

Active Ageing & Disability Inclusion Strategy and Action Plan



Berrigan Shire 2017 - 2021

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This version of the Berrigan Shire Council's Active Ageing and Disability Inclusion Plan is designed to provide other agencies, local businesses and residents with a comprehensive overview of the development of the Council's Active Ageing and Disability Inclusion Plan 2017 – 2021 and the steps our community can take to support the inclusion of all residents irrespective of age or ability.

An [Accessible Version of this Plan](#) is available and can be accessed from the Berrigan Shire Council

Berrigan Shire Council
56 Chanter Street,
Berrigan NSW 2712
 03 5888 5100

 www.berriganshire.nsw.gov.au


 mail@berriganshire.nsw.gov.au

 Berrigan Shire Council



[National Relay Service](#)  1800 555 660



Translating & Interpreter Services – for immediate phone interpreting services
 131 450



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 view of younger people with a disability and their carers and it is also informed by a 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, promotes the application by the Council of 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, requires that these principles particularly the 'equitable use principle' is grounded in 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

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 the 2011 Census 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.

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 Reportⁱ

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](#)ⁱⁱ.

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](#)ⁱⁱⁱ 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^{iv}

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^v](#)

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.

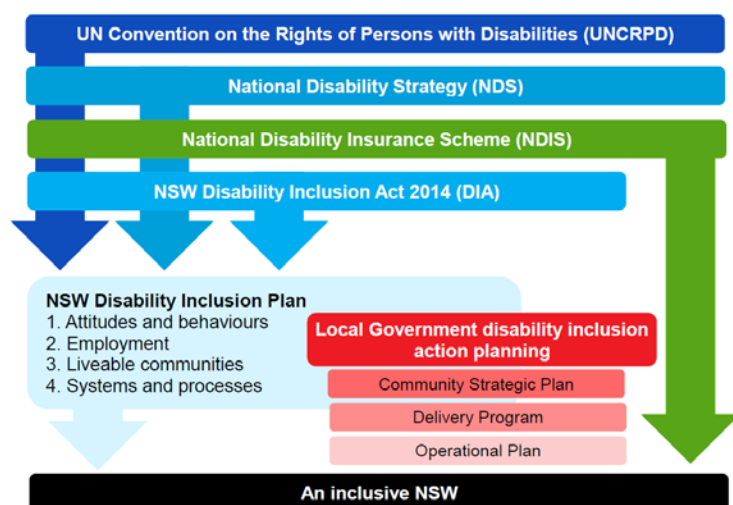
This is of particular concern for rural local government hamstrung by rate pegging, cost shifting by other levels of government, limited capacity to increase own source revenues, rising human resource expenditure and a foreseeable decrease in rate revenue: due to demographic shifts and community support 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**^{vi}. 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**^{vii}.

In 2007 the Victorian Competition and Efficiency Commission conducted an inquiry^{viii} 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

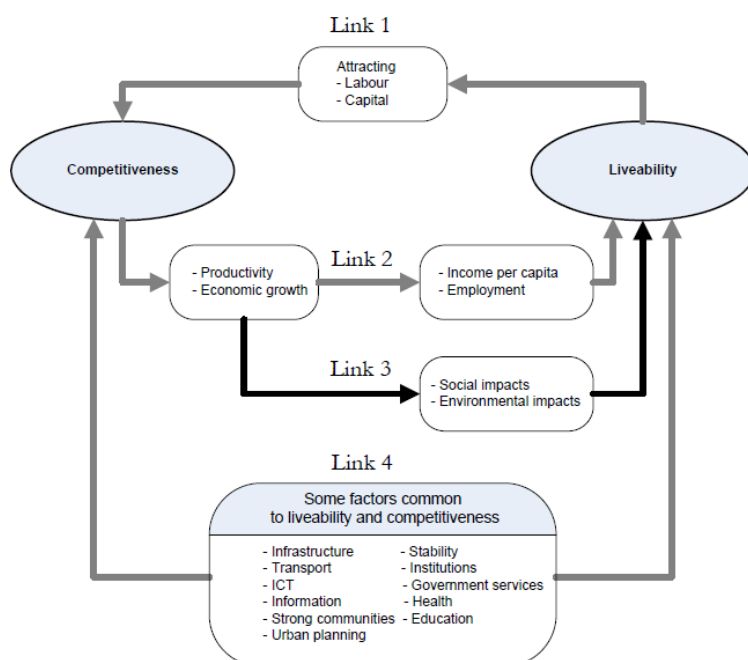
The VEC report also noted that 'provincial Victoria' while liveable when assessed against a range of indices (Community Indicators Victoria and indicators of Community Strength) fell short and experienced policy challenges related to the services needed by an ageing population, in particular transport 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'**^{ix}.

