - ELECTRICITY		(2,829)	(979)	(999)	(1,019)	-
	1314-0132 EARLY INT - TELEPHONE		(322)	(1,020)	(1,040)	(1,061)	-
	1314-0133 EARLY INT - ADMIN CHARGE		(9,005)	(18,009)	(18,009)	(18,009)	-
	1314-0135 COMMUNITY SERVICES DIRECTORY		-	-	-	-	-
	1314-0138 EARLY INT - ACCREDITATION EXP		(3,157)	-	-	-	-
	1314-0139 EARLY INT - INTENSE FAMILY SUP		(5,514)	-	-	-	-
	1314-0140 EARLY INT - THERAPY SUPPORT		(28,613)	-	-	-	-
	1314-0150 EARLY INT - ECICP THERAPY		-	-	-	-	-
	1314-0215 EARLY INT - SALARY/ALLOWANCE		(96,006)	(118,812)	(119,378)	(103,747)	-
	1314-0225 EARLY INT - TRAVEL ALLOWANCE		(25,164)	(4,692)	(4,786)	(4,882)	-
	1314-0505 EQUIP/FURN - EARLY INT <= \$50		-	(354)	(354)	(354)	-
	1316-0375 SENIOR CITZ - RATES		(2,142)	-	-	-	-
	1419-0106 CEMETERY OP. EXP - TELEPHONE		(150)	(510)	(520)	(530)	(540)
	1419-0107 CEMETERY OP.EXPS - ELECTRICITY		(594)	(1,530)	(1,560)	(1,590)	(1,620)
	1419-0108 CEMETERY OP EXP - INSURANCE		(30)	(30)	(30)	(30)	(30)
	1419-0110 CEMETERY MAINTENANCE		(31,573)	(28,460)	(28,915)	(29,365)	(29,809)
	1419-0112 CEMETERY BURIAL EXPENSES		(21,492)	(32,540)	(33,074)	(33,602)	(34,124)
	1419-0114 CEMETERY HONORARIUMS		(6,370)	(17,314)	(17,627)	(17,935)	(18,240)
	1419-0116 CEMETERY PLAQUES		(15,733)	(32,540)	(33,074)	(33,602)	(34,124)
	1419-0117 CEMETERY - FLOWER BOXES		(456)	-	-	-	-
	1419-0500 FINLEY CEMETERY - INSTALL SPRINKLERS		66	-	-	-	-
	1419-0515 CEMETERY PLYNTHS	(15,000)	-	-	-	-	-
	1419-0516 TOC CEMETERY WALL NICHES		-	-	-	-	-
	1419-0517 BGA CEMETERY FENCING		-	-	-	-	-
	1419-0518 CEMETERY - FINLEY KERB & GUTT		-	-	-	-	-
	1420-0000 PUBLIC CONVENIENCE CLEANING		(98,793)	(139,766)	(141,862)	(143,987)	(146,150)

	1420-0001	PUBLIC CONVENIENCES BLDG MTCE		(5,344)	(20,000)	(20,000)	(20,000)	(20,000)
	1420-0111	BGA BOTANICAL GARDENS TOILETS		-	-	-	-	-
	1420-0113	PUBLIC CONVEN. - ELECTRICITY		(1,535)	(4,080)	(4,162)	(4,245)	(4,330)
	1420-0114	PUBLIC CONVENIENCES -INSURANCE		(2,800)	(2,856)	(2,913)	(2,971)	(3,031)
	1420-0125	PUBLIC CONVENIENCES RENTAL FIN		(7,113)	(8,729)	(8,860)	(8,993)	(9,128)
	1421-0105	FINLEY TIDY TOWNS EXPENSE		-	-	-	-	-
	1421-0120	BERRIGAN CONSERVATION GROUP EX	(8,874)	(169)	(4,000)	(4,000)	(4,000)	(4,000)
	1510-0105	WATER ADMIN CHARGES - ADMINIST		(123,313)	(246,627)	(246,627)	(246,627)	(246,627)
	1510-0106	WATER ADMIN CHARGE - ENGINEERI		(159,930)	(319,859)	(319,859)	(319,859)	(319,859)
	1510-0117	WATER SUPPLIES - RENTAL CONTRI		(36,240)	(72,480)	(72,480)	(72,480)	(72,480)
	1510-0125	PROV BAD & DOUBTFUL DEBTS		-	(5,000)	(5,000)	(5,000)	(5,000)
	1510-0155	WATER WRITE OFF BAD DEBTS		-	(2,500)	(2,500)	(2,500)	(2,500)
	1510-0170	WATER DELIVERY EXPENSES		(4,747)	(32,480)	(32,967)	(33,462)	(33,964)
	1510-0200	WATER LEGAL EXPENSES		-	(5,000)	(5,000)	(5,000)	(5,000)
	1510-0500	WATER SUPPLIES PRINCIPAL ON LO		(77,822)	-	-	-	-
	1510-0504	OFFICE EQUIP/FURN NON CAPITAL		-	(1,320)	(1,339)	(1,359)	(1,380)
	1510-0505	OFFICE EQUIP/FURN - ENG WATER		27	(2,500)	(2,500)	(2,500)	(2,500)
	1510-0506	SUBSCRIPTIONS & MEMBERSHIPS		(3,326)	(9,384)	(9,572)	(9,763)	(9,958)
	1510-0507	TELEMETRY UPGRADE - WATER		(3,734)	-	-	-	-
	1510-0510	BGA - SOLAR AT PUMPSTATION		-	-	-	-	-
	1510-0511	FIN - SOLAR AT PUMPSTATION		-	-	-	-	-
	1510-0512	TOC - SOLAR AT PUMPSTATION		(520)	-	-	-	-
	1510-0536	SODA ASH DOSING SYSTEM		-	-	-	-	-
	1510-0537	FIN - UPGRADE PLATFORM & WINCH WTP		-	-	-	-	-
	1510-0548	IMPROVE OH & S AT WORK SITES		-	-	-	-	-
	1510-0551	OH&S SIGNAGE - WATER		-	(5,000)	(5,000)	(5,000)	(5,000)
	1510-0560	MAINS RETIC - BGA		-	-	-	-	-
	1510-0561	BGA - REPAINT INTERIOR WTP		(3,654)	-	-	-	-
	1510-0564	BGA - MAJOR PUMP REPLACEMENT	(50,000)	(10,325)	-	-	-	-
	1510-0565	MAINS RETIC - BGN		(1,595)	-	-	-	-
	1510-0570	MAINS RETIC - FIN		-	-	-	-	-
	1510-0575	MAINS RETIC - TOC		-	-	-	-	-
	1510-0608	CRUSHED GRANITE-FIN WATER DAM		-	-	-	-	-
	1510-0613	BGN - RAW WATER PUMP STATION DRAINAGE LINE		-	-	-	-	-
	1510-0615	FIN - FILTERED & UNFILTERED MAIN TONGS/HOWE STS	(18,977)	-	-	-	-	-
	1510-0652	REPLACEMENT OF MINOR PLANT		-	-	-	-	-
	1510-0657	BGN - OTHER MINOR REPAIR/REPLACEMENTS		-	-	-	-	-
	1510-0661	TOC - REPLACE COMPRESSOR		-	-	-	-	-
	1510-0662	TOC - OTHER MINOR REPAIR/REPLACEMENT		(8)	-	-	-	-

1510-0665	TOC-CHLORINE DOSING SYSTEM	-	-	-	-	-
1510-0668	FIN - CLARIFIER REPLACE PONDS	-	-	-	-	-
1510-0669	METER CYBAL REPLACEMENT	-	-	-	-	-
1510-0877	TERRACING AT WTP BGA	-	-	-	-	-
1510-0878	LOW LIFT PUMP MECH & ELEC BGN	-	-	-	-	-
1510-0879	HL PUMP MECH & ELEC FIN	-	-	-	-	-
1510-0880	CHEMICAL PUMP REPLACEMENT	(22,814)	-	-	-	-
1510-0881	HL PUMP MECH & ELEC BGN	-	-	-	-	-
1510-0882	WATER MAIN REPLACEMENT TOC	-	-	-	-	-
1511-0109	REC FACIL DONATION & OTHER COSTS	(1,530)	(1,581)	(1,613)	(1,645)	(1,678)
1511-0110	METER READING - BGN SHIRE	(30,888)	(69,629)	(70,673)	(71,734)	(72,810)
1511-0111	METER READING PRINTING & POSTA	(5,996)	(13,702)	(13,908)	(14,117)	(14,328)
1511-0113	METER READING TELEPHONE	(112)	(755)	(770)	(785)	(801)
1511-0130	PURCHASE OF WATER - BGA	(27,315)	(13,702)	(13,908)	(14,117)	(14,328)
1511-0135	PURCHASE OF WATER - BGN	(21,201)	(40,802)	(41,415)	(42,036)	(42,667)
1511-0140	PURCHASE OF WATER - FIN	(21,877)	(53,288)	(54,087)	(54,898)	(55,722)
1511-0145	PURCHASE OF WATER - TOC	(3,684)	(12,992)	(13,187)	(13,385)	(13,585)
1511-0150	WATER TREATMENT - OP EXP - BGA	(72,031)	(146,363)	(148,558)	(150,787)	(153,049)
1511-0151	WATER TREATMENT-BGA ELECTRICIT	(12,874)	(40,800)	(41,616)	(42,448)	(43,297)
1511-0152	WATER TREATMENT -BGA TELEPHONE	(1,306)	(3,774)	(3,849)	(3,926)	(4,005)
1511-0153	WATER TREATMENT -BGA INSURANCE	(10,800)	(11,016)	(11,236)	(11,461)	(11,690)
1511-0165	WATER TREATMENT - OP EXP - BGN	(79,517)	(149,814)	(152,061)	(154,342)	(156,657)
1511-0166	WATER TREATMENT-BGN ELECTRICIT	(9,347)	(20,400)	(20,808)	(21,224)	(21,649)
1511-0167	WATER TREATMENT -BGN TELEPHONE	(888)	(3,774)	(3,849)	(3,926)	(4,005)
1511-0168	WATER TREATMENT BGN- INSURANCE	(8,200)	(8,325)	(8,492)	(8,662)	(8,835)
1511-0180	WATER TREATMENT - OP EXP - FIN	(106,264)	(165,953)	(168,442)	(170,968)	(173,533)
1511-0182	WATER TREATMENT FIN-INSURANCE	(38,234)	(14,178)	(14,462)	(14,751)	(15,046)
1511-0183	WATER TREATMENT-FIN ELECTRICIT	(18,196)	(40,800)	(41,616)	(42,448)	(43,297)
1511-0184	WATER TREATMENT -FIN TELEPHONE	(243)	(959)	(978)	(998)	(1,017)
1511-0195	WATER TREATMENT - OP EXP - TOC	(86,618)	(200,970)	(203,985)	(207,044)	(210,150)
1511-0196	WATER TREATMENT -TOC TELEPHONE	(249)	(918)	(936)	(955)	(974)
1511-0197	WATER TREATMENT-TOC ELECTRICIT	(27,004)	(51,000)	(52,020)	(53,060)	(54,122)
1511-0198	WATER TREATMENT-TOC -INSURANCE	(16,200)	(16,524)	(16,854)	(17,192)	(17,535)
1511-0230	PUMPING STATIONS - OP EXP BGA	(18,039)	(27,710)	(28,125)	(28,547)	(28,975)
1511-0231	PUMPING STATIONS - OP EXP BGN	(7,257)	(15,530)	(15,762)	(15,999)	(16,239)
1511-0232	PUMPING STATIONS OP EXP FIN	(20,201)	(17,458)	(17,720)	(17,986)	(18,255)
1511-0233	PUMPING STATIONS OP EXP TOC	(9,173)	(13,195)	(13,393)	(13,594)	(13,798)
1511-0270	RETIC & METERS - OP EXP - BGA	(8,622)	(26,593)	(26,992)	(27,397)	(27,808)
1511-0285	RETIC & METERS - OP EXP - BGN	(30,621)	(62,829)	(63,771)	(64,727)	(65,698)

	1511-0300	RETIC & METERS - OP EXP - FIN		(34,726)	(73,588)	(74,691)	(75,812)	(76,949)
	1511-0315	RETIC & METERS - OP EXP - TOC		(19,877)	(43,341)	(43,991)	(44,650)	(45,320)
	1511-0316	RETIC & METERS - INSURANCE		(5,865)	-	-	-	-
	1511-0320	CYBLES MAINTENANCE		-	(102)	(103)	(105)	(106)
	1511-0330	WATER NEW CONNECTIONS (INC MET		(23,886)	(38,824)	(39,406)	(39,997)	(40,597)
	1511-0340	WATER SAMPLING / MONITORING		(13,679)	(10,658)	(10,817)	(10,980)	(11,144)
	1511-0355	WATER SUPPLY INTEREST ON LOANS		(2,662)	-	-	-	-
	1511-0397	INSTALLATION OF RPZ		-	-	-	-	-
	1511-0398	EVERBLUE CENTRALISED METER READ	(400,000)	-	-	-	-	-
	1512-0105	BANK & GOVT CHARGES		(3,800)	(7,752)	(7,907)	(8,065)	(8,226)
	1512-0130	HOUSING TOC WATER BLDG MTCE		(731)	(2,588)	(2,627)	(2,666)	(2,706)
	1512-0131	HOUSING TOC WATER INSURANCE		(790)	(806)	(822)	(838)	(855)
	1512-0152	INSTALLATION OF RCD'S		-	-	-	-	-
	1512-0155	SELLING COSTS - HIGH SEC WATER		(118)	-	-	-	-
	1710-0105	LIBRARY BLDG MTCE - BGA		(1,050)	(1,015)	(1,030)	(1,046)	(1,061)
	1710-0120	LIBRARY BLDG MTCE - BGN		(398)	(1,015)	(1,030)	(1,046)	(1,061)
	1710-0125	LIBRARY BLDG MTCE - FINLEY		(3,566)	(2,030)	(2,060)	(2,091)	(2,123)
	1710-0140	LIBRARY BLDG MTCE - TOC		(283)	(1,015)	(1,030)	(1,046)	(1,061)
	1710-0145	LIBRARY OFFICE FURN/EQUIP MTCE		(6,373)	(10,150)	(10,302)	(10,457)	(10,614)
	1710-0150	LIBRARY ADMIN CHARGES		(55,645)	(111,276)	(111,276)	(111,276)	(111,276)
	1710-0165	LIBRARY PRINTING & STATIONERY		(275)	(812)	(824)	(837)	(849)
	1710-0166	LIBRARY ADVERTISING		-	(510)	(520)	(531)	(541)
	1710-0170	LIBRARY TELEPHONE		(1,515)	(3,366)	(3,433)	(3,502)	(3,572)
	1710-0171	LIBRARY POSTAGE		(928)	-	-	-	-
	1710-0175	LIBRARY SUNDRY EXPENSES		(4,396)	(2,030)	(2,060)	(2,091)	(2,123)
	1710-0180	LIBRARY SALARIES & ALLOWANCES		(108,086)	(267,062)	(273,738)	(280,581)	(287,596)
	1710-0190	LIBRARY TRAVEL & ALLOWANCES		(2,593)	(3,060)	(3,121)	(3,184)	(3,247)
	1710-0192	LIBRARY STAFF TRAINING		(36)	(4,590)	(4,682)	(4,775)	(4,871)
	1710-0194	LIBRARY CONFERENCES & SEMINARS		(348)	(1,020)	(1,040)	(1,061)	(1,082)
	1710-0195	LIBRARY RATES		(7,608)	(9,541)	(9,684)	(9,829)	(9,977)
	1710-0196	LIBRARY INSURANCE		(13,900)	(14,178)	(14,462)	(14,751)	(15,046)
	1710-0197	LIBRARY SOFTWARE OP COSTS		(9,678)	(10,150)	(10,302)	(10,457)	(10,614)
	1710-0200	LIBRARY BOOKS MTCE		(1,486)	(2,030)	(2,060)	(2,091)	(2,123)
	1710-0210	LIBRARY ELECTRICITY		(6,684)	(21,930)	(22,369)	(22,816)	(23,272)
	1710-0211	LIBRARY CONNECTIVITY		(7,721)	(6,090)	(6,181)	(6,274)	(6,368)
	1710-0215	LIBRARY CLEANING		(11,261)	(11,673)	(11,848)	(12,025)	(12,206)
	1710-0230	LIBRARY PURCHASE OF PERIODICAL		(8,301)	(2,550)	(2,601)	(2,653)	(2,706)
	1710-0234	LIBRARY YOUTH ACTIVITES		-	(500)	(500)	(500)	(500)
	1710-0235	LIBRARY SPEC. PROJ. OPERATING	(5,520)	(1,273)	(8,300)	(8,300)	(8,300)	(8,300)

	1710-0236	INTER LIBRARY LOAN FEES		(374)	(200)	(200)	(200)	(200)
	1710-0239	LIBRARY BOOKS CLUBS		-	(1,000)	(1,000)	(1,000)	(1,000)
	1710-0242	SENIORS WEEK EXPENSES		-	(600)	(600)	(600)	(600)
	1710-0243	ONLINE DATABASE SUBSCRIPTIONS		(4,076)	(12,688)	(12,878)	(13,071)	(13,268)
	1710-0244	LITERARY LUNCH/WRITING FESTIVAL		-	(1,000)	(1,000)	(1,000)	(1,000)
	1710-0245	TECH SAVY SENIORS GRANT EXP		-	-	-	-	-
	1710-0246	BROADBAND FOR SENIORS		-	-	-	-	-
	1710-0500	LIBRARY CAR PARK UPGRADE		-	-	-	-	-
	1710-0525	LIBRARY PURCHASE OF BOOKS		(12,842)	(25,000)	(25,000)	(25,000)	(25,000)
	1710-0530	LIBRARY OTHER ASSETS		-	(4,000)	(4,000)	(4,000)	(4,000)
	1710-0532	LIBRARY AUDIO VISUAL / CDS		(3,094)	(8,000)	(8,000)	(8,000)	(8,000)
	1710-0535	LIBRARY PURCHASE OF E-BOOKS		(2,821)	(3,108)	(3,113)	(3,110)	(3,110)
	1714-0105	BERRIGAN HALL BLDG MTCE		(1,660)	(2,030)	(2,060)	(2,091)	(2,123)
	1714-0106	BERRIGAN HALL RISK MGT		-	-	-	-	-
	1714-0111	BERRIGAN HALL - INSURANCE		(8,300)	(8,466)	(8,635)	(8,808)	(8,984)
	1714-0112	BERRIGAN HALL GRANT		(7,860)	(7,860)	(7,860)	(7,860)	(7,860)
	1714-0119	FIN SCHOOL OF ARTS CONSULTANCY FEE		(66,582)	-	-	-	-
	1714-0122	FINLEY MEMORIAL HALL BLDG MTCE		(738)	(2,132)	(2,163)	(2,196)	(2,229)
	1714-0123	FIN MEMORIAL HALL - INSURANCE		(12,000)	(12,240)	(12,485)	(12,735)	(12,989)
	1714-0124	FIN MEMORIAL HALL - GRANT		(7,860)	(7,860)	(7,860)	(7,860)	(7,860)
	1714-0125	TOCUMWAL HALL BLDG MTCE		(1,768)	(2,132)	(2,163)	(2,196)	(2,229)
	1714-0130	TOCUMWAL HALL - INSURANCE		(6,700)	(6,834)	(6,971)	(7,110)	(7,252)
	1714-0142	TOCUMWAL HALL GRANT		(4,280)	(4,280)	(4,280)	(4,280)	(4,280)
	1714-0145	RETREAT HALL BLDG MTCE		(585)	(1,015)	(1,030)	(1,046)	(1,061)
	1714-0150	RETREAT HALL - INSURANCE		(2,900)	(2,958)	(3,017)	(3,078)	(3,139)
	1714-0151	RETREAT HALL GRANT EXPENDITURE		(5,090)	-	-	-	-
	1714-0167	BGN CWA HALL BLDG MTCE		(1,723)	(1,014)	(1,030)	(1,046)	(1,061)
	1714-0168	BGN CWA HALL - INSURANCE		(810)	(826)	(843)	(860)	(877)
	1714-0170	PUBLIC HALLS VARIOUS		(2,684)	-	-	-	-
	1714-0501	BGN MEMORIAL HALL - CEILING		(6,059)	-	-	-	-
	1714-0502	BGA COMMUNITY HALL FURNITURE		(49)	-	-	-	-
	1715-0110	CHILDREN'S WEEK ACTIVITIES		(2,906)	(2,000)	(2,000)	(2,000)	(2,000)
	1715-0111	AGEING STRATEGY		-	-	-	-	-
	1715-0113	MENS HEALTH WEEK		(164)	(1,000)	(1,000)	(1,000)	(1,000)
	1715-0115	SOUTH WEST ARTS INC.		(8,182)	(8,280)	(8,446)	(8,615)	(8,787)
	1715-0117	TARGETED CULTURAL ACTIVITIES		(2,404)	(1,000)	(1,000)	(1,000)	(1,000)
	1715-0119	INTERNATIONAL WOMENS DAY		-	(2,500)	(2,500)	(2,500)	(2,500)
	1715-0129	HERITAGE OFFICER - LOCAL HERITAGE INCENTIVE FUND		-	(10,000)	(10,000)	(10,000)	(10,000)
	1715-0130	TOCUMWAL RAILWAY STATION LEASE		(134)	(200)	(200)	(200)	(200)

	1715-0135	TOCUMWAL RAILWAY BLDG MTCE		(804)	(1,015)	(1,030)	(1,046)	(1,061)
	1715-0137	TOC RAILWAY STATION INSURANCE		(1,300)	(1,326)	(1,353)	(1,380)	(1,407)
	1715-0138	FINLEY RAILWAY BLDG MTCE		(575)	-	-	-	-
	1715-0140	COMMUNITY AMENITIES ADMIN CHAR		(41,057)	(82,115)	(82,115)	(82,115)	(82,115)
	1716-0105	SWIMMING POOL GRANTS - BGN		(31,400)	(31,400)	(31,400)	(31,400)	(31,400)
	1716-0107	SWIMMING POOL GRANTS - FIN		(35,600)	(35,600)	(35,600)	(35,600)	(35,600)
	1716-0109	SWIMMING POOL GRANTS - TOC		(31,400)	(31,400)	(31,400)	(31,400)	(31,400)
	1716-0114	BERRIGAN POOL LIFEGUARDS PAYS		(5,412)	(25,746)	(26,390)	(27,050)	(27,726)
	1716-0115	BER SWIMMING POOL OPERATE EXP.		(17,802)	(26,390)	(26,786)	(27,188)	(27,595)
	1716-0116	BER SWIMMING POOL INSURANCE		(1,200)	(1,224)	(1,248)	(1,273)	(1,299)
	1716-0117	FIN SWIMMING POOL OPERATE EXP.		(13,530)	(26,390)	(26,786)	(27,188)	(27,595)
	1716-0118	FINLEY POOL LIFEGUARDS PAYS		(7,631)	(33,662)	(34,503)	(35,366)	(36,250)
	1716-0119	TOC SWIMMING POOL OPERATE EXP.		(6,100)	(17,425)	(17,686)	(17,952)	(18,221)
	1716-0120	FIN SWIMMING POOL INSURANCE		(1,400)	(1,500)	(1,530)	(1,561)	(1,592)
	1716-0121	TOCUMWAL POOL LIFEGUARDS PAYS		(7,463)	(25,742)	(26,386)	(27,045)	(27,722)
	1716-0122	POOL LIFEGUARD UNIFORMS/ROSTER		-	(3,605)	(3,695)	(3,787)	(3,882)
	1716-0123	TOC POOL INSURANCE		(1,100)	(1,200)	(1,224)	(1,248)	(1,273)
	1716-0135	SWIMMING POOL BLDG MTCE - BGN		(613)	(5,125)	(5,202)	(5,280)	(5,359)
	1716-0137	SWIMMING POOL BLDG MTCE - FINL		(841)	(5,125)	(5,202)	(5,280)	(5,359)
	1716-0139	SWIMMING POOL BLDG MTCE - TOCU		(960)	(5,125)	(5,202)	(5,280)	(5,359)
	1716-0150	SWIMMING POOLS - RISK M'MENT		-	-	-	-	-
	1716-0155	POOL WATER TREATMENT EXPENSES		(16,000)	(36,386)	(36,931)	(37,485)	(38,048)
	1716-0156	SUPERVISOR SALARY		(857)	(23,174)	(23,753)	(24,347)	(24,956)
	1716-0505	SWIMMING POOL CAPITAL - BERRIG		-	-	-	-	-
	1716-0510	SWIMMING POOL CAPITAL - FINLEY	(10,000)	-	-	-	-	-
	1716-0515	SWIMMING POOL CAPITAL - TOCUMWAL		-	-	-	-	-
	1716-0520	BGN - PRMF Grant Expenditure		(13,486)	-	-	-	-
	1717-0110	BAROOGA SPORTS COMP- INSURANCE		(6,500)	(6,630)	(6,763)	(6,898)	(7,036)
	1717-0112	BAROOGA SPORTS COMP GRANT		(11,390)	(11,618)	(11,850)	(12,087)	(12,329)
	1717-0113	RECREATION FACILITIES DONATION		(5,810)	(7,140)	(7,283)	(7,428)	(7,577)
	1717-0120	BAROOGA SPORTS COMP BLDG MTCE		(871)	(5,075)	(5,151)	(5,228)	(5,307)
	1717-0121	BGA SPORTS COMP RISK M'MENT		-	-	-	-	-
	1717-0130	BERRIGAN SPORTS COMP INSURANCE		(11,000)	(11,220)	(11,444)	(11,673)	(11,907)
	1717-0132	BERRIGAN SPORTS COMP GRANT		(10,540)	(10,751)	(10,964)	(11,185)	(11,409)
	1717-0140	BERRIGAN SPORTS COMP BLDG MTCE		(229)	(2,132)	(2,163)	(2,196)	(2,229)
	1717-0141	BGN SPORTS COMP RISK M'MENT		(13,508)	-	-	-	-
	1717-0150	FINLEY REC RESERVE - INSURANCE		(10,700)	(10,914)	(11,132)	(11,355)	(11,582)
	1717-0152	FINLEY REC RESERVE GRANT		(11,220)	(11,444)	(11,673)	(11,907)	(12,145)
	1717-0155	FIN REC RES PLAYGROUND MTCE		-	(670)	(680)	(690)	(701)



	1717-0160	FINLEY REC RESERVE BLDG MTCE		(1,922)	(2,538)	(2,576)	(2,614)	(2,653)
	1717-0161	FIN REC RESERVE RISK M'MENT		-	-	-	-	-
	1717-0170	FINLEY SHOW GROUND - INSURANCE		(6,000)	(6,120)	(6,242)	(6,367)	(6,495)
	1717-0172	FINLEY SHOW GROUND GRANT		(11,485)	(11,715)	(11,949)	(12,188)	(12,432)
	1717-0180	FINLEY SHOW GROUNDS BLDG MTCE		(1,624)	(2,538)	(2,576)	(2,614)	(2,653)
	1717-0181	FINLEY SHOW GROUND RISK M'MENT		-	-	-	-	-
	1717-0191	TOC REC RESERVE - INSURANCE		(11,300)	(11,526)	(11,757)	(11,992)	(12,231)
	1717-0192	TOC REC RESERVE GRANT		(11,140)	(11,363)	(11,590)	(11,822)	(12,058)
	1717-0194	TOC REC RES PLAYGROUND MTCE		-	(670)	(680)	(690)	(701)
	1717-0200	TOC REC RESERVE BLDG MTCE		(2,960)	(2,030)	(2,060)	(2,091)	(2,123)
	1717-0201	TOC REC RESERVE RISK M'MENT		(8,370)	-	-	-	-
	1717-0228	BGN - REC RES CRICKET NETS		(3,165)	-	-	-	-
	1717-0229	TOC - REC RES TOILETS RENO		-	-	-	-	-
	1717-0230	BGN POWER UPGRADE PRMF		(73,295)	-	-	-	-
	1717-0231	FINLEY NETBALL PRMF		-	-	-	-	-
	1718-0000	PARKS & GARDENS MAINTENANCE		(187,241)	(366,618)	(372,117)	(377,699)	(383,365)
	1718-0050	FINLEY - LOCO DAM PARK		(3,563)	-	-	-	-
	1718-0110	TREE WORKS - BGN		-	-	-	-	-
	1718-0111	TREE WORKS - BGA		(685)	-	-	-	-
	1718-0112	TREE WORKS - TOC		(5,871)	-	-	-	-
	1718-0113	TREE WORKS - FIN		-	-	-	-	-
	1718-0116	MINOR PARKS GARDEN ELECTRICITY		(6,736)	(19,380)	(19,768)	(20,163)	(20,566)
	1718-0117	MINOR PARK & GARDENS INSURANCE		(780)	(796)	(812)	(828)	(844)
	1718-0185	ALEXANDER GARDEN COMPETITION		(570)	(609)	(618)	(627)	(637)
	1718-0201	ROTARY PARK PLAYGROUND		-	-	-	-	-
	1718-0207	TOCUMWAL BOAT RAMP IMPROVEMENTS		-	-	-	-	-
	1718-0215	FINLEY SKATE PARK		(163)	-	-	-	-
	1718-0220	TOCUMWAL SKATE PARK		(2,149)	-	-	-	-
	1718-0225	BGA BOTANICAL GARDENS TOILETS		-	-	-	-	-
	1718-0226	HAYES PARK TOILETS REFURB		-	-	-	-	-
	1718-0230	TOC FORESHORE CONSULTANT	(25,630)	(7,898)	-	-	-	-
	2120-1500	RURAL FIRE SERVICE - SUNDRY INCOME		-	-	-	-	-
	2120-1702	INCOME - SALE OF OLD RFS TRUCKS		-	-	-	-	-
	2120-1704	INCOME - RFS REIMBURSEMENT		-	-	-	-	-
	2120-1950	RFS OPERATIONAL GRANT (B&C)		85,383	-	-	-	-
	2120-1951	RFS EQUIPMENT GRANT		-	-	-	-	-
	2120-1952	RFS EQUIPMENT (IN-KIND) GRANT		-	-	-	-	-
	2120-1953	RURAL FIRE TRUCKS (IN-KIND) GRANT		-	-	-	-	-
	2120-2500	FIRE PROTECTION PLANT DEPCN		-	-	-	-	-

	2120-2504 RURAL FIRE BRIGADE BLDG DEPCN		(1,789)	(3,687)	(3,723)	(3,761)	(3,798)
	2120-4010-0000 FIRE PROTECTION DEPCN CONTRA		1,789	13,989	14,128	14,270	14,412
	2200-1500 COMP ANIMALS MICROCHIP FEES INCL GST		173	410	420	431	442
	2200-1810 COMPANION ANIMAL REGISTRATION FEES		3,906	5,330	5,463	5,600	5,740
	2200-1811 COMPANION ANIMAL DLG REIMBURSEMENTS		6,349	8,000	8,200	8,405	8,615
	2200-1815 IMPOUNDING DOG FEES & FINES GST FREE		2,485	5,125	5,253	5,384	5,519
	2200-1829 IMPOUNDING FINES & COSTS		815	2,153	2,206	2,261	2,318
	2200-1896 SALES OF ANIMALS		-	-	-	-	-
	2200-2502-0000 ANIMAL CONTROL EQUIPMENT DEPCN		(425)	(859)	(867)	(876)	(885)
	2200-2504-0000 ANIMAL CONTROL BLDG DEPCN		-	-	-	-	-
	2400-1704 INCOME - SES REIMBURSEMENT		-	-	-	-	-
	2400-2504 SES DEPCN		(4,725)	(10,302)	(10,405)	(10,509)	(10,614)
	2700-1812 FOOD CONTROL FEES		-	3,280	3,362	3,446	3,532
	2750-1812 Insect/Vermin/Pest Control Fees		27	-	-	-	-
	2850-2504 CHILD HEALTH CTR BUILD DEPCN		(3,240)	(6,716)	(6,784)	(6,852)	-
	3100-1840 PORTSEA CAMP DEPOSITS		1,825	2,000	2,000	2,000	2,000
	3100-1855 Youth Services Donations - GST Free		-	-	-	-	-
	3100-1950 YOUTH WEEK GRANT REVENUE		-	1,200	1,200	1,200	1,200
	3200-1854 EARLY INT - CONTRIBUTION		-	-	-	-	-
	3200-1855 EARLY INT - DONATIONS GST FREE		-	-	-	-	-
	3200-1926 EARLY INT TRANSFER FROM RESERVE		-	18,713	17,469	-	-
	3200-1950 DADHC GRANT (INC GST)		172,247	140,616	142,725	144,866	-
	3200-1951 EARLY INTERVENTION AUST GRANT		-	-	-	-	-
	3200-1952 KURRAJONG GRANT		-	-	-	-	-
	3200-1957 FNSW GRANT - BJC NETWORK		-	-	-	-	-
	3200-1958 EARLY INT ECIA NSW GRANT SIBLINGS		-	-	-	-	-
	3200-2026 EARLY INTERVENTION TRANSFER TO RESERVE		-	-	-	-	-
	3200-2502 EARLY INTERVENTION DEPRECIATION EXPE		(3,325)	(6,717)	(6,784)	(6,852)	-
	3600-1200 ENVIRONMENTAL SERVICES FINES INCOME		-	-	-	-	-
	3850-1812 CEMETERY CHARGES - SHIRE INCLUDING G		57,530	107,625	110,316	113,074	115,900
	3850-1813 Cemetery Charges - Shire GST Free		-	-	-	-	-
	3850-1815 CEMETERY CHARGES - PLAQUES		2,324	8,200	8,405	8,615	8,831
	3850-1816 CEMETERY CHARGES - MONUMENTS		251	-	-	-	-
	3850-1817 CEMETERY SUNDRY INCOME		114	-	-	-	-
	3850-1926 CEMETERY TRANSFER FROM RESERVE		-	-	-	-	-
	3850-2026 CEMETERY TRANSFER TO RESERVE		-	-	-	-	-
	3850-2500 CEMETERY LAND IMPROVEMENTS DEPCN		(200)	(410)	(420)	(431)	(440)
	3850-2518 CEMETERY DEPCN		(2,300)	(4,514)	(4,427)	(4,339)	(4,251)
	3900-2504 PUBLIC CONVENIENCES DEPCN		(15,800)	(31,916)	(32,235)	(32,558)	(32,883)

	4110-1000-0001	WATER CHARGES - BGA		427,160	439,633	450,624	461,890	473,437
	4110-1000-0002	WATER CHARGES - BGN		290,370	296,399	303,809	311,404	319,190
	4110-1000-0003	WATER CHARGES - FIN		556,008	568,752	582,971	597,544	612,483
	4110-1000-0004	WATER CHARGES - TOC		643,846	654,483	670,845	687,616	704,806
	4110-1000-0005	WATER CHARGES - NON RATEABLE		47,430	48,093	49,295	50,529	51,792
	4110-1080	LESS WATER CHARGES WRITTEN OFF		(33)	(3,000)	(3,000)	(3,000)	(3,000)
	4110-1082	LESS WATER CHARGES D/DEBT EXPENSE		-	(5,000)	(5,000)	(5,000)	(5,000)
	4110-1095	LESS WATER PENSION REBATE - BGN		(83,603)	(87,500)	(87,500)	(87,500)	(87,500)
	4110-1500	WATER CONSUMPTION - BGN SHIRE		331,901	750,000	750,000	750,000	750,000
	4110-1501	WATER - STANDPIPE SALES		210	3,485	3,572	3,661	3,753
	4110-1502	WATER CONNECTION FEES - GST FREE		24,760	24,088	24,690	25,307	25,940
	4110-1503	WATER DELIVERIES INCOME		2,314	17,220	17,651	18,092	18,544
	4110-1504	SALE OF HIGH SECURITY WATER		119,790	50,000	50,000	50,000	50,000
	4110-1506	WATER - RENT ON COUNCIL HOUSES		1,690	3,380	3,380	3,380	3,380
	4110-1507	WATER - DISCONNECTION FEE		-	500	500	500	500
	4110-1509	WATER SUNDRY INCOME - INC GST		-	2,000	2,000	2,000	2,000
	4110-1511	LEGAL COST RECOVERY		-	(2,000)	(2,000)	(2,000)	(2,000)
	4110-1512	PRIVATE WORKS INCOME - WATER		-	500	500	500	500
	4110-1601	SECT. 64 CONT. WATER - BGA		4,008	-	-	-	-
	4110-1602	SECT. 64 CONT. WATER - BER		-	-	-	-	-
	4110-1603	SECT. 64 CONT. WATER - FIN		-	-	-	-	-
	4110-1604	SECT. 64 CONT. WATER - TOC		-	-	-	-	-
	4110-1611	SECT. 64 CONT. WATER PURCHASE - BGA		-	-	-	-	-
	4110-1612	SECT. 64 CONT. WATER PURCHASE - BER		-	-	-	-	-
	4110-1613	SECT. 64 CONT. WATER PURCHASE - FIN		-	-	-	-	-
	4110-1614	SECT. 64 CONT. WATER PURCHASE - TOC		-	-	-	-	-
	4110-1840	INTEREST ON INVESTMENTS		-	186,563	198,309	200,008	205,008
	4110-1926	WATER TRANSFER FROM RESERVE		-	57,543	-	-	170,894
	4110-1927	SECT 64 CONT. - TRANSFER TO RESERVE		-	-	-	-	-
	4110-1951	WATER CHARGES PENSION SUBSIDY		46,187	48,000	48,000	48,000	48,000
	4110-1954	GRANT - DROUGHT WORKS		-	-	-	-	-
	4110-2026	WATER SUPPLIES TRANSFER TO RESERVE		(1,163,415)	-	(308,350)	(377,109)	-
	4210-2545	WATER MAINS RETIC & METERS - DEPCN		(159,300)	(321,786)	(325,004)	(328,254)	(331,536)
	4240-2545	WATER TREATMENT WORKS - DEPCN		(147,500)	(297,950)	(300,930)	(303,939)	(306,978)
	4240-4710	WATER DEPCN CONTRA		310,250	626,705	632,972	639,302	645,695
	4250-2504	WATER HOUSING TOC - DEPCN		(3,450)	(6,969)	(7,039)	(7,109)	(7,180)
	6100-1501	LIBRARY SUNDRY INCOME INCL GST		418	2,500	2,500	2,500	2,500
	6100-1502	FRIENDS OF THE LIBRARY		-	500	500	500	500
	6100-1503	LIBRARY ROOM HIRE CHARGES		385	300	300	300	300

	6100-1820 LIBRARY FEES INCLUDING GST		1,173	3,075	3,152	3,231	3,311
	6100-1821 LIBRARY FINES GST FREE		168	1,025	1,051	1,077	1,104
	6100-1822 INTER LIBRARY LOAN FEES		83	205	209	215	221
	6100-1823 BERRIGAN SHIRE BOOK CLUBS		-	1,025	1,051	1,077	1,104
	6100-1827 SALE OF DENISON STREET BUILDING		-	-	-	-	-
	6100-1950 LIBRARY SERVICE GRANTS		-	31,000	31,000	31,000	31,000
	6100-1951 LIBRARY LOCAL SPECIAL PROJECTS GRANT		-	7,000	7,000	7,000	7,000
	6100-1952 E-BOOKS GRANT**		-	-	-	-	-
	6100-1953 LITERARY LUNCH/WRITING FESTIVAL GRANT		-	-	-	-	-
	6100-1954 LIBRARY TRAINEESHIP WAGE SUBSIDY		-	-	-	-	-
	6100-1955 SENIORS WEEK GRANT PROGRAM		-	-	-	-	-
	6100-1957 RLCIP GRANT		-	-	-	-	-
	6100-1958 LIBRARY DEVELOPMENT GRANT		-	-	-	-	-
	6100-1959 NSW CHILDRENS WEEK COUNCIL GRANT		-	-	-	-	-
	6100-1960 TECH SAVY SENIORS PROGRAM		-	-	-	-	-
	6100-1961 BROADBAND FOR SENIORS		396	-	-	-	-
	6100-2502 LIBRARY EQUIPMENT DEPCN		(4,450)	(8,989)	(9,079)	(9,170)	(9,261)
	6100-2504 LIBRARY BLDG DEPCN		(32,000)	(64,640)	(65,286)	(65,939)	(66,599)
	6100-2518 LIBRARY BOOKS DEPCN		(10,725)	(21,665)	(21,881)	(22,100)	(22,321)
	6200-1602 FIN School of Arts - Contrib. Aircon		-	-	-	-	-
	6200-1951 Lalaly Hall Volunteer Grant		-	-	-	-	-
	6200-1952 RETREAT HALL VOLUNTEER GRANT		5,090	-	-	-	-
	6200-1953 RETREAT HALL FRRR GRANT		-	-	-	-	-
	6200-1954 RETREAT HALL CBP GRANT		-	-	-	-	-
	6200-1955 TOWN BEACH TOILETS		-	-	-	-	-
	6200-2504 PUBLIC HALLS DEPRECIATION		(88,750)	(179,275)	(181,068)	(182,878)	(184,707)
	6320-1500 HERITAGE FUND REVENUE		-	3,000	3,000	3,000	3,000
	6320-1950 HERITAGE ADVISORY SERVICE GRANT		-	-	-	-	-
	6320-1951 LOCAL HERITAGE FUND GRANT		-	5,000	5,000	5,000	5,000
	6330-1500 CULTURAL ACTIVITIES INCOME		-	-	-	-	-
	6330-1600 INTERNATIONAL WOMENS DAY INCOME		-	500	500	500	500
	6330-1601 MARKETING & PROMOTION FUND		-	-	-	-	-
	6330-1602 COMMUNITY MENTAL HEALTH PROJECTS		2,240	-	-	-	-
	6330-1951 INTERNATIONAL WOMENS DAY GRANT		-	-	-	-	-
	6400-1828 USER CHARGES - SWIMMING POOLS		8,934	70,725	72,493	74,305	76,163
	6400-1829 RECOVERIES FOR LIFEGUARDS		2,205	79,146	81,125	83,153	85,232
	6400-1950 SWIMMING POOL GRANT RLCIP Rd 3		-	-	-	-	-
	6400-1951 BGN POOL PRMF GRANT		12,865	-	-	-	-
	6400-2500 SWIMMING POOL OTHER STRUCTURES DEPCN		(33,300)	(67,230)	(67,902)	(68,581)	(69,267)

	6400-2504 SWIMMING POOL BUILDINGS DEPCN		(6,425)	(13,216)	(13,348)	(13,481)	(13,616)
	6500-1315 TOCUMWAL FOOTBALL NETBALL CLUB LEASE		-	513	525	538	552
	6500-1500 RECREATION RESERVE - SUNDRY REVENUE		-	-	-	-	-
	6500-1949 BGA REC RESERVE PROJECT CONTRIBUTION		-	-	-	-	-
	6500-1950 RECREATION RESERVE GRANTS		-	-	-	-	-
	6500-1957 FINLEY RECREATION RESERVE PROJECT CONTRIBUTIONS		-	-	-	-	-
	6500-1958 FINLEY RECREATION RESERVE PROJECT GRANT		-	-	-	-	-
	6500-1960 BGA REC RES PROJECT CONTRIB		-	-	-	-	-
	6500-1961 BGA REC RES PROJECT IN-KIND		-	-	-	-	-
	6500-1962 FIN REC RESERVE CROWN LANDS GRANT		-	-	-	-	-
	6500-1963 FINLEY SHOWGROUND PRMF GRANT		-	-	-	-	-
	6500-1964 FINLEY REC RESERVE PROJECT IN-KIND		-	-	-	-	-
	6500-1965 BGN SPORTS GROUND DEMO & NEW SHED		-	-	-	-	-
	6500-1966 BGN SPORTSGROUND PRMF GRANT		80,625	-	-	-	-
	6500-1967 FIN RECREATION RESERVE PRMF GRANT		19,360	-	-	-	-
	6500-2500 RECREATION RESERVES PLANT & EQUIPMENT DEPCN		(350)	(707)	(714)	(721)	(728)
	6500-2502 RECREATION RESERVES OTHER STRUCTURES DEPCN		47,900	(96,758)	(97,726)	(98,703)	(99,690)
	6500-2518 RECREATION RESERVES BUILDINGS DEPCN		(134,850)	(272,397)	(275,121)	(277,872)	(280,651)
	6600-1501 SECT.94 PUBLIC OPEN SPACE BAROOGA		660	-	-	-	-
	6600-1502 SECT.94 PUBLIC OPEN SPACE BERRIGAN		-	-	-	-	-
	6600-1503 SECT.94 PUBLIC OPEN SPACE FINLEY		-	-	-	-	-
	6600-1504 SECT.94 PUBLIC OPEN SPACE TOCUMWAL		-	-	-	-	-
	6600-1505 SECT 94 PUBLIC OPEN SPACE RES TRN		-	-	-	-	-
	6600-1560 CLUB GRANTS CAT-3 TOC SKATE PARK		73,500	-	-	-	-
	6600-1600 TOC REC RES TOILET RENO CONTRIBUTION		-	-	-	-	-
	6600-1821 USER CHARGES - TOC FORESHORE RES		200	-	-	-	-
	6600-1956 NSW MARITIME GRANT- TOCUMWAL BOAT RAMP		-	-	-	-	-
	6600-1959 NSW MARITIME GRANT- TOCUMWAL FORESHORE RESTORATION		-	-	-	-	-
	6600-1960 FORESHORE COMMITTEE- TOCUMWAL FORESHORE RESTORATION		-	-	-	-	-
	6600-1961 FINLEY LAKE GRANT		-	-	-	-	-
	6600-1962 TOC SKATE PARK	73,500	-	-	-	-	-
	6600-2500 PARKS & GARDENS DEPCN		(5,550)	(11,211)	(11,323)	(11,436)	(11,551)
	6600-2518 PARKS & GARDENS DEPCN		(35,050)	(70,801)	(71,509)	(72,224)	(72,946)
	CEMETERYCAPEX CEMETERY CAPITAL EXPENDITURE		-	-	(5,000)	-	(5,000)
	COMMAMENCAPEX COMMUNITY AMENITIES CAPITAL EXPENDITURE		-	(167,000)	-	-	-
	COMMAMENCAPINC COMMUNITY AMENITIES CAPITAL INCOME		-	-	-	-	-
	EMERGCAPEXP EMERGENCY SERVICES CAPITAL EXPENDITURE		-	-	-	-	-
	EMERGCAPINC EMERGENCY SERVICES CAPITAL INCOME		-	-	-	-	-
	ENVSERVICESCAPEXP ENVIRONMENTAL SERVICES CAPITAL EXPENDITURE		-	-	-	-	-

	HALLSCAPEXP PUBLIC HALLS CAPITAL EXPENDITURE		-	(254,500)	-	-	-
	LIBRARYCAPEXP LIBRARIES CAPITAL EXPENDITURE		-	-	-	-	-
	LIBRARYCAPINC LIBRARIES CAPITAL INCOME		-	-	-	-	-
	PARKSCAPEXP PARKS AND RECREATION AREAS CAPITAL EXPENDITURE		-	(3,253,875)	(50,000)	-	-
	PARKSCAPINC PARKS AND RECREATION AREAS CAPITAL INCOME		-	3,253,875	-	-	-
	POOLCAPEXP SWIMMING POOLS CAPITAL EXPENDITURE		-	(60,000)	(20,000)	-	-
	POOLCAPINC SWIMMING POOLS CAPITAL INCOME		-	-	-	-	-
	RECREERVECAPEXP RECREATION RESERVES CAPITAL EXPENDITURE		-	(5,000)	-	-	-
	RECREERVECAPINC RECREATION RESERVES CAPITAL INCOME		-	-	-	-	-
	WSCAPEXP WATER SUPPLIES CAPITAL EXPENDITURE		-	(928,000)	(602,000)	(564,000)	(1,147,000)
	WSCAPINC WATER SUPPLIES CAPITAL INCOME		-	-	-	-	-
			(98,704)	(959,255)	(712,620)	(731,598)	(760,773)
			(98,704)	(959,255)	(712,620)	(731,598)	(760,773)
	<b>Diverse and resilient business</b>		(98,704)	(959,255)	(712,620)	(731,598)	(760,773)
	1200-1926 WORKS TRANSFER FROM RESERVE		-	-	-	-	-
	1200-2026 WORKS TRANSFER TO RESERVE	(350,000)	-	-	-	-	-
	1213-0108 FRUIT FLY MITIGATION STRATEGY		(5,098)	(10,000)	(10,000)	(10,000)	(10,000)
	1812-0105 PINE LODGE PIT OPERATING EXPEN		(1,237)	(87,899)	(89,217)	(90,556)	(91,914)
	19110183 TOCAERO RUNWAY 927 BITUMEN		-	-	-	-	-
	1920-0115 BGN AERODROME GROUNDS MTCE		(1,592)	(2,030)	(2,060)	(2,091)	(2,123)
	1920-0170 TOC AERODROME OPERATING EXPENS		(53,615)	(60,900)	(61,814)	(62,741)	(63,682)
	1920-0171 TOC AERODROME - INSURANCE		(1,300)	(1,326)	(1,353)	(1,380)	(1,407)
	1920-0172 LIBERATOR INSURANCE		(110)	(112)	(113)	(116)	(119)
	1920-0175 TOC AERODROME BLDG MTCE		(724)	(3,045)	(3,091)	(3,137)	(3,184)
	1920-0184 TOC AERO RUNWAY 18-36 HEAVY PA		-	-	-	-	-
	1920-0187 TOC AERO PERIMETER AND TAXIWAY		-	-	-	-	-
	1920-0190 AERODROME SUBDIVISION WORKS		(643,621)	-	-	-	-
	1920-0195 AERODROME MBFC KITCHEN RENO		-	-	-	-	-
	1920-0200 AERODROME ADMIN CHARGES		(12,995)	(25,990)	(25,990)	(25,990)	(25,990)
	2011-0105 TOC CARAVAN PARK OPERATING EXP		-	-	-	-	-
	2011-0108 TOC CARAVAN PARK INSURANCE EXP		(2,100)	(2,142)	(2,185)	(2,229)	(2,273)
	2011-0120 BGN CARAVAN PARK OPERATING EXP		(1,966)	(507)	(516)	(522)	(531)
	2011-0125 BGN CARAVAN PARK - INSURANCE		(500)	(510)	(520)	(531)	(541)
	2011-0126 BGN CARAVAN PARK DONATIONS EXP		-	(5,075)	(5,151)	(5,228)	(5,307)
	2011-0135 BGN CARAVAN PARK BLDG MTCE		(2,115)	(2,030)	(2,060)	(2,091)	(2,123)
	2012-0120 TOC TOURISM INFO OPERATING EXP		-	-	-	-	-
	2012-0122 TOC TOURISM INFO BLDG MTCE		(596)	-	-	-	-
	2012-0124 TOC TOURISM INFO - INSURANCE		-	-	-	-	-
	2012-0191 PHOTOGRAPHY-TOURISM GUIDE/WEB		(2,320)	-	-	-	-