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 1 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.

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

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 the developmental 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, that 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.

As part of its planning about how the actions taken by Council contribute the liveability of its communities the [Principles of Universal Design](#) and the Council's [Age-friendly Framework](#) inform Council decision-making and planning. The Council as an integral part of its 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. Including in this analysis of an asset 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^x](#) is focused on identifying the elements in an urban environment which, support healthy and active ageing. Central to the concept of an Age Friendly community 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' may be 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 the expectation that the view and the experience of users inform Council planning and the delivery of services, infrastructure, policies, systems and processes.

Part II

Berrigan Shire, Age and Disability Prevalence: A Regional Profile

The [Berrigan Shire and Districts Disability and Ageing Data Profile](#) (Appended) 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 8,420¹) is situated in the 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^{xi} (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 also 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 also 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.

¹ id.data <http://profile.id.com.au/berrigan> accessed 11 April 2017

Non-Berrigan Shire Council districts / towns included in this data profile are:

- Jerilderie: - Murrumbidgee LGA (NSW)
- Cobram – Moira LGA (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 the Berrigan Shire access services provided by community and health services providers in Cobram and Yarrowonga (Victoria).

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: %
Berrigan (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 11 April 2017)

* Part time

Table 2: Population not in 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 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^{xii}

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 ^{xiii}*ATO Taxation Statistics 2009/10 Average Individual Taxable Income^{xiv}Taxation statistics 2013–14 Calculated from Selected items, by taxable status, state/territory and postcode, 2013–14 income year^{xv}

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

Berrigan Shire	2005	2006	2007	2008	2009	2010	2011
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**
Jerilderie (Urban)							
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-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 a thematic analysis of 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, as part of this review a decision was made to respect the views expressed by previous survey respondents and expressed at Focus Groups held 2013 (Appended) and at the Council's Liveability Workshop held 2012 (Appended).

The Council also conducted in 2014 a brief survey of local schools and service providers exploring the prevalence of disability in the broader community the data from this survey also informed the review of this Strategy. The aim of the (2014) survey included identifying the extent to which current and 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.) whether 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 disabled residents two focus additional focus groups were also conducted: March 2017 (Appended). 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. Discussed by the Ability Links worker were the views of local business, health services and residents on barriers and challenges, identified as part of their promotion of the focus groups that were held and which inform this Strategy. Community feedback discussed by Focus Group attendees: carers and disabled residents. Council managers were also engaged in the Strategy's development, discussing and reviewing feedback at a workshop held and which identified actions for inclusion in the action plan.

Survey and Focus Group Results

The focus of the 2013 survey (Appended) 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 and validates anecdotal comments subsequently repeated at street stalls held 2014 reviewing the Council's [Pedestrian Access and Mobility Plans](#). For example 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 the Australian Bureau of Statistics 6% of the Shire's population^{xvi} 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 and 2017 (see Appendices) 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 in 2013 a barrier and continues to be a barrier in 2017.

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 on the following page 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.

FOCUS GROUP COMMENTS

'Thank God' for the Library – should not have to be accidently referred to services'

Need to live it to understand it

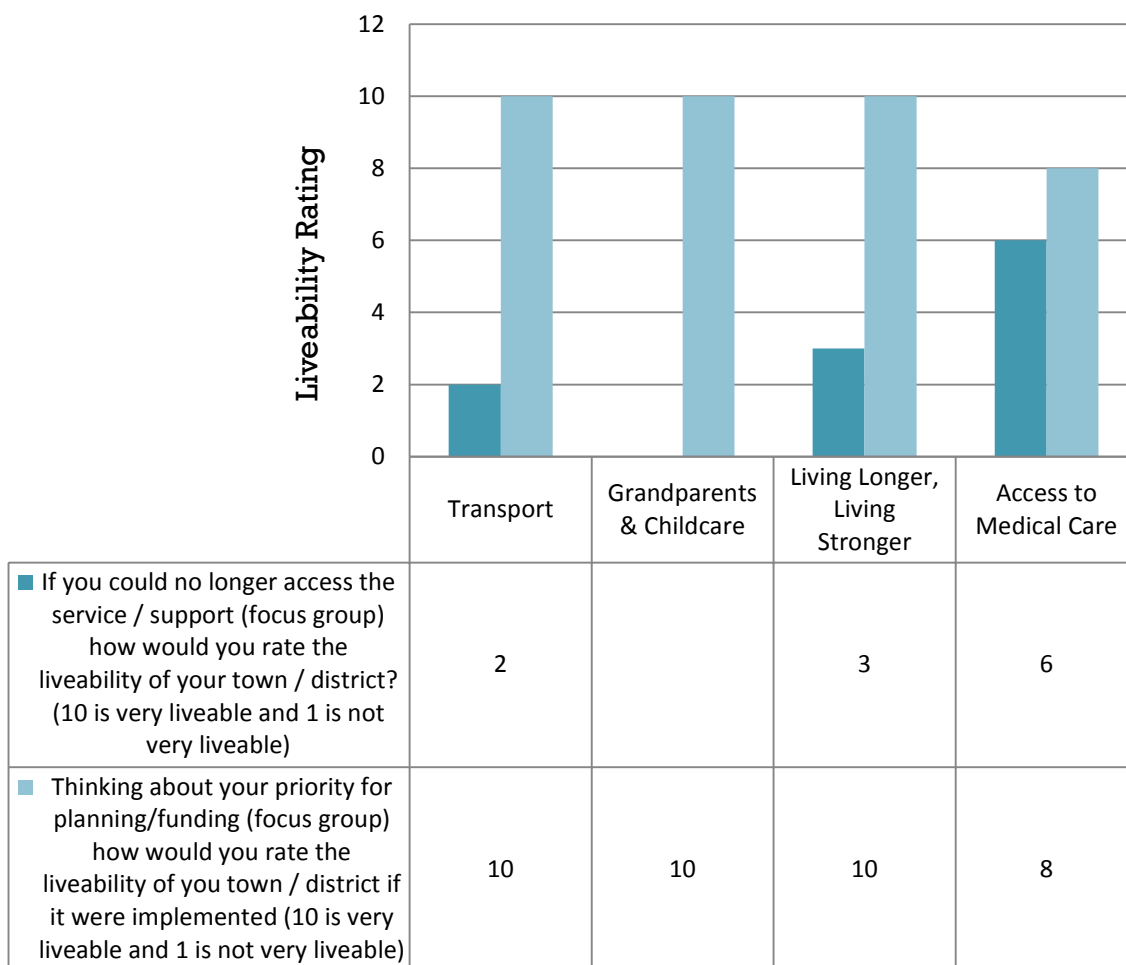
Safety – extras create hazards and draw unnecessary attention

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)

Figure 4: Access to Services / Support and Impact on Liveability 2013



Focus groups attendees when 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.

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?

Prioritise or fund	Council Control	Local Community/ Businesses	Community or Health Services	Other Levels of Government
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	✓	✓	✓	✓
Local services – Support Services and Workers in the community. Drive in Drive out does not work			✓	✓
Transport for older residents that is flexible and able to be used for social contact: taxi style			✓	✓
Funds 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	✓	✓	✓	✓
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	✓	✓		
Disabled parking – width and location. Current parks are not well signed and many exposed to passing traffic: heavy vehicles	✓	✓		
Website and Publications: too many clicks to find information, the font is too small – Facebook is user friendly and informative. Do not use glossy paper with publications	✓			
Companion Animals – 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 Committees' 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) was also conducted and this group 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 resourcing assumptions that 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)

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
Help at home		
Commonwealth Home Support Programme	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
Home Care Packages Program	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
Respite	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
Help at home		
Aged Care Homes		
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 of the NDIS and the Council's decision to transition its Early Intervention Services to an NDIS service provider will change for families how they access services and from whom. It will not however change their access to a locally based service provider.

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

Hume Partners in
Recovery
2 Coree Street
Finley
03 58 834 870|
Mobile 0417 247 946

Disability Advocacy & Information Service

132 Melbourne Road, Wodonga
Ph: 02 6056 2420 OR 1300 886 388 (local call cost - NSW and VIC only)

Table 11: Accessing Transport in the Berrigan LGA

<p>Older Residents Amaroo Aged Care 51-53 Davis Street, Berrigan PH 03 5885 2731</p>	<p>Disabled Parking Permits: NSW Roads and Maritime Services an online application or visit the Registry at Howe Street, Finley</p>	<p>Transport Disadvantaged Valmar Community Transport Lockhart 9 Mathews Street, Lockhart NSW 2656 T: (02) 6920 4162 Bookings essential</p>
<p>Intereach Community Hub 138 – 144 Murray Street Finley PH: 1300 488 226</p>		

Public Transport: **V-line** for services to Melbourne & **NSW Country Link** for services to Albury, Wagga Wagga & Sydney (online or phone bookings needed in most instances)

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.