	2012-0196	TOURISM STRATEGIC PLAN	(117,444)	-	-	(50,000)	(50,000)	(50,000)
	2012-0197	REGIONAL TOURISM CONTRIBUTION - MRTB		(13,827)	(14,103)	(14,385)	(14,672)	(14,966)
	2012-0198	TOURISM INITIATIVES		(8,535)	(11,000)	(11,000)	(11,000)	(11,000)
	2012-0199	TOURISM ADMIN CHARGES		(16,231)	(32,462)	(32,462)	(32,462)	(32,462)
	2012-0200	TOURISM EVENTS GRANTS		(23,100)	(20,000)	-	(20,000)	-
	2012-0250	EVENT MARKETING TOOLS		-	(5,000)	(5,000)	(5,000)	(5,000)
	2012-0300	TOC TOURISM INFO CENTRE		(1,349)	-	-	-	-
	2013-0119	MURRAY HUME BUSINESS ENTERPRISE		-	-	-	-	-
	2013-0120	TOCUMWAL INTER-MODEL PRECINCT PROJECT		-	-	-	-	-
	2013-0122	MURRAY DARLING BASIN SPEAK UP		-	-	-	-	-
	2013-0205	ECONOMIC DEVELOPMENT OFFICER		(69,696)	(116,850)	(119,771)	(122,766)	(125,835)
	2013-0208	EDO - TRAVEL COSTS		(1,047)	(5,000)	(5,000)	(5,000)	(5,000)
	2013-0210	ECONOMIC DEVEL. STAFF TRAINING/CONFERENCES		(1,631)	(2,000)	(2,000)	(2,000)	(2,000)
	2013-0220	ECON DEV. WEBSITE SUBSCRIPTION ID DATA		(13,636)	(15,000)	(15,000)	(15,000)	(15,000)
	2013-0240	ECON. DEV. OFFICER OFFICE EXPENSES		(115)	(1,000)	(1,000)	(1,000)	(1,000)
	2013-0241	ECON. DEV. OFFICER - TELEPHONE		-	(816)	(833)	(848)	(866)
	2014-0115	SALEYARD OTHER OPERATING EXPEN		(326)	(2,030)	(2,060)	(2,091)	(2,123)
	2014-0120	SALEYARD EQUIP MTCE		-	(102)	(103)	(105)	(106)
	2014-0122	SALEYARD - INSURANCE		(8,800)	(8,976)	(9,156)	(9,339)	(9,525)
	2014-0130	SALEYARD BLDG MTCE		(1,332)	(1,015)	(1,030)	(1,046)	(1,061)
	2014-0145	SALEYARD ADMIN CHARGES		(1,623)	(3,246)	(3,246)	(3,246)	(3,246)
	2014-0538	PUMP REPLACEMENT		-	(5,100)	(5,202)	(5,306)	(5,412)
	2015-0105	INDUSTRIAL & BUSINESS DEVELOPMENT		-	(23,853)	(24,210)	(24,573)	(24,942)
	2015-0106	STUDENT ACCOMMODATION SPONSORSHIP		-	(4,000)	(4,001)	(4,000)	(4,000)
	2015-0107	CONTRIBUTION TO RAMROC		(14,282)	(15,708)	(16,023)	(16,343)	(16,669)
	2015-0108	TAFE BOOK SCHOLORSHIP		-	-	-	-	-
	2015-0120	Murray Darling Confernce bid		-	-	-	-	-
	2015-0140	REAL ESTATE DEVELOPMENT- LEGAL		-	-	-	-	-
	2015-0141	COMMERCIAL LAND - AGENTS FEES		-	-	-	-	-
	2015-0142	Real Estate - Aerodrome Promo		-	-	-	-	-
	2015-0145	REAL ESTATE DEVELOPMENT - RATE		(3,510)	(2,903)	(2,946)	(2,991)	(3,036)
	2015-0150	RILEY CRT REHABILITATION (INGO RENNER)		-	-	-	-	-
	2015-0165	BUSINESS & ENVIRONMENT AWARDS		-	(18,360)	(18,727)	(19,102)	(19,484)
	2015-0180	BUSINESS DEVELOPMENT ADMIN CHA		(49,168)	(98,336)	(98,336)	(98,336)	(98,336)
	2015-0181	NSW RURAL DOCTORS NETWORK BURS		-	(3,300)	(3,300)	(3,300)	(3,300)
	2015-0188	REGIONAL CAREERS FORUM		(2,238)	(6,120)	(6,242)	(6,367)	(6,495)
	2016-0120	RISK MANAGEMENT - TRAINING		(1,350)	(3,570)	(3,641)	(3,714)	(3,789)
	2016-0205	RISK MANAGEMENT - SALARIES		(77,027)	(116,850)	(119,771)	(122,766)	(125,835)
	2016-0241	RISK MANAGEMENT - TELEPHONE		(157)	(1,020)	(1,040)	(1,061)	(1,082)



	2016-0242 RISK MANAGEMENT - VEHICLE		(10,620)	(22,277)	(22,722)	(23,177)	(23,640)
	2019-0155 WRITE OFF BAD DEBTS - P/WORKS		-	(3,060)	(3,121)	(3,184)	(3,247)
	2020-0000 S/DR TECH SERV (BUDGET)		(32,334)	(40,600)	(41,208)	(41,827)	(42,455)
	2030-0000 S/DR - CORP SERV (BUDGET)		(4,429)	(7,590)	(8,201)	(8,834)	(9,489)
	6920-1500 PINE LODGE PIT REVENUE		-	91,333	92,686	94,059	95,452
	6920-1505 PINE LODGE PIT REVENUE CONTRA		-	-	-	-	-
	6920-1510 OTHER GRAVEL PITS REVENUE		-	-	-	-	-
	6920-2505 QUARRIES & PIT REMEDIATION - DEPCN		(1,450)	(2,929)	(2,959)	(2,988)	(3,018)
	6920-2508 QUARRIES - DEPCN		(250)	(505)	(510)	(515)	(520)
	7700-1500 AERODROME SUNDRY INCOME TOC		2,919	6,500	6,500	6,500	6,500
	7700-1502 AERODROME USER FEES INCOME		1,474	15,375	15,759	16,153	16,557
	7700-1600 AERODROME MBFC CONTRIBUTION		-	-	-	-	-
	7700-1827 AERODROME - SALE OF LAND		-	-	-	-	-
	7700-1926 AERODROME TRANSFER FROM RESERVE		-	-	75,000	-	-
	7700-1951 AERODROME CAPITAL GRANT		83,730	-	-	-	-
	7700-2026 AERODROME TRANSFER TO RESERVE		-	(50,000)	(50,000)	(50,000)	(50,000)
	7700-2500 AERODROME EQUIPMENT DEPCN		-	-	-	-	-
	7700-2504 AERODROME BLDG DEPCN		(4,500)	(9,090)	(9,181)	(9,273)	(9,365)
	7700-2510 AERODROME RUNWAY DEPCN		(10,400)	(21,008)	(21,218)	(21,430)	(21,645)
	7700-2520 AERODROME LAND IMPROVEMENTS DEPCN		(200)	(404)	(408)	(412)	(416)
	8200-1890 TOC CARAVAN PARK LEASE		18,933	38,000	38,000	38,000	38,000
	8200-1895 BGN CARAVAN PARK LEASE		-	-	-	-	-
	8200-2504 CARAVAN PARK DEPCN		(5,025)	(10,151)	(10,252)	(10,355)	(10,458)
	8300-1890 TOC TOURISM INFO - RENT		-	-	-	-	-
	8300-1926 TOURISM EVENTS TRANSFER FROM RESERVE		-	-	-	-	-
	8300-2026 TOURISM EVENTS TRANSFER TO RESERVE		-	-	-	-	-
	8300-2504 TOURISM INFO DEPCN		(4,725)	(9,545)	(9,640)	(9,736)	(9,834)
	8350-1500 TOC INFO CENTRE INCOME		-	-	-	-	-
	8350-1501 TOC INFO CNTR GST FREE INCOME		-	-	-	-	-
	8400-1503 FHS-CAREERS FORUM REVENUE		-	-	-	-	-
	8400-1505 BUSINESS & ENVIRONMENT AWARD DONATION		-	1,538	1,576	1,615	1,656
	8400-1506 BUSINESS & ENVIRONMENT AWARD INCOME		-	4,613	4,729	4,846	4,967
	8400-1507 TOCUMWAL INTER-MODEL CONTRIBUTIONS		-	-	-	-	-
	8400-1508 BUSINESS DEVELOPMENT WORKSHOP		-	-	-	-	-
	8400-1926 MURRAY VALLEY CAG TRANS TO RESERVE		-	-	-	-	-
	8400-1927 ECONOMIC DEVELOPMENT TRANSFER FROM RESERVE		-	-	-	-	-
	8400-1950 WOMEN IN BUSINESS		-	-	-	-	-
	8400-2027 ECONOMIC DEVELOPMENT TRANSFER TO RESERVE		-	-	-	-	-
	8600-1926 SALEYARD TRANSFER FROM RESERVE		-	-	-	-	-

	8600-2026 SALEYARDS TRANSFER TO RESERVE		-	-	-	-	-	
	8600-2502 SALEYARD OFFICE EQUIP DEPCN		(900)	(1,818)	(1,836)	(1,855)	(1,873)	
	8600-2504 SALEYARD DEPCN		(44,900)	(90,698)	(91,605)	(92,521)	(93,446)	
	8600-4310 SALEYARD DEPCN CONTRA		45,800	92,516	93,441	94,376	95,319	
	8710-1200 REAL ESTATE - GAIN ON DISPOSAL		-	-	-	-	-	
	8710-1826 RENTAL - OTHER REAL ESTATE INC. GST		14,842	15,216	15,597	15,986	16,386	
	8720-1894 FINLEY ST SUBDIVISION - DISPOSAL		-	-	-	-	-	
	8720-1895 FINLEY ST SUBDIVISION - RATE ADJUST.		-	-	-	-	-	
	8720-1926 REAL ESTATE DEVT - TFR TO RESERVE		-	-	-	-	-	
	8720-3800 INVENTORY - HELD FOR SALE		-	-	-	-	-	
	8720-3800 TOC HIGHWAY BLOCK DISPOSAL PROCEEDS	350,000	-	-	-	-	-	
	8900-1501 PRIVATE WORKS TECH SERVICES INCOME	17,735	20,159	44,075	45,177	46,307	47,464	
	8900-1504 PRIVATE WORKS INCOME - SIGNS		-	-	-	-	-	
	8900-1505 PRIVATE WORKS TECH SERVICES GST FREE		100	-	-	-	-	
	8900-1511 PRIVATE WORKS CORP SERVICES INCOME	1,005	8,202	6,150	6,302	6,461	6,623	
	8900-1515 PRIVATE WORKS CORP SERVICES GST FREE		3,187	1,025	1,051	1,077	1,104	
	AERODROMECAPEXP AERODROME CAPITAL WORKS EXPENDITURE		-	-	(75,000)	-	-	
	AERODROMECAPINC AERODROME CAPITAL WORKS INCOME		-	-	-	-	-	
	BUSINESSDEVCAPEXP BUSINESS DEVELOPMENT CAPITAL WORKS EXPENDITURE		-	(20,000)	-	-	-	
	BUSINESSDEVCAPINC BUSINESS DEVELOPMENT CAPITAL WORKS INCOME		-	-	-	-	-	
	TOURISMCAPEXP TOURISM CAPTAL EXPENDITURE		-	-	-	-	-	
	TOURISMCAPINC TOURISM CAPITAL INCOME		-	-	-	-	-	
			<b>2,885,625</b>	<b>2,885,625</b>	<b>358,449</b>	<b>32,869</b>	<b>(101,753)</b>	<b>(114,870)</b>
BFWD			2,885,625	2,885,625	358,449	32,869	(101,753)	(114,870)

## Capital Works Plan Summary

Draft

## CAPITAL WORKS PLAN SUMMARY 2017-18

	ADOPTED 2016-17	ORIGINAL 2017-18 AS ADOPTED 2016-17	PROPOSED 2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
<b>Grand Total</b>	<b>(4,575,144)</b>	<b>(4,086,514)</b>	<b>(5,370,074)</b>	<b>(4,542,918)</b>	<b>(4,537,395)</b>	<b>(4,630,250)</b>	<b>(3,158,250)</b>	<b>(3,220,500)</b>	<b>(2,861,000)</b>	<b>(2,768,500)</b>	<b>(2,742,500)</b>	<b>(2,713,500)</b>
<b>AERODROME</b>												
AERODROME EXPENDITURE	(940,000)	(50,000)	(50,000)	(125,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
AERODROME INCOME	882,587	-	-	75,000	-	-	-	-	-	-	-	-
<b>AERODROME Total</b>	<b>(57,413)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>
<b>BUSINESS DEVELOPMENT</b>												
BUSINESS DEVELOPMENT EXPENSE	(105,000)	-	(20,000)	-	-	-	-	-	-	-	-	-
BUSINESS DEVELOPMENT INCOME	105,000	-	-	-	-	-	-	-	-	-	-	-
<b>BUSINESS DEVELOPMENT Total</b>	<b>-</b>	<b>-</b>	<b>(20,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CEMETERIES</b>												
CEMETERIES EXPENDITURE	(16,800)	-	-	(5,000)	-	(5,000)	-	(5,000)	-	(5,000)	-	(5,000)
<b>CEMETERIES Total</b>	<b>(16,800)</b>	<b>-</b>	<b>-</b>	<b>(5,000)</b>	<b>-</b>	<b>(5,000)</b>	<b>-</b>	<b>(5,000)</b>	<b>-</b>	<b>(5,000)</b>	<b>-</b>	<b>(5,000)</b>
<b>COMMUNITY AMENITIES</b>												
COMMUNITY AMENITIES EXPENDITURE	(10,000)	(10,000)	(167,000)	-	-	-	-	-	-	-	-	-
COMMUNITY AMENITIES INCOME	-	-	-	-	-	-	-	-	-	-	-	-
<b>COMMUNITY AMENITIES Total</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(167,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CORPORATE SERVICES</b>												
CORPORATE SERVICES EXPENDITURE	-	-	(100,000)	-	-	-	-	-	-	-	-	-
CORPORATE SERVICES INCOME	-	-	-	-	-	-	-	-	-	-	-	-
<b>CORPORATE SERVICES Total</b>	<b>-</b>	<b>-</b>	<b>(100,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DEPOT</b>												
DEPOT EXPENDITURE	(10,000)	(20,000)	(20,000)	-	-	-	-	-	-	-	-	-
<b>DEPOT Total</b>	<b>(10,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DOMESTIC WASTE</b>												
DOMESTIC WASTE EXPENDITURE	(160,000)	(175,000)	(209,000)	(215,000)	(54,000)	(5,000)	(9,000)	(5,000)	(9,000)	(5,000)	(9,000)	(5,000)
DOMESTIC WASTE INCOME	-	-	-	-	-	-	-	-	-	-	-	-
<b>DOMESTIC WASTE Total</b>	<b>(160,000)</b>	<b>(175,000)</b>	<b>(209,000)</b>	<b>(215,000)</b>	<b>(54,000)</b>	<b>(5,000)</b>	<b>(9,000)</b>	<b>(5,000)</b>	<b>(9,000)</b>	<b>(5,000)</b>	<b>(9,000)</b>	<b>(5,000)</b>
<b>DRAINAGE</b>												
DRAINAGE EXPENDITURE	(397,485)	(225,000)	(295,100)	(177,000)	(100,000)	(65,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
DRAINAGE INCOME	-	-	4,040	-	-	-	-	-	-	-	-	-
<b>DRAINAGE Total</b>	<b>(397,485)</b>	<b>(225,000)</b>	<b>(291,060)</b>	<b>(177,000)</b>	<b>(100,000)</b>	<b>(65,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>
<b>EMERGENCY SERVICES</b>												
EMERGENCY SERVICES EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-	-
<b>EMERGENCY SERVICES Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>HOUSING</b>												
HOUSING EXPENDITURE	-	(30,000)	(35,000)	-	-	-	-	-	-	-	-	-
<b>HOUSING Total</b>	<b>-</b>	<b>(30,000)</b>	<b>(35,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	ADOPTED 2016-17	ORIGINAL 2017-18 AS ADOPTED 2016-17	PROPOSED 2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
<b>Grand Total</b>	<b>(4,575,144)</b>	<b>(4,086,514)</b>	<b>(5,370,074)</b>	<b>(4,542,918)</b>	<b>(4,537,395)</b>	<b>(4,630,250)</b>	<b>(3,158,250)</b>	<b>(3,220,500)</b>	<b>(2,861,000)</b>	<b>(2,768,500)</b>	<b>(2,742,500)</b>	<b>(2,713,500)</b>
<b>LEVEE BANKS</b>												
LEVEE BANK EXPENDITURE	(50,000)	(50,000)	(203,280)	(199,200)	(130,000)	(320,000)	(207,360)	(80,000)	(100,000)	(100,000)	(100,000)	(50,000)
LEVEE BANK INCOME	-	-	203,280	149,200	80,000	270,000	157,360	30,000	50,000	50,000	50,000	50,000
<b>LEVEE BANKS Total</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>-</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>-</b>
<b>LIBRARIES</b>												
LIBRARIES EXPENDITURE	(10,000)	-	-	-	-	-	-	(150,000)	-	-	-	-
<b>LIBRARIES Total</b>	<b>(10,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(150,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>MINOR PLANT</b>												
MINOR PLANT INCOME	-	-	-	-	-	-	-	-	-	-	-	-
MINOR PLANT PURCHASE	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
<b>MINOR PLANT Total</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>
<b>MOTOR VEHICLE</b>												
MOTOR VEHICLE PURCHASES	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
MOTOR VEHICLE SALES	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000
<b>MOTOR VEHICLE Total</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>
<b>PUBLIC HALLS</b>												
PUBLIC HALLS EXPENDITURE	(200,000)	(180,000)	(254,500)	-	-	-	(20,000)	-	-	-	-	-
<b>PUBLIC HALLS Total</b>	<b>(200,000)</b>	<b>(180,000)</b>	<b>(254,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(20,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PUBLIC WORKS</b>												
PUBLIC WORKS PLANT INCOME	289,500	177,000	177,000	230,000	286,500	145,000	80,000	119,000	111,000	121,000	121,000	121,000
PUBLIC WORKS PLANT PURCHASE	(1,163,000)	(793,000)	(793,000)	(695,000)	(1,080,000)	(642,000)	(270,000)	(410,000)	(370,000)	(370,000)	(370,000)	(370,000)
PUBLIC WORKS UTILITY INCOME	39,000	39,000	39,000	39,000	39,000	39,000	39,000	40,000	40,000	40,000	40,000	40,000
PUBLIC WORKS UTILITY PURCHASE	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)
<b>PUBLIC WORKS Total</b>	<b>(903,250)</b>	<b>(645,750)</b>	<b>(645,750)</b>	<b>(494,750)</b>	<b>(823,250)</b>	<b>(526,750)</b>	<b>(219,750)</b>	<b>(321,000)</b>	<b>(289,000)</b>	<b>(279,000)</b>	<b>(279,000)</b>	<b>(279,000)</b>
<b>RECREATION</b>												
PARKS & RECREATION EXPENDITURE	(50,000)	-	(3,253,875)	(50,000)	-	-	-	-	-	-	-	-
PARKS & RECREATION INCOME	-	-	3,253,875	-	-	-	-	-	-	-	-	-
RECREATION RESERVES EXPENDITURE	(25,000)	-	(5,000)	-	-	-	-	-	-	-	-	-
RECREATION RESERVES INCOME	16,667	-	-	-	-	-	-	-	-	-	-	-
SWIMMING POOLS EXPENDITURE	(4,900)	(80,000)	(60,000)	(20,000)	-	-	-	-	-	-	(40,000)	(40,000)
<b>RECREATION Total</b>	<b>(63,233)</b>	<b>(80,000)</b>	<b>(65,000)</b>	<b>(70,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(40,000)</b>	<b>(40,000)</b>
<b>SEWERAGE</b>												
SEWERAGE EXPENDITURE	(460,000)	(315,000)	(600,000)	(490,000)	(555,000)	(565,000)	(145,000)	(135,000)	(122,500)	(210,000)	(120,000)	(120,000)
<b>SEWERAGE Total</b>	<b>(460,000)</b>	<b>(315,000)</b>	<b>(600,000)</b>	<b>(490,000)</b>	<b>(555,000)</b>	<b>(565,000)</b>	<b>(145,000)</b>	<b>(135,000)</b>	<b>(122,500)</b>	<b>(210,000)</b>	<b>(120,000)</b>	<b>(120,000)</b>
<b>SHIRE ROADS</b>												
FOOTPATHS EXPENDITURE	(287,000)	(137,000)	(137,000)	(158,200)	(95,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(35,000)	(35,000)
FOOTPATHS INCOME	94,000	20,000	20,000	40,000	25,000	-	-	-	-	-	-	-
KERB & GUTTER EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-	-
KERB & GUTTER INCOME	-	-	-	-	-	-	-	-	-	-	-	-

	ADOPTED 2016-17	ORIGINAL 2017-18 AS ADOPTED 2016-17	PROPOSED 2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
<b>Grand Total</b>	<b>(4,575,144)</b>	<b>(4,086,514)</b>	<b>(5,370,074)</b>	<b>(4,542,918)</b>	<b>(4,537,395)</b>	<b>(4,630,250)</b>	<b>(3,158,250)</b>	<b>(3,220,500)</b>	<b>(2,861,000)</b>	<b>(2,768,500)</b>	<b>(2,742,500)</b>	<b>(2,713,500)</b>
<b>SHIRE ROADS R2R GRANT</b>	<b>1,997,240</b>	<b>605,378</b>	<b>355,378</b>	<b>349,551</b>	<b>625,500</b>	<b>625,500</b>	<b>625,500</b>	<b>625,500</b>	<b>625,500</b>	<b>625,500</b>	<b>625,500</b>	<b>625,500</b>
RMS WORKS EXPENDITURE	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
RMS WORKS INCOME	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
RURAL ROADS CONSTRUCTION EXPENDITURE	(1,957,000)	(844,000)	(759,000)	(1,400,000)	(1,082,000)	(1,060,000)	(1,035,000)	(1,079,000)	(995,000)	(935,000)	(935,000)	(935,000)
RURAL ROADS CONSTRUCTION INCOME	-	-	-	-	-	-	-	-	-	-	-	-
RURAL ROADS SEALED - RESEALS EXPENDITURE	(202,010)	(148,614)	(148,614)	(84,179)	(197,933)	(514,000)	(529,000)	(545,000)	(560,000)	(470,000)	(470,000)	(470,000)
RURAL ROADS SEALED - RESEALS INCOME	-	-	-	-	-	-	-	-	-	-	-	-
RURAL ROADS UNSEALED - RESHEET EXPENDITURE	(577,000)	(559,000)	(559,000)	(534,000)	(602,000)	(511,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
RURAL ROADS UNSEALED - RESHEET INCOME	-	-	-	-	-	-	-	-	-	-	-	-
TOWNSCAPE WORKS EXPENDITURE	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
TOWNSCAPE WORKS INCOME	-	-	-	-	-	-	-	-	-	-	-	-
URBAN ROADS - RESEALS EXPENDITURE	(181,193)	(92,528)	(92,528)	(48,340)	(291,712)	(166,000)	(171,000)	(176,000)	(181,000)	(150,000)	(150,000)	(150,000)
URBAN ROADS CONSTRUCTION EXPENDITURE	(128,000)	(123,000)	(142,000)	(97,000)	(293,000)	(213,000)	(213,000)	(213,000)	(213,000)	(213,000)	(213,000)	(213,000)
URBAN ROADS CONSTRUCTION INCOME	-	-	-	-	-	-	-	-	-	-	-	-
<b>SHIRE ROADS Total</b>	<b>(1,320,963)</b>	<b>(1,358,764)</b>	<b>(1,542,764)</b>	<b>(2,012,168)</b>	<b>(1,991,145)</b>	<b>(1,928,500)</b>	<b>(1,912,500)</b>	<b>(1,977,500)</b>	<b>(1,913,500)</b>	<b>(1,732,500)</b>	<b>(1,757,500)</b>	<b>(1,757,500)</b>
<b>TOURISM SERVICES</b>												
TOURISM SERVICES EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-	-
TOURISM SERVICES INCOME	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOURISM SERVICES Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOWN PROJECTS</b>												
KERB & GUTTER EXPENDITURE	(142,200)	(216,000)	(219,000)	(189,000)	(230,000)	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)
KERB & GUTTER INCOME	73,200	-	-	35,000	103,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
<b>TOWN PROJECTS Total</b>	<b>(69,000)</b>	<b>(216,000)</b>	<b>(219,000)</b>	<b>(154,000)</b>	<b>(127,000)</b>	<b>(65,000)</b>	<b>(65,000)</b>	<b>(65,000)</b>	<b>(65,000)</b>	<b>(65,000)</b>	<b>(65,000)</b>	<b>(65,000)</b>
<b>WATER</b>												
WATER EXPENDITURE	(624,000)	(508,000)	(928,000)	(602,000)	(564,000)	(1,147,000)	(414,000)	(189,000)	(89,000)	(99,000)	(99,000)	(119,000)
<b>WATER Total</b>	<b>(624,000)</b>	<b>(508,000)</b>	<b>(928,000)</b>	<b>(602,000)</b>	<b>(564,000)</b>	<b>(1,147,000)</b>	<b>(414,000)</b>	<b>(189,000)</b>	<b>(89,000)</b>	<b>(99,000)</b>	<b>(99,000)</b>	<b>(119,000)</b>
<b>Grand Total</b>	<b>(4,575,144)</b>	<b>(4,086,514)</b>	<b>(5,370,074)</b>	<b>(4,542,918)</b>	<b>(4,537,395)</b>	<b>(4,630,250)</b>	<b>(3,158,250)</b>	<b>(3,220,500)</b>	<b>(2,861,000)</b>	<b>(2,768,500)</b>	<b>(2,742,500)</b>	<b>(2,713,500)</b>
<b>FUND SUMMARY</b>												
<b>GENERAL FUND</b>	<b>(3,491,144)</b>	<b>(3,263,514)</b>	<b>(3,842,074)</b>	<b>(3,450,918)</b>	<b>(3,418,395)</b>	<b>(2,918,250)</b>	<b>(2,599,250)</b>	<b>(2,896,500)</b>	<b>(2,649,500)</b>	<b>(2,459,500)</b>	<b>(2,523,500)</b>	<b>(2,474,500)</b>
<b>WATER FUND</b>	<b>(624,000)</b>	<b>(508,000)</b>	<b>(928,000)</b>	<b>(602,000)</b>	<b>(564,000)</b>	<b>(1,147,000)</b>	<b>(414,000)</b>	<b>(189,000)</b>	<b>(89,000)</b>	<b>(99,000)</b>	<b>(99,000)</b>	<b>(119,000)</b>
<b>SEWER FUND</b>	<b>(460,000)</b>	<b>(315,000)</b>	<b>(600,000)</b>	<b>(490,000)</b>	<b>(555,000)</b>	<b>(565,000)</b>	<b>(145,000)</b>	<b>(135,000)</b>	<b>(122,500)</b>	<b>(210,000)</b>	<b>(120,000)</b>	<b>(120,000)</b>
	<b>(4,575,144)</b>	<b>(4,086,514)</b>	<b>(5,370,074)</b>	<b>(4,542,918)</b>	<b>(4,537,395)</b>	<b>(4,630,250)</b>	<b>(3,158,250)</b>	<b>(3,220,500)</b>	<b>(2,861,000)</b>	<b>(2,768,500)</b>	<b>(2,742,500)</b>	<b>(2,713,500)</b>



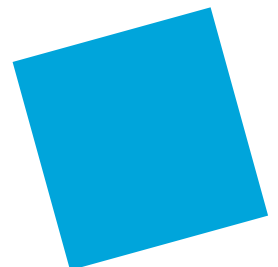
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# Berrigan Shire Active Ageing and Disability Inclusion Strategy and Plan

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2017 - 2021

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## Introduction

The Berrigan Shire's population is ageing and people over 60 years will increase from 31% to 38% of the population in the next two decades. Similarly, the needs of younger residents and older residents requiring assistance with core activities and or assistance with mobility and dressing, based on 2011 Census data, is approximately 6% of the residents.

This strategy identifies the steps the Shire and its communities' need to take and are taking to support ageing in-place and the inclusion of people with a disability. In doing so it also considers how the local economy, the amenity of our communities can be sustained and 'add' to all residents and visitors quality of life, health, and sense of inclusion in their local community.

This Strategy was initially developed by the Berrigan Shire Council as its [Liveability and Healthy Ageing Strategy 2013 – 2017](#) and its initial development was informed by the experience and knowledge of a Reference Group comprising representatives from local service providers, health services, business, education and neighbouring Shires. Reviewed and updated (2017) to reflect the views of younger people with a disability and their carers and informed by survey of service providers conducted 2015 and data collated from local services, and a desk top review of local and regional data re: prevalence of disabilities.

The [New South Wales Disability Inclusion Act 2014](#) defines disability as:

*the long-term physical, mental, intellectual or sensory impairment which in interaction with various barriers may hinder the full and effective participation in society on an equal basis with others*

This Strategy reflects contemporary approaches toward disability, ageing, diversity and inclusion. It outlines how disability, active ageing, diversity and inclusion will be promoted by the Council through a focus on:

- Changing community and workplace attitudes and behaviours;
- Enhancing the liveability of our communities: represented by the built environment;
- Promotion of diversity, access to employment and inclusion for disabled and older workers; and
- The development of systems and processes that enable and promote inclusion of older residents (65+ years), their carers and younger people (0 – 65 years) with a disability.

This Strategy, in addition to the formal definition of disability described above and by the [Disability Inclusion Act 2014](#) is based on the assumption that a disability may be lifelong, chronic, short-term, age related, acquired, and also impact sensory,

cognitive, mental as well as physical abilities and mobility. Further, the needs and interests of children, adolescents, young adults, older adults with a disability are diverse. Requiring a life-course-approach that:

- First, recognises the diversity of people irrespective of age, ability or disability.
- Second, facilitates and responds to this diversity using the universal design principles defined by the Convention on the Rights of Persons with Disabilities. Namely, **The design of products, environments, programs and services are to be usable by all people, to the greatest extent possible, without the need for adaptation or specialised design. Universal design does not exclude assistive devices for particular groups of people with disability where this is needed.**
- Third, that the Council applies these principles to the design of new services / assets or facilities and: wherever possible, financially sustainable and appropriate it considers the application of these principles when it re-develops and or upgrades an existing facility or service.
- Fourth, the Council in applying these principles in particularly the 'equitable use principle' takes the view that design solutions should normalise assistive technologies – e.g.: disabled access at the main entrance to a building: design that is 'useful and marketable to all persons'.

#### Universal Design Principles:

**P1: Equitable use** – design that is useful and marketable to persons with diverse abilities

**P2: Flexibility in use** – design that accommodates a wide range of individual preferences and abilities

**P3: Simple and intuitive use** - Design that is easy to understand, regardless of the user's experience, knowledge, language skills, or concentration level.

**P4: Perceptible information** - Design that communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.

**P5: Tolerance for error** - Design that minimises hazards and the adverse consequences of accidental or unintended actions.

**P6: Low physical effort** - Design that can be used efficiently and comfortably and with a minimum of fatigue.

**P7: Size and space for approach and use** - Design that provides appropriate size and space—for approach, reach, manipulation, and use, regardless of the user's body size, posture or mobility.

Source:

[https://www.ncsu.edu/ncsu/design/cud/pubs\\_p/docs/poster.pdf](https://www.ncsu.edu/ncsu/design/cud/pubs_p/docs/poster.pdf)

Retained in this review of the [Liveability and Healthy Ageing Strategy 2013 – 2017](#) are the findings of the Shire's [Ageing and Liveability Workshop](#) (March 2012) Appendix I which provides and insight into age – related diversity with participants at this workshop noting that at:

- 55 years of age were focused on financial security while continuing in the workforce either full time or part time
- 65 years of age caring for grandchildren figured more prominently and volunteering was also noted as being important
- 75 years of age volunteering continued to be important as were concerns about health issues.
- 85 years of age workshop participants commented that living independently at home was seen to be important as well as remaining socially active; and that at
- 95 years of age the need for home support services became evident.

The outcomes of this workshop highlighted the importance of planning and addressing the challenges and barriers to inclusion for all age groups in addition to all levels of ability. Reinforcing that the social and economic wellbeing of the Shire and its communities is dependent on, the continued inclusion and participation of people as they age and irrespective of disabilities: as volunteers, carers, employers, employees and engaged ratepayers / residents.

As part of the development of this Strategy and its reorientation as a [Disability Inclusion Action Plan](#) two focus groups were also held with residents who identified as having a disability and their carers. At these workshops conducted with the support of Ability Links: Intereach (Appendix II) the challenges experienced by young families and older disabled residents and their carers – highlighted the sense of exclusion and difficulties experienced by disabled residents and their carers who experience barriers in their local communities in addition to the information and referral challenges experienced navigating a complex service system.

In four parts this Strategy explores in Part I the policy context. This exploration is informed by contemporary thinking about the factors that influence the development of positive attitudes and behaviours, promote liveability, employment and support the development of systems and processes that promote diversity and inclusion.

Part II answers the question where are we now with respect to prevalence of disability and ageing in the Berrigan Shire and the broader region. Based on 2011 Census data that will be updated with 2016 data when available it includes:

- Comparative analysis of social, economic and wellbeing data
- Feedback on the results of a survey and focus group consultation undertaken

Part III describes the current services accessed by and available to residents.

Part IV outlines an **Active Ageing and Disability Inclusion Planning Framework** that will be used by Council to inform the actions Council will take to enhance in a financially sustainable manner the liveability and inclusion of all residents irrespective of age, disability and or ability.

Draft

## Part I

### Policy Context

#### Living Longer Living Better: A Positive Ageing Agenda

In the past decade significant work has been undertaken by the Commonwealth, State and Local Government throughout Australia and globally on the social and economic impact of an ageing population. According to the Commonwealth Government's 2015 Intergenerational Report<sup>1</sup>

*A significant change over the past 40 years has been the increase in the number of people accessing aged care services. The Australian Government provides aged care funding for residential aged care and a range of community care services, including care in the home. Australian Government expenditure on aged care has nearly quadrupled since 1975. Expenditure is projected to nearly double again as a share of the economy by 2055, as a result of the increase in the number of people aged over 70.*

This change is attributed in part to advances in health, education and technology which have transformed how we live, access information and receive services. There is therefore, from the perspective of the Commonwealth government significant scope for government at all levels to partner with business and local communities and in doing so make informed choices about how we support the continued participation of people as they age in the workplace and broader community.

Therefore, national ageing policy frameworks reflect the following themes and issues

- Active Ageing as a pathway toward maximising the potential of an ageing population.
- Access to housing, in particular supportive and appropriate home environments.
- Economic potential of older workers who may wish to participate in the workforce.
- Lifelong learning increases the employability and productivity of older workers.
- Volunteer participation rates by older Australians: the highest number of volunteer hours of any age group.
- Age discrimination and stereotyping of older people.

Further the Commonwealth government established July 2012 the [Aged Care Reform Implementation Council](#) responsible for aged care reforms which included:

- The Commonwealth assuming responsibility for the funding of Aged Care Services.
- Increased support for people to stay at home facilitated where practical by the uptake of e-health and adaptive technologies.
- Implementation of consumer directed care models – support package funds allocated directly to the consumer and not the service.
- Increased support to carers including respite and counselling services.
- New arrangements with respect to financing of residential care service.



- Workforce development reforms designed to attract and retain in the sector professional and qualified staff.
- Streamlining service coordination and consumer access to: primary health care, acute care, residential care and palliative care.
- Responding to projected increase in the need for dementia services as our population ages.

At a local level health reforms responding, in part, to the escalation of the costs associated with the delivery of health care services (a Commonwealth and State Government funding responsibility) to an ageing population, is adding impetus to the Commonwealth government's **Active Ageing Agenda**. This is a program of reform that is changing how health and associated aged care services are delivered. Further evidence of how at a policy level the Commonwealth government is 'adapting' to pressures implicit in an ageing population.

### **National Disability Insurance Scheme (NDIS)**

The Australian Government (2010) conducted through the Productivity Commission an inquiry into a long-term disability care and support scheme. This looked at a range of issues including:

- How the scheme should be designed and funded to meet the long-term needs of people with disability, their families and carers.
- The costs, benefits, feasibility and funding options of alternative schemes.
- How the scheme will interact with the health, aged care, informal care, income support and injury insurance systems.
- Its impacts on the workforce.

This inquiry led to the development of the National Disability Insurance Scheme (NDIS) a scheme which has since 2013 been progressively rolled out throughout Australia. The scheme has two elements:

- NDIS plans (sometimes known as individually funded packages) for eligible people with a disability, and
- Information, linkages and capacity building or ILC.

Both elements of the scheme contribute to the overall goal of the NDIS to enable people with disability to live an ordinary life. The first element, the transition to NDIS plans (individually funded packages) heralds a move away from funding organisations to provide a range of services for disabled people who may or may not need all the services offered or who may need a service that is not provided. To a model that provides disabled people and their carers with the option of purchasing the service specific to their needs and circumstances.

The second element ILC is concerned with ensuring that people with a disability are connected into their communities. It has a twin focus on:

**1. Personal capacity building – this is about making sure people with disability and their families have the skills, resources and confidence they need to participate in the community or access the same kind of opportunities or services as other people.**

**2. Community capacity building – this is about making sure mainstream services or community organisations become more inclusive of people with disability. (Dept Human Services, 2017)**

There is with this policy and funding shift an expectation that Government at all levels, business and local communities will invest in innovations and technologies aimed at increasing productivity and inclusiveness of local communities. Reinforcing the view that inclusion and access is regarded as requisite to economic growth and productivity. Further in addition to social benefits experienced by individuals and their families there is also policy support for the view that this approach is needed to offset the fiscal and economic cost of increasing demands on health services and community infrastructure.

Whole of government policy frameworks, therefore, support investment by local communities, business and other levels of government in actions that increase the participation by older people and people with a disability: hence productivity in the social and economic life of their communities. Suggesting that at its simplest level the Commonwealth's approach is one that is concerned with:

1. Reducing the financial and social costs associated with an ageing population and the barriers experienced by disabled people and their carers.
2. Change in how social and health services are delivered.
3. Increasing the productivity and labour force participation by carers, older and disabled Australians.

## NSW Government Ageing Strategy & Disability Inclusion Planning

In 2011 the New South Wales Government commenced the development of its [Ageing Strategy 2012](#) with its consultation programme focused on three broad and overlapping themes:

- Liveable communities
- Participation; and
- Security and Respect

As part of its consultation program at that time seven priorities were identified challenging [how we plan and optimise opportunities to create liveable communities for older people including: social inclusion, local planning, community connectedness, affordable housing, building design, creative ageing and social marketing](#)<sup>ii</sup>.

According to the NSW government's 2011 [Ageing Round Table Report](#) liveable communities incorporate connection to:

- Family
- Friends
- Information and services
- Mobility and independence; and are
- Supported by age appropriate design of footpaths, housing, and public space facilitating access to the local and broader community.

While, the [participation theme recognises that older people are great contributors to society – economically through paid employment, volunteering and unpaid care; and socially through fulfilling positive roles in the community](#)<sup>iii</sup> with the theme of security and respect addressing issues related to age discrimination, safety and responding to abuse of older people.

Consistent with the Commonwealth's approach to ageing the New South Wales Government's review of its [Ageing Strategy 2012](#) and the subsequent development of its [Ageing Strategy 2016](#) noted that an

[Ageing population impacts our economy, labour market, healthcare and other essential services, as well as the fabric of our communities. Responding to these changes is everyone's business – government, the private sector and not-for-profit organisations, communities and individuals. \(Family and Community Services, 2016, p. 16\).](#)

The review of the NSW State Government's [Ageing Strategy 2012](#) increased the range of themes covered by the strategy from the earlier focus on liveable communities, participation, security and respect to five themes or priorities designed to promote opportunities for older people and to ensure that the broader community in NSW responds to the opportunities and the challenges presented by an ageing population. Specifically,

- Health and Wellbeing
- Working and Retiring

- Housing Choices
- Getting Around
- Inclusive Communities

In NSW the [Disability Inclusion Act 2014](#) required that public authorities develop a [Disability Inclusion Action Plan](#). NSW public authorities (government departments) and local councils now need to consider how mainstream services and community facilities can be accessible to people with a disability and in doing strengthen the inclusiveness of NSW communities'.

The [NSW Disability Inclusion Plan 2015](#) outlines the NSW Government's commitment to addressing the barriers which prevent people with disability from enjoying the same opportunities and choices as their friends, family and neighbours. It reflects also and is integrated with the [Australian National Disability Strategy](#) and our obligations under the [United Nations Convention on the Rights of Persons with Disabilities](#).

The plan has four focus areas:

- Developing positive community attitudes and behaviours.
- Creating liveable communities.
- Supporting access to meaningful employment.
- Improving access to mainstream services through better systems and processes.

### **Local Government & Ageing NSW**

As our population ages, local government is concerned with the impact of an ageing population on economic growth and the communities. This is evident in:

Reduction in labour supply diminishing per capita growth prospects because people over 55 years of age typically have significantly lower labour participation rates than younger people.

The support residents / community groups need to sustain informal care giving and or strengthen volunteer delivery of a range of social, recreation and community services.

- Consumption patterns of 'mature consumers' who are more inclined to spend large amounts of money on health, pharmaceuticals, health insurance, and less money locally on home improvements, furniture and home electrics<sup>iv</sup>

O'Brien and Phibbs (2011) write that

[The ageing population presents a host of opportunities for local government, and also suggests there is considerable value for councils in developing policies to attract retirees to settle in, and older tourists to visit, the local area. Alongside these contributions, population ageing will potentially impact on local infrastructure and services<sup>v</sup>](#)

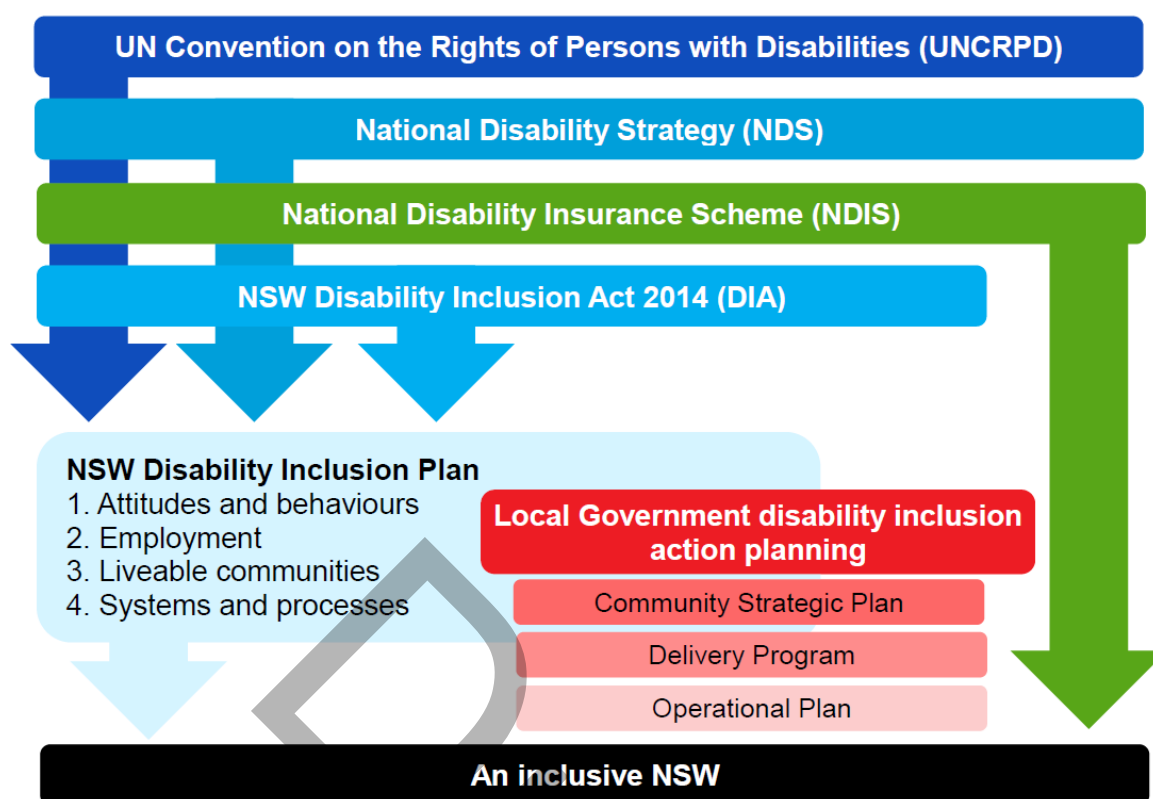
It is the impact on local infrastructure and services, in particular the built environment, roads, pedestrian access, outdoor space, recreation facilities, transport and home care services which, as our population ages adds to the cost of local government and state government service delivery.

This is of particular concern for rural local government hamstrung by rate pegging, cost shifting by other levels of government, limited capacity to increase own source revenues, rising human resource expenditure and a foreseeable decrease in rate revenue: due to demographic shifts and community support for policies that defer rates payable by older residents.

### **Local Government and Disability Planning NSW**

In response to the introduction of the [Disability Inclusion Act 2014](#) and the [NSW Disability Inclusion Action Plan 2015](#) LGNSW in conjunction with the Dept. Family and Community Services (FACS), the Office of Local Government (OLG), the NSW Disability Council and Council of the Ageing (COTA) developed guidelines to assist NSW Councils plan for and deliver services responsive to the needs of people with a disability. In addition to aligning these guidelines with those developed to assist public authorities' meet their obligations under the [Disability Inclusion Act 2014](#) this 'Strategy and Action Plan':

- Is aligned with the Council's Integrated Planning and Reporting Framework
- Describes how our communities benefit from the inclusion of people with a disability in our communities
- Is regional in that regional based service providers are identified and the data profiles identify the prevalence of disability in the local and broader community
- Includes the measures that will be used to evaluate the effectiveness of the Council's Inclusion Action Planning.

**Figure 1 Overview Policy & Legislative Framework****Why Inclusion?**

In the context of NSW Local Government and in addition to the broader policy context identifying the demographic drivers, economic and productivity challenges that may be mediated through inclusion of older workers and younger people with a disability. Local Government actions that promote an inclusive community

- Present an opportunity for Councils to contribute toward the social justice and inclusion outcomes described in their Community Strategic Plans;
- Establish a pathway for Councils to remove barriers for people with a disability and in doing so include members of their local community who may otherwise not be identified as disadvantaged;
- Present operational and economic benefits – future proofing Shire facilities and services from the costs that can result from retro-fitting facilities and the broader community from change in expectations and resultant loss of economic output – as disabled residents and or older workers are excluded based on their disability from contributing to the production of or consumption of local services.

In the context of the Berrigan Shire and the impact of the Shire's ageing demographic and relatively high disability prevalence rates actions that retain our population and attract new residents and in doing so generate continued demand for services are consistent with the view that our communities are 'life-long' communities.

## **Lifelong Communities: Disability, Ageing in Place & Liveability**

The notion of life-long communities incorporates disability, ageing in place and liveability. The concept of a whole-of-life course or life-long' community reflects the notion that **communities should be places where people of all ages and abilities can live as long as they'd like**<sup>vi</sup>. Characterised as an approach that connects the built environment to ageing in place. **Lifelong communities'** appeal to the young, disabled and older residents, they are communities that meet the needs of those who do not drive, they have safe footpaths, places of interest in which to walk, and convenient access to shops and basic service.