Active Ageing & Disability Inclusion Plan Themes and Outcomes	...contributes to Berrigan Shire 2027 outcomes	... contributes to NSW Disability Inclusion focus area
Moving: Safe paths, parks, and travel in, around, and between our towns.	Sustainable natural and built landscapes	Liveable Communities
Employment: A workplace where all employees experience meaningful employment	Good Government	Meaningful Employment Systems and processes Attitudes and behaviour
Inclusion: 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
Growing: 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

Berrigan Shire 2027 Strategic Objective: 1.3 Connect and protect our communities
Delivery Program Objective: 1.3.1 Coordinate flood levee, Council road network and stormwater asset management and planning
Disability Inclusion Focus Area: Liveable Communities
Active Ageing & Disability Inclusion Plan Theme: Moving

Active Ageing & Disability Inclusion Plan Outcome: Safe paths, parks, and travel in, around and between our towns					
What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost/Other Resources	Commencing
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

Active Ageing and Disability Inclusion Action Plan 2017 - 2021

<p>Berrigan Shire 2027 Strategic Objective: 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting</p>
<p>Delivery Program Objective: 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</p>
<p>Disability Inclusion Focus Area: Meaningful Employment Systems and processes Attitudes and behaviour</p>

<p>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</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>Review Equal Employment and Opportunity Action Plan / Policy</p>	<p>Internal review and integration of this Plan / Policy with Disability Inclusion Plan</p>	<p>Workplace Inclusion and Diversity Action Plan</p>	<p>Director Corporate Services Enterprise Risk Manager</p>		<p>Sept 2017</p>
<p>Develop an accessible communications policy</p>	<p>As part of the planned development of a Corporate Services Strategy identify systems and processes</p>	<p>Accessible corporate communications</p>	<p>Director Corporate Services</p>	<p>Social Media Platforms</p>	<p>July 2017</p>

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
Implement Active Ageing and Disability Inclusion Action Plan 2017 - 2021	Monitor implementation and continuous improvement of Active Ageing and Disability Inclusion Plan 2017 – 2021 Quarterly Reporting Annual Report	Inclusive workplace and communities Consumer participation is promoted in the planning and development of facilities and services	Strategic and Social Planning Coordinator		July 2017

<p>Berrigan Shire 2027 Strategic Objective: 3.1 Create safe, friendly and accessible communities</p> <p style="padding-left: 40px;">3.2 Support community engagement through life-long learning, culture and recreation</p>
<p>Delivery Program Objective: 3.1.1 Build communities that are home to more families and young people</p> <p style="padding-left: 40px;">3.1.2 Facilitate all age healthy lifestyles and ageing in place</p> <p style="padding-left: 40px;">3.1.3 Strengthen the inclusiveness and accessibility of our community</p> <p style="padding-left: 40px;">3.2.1 Provide opportunities for life-long learning, cultural expression and recreation</p> <p style="padding-left: 40px;">3.2.2 Facilitate and partner with local communities in the development of township plans</p>
<p>Disability Inclusion Focus Area: Liveable communities</p> <p style="padding-left: 40px;">Attitudes and behaviours</p> <p style="padding-left: 40px;">Systems and processes</p>

Liveability and Healthy Ageing Framework Theme: Inclusion					
Liveability and Healthy Ageing Outcome: All residents including disabled; older residents and their carers get the services they need to engage with their community					
What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost/Other Resources	Commencing
Identify implications of NDIS on Shire residents access to core services used by carers and people with a disability	Participate in regional and sub-regional networks established by Commonwealth monitoring implementation of the NDIS	Transition issues associated with NDIS will be identified Ongoing strategic advocacy and monitoring of Shire residents access to community based	Strategic and Social Planning Coordinator		2014/2015 Financial Year

Liveability and Healthy Ageing Framework Theme: Inclusion					
Liveability and Healthy Ageing Outcome: All residents including disabled; older residents and their carers get the services they need to engage with their community					
What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost/Other Resources	Commencing
		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

Berrigan Shire 2027 Strategic Objective: 4.2 Diversify and promote local tourism
Delivery Program Objective:
Disability Inclusion Focus Area: Attitudes and behaviour Meaningful Employment Liveable Communities

Liveability and Healthy Ageing Framework Theme: Growing					
Liveability and Healthy Ageing Outcome: A vibrant business community that makes Berrigan Shire a great place to live, work, play and grow old					
What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost/Other Resources	Commencing
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

Liveability and Healthy Ageing Framework Theme: Growing					
Liveability and Healthy Ageing Outcome: A vibrant business community that makes Berrigan Shire a great place to live, work, play and grow old					
What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost/Other Resources	Commencing
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		

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Footnotes

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Appendices

Appendix 1 Ageing and Liveability Workshop 2012 (COTA NSW)

Appendix 2 Engagement Report - Focus Group 2017

Appendix 3 Ageing in Place Survey and Results 2013

Appendix 4 Focus Group Results 2013

Appendix 5 Disability Prevalence Survey 2014

Appendix 6 Berrigan and Districts Disability Profile 2013

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 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.

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.

Narratives formed from archetypal older people

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.

**Every Picture Tells a Story:
Analysis of pictures**



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 ball. 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

Community Strategic Plan Goals

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

Individual undertakings by participants

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).

Summary of workshop evaluation forms

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
Berrigan*	8,416	438	410	20	8
Deniliquin	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

Consumer Focus Group: Suggested Actions

In response to the question if you were responsible for funding and prioritizing Council services and supports which would you 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		
			Individual	Organisation	Temporary
Berrigan*	8,416	438	410	20	8
Deniliquin	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/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 Techonolgoy 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

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!

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





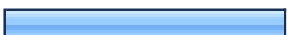
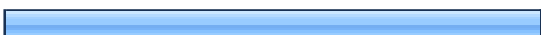





1. Postcode:

		Response Percent	Response Count
2713		10.0%	17
2712		24.1%	41
2714		38.2%	65
3644		25.3%	43
Other		2.4%	4
	Other (please specify)		5
answered question			170
skipped question			57



2. Age

		Response Percent	Response Count
Under 50		13.6%	30
50 - 60		7.2%	16
60 - 70		31.2%	69
70 -80		30.3%	67
80+		17.6%	39
answered question			221
skipped question			6


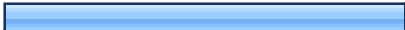
3. What items are important to you

		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
Medical Care		86.5%	193
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
answered question			223
skipped question			4



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
answered question			207
skipped question			20



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


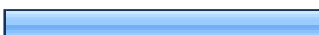

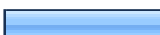

8. Do you have family living in the same town?

		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
answered question			83
skipped question			144

Berrigan Shire Liveability & Healthy Aging

Focus Group Outcomes

September 2014

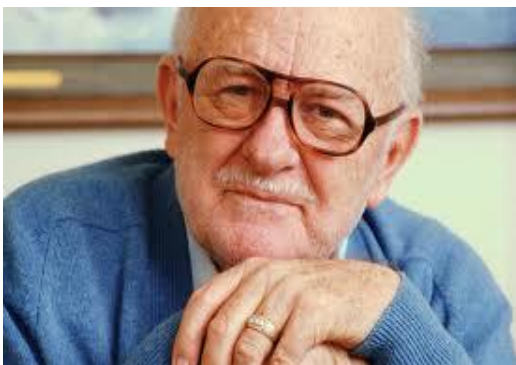


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Focus Group Program : Transport

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>Transport:</p> <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> ○ Car (private) ○ Public (govt funded or commercial) ○ Community (car or bus – volunteer based) ○ Active <ul style="list-style-type: none"> ▪ Walking ▪ Bike ▪ Mobility Aids <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.</p> <p><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></p>	Katrina
20 mins	<p>Q</p> <p>How do you or your family move about the Shire or the region and how will this change as you age?</p> <ul style="list-style-type: none"> • <i>Challenges/ barriers due to age for each mode or form of transport</i> • <i>Note life course differences</i> 	Katrina
20 mins	<p>Q</p> <p>If you were responsible for planning and funding public transport for older people what would you prioritise (Choose one only)</p> <ul style="list-style-type: none"> • Community transport – volunteer drivers for social outings 	Katrina