Lifelong community goals generally seek to:

1. Provide housing and transportation options,
2. Encourage healthy lifestyles, and
3. Expand access to services

And for the most part these goals are achieved by actions which promote:

**Connectivity** – Providing the most options for getting from one place to another, reducing traffic and creating a viable street network for multiple modes of transportation

**Pedestrian Access and Transit** – Creating a vibrant streetscape, destinations worth walking to, connected and safe sidewalks and transit, both within the community and to regional hubs

**Neighbourhood Retail and Services** – Permitted within walking distances of housing to reduce auto travel, increase walkability and provide for sustainable community hubs

**Social Interaction** – Resulting from the provision of adequate green space, community centers, neighbourhood gardens and more

**Diversity of Dwelling Types** – Allowing individuals to remain within the community as their needs and preferences change

**Healthy Living** – Growing out of an environment that promotes physical activity (trails and bike paths), neighbourhood-scale groceries offering fresh fruits and vegetables and health clinics and medical offices within walking distance

**Consideration for Existing Residents** – Providing options for existing residents to remain in the community as development occurs (Keyes & Berger, 2013).

Closely linked to the notion of life-long community is the concept of liveable communities a focus area for disability inclusion.

## **Liveability and Competitiveness**

Internationally the World Health Organisation (WHO) has been instrumental in developing tools and resources that can be used by local communities and government to guide the development of age-friendly cities and communities. According to WHO **an age-friendly city encourages active ageing by optimizing opportunities for health, participation and security in order to enhance quality of life as people age**<sup>vii</sup>.

In 2007 the Victorian Competition and Efficiency Commission conducted an inquiry<sup>viii</sup> into how liveability 'impacts on competitiveness and future prosperity'. In its final report the Victorian Competition and Efficiency Commission (VEC) noted that **Liveability reflects the wellbeing of a community and represents the many characteristics that make a location a place where people want to live now and in the future.**



It is a definition that is consistent with [Berrigan Shire 2027](#) vision that in 2027

**we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.**

A vision which, recognises that population growth / decline as our population ages is inextricably linked to getting the mix right between lifestyle, economic opportunity and environmental considerations.

The VEC (2007) found that the drivers of liveability are:

- Economic strength and markets
- Governments and decision making
- Communities and human rights

And that these drivers are dependent on government, business and community decision making that:

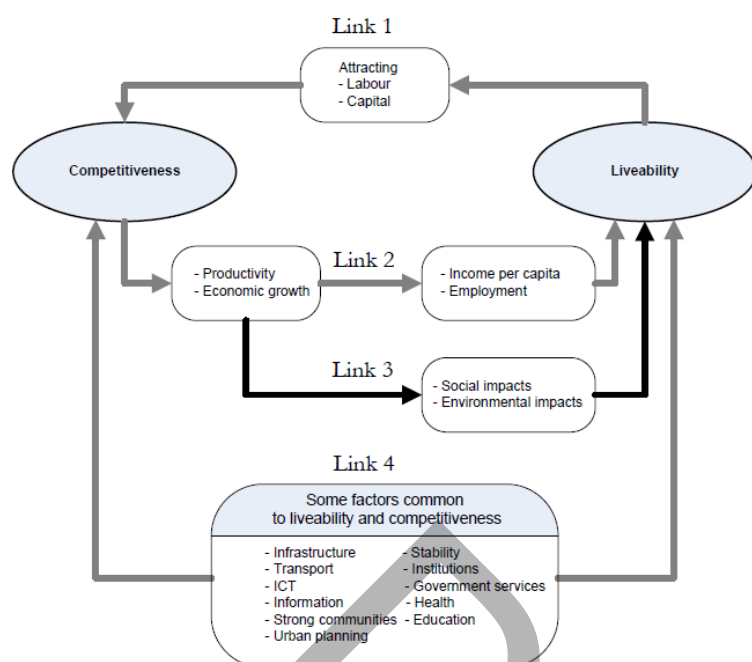
- Is informed
- Reflects best practice regulation
- Minimises government intervention in community and business activities
- Is strategic and has engaged business and communities most affected by the decision – the principle of subsidiarity

The VEC report also noted that 'provincial Victoria' while liveable when assessed against a range of indices (Community Indicators Victoria and indicators of Community Strength) fell short and experienced policy challenges related to the services needed by an ageing population, in particular transport and health services.

VEC findings about the factors which detract from liveability in rural or 'provincial Victoria' were reported as **access to services and infrastructure: transport, education, health and information and communication technologies with poor access impacting on 'liveability for residents as well as having adverse impacts on business performance and its competitiveness'**<sup>ix</sup>.

Similarly, as part of the review and development of this Strategy the Council's submission to the NSW **Legislative Assembly Committee on Community Services' Inquiry on Access to Transport for Seniors and Disadvantaged People in Rural and Regional NSW** highlighted the impact in a car dependent community on the impact on the liveability of our communities of poor local transport specifically the absence of taxis as opposed to transport to and from regional centres.

Figure I published by the VEC describes how lifestyle, economic and environmental considerations can contribute to liveability and in doing so a region's or community's economic growth and competitiveness.

**Figure 2: Liveability and Competitiveness**

Source: VCEC.

Suggesting that investment by government, business and communities invest in addressing barriers to inclusion the social impacts of exclusion will increase the liveability of local communities and in turn drive economic growth and development.

### **Liveability, Universal Design & Age-Friendly Cities**

Discussed in the introduction was the Council's life course approach which recognises that developmentally the needs and interests of children, adolescents, young adults, older adults at each life stage are diverse. A life-course approach also recognises, in addition to the developmental needs of different life-stages, there is, at each life-stage irrespective of age, ability or disability diversity. The Council facilitates and responds to this diversity through the application of universal design principles defined by the Convention on the Rights of Persons with Disabilities.

Namely,

**The design of products, environments, programs and services are to be usable by all people, to the greatest extent possible, without the need for adaptation or specialised design. Universal design does not exclude assistive devices for particular groups of people with disability where this is needed.**

**P1: Equitable use** – design that is useful and marketable to persons with diverse abilities

**P2: Flexibility in use** – design that accommodates a wide range of individual preferences and abilities

**P3: Simple and intuitive use** - Design that is easy to understand, regardless of the user's experience, knowledge, language skills, or concentration level.

**P4: Perceptible information** - Design that communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.

**P5: Tolerance for error** - Design that minimises hazards and the adverse consequences of accidental or unintended actions.

**P6: Low physical effort** - Design that can be used efficiently and comfortably and with a minimum of fatigue.

**P7: Size and space for approach and use** - Design that provides appropriate size and space—for approach, reach, manipulation, and use, regardless of the user's body size, posture or mobility.

**Figure 3: Universal Design Principles**

In its planning about how the actions taken by Council contribute the liveability of its communities the principles of Universal Design and the Age-friendly framework described below inform Council decision-making and planning. The Council through a life-cycle approach to the management of its assets also investigates the extent to which it is financially sustainable and appropriate to apply these principles whenever it re-develops and or upgrades an existing facility or service. Included in this analysis are the dis-benefits associated with subsequent under-use of a facility or service that is no longer 'fit' or 'functional' due to change over time in user expectations and or abilities.

### **Liveability & Age-friendly Cities**

Sponsored by the [World Health Organisation the Age-friendly Cities Framework<sup>x</sup>](#) is focused on identifying the elements in an urban environment which, support healthy and active ageing. Central to the concept of an Age Friendly City is the notion that older people are active participants in identifying the determinants of age-friendliness.

Age-friendly cities or in the context of a rural shire offering four distinct urban or village environments 'age-friendly communities' are assessed from the users perspective across eight domains of community life that influence the quality of life and health of older people.

1. Outdoor space and buildings
2. Transportation
3. Housing
4. Social participation
5. Respect and inclusion
6. Civic participation and employment
7. Communication and information; and
8. Community support and health services

## Part I Summary

From this brief overview of government policy, legislative frameworks and contemporary perspectives about the social / economic impact of and opportunities associated with promoting disability inclusion and the impact on communities of an ageing population and the development of liveable communities' common issues or themes include:

- Cost of delivering health services to an older population
- Change in delivery of services to disabled and their carers
- The development of policies and programs designed to enhance productivity of older workers and the disabled
- The development of urban or neighbourhood environments that facilitate movement (building access and transport active / passive) and social interaction
- Place based ageing which supports social inclusion irrespective of disability, level of mobility; and
- A shift toward and expectation that the view and the experience of users inform the planning and delivery of services, infrastructure, policies, systems and processes.

Draft

## Part II

### **Berrigan Shire, Age and Disability Prevalence: A Regional Profile**

The [Berrigan Shire and Districts Disability and Ageing Data Profile](#) (Appendix VI) presents data about the prevalence of individuals and families support providing care for or experiencing a disability and who live in the Berrigan Shire and neighbouring (non-Berrigan LGAs). It also includes data providing an overview of the social, economic and health status of Berrigan Shire and neighbouring (non-Berrigan LGA) town residents' who are aged 55+ years of age. The inclusion of neighbouring communities recognises that the services provided in our towns or in neighbouring communities (in particular, Cobram) are services used by residents. Further, if reduced or otherwise not counted due to counting rule that exclude service users who live in a neighbouring LGA or because the service located in Victoria the full extent of the prevalence of disability and demand for services would not be evident.

### **Demographic Overview**

The Berrigan Shire (population 8,420<sup>1</sup>) is situated in New South Wales' Southern Riverina or Central Murray planning region. It is bound to the south by the Murray River and the Victorian local government area of the Moira. It is a Shire characterised by its efficient and productive irrigation-based agriculture industry: historically rice and dairy, and Murray River based tourism.

Council boundaries encompass the towns of Barooga, Berrigan, Finley and Tocumwal. These towns act as service hubs for the Shire's population<sup>xi</sup> (median age 48 years), water-based agri-businesses, and agri-businesses in the neighbouring New South Wales Councils' of Edward River and Murrumbidgee.

The towns of Berrigan, Finley and Tocumwal provide hospital facilities with acute care beds, emergency facilities and range of allied health services including maternal and child health. Early childhood services include: long day care facilities in Berrigan, Finley and Barooga, occasional care, pre-schools, and early intervention and support services.

Primary schools public and private are located in the Shire's towns; secondary students from the Edward River Council community of Blighty and Murrumbidgee Council community of Jerilderie and the Berrigan Shire attend Finley High School.

A number of families also take advantage of the Shire's proximity to Victorian secondary schools – Cobram Secondary College, Christ the King Anglican College (Cobram), Nathalia's St Marys of the Angels Secondary College; and Goulburn Valley Grammar School – Shepparton with approximately 40% of the Shire's secondary school age residents attending schools in Victoria.

Excellent recreational and sporting facilities e.g.: pools, golf, tennis, netball, equestrian, bowls etc. and licensed clubs are also located in each town.

Non-Berrigan Shire Council districts / towns included in this data profile are:

- Jerilderie: - Murrumbidgee (NSW)

<sup>1</sup> id.data <http://profile.id.com.au/berrigan> accessed 11 April 2017

- Cobram – Moira Shire Council (VIC)

The towns of Jerilderie and Cobram are included as residents from both communities either access services provided by Berrigan Shire Council and or residents of Berrigan Shire access services provided by community and health services providers in Cobram and Yarrawonga.

The following tables provide a high-level snapshot of key social, economic and health indicators and paint a picture of the prevalence of disability and the demographic profile of ageing community. Responsible for higher than state average dependency rates, and contributing the view that Shire communities are relatively socially and economically disadvantaged evidenced also by below national levels of income and above country and state average levels of older and disabled residents.

**Table 1: Profile Berrigan Shire and Neighbouring Towns**

	Pop	Median Age	% of Pop. Provided unpaid assistance to a person with a disability (last two weeks)	Median Age Employment Status	Median Weekly Household Income	Pop 55+ years No: %
<b>Berrigan (LGA)</b>	8066	48	12.3	45	49*	\$776 3313 41
<b>Jerilderie (UCL)</b>	775	49	13.8	44	52*	\$775 336 43.5
<b>Cobram (UCL)</b>	5420	42	11.6	42	40*	\$781 1911 35.3

(ABS: 2012 Quick Stats – Berrigan LGA; Jerilderie UCL and Cobram UCL accessed 11 April 2017)

\* Part time

**Table 2: Population not in Workforce**

	Dependency Ratio	Labour Force Participation Rate – August 2011	Unemployment Dec 2012
<b>Berrigan (LGA)</b>	78%	53.5%	4.7%
<b>Jerilderie (LGA)</b>	65.85%	60.29%	3.4%
<b>Cobram (UCL)</b>	73%	57.6%	*6.6 %
<b>Murray Region</b>	56%	-	
<b>Australia</b>	54%	61%	

Dependency ratio: % population aged under 15 years and over 65 years as a % of working age population (15 yrs – 64 yrs) calculated from Census 2011 data

Labour force participation rate: labour force as a % of the population 15 – 65 years

Unemployment: number of unemployed persons as a proportion of the labour force

(Source: ABS 2011 Census, DEEWR Small Area Labour Force Berrigan, Jerilderie and \* Moira (SLA West) Dec 2012)

Table 3: SEIFA Index of Relative Advantage / Disadvantage x Postcode

Postcode		2006	2011
Berrigan	2712	907	927
Finley	2713	926	944
Tocumwal	2714	946	937
Jerilderie	2716	944	944
Cobram Barooga	3644	918	915

ABS: SEIFA accessed 20/5/2013<sup>xii</sup>

Table 4: Taxable Income

Town	Postcode	2009/10 \$	2013/14 \$
Berrigan	2712	42,387	55,289
Finley	2713	44,165	53,479
Tocumwal	2714	46,403	56,166
Jerilderie	2716	43,732	60,296
Cobram Barooga	3644	45,769	55,397
Australia		*48,027	70,757

ATO Taxation Statistics 2009/10 Selected Personal Items Table 3 <sup>xiii</sup>\*ATO Taxation Statistics 2009/10 Average Individual Taxable Income<sup>xiv</sup>Taxation statistics 2013–14 Calculated from Selected items, by taxable status, state/territory and postcode, 2013–14 income year<sup>xv</sup>

Table 5 Basic Profile Disability Profile Berrigan Shire and Jerilderie (Urban)

LGA	Pop	Median Age	% of Pop. Provided unpaid assistance to a person with a disability (last two weeks)	\$ Median Weekly Household Income	Pop 65+ years	% Pop 65+ years
Berrigan	8,066	48	12.3	776	2034	25.2
Jerilderie	1,496	45	13.2	856	302	20.3
NSW	6,917,658	38	11.4	1,237	1,018,180	14.7

(ABS 2011 Quick Stats accessed 27/2/2014)



Table 6: Disability Related Income Support – Centrelink Berrigan and Jerilderie Shire

<b>Berrigan Shire</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Carers Payment	31	39	46	55	64	85	n/a
Disability Support Pension	300	309	307	330	349	359	378*
Newstart Allowance	168	154	188	171	206	224	268**
<b>Jerilderie (Urban)</b>							
Carers Payment						15	n/a
Disability Support Pension	48	45	50	48	48	68	49*
Newstart Allowance	28	24	28	28	23	34	20**

(Table Developed from: ABS 2010 Regional Profile; \*\*ABS 2011 Regional Profile & \*Hume Medicare Local Demographic Profile 2013)

Table 7 Mobility Parking Permits – Berrigan LGA

LGA	Population	TOTAL	MPS permit class		
			Individual	Organisation	Temporary
Berrigan*	8,416	438	410	20	8
Deniliquin	8,972**	346	330	12	4

\*does not include Barooga – as it has a Victorian Postcode

\*\*Edward River Council

Source: [http://www.rms.nsw.gov.au/about/corporate-](http://www.rms.nsw.gov.au/about/corporate-publications/statistics/registrationandlicensing/tables/table713_2016q4.html)

[publications/statistics/registrationandlicensing/tables/table713\\_2016q4.html](http://www.rms.nsw.gov.au/about/corporate-publications/statistics/registrationandlicensing/tables/table713_2016q4.html)

## Engagement Strategy

As part of the development of the Council's [Liveability and Healthy Ageing Strategy 2013 – 2017](#) and as part of the Council's rolling program of engaging communities in the review and development of its [Pedestrian Access and Mobility Plans](#), the development of its [Children, Young People and their Families Strategy 2014 – 2018](#), [Library Services Strategy 2015 – 2019](#), and now the development of this the Council's [Active Ageing and Disability Inclusion Action Plan 2017 – 2021](#) feedback from residents, service users and local business, and non-government organisations continues to inform all Council planning.

Recognising the extensive program of engagement undertaken by the Council in the development of aforementioned strategies and based on thematic analysis narrative comments it is evident that the issues of concern to our communities as residents age have not changed substantively in the past four years. Therefore, a decision was made to respect the views expressed by previous survey respondents and expressed at Focus Groups held 2013 (Appendix IV) and at the Council's Liveability Workshops held 2012 – (Appendix I).

The Council also conducted in 2014 a brief survey of local schools and service providers exploring the prevalence of disability in the broader community included in Appendix V. The aim of this survey was to determine the extent to which current external to Council service

providers were finding that in addition to the primary intervention and support (early childhood, education, mental health, alcohol and drug, housing etc.) offered that the secondary support issues were associated with ageing and or disability. The results of this survey and 2013 survey and focus groups are discussed in the following section.

Further to ensure that the Council adequately engaged and captured the experiences of carers and the disabled two focus additional focus groups were also conducted: March 2017 (Appendix II). Attended by 4 carers and 5 people with a disability the barriers to inclusion in their local communities and the actions the Council could take to promote inclusion were discussed. The marketing and promotion of the focus groups was undertaken over a 4-week period in partnership with a local Disability Service Provider through [Intereach's Ability Links Program](#). Intereach's Ability Links Linker canvassed local businesses, health services in each Berrigan Shire township and Cobram their views on barriers and challenges as part of their promotion of the focus groups held to inform this Strategy. Sharing information gained from the local community at each focus group. Community feedback and information subsequently discussed by carers and disabled attendees. Council managers were also engaged in the Strategy's development, discussing and reviewing feedback in a workshop and that identified actions for inclusion in the action plan.

### **Survey and Focus Group Results**

The focus of the 2013 survey (Appendix III) was on identifying the relative importance of basic services, participation in health and education programs, assistance required with day to day activities, access to family, information about services, mobility and interest in being further involved in issue specific focus groups:

- Transport for older residents
- Access to medical care and health services
- Living longer and stronger
- Working and retirement
- Grandparents and childcare

The survey was open for a four week period June/July 2013 and was completed by 227 respondents. Hard copies of the survey were available at Council libraries, local sports clubs and medical practices. An online link was also advertised as part of the Shire Council's monthly bulletin in the Cobram Courier and Southern Riverina News newspapers and via its website.

A summary of the survey results is attached as Appendix III validates anecdotal comments subsequently repeated at street stalls held 2014 reviewing the Council's [Pedestrian Access and Mobility Plans](#). For example in of the 227 respondent surveyed in 2013:

- 85% of respondents identified that medical care is important
- 72 % of respondents stated that health and wellness is important
- 68% of respondents also nominated that access to shopping is important
- 40 survey respondents noted that they would like to be involved in a focus group with 54% and 50% of these respondents nominating transport for older residents and access to medical care and health services focus groups

- 60% of survey respondents do not have family living in the same town; while
- The benefit of Council library services and or health services in each town was particularly evident with 82% of survey respondents noting that they find it helpful that their health centre / council library has information about other services.
- 27% of respondents answered NO to the question 'do you find it easy to walk down the street to visit friends and the local shops?'

According to the Australian Bureau of Statistics 6% of the Shire's population<sup>xvi</sup> identified that they require core activity need for assistance.

In the context of this survey and what we know about the increasing age profile of Shire residents and disability prevalence: access to shops and visiting friends is critical for community connection and inclusion. Yet this is becoming increasingly difficult for a significant number of Shire residents.

Discussed by the Focus Groups held 2013 (Appendix IV) and 2017 (Appendix II) was the impact of the challenges and the barriers experienced. All noted that connecting with family, friends and community in the same manner as younger or non-disabled family, friends or community members was a barrier. Citing their concern with and experience of the lack of access to public events, local businesses and the disruption, loss of income, and additional wellbeing and financial costs incurred and caused by the timeliness of referrals and appointments. Barriers and challenges exacerbated by the regional and metropolitan location of specialists and services providers.

The commonality of these issues over time and between service groups confirms that a focus on inclusion for all abilities, universal design and a life course approach promoting inclusion through liveability is a 'good strategic' fit for this Council. Given the challenges, issues and solutions identified 2013 by older residents and 2017 by disabled residents and their carers are essentially the same with the exception of: the stigma experienced by disabled residents and carers.

Suggesting that while there is broader community acceptance of sensory, cognitive or physical disability attributed to ageing – community attitudes were not perceived by focus group participants as accepting to the same degree of the sensory, cognitive or physical disabilities experienced by younger members of the community

Allied to the issue of access to services and facilities the issues of 'transport' and 'access to medical and health services' were identified key determinants of the liveability of their community.

Figure 4 provides an overview of 2013 Focus Groups' assessment of the impact of access to a service or support on the liveability of a town as people age. Results suggest that access to transport (being able to drive a car or move about their local community) in addition to connecting to their local community through active participation in social and recreational activities (living longer and stronger) are key factors that determining the liveability for these participants of community: hence their sense of wellbeing and inclusion. Older residents, therefore, who experience the loss of a driver's license or the development of a sensory impairment – loss of hearing or eyesight experience an

immediate impact on the liveability of their local community. Further, in the absence of alternative means of transport or adaptations to the built environment, assistive aids and or technologies many older residents find that they are excluded from activities previously enjoyed. A sentiment expressed 2017 at the Focus Groups conducted with carers and disabled residents.

**Figure 4: Access to Services / Support and Impact on Liveability 2013**

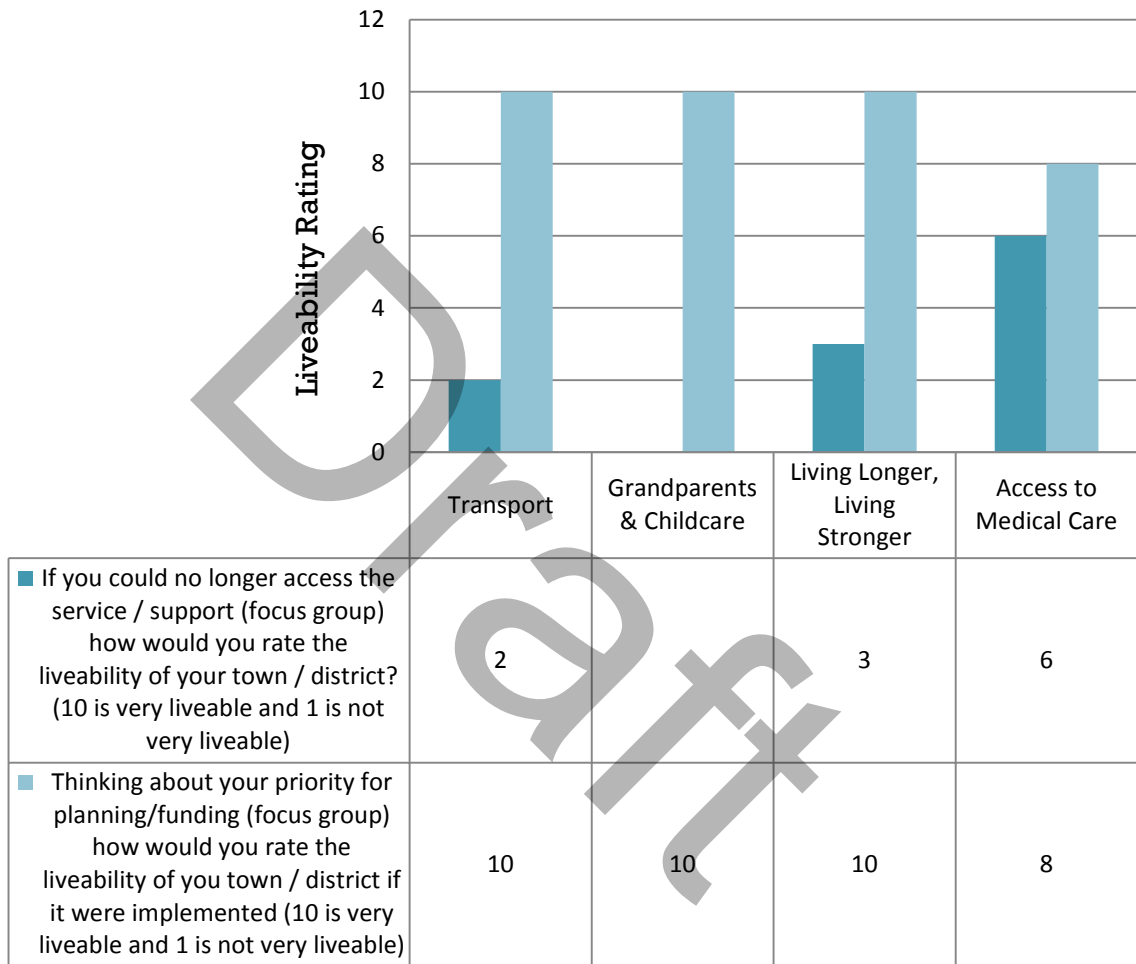


Table 8 provides Disabled residents and their carers at the focus groups conducted 2017 to discuss the impact of these issues on their lives. Appendix II describes the range of issues identified and discussed.

To assist Council Officers with prioritising actions – focus groups attendees were also asked what would make the biggest difference if they had the opportunity to prioritise funding. The response to this question is described by Table 8 as is whether this is an action that the Council can take and or whether this action is the responsibility or currently undertaken by:

- Local community/business.
- Community or health services.
- Other levels of government.

## FOCUS GROUP COMMENTS

'Thank God' for the Library – should not have to be accidently referred to services'

Need to live it to understand it

Safety – extras create hazards and draw unnecessary attention

Recognition is needed for businesses that support inclusion / promote change and which are accessible

need to recognise that to leave a person is just as hard and is often not respite for the carer'

No pedestrian access to Victoria via Hilson Bridge – path 'just ends' and drops away! (Appendix II)

**Table 8: Disability Focus Group 2017**

If responsible for funding and prioritising Council or other services and supports which would your choose? What would make the biggest difference?

<b>Prioritise or fund</b>	<b>Council Control</b>	<b>Local Community/ Businesses</b>	<b>Community or Health Services</b>	<b>Other Levels of Government</b>
<b>Advocacy</b> – would make the biggest difference – with other levels of government, re: transport , access allied health services; and in the local community – Lead by example	✓	✓	✓	✓
<b>Local services</b> – Support Services and Workers in the community. Drive in Drive out does not work			✓	✓
<b>Transport</b> for older residents that is flexible and able to be used for social contact: taxi style			✓	✓
Funds should be directed to <b>changing attitudes</b> – if all can be included all can benefit Perception that services are only there and used by people already in the system <b>Address 'stigma'</b> / self-guilt and community perceptions re: using services	✓	✓	✓	✓
Address issues with <b>footpaths and public toilets</b> – footpaths - primarily camber, steepness of some ramps; public toilets – privacy screens that hamper access; grab rails / toilet paper holders etc on only one side – many people experience difficulty if there is paralysis or weakness on one side	✓			
<b>Temporary ramps</b> (mobile) that can be used at community events	✓	✓		
<b>Disabled parking</b> – width and location. Current parks are not well signed and many exposed to passing traffic: heavy vehicles	✓	✓		
<b>Website and Publications:</b> too many clicks to find information, the font is too small – Facebook is user friendly and informative. Do not use glossy paper with publications	✓			
<b>Companion Animals</b> – respite during unplanned illness hospitalisation	✓		✓	

**Council Focus Group**

A cross-disciplinary focus group attended by the Council's Executive Management Team and operational staff with responsibility for liaising with the Council's Committee's of Management (pools, recreation reserves and halls), Council Libraries and its Early Childhood Intervention Service (a regional funded Disability Service to be transitioned 2017 to an alternate provider) considered:

1. Regional prevalence data
2. The outcomes of the engagement undertaken
3. Legislative requirements
4. Council's current program of activities and services; and
5. The following resourcing assumptions that the actions proposed needed to be:
  - a. Must be doable
  - b. Cost Neutral
  - c. Grant Funded if a new development and currently unfunded
  - d. Internal Only – Focus Area 3

(full details included in Appendix II)

Draft



### Focus Area 1: - Positive Community Attitudes & Behaviours

#### Actions to be considered for inclusion in the DIAP

- Lead by example
- Use social media to promote positive attitudes
- Show Case – community /business that offer innovation or better practice re inclusion
- Disseminate information – re: accessibility of Council services
- Promote what the Council has done re: PAMPs and Public Building Access
- Respect sensitivities in the community from actions that may arise from actions taken to mediate – focus on inclusion for all

### Focus Area 2 – Liveable Communities

#### Actions to be considered for inclusion in the DIAP

- Revisit actions – with focus on Committees management of facilities
- PAMPs- include mapping
- Compliance requirement re new Developments

### Focus Area 3 – Access to meaningful employment

#### Actions to be considered for inclusion in the DIAP

- Accessible worksite where identified/related to JDA
- Workplace rehab that is inclusive
- EEO Plan Actions
- Carers Action Plan – People Matters Survey Results

### Focus Area 4 – Improving access through better systems and processes

#### Actions to be considered for inclusion in the DIAP

- National Relay Services
- Compliance with International Standards re: Website Accessibility
- Do not use glossy papers for Council publications
- Consider change where appropriate or possible re: Accessibility Standards Forms/Notices/ Documents
- Publish Public Notices - Social Media, Newspapers, Website – based on target audience not just statutory requirements
- Public buildings – and new works/upgrades to Council facilities to reflect best practice internal fit-out

## Part III

### Profile of Aged Care Services and Providers: Berrigan and Jerilderie Shires

As identified in Part I, the provision of services to disabled residents and their carers and Shire residents as they age and how they can be supported to remain in their home is the subject of intensive review and reform overseen by the Commonwealth Government.

For many navigating and understanding the range of services and facilities and acronyms used to describe disability services, the introduction of NDIS and accessing aged care services is a challenge. The following table provides an overview of the type of service and who it is for. All requests for assistance and support must be directed through the My Aged Care website or call Call My Aged Care on 1800 200 422.

**Table 9: My Aged Care Portal**

Type of Assistance	For ...	Accessing the Service
<b>Help at home</b>		
<b>Commonwealth Home Support Programme</b>	The Commonwealth Home Support Programme (CHSP) is an entry level home help program for older people who need some help with daily tasks to live independently at home.	Call My Aged Care on 1800 200 422
<b>Home Care Packages Program</b>	The Home Care Packages Program helps you live independently in your own home for as long as you can. The Australian Government provides a subsidy to an approved home care provider towards a package of care, services and case management to meet your individual needs	Call My Aged Care on 1800 200 422
<b>Respite</b>	Carers and family members looking after someone in their own home and who may need to take a short break from time to time.	Call My Aged Care on 1800 200 422
End of Life Care at Home includes nursing care – a qualified nurse domestic assistance – household jobs counselling personal care – help with bathing / dressing	Support for carers and individuals nearing the end of life	Call My Aged Care on 1800 200 422

Type of Assistance	For ...	Accessing the Service
<a href="#">Help at home</a>		
<a href="#">Aged Care Homes</a>		
Aged care homes assist with day-to-day tasks (such as cleaning, cooking, laundry); personal care (such as dressing, grooming, going to the toilet); or 24-hour nursing care (such as wound care, catheter care)	Support and accommodation for individuals and couples requiring varying levels of support with day to day tasks etc.	Call My Aged Care on 1800 200 422
Multi-Purpose Services for small rural and remote communities	Provides integrated health and aged care services for some small rural and remote communities	Call My Aged Care on 1800 200 422

Aged Care Service providers located in the Shire include:

[Amaroo Aged Care](#)

51-53 Davis Street, Berrigan  
PH 03 5885 2731

[Finley Regional Care](#)

26 Dawe Avenue  
Finley  
PH 03 5883 9600

[Tocumwal Lions Community Hostel](#)

21 – 23 Jerilderie Street  
Tocumwal  
PH: 03 5874 3650

Table 10 describes the NSW based Disability Service providers providing services to carers and disabled adults. Children receive support through local schools and the Council's Early Intervention Services. The introduction and the transition to will change this significantly in the first three months of this months.

## Table 10 Current Disability Service Providers

### Yallambee - Kurrajong

Lifestyle Choices  
Kurrajong Social Enterprises  
142-144 Napier St,  
Deniliquin NSW 2710  
03 5881 2624

### Intereach

Planning and Support Service  
New Access – Mental Health  
Service  
Ability Links  
ROAR – Mental Health  
Adolescent  
Commonwealth Home Support  
Riverina Murray Commonwealth  
Respite Care Link  
Trickett Street, Deniliquin  
Ph: Toll free 1300 488 226

### Centacare SW NSW

Personal Helpers and  
Mentors Program  
2 Coree Street  
Finley  
Ph:02 6051 0222

## NDIS: Implications for Council Service Delivery

Council currently receives funds to from the New South Wales government's Department of Family Community Services: Ageing, Disability and Home Care Services for the delivery of Early Intervention Services to children aged 0 – 12 years of age.

The Commonwealth government's reform agenda for Disability Services (NDIS) is rapidly changing the service delivery landscape. Shifting the funding model from the funding of services to a 'consumer directed care model' which, at its simplest level funds instead of being allocated to a service delivery body or agency (Local Government or Non-Government Agency) will now be allocated to eligible individuals who can then 'purchase' the services they require from their provider of choice.

Council does not currently subsidise its Early Childhood Intervention Service (ECIS) and consistent with its [Financial Strategy 2016](#) it resolved late 2016 that it would not be a service provider under the NDIS and that it would work with the funder to transition its ECIS to another ECIS service provider.

It is expected that during the first three months of the implementation of this Strategy and Action Plan that the ECIS will have transitioned to an alternate provider.

## Part IV

### Active Ageing & Disability Inclusion Framework & Action Plan

The liveability of our communities and how Council responds to the needs of all residents, visitors irrespective of age or ability is critical not only to the future health and wellbeing of all residents but the inclusiveness of our communities and sustainability and competitiveness of local business, health / education services and the opportunities afforded by our first class aged care service system.

Council's [Active Ageing and Disability Inclusion Framework](#) promotes and supports actions that contribute toward

1. Disable residents and older people leading active and rewarding lives as valued members of the community
2. A whole of Council response to liveability and inclusion ensuring that individuals and carers using Council services make decisions which, support irrespective of cognitive, physical, or sensory impairment and at all ages the economic independence and social wellbeing of disabled and older residents.

<b>Active Ageing &amp; Disability Inclusion Plan Themes and Outcomes</b>	<b>...contributes to Berrigan Shire 2027 outcomes</b>	<b>... contributes to NSW Disability Inclusion focus area</b>
<b>Moving:</b> Safe paths, parks, and travel in, around, and between our towns.	Sustainable natural and built landscapes	Liveable Communities
<b>Employment:</b> A workplace where all employees experience meaningful employment	Good Government	Meaningful Employment Systems and processes Attitudes and behaviour
<b>Inclusion:</b> All residents including disabled; older residents and their carers get the services they need to engage with their community	Supported and engaged communities	Liveable Communities Systems and processes Attitudes and behaviour
<b>Growing:</b> A vibrant community that makes Berrigan Shire a great place to live, work, play and grow old	Diverse and resilient business	Attitudes and behaviour Meaningful Employment Liveable Communities

<b>Berrigan Shire 2027 Strategic Objective:</b> 1.3 Connect and protect our communities
<b>Delivery Program Objective:</b> 1.3.1 Coordinate flood levee, Council road network and stormwater asset management and planning
<b>Disability Inclusion Focus Area:</b> Liveable Communities
<b>Active Ageing &amp; Disability Inclusion Plan Theme:</b> Moving

<b>Active Ageing &amp; Disability Inclusion Plan Outcome:</b> Safe paths, parks, and travel in, around and between our towns					
<b>What we want to do</b>	<b>How are we going to do it?</b>	<b>What will be the outcome</b>	<b>Lead Responsibility</b>	<b>Cost/Other Resources</b>	<b>Commencing</b>
Review Transport Asset Management Plan	<p>Review life cycle cost of walkways</p> <p>Identify total maintenance and capital renewal costs associated with maintaining existing service levels and legislation</p> <p>Consult with our communities on funding strategies to enhance accessibility for all users</p> <p>Investigate location and signage requirements Disabled Parking</p>	Safer paths and travel on roads in and between our towns	Executive Engineer		2019/2021 Financial Year
Extend and upgrade pedestrian access to open space, public buildings and retail centres	Review in consultation with users and Pedestrian Access and Mobility Plans (PAMPs)	All abilities pedestrian access in and between open space, public buildings and retail centres	Executive Engineer		2019/2021 Financial Year

<b>Berrigan Shire 2027 Strategic Objective:</b> 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	
<b>Delivery Program Objective:</b>	2.1.1 Council operations, partnerships and coördination of resources contribute toward implementation of Berrigan Shire 2027 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance
<b>Disability Inclusion Focus Area:</b>	Meaningful Employment Systems and processes Attitudes and behaviour

<b>Active Ageing &amp; Disability Inclusion Plan Theme: Employment:</b> A workplace where all employees experience meaningful employment achieved through change in systems and processes; and attitudes and behaviours					
What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost/Other Resources	Commencing
Review Equal Employment and Opportunity Action Plan / Policy	Internal review and integration of this Plan / Policy with Disability Inclusion Plan	Workplace Inclusion and Diversity Action Plan	Director Corporate Services Enterprise Risk Manager		Sept 2017
Develop an accessible communications policy	As part of the planned development of a Corporate Services Strategy identify systems and processes	Accessible corporate communications	Director Corporate Services	Social Media Platforms	July 2017
Implement Active Ageing and Disability Inclusion Action Plan 2017 - 2021	Monitor implementation and continuous improvement of Active Ageing and Disability Inclusion Action	Inclusive workplace and communities	Strategic and Social Planning Coordinator		July 2017



**Active Ageing & Disability Inclusion Plan Theme: Employment:** A workplace where all employees experience meaningful employment achieved through change in systems and processes; and attitudes and behaviours

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost/Other Resources	Commencing
	Plan 2017 – 2021 Quarterly Reporting Annual Report	Consumer participation is promoted in the planning and development of facilities and services			

<p><b>Berrigan Shire 2027 Strategic Objective:</b> 3.1 Create safe, friendly and accessible communities</p> <p>3.2 Support community engagement through life-long learning, culture and recreation</p>
<p><b>Delivery Program Objective:</b> 3.1.1 Build communities that are home to more families and young people</p> <p>3.1.2 Facilitate all age healthy lifestyles and ageing in place</p> <p>3.1.3 Strengthen the inclusiveness and accessibility of our community</p> <p>3.2.1 Provide opportunities for life-long learning, cultural expression and recreation</p> <p>3.2.2 Facilitate and partner with local communities in the development of township plans</p>
<p><b>Disability Inclusion Focus Area:</b> Liveable communities</p> <p>Attitudes and behaviours</p> <p>Systems and processes</p>

<p><b>Liveability and Healthy Ageing Framework Theme:</b> Inclusion</p>					
<p><b>Liveability and Healthy Ageing Outcome:</b> All residents including disabled; older residents and their carers get the services they need to engage with their community</p>					
What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost/Other Resources	Commencing
<p>Identify implications of NDIS on Shire residents access to core services used by carers and people with a disability</p>	<p>Participate in regional and sub-regional networks established by Commonwealth monitoring implementation of the NDIS</p>	<p>Transition issues associated with NDIS will be identified</p> <p>Ongoing strategic advocacy and monitoring of Shire residents access to community based</p>	<p>Strategic and Social Planning Coordinator</p>		<p>2014/2015 Financial Year</p>

<b>Liveability and Healthy Ageing Framework Theme: Inclusion</b>					
<b>Liveability and Healthy Ageing Outcome:</b> All residents including disabled; older residents and their carers get the services they need to engage with their community					
<b>What we want to do</b>	<b>How are we going to do it?</b>	<b>What will be the outcome</b>	<b>Lead Responsibility</b>	<b>Cost/Other Resources</b>	<b>Commencing</b>
		disability and aged care service provision			
Conduct Library Services activities that are accessible and respond to and reflect local needs and interests	Consult disabled residents, their carers and older residents in the development the libraries annual program of activities	A library service responsive to interests of all residents irrespective of disability or age	Library Manager		Ongoing
Celebrate achievements of disabled and older residents	Host and market events that celebrate the achievements of disabled and older residents e.g.: International Day of Disability Seniors Week	Community change in attitudes and behaviour	Strategic and Social Planning Coordinator	Budget	Ongoing
Lead strategic management of recreation and open space assets	Engage volunteer committees of management in disability friendly and age-friendly profiling and auditing of recreation and open space assets	Information will be included in planned and subsequent reviews of Council Asset Management Plans	Director Corporate Services	Strategic and Social Planning Coordinator	Ongoing

Liveability and Healthy Ageing Strategy 2017 - 2021

<b>Berrigan Shire 2027 Strategic Objective:</b> 4.2 Diversify and promote local tourism
<b>Delivery Program Objective:</b>
<b>Disability Inclusion Focus Area:</b> Attitudes and behaviour Meaningful Employment Liveable Communities

<b>Liveability and Healthy Ageing Framework Theme:</b> Growing					
<b>Liveability and Healthy Ageing Outcome:</b> A vibrant business community that makes Berrigan Shire a great place to live, work, play and grow old					
<b>What we want to do</b>	<b>How are we going to do it?</b>	<b>What will be the outcome</b>	<b>Lead Responsibility</b>	<b>Cost/Other Resources</b>	<b>Commencing</b>
Improve accessibility at Council events and events held at Council facilities	Audit Council facilities and their accessibility  As part of event funding request information from event proponents re: how their event will promote inclusion	Online resource for Council and the Community to inform decision-making when booking or planning	Director Corporate Services  Economic and Industry Development Liaison	Grant funding for upgrades	April 2018
Foreshore Redevelopment promotes inclusion and accessibility for all	Implement the Foreshore Master plan	Accessible Foreshore	Director Technical Services	Grant & Council Funding	Ongoing

<b>Liveability and Healthy Ageing Framework Theme:</b> Growing					
<b>Liveability and Healthy Ageing Outcome:</b> A vibrant business community that makes Berrigan Shire a great place to live, work, play and grow old					
<b>What we want to do</b>	<b>How are we going to do it?</b>	<b>What will be the outcome</b>	<b>Lead Responsibility</b>	<b>Cost/Other Resources</b>	<b>Commencing</b>
Investigate with local developers and Tourism Operators accessible tourism options	Include in Review of Tourism Strategy	Increase visitor numbers Increased employment opportunities for disabled and older residents	Economic and Industry Development Liaison		

## **Appendices**

**Appendix I: Ageing and Liveability Workshop (March 2012)**

**Appendix II: Engagement Report – Focus Groups 2017**

**Appendix III: Ageing in Place Survey & Results**

**Appendix IV: Focus Group Results 2013**

**Appendix V: Disability Prevalence Profile 2014**

**Appendix VI: Berrigan Shire and Districts Liveability & Ageing Data Profile 2013**

**Appendix VII: Accessible Active Ageing and Disability Inclusion Plan 2017 - 2021**

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## Liveable Communities Workshop Report Berrigan Shire Council

### Background

This workshop was the fifth of a series of nine workshops held across New South Wales. The workshop was held in the Berrigan Sports Club, a place familiar to the 30 participants who were drawn from Council staff (10) and councillors (5), community service providers and community members (15).

### Workshop Method

Small groups of five or six people were formed around tables, café style. Each group had at least one from each category: council representative, community service provider, and community member. Each group worked together for all workshop sessions. Figure 1 shows the workshop in session.



Figure 1: Workshop in session

A welcoming address was given by the Mayor followed by an outline of the day and an introductory session by the workshop leaders, which set the scene for the day.

### Session 1: Who are we talking about?

The aim of this session was to familiarise participants with the diversity of people in the 55+ age bracket. Each group was assigned an age group (55, 65, 75, 85, or 95) and asked to use their knowledge of people in this age group to form an archetype. To

facilitate discussion, each group was given a life-size body outline and asked to put their comments onto this outline. Figure 2 shows participants discussing their archetypal older person around the body outline.



**Figure 2: Discussing an archetypal older person**

Overall, participants viewed archetypes across the age spectrum in a positive light, which was the case across all workshops. There were other similarities across the workshops within the age groupings. At age 55 the main concern was for financial security while continuing in the workforce either full time or part time. At age 65 grandchildren figured more prominently, particularly part time child minding. Volunteering also featured more at this age. At age 75 volunteering continued to be a feature as well as more concerns for health issues. By age 85 living independently at home was a key feature as well as remaining socially active. At 95 the need for home support services became more apparent. The specific archetypes developed in this workshop are at Appendix A in narrative form.

After the archetypes were developed, participants were invited to view all archetypes. To assist this process, each participant was given a sheet of stick-on stars and asked to place these on comments of interest to them.

## Session 2: Every picture tells a story

Once the diversity of the population was understood, the next step was to view the built environment through the eyes of older people. Each group was given a different set of photographs, each one on A4 paper with sufficient room to write comments below the picture. The 30 photographs were of the local area with a few additional pictures to challenge stereotypes of older people. An example of a picture with comments is shown in Figure 3, and Appendix B shows all the pictures and comments from the workshop.

This session provided an opportunity for participants to discuss how the design of the built environment can assist or impede older people when they are out and about, and how it can impact on their day to day living activities.

Participants were able to drill down to the details of the design, for example, depth of kerb and guttering, and the advantages and disadvantages of a tree-lined street.

To gain more feedback about the pictures and to share the main points of each group's discussion with another group, one volunteer from each group took their set of pictures to another group to discuss their findings. Any new ideas were also documented on the pictures. After two rounds of sharing, the volunteers returned to their original group and provided feedback on additional thoughts from other groups.

## Session 3: Linking with Goals in Community Strategic Plan

The aim of this session was to analyse the goals of the Community Strategic Plan from the perspective of older people using the information from the first two sessions. Each group was given a goal from the Community Strategic Plan and asked to choose two points and see how the needs of an ageing population could be realised in a practical way.



My comments:

- Benefit from ramp rather than steps – suit the ageing process.
- Low maintenance garden – ideal for the frail aged or travellers.
- Car parking provided – required for the middle aged (T55).
- Good for social interaction and security as others can form social groups/look after each other and property if going away etc., transport each other; help cook and shop.
- Purpose build community and safety
- Smaller home/garden to look after.
- Social interaction with other residents.

**Figure 3: Example of a picture with comments**

Transport was the most often raised issue together with the need to boost tourism as a means of sustaining the economy. Berrigan Shire attracts retirees from Melbourne due to its location on the river and climate and housing costs. Key ideas centred around establishing a bus service between the four main centres, establishing a taxi service, and providing facilities for "grey nomads" travelling through. There was specific mention of establishing a bus service to connect the four main centres of the Shire. An extract from one of the Berrigan Goal Worksheets is shown at Figure 4. Appendix C provides a copy of all the worksheet responses.

### **Supported and Engaged Communities**

**Create safe Friendly and Accessible Communities**

- Assess seating if appropriate for older age group
- Linking groups (eg Lions, Rotary) to focus on one project or a goal to use funding
- Encourage communication and feedback from the ageing community - by way of survey or questionnaire (use volunteers)
- Publicise HACC services and promote
- Taxi Service / Transport
- TAFE
- Encourage businesses to look at ways of assisting elderly/inhibited access, such as giving business awards
- Free building advice from Council for businesses to make modifications
- Install a pedestrian crossing in Berrigan

**Figure 4: Extract from a Berrigan Goal Worksheet**

Similarly to Session 2, a volunteer from each group discussed their ideas with another group and brought back any new ideas to their original group.

#### **Session 4: Putting it into action**

The purpose of this session was to turn the learning into action. Each participant was asked to reflect on what they learned from the previous three sessions and decide on one action they could undertake within the next week. Participants were encouraged to discuss their ideas with their group colleagues.

The main themes arising were communicating the services that currently exist and the need for improved transport, specifically a bus running between the four main centres in the Shire. Other ideas were related to planning for housing and including more homes suited to older people, and attracting older travellers to the area and to stay longer as a means of boosting the local economy. Examples of participant commitments are shown in Figure 5 and a full list is provided at Appendix D.

- Develop Dementia 'Day Care'; Outdoor fitness equipment near footpaths and walking tracks; disabled friendly motel hard to find; community based resort for providers to holiday.
- Help and communicate transport services to all. Find names of volunteers who wish to help or use public transport.
- Update brochures within LGA; promote inter-town bus service - follow up with Nina on letter of support for Jo; chat to Shayne re day care (today); promote WASG

**Figure 5: Examples of participant commitments**

### Workshop Feedback

Seventeen workshop evaluation sheets were collected at the end of the day and a summary is shown in Table 1. Each session rated "Good" or "Very good" by almost all participants. There were five occurrences of "Neutral" scores and none for "Poor" or "Very Poor".

**Table 1: Summary of evaluation forms**

	Very Good	Good	Neutral	Poor	Very Poor	Comments
Introductory Session	4	12	1			Interesting trends
Activity 1 Archetypes	9	7	1			
Activity 2 Pictures	8	9				Good to hear input from other organisations and residents about issues and solutions. Creates awareness to shortcomings.
Activity 3 Feedback	2	5	1			
Activity 4 Goals	6	9				
Activity 5 Task	5	8	2			Makes us think about our own roles in working together to same result. Great way to put session into perspective: I will use this idea.