Time		Presenter
	<ul style="list-style-type: none"> • Community bus – volunteer driven community bus on a regular time table • User pay taxi service • 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 	
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>Where are we now Grandparents and Childcare</p> <p>Handout: ABS Report and Berrigan Shire Child Care Stats</p> <p>http://abs.gov.au/ausstats/abs@.nsf/Lookup/4211.0main+features3October%202012</p>	Jo
5 mins	<p>Reasons why a grandparent provides care for a grandchild So that the parents can</p> <ul style="list-style-type: none"> ▪ Work ▪ Have a break ▪ Look for work/ study ▪ Shop ▪ Play Sport, Social Activity /Recreation <p>Other Reasons</p> <ul style="list-style-type: none"> ▪ Good for the child ▪ Contact with non-custodial parent ▪ Personal Reasons ▪ Other <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>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</p> <ul style="list-style-type: none"> • <i>Challenges/ barriers due to age for reason a grandparent provides child care (include technology)</i> 	Katrina

Time		Presenter
20 mins	<p>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)</p> <ul style="list-style-type: none"> • Improvements to footpaths, installation of seats, shading so grandparents can accompany children to parks • Increase funding and support for grandparents who find that they are full time / part time carers of grandchildren • Increase funding for After School Hours and Vacation Care programs • Increase access to and availability of Child Care for working parents • Increase access to and availability of child care for 'parent respite' 	Katrina
5 mins	<p>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.</p>	Katrina
5 mins	<p>Next Steps 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"> ▪ Community Facilities Clubs / Recreation / Retail ▪ Housing 	Jo
5 Mins	Where are we now 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>	
	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: <ul style="list-style-type: none"> ▪ More Time ▪ More money ▪ Better Physical Health ▪ Interest in or a role in club activities / administration ▪ Transport ▪ Friends / colleagues / team members etc ▪ If weather allows ▪ If the club / community was more welcoming i.e.: reached out 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 nd person safely manoeuvre and assist	Katrina

Time		Presenter
	<p>If not, what would you change so that as we all live longer you could be more independent within your home?</p> <p>What challenges would you experience if you wanted to change your home so that you could be more independent</p> <p>If your home allows you to be independent what makes it liveable (inside and outside) as you age?</p>	
20 mins	<p>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)</p> <ul style="list-style-type: none"> • Low cost commercial and community based health and physical recreation / activity programs • 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) • More funding for in-home nursing support home modifications • More funding for self care units • Increase accessibility (improve pedestrian access, parking, lighting, after hours transport) of local clubs, community facilities, retail centres 	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>Next Steps 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	Where are we now 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"> • Waiting times for GP appointments • Waiting times for Physio appointments • Waiting times for OT • Waiting times for Dentistry • Response times for emergencies • Choice re: health care service providers • Physical access to health care providers / facilities <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
	Q 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) <ul style="list-style-type: none"> • More funding for specialist services in small towns • More funding / compensation for rural families needing to access specialist services in regional centres • 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) • E-health increased access specialists via video-link • Other 	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	Next Steps Invitation to Assessing Community Facilities and Liveability Workshops	Jo

Focus Group Working and Retirement

Time		Presenter
5 mins	Introduction – Session Outline	Jo
5 Mins	<p>Where are we now Working and Retirement Self Funded Retirees and Work http://www.abs.gov.au/ausstats/abs@.nsf/0/36EDBADC29D261FECA25776100150592?OpenDocument</p>	Jo
20 mins	<p>What are the factors (common to us all) that influence your decisions about whether to retire and or work in retirement?</p> <ul style="list-style-type: none"> • 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 <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>Next Steps 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:

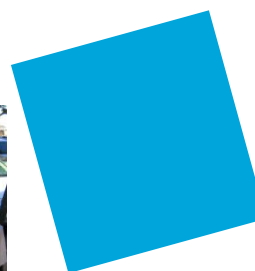
Number of Motor vehicle registered use is increasing and in the Berrigan Shire motor vehicle registration (= use) is above Australian and NSW average.