In answer to the question, "Did the workshop help you understand the issues facing Council in relation to an ageing population?", thirteen participants said "a lot" and four "a little" and none said "not at all". Not all participants returned a feedback form.

The most valuable part of the workshop for most people was the opportunity to discuss issues openly with others and hearing other points of view. Comments on improving the workshop related to spending less time on activities and workshop leaders providing more input and specific examples. A summary of the evaluation sheets is shown at Appendix E.

Draft

**APPENDIX A:**

**Narratives formed from archetypal older people**

Draft



## **Berrigan Workshop Archetypes**

Katherine is 55 years old, married with two teenage children, one at high school the other in tertiary education. She is caring for her parents as well as working full time. She still finds time for golf and tennis. Katherine is concerned about her future finances and knows she needs some financial planning advice. Living in a country town she desires access to retail outlets and medical services for herself and her family.

Brian is 65 years old, married with two children and four grandchildren. He lives in his own home, enjoys general good health, and pursues his hobbies including travel. He is semi-retired and is continuing in his current career part time. His hobbies include volunteering for the Men's Shed and attending sporting and social activities. Brian has diabetes and arthritis. He would like better access to services, transport and retailing.

Grace is 75 years old and living in her own home with her partner, which she plans to continue for many years to come. She enjoys interacting with her many grandchildren. Grace is an active volunteer with meals on wheels, the op shop, and the information centre. She keeps fit by going to yoga classes, playing bowls and golf, and walking her dog. She also enjoys her garden and playing bingo. Her concerns are about good medical services as she has arthritis and is a carer for her partner who is showing signs of dementia. She has thought about living in a smaller house or getting home modifications. Grace likes to make a contribution to the community and feel useful, but caring for her partner makes this difficult as there is not a lot of support for this – transport is always a problem.

Rupert is 85 years old, and living by himself in town in a self care unit. He was living on a farm previously. He is using community services to help keep him independent. He likes playing bingo and cards at the local activity centre, and enjoys watching the local footy team. He wants to stay healthy and not be a burden on anyone and still manages a round of golf and does aqua-aerobics. He also volunteers at the hostel by calling the bingo games and reading to residents. He is keen to stay in his own home for as long as possible – he feels safe there. Although he probably shouldn't drive, he still uses his car for short trips around town as transport is a problem. He wonders what he will do when he can't drive any more. He finds the low lighting at night and the lack of footpaths a problem.

Myrtle is 95 years old and is living with family and receiving community services to help with meals, shopping, showering and medication. Her memory and eyesight are not good. Family help with reminders and a volunteer visitor reads to her. This is also companionship for her. She needs assistance with end of life financial and legal issues such as power of attorney, making a will, and advance care directives. She has been assessed by the Aged Care Assessment Team (ACAT) because of her chronic illness, and respite is now available for the family. Myrtle still likes to get out and about and this is achieved through community transport taking her to the activity centre and to medical appointments. She also needs access to aids and equipment to help her with daily activities.

**APPENDIX B:**

**Every Picture Tells a Story:  
Analysis of pictures**

Draft



Your comments:

- Right-hand side of road all grass – unsafe for aged people.
- Difficulty to cross the road for people with mobility problems.
- No crossing access.



My comments:

- No crossing.
- Trees obscure view.
- If using a wheel walker/scooter - gutter is of concern.
- Seating – too low and no cover.
- No signage, not visible.





#### My comments

- Stones dangerous to walk on.
- Rubbish bin long way from kitchen.
- Quite a bit of upkeep in garden/type of planting.
- Steps into front door – levels or handrails.
- Blind over front door could be dangerous if too low.
- Lighting over front door area needed.



My comments:

- Murray Haven
  - Uneven footpath.
  - Clear – good access, no overhanging branches.
- Lighting





#### My comments

- Benefit from ramp rather than steps – suit the ageing process.
- Low maintenance garden – ideal for the frail aged or travellers.
- Car parking space provided – required for the middle aged (T55).
- Good for social interaction and security as others can form social groups/look after each other and property if going away etc., transport each other; help cook and shop.
- Purpose build community and safety
- Smaller home/garden to look after.
- Social interaction with other residents.





#### My comments

- Shire office accessible for all people.
- Suitable opening times – 8am-5pm.
- Adequate parking on street at front.
- Security lighting at front.
- Kerb layback to reduce tripping.
- Bench seat outside office.
- Signage at eye level what services are available in Berrigan Shire. Hours etc.



My comments:

- Poor signage – perhaps could be more informative (all age groups).
- Needs signs – “Beware of Pedestrians”.





My comments

- Builders power supply – a hazard
- Adequate access



My comments:

- Crossing is not well signed for motorists
- Trees give lots of shade for parked cars and people walking on paths.
- Parallel parking is harder than angle parking – more available parking if angle
- Nice vista
- Wide street may encourage faster traffic





#### My comments

- Road and path look good but steps to veranda would be difficult
- Looks good – stairs personal choice
- Good set up
- Poor accessibility v. lack of signage
- Safety
- More seating



#### Your comments

- No pedestrian crossing at main road, no footpath for access to buildings, limited signage and lighting
- Inadequate signage for disabled access



Your comments:

- Aged and Disability Ramp provided
- Support rail
- Restricts pedestrian access





Your comments:

- Flat surface instead of step
- Pit lid in footpath
- Cater for older customers – may need to address access issues.



#### My comments

- Step into Bar – if want to use hand rails.
- Mat then edge of step without different colour painted on could be fall hazard for person with impaired vision.
- Ramp for access to doorway could be slip hazard in wet weather, also very close to edge of curb of path edge, if using mobile wheelchair.





My comments

- Pedestrian lighting covered.
- No wayfinder signage.
- No seat.
- Good access (level)



<u cps,,emts:

- Safe way for a bus to pull in off the road with a barrier to protect visitors.
- Major facility in the term used regularly by locals, historical.
- Car parking at rear – access from car park may be difficult.
- Does not appear to be any seating provided – important for elderly who would be likely to visit the hall. Also for resident from Noonamena going to and from shopping.



- No signage
- Footpath is flat.
- Trip hazard with mat at front door.
- Seating – Is it appropriate?
- Wide entrance.
- Automatic doors.
- From a dementia/sight point of view darker bricks on footpath act as a barrier and can be deceptive making person hesitate when walking up to it? Thinking there is a step.
- Good lighting.
- Shelter for wet weather.





- Not ramped – no layback.
- No crossing – busy highway (near corner).
- Some issues for elderly people walking over grate.
- Main shopping area.
- Access for crossing further down the street but since the relocation of the supermarket it is not used. (No crossing to new supermarket).



- Ramp and handrail (positive).
- Gutter grate to coarse.





- Ramp is suitable for easy access.
- The step could cause problems especially for vision impaired. Need another hand rail.
- Toilet facility signage?



- Quite suitable for use by elderly.
- Wide, flat, level, paths and entrance to shop. Undercover area.
- Seating provided (suitability of seating)?





- Pedestrian refuge! Traffic has right of way.
- Causes traffic to slow down.
- Is a common crossing for pedestrians.
- Good for elderly give point of crossing.
- Should be right of way for pedestrians.



- No pedestrian crossing.
- Good hand rail on access.
- Good signage.
- Phone box on busy intersection – why?
- Major highway and near corner.
- Ramp access.
- Located outside the main shopping strip.



- Meeting place.
- Café clearly labelled. No indication of what happens in Belmont Building.
- Access to building – pedestrian crossing.
- Is street signage large enough/clear for visually impaired.
- Lot of road area due to main intersection.
- Footpath to road leads nowhere, needs definitive access route.





- Looks welcoming – but need to step up kerb.
- Seat in shade.
- Seat in winter sunlight.
- Handicap/or wheelchair access.
- More seating – used as next point in aesthetically pleasing setting.
- Access to toilet and park.
- Ramp access to CWA Hall.



Your comments:

- Bins on road.
- No kerb and gutter.
- No footpath.





Your comments:

- Road rough – cracks – uneven.
- Not enough accessible parking for elderly!
- Need to move disabled parking to front of building.



Your comments:

- Trying new things, despite mobility constraints.
- Aged like interesting things to do.
- Perhaps some PPE might be needed.....
- Mat under chairs – tripping hazard.
- Chairs with arms – better/easier to get out of!
- Socialising.



Your comments:

- Sporting group of women in a community setting varying ages, backgrounds, needs and health – looking like they are enjoying being part of a community sports day.
- Access to activities locally.
- Umpires

**APPENDIX C:**

**Community Strategic Plan Goals**

Draft



## Diverse and Resilient Business

- Invest in local job creation, retention and innovation
- Strengthen and diversify the local economy
- Diversify and promote local tourism
- Connect local, regional and national road, rail and aviation infrastructure

### Invest in local job creation, retention and innovation

- Volunteer in tourism
- Volunteer in Aged Care facilities
- Volunteers for the library
- Men's Sheds
- Lobby for financial assistance for people to retrofit homes – construction increase

### Strengthen and diversify the local economy

- add to current processes, i.e. potato farm/chip factory
- Community food gardens
- By local campaigns, costs of marketing and promotion. Customer Service/Mystery shopper

### Diversify and promote local tourism

- volunteers for Tocumwal Tourism
- Events: Big golf and Bowling T / String Music
- Winter events – Paddle steamer
- Grey Nomads destination:
  - Packages for sports
  - need face lift for caravan parks
  - council amenities
  - marketing and promotion targeted at services used by Grey Nomads
  - cheap meal
  - Wi-Fi
  - Market - other regions - facilities
  - Access for the van
  - Water and black water dump
  - Cruising Motor Home of Australia - contact
- Allied health Exercise Group - Market analysis, start up: Instructor business.

### Connect local, regional and national road, rail and aviation infrastructure

- local bus between towns going to rail in Cobram
- if successful, implement bus to Albury connect with NSW rail and airport
- Communication to residents of services available
- 130 km rail networks - Narrandera - Tocumwal line (freight)
- Bus between Berrigan Finley Tocumwal Cobram
- Change development guidelines for age-friendly design
- Link to Council's strategic plan
  
- Assisted Waste - Handyman Services

- Information Centres
- Need a Wheel-in-Wheel-out garbage collection

## **Sustainable Natural and Built Landscapes**

### Strategic Objectives

- Support sustainable use of our natural resources and built landscapes
- Retain the diversity and preserve the health of our natural landscapes and wildlife
- Connect and protect our communities

### **Support sustainable use of our natural resources and built landscapes**

- Linking groups together and capacity building - half a dozen enviro groups
- Good amenities for aged at river beaches
- Recycling education, awareness
- Community food gardens with primary school engagement
- Universal housing planning guidelines
- Septic dum point for aged visitors
- Grey Nomad RV friendly towns
- Highly visible tourist information centres with aged volunteers
- RMS toilet facilities
- Reduce duplication of State/Federal responsibilities, systems and bureaucracy
- Pursue more funding for home modes
- BCA variations for universal housing
- Financial constraints - footpaths and kerb and guttering
- Setting agenda for state agencies
- Lighting on public streets
  
- Bid for RV festivals and gathering points
- Link up with Internet services and free wi-fi and social media

## **Supported and Engaged Communities**

### Strategic Objectives

- Create safe, friendly and accessible communities
- Support community engagement through life-long learning, culture and recreation

### **Create safe Friendly and Accessible Communities**

- Assess seating if appropriate for older age group
- Linking groups (eg Lions, Rotary) to focus on one project or a goal to use funding



- Encourage communication and feedback from the ageing community - by way of survey or questionnaire (use volunteers)
- Publicise HACC services and promote
- Taxi Service / Transport
- TAFE
- Encourage businesses to look at ways of assisting elderly/inhibited access, such as giving business awards
- Free building advice from Council for businesses to make modifications
- Install a pedestrian crossing in Berrigan

### **Support community engagement through life-long learning, culture and recreation**

- Attracting and supporting volunteers - look at ways of encouraging younger people to volunteer including older.
- Teaching aged to ..... independent of their spouse - look .... to nursing home / death, eg cooking for husbands, money management (opportunity Mens Shed)
- Supporting participants travelling to sporting venues - bus service
- Attract and support volunteers
  
- Strategic planning: Install appropriate infrastructure - Council
- Design infrastructure - safer communities (access, lighting, parking, etc)
- Appropriate lot sizes in specific areas close to services
- Agency consultation / ensure that all services provided - access for emergency services
- Provide public transportation within and between each community
  
- Lack of funding - prioritise work

**APPENDIX D:**

**Individual undertakings by participants**

Draft

## Berrigan Shire Individual Undertakings

### My Ideas

Communicate the services that are provided

Update brochures within LGA; promote inter-town bus service - follow up with Nina on letter of support for Jo; chat to Shayne re day care (today); promote WASG

Promote the Community Bus Service; to investigate 'Recruiting Volunteers' options; continue to advocate for aged.

To promote bus service to all

Footpaths, seating, lighting, wayfinding, toilets, parking.

Transport - Public Bus Service; Research policy support for retro-fitting of homes before a person falls

Diverse land sizes needed to attract diverse family types.

Develop Dementia 'Day Care'; Outdoor fitness equipment near footpaths and walking tracks; disabled friendly motel hard to find; community based resort for providers to holiday.

Promote universal housing policy controls - Development Control Plan - Council Resolution; Promote planning agreements requiring footpath accessibility for manufactured home estates. Other: proportion of development for smaller accommodation; recreation services; entertainment; visitor and tourist opportunities.

### I am going to...

Speak to the local print media (Hannah Nichols)

Do rounds on next trip.

Tell Murray Haven Retirement Lifestyle we need to consider some sort of transport from our Village to town and/or Cobram

Help and communicate transport services to all. Find names of volunteers who wish to help or use public transport.

Council - email Matt Hansen re National Broadband; promote bus service; look at private services we can provide in the community.

Complete Bus Application. Write letters to Service Clubs for a contribution to funds to pilot a public bus service.

Discuss with Council to organise a meeting with other 'providers' to try to reduce duplication and reduce costs; create specialisation to increase outcomes based on better services rather than a mixture of mediocre services;

Look at Grey Nomad marketing or activity plan; Promote COTA to Social Planning Chapter of Planning Institute of Australia (NSW).

**APPENDIX E:**

**Summary of workshop evaluation forms**

Draft

## Liveable Communities Workshop Evaluation Form

	Very Good	Good	Neutral	Poor	Very Poor	Comments
Introductory Session	4	12	1			Interesting trends
Activity 1 Archetypes	9	7	1			
Activity 2 Pictures	8	9				Good to hear input from other organisations and residents about issues and solutions. Creates awareness to shortcomings.
Activity 3 Feedback	2	5	1			
Activity 4 Goals	6	9				
Activity 5 Task	5	8	2			Makes us think about our own roles in working together to same result. Great way to put session into perspective: I will use this idea.

	A lot	A little	Not at all	Comments
Did the workshop help you understand the issues facing Council in relation to an ageing population?	13	4		see below

- Aware of most problems: Good to have opportunity to share open discussion.
- Hearing the issues through the eyes of community agencies.
- Need the facilitator to explain more issues rather than rely on us to come up with the issues - I don't work with aged so I don't know what the problems are.

### What could we do to improve the workshop?

- Target specific problems. I would have been very interested to hear a little bit about Jane's research on age-friendly housing.
- Shorter - 9-1 pm lunch after.
- Included aged persons - introduce people at the group early in the day.
- More facilitator discussion and LESS ACTIVITY - show buildings or facilities and explain what is wrong and what could be improved.
- Nothing: A well run workshop.
- Not much.
- Concept worked well.

### What was the most valuable part of the workshop for you?

- Open discussion about ways and means to attach problems and engage community. The open and frank discussion.
- Interaction with the other agencies.
- Making me think deeply about life as an elderly person or one with disabilities. Networking with other organisations in the community we work in.
- Activity 1 and indicating star importance - the point that only 5% of 'aged' are in care! Liked the interaction and picture activity.
- Sitting with Council to get to know what's going on.
- Understand how some local government works.
- All good.
- Working as group and having feedback to each other.
- Hearing other organisations views.
- Cross section of community input.
- Picture assessments.
- Contacts.

**Any other comments?**

- Thanks for your ideas and interest. An extremely informative and pleasant day.
- Great workshop.
- Great food and venue.
- Vital that feedback and report on this workshop come back to all participants and Berrigan Shire. Email pdf of report.
- Very enjoyable - interactive - thought provoking.





**Disability Inclusion Action Plan  
Engagement Report**

**Disabled Residents and Carers Focus  
Groups**

**Council Focus Group**

**April 2017**

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## **Introduction**

Two focus groups with consumers were conducted. In conjunction with the Ability Links Intereach – local residents were invited to a focus group to discuss with the Council the challenges that they experience and which impact on their health, wellbeing and sense of inclusion in their local community.

Held 22 September, 2017 at the Tocumwal Library the Focus Groups were attended by 8 residents – and included residents who needed to use adaptive technologies – to use read, write, use a telephone and to move through their community – motorized wheel chair, standing and walking frame/ motorized scooter.

Carers were also represented by a professional with 30+ years experience in health services, the partners of disabled participants in addition to a carer of a disabled child – who needed to combine their caring role with the parenting of children that were not disabled.

In the initial planning stages it was envisaged that there would be a separate Focus Group for Carers and disabled consumers – this was not possible given that the carers also needed to facilitate and support the participation of the family member.

The marketing and promotion for this focus group included face to face visits and conversations over a two week period by Ability Links Intereach who visited local communities (Berrigan, Barooga, Finley, Tocumwal and Cobram) services, distributed flyers and took the opportunity to discuss the challenges experienced by residents and businesses as part of Ability Links: Intereach marketing of the focus group. Feedback which was included in the Focus Group discussions.

The Council also published the details of its program with a full colour quarter page advertisement in the Southern Riverina News and the Cobram Courier – three weeks before the Focus Group with a follow-up advertisement in the week preceding the Focus Group.

The Council's Facebook Page also marketed and promoted the consultation – and a targeted email campaign was also used to provide information to service providers and request their assistance in promoting the Focus Group.

## Headline Indicator Disability Prevalence Berrigan Shire

### Mobility Parking Permits – Berrigan LGA-

LGA	Population	TOTAL	MPS permit class		
			Individual	Organisation	Temporary
<b>Berrigan*</b>	8,416	438	410	20	8
<b>Deniliquin</b>	8,972*	346	330	12	4

\*\* **NB:** Awaiting clarification from RMS Statistics re: whether Barooga residents with Disability Parking Permits are included in overall count for Berrigan LGA

\*\***Edward River Council**

Source: [http://www.rms.nsw.gov.au/about/corporate-publications/statistics/registrationandlicensing/tables/table713\\_2016q4.html](http://www.rms.nsw.gov.au/about/corporate-publications/statistics/registrationandlicensing/tables/table713_2016q4.html)

## **Consumer Focus Group: Suggested Actions**

**In response to the question if you were responsible for funding and prioritizing Council services and supports which would your choose?**

### **Suggestions Group 1**

- Extend Library Services Opening Hours
- Well located Disabled/ Pram Parking that is not exposed to heavy traffic – with signage that identifies that this type of parking is available
- Local contact with services – Support Services and Workers in the community and in attendance at community events; Drive in Drive out does not work
- Local respite / in home
- Fund should be directed to changing attitudes – if all can be included all can benefit
- Perception that services are only there and used by people already in the system
- Address 'stigma' / self guilt and community perceptions re: using services

**If responsible for funding and prioritizing Council services and supports which would you choose? What would make the biggest difference**

### **Suggestions Group 2**

- Advocacy – would make the biggest difference – with other levels of government, re: transport , access allied health services; and in the local community – Lead by example
- Address issues with footpaths and public toilets – footpaths - primarily camber, steepness of some ramps; public toilets – privacy screens that hamper access; grab rails / toilet paper holders etc on only one side – many people experience difficulty if there is paralysis or weakness on one side
- Temporary ramps (mobile) that can be used at community events – in Council facilities
- Disabled parking – width and location. Also needs to be monitored
- Website, is difficult – too many clicks to find information , the font is too small – while Facebook is user friendly and informative
- Publications – should not use glossy paper
- Assistance with companion animals (respite for)



## Headline Indicator Disability Prevalence Berrigan Shire

### Mobility Parking Permits – Berrigan LGA-

LGA	Population	TOTAL	MPS permit class		
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\*\* **Edward River Council**

Source: <http://www.rms.nsw.gov.au/cgi-bin/index.cgi?fuseaction=statstables.show&cat=Mobility%20Parking%20Scheme>

## Challenges and barriers

**What are the challenges and barriers that you experience living in your community?**

- 1. Issues :** Dietary health / food intolerances and there are limited options for healthy eating in the community and at community events

### Impact

- Limits social mobility and inclusion as it is not always an option to bring own food – most restaurants do not allow this
- Health Issues (mental/physical) can result from this therefore often easier to limit social contact

- 2. Issue** Carer Role

- Options for respite for carer to attend to their own health needs
- 'What do other people do'
- Support needed for the carer – balance needed for in-home respite

### Impact

- Friends and family do not always stick to dietary requirements or care regime

- 3. Issue:** Resilience mindset

### Impact

- Miss out on services - due to mistaken beliefs re: eligibility or that that services are only for people who cannot pay
- No word of mouth referral if social contacts have no experience of or need for a service
- Stigma – self
- Connection with community lost

4. **Issue:** Employment – work long hours, it is seasonal so cannot be outsourced

### Impact

- Lost income when families need to access services (regional/metro)
- Face to face service is critical – so while e-health and telephone are important the relationship needed comes from face to face access to services

5. **Issue:** Referral processes in Primary Health, timeliness , consistency of professionals, and service fragmentation, service models that encourage part-time or casual work

### Impact

- Often when the referral is made it is only after you have accepted that you need the service – often the service provided particularly if local GP does not have the information or it is out of date
- Time – can take up to six months to access specialists and if this involves a child this is a lot of time lost – also can be problematic when the wrong referral is made.
- Part time or staff turnover re professionals impact on rapport and confidence re: accessing a service
- Fragmentation of services leads to difficulties re being up to date on services
- Part –time or casual workers do not have the authority to make a decision – adding to delays in referrals
- Part-time or casual workers –risk is that they do not follow through; may also be casual because they may not yet have the skills/attitudes that are a good 'fit'
- Options are important

6. **Issue:** Change in funding, programs and services and access to servicing for aids / technologies

### Impact

- NDIS will not fund assistive / aids technologies for people who have had a lifetime of disability and who will then transition to Aged Care Services
- Disabled people paying 'inflated costs' and are 'a captive audience'
- Wheel Chair / Aids and Techonlgoey servicing only available in regional centres/delays / No access while waiting
- Superannuation – being eroded by additional costs incurred due to distance

7. **Issue:** Physical access – public buildings and spaces

- Counters need to be lower and provide leg access
- Cost issues for business that are not accessible – temporary ramps – similar to a Canadian Community Ramp program
- Rubber mats for grassed areas
- Standards – prevent access and solutions that would work for many
- Active discrimination 'retail' businesse' – 'ignorance'
- Ramping in Tocumwal is not 'safe' – Cobram access is good
- Ramps – driveways / parking not wide enough
- Disability Toilets need left/right access to grab rails and toilet paper
- Gates to Parks/Toilets limit access – privacy screens require in some cases a 3 point turn to access the toilet.

### Impact

- Heightened sense and experience of
  - Exclusion
  - Social isolation
  - Passive discrimination

8. **Issue:** Active Transport / Transport

- Transport – if we did not have a car we could not access any services
- Taxis are not an option
- Cross border anomalies

**Impact**

- Limited access to critical services
- Heightened sense and experience of
  - Exclusion
  - Social isolation
  - Passive discrimination

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## **Key Messages – the lived experience**

- 'Thank God' for the Library – should not have to be accidentally referred to services'
- Need to live it to understand it
- Safety – extras create hazards and draw unnecessary attention
- Recognition is needed for businesses that support inclusion / promote change and which are accessible
- 'need to recognise that to leave a person is just as hard and is often not respite for the carer'
- No pedestrian access to Victoria via Hilson Bridge – path 'just ends' and drops away!

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## **Council Focus Group**

### **Resourcing Assumptions**

- Must be doable
- Cost Neutral
- Grant Funded
- Internal Only – Focus Area 3

### **Focus Area 1: - Positive Community Attitudes & Behaviours**

#### **Actions to be considered for inclusion in the DIAP**

- Lead by example
- Use social media to promote positive attitudes
- Show Case – community /business that offer innovation or better practice re inclusion
- Disseminate information – re: accessibility of Council services
- Promote what the Council has done re: PAMPs and Public Building Access
- Respect sensitivities in the community / workplace from actions that may arise from actions taken to mediate – focus on inclusion for all
- Dignity of Risk

### **Focus Area 2 – Livable Communities**

#### **Actions to be considered for inclusion in the DIAP**

- Revisit actions – with focus on Committees management of facilities
- PAMPs- include mapping
- Compliance requirement re new Developments



### **Focus Area 3 – Access to meaningful employment**

Actions to be considered for inclusion in the DIAP

- Accessible worksite where identified/related to JDA
- Workplace rehab that is inclusive
- EEO Plan Actions
- Carers Action Plan – People Matters Survey Results

### **Focus Area 4 – Improving access through better systems and processes**

Actions to be considered for inclusion in the DIAP

- National Relay Services
- Compliance with International Standards re: Website Accessibility
- Do not use glossy papers for Council publications
- Consider change where appropriate or possible re: Accessibility Standards Forms/Notices/ Documents
- Publish Public Notices - Social Media, Newspapers, Website – based on target audience not just statutory requirements
- Public buildings – and new works/upgrades to Council facilities to reflect best practice internal fit-out

## Ageing in Place







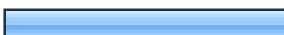
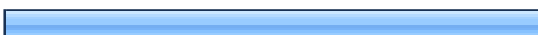





### 1. Postcode:

		Response Percent	Response Count
2713		10.0%	17
2712		24.1%	41
<b>2714</b>		<b>38.2%</b>	<b>65</b>
3644		25.3%	43
Other		2.4%	4
Other (please specify)			5
<b>answered question</b>			<b>170</b>
<b>skipped question</b>			<b>57</b>



### 2. Age

		Response Percent	Response Count
Under 50		13.6%	30
50 - 60		7.2%	16
<b>60 - 70</b>		<b>31.2%</b>	<b>69</b>
70 -80		30.3%	67
80+		17.6%	39
<b>answered question</b>			<b>221</b>
<b>skipped question</b>			<b>6</b>



### 3. What items are important to you

		Response Percent	Response Count
Access to Pharmacy		64.6%	144
Transportation		61.9%	138
Socialising with others		67.3%	150
Health and Wellness		72.2%	161
Diet and Nutrition		44.8%	100
<b>Medical Care</b>		<b>86.5%</b>	<b>193</b>
Educational Programs		27.4%	61
Access to Shopping		68.2%	152
Home Maintenance / Safety		45.3%	101
Access to recreation and cultural events		46.6%	104
Other		4.0%	9
	Other (please specify)		11
<b>answered question</b>			<b>223</b>
<b>skipped question</b>			<b>4</b>



### 4. Would you participate in educational and health programs if they were offered in your town?

		Response Percent	Response Count
Yes		69.1%	143
No		30.9%	64
<b>answered question</b>			<b>207</b>
<b>skipped question</b>			<b>20</b>



### 5. Would you travel to a neighbouring town in the Shire to attend educational or health programs?

		Response Percent	Response Count
Yes		35.4%	73
No		64.6%	133
answered question			206
skipped question			21



### 6. Do you find it helpful that your health centre / council library has information about other services and programs?

		Response Percent	Response Count
Yes		81.3%	165
No		18.7%	38
answered question			203
skipped question			24



### 7. Do you need assistance with getting out and about to pay bills or putting out the garbage?

		Response Percent	Response Count
Yes		12.0%	24
No		88.0%	176
answered question			200
skipped question			27






### 8. Do you have family living in the same town?

		Response Percent	Response Count
Yes		38.2%	81
No		61.8%	131
answered question			212
skipped question			15

### 9. Do you find it easy to walk down the street to visit friends and the local shops?

		Response Percent	Response Count
Yes		72.6%	154
No		27.4%	58
If you have difficulty with this why?			43
answered question			212
skipped question			15

## 10. Would you like to be involved in a focus group about

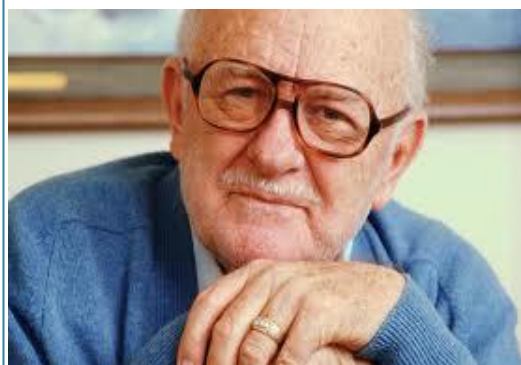
		Response Percent	Response Count
Transport for older residents		54.2%	45
Access to medical care and health services		50.6%	42
Living longer and stronger		49.4%	41
Working and retirement		25.3%	21
Grandparents and childcare		20.5%	17
	Please provide your contact details		40
	<b>answered question</b>		<b>83</b>
	<b>skipped question</b>		<b>144</b>

# Berrigan Shire Liveability & Healthy Aging

## Focus Group Outcomes

September 2014

Draft





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Draft



## Focus Group Program : Transport

Where are we now

### Transport:

- In Berrigan (A) (Local Government Areas), 37.8% of occupied private dwellings had one registered motor vehicle garaged or parked at their address, 35.7% had two registered motor vehicles and 15.9% had three or more registered motor vehicles. Registered vehicles (2 or more) over NSW and Aust average
- Information re: Public Transport (Providers / Timetables)
- Information re: Community Transport (Libby Quick)
- Community Bus Trial
- Modes of transport
  - Car (private)
  - Public (govt funded or commercial)
  - Community (car or bus – volunteer based)
  - Active
    - Walking
    - Bike
    - Mobility Aids

Based on this overview of transport for older people if you could no longer drive or no longer use family/friends for transport on a scale of 1 – 10 how would this impact on the liveability of the town / district in which you live.

*(Rate toward a 10 if the impact would be severe and cause you to consider leaving town and rate toward a 1 if there would be no impact on your current lifestyle and perception of the liveability of your town')*

Participants rated liveability at 10 / 8 = the access to transport having a major impact on liveability.

Comments of the impacts are ;

- ✗ Reduce liveability and forced to relocate to a regional town (Cobram)
- ✗ Loss of dignity and choice
- ✗ Family not always available
- ✗ If no family nearby we are more reliant on others and I don't like to bother them
- ✗ No internet access or limited knowledge of the internet to book public transport
- ✗ Can't buy a ticket from the bus driver, no shop front to buy a ticket and we must use a credit card
- ✗ Impromptu taxi service as an alternate transport option
- ✗ Promote public transport as an option
- ✗ Impact of the online generation (goods purchased and delivered etc) and how this will effect liveability
- ✗ Timing of public transport to and from Albury & Shepparton is limited, with a narrow window of time in the day between drop off and pick up
- ✗ Introduce community education on how to use MyKey Cards for Melbourne Public Transport system
- ✗ Lobby V-Line to introduce MyKey on to regional public transport so that it integrates for Country travellers.
- ✗ Sale of MyKey cards at regional outlets and country train stations

**Q How do you or your family move about the Shire or the region and how will this change as you age?**

Challenges & barriers were ;

- ✗ Taxi Service : Cross border issues between Victoria and NSW
- ✗ Vic / NSW Taxi Licensing Regulations : Pick up in Vic and drive to NSW (but not the other way)
- ✗ Question of commercial viability of private taxi and ownership of 2 state taxi licences
- ✗ Qualifications for HACC and Community Transport : limitations on who can use the service
- ✗ Need more volunteer drivers to participate in Community Transport service
- ✗ Economic Circumstances : some cannot afford to own or run a car
- ✗ Unable to drive due to medical diagnosis creates a barrier to attend appointments
- ✗ Need for a good path system that is safe. Walking tracks aid lifestyle. Liveability is enhanced by walking circuits that take in the natural elements of the township such as river & parklands.
- ✗ Gofers : aid liveability, are a good alternative transport mode and provide accessibility to local shops
- ✗ Mobility Scooters / Gofers can be dangerous to road users, going too fast, unlicensed and unaware of road rules.
- ✗ Lack of Services to fix scooters

**Q If you were responsible for planning and funding public transport for older people what would you prioritise (Choose one only)**

**Priority ranking from most to least**

- Publicly funded taxi service
- Public funded transport / bus offering a daily service
- Fuel vouchers for pensioners – to be used with family/friends / neighbours
- Improvements to footpaths, installation of seats, shading and lighting so that people could walk, use scooters, and other mobility aids
- Community transport – volunteer drivers for social outings
- Community bus – volunteer driven community bus on a regular time table
- User pay taxi service

Thinking about your priority for planning and funding of transport for older people, if this were to be implemented on a scale of 1 – 10 how would you then rate the liveability of the town / district in which you live.

Participants now rated liveability at 1 = with improved access to transport having a major impact on liveability.

## Focus Group Program : Grandparents and Child Care

### Where are we now

Grandparents and Childcare

Handout: ABS Report and Berrigan Shire Child Care Stats

<http://abs.gov.au/ausstats/abs@.nsf/Lookup/4211.0main+features3October%202012>

### Reasons why a grandparent provides care for a grandchild

So that the parents can

- Work / study
- Have a time out and a break
- Shop
- Play Sport, Social Activity /Recreation
- Participate in community life ie volunteering

Other Reasons

- Relationship building between grandparent and the grandchild
- Special time and understanding between generations (intergenerational bonding)
- 3 generations of family support
- Enjoyment and family time
- Builds trust, love, respect and patience
- Personal Reasons
- Medical emergencies / sickness grandparents will look after the grandchild
- In place of child care access

### Q Thinking about the town in which you live or how generations change what are the biggest barriers or challenges you experience as a grandparent in providing care for a grandchild

*The biggest barriers or challenges grandparents face in providing care for a grandchild are;*

- Has to have a car and have money for petrol
- An ability to drive. Many grandparent have no licence to drive due to medical conditions.
- Agility, fitness and good health to keep up with young children
- Duty of care by the grandparents (on farm child proofing is important for safety)
- Relationship between the parent and the grandparent is important
- Style of parenting and care (with common ground rules)
- Financial burden providing grandchildren with food, nappies and play essentials
- Balance between grandparent caring and their own time
- Other ways to spend time as we age, travelling, learning new skills in retirement, hobbies and social outings
- Not saying NO and missing other opportunities

**Q If you were responsible for planning and funding formal child care or facilities used by children & grandparents what would you prioritise (Choose one only)**

**Priority ranking from most to least**

- Increase access to and availability of Child Care for working parents
- Increase funding for After School Hours and Vacation Care programs
- Increase funding and support for grandparents who find that they are full time / part time carers of grandchildren
- Increase access to and availability of child care for 'parent respite'
- Improvements to footpaths, installation of seats, shading so grandparents can accompany children to parks

**Thinking about your priority for planning and funding of child care / support for grandparents if this were to be implemented on a scale of 1 – 10 how would you then rate the liveability of the town / district in which you live.**

With priority for planning and funding of child care support for grandparents implemented participants ranked liveability as 1.

## Focus Group Program : Living Longer, Living Stronger

### Where are we now

Active Ageing and Life Expectancy  
Wellbeing Profile

Based on this overview active ageing and life expectancy if you could no longer participate in your community / club /or activity of choice on a scale of 1 – 10 how would this impact on the liveability of the town / district in which you live.

*(Rate toward a 10 if the impact would be severe and cause you to consider leaving town and rate toward a 1 if there would be no impact on your current lifestyle and perception of the liveability of your town')*

Participants rated liveability at 8 = without participation in community life (hobby / club /or activity of choice), it would have a major impact on liveability.

Comments attributed to this were ;

- Participation in community life is healthy
- My independence and if I could no longer walk to the shops
- My driver's licence and access to a car will impact on this liveability
- Access to family, friends and good neighbours

**The link between living longer and being stronger as we age and involvement in social / community activities and clubs is well established**

**Q If you are a member and regular participant in a sports/social or service club or community activity – would you increase your involvement if you had:**

**(in order of priority) ;**

- Friends / colleagues / team members etc
- If the club / community was more welcoming i.e.: reached out
- Opportunities for social engagements (ie red hatters / mens shed)
- More Time
- If weather allows
- More money
- Better Physical Health
- Interest in or a role in club activities / administration
- Transport

### What would you change so that as we all live longer you could be more independent within your home?

- HACC assessment and look at alterations before they are needed, implement railings & ramps and wheel chair access
- I have a large home, so it would need to be cut in half and make home modifications
- Down size to a unit
- Choose a place to relocate to that has services, security and peace
- Employ a gardener, handy man and cleaner
- Keeping fit and active, with strong mental health

### What challenges would you experience if you wanted to change your home so that you could be more independent

- ❖ Down size – getting rid of my junk.
- ❖ Stress and emotional strain of relocation and moving
- ❖ I have accumulated all this stuff that is too good to throw away.
- ❖ Sentimental memories with this stuff. How do I down size ?
- ❖ Cost involved in home modifications (ripping out the bath etc)
- ❖ Cost involved in weekly outsourcing (cleaning, gardening etc)
- ❖ Getting over the loss of independence (asking for help)
- ❖ Trusting help and appreciating the assistance
- ❖ Challenges of technology when seeking information
- ❖ Choice of units close to town is limited

### If circumstances changed and you required assistance at home... what would you need?

- Day care activities (Deniliquin & Barooga)
- Transport / Gofer Scooter
- Rails, ramps and specified carer
- Social support in the home (visitors making daily visits and companionship)
- House cleaning, handyman and gardener.

### If your home allows you to be independent what makes it liveable (inside and outside) as you age?

- ❖ Good maintenance, clean modern home that is warm in winter and cool in summer
- ❖ Homes purpose built to accommodate a wheelchair
- ❖ Purpose built facility (Amaroo / Noonameena)
- ❖ Security, privacy and feel safe at home
- ❖ Like my own space which is open and easy to live in
- ❖ Sunny aspect and natural setting
- ❖ Small or large garden that allows me to potter and be active
- ❖ Neighbourly care : always someone there to help with cooking and shopping
- ❖ Village life, popping down the street to socialise and do errands
- ❖ Independent, freedom and care of neighbours



**What makes you live stronger?**

- Exercise, Walking every day and gentle exercise classes
- Walking groups would encourage participation and motivation
- Own a dog, he makes you walk every day
- People : social interaction, conversations, care and purpose for the day
- Mental exercise : crafts, reading, cross words
- Every day activities : active gardening, cleaning, cooking & wine !
- Keeping active at home
- Diet and Healthy fresh food : no preservatives, no salt, no sugar
- Doing things that give me quality of life
- Connecting with family (locally or via technology)
- Having a purpose every day (hobbies such as golf and bingo)
- Regular checkups with the doctor

**Q**  
**If you were responsible for planning and funding programs that promote living longer and well being in rural Australia what would it be (Choose one only)**

**In order of priority ;**

- Increase accessibility (improve pedestrian access, parking, lighting, after hours transport) of local clubs, community facilities, retail centres
- Including group and self exercise programs (walking groups & transport to heated pool)
- Low cost commercial & community based health and physical recreation programs
- More funding for in-home nursing support home modifications
- More funding for self care units
- Planning laws requiring that new homes, mobile home estates be accessible / adaptable
- Subsidies and assistance for existing home owners who modify their homes and access to their home (before it is needed)

Thinking about your priority if this were to be implemented on a scale of 1 – 10 how would you rate the liveability of the town / district in which you live.

Participants now rated liveability as 1 with the implementation of priorities greatly improving the aging and liveability of their town.

## Focus Group Program : Access to Medical Care

Based on this overview of medical service providers and waiting lists on a scale of 1 – 10 how does this impact on the liveability of the town / district in which you live.

*(Rate toward a 10 if the impact would be severe and cause you to consider leaving town and rate toward 1 if there would be no impact on your current lifestyle and perception of the liveability of your town')*

Participants rated liveability at 6 -7; stating that the Berrigan Shire is currently well placed with access to medical services, dedication and commitment of GP's and a range of hospital, aged care and nursing services to cater for the elderly.

Thinking about access to medical services and health care in your town what would you like to see improved:

Key areas for improvement in the access to medical services focused on

- Limited or no access to Physiotherapy
- Limited or no access to Occupational Therapy
- Opportunity for Hospital, Aged Care, Nursing Home, Doctors and Community Health to share a private services in Physiotherapy and Occupational Therapy
- Difficulty in recruiting a qualified Physiotherapist or Occupational Therapist to the region
- Waiting times to see a GP was between 3-4 days which seemed reasonable to participants
- Increasing role of triage nurses and practise nurses in GP's
- Difficulty accessing GP locum services to the region
- Waiting times for Dentist was identified as an issue, due to part time nature of private dentists and irregular town visitations. The dentist facilities are available but there is difficulty in recruiting a private dentist to the region.
- Response times for emergencies. Berrigan has 4 paramedics living in town, Finley has a good ambulance service, however Tocumwal has a first responder service run by SES with support from Cobram Ambulance and Finley Hospital.
- Physical access for residents to medical services was viewed by participants as being good, with hospital or MPS's centrally located and well equipped.
- Pharmacy services in Finley were identified as not meeting the needs of the local community, due to business practises and customer service issues.

•

**Q If you were responsible for planning and funding programs that promote improved access to medical care in rural Australia what would it be. Priority ranking from most to least ;**

- Coordination and cooperation between services to access funds, recruit and retain allied health specialist services (creating capacity and service viability across Nursing Homes, MPS, Hospital and Community Care services)
- Need for respite support for aging in place (looking after the carers)
- Priority access for regional / rural residents needing to access services attend appointments in regional centres (i.e: appointments that do not require overnight stays, travel on country roads during evening)
- More funding / compensation for rural families needing to access specialist services in regional centres
- E-health increased access specialists via video-link

Thinking about your priority if this were to be implemented on a scale of 1 – 10 how would you then rate liveability of the town / district in which you live.

Participants now rated liveability between + 8 = with comments linking this to choice, flexibility, dignity, access to a range of allied services including; Occupational Therapy, Physiotherapy, Optometry, Dentist, Speech Pathologist, Dermatologist, Podiatrist, Dementia / Mental Health Services will all become a need with an aging population.

Comments noted that Cobram has a good range of medical services.

## Focus Group Program : MPS Service Providers Session

Based on the overview of medical service providers and waiting lists on a scale of 1 – 10 how does this impact on the liveability of the town / district in which you live.

*(Rate toward a 10 if the impact would be severe and cause you to consider leaving town and rate toward 1 if there would be no impact on your current lifestyle and perception of the liveability of your town')*

Participants rated liveability at 6 -7; stating that the Berrigan Shire is currently well placed with access to medical services, dedication and commitment of GP's and a range of hospital, aged care and nursing services to cater for the elderly.

It was noted that when there are gaps in the provision of allied health services the community is often able to develop creative and innovative solutions to these problems, however Government funding does not always accommodate community led solutions.

**Thinking about access to medical services and health care in your town what would you like to see improved:**

Key areas for improvement in the access to medical services focused on ;

- ❖ Government funding of innovative, flexible and community drive solutions
- ❖ Greater flexibility in the funding models for rural health provision
- ❖ Need to attract medical practitioners in the areas of dentistry and physiotherapy
- ❖ Greater utilisation of existing community health facilities ie dentist chair in Berrigan
- ❖ Outstanding medical facilities that are sometimes under utilised
- ❖ Create a model to underwrite the dentist by \$80,0000 per year using government funding
- ❖ Create a simple system for funding rural medical services, removing the complexity and its inflexible nature

**Q If you were responsible for planning and funding programs that promote living longer and well being in rural Australia what would it be**

- More Community Aging Packages (HACC \$\$) for aging at home
- Minimal investment for aging at home vs the cost of institutional care
- Home Care Programs (handyman, gardening)
- Meals on Wheels
- Social support of neighbours
- Day Care and Day Activity Services
- Community Social activities including Men's Shed, Sewing Groups and Red Hatters
- Building and design frameworks that take into account aging, mobility needs and HOBBS
- In order to keep people at home longer greater funding is needed through HACC for early intervention & crisis prevention services.
- An example of this sited was organising a supply of wood for heating in winter prevented an elderly woman from a hospital stay due to contracting phenomena.

**Q Thinking about the town in which you live or how generations change what are the biggest barriers or challenges you experience as a grandparent in providing care for a grandchild**

*The biggest barriers or challenges grandparents face in providing care for a grandchild are;*

- ✗ Grandparents feeling the expectations and pressure to care for grandchildren
- ✗ Increasing informal carer role of grandparents providing care for grandchildren
- ✗ Grandparents age determines the level of care they can provide
- ✗ Some don't have the energy to care for young children
- ✗ Grandparents are not always able to connect with or are picked up by Child Care Services
- ✗ Expectations of parenting is transferred to the grandparents (intergenerational changes in parenting styles)
- ✗ When the parents and grandchildren live away, grandparents spend time travelling between home and away
- ✗ Parents high aspirations are transferred to Grandparents
- ✗ Increasing standards of living and way of life induces both parents working
- ✗ Lack of next generational leadership as Parents work, lack of volunteers (of 150 HACC volunteers in the Shire only 2 are under 60 years
- ✗ Volunteers do what interests them...
- ✗ The social fabric is changing and will challenge our community
- ✗ Women now want to work
- ✗ Guilt = family priorities = time => stress
- ✗ Compromising liveability = work life balance
- ✗ Service providers will need a success plan to engage volunteers

**Q If you were responsible for planning and funding public transport for older people what would you prioritise (Choose one only)**

**Priority ranking from most to least**

- Publicly funded taxi service (using IPTAS funding structure & taxi vouchers)
- Improvements to footpaths, installation of seats, shading and lighting so that people could walk, use scooters, and other mobility aids
- Community transport
- User pay taxi service
- Public funded transport / bus offering a daily service
- Fuel vouchers for pensioners – to be used with family/friends / neighbours
- Community bus – volunteer driven community bus on a regular time table

**What are the factors (common to us all) that influence your decisions about whether to retire and or work in retirement?**

- More time for self and family
- Availability of Recreation and Leisure activities
- Cost of Living Pressures (Housing, Utilities, Food, Fuel etc)
- Cost of recreational / holiday or other activities
- Availability of part time work
- Social and mental stimulation associated with part time work
- Change in the work place / technologies / expectations
- Access to financial services , financial planning expertise

**What are the challenges or opportunities associated with each of these factors and does this enhance liveability of the town in which you live;**

- ❖ Affordability of life in retirement
- ❖ Impact of the GFC on superannuation availability, so need to keep working
- ❖ 10 years of drought have dried up any cash reserves needed for retirement
- ❖ Retire to give back to the community through volunteering and hobbies
- ❖ I am busier in retirement than I was at work
- ❖ Large percentage of the population in farming communities never retire (love work)
- ❖ It is a personal choice to retire
- ❖ Financial aspects of employment
- ❖ Social engagement of work
- ❖ Fulfilment of work vs. retirement

**If you wanted to work part time when retired what would be needed to make your former workplace / industry ageing friendly**

- ☑ Need for succession planning in any business
- ☑ Drought impacts have increased business debt, eroded farm nest eggs and diminished superannuation funds
- ☑ Employers allowing people to work past the age of 65 years
- ☑ The availability of part time work that is age and task appropriate
- ☑ Workplaces need to be adaptable to suit part time retiree employment
- ☑ Some local retirees help on farm during sowing and harvesting seasons
- ☑ Harness the pool of retirees to tap their skills and expertise
- ☑ Knowledge and engagement of new retirees who are moving into our community
- ☑ Integration of retired skilled professionals into the community (ie skills bank)
- ☑ Opportunity of succession and mentoring a cadet with and a professional retiree
- ☑ Link these skills and expertise into volunteer community roles (ie Ex Bank manager as the Race Club treasurer)

## Focus Group Program – Transport

Time		Presenter
5 mins	Introduction – Session Outline	Jo
5 Mins	<p>Where are we now</p> <p><b>Transport:</b></p> <ul style="list-style-type: none"> <li>• In Berrigan (A) (Local Government Areas), 37.8% of occupied private dwellings had one registered motor vehicle garaged or parked at their address, 35.7% had two registered motor vehicles and 15.9% had three or more registered motor vehicles. Registered vehicles (2 or more) over NSW and Aust average</li> <li>• Information re: Public Transport (Providers / Timetables)</li> <li>• Information re: Community Transport (Libby Quick)</li> <li>• Community Bus Trial</li> <li>• Modes of transport <ul style="list-style-type: none"> <li>○ Car (private)</li> <li>○ Public (govt funded or commercial)</li> <li>○ Community (car or bus – volunteer based)</li> <li>○ Active <ul style="list-style-type: none"> <li>▪ Walking</li> <li>▪ Bike</li> <li>▪ Mobility Aids</li> </ul> </li> </ul> </li> </ul> <p>Handout</p>	Jo
5 mins	<p>Based on this overview of transport for older people if you could no longer drive or no longer use family/friends for transport on a scale of 1 – 10 how would this impact on the liveability of the town / district in which you live. (Rate toward a 10 if the impact would be severe and cause you to consider leaving town and rate toward a 1 if there would be no impact on your current lifestyle and perception of the liveability of your town')</p>	Katrina
20 mins	<p><b>Q</b></p> <p><b>How do you or your family move about the Shire or the region and how will this change as you age?</b></p> <ul style="list-style-type: none"> <li>• <i>Challenges/ barriers due to age for each mode or form of transport</i></li> <li>• <i>Note life course differences</i></li> </ul>	Katrina
20 mins	<p><b>Q</b></p> <p><b>If you were responsible for planning and funding public transport for older people what would you prioritise (Choose one only)</b></p> <ul style="list-style-type: none"> <li>• Community transport – volunteer drivers for social outings</li> </ul>	Katrina



Time		Presenter
	<ul style="list-style-type: none"> <li>• Community bus – volunteer driven community bus on a regular time table</li> <li>• User pay taxi service</li> <li>• Publicly funded taxi service</li> <li>• Public funded transport / bus offering a daily service</li> <li>• Fuel vouchers for pensioners – to be used with family/friends / neighbours</li> <li>• Improvements to footpaths, installation of seats, shading and lighting so that people could walk, use scooters, and other mobility aids</li> </ul>	
5 mins	Thinking about your priority for planning and funding of transport for older people, if this were to be implemented on a scale of 1 – 10 how would you then rate the liveability of the town / district in which you live.	Katrina
5 mins	Next Steps Invitation to Assessing Liveability Workshops	Jo

## Focus Group Program: Grandparents and Child Care

Time		Presenter
5 mins	Introduction – Session Outline	Jo
5 mins	<p><b>Where are we now</b> Grandparents and Childcare</p> <p>Handout: ABS Report and Berrigan Shire Child Care Stats</p> <p><a href="http://abs.gov.au/ausstats/abs@.nsf/Lookup/4211.0main+features3October%202012">http://abs.gov.au/ausstats/abs@.nsf/Lookup/4211.0main+features3October%202012</a></p>	Jo
5 mins	<p><b>Reasons why a grandparent provides care for a grandchild</b> So that the parents can</p> <ul style="list-style-type: none"> <li>▪ Work</li> <li>▪ Have a break</li> <li>▪ Look for work/ study</li> <li>▪ Shop</li> <li>▪ Play Sport, Social Activity /Recreation</li> </ul> <p>Other Reasons</p> <ul style="list-style-type: none"> <li>▪ Good for the child</li> <li>▪ Contact with non-custodial parent</li> <li>▪ Personal Reasons</li> <li>▪ Other</li> </ul> <p>(Can be a brain storm session with attendees nominating the reasons why they provide child care – alternatively provide the list and have participants indicate which apply)</p>	Katrina
20 Mins	<p><b>Q</b> <b>Thinking about the town in which you live or how generations change what are the biggest barriers or challenges you experience as a grandparent in providing care for a grandchild</b></p> <ul style="list-style-type: none"> <li>• <i>Challenges/ barriers due to age for reason a grandparent provides child care (include technology)</i></li> </ul>	Katrina

Time		Presenter
20 mins	<p><b>Q</b>  <b>If you were responsible for planning and funding formal child care or facilities used by children &amp; grandparents what would you prioritise (Choose one only)</b></p> <ul style="list-style-type: none"> <li>• Improvements to footpaths, installation of seats, shading so grandparents can accompany children to parks</li> <li>• Increase funding and support for grandparents who find that they are full time / part time carers of grandchildren</li> <li>• Increase funding for After School Hours and Vacation Care programs</li> <li>• Increase access to and availability of Child Care for working parents</li> <li>• Increase access to and availability of child care for 'parent respite'</li> </ul>	Katrina
5 mins	<p><b>Thinking about your priority for planning and funding of child care / support for grandparents if this were to be implemented on a scale of 1 – 10 how would you then rate the liveability of the town / district in which you live.</b></p>	Katrina
5 mins	<p><b>Next Steps</b>            Invitation to Assessing Community Facilities and Liveability Workshops</p>	Jo

### Focus Group Program Living Longer, Living Stronger

Time		Presenter
5 mins	Introduction – Session Outline Focus will be on two areas <ul style="list-style-type: none"> <li>▪ Community Facilities Clubs / Recreation / Retail</li> <li>▪ Housing</li> </ul>	Jo
5 Mins	<b>Where are we now</b> Active Ageing and Life Expectancy Wellbeing Profile	Jo
	Based on this overview active ageing and life expectancy if you could no longer participate in your community / club /or activity of choice on a scale of 1 – 10 how would this impact on the liveability of the town / district in which you live. <i>(Rate toward a 10 if the impact would be severe and cause you to consider leaving town and rate toward a 1 if there would be no impact on your current lifestyle and perception of the liveability of your town')</i>	
	<b>The link between living longer and being stronger as we age and involvement in social / community activities and clubs is well established</b> <b>Q</b> <b>If you are a member and regular participant in a sports/social or service club or community activity – would you increase your involvement if you had:</b> <ul style="list-style-type: none"> <li>▪ More Time</li> <li>▪ More money</li> <li>▪ Better Physical Health</li> <li>▪ Interest in or a role in club activities / administration</li> <li>▪ Transport</li> <li>▪ Friends / colleagues / team members etc</li> <li>▪ If weather allows</li> <li>▪ If the club / community was more welcoming i.e.: reached out</li> </ul> Explore reasons why each would increase involvement	
20 mins	Thinking about where you currently live are you confident that if you require even for a short period of time (assistance with bathing / showering in your home) – is your home accessible inside and outside? i.e.: can a wheel chair fit through your doors, can you reach lights, taps, prepare a meal when seated, access the toilet, can a 2 <sup>nd</sup> person safely manoeuvre and assist	Katrina

Time		Presenter
	<p><b>If not, what would you change so that as we all live longer you could be more independent within your home?</b></p> <p><b>What challenges would you experience if you wanted to change your home so that you could be more independent</b></p> <p><b>If your home allows you to be independent what makes it liveable (inside and outside) as you age?</b></p>	
20 mins	<p><b>Q</b>  <b>If you were responsible for planning and funding programs that promote living longer and well being in rural Australia what would it be (Choose one only)</b></p> <ul style="list-style-type: none"> <li>• Low cost commercial and community based health and physical recreation / activity programs</li> <li>• Planning laws requiring that new homes, mobile home estates be accessible / adaptable</li> <li>• Subsidies and assistance for existing home owners who modify their homes and access to their home (before it is needed)</li> <li>• More funding for in-home nursing support home modifications</li> <li>• More funding for self care units</li> <li>• Increase accessibility (improve pedestrian access, parking, lighting, after hours transport) of local clubs, community facilities, retail centres</li> </ul>	Katrina
5 mins	Thinking about your priority if this were to be implemented on a scale of 1 – 10 how would you rate the liveability of the town / district in which you live.	Katrina
5 mins	<p><b>Next Steps</b>            Invitation to Assessing Community Facilities and Liveability Workshops</p>	Jo

## Focus Group Access to Medical Care

Time		Presenter
5 mins	Introduction – Session Outline	Jo
5 Mins	<b>Where are we now</b> Wellbeing Profile Practitioner Availability Liveability and what it means	Jo
5 mins	Based on this overview of medical service providers and waiting lists on a scale of 1 – 10 how does this impact on the liveability of the town / district in which you live. <i>(Rate toward a 10 if the impact would be severe and cause you to consider leaving town and rate toward 1 if there would be no impact on your current lifestyle and perception of the liveability of your town')</i>	
20 mins	Thinking about access to medical services and health care in your town what would you like to see improved: <ul style="list-style-type: none"> <li>• Waiting times for GP appointments</li> <li>• Waiting times for Physio appointments</li> <li>• Waiting times for OT</li> <li>• Waiting times for Dentistry</li> <li>• Response times for emergencies</li> <li>• Choice re: health care service providers</li> <li>• Physical access to health care providers / facilities</li> </ul> <p>When thinking about this question – think about whether or not you expect an appointment on the same day or within a certain period of time as this may be different.</p>	Katrina
	<b>Q</b> <b>If you were responsible for planning and funding programs that promote improved access to medical care in rural Australia what would it be (Choose one only)</b> <ul style="list-style-type: none"> <li>• More funding for specialist services in small towns</li> <li>• More funding / compensation for rural families needing to access specialist services in regional centres</li> <li>• Priority access for regional / rural residents needing to access services attend appointments in regional centres (i.e: appointments that do not require overnight stays, travel on country roads during evening)</li> <li>• E-health increased access specialists via video-link</li> <li>• Other</li> </ul>	Katrina

Time		Presenter
5 mins	Thinking about your priority if this were to be implemented on a scale of 1 – 10 how would you then rate liveability of the town / district in which you live.	Katrina
5 mins	<b>Next Steps</b> Invitation to Assessing Community Facilities and Liveability Workshops	Jo

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## Focus Group Working and Retirement

Time		Presenter
5 mins	Introduction – Session Outline	Jo
5 Mins	<p><b>Where are we now</b> Working and Retirement Self Funded Retirees and Work <a href="http://www.abs.gov.au/ausstats/abs@.nsf/0/36EDBADC29D261FECA25776100150592?OpenDocument">http://www.abs.gov.au/ausstats/abs@.nsf/0/36EDBADC29D261FECA25776100150592?OpenDocument</a></p>	Jo
20 mins	<p><b>What are the factors (common to us all) that influence your decisions about whether to retire and or work in retirement?</b></p> <ul style="list-style-type: none"> <li>• More time for self and family</li> <li>• Availability of Recreation and Leisure activities</li> <li>• Cost of Living Pressures (Housing, Utilities, Food, Fuel etc)</li> <li>• Cost of recreational / holiday or other activities</li> <li>• Availability of part time work</li> <li>• Social and mental stimulation associated with part time work</li> <li>• Change in the work place / technologies / expectations</li> <li>• Access to financial services , financial planning expertise</li> </ul> <p>What are the challenges or opportunities associated with each of these factors and does this enhance liveability of the town in which you live</p>	Katrina
20 mins	<p>If you wanted to work part time when retired what would be needed to make your former workplace / industry ageing friendly</p> <p>(Brainstorm)</p>	Katrina
5 mins	<p><b>Next Steps</b> Invitation to Assessing Community Facilities and Liveability Workshops</p>	Jo



## Transport Focus Group

### Background

According to ABS at a broad level transport activity is the movement of people or goods from one location to another

- Modes of transport
  - Car (private)
  - Public (govt funded or commercial)
  - Community (car or bus – volunteer based)
  - Active
    - Walking
    - Bike
    - Mobility Aids

Council of Australian Governments Priorities for Transport are:

- Urban congestion
- Carbon emission
- Road pricing and
- Health

In Australia (2013 Motor Vehicle Census)

- There were 750 motor vehicles per 1,000 Estimated Resident.
- This compares with 723 vehicles per 1,000 population in 2008, an increase of 27 vehicles per 1,000 population over this time.

In 2011 Population Census in the Berrigan (A) (Local Government Area),

- 37.8% of occupied private dwellings had one registered motor vehicle garaged or parked at their address,
- 35.7% had two registered motor vehicles and
- 15.9% had three or more registered motor vehicles.
- Registered vehicles (2 or more) over NSW and Aust average

### Public Transport Berrigan Shire:

#### Country Link & Vline

#### destinations/connections include:

Cobram, Melbourne, Sydney, Albury, Wagga Wagga, Shepparton, Bendigo, Griffith, Adelaide, Canberra, Brisbane

No commercially provided taxi services are operated – Clubs do provide limited transport

#### Community Transport:

HACC

#### Conclusion:

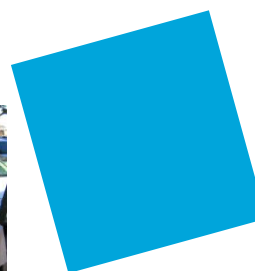
Number of Motor vehicle registered use is increasing and in the Berrigan Shire motor vehicle registration (= use) is above Australian and NSW average.

As we consider future options what does the data tell us about what type of investment would be attractive to private operators and government in transport in our Shire. Is 'forced car owner ship' about a lack of options or choice or would we prefer to travel by car rather than use public or community transport even if it were available?

Local Government Association of NSW



Shires Association of NSW



## Access to Medical Care Briefing

Berrigan Shire Council *Health and Wellbeing Profile* has been compiled by Council to provide local services, Council and residents with information about the health and wellbeing of Shire residents. It can be used to provide information for grant applications in addition to providing over time a record of the health and wellbeing of Shire residents. It is updated annually and or when new data becomes available. Copies of the Profile are available on the Shire's website, through Council libraries or by Contacting Jo Ruffin, Strategic and Social Planning Coordinator Berrigan Shire Council.

### Summary extract of health services

#### Numbers of GPs, GP Registrars, Practice nurses and practice managers in the HML in 2012

	N GPs	N GP Registrars	N Practice nurses	N Practice managers
Berrigan	7	0	7	4
Jerilderie	1	0	0	1

There are five aged care facilities in the Berrigan area. Service 1 has 23 low care beds. Service 2 has 10 high care beds. Service 3 has 41 high care beds and 14 secure beds. Service 4 has 20 low care beds and 1 respite bed. The last service (5) has 31 low care beds and 1 respite bed.

There are three hospital/multi-purpose centres in the Berrigan area. All three have less than 50 beds and provide accident and emergency services, admissions and outpatient services. Two centres provide aged care, one provides geriatric assessment and two provide cancer treatments.

In 2010-11, in service 1, 254 medical emergency, and 77 medical other admissions were reported with an average length of stay for acute of 3.8 days. Service 2 reported 136 medical emergency, 89 medical other and less than 10 surgical other admissions. Length of stay for acute care was 3.0 days. Service 3 reported 155 medical emergency and 94 medical other admissions with an average length of stay of 3.5 days.



### Summary of gaps in health services

The population FTE ratio, number of visits a person could expect annually and waitlists for each health discipline are presented in table 7.6.

#### Summary Population/FTE ratios and number of visits/sessions per head of population annually in health practices in Berrigan

Service type	Population of interest	FTE total	Population /FTE ratio	N visits/sessions per head population annually	Waitlist (range)
GP	8,644	5	1,729	3.3	3 days – 2 weeks
Physiotherapist	2,126	0			2 weeks
Diabetes educator	346	0.2	1,648	1.7	
Dietician	2,126	0.64	3,322	0.9	
Podiatrist	476	0.27	1,763	1.6	
Dentist	8,644	0			5 – 6 weeks
Psychologist	899	0.15	5,993	0.5	2 weeks
Occupational therapist	130	0			12 weeks
Speech therapist	21	0			
Asthma Educator	1,650	0.45	3,300	0.9	

#### Summary Population/FTE ratios and number of visits/sessions per head of population annually in health practices in Jerilderie

Service type	Population of interest	FTE total	Population/FT E ratio	N visits/sessions per head population annually	Waitlist (range)
GP	1,674	1	1,674	3.4	
Physiotherapist	350	0			
Diabetes educator	67	0.05	1,340	2.1	
Dietician	350	0.02	17,500	0.2	
Podiatrist	99	0			
Psychologist	174	0			
Occupational therapist	32	0			
Speech therapist	10	0			
Asthma Educator	251	0.05	5,020	0.6	

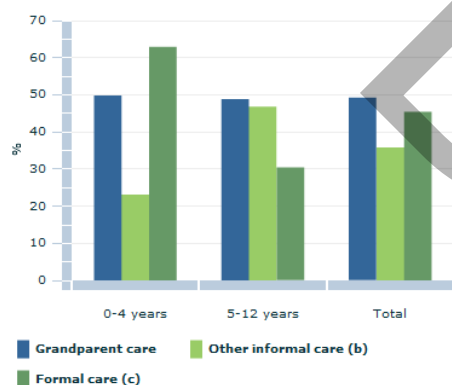


## Snapshot: Child Care by Grandparents

In 2011, 937,000 children received child care from a grandparent on a regular basis. This represented one-quarter (26%) of all children under the age of 12 or half (49%) of those children who regularly attended some type of child care.

**Formal care** is regulated child care away from the child's home. It includes before and/or after school care, long day care, family day care and occasional care. Formal care is usually on a fee for service basis and may be subsidised through the Child Care Benefit and Child Care Rebate.

**Informal care** is unregulated care arranged by a child's parent/guardian, either in the child's home or elsewhere. It comprises care by (step) brothers or sisters, grandparents, other relatives (including a parent living elsewhere), or by unrelated people, e.g. friends, nannies, baby-sitters. Informal child care may be paid, but is usually unpaid.



### CHILDREN AGED 0–12 YEARS WHO REGULARLY ATTENDED CHILD CARE, TYPE OF CARE USED

(a)Footnote(s): (a) Components do not add to total as children could use more than one type of care. (b) Includes 'Non-resident parent', Brother/sister', 'Other relative' and 'Other person'. (c) Includes 'Before and/or after school care', 'Long day care', 'Family day care' and 'Occasional care'.

**Source(s):** [ABS Childhood Education and Care, Australia, 2011 \(cat. no 4402.0\)](#)

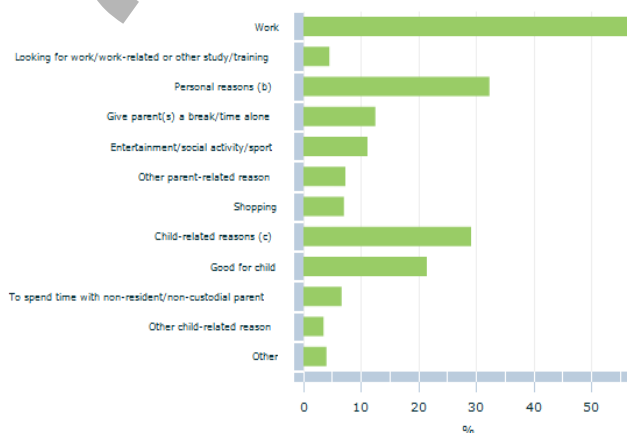
For children attending care, the proportion receiving child care from a grandparent was similar in both age groups at around one in two. In contrast, formal care decreased from 63% for young children to 30% for older children.

Parents use a combination of formal and informal care to meet their child care needs. Of young children (aged 0–4 years), 878,100 (60%) regularly attended some type of child care. One in two (50%) of this group were cared for by a grandparent and a similar proportion were in long day care (53%). There was a high degree of overlap between these two groups, about one-third of children who attended formal care also received regular care from a grandparent.

Among older children (aged 5–12 years), 1,025,000 or a little under half (47%) regularly attended care. Of these children, almost half (49%) were looked after by a grandparent. In comparison about a quarter (27%) of these children attended before and after care.

Among children who were regularly cared for by a grandparent, young children, on average, received more care (10 hours a week) than older children (6 hours a week).

In 2011, 541,000 or nearly three out of five children (58%) who were looked after by a grandparent received their child care so that their parent could go to work. Other reasons included parents having a break (13% of children aged 0–12 years), enjoying entertainment, social activity and sport (11%) or going shopping (7%). Child related reasons included that care by a grandparent was good for the child (21%) and to facilitate contact with a non-resident parent (7%).



### CHILDREN AGED 0–12 YEARS, ALL REASONS CHILD CARED FOR BY A GRANDPARENT (a)

Local Government Association of NSW





The liveability of our communities is enhanced by the number of families and children living in a community. Children and families add to the diversity of a community and are crucial to the overall wellbeing of older residents reliant on family and friends for social contact, assistance and services from community and allied health service professionals, who are combining employment with child rearing responsibilities.

### Children 0 – 4 years of Age Berrigan Shire Urban Centres 2011

Barooga	Berrigan	Finley	Tocumwal
90	56	132	133

The towns of Tocumwal (2383 pop<sup>1</sup>) and Finley (2509 pop<sup>2</sup>) are the two most populous towns within our Shire and home to approximately 500 children aged 0 - 4 years of age. In these towns there is no access to long day care, provided by experienced early childhood educators other than that provided by limited number of licensed Family Day Carers in the towns of Finley and Tocumwal.

Moreover, extensive travel is required by small children and working parents needing to access long day care in the neighbouring towns of Barooga and Berrigan.

Barooga 39 km from Finley and 20 km from Tocumwal has a 66 place early learning and child care centre: Trikii Kidz. While Berrigan also 39 km from Barooga and 22 km from Finley has a 35 place early learning and child care centre – Berrigan Children's Centre.

According to the Australian Bureau of Statistics 26.1% of Shire residents over the age of 15 years provide unpaid childcare. This is below the state and Murray regional average of 27% and 28% respectively.

What impact does low levels of child care and the availability of child care places have on inter-generational relationships and the liveability of our Shire for all residents including those who are older?





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## Living Longer and Stronger Briefing

According to the 2011 Census the median age of Berrigan Shire residents is 48 years of age: 10 years older than the rest of Australia and people over the age of 60 years will increase from 31% of our population to 38% in the next two decades.

Nationally we are living longer – the following table provides a summary of average life expectancy for males and females

### Average Life Expectancy

NSW	Males	Females	Berrigan Shire	Males	Females
2011-16	80.9 yrs	85.1 yrs	2011-16	79.7 yrs	84.5 yrs
2036- 41	86.6 yrs	89.3 yrs	2036-41	85.4 yrs	88.7 yrs

### Social Determinants of Health

Socioeconomic disadvantage (poor housing, fixed & low income, limited access to transport, and disability) is associated with a higher prevalence of health risk factors and higher rates of hospitalisations, deaths and other adverse health outcomes<sup>1</sup>. Higher rates of volunteerism and populations engaged in unpaid care are indicators of community strength / liveability and are a platform for overcoming or mediating impact on communities of social and economic disadvantage.

### Community Strength/Liveability

Voluntary work for an organisation or group (ABS Census data)	People aged 15 years and over who participated in voluntary work	Population aged 15 years and over	% volunteers
Berrigan Shire	1,945	6,439	30.2
Murray Region	21,708	87,850	24.7
New South Wales	895,983	5,250,259	17.1
Unpaid Child Care	People aged 15 years and over providing child care	Population aged 15 years and over	% providing child care
Berrigan Shire	1,679	6,440	26.1
Murray Region	24,557	87,849	28.0
New South Wales	1,415,289	5,250,257	27.0



## Life Style Behaviours and Health

Rate per 100	Berrigan (A) NSW	AUST	Country NSW	Country Vic
Physical Inactivity person 15 years and over	38.7	<b>34.3</b>	36.4	33.8
Overweight (not obese) males 18 years and over	35.8	<b>36.0</b>	35.7	35.8
Obese males 18 years and over	23.9	<b>19.6</b>	23.8	20.7
Overweight (not obese) females 18 years and over	23.6	<b>22.7</b>	23.5	23.6
Obese females 18 years and over	18.8	<b>16.4</b>	17.9	17.4
Usual daily intake of two or more serves of fruit persons aged 18 years and over	49.0	<b>50.2</b>	48.7	48.9
People who had type 2 diabetes and were overweight/ obese 18 years and over	3.1	<b>3.2</b>	3.2	3.1
<b>Mobility Impairment</b>	Berrigan	NSW	Country NSW	Higher/Lower State Average
<b>Musculoskeletal Diseases</b>	31.2	29.8	31.7	++
<b>Arthritis</b>	14.9	14.9	16.1	—
<b>Rheumatoid Arthritis</b>	2.1	1.9	2.1	++
<b>Osteo Arthritis</b>	10.4	7.4	8.9	++

## Potentially avoidable deaths at ages 0 to 74 years

Potentially avoidable deaths at ages 0 to 74 years: 2003 – 2007		Number	Average annual rate per 100,000	Significant
<b>All causes</b>	Berrigan LGA	89	175.1	**
	Murray Region	1,161	193.5	
	NSW	53,564	166.5	
<b>Lung cancer</b>	Berrigan LGA	15	26.9	
	Murray Region	149	23.8	
	NSW	6,853	21.3	
<b>Ischaemic heart disease</b>	Berrigan LGA	23	41.9	**
	Murray Region	268	43.1	
	NSW	10,714	33.2	
<b>Cerebrovascular disease</b>	Berrigan LGA	7	12.6	**
	Murray Region	75	12.0	
	NSW	3,479	10.8	
<b>Chronic obstructive pulmonary disease (45 to 74 years)</b>	Berrigan LGA	6	30.3	*
	Murray Region	68	31.7	
	NSW	2,660	24.6	
<b>Suicide and self-inflicted injuries</b>	Berrigan LGA	5	14.1	**
	Murray Region	52	10.1	
	NSW	2,950	9.3	

Public Health Information Development Unit (2011) Social Health Atlas NSW<sup>ii</sup><sup>i</sup> NSW Government (2010) Report of the New South Wales Chief Health Officer accessed 7 January 2010 [http://www.health.nsw.gov.au/publichealth/chorep/beh/beh\\_smoafidh\\_lgamap\\_full.asp#table](http://www.health.nsw.gov.au/publichealth/chorep/beh/beh_smoafidh_lgamap_full.asp#table)<sup>ii</sup> NSW Government (2010) Report of the New South Wales Chief Health Officer accessed 7 January 2010 [http://www.health.nsw.gov.au/publichealth/chorep/beh/beh\\_smoafidh\\_lgamap.asp](http://www.health.nsw.gov.au/publichealth/chorep/beh/beh_smoafidh_lgamap.asp)<sup>iii</sup> Public Health Information Development Unit (2011) Social Health Atlas NSW accessed 10 January 2013 [http://www.publichealth.gov.au/data\\_online/aust\\_lga\\_online\\_2011/NSW\\_lga\\_data\\_2011.xls](http://www.publichealth.gov.au/data_online/aust_lga_online_2011/NSW_lga_data_2011.xls)

## Working and Retirement Briefing

### OLDER WORKERS

The unemployment or under employment of older Australians in 2008 was costing Australia \$10.8 billion a year

This comprises:

- A loss of \$8.7 billion a year for not utilising the skills and experience of older Australians who **want to work** but were not looking for work as at September 2008 (161,800 in total)
- A loss of \$2.1 billion a year for not utilising the skills and experience of 39,331 who were **unemployed and looking for full-time work** as at March 2009;
- It does not include the economic and social cost of not utilising the skills and experience of 17,073 unemployed older Australians looking for **part-time work**

Older workers also report the need for flexibility in their working hours or part-time arrangements so that they can fit in caring responsibilities or manage sickness or disability

Working is a protective factor against physical ill-health and poor mental health as people staying in the workforce past retirement age tend to have better health status compared with those not working (Aust Human Rights Commission (2012) Working past our 60s: Reforming laws and policies)

According to the ABS, ill health, disability, or caring responsibilities mean that some older people are unable to participate in the labour force even though they would like to remain in work

Association of NSW



### BARRIERS TO WORKING LONGER

- Nature of the work
- Workers Compensation caps, restrictions on income protection insurance for workers over 60 and industry dependant licensing requirements

### RETIREMENT

In 2007, there were 3.9 million employed people aged 45 years and over, of whom the majority (85%) intended to eventually retire from the labour force. About 15% (568,400) of employed people aged 45 years and over indicated that they did not intend to retire, and nearly two-thirds (64%) of these were men.

Of the 3.3 million people who indicated that they did intend to retire at some stage:

- 24% intended to retire aged 70 years and over (30% of men, 17% of women);
- 40% intended to retire aged 65-69 years (45% of men, 34% of women);
- 24% intended to retire aged 60-64 years (18% of men, 31% of women);
- 9% intended to retire aged 55-59 years (5% of men, 13% of women);
- 1% intended to retire aged 45-54 years (0.3% of men, 2% of women); and
- the remaining 2% did not know the age at which they would retire (2% of men, 2% of women)

**DECISIONS ABOUT WHEN TO RETIRE**

- 39% of people (45 years of age and over) intend to retire at age 63 years of age when they believe they will have achieved financial security
- 19% of people (45 years of age and over) intend to retire at 65 years of age and that this will be due to Personal health or physical abilities
- Amongst the 1.8 million people who retired between 1987 and 2007, and were over the age of 45 when they retired, the most commonly reported main reason for retirement was 'personal health or physical abilities' (31%), whereas 'financial security' was only reported as the main reason for retirement by 4% of retirees

**EXPECTED SOURCE OF INCOME AT RETIREMENT**

- 3% reported that their expected main source of income at retirement would be income from 'superannuation, an annuity or allocated pension'
- 24% of people (45 years of age and over) expected main source of income at retirement would be income from government pension or allowance
- 51% of the women who intended to retire between the ages of 45 and 54 years, expected to have no personal income source when they retired
- 77% of currently employed people aged 45 years and over who intend to retire will rely on their spouse or the government as their main source of income at some point in their retirement

(ABS: 6105.0 - Australian Labour Market Statistics, Jan 2009)

**GOVERNMENT PENSIONS BERRIGAN SHIRE**

Berrigan Shire		2005	2006	2007	2008	2009	2010
Age Pension - Centrelink	No.	1200	1210	1242	1306	1368	1412
Age Pension - DVA	No.	0	0	0	5	4	4
Carers Payment	No.	31	39	46	55	64	85
Disability Support Pension	No.	300	309	307	330	349	359
		<b>1531</b>	<b>1558</b>	<b>1595</b>	<b>1696</b>	<b>1785</b>	<b>1860</b>

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# **Berrigan Shire and Districts Liveability and Ageing Data Profile**



April 2016

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## Glossary

<b>EP</b>	Enumerated population. This is the population that was counted in that location on the night of the census. It may not be the same population that ordinarily lives in that location. For some locations, such as popular tourist towns, the enumerated population will be different to the URP. Where possible, this population term has been avoided in the profile.
<b>ERP</b>	Estimated resident population. The population that is estimated to reside in a given location. ERPs are usually conducted between census periods, based on birth and death data and migration estimates.
<b>LGA</b>	Local Government Area. An area defined by municipal boundaries
<b>MBS</b>	Medicare Benefits Scheme
<b>Median</b>	The median is the middle value of an ordered set of values - e.g. the median value of 12, 62, 33, 40 and 20 is 33 - as it is the middle point.
<b>SEIFA</b>	Socio Economic Index for Areas. SEIFA 2006 consists of four separate indexes that each concentrate on a different aspect of the social and economic conditions in an area. The index is a continuum of advantage to disadvantage and is based upon a social and economic information from the 2006 Census.
<b>SIGNIFICANT</b>	* statistically significant, at the 5% confidence level ** statistically significant, at the 1% confidence level
<b>SLA</b>	Statistical Local Area. The Australian Bureau of Statistics and some other agencies provide information at the SLA level. A Local Government Area (LGA) is typically made up of one or more SLA.
<b>UCL</b>	Urban Centre / Locality
<b>URP</b>	Usual resident population. The population that usually resides in a given location, as opposed to visiting that location on census night.

Glossary: Based on Glossary developed by Nancy Vaughan for the Campaspe Primary Care Partnership – April 2009

Compiled by the Berrigan Shire Council: Strategic and Social Planning Coordinator

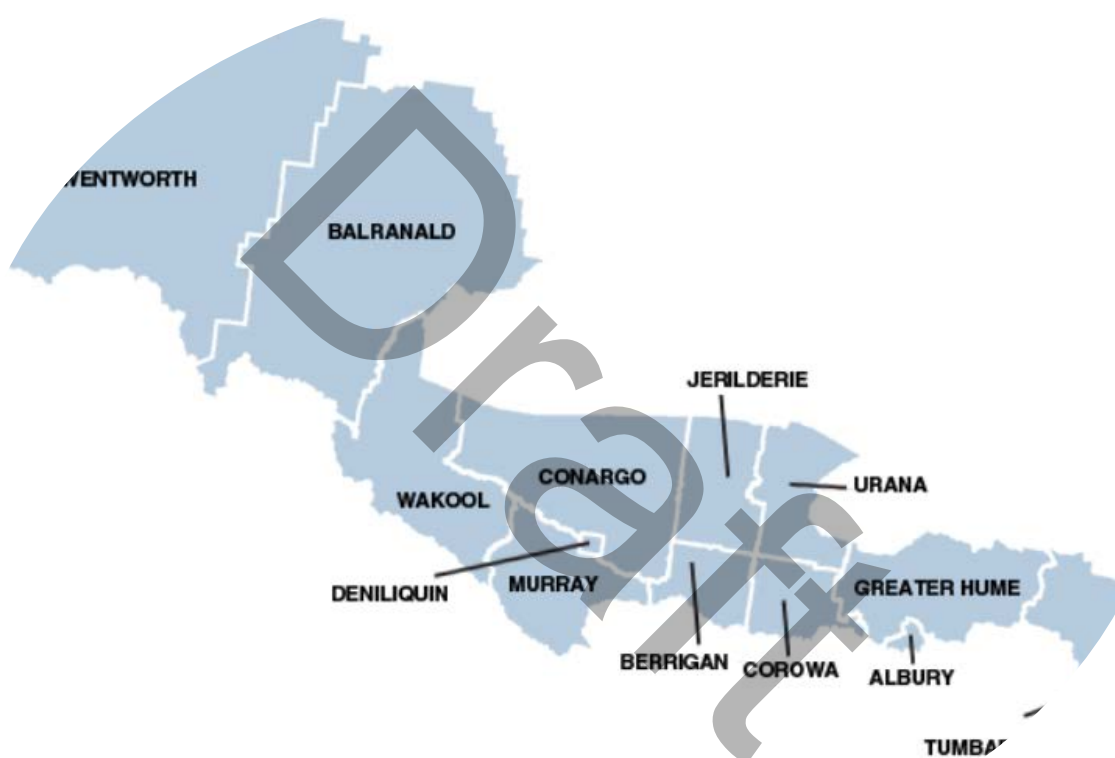
Berrigan Shire Population Forecasts are compiled by .id and can be found at <http://forecast2.id.com.au/default.aspx?id=393&pg=5000>

The Berrigan Shire cannot accept any responsibility for any use of or reliance on the contents of this profile by any third party.

## Introduction

The Berrigan Shire and Districts Liveability and Ageing Data Profile presents a broad range of data providing an insight into the social, economic and health status of Berrigan Shire and neighbouring (non Berrigan LGA) town residents' who are aged 55+ years of age.

The profile will be used to inform the development of the Berrigan Shire Council *Liveability and Healthy Ageing Strategy* and can also be used by health, community service organisations, business, and community groups in the Berrigan Shire and Berrigan Shire region.



(Map: Division of Local Government NSW)

The Berrigan Shire (population 8,385<sup>i</sup>) is situated in New South Wales' Southern Riverina or Central Murray planning region. It is bound to the south by the Murray River and the Victorian local government area of the Moira. It is a Shire characterised by its efficient and productive irrigation-based agriculture industry: historically rice and dairy, and Murray River based tourism.

Council boundaries encompass the towns of Barooga, Berrigan, Finley and Tocumwal. These towns act as service hubs for the Shire's population<sup>ii</sup> (median age 48 years), water-based agri-businesses, and agri-businesses in the neighbouring New South Wales Shires' of Conargo and Jerilderie.

The towns of Berrigan, Finley and Tocumwal provide hospital facilities with acute care beds, emergency facilities and range of allied health services including maternal and child health. Early childhood services include: long day care facilities in Berrigan and Barooga, occasional care, pre-schools, and early intervention and support services.

Primary schools public and private are located in the Shire's towns; secondary students from the Jerilderie, Conargo and the Berrigan Shires' attend Finley High School.

A number of families also take advantage of the Shire's proximity to Victorian secondary schools – Cobram Secondary College, Christ the King Anglican College (Cobram), Nathalia's St Marys of the Angels Secondary College; and Goulburn Valley Grammar School – Shepparton with approximately 40% of the Shire's secondary school age residents attending schools in Victoria.

Excellent recreational and sporting facilities eg: pools, golf, tennis, netball, equestrian, bowls etc and licensed clubs are also located in each town.

Non Berrigan Shire Council districts / towns included in this data profile are:

- Jerilderie: - Jerilderie Shire Council (NSW)
- Cobram – Moira Shire Council (VIC)

The towns' of Jerilderie and Cobram have been included as residents from both communities either access services provided by Berrigan Shire Council and or residents of Berrigan Shire access services provided by Moira Shire Council and or the Moira Health Care Alliance.

## 1. Socio-Economic Profile

The Shire's local economy and that of neighbouring towns Jerilderie (NSW) and Cobram (VIC) depends heavily upon irrigated agriculture, food processing and tourism. The Shire and surrounding communities 2006 – 2010 experienced significant drought induced hardship, and continue to experience hardship, and anxiety due to social and economic uncertainty associated with Murray Darling Water Reform: its impact on tourist operations, and extreme weather events:– floods 2011, 2012 and a tornado 2013.

Non-water and climate change related challenges include:

- The ageing profile of the Shire's and surrounding communities' active fulltime and part-time labour force (Table 1)
- Current and future demand upon health and social support services due to the age of its population median age Berrigan Shire 48 years – Australian Median 39 years)<sup>iii</sup>
- Increasing number of residents (Berrigan LGA, Jerilderie LGA and Cobram UCL) dependent upon government pensions and allowances (Tables 2 - 4 )
- Increasing number of residents receiving either carers payment and or Disability Support Pension
- Higher than national and state average dependency ratio ie: population not in the workforce (Table 3)
- Decline in youth population<sup>iv</sup>
- Exposure of the Shires' economy through agriculture and tourism to fluctuations in international currency
- Social and economic decline before onset of drought and concerns about water security measured by ABS: 2001 & 2006 Social Economic Indices of Advantage and Disadvantage(Tables 5, 6)
- Below NSW and National average taxable incomes (Table 7)

Table 1 Basic Profile Berrigan Shire and Neighbouring Towns

	Population	Median Age	% of Pop. Provided unpaid assistance to a person with a disability (last two weeks)	Median Age Employment Status		Median Weekly Household Income	Population 55+ years	
							No:	%
Berrigan Shire (LGA)	8066	48	12.3	45	49*	\$776	3313	41
Jerilderie (UCL)	775	49	13.8	44	52*	\$775	336	43.5
Cobram (UCL)	5420	42	11.6	42	40*	\$781	1911	35.3

(ABS: 2012 Quick Stats – Berrigan LGA; Jerilderie UCL and Cobram UCL accessed 3 May 2013)

\* Part time

Table 2 Berrigan Shire Residents Receiving Selected Government Pensions and Allowances

Berrigan Shire		2005	2006	2007	2008	2009	2010
Age Pension - Centrelink	No.	1200	1210	1242	1306	1368	1412
Age Pension - DVA	No.	0	0	0	5	4	4
Carers Payment	No.	31	39	46	55	64	85
Disability Support Pension	No.	300	309	307	330	349	359
Newstart Allowance	No.	168	154	188	171	206	224
		1699	1712	1783	1867	1991	2084

Table 3 Jerilderie Shire Residents Receiving Selected Government Pensions and Allowances

Jerilderie Shire	2005	2006	2007	2008	2009	2010
Age Pension - Centrelink	159	168	164	167	178	234
Age Pension - DVA	0	0	0	0	0	0
Carers Payment	0	0	0	0	0	15

<b>Disability Support Pension</b>	48	45	50	48	48	68
<b>Newstart Allowance</b>	28	24	28	28	23	34
	235	237	242	243	249	351

(ABS: 2010 National Regional Profile)

**Table 4 Moira Shire West (SLA) Residents Receiving Selected Government Pensions and Allowances**

<b>Moira Shire West (SLA)</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Age Pension - Centrelink</b>		2 359	2 413	2 532	2 585	2 651
<b>Age Pension - DVA</b>		20	15	18	18	16
<b>Carers Payment</b>		144	160	173	192	222
<b>Disability Support Pension</b>		805	833	887	982	996
<b>Newstart Allowance</b>		361	403	411	475	531
<b>Population Moira Shire West (SLA)</b>		19 010	19 165	19 386	19 502	19 619

**\*Cobram UCL is approximately 28% Moira Shire West SLA population**

The following table provides a snapshot of Centrelink payments paid to recipients living in the 3644 postcode which covers Cobram and Barooga. While not an accurate representation of current Centrelink beneficiaries it provides a point of reference for comparison with Berrigan Shire and Jerilderie UCL. Suggesting that in 2008, 52% of age pension recipients' in Moira West SLA lived in the Cobram-Barooga 3644 postcode area.

Table 5 Centrelink Payments Postcode 3644 4<sup>th</sup> Quarter 2008

Cobram /Barooga - Postcode 3644	2008	Moira Shire West (SLA) 2008	% of Centrelink Benefits Moira West Paid to Cobram / Barooga Residents 2008
Age Pension - Centrelink	1322	2 532	52%
Age Pension - DVA		18	
Carers Payment	92	173	53%
Disability Support Pension	455	887	51%
Newstart Allowance	213	411	52

Source:

Table 6 Population not in the Workforce

	Dependency Ratio	Labour Force Participation Rate – August 2011	Unemployment Dec 2012
Berrigan (LGA)	78%	53.5%	4.7%
Jerilderie (LGA)	65.85%	60.29%	3.4%
Cobram (UCL)	73%	57.6%	*6.6 %
Murray Region	56%	-	
Australia	54%	61%	

Dependency ratio: % population aged under 15 years and over 65 years as a % of working age population (15 yrs – 64 yrs) calculated from Census 2011 data

Labour force participation rate: labour force as a % of the population 15 – 65 years

Unemployment: number of unemployed persons as a proportion of the labour force

(Source: ABS 2011 Census, DEEWR Small Area Labour Force Berrigan, Jerilderie and \* Moira (SLA West) Dec 2012)

Table 7 SEIFA Index of Relative Advantage / Disadvantage x Postcode

Postcode	2006	2011
Berrigan 2712	907	927
Finley 2713	926	944
Tocumwal 2714	946	937
Jerilderie 2716	944	944
Cobram Barooga 3644	918	915

ABS: SEIFA accessed 20/5/2013<sup>y</sup>

**Table 8 Taxable Income**

Town	Postcode	2009/10 \$	2013/14 \$
Berrigan	2712	42,387	55,289
Finley	2713	44,165	53,479
Tocumwal	2714	46,403	56,166
Jerilderie	2716	43,732	60,296
Cobram Barooga	3644	45,769	55,397
Australia		*48,027	70,757

ATO Taxation Statistics 2009/10 Selected Personal Items Table 3 <sup>vi</sup>

\*ATO Taxation Statistics 2009/10 Average Individual Taxable Income <sup>vii</sup>

Taxation statistics 2013–14 Calculated from Selected items, by taxable status, state/territory and postcode, 2013–14 income year <sup>viii</sup>

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**Table 8 Housing and Tenure Sept 2012**

	Two Bedroom Unit		Three Bedroom House	
	Change Median Qtly		Change Median Qtly	
	\$	%	\$	%
<b>Median Weekly Rents Berrigan Shire</b>	115	0	215	0
<b>Median Weekly Rents Jerilderie Shire Not available due to small number</b>				
<b>Moira Shire</b>	188	-1.5	240	0
<b>NSW</b>	400	0	360	2.9

Table developed from: Dept Human Services (Vic) Rental Report 2012 and Housing NSW Rent Reports 2012<sup>x</sup>

**Table 9 Occupied Dwellings and Tenure 2011**

Housing	Berrigan Shire	Jerilderie Shire	Cobram	Aus
% Occupied Dwellings owned outright	44.2	45.2	38.5	32.1%
% Occupied dwelling with a mortgage	28	23.3	24.9	33.3%
% Occupied Dwellings Rented	23.1	23.1	29.3	28.7%

ABS 2011 Census

## Liveability & Social Determinants of Health

High rates of volunteerism enhance a community's 'liveability' providing a range of services that in rural communities may not otherwise be offered or available. While socioeconomic disadvantage is associated with a higher prevalence of health risk factors and higher rates of hospitalisations, deaths and other adverse health outcomes<sup>x</sup>

In rural communities higher rates of volunteerism and populations engaged in unpaid care are indicators of community strength and are a platform for promoting community liveability, in addition to overcoming and or mediating impact on communities of social and economic disadvantage.

Low crime rates also add to the liveability of a communities – although in small communities care must be taken when interpreting crime statistics.

**Table 10 Community Strength**

<b>Voluntary work for an organisation or group (ABS Census data)</b>	<b>People aged 15 years and over who participated in voluntary work</b>	<b>Population aged 15 years and over</b>	<b>% volunteers</b>
Berrigan Shire (LGA)	1,969	6,669	29.5
Jerilderie Shire (LGA)	432	1,208	35.8
Cobram (UCL)	835	4,342	19.2

<b>Unpaid Child Care</b>	<b>People aged 15 years and over providing child care</b>	<b>Population aged 15 years and over</b>	<b>% providing child care</b>
Berrigan Shire (LGA)	1,624	6,668	24.3
Jerilderie Shire (LGA)	313	1,207	25.9
Cobram (UCL)	1,014	4,343	23.3

Table 11 Crime Rates Jan – Dec 2011

<i>Offence type</i>	<b>Berrigan Shire Rate per 100,000 population</b>	<b>Jerilderie Shire Rate per 100,000 population</b>	<b>NSW Rate per 100,000 population</b>	<b>Higher or Lower NSW State Rate +/-</b>
Assault - domestic violence related	231.37	nc	370.66	-
Assault - non-domestic violence related	196.67	nc	512.49	-
Sexual assault	11.57	nc	59.58	-
Break and enter dwelling	370.20	nc	80.00	+
Break and enter non-dwelling	312.36	nc	544.85	-
Motor vehicle theft	80.98	nc	235.49	-
Steal from motor vehicle	185.10	nc	270.28	-
Steal from retail store	34.71	nc	665.86	-
Steal from dwelling	266.08	nc	286.00	-
Steal from person	23.14	nc	287.77	-
Fraud	104.12	nc	117.58	-
Malicious damage to property	948.63	nc	503.57	+

NSW Police (2012)<sup>xi</sup> (nc: not calculated due to small number of incidents)

[http://www.bocsar.nsw.gov.au/Lawlink/bocsar/ll\\_bocsar.nsf/pages/bocsar\\_lga\\_crimemaps](http://www.bocsar.nsw.gov.au/Lawlink/bocsar/ll_bocsar.nsf/pages/bocsar_lga_crimemaps)

## 2. Liveability and Health Professionals Berrigan Shire

People living in rural and remote communities have limited access to primary health care services and are more likely to be admitted to hospital for conditions which could potentially have been prevented through the provision of non-hospital services and care.

Factors that impact on the health of Australians living in rural and isolated communities include poor service viability, lack of infrastructure development, cost pressures associated with distance and isolation, and the inequitable distribution of the health workforce<sup>xii</sup>.

**Table 12 Number of professionals working in locality per 1,000 resident population**

	Berrigan (A)	Jerilderie (A)	Murray Region	Regional NSW
<b>Generalist Medical Practitioners</b>	0.36		0.98	1.38
<b>Psychiatrists</b>	-		0.03	0.06
<b>Surgeons</b>	-		0.12	0.13
<b>Registered Nurses</b>	7.45	5.86	8.67	8.52
<b>Midwives</b>	-		0.59	0.50
<b>Dental Practitioners</b>	0.36		0.22	0.30
<b>Physiotherapists</b>	-		0.40	0.48
<b>Optometrists and Orthoptists</b>	-		0.11	0.14
<b>Pharmacists</b>	0.36		0.57	0.56
<b>Dietitians</b>			0.09	0.12
<b>Occupational and Environmental Health Professionals</b>	-		0.41	0.47
<b>Chiropractors and Osteopaths</b>	0.36		0.18	0.13
<b>Occupational Therapists</b>	0.36		0.27	0.30
<b>Podiatrists</b>	-		0.09	0.07
<b>Speech Professionals and Audiologists</b>	-		0.18	0.19

Source: ABS Census 2006

Table 13 Medicare Benefits Schedule (Primary Health Care Access)

Medicare Benefits Schedule 200/2010		Number	Average annual rate per 100,000	Significant
<b>Total GP services (MBS and DVA)</b>	Berrigan LGA	58,961	593,197.8	**
	Jerilderie LGA			
	Moira W	117,352	556,180.0	**
	Murray Region	534,961	426,081.9	**
	NSW	42,131,999	578,553.0	**
<b>Annual health assessments by GPs (persons aged 75 years and over)</b>	Berrigan LGA	366	38,548.4	
	Jerilderie LGA			
	Moira W	326	17,997.7	
	Murray Region	2,206	22,988.6	**
	NSW	98,207	20,766.4	**
<b>Better Access Care Program: Occupational Therapists</b>	Berrigan LGA	66	863.7	**
	Jerilderie LGA			
	Moira W	#	..	
	Murray Region	398	344.6	**
	NSW	13,059	182.8	**

Public Health Information Development Unit (2011) Social Health Atlas NSW & VIC<sup>xiii</sup>

### 3. Premature Mortality

Premature mortality refers to deaths that occur at a younger age than expected. The expected age at death can be determined by life expectancy, for example, or by setting an arbitrary age. Within our current health system deaths before the age of 75 years are considered premature.

Table 14 Premature Mortality and Burden of Disease 2003 to 2007

Premature Mortality and Burden of Disease Indicator 2003 to 2007		Number	Average annual rate per 100,000	Significant
<b>Premature Mortality (Deaths 0 – 74 years)</b>	Berrigan LGA	130	254.1	
	Jerilderie LGA			
	Moira LGA	<b>309</b>	299.2	**
	Murray Region	1,733	288.0	**
	NSW	81,441	253.1	
<b>Deaths from Cancer</b>	Berrigan LGA	66	122.7	

<b>Premature Mortality and Burden of Disease Indicator 2003 to 2007</b>		<b>Number</b>	<b>Average annual rate per 100,000</b>	<b>Significant</b>
	Moira W	125	117.5	
	Murray Region	737	119.6	
	NSW	33,795	105.1	
<b>Deaths from circulatory system diseases, 15 to 64 years</b>	Berrigan LGA	8	25.3	
	Jerilderie LGA			
	Moira W	80	74.2	
	Murray Region	189	46.5	
	NSW	8,299	36.6	**
<b>Deaths from external causes, 15 to 64 years</b>	Berrigan LGA	9	37.8	
	Jerilderie LGA			
	Moira W	35	45.2	
	Murray Region	147	40.8	
	NSW	7,227	31.7	**
<b>Deaths from lung cancer, 0 to 74 years</b>	Berrigan LGA	15	26.9	
	Jerilderie LGA			
	Moira W	23	21.1	
	Murray Region	149	23.8	
	NSW	6,853	21.3	
<b>Deaths from circulatory system diseases, 0 to 74 years</b>	Berrigan LGA	15	26.9	
	Jerilderie LGA			
	Moira W	80	74.2	**
	Murray Region	149	23.8	
	NSW	428	69.0	**
<b>Deaths from ischaemic heart disease, 0 to 74 years</b>	Berrigan LGA	23	41.9	
	Jerilderie LGA			
	Moira W	52	48.1	**
	Murray Region	268	43.1	
	NSW	10,714	33.2	**
<b>Deaths from cerebrovascular diseases, 0 to 74 years</b>	Berrigan LGA	7	12.6	
	Jerilderie LGA			
	Moira W	11	10.1	

Premature Mortality and Burden of Disease Indicator 2003 to 2007		Number	Average annual rate per 100,000	Significant
	Murray Region	75	12	
	NSW	3,479	10.8	**
Deaths from respiratory system diseases, 0 to 74 years	Berrigan LGA	7	12.4	
	Jerilderie LGA			
	Moira W	21	19	
	Murray Region	108	17.2	
	NSW	5,058	15.6	**
Deaths from chronic obstructive pulmonary disease, 45 to 74 years	Berrigan LGA	6	30.3	
	Jerilderie LGA			
	Moira W	11	29	
	Murray Region	68	31.7	*
	NSW	2,660	24.6	

Public Health Information Development Unit (2011) Social Health Atlas NSW & Vic<sup>xiv</sup>

## Potentially avoidable deaths

*Potentially avoidable deaths* are defined as mortality before the age of 75 years, from conditions which are potentially avoidable within the present health system. Avoidable deaths are:

- Preventable (amenable to screening and primary prevention), for example lung cancer which may be avoided through reduction of risk factors such as smoking or lack of exercise; and
- Treatable (amenable to therapeutic interventions), for example bowel cancer for which mortality may potentially be avoided through effective surgery, chemotherapy and radiotherapy.

Only deaths of individuals under 75 years are considered potentially avoidable as beyond this age people may have several different health problems and determining a single underlying cause is difficult.<sup>xv</sup>

**Table 15 Potentially avoidable deaths at ages 0 to 74 years**

Potentially avoidable deaths at ages 0 to 74 years: 2003 – 2007		Number	Average annual rate per 100,000	Significant
All causes	Berrigan LGA	89	175.1	
	Murray Region	1,161	193.5	**



Potentially avoidable deaths at ages 0 to 74 years: 2003 – 2007		Number	Average annual rate per 100,000	Significant
	NSW	53,564	166.5	
Lung cancer	Berrigan LGA	15	26.9	
	Murray Region	149	23.8	
	NSW	6,853	21.3	
Ischaemic heart disease	Berrigan LGA	23	41.9	
	Murray Region	268	43.1	**
	NSW	10,714	33.2	**
Cerebrovascular disease	Berrigan LGA	7	12.6	
	Murray Region	75	12.0	
	NSW	3,479	10.8	**
Chronic obstructive pulmonary disease (45 to 74 years)	Berrigan LGA	6	30.3	
	Murray Region	68	31.7	*
	NSW	2,660	24.6	
Suicide and self-inflicted injuries	Berrigan LGA	5	14.1	
	Murray Region	52	10.1	
	NSW	2,950	9.3	**
Road traffic injuries	Berrigan LGA			
	Murray Region	47	9.2	
	NSW	1,663	5.2	**

Public Health Information Development Unit (2011) Social Health Atlas NSW<sup>xvi</sup>

### Self Rated Health Status

Self-rated health is the single most reliable and valid measure of health-related quality of life (HRQL). A large number of cross-sectional and longitudinal studies have demonstrated how a person's appraisal of his or her general health is a powerful predictor of future morbidity and mortality, even after controlling for a variety of factors such as age, sex, socioeconomic status, health behaviours, and health status<sup>xvii</sup>.

Table 16 Self Rated Health Status

Self Rated Health Status 2007-08		Number	Average annual rate per 100,000	Significant
Fair or poor self-assessed health (synthetic prediction), persons aged 15 years and over	Berrigan LGA	1,284	15.4	
	Jerilderie LGA			
	Moira LGA			
	Murray Region	16,105	15.9	
	NSW	877,504	15.5	
Current long-term condition and reporting good, very good or excellent self-assessed health (synthetic prediction), persons aged 15 years and over	Berrigan LGA	4,715	67.8	
	Murray Region	63,797	67.8	
	NSW	3,775,635	67.3	

Public Health Information Development Unit (2011) Social Health Atlas NSW<sup>xviii</sup>

Table 17 Selected Lifestyle Indicators

Rate per 100	Berrigan (A) NSW	Jerilderie NSW	Moira VIC	AUST	Country NSW	Country Vic
Physical Inactivity person 15 years and over	38.7			<b>34.3</b>	36.4	33.8
Overweight (not obese) males 18 years and over	35.8			<b>36.0</b>	35.7	35.8
Obese males 18 years and over	23.9			<b>19.6</b>	23.8	20.7
Overweight (not obese) females 18 years and over	23.6			<b>22.7</b>	23.5	23.6
Obese females 18 years and over	18.8			<b>16.4</b>	17.9	17.4
Usual daily intake of two or more serves of fruit persons aged 18 years and over	49.0			<b>50.2</b>	48.7	48.9
People who had type 2 diabetes and were overweight/ obese 18 years and over	3.1			<b>3.2</b>	3.2	3.1

Source: Public Health Information Development Unit (2010) *Social Health Atlas Australian Local Government Areas Synthetic Prediction*

#### 4. Aged and Disability Profile – Berrigan Shire

Selected aged and disability indicators<sup>xix</sup> for the Berrigan Shire provide a comparative overview of the extent of mobility impairment and disability experienced by Shire residents.

**Table 18 Aged and Disability Profile**

	Berrigan	Jerilderie	Cobram	NSW	Country NSW	Higher/Lower State Average
<b>% Disability Support Pensions</b>	7.2			5.2	7.6	++
<b>% Age Pensions</b>	70.1			69.6	73.9	++
<b>% persons aged 0 to 64 years with a profound or severe disability and living in the community</b>	2.3			2.2	2.7	—
<b>People with a profound or severe disability (includes people in long-term accommodation)</b>	5.8			4.2	5.1	++
<b>People with a profound or severe disability and living in the community</b>	4			3.5	4.3	—
<b>Musculoskeletal Diseases</b>	31.2			29.8	31.7	++
<b>Arthritis</b>	14.9			14.9	16.1	—
<b>Rheumatoid Arthritis</b>	2.1			1.9	2.1	++
<b>Osteo Arthritis</b>	10.4			7.4	8.9	++

Commonwealth Government 2005: Population Health Profile Murrumbidgee Division of General Practice

#### Dementia Prevalence

Dementia prevalence rates follow an exponential growth rate with age. Dementia prevalence rates are relatively low until the age of 70 years and over, where prevalence rates start to increase rapidly, indicating the increased risk of developing dementia due to age. For example, prevalence rates for males and females aged 70-74 years are around 3.5% and 3.3% respectively, which increases to 21.1% and 24.4% for those aged 85-89, and then to 37.2% and 47.3% for those aged 95 years and above<sup>xx</sup> (Deloitte Access Economics, *Dementia Across Australia: 2011-2050*)

Based on the age of Shire residents 65years+ (Table 17) and Deloitte's Access Economics research which, suggests that dementia prevalence rates increase exponentially with age and 2009 national estimates re: dementia prevalence rates: it is likely (Table 2) that there is a significant and current unmet demand for residential based dementia care and support.

For example, the more people over the age of 80 years of age who live in a community the greater the demand will be for specialised dementia care and support.

Based on national prevalence data and the Shire's current population (Table 2) it is likely that a total of 150 dementia beds/support packages is currently needed to service and support our communities. Moreover, this is likely to increase as our communities continue to age.

**Table 19 Population Berrigan Shire 65+ years of age**

	<b>Males</b>	<b>Females</b>	<b>Total</b>
<b>65-69 years</b>	307	309	616
<b>70-74 years</b>	237	273	510
<b>75-79 years</b>	208	164	372
<b>80-84 years</b>	158	123	281
<b>85 years and over</b>	88	167	255
	998	1,036	2707

ABS: 2011<sup>xxi</sup>

**Table 20 Projected Need Dementia care and services Berrigan Shire – Local Government Area**

	% of Pop		Residents Needing dementia care and services		Total Needing dementia care and support services
	M	F	M	F	
<b>65-69 years</b>	1.7	1.3	5.2	4	9.2
<b>70-74 years</b>	3.5	3.3	8.3	9	17.3
<b>75-79 years</b>	5.8	6.3	12	10.3	22.3
<b>80-84 years</b>	12.1	12.9	19.1	15.8	34.9
<b>85 years and over</b>	29.9	35.8	29.9	35.8	65.7
			74.5	74.9	149.4

Source: Table developed from ABS 2011 Census and Deloitte Access Economics, *Dementia Across Australia: 2011-2050, National Estimates of Dementia Prevalence Rates 2009*)

Census data (Table 3) re: the % of population providing unpaid assistance to persons with a disability and Hospital admissions also corroborates that there is regionally significant demand for the supply of specialised psycho geriatric care for older residents.

For example, 12.3% of the Shire's population provides unpaid assistance to a person with a disability while on average the length of stay for sub-acute and non-acute hospital admissions is 4-5 times longer than in neighbouring Shire's.

**Table 21 Local Area Comparison: % Population providing unpaid assistance and Length of Stay Sub-Acute and Non-Acute Hospital Admissions**

<b>Comparable and Neighbouring Shires</b>	<b>Population</b>	<b>% pop 65+ yrs</b>	<b>% pop providing unpaid assistance to a person with a disability</b>	<b>*Hospital Admissions length of stay sub-acute and non-acute (days)</b>
Berrigan LGA	8,066	25.2	12.3	<b>46.9</b>
Deniliquin LGA NSW	7,120	21.3	12.4	9.6
Corowa LGA NSW	21,507,717	14	10.9	13.3

**\*other non-acute/sub-acute care (maintenance care, psycho geriatric care, geriatric evaluation and management and other**

Source: Table developed from ABS 2011 Census and MyHospital 2012<sup>xvii</sup>

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2017

Appendix VI Appendix "N"



Draft

# [BERRIGAN SHIRE ALL AGE DISABILTY PREVALENCE]

This data profile has been developed by the Berrigan Shire Council to assist its planning for the delivery and future development of its Services and to support the development of its Disability Action Plan



Draft

Reviewed and updated: March 2017

This report has been prepared by the Berrigan Shire Council based on publicly available data

Berrigan Shire Council cannot accept any responsibility for any use of or reliance on the contents of this report by any third party.

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## Glossary

**ABI - Acquired Brain Injury (ABI)**

**ASD – Autism Spectrum Disorder**

**ABS – Australian Bureau of Statistics**

**AEDI – Australian Early Developmental Index** The Australian Early Development Index (AEDI) is a population based measure of how children have developed by the time they start school. It looks at five areas of early childhood development: physical health and wellbeing, social competence, emotional maturity, language and cognitive skills, and communication skills and general knowledge.

**ATSI – Aboriginal and Torres Strait Islander**

**Local Catchment** – the towns and rural districts encompassed by the boundaries of the Berrigan Shire and the former Jerilderie Shire and the Conargo Shire localities of Blighty, Tuppal, Logie Brae and Mayrung.

**Regional Catchment** – Children and Families that live in or go to school in the towns of Berrigan, Barooga, Cobram (VIC), Finley, Blighty, Jerilderie, Oaklands, Savernake, Tocumwal, Rand and Urana

**Developmental Vulnerability**

**ID – Intellectual Disability**

**LD – Learning Difficulty**

**Psychiatric Disability**

## Introduction

The content of this catchment profile developed by the Berrigan Shire Council has been sourced from a desk top review of publicly available national, state, regional (Australian Bureau of Statistics SA4 – SA2, Murrumbidgee, Goulburn Valley and Hume Medicare Local, Murray Now and Commonwealth of Australia Public Health Information Development Unit and .id local government) data. It identifies the incidence and prevalence of the following

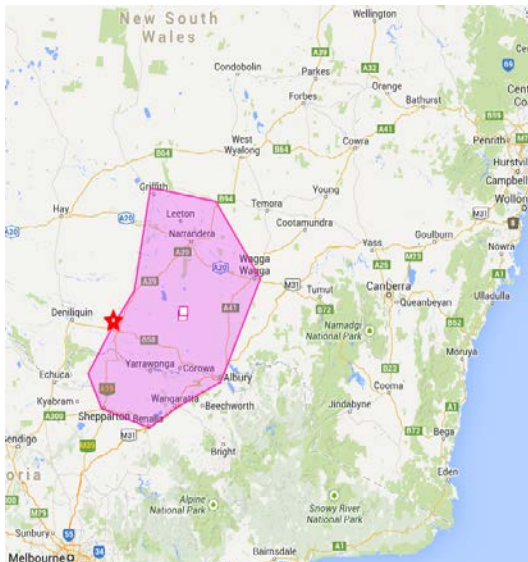
- Learning Disability (0-15 years)
- Developmental Vulnerability (4 year olds)
- Autism Spectrum
- Acquired Brain Injury (ABI) (17+ years)
- Psychiatric Disability

Providing evidence of regional (not just LGA specific) demand for services in an environment characterised by workforce shortages. Namely, allied health services:

- Occupational,
- Speech and Physio therapies; in addition to
- Psycho-social support services.

The consequence of which for carers and the disabled who live in this catchment that more service providers and change in how the Council delivers services will be needed to meet the demand and local needs.

**Figure 1 Regional and Alternate Services Distance from Population Centres to Finley**



Population Centres	Km	Travel Time	LGA	LGA Pop
Cobram	39	.5 hr	Moira (VIC)	28,675
Corowa	100	1.2 hrs	Corowa (NSW)	11,304
Shepparton	100	1.2 hrs	Shepparton (VIC)	62,352
Benalla	115	1.5 hrs	Benalla (VIC)	13,729
Wangaratta	130	1.5 hrs	Wangaratta (VIC)	27,236
Wodonga	151	1.75 hrs	Wodonga (VIC)	36,626
Albury	145	1.65 hrs	Albury (NSW)	49,477
Wagga Wagga	203	2.5 hrs	Wagga Wagga	61,535
Narrandera	145	1.5 hrs	Narrandera (NSW)	6,130
Leeton	174	1.8 hrs	Leeton (NSW)	11,410
Griffith	171	2 hrs	Griffith (NSW)	25,296
<b>Total Pop. in the Catchment*</b>				<b>347,108</b>
<b>Total NSW Pop in the Catchment*</b>				<b>181,956</b>

\*Total also includes NSW Shires of Berrigan, Jerilderie, Murrumbidgee and Urana

\*\* Population figures sourced from Local Government .id data population forecasts 2013

All population centres identified in this regional profile are within a 200 km radius of Finley, the or a 2.5 hour drive.

The total population in this regional catchment is 347,108 with 181,956 or 52% of the catchment resident in southern New South Wales.

## Socio Economic Profile of the Catchment

The following socio-economic profile of each NSW LGA in the catchment has been sourced from the Commonwealth Public Health Information Development Unit (PHIDU) *Social Atlas 2011*. Other data sources include:

- E-Brief *The Murrumbidgee and Murray Regions: An Economic Profile 2012*
- Hume Medicare Local Population Health Data
- Murrumbidgee Medicare Local Health Profiles
- Murray Now Profile 2013
- Australian Bureau of Statistics – Regional Profiles
- .id data local government population forecasts accessed 26 February 2013

The side bars on the following pages provide a brief description and summary of NSW communities in the catchment and the industry sectors that support these communities.

Table 1 provides an overview of the % of the population that provides unpaid assistance to a person with a disability. An indicator of current and future need in the catchment; but also the extent of informal networks that under the NDIS will benefit from efforts directed toward their maintenance.

As can be seen Council services are delivered in to a community in a region where the % of the population providing unpaid assistance to individuals with a disability is significant.

All LGAs in the broader catchment with the exception of Wagga Wagga have above the respective state non-metropolitan percentage of population providing unpaid assistance to the person with a disability.

**Wagga Wagga** LGA covers an area of 4,825 square kilometres. It is the principal commercial centre of the Murrumbidgee region and, in 2009, hosted more than 4,900 businesses. Major employers in Wagga Wagga include Cargill, Charles Sturt University, Heinz, Royal Australian Air Force (Forest Hill Air Training Centre), Royal Australian Army (Kapooka Training Centre), Wagga Base Hospital and Wagga City Council.

**Griffith** spans an area of 1,640 square kilometres. In 2007 there were 3,138 businesses. Major employers include Baiada, Casella, De Bortoli, McWilliams and Nugan.

**Leeton** occupies an area of 1,167 square kilometres. Major employers include Baiada, Kirin (Berri) and Itoham (Rockdale Abattoir).

**Narrandera** occupies an area of 4,117 square kilometres. Significant employers include Coles, Essential Energy, Grants Cypress Sawmilling, Manildra Group and Narrandera Shire Council.

NSW Government (2013)  
Parliamentary e-brief *The Murrumbidgee and Murray Regions: An Economic Profile*

**Table 1: Basic Profile Catchment NSW LGAs**

LGA	Pop	Median Age	% of Pop. Provided unpaid assistance to a person with a disability (last two weeks)	\$ Median Weekly Household Income	Pop 65+ years	% Pop 65+ years
<b>Berrigan</b>	8,066	48	12.3	776	2034	25.2
<b>Jerilderie</b>	1,496	45	13.2	856	302	20.3
<b>Narrandera</b>	5,902	43	12.8	810	1,168	19.8
<b>Leeton</b>	11,037	36	12	966	1,641	14.8
<b>Griffith</b>	24,364	36	12	1,065	5,468	14.3
<b>Wagga</b>	59,458	34	11.1	1,149	7,861	13.2
<b>Wagga</b>						
<b>Albury</b>	47,810	37	11.6	1,025	7,265	15.2
<b>Corowa</b>	11,000	47	11.5	873	2,661	24.2
<b>Urana</b>	1,159	45	12.1	721	173	20.8
<b>Lockhart</b>	3,082	45				
<b>NSW</b>	6,917,658	38	11.4	1,237	1,018,180	14.7

(ABS 2011 Quick Stats accessed 27/2/2014)

**Albury** covers an area of 306 square kilometres. Albury is the principal commercial centre of the Murray region. It hosts more than 4,000 businesses. In 2008-09 the combined regional product of Albury, combined with its Victorian twin city Wodonga, amounted to \$4.8 billion. Employment in industry and commerce, the provision of tertiary educational institutions and in the sphere of health the two communities are viewed as one. As separate jurisdictions, however, the state and local government service provision and planning systems are different.

**Corowa** LGA spans an area of 2,329 square kilometres. The principal towns in the LGA are Corowa, Mulwala and Howlong. Major employers in the LGA are the Corowa-based Rivalea Piggery (Australia's biggest pork producer, employing 650 people) and the Mulwala-based munitions producer Thales (employing 420 people).

**Berrigan** spans an area of 2,066 square kilometres. Berrigan is the administrative centre of the LGA. The shire council is a major employer, as is Finley Regional Care.

NSW Government (2013)  
Parliamentary e-brief *The Murrumbidgee and Murray Regions: An Economic Profile*

## Incidence of Disability

The incidence and prevalence of disability in a community can be measured using to core indicators drawn from Australian Bureau of Statistics and Centrelink income support payments.

Table 3 suggests that in 2011, a total of 579 people living in the Berrigan Shire and former Jerilderie Shire catchment require assistance with core activities. Core activities involve self-care skills (planning and organising) and or assistance with mobility / dressing etc. As a percentage this is approximately 6% of the catchment a figure which is consistent with the Hume Medicare Local's profiling of the prevalence of disability in its catchment which includes the urban areas of Albury NSW and the Victorian towns of Wodonga, Wangaratta and Benalla.

**Table 3: ABS Census 2011: Core Activity Need of Assistance Berrigan & Jerilderie Shires**

<b>Berrigan Shire</b>				
	<i>Has need for assistance</i>	<i>Does not have need for assistance</i>	<i>Need for assistance not stated</i>	<i>Total</i>
0-4 years	7	404	32	443
5-14 years	25	877	52	954
15-19 years	9	486	32	527
20-24 years	6	258	13	277
25-34 years	20	613	25	658
35-44 years	18	790	41	849
45-54 years	39	965	48	1,052
55-64 years	70	1,171	38	1,279
65-74 years	86	986	50	1,122
75-84 years	105	504	43	652
85 years and over	120	117	18	255
<b>Total</b>	<b>505</b>	<b>7,171</b>	<b>392</b>	<b>8,068</b>
<b>Jerilderie Shire</b>				
0-4 years	0	87	3	90
5-14 years	11	184	4	199
15-19 years	0	86	0	86
20-24 years	3	68	4	75
25-34 years	0	109	10	119
35-44 years	4	152	3	159
45-54 years	6	235	11	252
55-64 years	12	180	18	210
65-74 years	14	148	14	176
75-84 years	15	73	8	96
85 years and over	9	17	6	32
<b>Total</b>	<b>74</b>	<b>1,339</b>	<b>81</b>	<b>1,494</b>
<b>Catchment Total</b>	<b>579</b>	<b>8,510</b>	<b>473</b>	<b>9,562</b>

**Urana** which occupies an area of 3,357 square kilometres, is the administrative centre of the LGA. As the Shire Council states, Urana has "a narrow industry base...[through a] concentration of industry/employment in the agriculture and transport sectors...".

**Jerilderie** covers an area of 3,372 square kilometres. Jerilderie is the administrative centre of the LGA. The district hospital and the council are major employers.

NSW Government (2013)  
Parliamentary e-brief *The Murrumbidgee and Murray Regions: An Economic Profile*



Disability related income support data can also be used as a proxy indicator of the number of people over the age of 18 years and under 65 years of age in a community with a permanent disability. Whilst, carer payment information provides a proxy indicator of the individuals in a community who are the primary carer of a child under the age of 18 years with a significant to moderate level of disability.

Recent changes by the ABS in the reporting of this data have resulted in the carers payment and disability pension data not being reported for some LGAs. There is however a significant and growing trend in this respect for the Berrigan Shire LGA; less so for the former Jerilderie LGA.

**Table 4: Disability Related Income Support – Centrelink Berrigan and Jerilderie Shire**

<b>Berrigan Shire</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Carers Payment	31	39	46	55	64	85	n/a
Disability Support Pension	300	309	307	330	349	359	378*
Newstart Allowance	168	154	188	171	206	224	268**
<b>Jerilderie Shire</b>							
Carers Payment						15	n/a
Disability Support Pension	48	45	50	48	48	68	49*
Newstart Allowance	28	24	28	28	23	34	20**

**(Table Developed from: ABS 2010 Regional Profile; \*\*ABS 2011 Regional Profile & \*Hume Medicare Local Demographic Profile 2013)**

At the catchment level it is evident that co-location with services and access to assessment services in addition to the critical mass of the populations of Shepparton, Wagga Wagga and Albury-Wodonga account for the numerically high incidence of individuals at those centres who receive a Disability Support pension and carer payment.

**Table 5: Disability Related Income Support –LGAs in Regional Catchment**

<b>LGA</b>		<b>2010</b>	<b>2011</b>
Albury	Disability Support Pension (no.)		2163
Corowa	Disability Support Pension (no.)		378
Griffith	Disability Support Pension (no.)		977
Leeton	Disability Support Pension (no.)		518
Narrandera	Disability Support Pension (no.)	311	
Wagga Wagga	Disability Support Pension (no.)	2258	
Urana	Disability Support Pension (no.)		66
<b>NSW Total excludes 2569 persons counted in 2010 but not recorded for 2011</b>			<b>*6671</b>
<b>LGA VIC</b>			
Wangaratta	Disability Support Pension (no.)	..	1218
Wodonga	Disability Support Pension (no.)	..	1524
Moira	Disability Support Pension (no.)	..	1361
Greater Shepparton	Disability Support Pension (no.)	..	3278
Benalla	Disability Support Pension (no.)	..	759
<b>VIC Total</b>			<b>8140</b>
<b>Regional Catchment Total*</b>			<b>14811</b>

ABS 2011 Regional Profile

**Table 5: Carer Payments – Carers of Children Under 18 years – LGAs in Regional Catchment**

<b>LGA</b>	<b>Carer Payments – Children Under 18 yrs</b>	<b>2011</b>
Albury	Carer Payment (no.)	336
Corowa	Carer Payment (no.)	99
Griffith	Carer Payment (no.)	220
Leeton	Carer Payment (no.)	115
Narrandera	Carer Payment (no.)	75
Wagga Wagga	Carer Payment (no.)	422
Urana	Carer Payment (no.)	14
<b>NSW Total</b>		<b>1281</b>
Wangaratta	Carer Payment (no.)	231
Wodonga	Carer Payment (no.)	333
Moira	Carer Payment (no.)	346
Greater Shepparton	Carer Payment (no.)	749
Benalla	Carer Payment (no.)	148
<b>VIC Total</b>		<b>1807</b>
<b>Regional Catchment Total</b>		<b>3088</b>

ABS 2011 Regional Profile

The number of persons with a disability and carers in the regional service centres in Victoria and NSW that are accessed by residents of the Shire – highlights how easy it is for current and future service providers to contract in or centralise their service delivery to those centres, and in doing so meet service delivery targets. Should this occur this is a poor outcome for residents of the Berrigan Shire as these residents will either have to travel to the regional centre or spend more of their income or if they have a package pay for a provider to travel to them. This is because there is generally no additional funding provided due to remoteness, given the anomalous application of the ARIA+ model in the Berrigan Shire. All towns in the Berrigan Shire are classed as inner regional – despite the rural lands between the towns being classed as outer regional and our communities being less than 40 km from communities classed as remote.

At a state level research commissioned (2012) by the NSW Ageing, Disability and Home Care Services and published in its *Stronger Together 2* is presented in the following table. This table was developed from ABS Survey of Disability data and NSW Department of Planning population projections (2.6% increase per annum) and 2004/05 – 2008/09 data identifying the prevalence of ABI, Intellectual, Neurological, Physical and Sensory disabilities. Using this data is possible to map conditions experienced by persons aged 0 -65 who live in NSW and who due to their disability experience severe/profound activity limitations.

Table 7 suggests that in NSW approximately 8.7 % of people with a severe/profound disability have an acquired brain injury. As a profile map of the distribution of conditions within in this population care should be used.

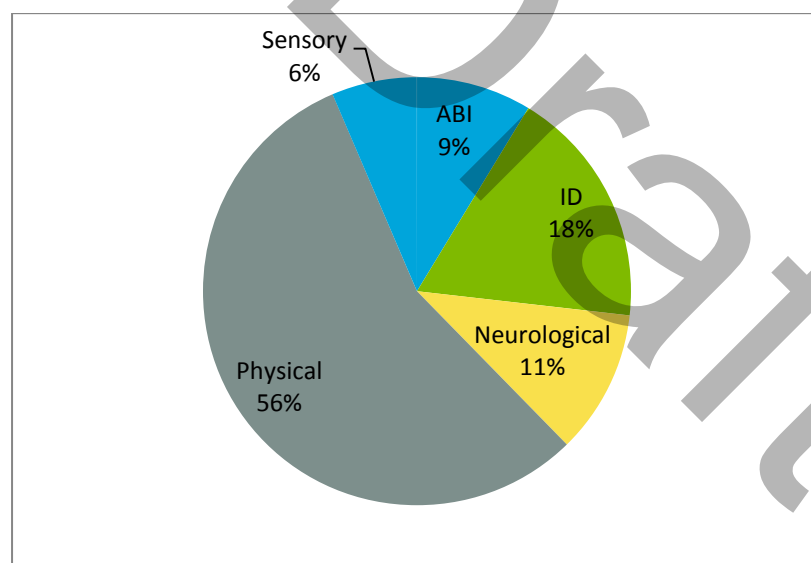
**Table 6 – NSW number of people in 2004/05 and 2008/09 with severe/profound core activity limitations by age group and condition group.**

Condition group	2004/05				2008/09				Average increase from 2004/05 to 2008/09 (p.a)			
	0-14	15-64	65+	Total	0-14	15-64	65+	Total	0-14	15-64	65+	Total
ABI	2,000	17,200	11,800	31,000	2,000	18,200	13,400	33,600	0.0%	1.4%	3.2%	2.0%
Intellectual	30,100	26,800	10,600	67,500	30,000	28,600	12,200	70,800	-0.1%	1.6%	3.6%	1.2%
Neurological	1,200	12,000	24,000	37,200	1,200	13,100	27,800	42,100	0.0%	2.2%	3.7%	3.1%
Physical	5,900	68,100	117,800	191,800	6,000	75,600	134,400	216,000	0.4%	2.6%	3.4%	3.0%
Sensory	800	4,300	16,700	21,800	800	4,600	19,500	24,900	0.0%	1.7%	4.0%	3.4%
<b>Total</b>	<b>40,000</b>	<b>128,400</b>	<b>180,900</b>	<b>349,300</b>	<b>40,000</b>	<b>140,100</b>	<b>207,300</b>	<b>387,400</b>	<b>0.0%</b>	<b>2.2%</b>	<b>3.5%</b>	<b>2.6%</b>

Source: NSW Government (2012) Stronger Together: A new direction for disability services in NSW. The second phase (2011-2016).

Figure 1 captures the percentage distribution of the name conditions amongst people in New South Wales who have a disability. From this data Table 7 suggests the likely distribution and frequency in the NSW sub population of the catchment. The caveat being this is not a statistical description and should not be used as such. It is an indicator only of the likely distribution and is assumes that persons in receipt of a disability pension are an acceptable proxy indicator of persons with a severe and profoundly disabling condition.

**Figure1: NSW: Severe / Profound Disabling Conditions x Type 2008/09**



**Table 7: Likely Distribution Severe/ Profound Disabling Conditions x Type (NSW Catchment)**

Carer Payment	Disability Pension	Total	ABI		ID		Neurological		Physical		Sensory	
			%	No.	%	No.	%	No.	%	No.	%	No.
1281	6671											
<b>Total</b>		<b>7952</b>	<b>8.6</b>	<b>683.87</b>	<b>18.1</b>	<b>1439.31</b>	<b>10.8</b>	<b>858.81</b>	<b>55.9</b>	<b>4445.168</b>	<b>6.4</b>	<b>5.8.92</b>

## Incidence of Disability in Education

In recent years the early identification of developmentally vulnerable children has improved with the introduction of the Australian Early Development Index or AEDI. The AEDI is a population based measure of how children have developed by the time they start school. It looks at five areas of early childhood development: physical health and wellbeing, social competence, emotional maturity, language and cognitive skills, and communication skills and general knowledge. Table 9 provides a comparative snapshot of the proportion of children (4 years of age) living in the Berrigan Shire (2015) who are developmentally vulnerable on one or more measure of childhood development.

**Table 9: Number and percentage of children developmentally vulnerable by AEDC domain.**

AEDC domain	2009 (Number of children)	2009 (Percentage of children - %)	2012 (Number of children)	2012 (Percentage of children - %)	2015 (Number of children)	2015 (Percentage of children - %)
Physical health and wellbeing	2	2.2	7	6.5	15	15.3
Social competence	4	4.4	4	3.7	5	5.1
Emotional maturity	4	4.4	6	5.6	11	11.2
Language and cognitive skills (school-based)	2	2.2	4	3.7	3	3.1
Communication skills and general knowledge	1	1.1	8	7.4	2	2.0

AEDI accessed 2/11/2016 <http://www.aedc.gov.au/ClientData/CommunityProfiles/10012.pdf> p 20

A further consideration for Council's planning is that the reporting on the number of school age children who live in the catchment and the schools attended is problematic. Primarily because students can attend irrespective of the state in which they live schools in another state and are as a consequence counted in that state.

Table 11 provides an overview of the number of children serviced by the Berrigan Shire Early Intervention Service from 2005 to 2016. Discounting the first two years of the operation of the service as numbers built. The average number of clients which, have been supported by the Service is twenty two (22). The service is required to meet an annual funding target of 20 clients. As this service has been operating at capacity since 2007 it is likely that a number of children in the Tocumwal and Barooga communities have also accessed Victorian child care centres and accessed early intervention services funded by the Victorian State government. The Service also provides transition support to the parents' school of choice – local primary schools and Victorian Special Schools. The service received additional funding in 2015 to extend its service coverage to the former Shire of Urana and to accommodate and to meet a service gap for children aged 8 years to 12 years of age.

**Table 6: Early Intervention and Support Service**

Year	Clients	Increase/ Decrease
2005	7	8
2006	15	7
2007	22	-2
2008	20	2
2009	22	2
2010	15	-5
2011	26	6
2012	24	4
2013	25	5
2014	25	0
2015	44*	19
2016	72*	28

(Berrigan Shire Council Early Intervention and Support Service 2016)

\* 2015 – 2016 includes additional funding for children up to 12 yrs of age and extension of service to former Urana Shire

**Table 12: Current Profile of Disabilities Early Intervention & Support Service**

Year	GDD	ASD	ID	Downs	Other	ADDHD	CP	ABI	Hearing	Specific
<b>2013</b>	9	8	1	0	1	0	1	3	0	0
<b>2014</b>	16	17	0	0	0	0	1	2	0	0
<b>2015</b>	15	16	0	0	0	0	4	1	0	2
<b>2016</b>	27	16	3	0	4	0	4	2	1	4

(Berrigan Shire Council Early Intervention and Support Service 2016)

The Berrigan Shire Council Early Intervention and Support Service (Table 12) now supports and is currently assessing and supporting 61 children and their families. Of these, 27 children have accessed the service due to a global developmental delay; 16 children have been assessed as exhibiting behaviours consistent with Autism Spectrum Disorder; 3 children present with an

intellectual disability; 4 children have cerebral palsy while a further 3 children have been diagnosed with an acquired brain injury. The remaining 5 children have specific disabilities requiring early intervention and support.

The diversity of the incidence of disability in the catchment is also reflected in the information provided from an interview conducted with the Principal of Finley High School (2014), who identified (Table 13) that out of an enrolment of 450 students the school has enrolled 8 students identified as requiring assistance due to an Autism Spectrum diagnosis. A further 5 students with a diagnosed moderate disability were enrolled and an additional 5 students were in receipt of additional support due to a physical disability (2 students) and a diagnosis of autism – 3 students.

The prevalence of students with diagnosed or recognised special needs enrolled at Finley High School (2014) at 3.3% of the student population in (2014) was above the state percentage of 2.9 per cent. It is also probable, that there are also number of school-age children living in the catchment with a diagnosed disability, who are not enrolled in the New South Wales schools but in Victorian schools. Consequently, these children – particularly those that attend Victorian special schools are not captured by this needs assessment.

**Table 13: Finley High School and NSW Secondary School Enrolments 2012**

Education Census 2012	No. Finley High School Student Population	No. NSW Secondary Schools	NSW %	% Finley High School Enrolment
School Enrolment	450	304,632	.14	-
Special Needs Classes (capped enrolment)	10	-	-	-
Disability Package Assistance	5	-	-	-
<b>Total recognised special needs incidence/prevalence</b>	<b>15</b>	<b>8,840</b>	<b>2.9</b>	<b>3.3</b>

**Table 9: Finley High School (Diagnosed)Disabled/ Special Needs Student Profile 2014**

	No. Finley High School Student Population	No. NSW Secondary Schools	NSW %
<b>Austism Spectrum (Package)</b>	3	373	.80
<b>Physical Disability (Package)</b>	2	105	1.90
<b>Autism Spectrum/Mental Health (Multicategorical Class)</b>	5	702	.71
<b>Moderate Intellectual Disability</b>	5	996	.50

Access to student support services is critical for timely intervention, clinical assessment and psycho-social support.

**Table 10: Access to Student Support Services Access 2014**

	No. Finley High School Student Population	
<b>Unmet need student support services: diagnosis and counselling support i.e: students requiring additional support</b>	90	
<b>Counsellor – Educational Guidance and Psychometric Assessment and Analysis</b>	2 days /week School terms	Shared regional resource
<b>Student Support – Social Work Counselling and Support</b>	4 days/week (Pilot Project)	

**Source:** Developed from Interview Finley High School Principal NSW comparatives: 2012 *Statistical Bulletin: Schools and students in NSW* Table 12

### **Incidence of Psychiatric Disability (Local)**

Psychiatric disability data refers primarily to persons aged 18 years and under 65 years of age. Like autism spectrum disorder the severity and degree of disability attributable to mental illness is dependent on a number of factors. Similarly, diagnosis of chronic mental illness manifesting itself as a psychiatric disability may be associated with misuse of drugs and alcohol, poor nutrition and poor physical health.

A serious shortfall with publicly available data, for local government planning, is that while NSW health statistics (<http://www.healthstats.nsw.gov.au/>) can generate customised epidemiological reports and Murrumbidgee Local Health District 2012 Health atlas also contains a range of health indicators by local government area ([http://www.mlhd.health.nsw.gov.au/about/health-statistics/extras/copy\\_of\\_MLHD\\_health\\_atlas.pdf](http://www.mlhd.health.nsw.gov.au/about/health-statistics/extras/copy_of_MLHD_health_atlas.pdf)) these data sources do not identify the incidence of psychiatric disability or mental illness by local government area.

Therefore the preparation by general practitioners of mental health care plans and referral to psychiatric and psychological counselling services is used in this report as a proxy indicator of the incidence of psychiatric disability in the local catchment. It is evident from this, albeit now dated data that preparation of Mental Health Care Plans is statistically significant, in the region, and above the norm for the state of NSW.



**Table 11. Better Access Program - Preparation of Mental Health Care Plan by GPs 2009/10**

LGA	Number	Rate per 100,000	SR	Sig.
Berrigan	958	12,071.4	151.7	**
Jerilderie	49	3,138.9	39.4	**
Upper Murray ex Albury	1,095	5,026.6	63	**

Source: (Public Health Information Development Unit) 2011 Social Atlas

[http://www.publichealth.gov.au/data/a-social-health-atlas-of-australia\\_-2011.html](http://www.publichealth.gov.au/data/a-social-health-atlas-of-australia_-2011.html)

To broaden and update its planning the Berrigan Shire Council (2014) conducted a brief survey of 7 local service providers attending the Berrigan and Jerilderie Shire Community Service Network Meeting. This survey conducted at a meeting of the network canvassed the service providers' experience of the incidence of people with a disability or carers of a person with a disability receiving support from network members.

This survey also sought information on the gaps, from a service providers perspective, in disability services and information.

Results suggests that all respondents irrespective of the type of service they provide either have on caseload a person who is disabled and or who is the carer of a person with a disability. Service gaps identified included:

- Family Therapy - Behaviour
- Social and recreation activities
- Transport

#### Disability Prevalence Survey: Service Providers Berrigan Shire Council 2014

##### Client on case load with a disability with the greatest level of unmet need

Answer Options	Response Percent	Response Count
Client has a carer	50.0%	3
Child below 18 years of age	33.3%	2
Adult 18 - 65 years of age	50.0%	3
Postcode 2712	66.7%	4
Postcode 2713	33.3%	2
Postcode 2716	16.7%	1
Postcode 2714	50.0%	3
Postcode 3644	0.0%	0
Physical Disability	16.7%	1
Intellectual Disability	50.0%	3
Psychiatric Disability	50.0%	3
Autism Spectrum	50.0%	3
Acquired Brain Injury	33.3%	2
Other	16.7%	1
	<b>answered question</b>	<b>6</b>
	<b>skipped question</b>	<b>1</b>

### Disability Prevalence Survey: Service Providers Berrigan Shire Council 2014

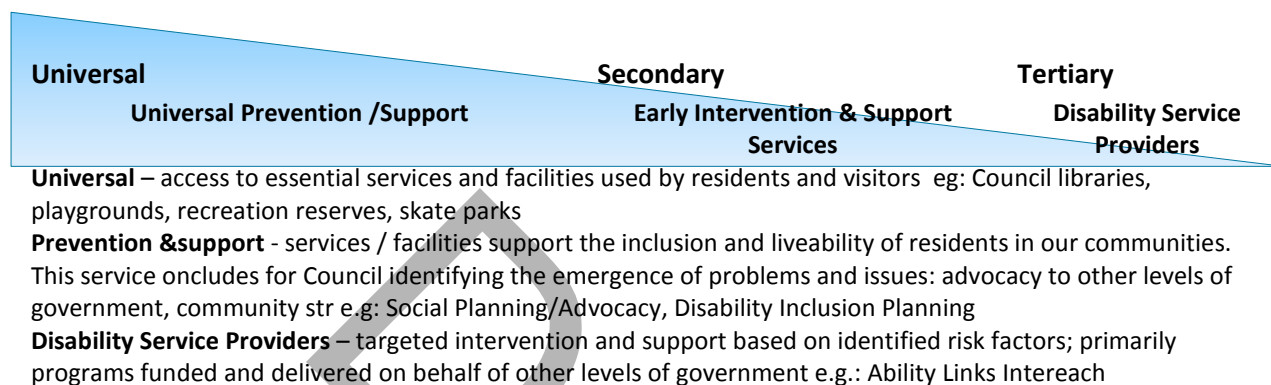
How easy is it for you when working with your client is it to access information and support for the client and or their disabled relatives?		
Answer Options	Response Percent	Response Count
Extremely easy	0.0%	0
Quite easy	28.6%	2
Moderately easy	57.1%	4
Slightly easy	14.3%	1
Not at all easy	0.0%	0
	<i>answered question</i>	<b>7</b>
	<i>skipped question</i>	<b>0</b>

Draft

## Council Services

Council's universal service system supports the socio-economic and environmental conditions requisite to inclusion and the liveability of its towns and communities. Figure 1 illustrates the universal – secondary – tertiary continuum of services and support available to residents and visitors.

### Continuum of Support



# Disability Inclusion Action Plan

## Introduction

The Berrigan Shire's population is ageing and people over 60 years will increase from 31% to 38% of the population in the next two decades. Similarly, the needs of younger residents and older residents requiring assistance with core activities and or assistance with mobility and dressing, based on 2011 Census data, is approximately 6% of the residents.

This strategy identifies the steps the Shire and its communities' are taking to support ageing in-place and the inclusion of people with a disability. In doing so it also considers how the local economy, the amenity of our communities can be sustained and 'add' to all residents and visitors quality of life, health, and sense of inclusion in their local community.

The [New South Wales Disability Inclusion Act 2014](#) defines disability as: the long-term physical, mental, intellectual or sensory impairment which in interaction with various barriers may hinder the full and effective participation in society on an equal basis with others

This Strategy reflects contemporary approaches toward disability, ageing, diversity and inclusion. It outlines how disability, active ageing, diversity and inclusion will be promoted by the Council through a focus on:

- Changing community and workplace attitudes and behaviours;
- Enhancing the liveability of our communities: represented by the built environment;
- Promotion of diversity, access to employment and inclusion for disabled and older workers; and
- The development of systems and processes that enable and promote inclusion of older residents (65+ years), their carers and younger people (0 – 65 years) with a disability.

As part of the development of this Strategy focus groups were held with residents who identified as having a disability and their carers

In four parts this Strategy explores in Part I the policy context.

Part II answers the question where are we now highlighting the prevalence of disability and ageing in the Berrigan Shire and the broader region.

Part III describes the current services available to residents.

Part IV outlines an Active Ageing and Disability Inclusion Planning Framework and the actions Council will take to promote inclusion for all residents irrespective of age or disability.

This is the Councils' plain english version of the Strategy. To read the full Strategy visit the Council's website.

## Part I

### Policy Context

#### **Living Longer Living Better: A Positive Ageing Agenda**

In the past decade significant work has been undertaken by the Commonwealth, State and Local Government throughout Australia and globally on the social and economic impact of an ageing population. According to the Commonwealth Government's 2015 Inter-generational Report

A significant change in past 40 years has been the increase in the number of people using aged care services. The focus of Aged Care reform is now on how we can promote well-being, better health and . Further evidence of how at a policy level the Commonwealth government is 'adapting' to pressures implicit in an ageing population.

#### **National Disability Insurance Scheme (NDIS)**

The Australian Government (2010) conducted through the Productivity Commission an inquiry into a long-term disability care and support scheme. This looked at a range of issues including:

- How the scheme should be designed and funded to meet the long-term needs of people with disability, their families and carers.
- The costs, benefits, feasibility and funding options of alternative schemes.
- How the scheme will interact with the health, aged care, informal care, income support and injury insurance systems.
- Its impacts on the workforce.

This inquiry led to the development of the National Disability Insurance Scheme (NDIS) a scheme which has since 2013 been progressively rolled out throughout Australia. The scheme has two elements:

funded packages) heralds a move away from funding organisations to provide a range of services for disabled people who may or may not need all the services offered or who may need a service that is not provided. To a model that provides disabled people and their carers with the option of purchasing the service specific to their needs and circumstances.

The second element ILC is concerned with ensuring that people with a disability are connected into their communities. It has a twin focus on:

1. Personal capacity building – this is about making sure people with disability and their families have the skills, resources and confidence they need to participate in the community or access the same kind of opportunities or services as other people.
2. Community capacity building – this is about making sure mainstream services or community organisations become more inclusive of people with disability.  
(Dept Human Services, 2017)

- NDIS plans (sometimes known as individually funded packages) for eligible people with a disability, and
- Information, linkages and capacity building or ILC.

Both elements of the scheme contribute to the overall goal of the NDIS to enable people with disability to live an ordinary life.

### **NSW: Disability Inclusion**

The NSW Disability Inclusion Plan 2015 outlines the NSW Government's commitment to addressing the barriers which prevent people with disability from enjoying the same opportunities and choices as their friends, family and neighbours. It reflects also and is integrated with the Australian National Disability Strategy and our obligations under the United Nations Convention on the Rights of Persons with Disabilities.

The plan has four focus areas:

- Developing positive community attitudes and behaviours.
- Creating liveable communities.
- Supporting access to meaningful employment.
- Improving access to mainstream services through better systems and processes.



Figure 1 Overview Policy & Legislative Framework



## Why Inclusion?

The inclusion of older workers and younger people with a disability is an opportunity for the Council to be a local leader and contribute toward the social justice and inclusion outcomes described in Berrigan Shire 2017.

Lifelong Communities: Disability, Ageing in Place & Liveability

The notion of life-long communities incorporates disability, ageing in place and liveability. We believe **communities should be places where people of all ages and abilities can live as long as they'd like.**

Lifelong community goals generally seek to:

1. Provide housing and transportation options,
2. Encourage healthy lifestyles, and
3. Expand access to services

And for the most part these goals are achieved by actions which promote:  
**Connectivity** – Providing the most options for getting from one place to another, reducing traffic and creating a viable street network for multiple modes of transportation

**Pedestrian Access and Transit** – Creating a vibrant streetscape, destinations worth walking to, connected and safe sidewalks and transit, both within the community and to regional hubs

**Neighbourhood Retail and Services** – Permitted within walking distances of housing to reduce auto travel, increase walkability and provide for sustainable community hubs

**Social Interaction** – Resulting from the provision of adequate green space, community centers, neighbourhood gardens and more

**Diversity of Dwelling Types** – Allowing individuals to remain within the community as their needs and preferences change

**Healthy Living** – Growing out of an environment that promotes physical activity (trails and bike paths), neighbourhood-scale groceries offering fresh fruits and vegetables and health clinics and medical offices within walking distance

**Consideration for Existing Residents** – Providing options for existing residents to remain in the community as development occurs (Keyes & Berger, 2013).

# Liveability, Universal Design & Age-Friendly Cities

## Universal Design Principles:

**P1: Equitable use** – design that is useful and marketable to persons with diverse abilities

**P2: Flexibility in use** – design that accommodates a wide range of individual preferences and abilities

**P3: Simple and intuitive use** - Design that is easy to understand, regardless of the user's experience, knowledge, language skills, or concentration level.

**P4: Perceptible information** - Design that communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.

**P5: Tolerance for error** - Design that minimises hazards and the adverse consequences of accidental or unintended actions.

**P6: Low physical effort** - Design that can be used efficiently and comfortably and with a minimum of fatigue.

**P7: Size and space for approach and use** - Design that provides appropriate size and space—for approach, reach, manipulation, and use, regardless of the user's body size, posture or mobility.

Source:

[https://www.ncsu.edu/ncsu/design/cud/pubs\\_p/docs/poster.pdf](https://www.ncsu.edu/ncsu/design/cud/pubs_p/docs/poster.pdf)

## Part II

### **Berrigan Shire, Age and Disability Prevalence: A Regional Profile**

The *Berrigan Shire and Districts Disability and Ageing Data Profile* presents data about the prevalence of individuals and families support providing care for or experiencing a disability and who live in the Berrigan Shire and neighbouring (non-Berrigan LGAs).

It also includes information about the social, economic and health status of Berrigan Shire and neighbouring (non-Berrigan LGA) town residents' who are aged 55+ years of age. The inclusion of neighbouring communities recognises that the services provided in our towns or in neighbouring communities (in particular, Cobram) are services used by residents.

### **Demographic Overview**

The Berrigan Shire (population 8,420) is situated in New South Wales' Southern Riverina or Central Murray planning region. It is bound to the south by the Murray River and the Victorian local government area of the Moira. It is a Shire characterised by its efficient and productive irrigation-based agriculture industry: historically rice and dairy, and Murray River based tourism.

Council boundaries encompass the towns of Barooga, Berrigan, Finley and Tocumwal. These towns act as service hubs for the Shire's population (median age 48 years), water-based agri-businesses, and agri-businesses in the neighbouring New South Wales Councils' of Edward River and Murrumbidgee. Approximately 6% of our population need assistance with daily activities with a further 33% of the population aged over 55 years of age.

## Part III

# Profile of Aged Care Services and Providers: Berrigan and Jerilderie Shires

As identified in Part I, the provision of services to disabled residents and their carers and Shire residents as they age and how they can be supported to remain in their home is the subject of intensive review and reform overseen by the Commonwealth Government.

For many navigating and understanding the range of services and facilities and acronyms used to describe disability services, the introduction of NDIS and accessing aged care services is a challenge. The following table provides an overview of the type of service and who it is for. All requests for assistance and support must be directed through the My Aged Care website or call Call My Aged Care on 1800 200 422.

## Engagement Strategy

The Council's rolling program of engaging residents and users of Council services in the development of this and other Council Strategies - Library Services, Pedestrian and Mobility Management Plans together with satisfaction surveys and feedback from residents, service users and local business, and non-government organisations continues to inform all Council planning.

Recognising the extent of engagement undertaken by the Council, a decision was made to respect the views expressed by older residents as survey respondents (2013) and expressed at Focus Groups held 2013 and at the Council's Liveability Workshops held 2013.

The Council also spoke with carers and disabled residents at two focus additional focus groups: March 2017.

## Survey and Focus Group Results

The focus of the 2013 survey was on identifying the relative importance of basic services, participation in health and education programs, assistance required with day to day activities, access to family, information about services and mobility.

The results of the 2013 validate to an degree anecdotal comments subsequently repeated at street stalls held 2014 when the Council asked residents to comment on the review and development of the Council's **Pedestrian Access and Mobility Plans**.

For example in of the 227 respondents surveyed in 2013:

- 85% of respondents identified that medical care is important
- 72 % of respondents stated that health and wellness is important
- 68% of respondents also nominated that access to shopping is important
- 40 survey respondents noted that they would like to be involved in a focus group with 54% and 50% of these respondents nominating transport for older residents and access to medical care and health services focus groups
- 60% of survey respondents do not have family living in the same town; while
- The benefit of Council library services and or health services in each town was particularly evident with 82% of survey respondents noting that they find it helpful that their health centre / council library has information about other services.
- 27% of respondents answered NO to the question 'do you find it easy to walk down the street to visit friends and the local shops?'

Discussed by the Focus Groups held 2013 and 2017 was the impact of the challenges and the barriers experienced. All noted that connecting with family, friends and community in the same manner as younger or non-disabled family, friends or community members was a barrier. Citing their concern with and experience of the lack of access to public events, local businesses and the disruption, loss of income, and additional wellbeing and financial costs incurred and caused by the timeliness of referrals and appointments. Barriers and challenges exacerbated by the regional and metropolitan location of specialists and services providers.



## What would make the biggest difference?

<b>Prioritise or fund</b>	<b>Council Control</b>	<b>Local Community/ Businesses</b>	<b>Community or Health Services</b>	<b>Other Levels of Government</b>
<b>Advocacy</b> – would make the biggest difference – with other levels of government, re: transport , access allied health services; and in the local community – Lead by example	✓	✓	✓	✓
<b>Local services</b> – Support Services and Workers in the community. Drive in Drive out does not work			✓	✓
<b>Transport</b> for older residents that is flexible and able to be used for social contact: taxi style			✓	✓
Funds should be directed to <b>changing attitudes</b> – if all can be included all can benefit Perception that services are only there and used by people already in the system <b>Address 'stigma'</b> / self-guilt and community perceptions re: using services	✓	✓	✓	✓
Address issues with <b>footpaths and public toilets</b> – footpaths - primarily camber, steepness of some ramps; public toilets – privacy screens that hamper access; grab rails / toilet paper holders etc on only one side – many people experience difficulty if there is paralysis or weakness on one side	✓			
<b>Temporary ramps</b> (mobile) that can be used at community events	✓	✓		
<b>Disabled parking</b> – width and location. Current parks are not well signed and many exposed to passing traffic: heavy vehicles	✓	✓		
<b>Website and Publications:</b> too many clicks to find information, the font is too small – Facebook is user friendly and informative. Do not use glossy paper with publications	✓			
<b>Companion Animals</b> – respite during unplanned illness hospitalisation	✓		✓	

# Council's Action Plan

## **Focus Area 1: - Positive Community Attitudes & Behaviours**

- Lead by example
- Use social media to promote positive attitudes
- Show Case – community /business that offer innovation or better practice re inclusion
- Disseminate information – re: accessibility of Council services
- Promote what the Council has done re: PAMPs and Public Building Access
- Respect sensitivities in the community from actions that may arise from actions taken to mediate – focus on inclusion for all

## **Focus Area 2 – Liveable Communities**

- Revisit actions – with focus on Committees management of facilities
- PAMPs- include mapping
- Provide weblinks and information for developers re: universal design and housing

## **Focus Area 3 – Access to meaningful employment**

- Accessible worksite where identified/related to JDA
- Workplace rehab that is inclusive
- Update EEO Plan Actions
- Carers Action Plan – People Matters Survey Results

## **Focus Area 4 – Improving access through better systems and processes**

- National Relay Services
- Compliance with International Standards re: Website Accessibility
- Do not use glossy papers for Council publications
- Consider change where appropriate or possible re: Accessibility Standards Forms/Notices/ Documents
- Publish Public Notices - Social Media, Newspapers, Website – based on target audience not just statutory requirements
- Public buildings – and new works/upgrades to Council facilities to reflect best practice internal fit-out



Operational Plan 2016 – 2017

March Quarterly Review

2017






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## Reading this report

The traffic light review format provides a visual update on the status of Council's Annual Operational Plan and Council's progress toward full implementation of its 4-year Delivery Program. It should be read in accordance with the following key:

### Key

				
Complete	On Target	Not on Target	Past Due	No Status / Deferred

Additional information in the Delivery Program and Operational Plan Performance Review and Progress Report includes:






1. A Year to Date (YTD) assessment by the responsible Council Officer of progress toward completion and or the achievement of the set target
2. Comments from the Responsible Council Officer highlighting service achievements and or the challenges relevant to the Council operation and action being reported and its status

The following table provides a summary by strategic outcome and the year to date status of Council's 2016/17 Annual Operational Plan.



	Completed	On target	Not on target	Past Due	Deferred / Not due to start	Total
Sustainable natural and built landscapes	1	14	0	0	0	15
Good government	0	14	0	0	0	14
Supported and engaged communities	1	16	0	1	0	18
Diverse and resilient business	2	16	0	0	0	18
<b>Total Actions</b>	<b>4</b>	<b>60</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>65</b>

## Sustainable Natural and Built Landscapes

Support sustainable use of our natural resources and built landscapes





DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
1.1.1	Coordinate strategic land-use planning and effective development assessment and control	1.1.1.1	Increase community awareness regarding development application process	Development Manager	Improved community satisfaction with Development Services	75%		
1.1.1	Coordinate strategic land-use planning and effective development assessment and control	1.1.1.2	Process and approve / refuse development applications in accordance with relevant legislation, codes and policies	Development Manager	Effective and timely assessment of development applications	75%		
1.1.2	Enhance the visual amenity, heritage and liveability of our communities	1.1.2.1	Continue Annual Heritage Grants Program	Development Manager	Enhancement of the conservation value of heritage items	75%		
1.1.2	Enhance the visual amenity, heritage and liveability of our communities	1.1.2.2	Continue rolling program of works – town entrances	Director Technical Services	Improved visual amenity and attractiveness of our towns and major town entrances			Tocumwal and Finley signage to be installed April/May 2017. Berrigan and Barooga community consultation underway
1.1.2	Enhance the visual amenity, heritage and liveability of our communities	1.1.2.3	Continue development of Tocumwal Foreshore Improvement Plan and its integration with Tocumwal Town Entrance Project	Director Technical Services	Optimise use and improve amenity, pedestrian mobility and connection between River, the town entry and Foreshore Reserve	50%		Masterplan adopted, Levee strengthening almost complete. Grant application made for dry side projects. Design for river side projects underway





## Retain the diversity and preserve the health of our natural landscapes and wildlife

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
1.2.1	Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife	1.2.1.1	Contribute to Central Murray County Council	Development Manager	County Council delivery of the Shire's weed eradication and control program/s	75%		
1.2.1	Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife	1.2.1.2	Participation in roadside vegetation enhancement projects	Development Manager	Enhanced bio-diversity in linear reserves	75%		






## Connect and protect our communities

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
1.3.1	Coordinate flood levee, Council road network and stormwater asset management and planning	1.3.1.1	Develop and implement asset management plans which maintain a balance between improving and maintaining flood levees, stormwater, Council roads, paths and trails	Director Technical Services	Service levels met as set out in adopted Asset Management Plans	100%		Asset Management Plans for Levees, Stormwater, Roads and Footpaths are up to date.
1.3.1	Coordinate flood levee, Council road network and stormwater asset management and planning	1.3.1.2	Design, construct and maintain stormwater systems that safely capture and remove water	Director Technical Services	Service levels met as set out in adopted Storm water Asset Management Plan	70%		Major Stormwater projects are currently being completed and there are several smaller jobs to be completed this financial year.
1.3.1	Coordinate flood levee, Council road network and stormwater asset management and planning	1.3.1.3	Design, construct and maintain flood protection network	Director Technical Services	A flood levee protection network that prevents inundation of Tocumwal and Barooga from recognized flood levels	75%		Levees inspected and maintained. Strengthening work on levee at Tocumwal Foreshore Development complete
1.3.1	Coordinate flood levee, Council road network and stormwater asset management and planning	1.3.1.4	Continue remediation Tocumwal Foreshore Levee	Director Technical Services	Remediation works prevents inundation of Tocumwal from recognized flood levels	90%		




DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
1.3.1	Coordinate flood levee, Council road network and stormwater asset management and planning	1.3.1.5	Maintain the safety of Council roads and walkways	Director Technical Services	Asset Management Plan identified service levels and standards are met			Roads and walkways inspected and repaired as required
1.3.1	Coordinate flood levee, Council road network and stormwater asset management and planning	1.3.1.6	Exercise delegated functions Road Act 1993	Director Technical Services	Local roads are managed in accordance with the Act	75%		Delegated function carried out as required
1.3.2	Manage landfill, recycling and waste disposal	1.3.2.1	Reduce waste in landfill	Environmental Engineer	Develop a local waste management strategy that identifies waste diversion targets and realistic benchmarks	50%		
1.3.2	Manage landfill, recycling and waste disposal	1.3.2.2	Deliver township garbage collection and street cleaning services	Environmental Engineer	Instigate & manage a waste collection contract to ensure garbage collection	25%		





## Good Government





### Berrigan Shire 2023 objectives and strategies inform Council planning and community led projects

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
2.1.1	Council operations, partnerships and coordination of resources contribute toward implementation of Berrigan Shire 2023	2.2.1.1	Promote and support the engagement of Shire residents, local business and agencies in the development, implementation and review of Berrigan Shire 2023	Strategic and Social Planning Coordinator	Increase in resident, local business and other agencies participation in opportunistic and targeted engagement	65%		Commenced desk top review of Berrigan Shire 2023 - compiled and collated data for End of Term Report and State of Environment Report. Community Engagement Strategy and formal review of Berrigan Shire 2023 to be led by new Council
2.1.1	Council operations, partnerships and coordination of resources contribute toward implementation of Berrigan Shire 2023	2.2.1.2	Continue to evaluate Fit for the Future options to determine contribution toward implementation of Berrigan Shire 2023	General Manager	Sustainable Council contributing toward the implementation of Berrigan Shire 2023	75%		Fit for the Future Plan being included in Delivery Program. State being lobbied in relation to proposed Joint Organisations.
2.1.1	Council operations, partnerships and coordination of resources contribute toward implementation of Berrigan Shire 2023	2.2.1.3	Implement Community Engagement Strategy and complete the development of Berrigan Shire 2027 - new CSP	Strategic and Social Planning Coordinator	Residents, local business and other agencies engaged in the development of Berrigan Shire 2027	85%		Draft CSP completed ready for Council consideration April 2017 meeting and public exhibition and comment

## Ensure effective governance by Council of Council operations and reporting




DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
2.2.1	Meet legislative requirements for Council elections, local government and integrated planning and reporting	2.2.2.01	Provide facilities and support including financial to elected Council	General Manager	The leadership skills, experience and knowledge of Councillors is used	75%		Councillor inductions being completed. All reporting requirements all being met. Integrated Plan being updated
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.02	Implement and further develop the Berrigan Shire Integrated Management System	Enterprise Risk Manager	Standardised documentation and review of Council operations	50%		The Mine Safety Management System has been developed and included under the IMS. The Purchasing Manual has been developed and is sitting in draft for the final review. Following distribution of the above documents, work will commence on the HR Manual to be included under the IMS.
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.03	Coordinate Council investments, financial management financial operations and processing	Finance Manager	Effective management of Council investments and finances			All investments made in accordance with Investment Policy

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.04	Deliver responsive customer service	Director Corporate Services	Customers satisfied by Council response	75%		Social media program now mature. Customer requests system operating. Development of Social Media strategy underway
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.05	Manage human resource and workforce development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2013-2017	Director Corporate Services	A workforce with the competencies needed to implement the Shire's 4-year Delivery Program	75%		Corporate training day in November successful. Workforce development plan being reviewed. Review of all HR policies and procedures underway
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.5.1	Implement Equal Employment Opportunity Policy and Plan 2014 - 2018	Director Corporate Services	Workplace free from discrimination providing opportunities for all existing and future employees	75%		Policy and plan in place and operating
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.06	Provide information technology and associated support for Council operations in line with Information Technology Action Plan	Finance Manager	Efficient operation of Information Technology Systems supporting other Council Services	75%		Issues resolved in timely manner – future planning underway for server replacement



DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.07	Coordinate the delivery and management of Shire records and communications	Director Corporate Services	Effective records management system	75%		New website under development. Records management ongoing. 5 GIPA requests to date this reporting year.
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.08	Maintain and sustainably re-develop existing infrastructure and community assets	Director Corporate Services	Council owned community infrastructure and assets are sustainably maintained and developed	75%		Finley School of Arts redevelopment underway with architect commissioned.
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.09	Coordinate and manage maintenance and renewal of Council plant and equipment	Director Technical Services	Ongoing maintenance and renewal of Council plant and equipment			Plant maintained in good order. Plant replaced in accordance with adopted plant replacement program
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.10	Coordinate the ongoing review and development of Council and Operational procedures	Director Corporate Services	Regular review and update of Council Policies and associated Operational Procedures	75%		Policy review by new Council underway - 28 policies reviewed and re-adopted, 6 policies revoked.




## Supported and Engaged Communities





Create safe, friendly and accessible communities

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
3.1.1	Build communities that are home to more families and young people	3.1.1.1	Support and promote the healthy development and wellbeing of children and young people	Director Corporate Services	Local projects and programs are established to support and promote the healthy development and wellbeing of children and young people	75%		Ongoing - Youth Week program in planning Early Childhood Intervention service continuing to service over 60 clients. Library service offering School Holiday programs, regular storytime and other child-focused activities.
3.1.1	Build communities that are home to more families and young people	3.1.1.2	Deliver on behalf of the funder Shire based Early Childhood Intervention Services	Director Corporate Services	Delivery of Early Childhood Intervention Services in Berrigan Shire and the ex Jerilderie and Urana LGAs	75%		Service continuing at present. Council working to transition away from direct service delivery following introduction of the NDIS
3.1.1	Build communities that are home to more families and young people	3.1.1.3	Coordinate in partnership with Early Childhood Service providers the development of an Annual School readiness Expo in each town	Strategic and Social Planning Coordinator	Increased awareness of community resources - early years transition to school	0%		Deferred - may be rescheduled for late June 2017







DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
3.1.2	Facilitate all age healthy lifestyles and ageing in place	3.1.2.1	Review the Liveability and Healthy Ageing Strategy	Strategic and Social Planning Coordinator	Council facilities and services support all residents including aging and disabled residents health, mobility and their economic / social participation in community life	70%		Commenced planning review of Liveability and Healthy Ageing Strategy. Attended Workshop Regional Integrated Planners Network Wagga Wagga inclusion of healthy lifestyles and built environment - in review of Council Strategies. Also investigating option of updating current Strategy to meet requirements of Disability Action Plan - after workshop held by LGNSW at Jerilderie September 2016
3.1.2	Facilitate all age healthy lifestyles and ageing in place	3.1.2.3	Provide recreation facilities which support active lifestyle and ageing place	Director Corporate Services	Council recreation facilities support active lifestyle and ageing place	75%		Council continuing to provide high quality recreation facilities in all communities. Additional shade and storage installed at Berrigan Pool. New entrance including ticked shed at Berrigan Sportsground complete. Underground power at Berrigan Sportsground is complete. Phone line reconnected at Finley Recreation Reserve. Shade installed at playgrounds at Tocumwal Recreation Reserve, Berrigan Sportsground and Rotary Park in Finley


DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
3.1.2	Facilitate all age healthy lifestyles and ageing in place	3.1.2.4	Develop Disability Action Plan and Strategy	Strategic and Social Planning Coordinator	Disabled residents / visitors their carers and families experience improved access to a range of Council and community facilities, events and services	70%		Update of existing Liveability Strategy commenced. Partnership with Intereach re Focus Groups for carers and consumers - internal workshop held with staff to identify current actions and new actions for inclusion in the Plan. Draft Plan to be presented to the Council April 2017 for public exhibition
3.1.3	Strengthen the inclusiveness and accessibility of our community	3.1.3.1	Promote the social and economic wellbeing of Shire residents through social planning and community development activities	Strategic and Social Planning Coordinator	Annual program of social planning and community development activities implemented	70%		Assisted Library Services with IWD and commenced planning with OTYP for Youth Week Event - a street art project in Finley. Also engaging local service providers in the development of Disability Inclusion Plan
3.1.4	Coordinate and facilitate the delivery of potable water, public health and safety services	3.1.4.1	Ensure potable water and sewer network is safe and functional	Environmental Engineer	Safe potable water for human consumption and health Water and Sewer networks are managed to maximise operational functions	75%		

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
3.1.4	Coordinate and facilitate the delivery of potable water, public health and safety services	3.1.4.2	Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings and air	Development Manager	Safer and healthier communities	75%		
3.1.4	Coordinate and facilitate the delivery of potable water, public health and safety services	3.1.4.3	Coordinate and facilitate local emergency management committee	Director Technical Services	Committee coordinated and facilitated			Committee meetings facilitated and supported
3.1.4	Coordinate and facilitate the delivery of potable water, public health and safety services	3.1.4.4	Develop and maintain local cemeteries and associated infrastructure	Director Corporate Services	Cemeteries progressively developed to meet demand. Routine maintenance conducted	75%		Operation of cemeteries ongoing. Review of Cemetery policy scheduled for June 2017
3.1.4	Coordinate and facilitate the delivery of potable water, public health and safety services	3.1.4.5	Control and promote responsible ownership of companion animals	Development Manager	Negative impacts & disturbance caused by companion animals reduced	75%		

## Support community engagement through life-long learning, culture and recreation




DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
3.2.1	Provide opportunities for life-long learning, cultural expression and recreation	3.2.1.1	Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2014 - 2018	Library Manager	A Library Service meeting the needs of its community	50%		<p>Additional floor space at Tocumwal has been investigated and a draft completed, including approximate costings; 3rd Quarter library activities have included</p> <ol style="list-style-type: none"> <li>1. Show films (DVD's) at 2 Branches (Monthly)</li> <li>2. Scrabble Group at Berrigan (Weekly)</li> <li>3. MahJong group at Barooga ( Weekly)</li> <li>4. Code Club (weekly at 3 Branches)</li> <li>5. Tech Savvy Seniors at 2 Branches (Finley and Barooga (Weekly for 6 weeks)</li> <li>6. Knitters Group at Tocumwal (Weekly)</li> <li>7. Summer Reading Club continues to increase in numbers at 2 Branches</li> <li>8. Make-a-Space New this year )</li> <li>9. Story Time continues</li> <li>11. IWD Literary Luncheon – 107 participants/lunch - Special Guest : Penny Woodward</li> </ol>

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
3.2.1	Provide opportunities for life-long learning, cultural expression and recreation	3.2.1.2	Strengthen community engagement and participation in Council activities	Strategic and Social Planning Coordinator	Increased resident engagement in Council activities	75%		Community engagement - focus groups x2 for DIAP; working with Finley Pool Committee re Street Art Project and continuing to liaise with the landscape architects re: Town Entries Berrigan and Barooga
3.2.1	Provide opportunities for life-long learning, cultural expression and recreation	3.2.1.2.2	Implement Council Volunteer Strategy and Action Plan 2012 - 2016	Director Corporate Services	Volunteers engaged and retained	75%		Implementation ongoing. Induction for new Tocumwal Hall and Finley School of Arts and War Memorial Hall committees held. No progress on strategic plan for open space
3.2.1	Provide opportunities for life-long learning, cultural expression and recreation	3.2.1.2.3	Lead strategic management of recreation and open space assets and facilities	Director Corporate Services	Strategic management of recreation and open space assets and facilities	75%		Progressing. Tocumwal Foreshore masterplan adopted. Finley Showgrounds and Sporting Complex developing plan for future.
3.2.1	Provide opportunities for life-long learning, cultural expression and recreation	3.2.1.3	Financially contribute to and support South West Arts programs and activities	Director Corporate Services	South West Arts delivery of Shire based Arts program/s and activities	75%		2016/17 contribution to South West Arts paid. The "Threads of our Communities" program on going. The "Passing Parade" underway. "Bordertowns" project with Outback Theatre for Young People under development.

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
3.2.2	Facilitate and partner with local communities in the development of township plans	3.2.2.1	Coordinate and align community projects and activities with township plans	Strategic and Social Planning Coordinator	Increased resident engagement in town plan development and implementation	100%		Liaison with Berrigan Tidy Towns re: policy frameworks needed for Community Garden project




## Diverse and Resilient Business



### Invest in local job creation, retention and innovation

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
4.1.1	Identify opportunities for strategic investment and job creation	4.1.1.1	Support the development of Agriculture Industry	Economic Development Officer	Diverse and sustainable Agriculture Industry	75%		Live, Work and Invest brochure project still being worked on.
4.1.1	Identify opportunities for strategic investment and job creation	4.1.1.2	Support collaborative planning, shared resourcing in local industry and promotion of business and development projects	Economic Development Officer	Council facilitation of industry networks / collaborative projects and shared resourcing	75%		Industry focus groups and Industry survey for the Economic Development Strategy. Shared promotion of Back to Business Week activities with Murrumbidgee Council.
4.1.1	Identify opportunities for strategic investment and job creation	4.1.1.3	In conjunction with local business and employers develop an innovative industry and local skills retention and employment prospectus	Economic Development Officer	Industry groups, potential employers and local business have relevant information on industries and local skills	75%		Planning for the 2017 Youth Futures Expo has commenced. 2017 focus will be on the Tourism and Hospitality Industry with a key note address from Pete Denahy on working in the entertainment industry and successfully staying in country town.



## Strengthen and diversify the local economy

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
4.2.1	Partner with government and industry to renew and promote the development of the Shire's economic assets	4.2.1.1	Review and develop new Berrigan Shire Economic Development Plan	Economic Development Officer	Economic Development Plan actions included in Annual Operational Plan	75%		Desktop research, Industry survey, internal consultation and focus groups completed. Document development commenced
4.2.1	Partner with government and industry to renew and promote the development of the Shire's economic assets	4.2.1.2	Develop and implement action plan to promote business opportunities, location advantages and competitiveness of Tocumwal Aerodrome and its industrial precinct	Economic Development Officer	Action Plan completed and prospectus developed	75%		Interest continues to build in the imminent release of Phase 3 blocks at the residential airpark
4.2.1	Partner with government and industry to renew and promote the development of the Shire's economic assets	4.2.1.3	Lobby NSW Parks for investment in the enhancement of facilities and signage in and around National and Regional Parks	Economic Development Officer	Upgraded signage and facilities National Parks	100%		




DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
4.2.3	Engage local business through regular meetings, electronic newsletter, and Council bulletin and media publications	4.2.3.2	Facilitate the effective operation of Chambers of Commerce, Tourism Associations and other business groups through the development and implementation of business plans	Economic Development Officer	Strategic approach to local jobs and business growth	75%		Attend the Berrigan Shire Chamber President meeting February 2017.
4.2.3	Engage local business through regular meetings, electronic newsletter, and Council bulletin and media publications	4.2.3.3	Host Business and Environment Awards during business week	Economic Development Officer	Local business is recognised by nominations and Award attendance	100%		2017 Business Awards cancelled on the 27th of March due to lack of interest from businesses and the community. 45 nominations were made but only 12 completed submissions over 11 categories were received. Council to review the awards at the April Committee meeting


## Diversify and promote local tourism

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
4.3.1	Implement the Berrigan Shire Visitor Events Plan	4.3.1.1	Develop and implement Council Event Funding Policy	Economic Development Officer	A strengthened plan for supporting events based on evidence from the review	75%		Funding approval for the Mild to Wild Rod Run in Tocumwal. Funding application received for the Finley Show and Shine rejected as it did not arrive in time for Council consideration.
4.3.1	Implement the Berrigan Shire Visitor Events Plan	4.3.1.2	Provide support to event proponents and organisers.	Economic Development Officer	Increase in the number of successful events, proponents and organisers. Increased attendance local events	75%		Marketing assistance given to the Mild to Wild Rod Run
4.3.1	Implement the Berrigan Shire Visitor Events Plan	4.3.1.3	Facilitate use of Tocumwal Aerodrome for aviation and other events	Director Technical Services	Maintain the Tocumwal Aerodrome Management Plan and approve events in compliance with same	75%		All applications approved
4.3.2	Partner regional Tourism Boards	4.3.2.1	Maintain membership and benefit of regional tourism boards to increase local visitation and economic activity	Economic Development Officer	Regional and interstate marketing and promotion of Shire's tourism products and services	75%		Lobbying for the MRTB continues. Attend the February Tourism Managers Meeting 22nd and 23rd of February. Meeting called by the new tourism board - Destination Riverina Murray.
4.3.2	Partner regional Tourism Boards	4.3.2.2	Implement the Berrigan Shire Tourism Strategy and Action Plan 2014 - 2018	Economic Development Officer	Stronger local tourism industry	75%		New visitor guide is ready to go to print for launch just prior to Easter

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
4.3.2	Partner regional Tourism Boards	4.3.2.3	Encourage and support local tourism body / operator activities which, foster and promote increased local tourism industry growth and development	Economic Development Officer	Stronger local tourism industry	75%		Contributed all copy for the development of the local visitor guide. Working with Moira Shire and operators to develop a new RACV campaign for 2017/2018

## Connect local, regional and national road, rail and aviation infrastructure

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
4.4.1	Develop and promote Berrigan Shire regional transport and freight infrastructure	4.4.1.1	Continue development of the Tocumwal Intermodal precinct	Economic Development Officer	Improved access to Port of Melbourne and national freight hubs	75%		Continue to support businesses within the precinct that are now looking to expand. Working with power supply issues
4.4.1	Develop and promote Berrigan Shire regional transport and freight infrastructure	4.4.1.2	Lobby for upgrade of rail facilities, associated with Tocumwal rail line incl. line to Shepparton and Melbourne Ports	Economic Development Officer	Increased use of Tocumwal inter-modal facility	75%		
4.4.1	Develop and promote Berrigan Shire regional transport and freight infrastructure	4.4.1.3	Participate actively in efforts to upgrade Newell Highway and Midland Murray Valley highways particularly the Shepparton bypass	Economic Development Officer	Increased use of Tocumwal inter-modal facility	75%		Newell Highway Taskforce meeting in Narrabri cancelled. June meeting to be held in Jerilderie

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
4.4.1	Develop and promote Berrigan Shire regional transport and freight infrastructure	4.4.1.4	Operate the Tocumwal Aerodrome	Director Technical Services	Operated in accordance with CASA regulations and Tocumwal Aerodrome Management Plan. Maintained in accordance with Corporate and Community Facilities Asset Management Plan	75%		Aerodrome maintained and operational





COMPILED DIMENSIONS (P.O) OBTAINED FROM D.P. 1190776, D.P. 1190777, D.P. 856794, D.P. 111691 & D.P. 1077717

Appendix "P"

SURVEYING & SPATIAL INFORMATION REGULATION 2012 CLAUSES 35(1)(B), 61(2) AND 62

MARK	MGA CO-ORDINATES EASTING	MGA CO-ORDINATES NORTHING	CLASS	ORDER	AHD	AHD CLASS	AHD ORDER	METHOD	ORIGIN
PM 28806	373813.	6035354.	U	U	SCMS	U	U	RTK GPS	SCMS
PM 87046	372824.	6035732.	U	U	SCMS	U	U	RTK GPS	SCMS
PM 87047	372613.	6035435.	U	U	SCMS	U	U	RTK GPS	SCMS

COMBINED SEA LEVEL & SCALE FACTOR = 0.999779  
ZONE 55  
M.G.A. CO-ORDINATES ADOPTED FROM SCIMS AT 8TH MARCH, 2017

X-Y 34°32'30" 253.07 (D.P. 829723)

SHORT LINE TABLE

NO.	BEARING	DISTANCE
1	232°02'30"	47.97 P.O.
2	259°54'30"	118.67 P.O.
3	34°32'	(5.235)
4	249°29'40"	(76.4)
5	159°29'40"	(3)
6	159°29'40"	(60.39)

BOUNDARIES ARE NOT FENCED UNLESS NOTED OTHERWISE

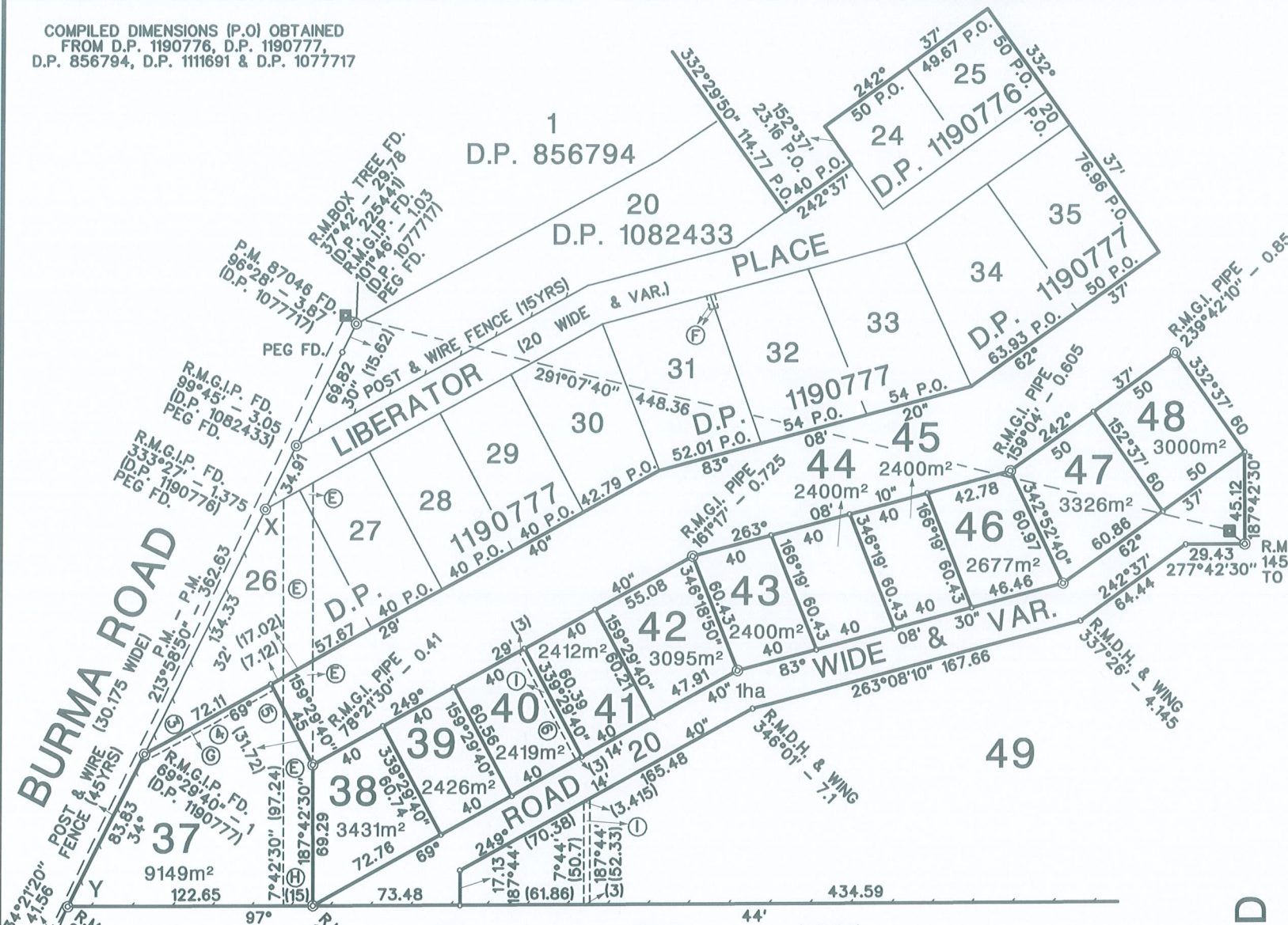


DIAGRAM 1  
(REDUCTION RATIO 1 : 2000)

- (A) RIGHT OF ACCESS 6 & 12 METRES WIDE - D.P. 1077717
- (B) EASEMENT FOR EFFLUENT DISPOSAL 3 & 15 METRES WIDE - D.P. 1077717
- (C) RESTRICTION ON THE USE OF LAND - D.P. 1077717
- (D) EASEMENT TO SUPPLY ELECTRICITY 2 METRES WIDE - D.P. 847411
- (E) EASEMENT FOR OVERHEAD POWERLINES 15 METRES WIDE - D.P. 1195543
- (F) EASEMENT FOR UNDERGROUND POWERLINES VARIABLE WIDTH - D.P. 1195543
- (G) EASEMENT TO DRAIN SEWAGE 3 METRES WIDE
- (H) EASEMENT TO DRAIN WATER 15 METRES WIDE
- (I) EASEMENT TO DRAIN WATER 3 METRES WIDE

Surveyor: BRIAN LESLIE MITSCH  
Date of Survey: 21/02/2017  
Surveyor's Ref: 10880/15-16/3014

PLAN OF SUBDIVISION OF LOT 36,  
D.P. 1190777

LGA: BERRIGAN  
Locality: TOCUMWAL  
Subdivision No:  
Lengths are in metres. Reduction Ratio 1: 8000

DP

278  
D.P. 704389

2  
D.P. 1084785

49  
196ha  
(DEDN.)

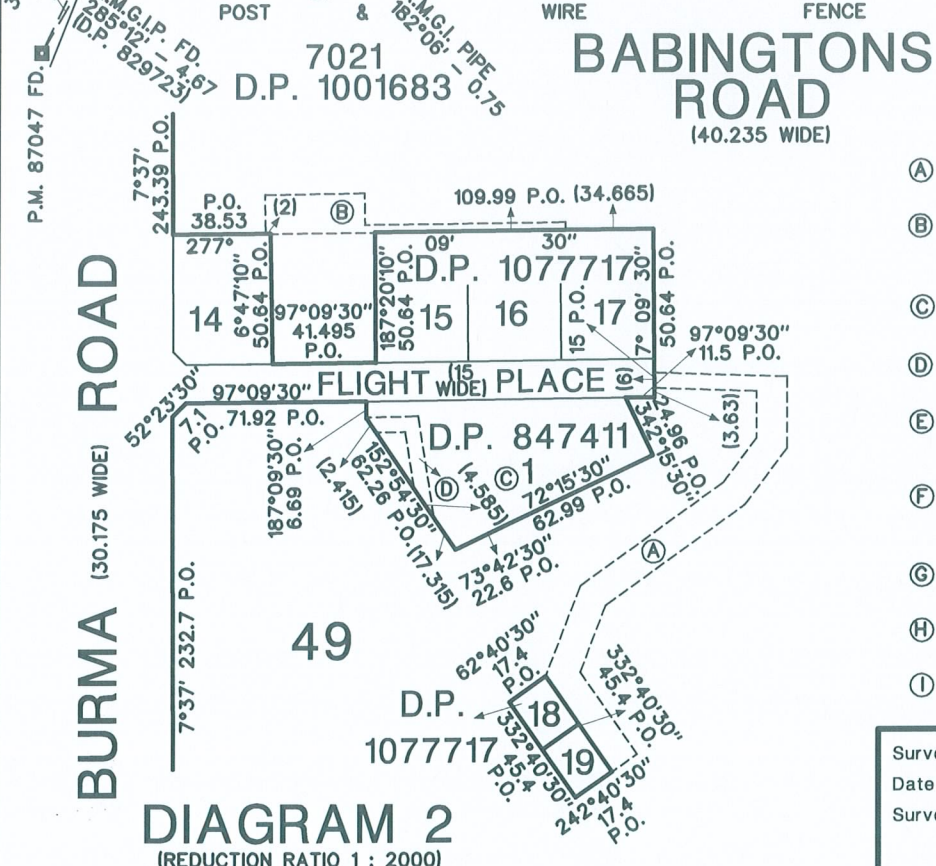
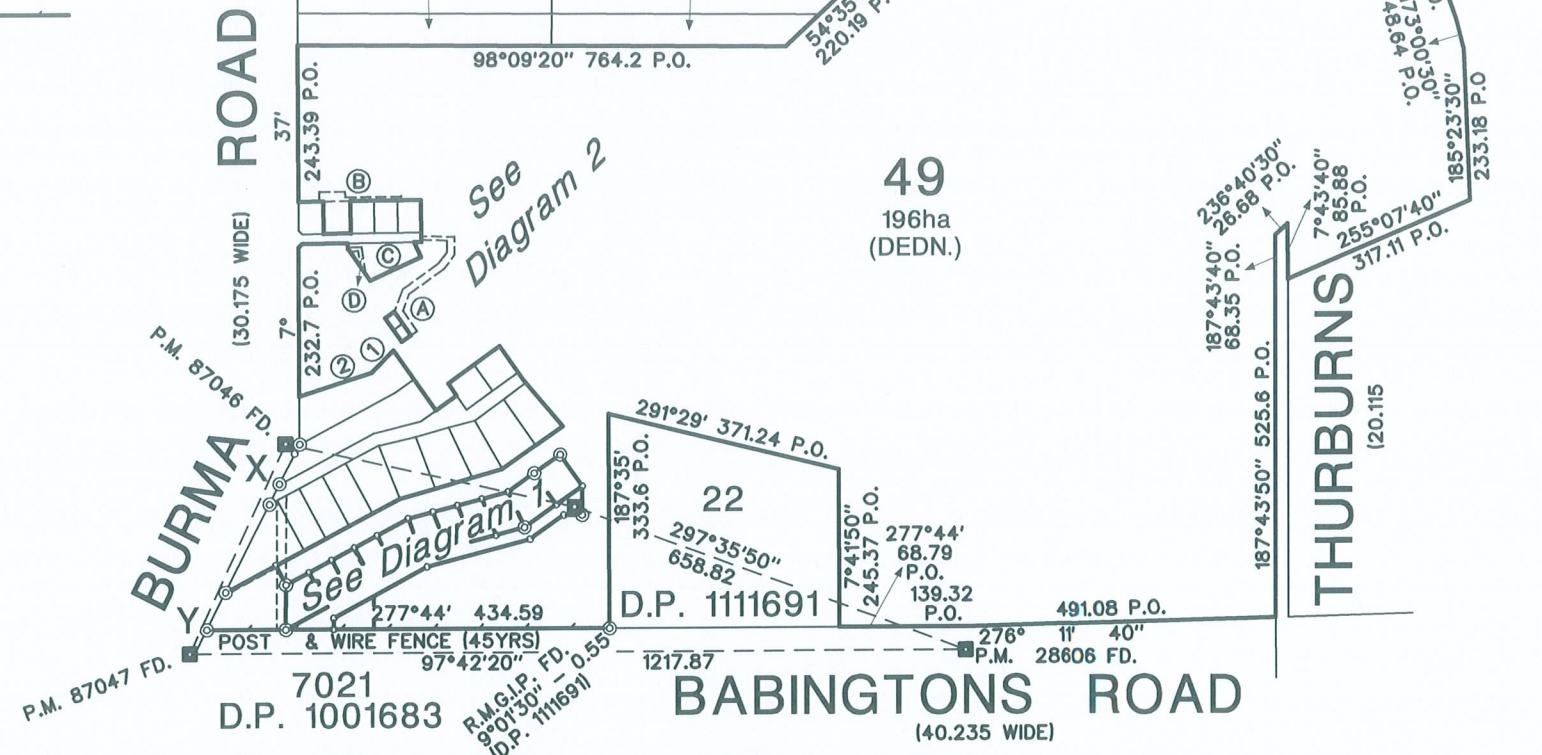


DIAGRAM 2  
(REDUCTION RATIO 1 : 2000)





7/70 Murray Street  
 Finley NSW 2713  
 22.03.17

The General Manager  
 Berrigan Shire Council  
 PO Box 137  
 Berrigan NSW 2712

BERRIGAN SHIRE COUNCIL	
27 MAR 2017	
FILE	_____
REFER TO	GM
COPY TO	Council
ACTION / CODE	
ACKNOWLEDGE Y / N	

**E-MAILED**  
 S, TP

Mr Rowan Perkins and all Berrigan Shire Councillors

Dear Sir/Sirs

I am writing to urge each member of the council to seriously consider supporting the Strawberry Fields festival being held in our shire in the future.

I believe the council has been approached by other people with objections to the council's approval for this festival. If that is not correct, then I do know that our well respected GP, Dr Alam, made his objections public in the SRN.

Our local court is still processing charges laid for driving under the influence of drugs/alcohol, or possession of illicit substances during a much publicised police blitz whilst the last festival was held in Tocumwal . Despite festival goers being forewarned, many still were prepared to drive in an unsafe condition.

What about the festival organisers? I am not aware that any of these people have been charged and yet it appears that they are somewhat implicit in encouraging the use of illicit substances. I have been told that products are taken to the festival site prior to its commencement to avoid police detection and that seemingly harmless substances that can be purchased freely can be inhaled/ingested with mind altering effects.

The council has claimed that the festival boosts the local economy. Have the local businesses been approached to ascertain how much their revenue has increased during the interval when the festival is held? Even if there is an increase in trade, are these same business people prepared to support the festival knowing that some of that extra income comes at a price? The price being that some people that attend that festival have still been getting into vehicles and putting their lives and other innocent road users at risk, not to mention the cost of extra policing to try and stop these people before they travel too far from the site when the festival is over or confiscate their drugs before they arrive at the site.

The festival organisers have claimed that they supply their own medical professionals and therefore do not deprive the local area of hospital and emergency services. However, it has been shown in the past that local medical professionals have been involved in the care of some of these festival goers. I realise that when a large group of people gather together there can be accidents and complications of known/unknown medical conditions, but when that is complicated by drug taking or inhaling then the risk is increased and further treatment is required than what can be given by an on site person. I know of one instance during the last festival when a child in our shire suffered a painful fracture and there was no ambulance available to transport her for treatment. Her family

transported this distressed child by car without the pain relief and other support the ambulance personel could have supplied. I cannot confirm that this occurred because the ambulance service was involved with treating any of the festival goers at the time. However, any event that is held in our area that puts pressure on our emergency services can impact on local residents and, as the police charges have confirmed, some festival goers are using illicit substances whilst attending this festival, it is not just a harmless festival.

To the councillors who have supported this festival in the past I ask the following questions?  
Do you think it is appropriate to support a festival which has been shown to be a venue where drugs are consumed/inhaled?

If so, is this not a contradiction when the council has also supported programs for educating our youth about the dangers of alcohol and drugs?

How would you feel if you or your loved ones were involved in a serious accident caused by one of these festival goers driving whilst physically/mentally impaired?

How would you feel if you were the one waiting for the ambulance and the emergency care they could provide, not available because they were treating a drug overdose?

I am a mother, grandmother, a retired nurse, a concerned resident and am concerned that, as a council, we should not be giving approval for this festival to be held in our Shire again. Yes, they will probably find another town, another venue, but we will not be responsible. The festival organisers may have donated some funds to the community but I believe we should make a stand and say NO to any event that does not discourage drug taking.

I request that a copy of this letter be given to every councillor.

Yours sincerely,



Olwyn Mathers.



# Murray Darling Association Inc.

admin@mda.asn.au  
 www.mda.asn.au  
 T (03) 5480 3805  
 ABN: 64 636 490 493

463 High Street  
 P.O. Box 1268  
 Echuca, Vic 3564

3<sup>rd</sup> Floor, 553 Kiewa Street  
 P.O. Box 359  
 Albury, NSW 2640

## Ordinary Meeting Region 2

MDA National Office, Moore Board Room 463-465 High Street, Echuca 3564  
 Wednesday 29th March, 2017 at 9:30am for a 10:00am start

### MINUTES

#### 1. ATTENDANCE

##### 1.1 Present

Cr David Thurley	National President
Emma Bradbury	CEO MDA
Peter Harriott	CEO Greater Shepparton City Council
Cr Patterson	Greater Shepparton City Council
Margot Stork	GM Murray River Council
Cr Peter Mansfield	Moirra Shire Council
Peter George	M & S Group Accounting – MDA incoming Treasurer
Ken Pattison	Individual Member
Cr Colin Jones	Berrigan Shire
Cr Ross Booty	Berrigan Shire
Rowan Perkins	GM Berrigan Shire
Sally Dye	Edward River Council CAC
Mark Francis CEO	CEO Murray River Tourism
Jenny Johnson	Individual Member
Colin Mues	MDBA
Siobhan Leslie	MDBA

##### 1.2 Apologies

Cr Ed Cox	Moirra Shire
Mr Steve Crawcour	CEO Strathbogie Shire Council
Cr McClaren	Mayor Strathbogie Shire Council
Cr Bissett	Mayor Murrindindi Shire Council
Margaret Abbey	CEO Murrindindi Shire Council
Cr Rhonda Sanderson	Mayor Mitchell Shire Council
David Turnbull	CEO Mitchell Shire Council
Cr Dinny Adem	Mayor Greater Shepparton City Council
Cr Adrian Western	Mayor Campaspe Shire Council
Jason Russell	CEO Campaspe Shire Council
Cr Jennifer Anderson	Mayor Macendon Ranges Shire Council
Peter Johnson	CEO Macendon Ranges Shire Council
Rosemary Hancock	Municipal Association of Victoria
Cr Margaret O'Rourke	Mayor Bendigo City Council
Suzannah Sheed MP	Member for Shepparton



Lisa Chesters MP  
 Matt Hannon  
 Don Oberin

Member for Bendigo  
 Mayor Berrigan Shire Council  
 Life Member

### 1.3 Declaration of Interest

## 2. WELCOME

Chair Cr David Thurley National President welcomed all in attendance.

## 3. MINUTES

Motion: That the minutes of the last meeting of Region 2 held Friday 8th April, 2016 at Berrigan be accepted as a true and accurate record.

C Jones/S Dye

Carried

## 4. REPORTS

### 4.1 Chief Executive Officer's Report – tabled

Emma was asked to expand on any progress in prosecuting the case for local government to participate in Ministerial Council. Advised that the MDA along with several other regional local government groups has been invited to address the ministers at a roundtable of the Ministerial Council held in Mildura earlier this month. A copy of that address is attached.

Also discussed the decision by the board in developing the 2017 workplan to postpone the review of the MDA regional boundaries. This is an important body of work that will require a high level of engagement, collaboration, and participation by member councils to ensure regional alignments meet the needs of our members. Current resourcing, recent council amalgamations, and a sharp but still very recent increase in memberships all suggest that this work will benefit from being deferred for 12 months

### 4.2 Chairs Report

MDA 2017 Planning Workshop – attached

Board Meeting 363 Adelaide 15 February 2017 - attached

Region membership and income - attached

Motion: That the reports be accepted.

C Jones/M Stork

Carried

## 5. STRATEGIC PLANNING (standing Agenda item for 2017)

### 5.1 Murray-Darling LGA Regional Plans - Region 2

Murray-Darling LGA Regional Plans are being developed in all MDA regions across the Basin. The plans will reflect the profile and issues of the region from local government and community perspective. They are intended to be a communication tool to share information and develop shared understanding across and between regions, and to support and leverage advocacy works by and among community groups.

All member Councils invited to provide submission of issues paper. Non-member Councils invited and encouraged to join the MDA in order to ensure that the issues and priorities relevant to their communities are recognized, understood and included in the profile.

Issues mentioned in discussion included

- o Issues identified by Region 1 concerning the implementation of the Basin Plan - water access & reliability, Constraints Management, Flood communications, the management and operations of Hume Dam, the negative social and economic

- impacts and the need for Easter flows for tourism also apply to Region 2
- Development of a clear understanding of a number of negative environmental impacts of the Plan across the region.
- Concern regarding elements of the proposed release if the carp virus, including information sharing, costs, cleanup, impacts and unintended consequences.
- Overall volumes and take across the GMID and the region.

Councils undertook to develop a community profile and issues paper, and submit to the MDA for collation and formulation into a first draft for tabling at the next Region 2 meeting of the MDA. Papers from councils to be provided within 60 days.

## 6. STAKEHOLDER PRESENTATION:

*2017 Evaluation of the Basin Plan: MDBA's approach, local government's contribution*

Russell James	Executive Director, Policy and Planning
Colin Mues	Chief Economist MDBA

Following the presentation – copy attached, general discussion of the approach MDBA will be taking to this evaluation. MDBA keen to engage with local government through the MDBA region meetings to get a clear understanding of local issues and impacts, and to ensure they are 'asking the right questions'. MDBA will then be testing a number of propositions posited by analysis of ABS and census data. The timeline for the evaluation is very tight with the evaluation report due early in October.

## 7. GENERAL BUSINESS

7.1 2017 Workplan and priorities - Note report attached.

7.2 MDA Submissions – Amendments to the Basin Plan - Four submissions made in collaboration with member councils in various catchments. Note submission attached.

7.3 MDA ~~Ministerial Council~~ ~~is not~~ ~~the~~ ~~able~~ ~~to~~ ~~do~~ ~~that~~ ~~–~~ ~~MDBA~~ ~~government~~, as the third level of government in Australia, and the one most directly connected to people we serve, needs to be involves at the front end in the decision making processes relating to the Basin Plan.

7.4 2017 Murray Darling Association Conference 11 - 13 October 2017

Discussion focused on the importance of councils considering their motions to the conference to ensure that motions are well crafted, relevant, and implementable. Ideally, motions should be presented with appropriate background and supporting material, and be endorsed as position of the proposing member council – either by alignment to policy or by resolution of council. Motions should then be presented to the region meeting for endorsement by the region prior to inclusion in the national conference agenda. This means that councils need to start preparing now.

The importance of well-crafted and considered motions cannot be overstated. Motions to conference are a very public statement of the credibility, professionalism and culture of the organization and its members.

7.5 Chairing council/regional leadership – Region 2

Consideration of who will chair the region. Several new requirements and provisions for the chair to consider under the new constitution, including the need to demonstrate capacity to

resource the role, and effective regional leadership.

City of Greater Shepparton offered to engage in further conversation with the MDA in relation to the role.

#### **7.6 Media release from the MDBA advising River Murray flows variable in the lead up to Easter - 28 March 2017**

*Local communities and visitors to the River Murray downstream of Hume Dam and Yarrowonga during the Easter holidays are advised that flows and river heights will continue to vary through autumn.*

*MDBA head of River Operations David Dreverman said river conditions at this time of year were largely dependent on system conditions and how much water was ordered by entitlement holders.*

*"River levels this year from Hume to downstream of Yarrowonga have been lower than in recent years as demand further downstream has been mainly met by inter-valley transfers from the Goulburn and Murrumbidgee Rivers and by Menindee Lakes and Lake Victoria," Mr Dreverman said.*

*"The amount of water called at this time of year, by irrigators in particular, can fluctuate quite a bit as the weather in autumn is typically variable.*

*"If it is warm and dry, the demand for water can be high, so river levels rise as water is released from Hume Dam to meet demand. If there is rain, particularly in irrigation areas, demand lessens and river levels can drop. The shift from dry to wet conditions can happen quite suddenly, as has happened in recent years.*

*"The MDBA does not own water, so we are not in a position to maintain river heights that exceed those required to deliver current orders."*

*Mr Dreverman said it was too early to know how high flows would be at Easter but visitors, particularly downstream of Yarrowonga, should plan for the possibility of low river levels.*

*"The important thing to remember is that river levels might not be the same as the last time you visited the river. We recommend people remain aware of changing flows over the coming month.*

*"Those wishing to use the river for tourism and recreational boating should consider how they might adjust their activities should river heights be low. That includes making use of the many opportunities provided by weir pools on the Murray."*

*For more information on flows, river heights and salinity levels, river users are advised to subscribe to updates in the [River Murray weekly report](#) and refer to [livedata.mdba.gov.au](http://livedata.mdba.gov.au)*

Members discussed and highlighted the importance of reasonable and regular flows to support the economic stability of those communities that rely on river based tourism.

There have been several years, particularly those where Easter falls later in April, where the river has dropped sharply coinciding with Easter holidays, with a resultant loss in visitation numbers and a compromise of tourism product value. The economic cost to businesses and communities has been immediate and devastating, with longer running costs associated with rebuilding the brand also significant.

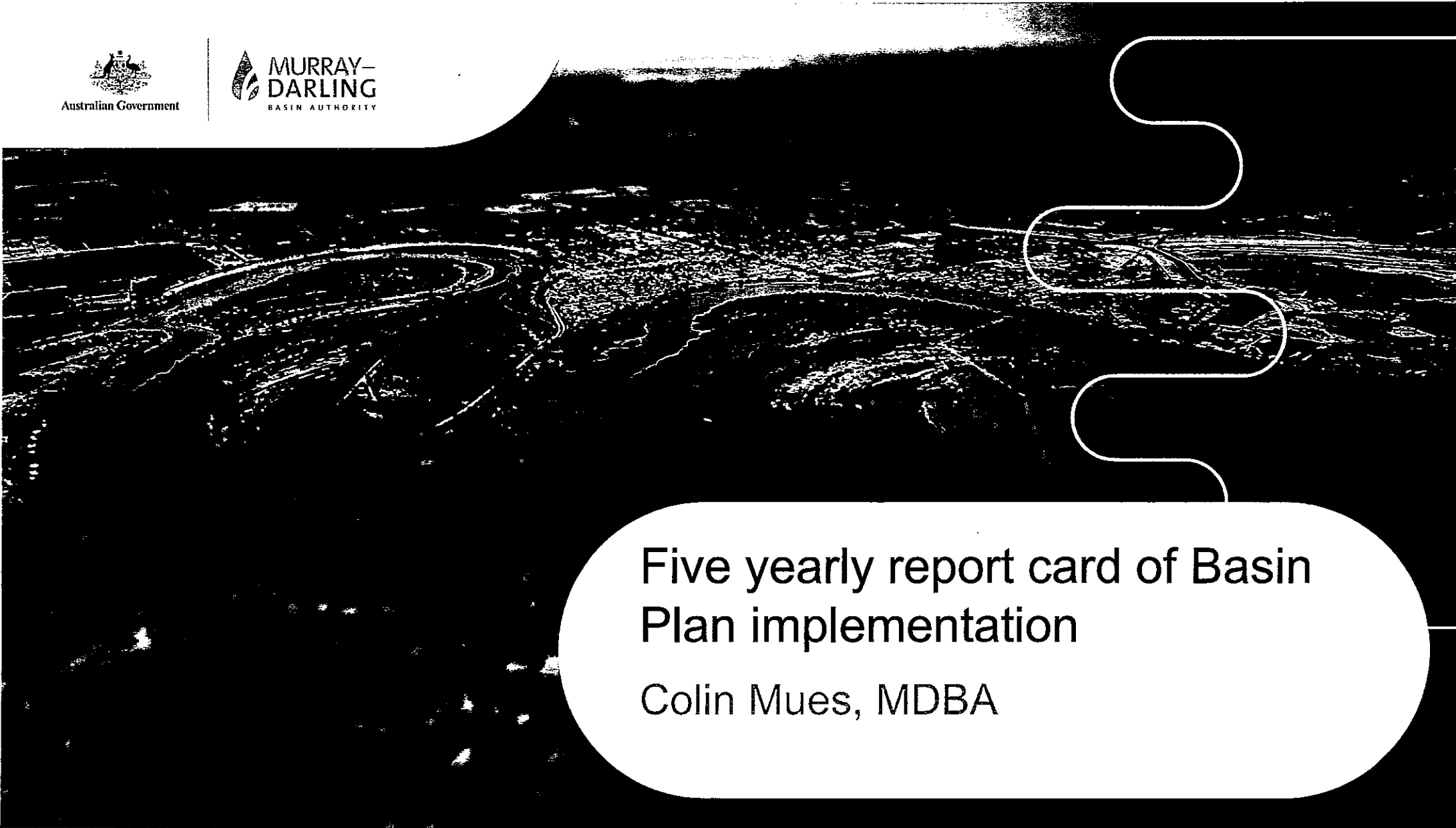
Concern that the media release indicates an inconsistency with the Water Act (Part 2, Div 1, subdiv B) that states that *the purpose of the Basin Plan is to provide for the integrated management of the Basin water resources in a way that promotes the objects of the Act by providing for inter alia (d) the use and management of the Basin water resources in a way that optimizes economic, social and environmental outcomes.*

Motion: That the MDA request an immediate opportunity to meet with the MDBA and the Commonwealth Environmental Water Office to discuss the issues raised above, and to explore integrated and adaptive management strategies to deliver reliable flows that consider, recognize and accommodate the social and economic importance of the tourism sector to our Basin communities.



**8. NEXT MEETING TBA**

**9. CLOSE 12.00noon**



# Five yearly report card of Basin Plan implementation

Colin Mues, MDBA

# Community questions so far

- What are you going to do about the effects on communities?
- Are sustainable diversion limits going to be changed through the 2017 Evaluation?
- What about the 450 'up-water'?
- Is this the same approach as the Northern Basin Review?
- Which communities will the socioeconomic research be looking at?
- Why and how is environmental water used?
- What are the outcomes from environmental watering?
- Is this just MDBA marking its own homework?

# Purpose

To inform and improve remaining Basin Plan implementation by:

## 1. Taking stock

- Are we on track with implementing the programs and mechanisms in the Plan?

## 2. Evaluate outcomes to date

- Are the outcomes in line with what we would expect to see 5 years on?
- Are there any unexpected outcomes i.e. benefits or impacts?
- Is it too soon to tell?

## 3. Identify where Basin Plan implementation can be improved

- Are there things we can change in the way we are implementing the Plan to get even better outcomes for the environment and Basin communities?



# Scope

Long-term outcomes to be assessed against outcomes expected to 2017

Healthy and resilient rivers, wetlands and floodplains

Productive and resilient industries, and confident communities

Improving water management

We are part way through implementation - opportunity to assess success to date and potential improvements



Australian Government



# Breadth of social and economic outcomes

## Scope of outcomes being considered:

- **Benefits**                      Both measurable and hard to measure                      eg. tourism, recreational fishing, amenity and social/cultural
- **Costs**                              Irrigation community impacts                      eg. Impacts on irrigated area, population, employment, wellbeing etc

### Isolate the impact of the BP from other drivers of change

- **Unanticipated outcomes**                      Revealed through above – could be benefits or negative impacts                      e.g. inconsistency with outcomes anticipated in the Regulation Impact Statement (RIS)

## Evaluating implementation from a social and economic perspective

- *What has been done? What were the outcomes?*

Level of analysis	Crucial Datasets
<ul style="list-style-type: none"> <li>• Basin and regional (catchment) scale</li> <li>• Industry insights</li> <li>• Irrigation companies</li> <li>• Around 30 local communities</li> </ul>	<ol style="list-style-type: none"> <li>1. Composition of water recovery           <ul style="list-style-type: none"> <li>• On-farm</li> <li>• Off-farm</li> <li>• Buybacks</li> </ul> </li> <li>2. Water use, trade and carryover</li> <li>3. Irrigated area</li> <li>4. Long run trends affecting MDB communities</li> <li>5. Local knowledge to explain big changes or unexpected results</li> </ol>



# Approach to evaluation of social and economic outcomes

## Comparative/demographic analysis

### 1. Basin/region/industry costs (impacts on irrigation communities)

ABS agricultural and population census and survey data; ABARES commodity price and production data; ABARE farm surveys data; Water use, trade and carryover data from IIOs and Water Registers; Regional wellbeing survey

### 2. Basin/region benefits (non-consumptive/amenity etc)

Tourism Australia survey data; Regional wellbeing survey; Recreational fishing industry survey data; CSIRO ecosystem services research



# Approach to evaluation of social and economic outcomes

## Local community analysis

### 1. Impacts on irrigation communities

Community level information on water recovery, water use, trade and carryover, and irrigated area; Relationship with local employment in agriculture and ag-services

### 2. Other socio-demographic information on long term trends and current state

ABS agricultural and population census data (mainly socio-demographic characteristics)

# Approach to understanding outcomes for Aboriginal people – key questions

- Sociocultural and economic outcomes for Aboriginal people?
- Effectiveness of Aboriginal participation in Basin scale and state water planning and management, particularly in relation to water resource planning and environmental water planning?
- How can Aboriginal involvement in water planning and management be improved?



Australian Government



# Evaluating implementation of environmental programs and mechanisms

Long-term watering plans

Annual watering priorities

Strategies for maximising outcomes

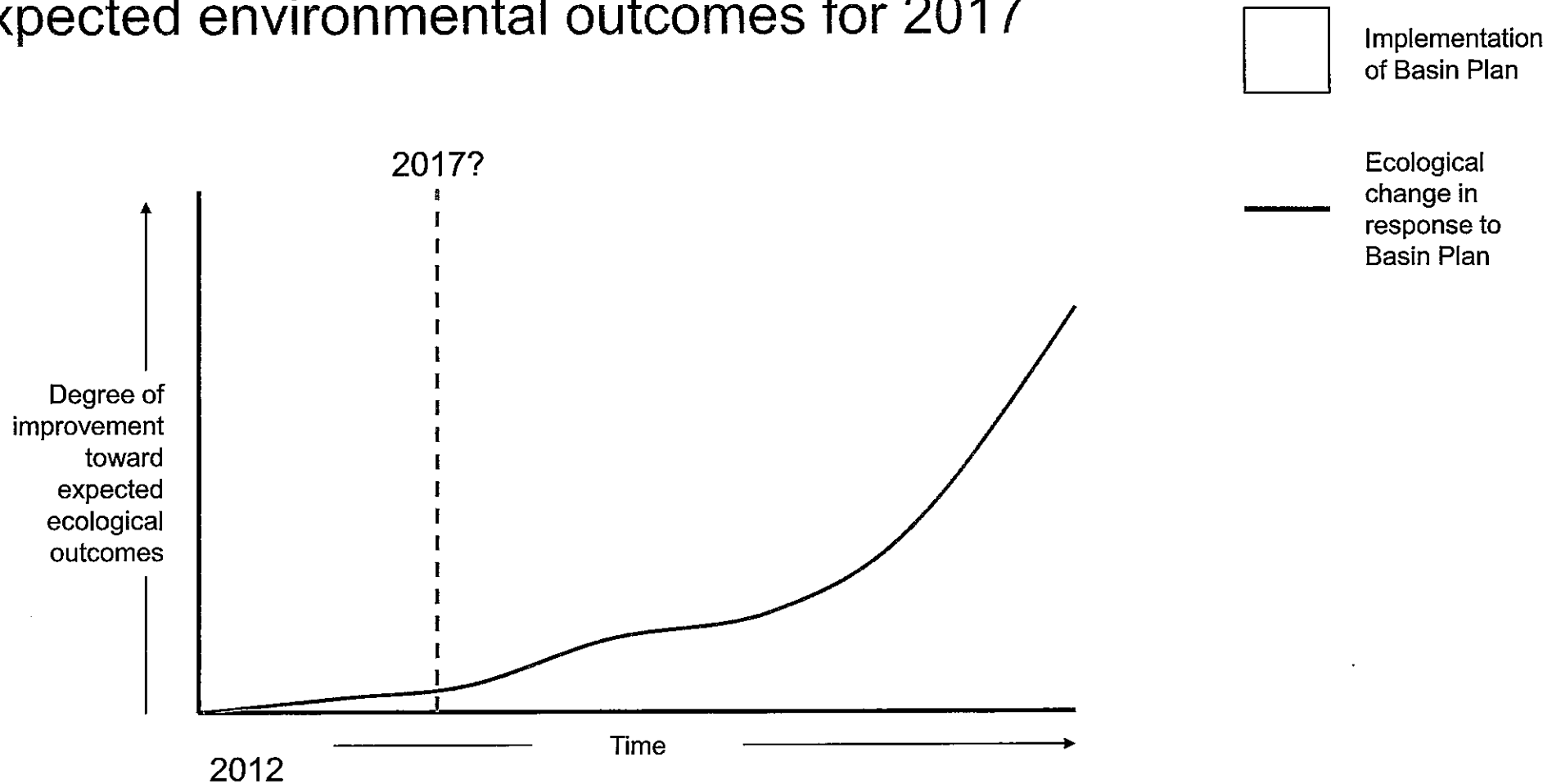
Coordination of watering



Australian Government



# Evaluating environmental outcomes to date – expected environmental outcomes for 2017



# Evaluating environmental outcomes to date – expected environmental outcomes for 2017

## The Basin-wide environmental watering strategy

1. River flows and  
connectivity

Water recovered  
to allow for some  
improvement in  
flows and  
connectivity

2. Native  
vegetation

Maintain extent  
and condition

3. Waterbirds

Maintain species  
diversity,  
abundance and  
breeding events.

4. Native fish

Maintain  
populations,  
distribution and  
movement  
opportunities



# Improved implementation of the Basin Plan

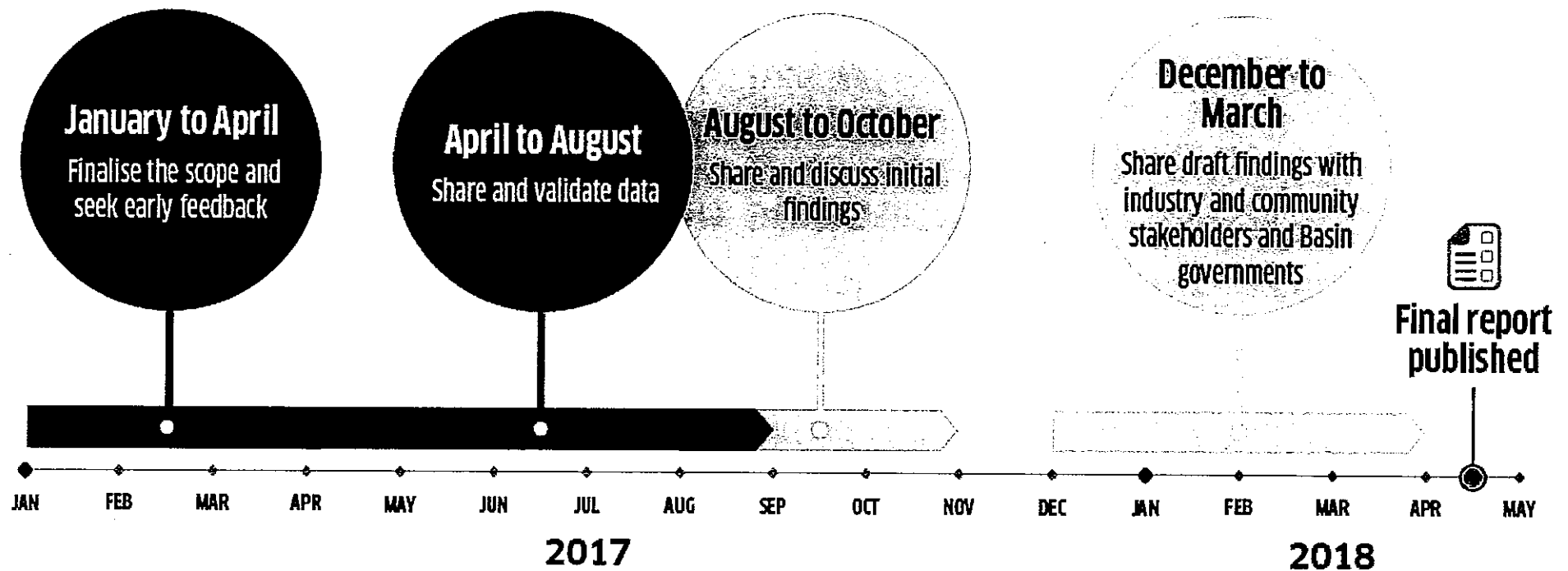
The evaluation will help us improve the implementation of the Basin Plan by telling us:

- The current condition of vegetation, waterbirds and fish in the Basin,
- Whether Basin Plan actions are resulting in opportunities for improvement, and
- What we need to do to ensure we achieve environmental outcomes.





# A phased engagement approach



# Community questions so far

- What are you going to do about the effects on communities?
- Are sustainable diversion limits going to be changed through the 2017 Evaluation?
- What about the 450 'up-water'?
- Is this the same approach as the Northern Basin Review?
- Which communities will the socioeconomic research be looking at?
- Why and how is environmental water used?
- What are the outcomes from environmental watering?
- Is this just MDBA marking its own homework?



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# Short Course

## *Governance Essentials for Local Government*

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### Overview

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This program consists of four half-day courses

- *The Role of the Council and Councillor.*
- *Leadership: The Councillor's Role.*
- *Risk: Issues for Councillors.*
- *Introduction to Financial Statements for Councillors.*

***The Role of the Council and Councillor*** provides an overview of how the Council uses systems and processes to control and monitor — or govern — Council activities. These are distinct from management's role, which is to ensure that the day-to-day operations of the Council are carried out within the framework of policies and strategic guidelines the Councillors have established. Participants also explore the duties and responsibilities of a Councillor; and the Council's key governance relationships, including those with Local, State and Federal levels of Government, Local Government staff, the local community and special interest groups.

***Leadership: The Councillor's Role*** assists Councillors to increase their understanding of their own leadership style, others' styles and how leadership is used to build an effective, high-performing Council. It examines the leadership roles of primary Council representatives and illustrates how good leadership contributes to the solving and preventing of problems, the building of trust, and the enrichment of the local community.

***Risk: Issues for Councillors*** focuses primarily on the Council and Councillor risk, rather than activity or operational risk. It covers how to develop risk profiles and likelihood and consequence matrices; and application of qualitative and quantitative tools to manage risk. Participants emerge with well-formed views on risk management, their risk appetite, and how risk management principles can be applied to their role as Councillors.

***Introduction to Financial Statements for Councillors*** introduces Councillors to financial concepts, the key financial statements, the duties imposed on them, and how to establish a basic understanding of assessing financial performance. Participants learn common ratios used by boards to monitor performance; and consider issues to be mindful of when questioning management on the preparation of financial statements and when reviewing financial reports.

Each course may be undertaken in conjunction with the other courses in the *Governance Essentials for Local Government* program or as a stand-alone education offering.



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## Short Course

### *Governance Essentials for Local Government*

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#### *Suitable for*

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- Councillors, Mayors and executives who hold positions within Local Government organisations, and seek to learn more about:
  - The duties and responsibilities of Councils and Councillors.
  - Their governance responsibilities.

#### *Learning objectives*

---

Upon completion of ***The Role of the Council and the Councillor***, participants should be able to:

- Identify the role and key functions of the Council.
- Explain the purpose and essential features of good governance within Local Government organisations.
- Outline the key duties and responsibilities of Councillors and explain the associated liabilities and their related protection.
- Know the rights of Councillors.
- Recognise the consequences of breaching Councillors' duties.
- Identify the regulatory frameworks and the roles of various regulators.
- Know the role of the State Government and State Minister responsible for the Local Government portfolio.

Upon completion of ***Leadership: The Councillor's Role***, participants should be able to:

- Examine strategic leadership within a Council context.
- Identify the differences in leadership for Councillors and management.
- Recognise leadership competencies and behaviours in oneself and others.
- Know how to use leadership competencies to build the right teams.
- Evaluate oneself as leader.
- Identify the differences in leadership for elected Councillors and for executive managers.
- Create an individual leadership development plan.

Upon completion of ***Risk: Issues for Councillors***, participants should be able to:

- Identify risk and recognise Councillor's personal risk.
- Determine risk appetite.
- Identify the Councillor's role in risk assessment and monitoring.
- Recognise the links between risk management, risk culture and effective leadership.

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## Short Course

### *Governance Essentials for Local Government*

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- Know the influence of risk on Councils and how this can be used in managing personal and Council risk.
- Develop skills to manage risk avoidance, reduction and transfer.
- Appreciate your own personal risk appetite and how this relates to different organisations.

Upon completion of ***Introduction to Financial Information for Councillors***, participants should be able to:

- Examine the major elements of financial statements.
- Appreciate the relationship between financial statements.
- Explore the areas where councillors need to question financial statements.
- Identify Councillors' roles with regard to financial statements and financial reports.
- Review performance over time through using each of the three main financial statements.
- Identify ratios used by boards to monitor performance, adapt them to Councils and consider the financial ratios required to assess the Council's annual financial statements.
- Consider the questions you need to ask of management when reviewing the monthly and long-term financial reporting.

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## Short Course

### *Governance Essentials for Local Government*

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#### *How is this course delivered?*

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**In-House:** If required, *Governance Essentials for Local Government* can be broken into the half-day courses, however a minimum of two half-day courses are to be scheduled.

Our facilitators are experienced company directors. They are selected based on their knowledge of the board environment and their experience in the local government sector as well as their ability to engage and connect with participants.

#### *Content outline*

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##### **The Role of the Council and Councillor**

*The Role of the Council and the Councillor* course has been developed for Local Government Council members and senior Council executives who want to learn more about how to be effective in their governance role.

The aim of this course is to examine the governance role of the Council, Councillors, Mayor, CEO and executive management in local government organisations.

*The Role of the Council and Councillor* covers:

- The role of Council and Councillors.
- How Councils do their job — ‘corporate governance’.
- Council governance relationships.
- Council governance roles.
- Councillors’ duties and responsibilities.
- Rights of Councillors.
- Case studies.

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# Short Course

## *Governance Essentials for Local Government*

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### Leadership: The Councillor's Role

*Leadership: The Councillor's Role* provides an understanding of a Councillor's own leadership style and that of others, leading to a more effective, high performing Council.

Councillors are the elected leaders of their communities and, through good governance and sound decision making, they have a powerful role to play in the development of a successful civic society. Some Councillors are highly effective. They are referred to by their colleagues and communities as people who solve (or prevent) problems, people who can be trusted and people who enrich the local community. Others, whilst recognised as diligent and ethical contributors to Council, struggle to make an impact. The difference is in the quality of their leadership. This course is concerned with what powerful leaders **do**. It is a skill like any other and can be learnt.

*Leadership: The Councillor's Role* covers:

- Councils and leadership.
- The role of leadership in the Council Chamber.
- The leadership role of the Mayor.
- The leadership role of the Councillor.
- The leadership role of the CEO.
- The difference between executive and elected representatives.
- Leadership inside the Council Chamber.
- Leadership outside the Council Chamber.
- The leadership work of Councillors — process.
- Using evaluation to build leadership skills.
- Five leadership myths.
- Aspects of leadership.
- Development options.



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## Short Course

### *Governance Essentials for Local Government*

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#### **Risk: Issues for Councillors**

*Risk: Issues for Councillors* introduces the Councillor's role in risk oversight and monitoring including the impact on Councillors at a personal and organisational level.

This course seeks to provide the basic tools to enable Councillors to take a more active role in risk management, for the benefit of both the organisation and themselves. The course focuses primarily on the Council and Councillor risk, rather than activity or operational risk.

Given the challenges of legislation, regulation and the role of Councillors, it is important that Councillors have well-formed views on risk management, their risk appetite, and how risk management can be applied to their role as Councillors. This course provides information on how to develop risk profiles, likelihood and consequence matrices, and application of qualitative and quantitative tools to risk management.

*Risk: Issues for Councillors* covers:

- *Risk definitions and examples.*
- *Some approaches to risk management.*
- *Roles and functions of Councillors.*
- *Organisation risk cycles.*
- *A risk culture.*
- *Assessing and treating risks.*
- *Traditional risks from a Council perspective.*
- *Personal risks for Councillors.*
- *Identifying and addressing dysfunctionality.*
- *Data collection, metrics, reports and key response triggers.*
- *Case studies.*

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# Short Course

## *Governance Essentials for Local Government*

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### **Introduction to Financial Information for Councillors**

*Introduction to Financial Information for Councillors* provides an introduction to understanding financial reports within the regulatory requirements of local government.

The purpose of this course is to introduce Councillors to financial concepts, the key financial statements and the duties imposed on them and to establish a basic understanding of how Councillors can assess financial performance. The role of a Council includes overseeing the allocation of the Local Government's finances and resources. Councils must prepare and adopt annual budgets and prepare annual financial reports that comply with the Australian Accounting Standards (AAS).

To assist Councillors in their role, it is imperative that the budgets and financial statements present the financial affairs of the Council clearly and fairly. It is also essential that Councillors understand the content and effect of budgets and financial statements. Financial statements are only as accurate as the integrity of the accounting system. Councillors must be satisfied that the appropriate controls are in place for recording transactions.

This course covers the preparation of budgets and financial statements, and the audit process.

*Introduction to Financial Statements for Councillors* covers:

- Introduction to financial statements.
- The structure of financial statements.
- Annual Budget and Rate Setting Statement.
- Statement of comprehensive income.
- Statement of financial position (balance sheet).
- Cash flow statement.
- Statement of changes in equity.
- Comparative financial information.
- Some issues in financial statements.
- Statutory duties: financial statements and reports.
- Why should you analyse Council performance?
- Ratios and analysis.
- Case studies.

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## Short Course

### *Governance Essentials for Local Government*

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#### *Assessment process*

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Not applicable.

#### *Features and benefits*

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<b>Feature</b>	<b>Benefit</b>
Provides a Council-oriented view of governance	Participants develop the ability to consider issues from a Councillor's perspective, as they apply to Councils and Local Government organisations
Clarifies the links between Councillors, Council managers, various levels of Government, and other stakeholders	Participants can improve how they identify and manage internal and external stakeholder interests
Discusses the mechanics and processes to facilitate effective leadership and functioning of the Council	Participants gain insight into how effective Councils function and how they can best contribute
Outlines a comprehensive process on how to formulate a strategic plan	Participants can examine the effectiveness of adopting a structured approach to formulating strategies
Discusses strategic measures and clarifies the Council's, Councillors' and managers' roles	Participants develop a clearer perspective on their role in monitoring the implementation of strategic plans, and can identify the influence of risk on Council activities
Considers how to determine the acceptability of risk avoidance, reduction and transfer	Participants gain practical tips to improve their understanding of a Councillor's role in risk management

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## Short Course

### *Governance Essentials for Local Government*

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Feature	Benefit
Discusses Councillors' responsibilities (financial)	Participants develop an understanding of legal and other obligations in relation to overseeing the preparation of financial statements and reporting
Shows Councillors how to calculate key ratios	Participants learn what financial aspects they should be reviewing to evaluate Council performance and develop understanding of how to measure the productivity and efficiency of Council operations
Applies key concepts to case studies	Participants can immediately apply their learning to real-world situations

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### *What do participants achieve upon completion?*

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Participants gain 4 DPD units for confirmed attendance of each session or 16 DPD units for the full two days. Statements of Attendance are available upon request from the managing AICD state office.

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### *Recommended preparation*

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Participants should examine the case studies prior to attending facilitated sessions. *The Role of the Council and Councillor* and *Risk: Issues for Councillors* include case studies that are designated pre-reading.



10/3/2017

**To the Councillors,**  
**Invitation to the 2017 Future of Local Government National Summit: there is a Better Way!**  
 This one brings home the bacon.

**Colleagues,**

The 2017 Future of Local Government National Summit will be held on Thursday May 25 and Friday May 26 at the Angliss Conference Centre, Melbourne. **Please see the attached brochure for full details.** For further information, including Reference documents, please go to <http://www.cvent.com/d/85qm39/6X>

Future Shock is upon us but our system of governance is disintegrating. There is a Better Way and the aim of this event is to design it and launch a **call to action** for Councils across Australia. **The outcome of the Summit will be discussed with the ABC with a view to it being a 'Q&A' topic later this year.**

We are in the midst of a crisis of confidence in government and governance.

**It's time:**

- to realise we are poised between an old world that no longer works and a new one struggling to be born. We need to strengthen local democracy so citizens have more control of their own lives, communities and services.
- to reclaim 'municipal': where Local Government (LG) catalyses the collaboration of citizens, communities and institutions to work together for the public good. Every issue demands a localist response.
- to recognise LG is the connective tissue that holds the disparate elements of community together in a broader process of community building.
- to recognise the full benefits of cost efficiencies, modern service delivery and citizen engagement will not be realised until there is more devolution of political, administrative and funding powers to LG and LG creates more space for communities
- **for LG to capture the Australian political imagination** by putting people and place first.

**Taking account of:**

- The great degree of disillusionment most citizens feel towards the current system, where they have a largely passive role to play.
- The 'top down' silo planning, confusion, waste and duplication that exists in the current unstable, unsatisfactory and unsustainable Federation arrangements in Australia
- The need to enable place-based, collaborative local planning and delivery of required outcomes
- The rapid advance of technology that is enabling participatory decision-making to take place to provide citizens with more control over their lives

it is self-evident that we need to transition to an adapted model of governance in the 2020s.

These dimensions will be discussed by a great array of Australian and international presenters supported by co-design input from attendees. The outcome will be the **Better Way.**

**Summit highlights include:**

- **Jonathan Carr-West, CEO, Local Government Information Unit (UK)**
- **Design Charrette 2030 with Jacyl Shaw, CCI**

- **David Hammond and Mike Reid (NZ)**
- **Diana Renner, Uncharted Leadership Institute**
- **Great case studies and co-design activities**

**To register:** For online registration and conference details go to [www.mav.asn.au/events](http://www.mav.asn.au/events) (click on 'upcoming events' and scroll down to May 25).

Who should attend? Anyone with an interest in the future of Local Government.

**Queries:** [jhennessy@mav.asn.au](mailto:jhennessy@mav.asn.au)

Regards,

John Hennessy, MAV

03 96675525



# 2017 FUTURE OF LOCAL GOVERNMENT NATIONAL SUMMIT

THURSDAY MAY 25 & FRIDAY MAY 26, 2017

The Angliss Conference Centre,  
555 La Trobe Street, Melbourne.

## An inconvenient truth:

Future Shock is upon us but our system of governance is disintegrating. What next? There is a Better Way. Let's design it. A call to action!



### We are in the midst of a crisis of confidence in government and governance. It's time:

- to realise we are poised between an old world that no longer works and a new one struggling to be born. We need to strengthen local democracy so citizens have more control of their own lives, communities and services.
- to reclaim 'municipal': where Local Government (LG) catalyses the collaboration of citizens, communities and institutions to work together for the public good. Every issue demands a localist response.
- to recognise LG is the connective tissue that holds the disparate elements of community together in a broader process of community building.
- to recognise the full benefits of cost efficiencies, modern service delivery and citizen engagement will not be realised until there is more devolution of political, administrative and funding powers to LG and LG creates more space for communities.
- for LG to capture the Australian political imagination by putting people and place first.

### Taking account of:

- The great degree of disillusionment most citizens feel towards the current system, where they have a largely passive role to play.
- The 'top down' silo planning, confusion, waste and duplication that exists in the current unstable, unsatisfactory and unsustainable Federation arrangements in Australia.
- The need to enable place-based, collaborative local planning and delivery of required outcomes.
- The rapid advance of technology that is enabling participatory decision-making to take place to provide citizens with more control over their lives

it is self-evident that we need to transition to an adapted model of governance for the 2020s.

These dimensions will be discussed by a great array of Australian and international presenters supported by co-design input from attendees. The outcome will be the Better Way.



## 2016 FUTURE OF LOCAL GOVERNMENT SUMMIT COMMUNIQUE

In the next 10 years, seismic change will transform society and government. To take advantage of this opportunity, and remain relevant, the Local Government sector needs to:

- Truly become the servant of the community and support citizens to build stronger communities
- Increase stakeholder trust in local government
- Take a bolder, more strategic, leadership position in the debate about the future of Australia's Federal agenda
- Establish a local government R&D function where Councils can experiment, pilot and take risks.



### DAY 1: THERE IS A BETTER WAY: THE NEW STORY IS ABOUT PLACES AND COMMUNITIES. LG NEEDS TO STEP BACK AND MAKE SPACE FOR EMPOWERED COMMUNITIES

#### 9.05AM WELCOME AND INTRODUCTION (MAV PRESIDENT AND GILBERT ROCHECOUSTE MC)

- Are we happy with the present position in which LG finds itself?
- Are we happy with Donald Trump?

#### 9.15AM WHAT'S CURRENTLY NOT WORKING IN THE PUBLIC SECTOR IN AUSTRALIA?

#### 9.30AM SETTING THE SCENE:

- The Future of Local Government journey to date: MAV
- From the old story to the new story: from Business as Usual to Places and Communities, Gilbert Rochecouste and Graham Sansom.

Gilbert and Graham will discuss the opportunity for local government to recognise that the sector can self-empower its way to a very different and more productive future, by focussing on community strengthening and place-making.

Gilbert is the founder of Village Well and is recognised both nationally and internationally as a leading voice in Placemaking. He has worked with hundreds of communities, developers and businesses over the last 25 years to create more vibrant, connected and resilient communities.

Graham Sansom is Adjunct Professor at the University of Technology, Sydney. Until recently he was Director of the UTS Centre for Local Government and also the Australian Centre of Excellence for Local Government. From 1994-98 he was CEO of the Australian Local Government Association.

- Yes, we can! Case studies from the sector: demonstrating LG can do it.

#### 10.30AM MORNING TEA NETWORKING

#### 11AM 'TRANSFORMING LOCAL GOVERNMENT', JONATHAN CARR-WEST, CEO, THE LOCAL GOVERNMENT INFORMATION UNIT (UK)

Dr Jonathan Carr-West has been Chief Executive of the Local Government Information Unit (LGiU), the local democracy think tank, since 2013. Jonathan is a leading national authority on local government transformation, local democracy and public services. Some of his particular interests are in participative democracy, the evolving nature of public services and devolution. With an extensive media profile and sector credibility, he has published on topics as diverse as localism

#### 11.45AM WHAT IS THE ROLE OF LOCAL GOVERNMENT IN THE NEW STORY? PLENARY DISCUSSION

#### 12.30pm 'THE IMPORTANCE OF LEARNING HOW TO BE COMMUNITY-LED AND PLACE-BASED', LUCINDA HARTLEY, CO-FOUNDER CODESIGN STUDIO, SUPPORTED BY TRACEY O'CONNOR, WHITEHORSE CITY COUNCIL.

There is a lot of talk about being community-led and place-based but it can be challenging to walk the talk. An enhanced local government framework must be built on a re-assessment of the role and importance of place. The need now is for community-based leadership with the capacity to work with communities to help them determine their priorities and how to meet them, including co-design and co-production with community playing an active role. The role of LG is to act as facilitator (not director) to meet the varying needs of the community, and to arrange government and private partnerships to deliver on these needs. Lucinda is a landscape architect, urban designer and Honorary Senior Fellow at the University of Melbourne. She is co-author of the Tactical Urbanism Guide to Australia and New Zealand and the Rapid Urban Revitalisation toolkit. She is a member of the Ministerial Advisory Council for Fisherman's Bend and the global Place Leadership Council. Tracey will discuss the ground-breaking Neighbourhood Project at Whitehorse.

#### 1PM LUNCH NETWORKING



1.45PM	<p><b>'CITY-CHARRETTE 2030: FUTURE= PAST + NOW', JACYL SHAW, DIRECTOR ENGAGEMENT, CARLTON CONNECT INITIATIVE (CCI),</b></p> <p>It's 2030 and local communities across Australia have undergone the great "greenaissance". After that long hot summer of 2020 with temperatures of 49 degrees not to mention memorable 2026 when four of the nation's cities reached 10+ million people now The Republic is leading the world with fresh thinking and active citizens co- creating healthy communities, liveable and loveable public spaces, conscious governance and civil civic society.</p> <p>Churchill once claimed "If we open up a quarrel with the past, we will find that we have lost the future ... " This City Charrette 2030 will turn Churchill's quote on its head and suggest that "we must open up a discussion with our past in order to find our future". This interactive discussion and thought- experiment will engage participants and an invited panel to work together to consider how decisions and actions made by communities in 2017 have impacted on the future city, the tomorrow town and posterity. The session is designed to put participants in a series of alternative futures to help consider ways and means for communities to create equitable prosperity and opportunity for all, via knowledge, networks and pioneering ventures. This City-Charrette is created and presented by the good people at the University of Melbourne's Carlton Connect Initiative, which has laid the foundations for Australia's leading innovation precinct, anchored by the University of Melbourne.</p>
3.15PM	<b>AFTERNOON TEA NETWORKING</b>
3.40PM	<b>'CREATING A SENSE OF PLACE', FRED KENT, FOUNDER OF PROJECT FOR PUBLIC SPACES (PPS) (VIDEO)</b>
3.55PM	<p><b>'THE BETTER WAY: LESS LOCAL GOVERNMENT AND MORE LOCAL GOVERNANCE', DAVID HAMMOND, DIRECTOR, HAMMOND ROBERTSON AND FORMER CEO, THAMES-COROMANDEL COUNCIL (NZ)</b></p> <p>David oversaw a leading-edge example of the devolution of power to the community at Thames Coromandel. Facing a hostile community, the Council determined that the community should manage local issues locally and allocated 14 services to local (elected) Community Boards. The outcomes were:</p> <ul style="list-style-type: none"> <li>• The emergence of capable local leadership</li> <li>• Significantly higher community satisfaction and trust in Council</li> <li>• Citizens shaping their own area (co-design and co-production approach)</li> <li>• Reduced Council rates (project cost and time reduced significantly)</li> <li>• To remove 'local' from Council business so they can focus on strategic directions.</li> </ul> <p>After a sweep out of Councillors at the previous election, the next election saw no change in Councillors and strong competition for a place on the Community Boards.</p>
4.30PM	<b>THE NEW STORY: PROGRESS TO DATE AND NEXT STEPS</b>
5PM	<b>NETWORKING DRINKS/LIGHT REFRESHMENTS</b>
6PM	<b>CLOSE - A SMALL GROUP WORKS UP THE MANIFESTO FOR DAY 2</b>

## DAY 2: CALL TO ACTION: CREATING A MOVEMENT TO IMPLEMENT THE BETTER WAY; SELF-EMPOWERMENT

9AM	<b>THE MANIFESTO IS LAUNCHED: THE 'SMALL GROUP' SPEAKS TO IT AND THE PANEL INTERACTS AND TESTS IT WITH THE SUMMIT PARTICIPANTS</b>
9.45AM	<p><b>'PLACEMAKING: THE BETTER WAY. YES, WE CAN!', GILBERT ROCHECOUSTE, VILLAGE WELL.</b></p> <p>Gilbert will demystify the practical art and science of empowering community engagement and Placemaking processes and how to create more resilient, vibrant and just communities. The foundations for 21st Century Place Leadership will be presented as a new model for Councils.</p> <p>Gilbert will discuss:</p> <ul style="list-style-type: none"> <li>• Key Placemaking trends and processes</li> <li>• Best practice skills to mobilise communities for action</li> <li>• New metrics to measure resilience and Placemaking outcomes</li> <li>• Inspiring and practical case studies of can-do communities</li> </ul>
10.20AM	<p><b>'THE NEED FOR MORE DEVOLUTION OF POLITICAL, ADMINISTRATIVE AND FUNDING POWERS TO LOCAL GOVERNMENT', DR MIKE REID, PRINCIPAL POLICY ADVISOR, LOCAL GOVERNMENT NEW ZEALAND.</b></p> <p>Mike will discuss the need for greater power to be handed to local government to enable the "Better Way" to be fully successful and for local communities to reap the potential benefits. Mike has worked in a diverse range of policy areas including local governance, elected member development, legislative change, social policy, relationships with Maori and local democracy. Mike completed his PhD in public policy in 2011 and is currently on the board of the Institute of Governance and Policy Studies. He speaks regularly on local government matters and has published widely.</p>



10.40AM	<b>MORNING TEA NETWORKING</b>		
11.05AM	<b>HOW CAN LG SHIFT THE FOCUS FROM SERVICE DELIVERY TO COMMUNITY STRENGTHENING?</b>		
11.30AM	<b>'THE NEW DIGITAL AGE CAN DELIVER FOR COMMUNITIES BUT IT NEEDS COLLABORATION AND INNOVATION', MARTIJN SCHRODER, DIGITAL TRANSFORMATION MANAGER, CITY OF BALLARAT.</b> Martijn has worked internationally in business transformation for Transurban & Queensland Motorways, Myer, Dept. of Treasury and Finance (Vic), Royal District Nursing Service, Caltex Indonesia and Cap Gemini (The Netherlands). He firmly believes that local government can use technology to significantly improve efficiency and responsiveness to the community.		
11.55AM	<b>HOW CAN WE FAST TRACK COLLABORATION BETWEEN COUNCILS TO BENEFIT COMMUNITIES?</b>		
12.15PM	<b>'THE IMAGE OF LG IS AN ONGOING PROBLEM: WHAT CAN BE DONE? HOW CAN WE BUILD TRUST AND IMPROVE THE IMAGE OF LG?</b>		
12.45PM	<b>LUNCH NETWORKING</b>		
1.30PM	<b>'LEADING IN UNCERTAINTY AND COMPLEXITY' WITH DIANA RENNER, UNCHARTED LEADERSHIP INSTITUTE.</b> Mastery of known knowledge and technical skills no longer guarantees today's local government leaders either personal or organisational success. What's required is developing the skills, flexibility and resiliency to operate and thrive in challenging and uncertain environments. Diana is co-director and co-founder of the Uncharted Leadership Institute. In her work she weaves together a range of disciplines including Adaptive Leadership, Complexity Theory, Adult Development and Process Oriented Psychology to build the capability of organizations and individuals to successfully navigate uncertainty and make progress on complex challenges. The objective is to develop more self-awareness and comfort with ambiguity and uncertainty, learn new tools for making progress in uncertainty and designing 'safe to fail' experiments.		
1.50PM	<b>HOW CAN WE INTRODUCE LOCALISM INTO THE FEDERATION? THIS IS A KEY QUESTION FOR THE BETTER WAY</b>		
2.15PM	<b>TRANSITIONING TO THE 2020S: IMPLEMENTING THE BETTER WAY &amp; CREATING A MOVEMENT: ACTION TO CREATE LEARNING SITES AROUND AUSTRALIA: YES, WE CAN!</b>		
	<table border="0"> <tr> <td style="vertical-align: top;"> <b>ISSUE</b> <ul style="list-style-type: none"> <li>• Community governance</li> <li>• Knowing what is important: community planning</li> <li>• Citizens juries</li> <li>• Learning to be community-led</li> <li>• Climate change</li> <li>• Obesity:</li> <li>• Multiculturalism</li> <li>• Minimising waste</li> <li>• Crowdfunding</li> <li>• Local food</li> <li>• Positive ageing</li> <li>• Nurturing community connection</li> <li>• Growing community leaders</li> <li>• Others to be added (by you)</li> </ul> </td> <td style="vertical-align: top; text-align: center;"> <b>PLACE-BASED RESPONSE</b> </td> </tr> </table>	<b>ISSUE</b> <ul style="list-style-type: none"> <li>• Community governance</li> <li>• Knowing what is important: community planning</li> <li>• Citizens juries</li> <li>• Learning to be community-led</li> <li>• Climate change</li> <li>• Obesity:</li> <li>• Multiculturalism</li> <li>• Minimising waste</li> <li>• Crowdfunding</li> <li>• Local food</li> <li>• Positive ageing</li> <li>• Nurturing community connection</li> <li>• Growing community leaders</li> <li>• Others to be added (by you)</li> </ul>	<b>PLACE-BASED RESPONSE</b>
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2.30PM	<b>HOW CAN WE BECOME BETTER AT SHARING KNOWLEDGE ACROSS LG?</b>		
2.50PM	<b>THE MANIFESTO (PARTICIPANTS INVITED TO SIGN IT) AND THE LIGHT ON THE HILL AND THE WAY FORWARD: NEXT STEPS</b>		
3.15PM	<b>CLOSE</b>		

**NOTE:** The outcome of the Summit will be discussed with the ABC with a view to it being a Q&A topic later this year.

**Who should attend? Anyone with an interest in change and the future of local government.**  
Especially Councillors, CEOs, Directors, and managers and officers in Innovation, Organisational Development, Corporate Planners, Strategic Planning, Human Resources, Service Planners, Business Transformation, Digital Transformation, Information Management and Business Analysis.

**COST:** \$594 (including GST)

**NOTE:** no single day registrations are available.

**TO REGISTER:** For online registration and conference details go to [www.mav.asn.au/events](http://www.mav.asn.au/events) (click on 'upcoming events' and scroll down to May 25).

**QUERIES:** [jhennessy@mav.asn.au](mailto:jhennessy@mav.asn.au)

**NOTE:** Program subject to change

**SUGGESTED ACCOMMODATION:** Radisson on Flagstaff Gardens, 380 William St, Melbourne Vic 3000.  
Phone (03) 9322 8000 (refer to MAV event at Angliss Conference Centre for discount).