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

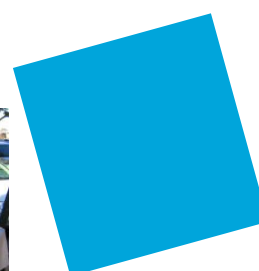
Numbers of GPs, GP Registrars, Practice nurses and practice managers in the HML in 2012

	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	

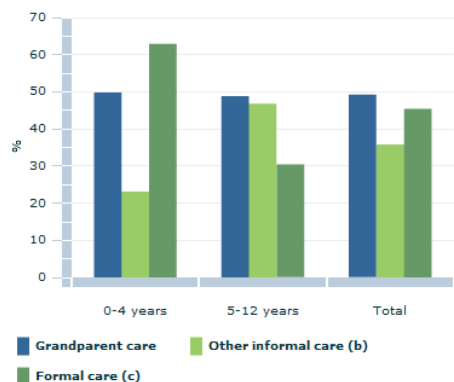


Snapshot: Child Care by Grandparents

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 \(cat. no 4402.0\)](#)

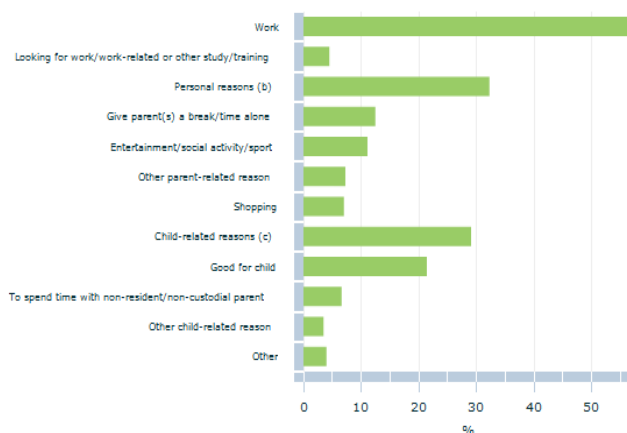
For children attending care, the proportion receiving child care from a grandparent was similar in both age groups at around one in two. In contrast, formal care decreased from 63% for young children to 30% for older children.

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

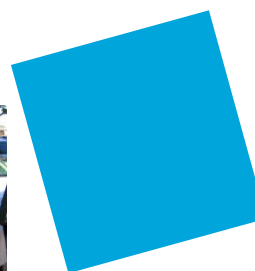
The towns of Tocumwal (2383 pop¹) and Finley (2509 pop²) are the two most populous towns within our Shire and home to approximately 500 children aged 0 - 4 years of age. In these towns there is no access to long day care, provided by experienced early childhood educators other than that provided by limited 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?





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

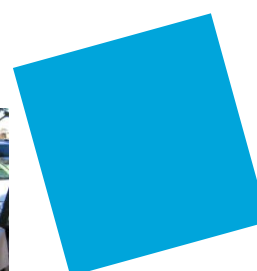
NSW	Males	Females	Berrigan Shire	Males	Females
2011-16	80.9 yrs	85.1 yrs	2011-16	79.7 yrs	84.5 yrs
2036- 41	86.6 yrs	89.3 yrs	2036-41	85.4 yrs	88.7 yrs

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 outcomes¹. 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	34.3	36.4	33.8
Overweight (not obese) males 18 years and over	35.8	36.0	35.7	35.8
Obese males 18 years and over	23.9	19.6	23.8	20.7
Overweight (not obese) females 18 years and over	23.6	22.7	23.5	23.6
Obese females 18 years and over	18.8	16.4	17.9	17.4
Usual daily intake of two or more serves of fruit persons aged 18 years and over	49.0	50.2	48.7	48.9
People who had type 2 diabetes and were overweight/ obese 18 years and over	3.1	3.2	3.2	3.1
Mobility Impairment	Berrigan	NSW	Country NSW	Higher/Lower State Average
Musculoskeletal Diseases	31.2	29.8	31.7	++
Arthritis	14.9	14.9	16.1	—
Rheumatoid Arthritis	2.1	1.9	2.1	++
Osteo Arthritis	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
All causes	Berrigan LGA	89	175.1	**
	Murray Region	1,161	193.5	
	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	

Public Health Information Development Unit (2011) Social Health Atlas NSWⁱⁱⁱ 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#tableⁱⁱ 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.aspⁱⁱⁱ 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

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



Shires 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
		1531	1558	1595	1696	1785	1860

Berrigan & Districts Age and Community Wellbeing Profile 2013

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Glossary

EP	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.
ERP	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.
LGA	Local Government Area. An area defined by municipal boundaries
MBS	Medicare Benefits Scheme
Median	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.
SEIFA	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.
SIGNIFICANT	* statistically significant, at the 5% confidence level ** statistically significant, at the 1% confidence level
SLA	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.
UCL	Urban Centre / Locality
URP	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

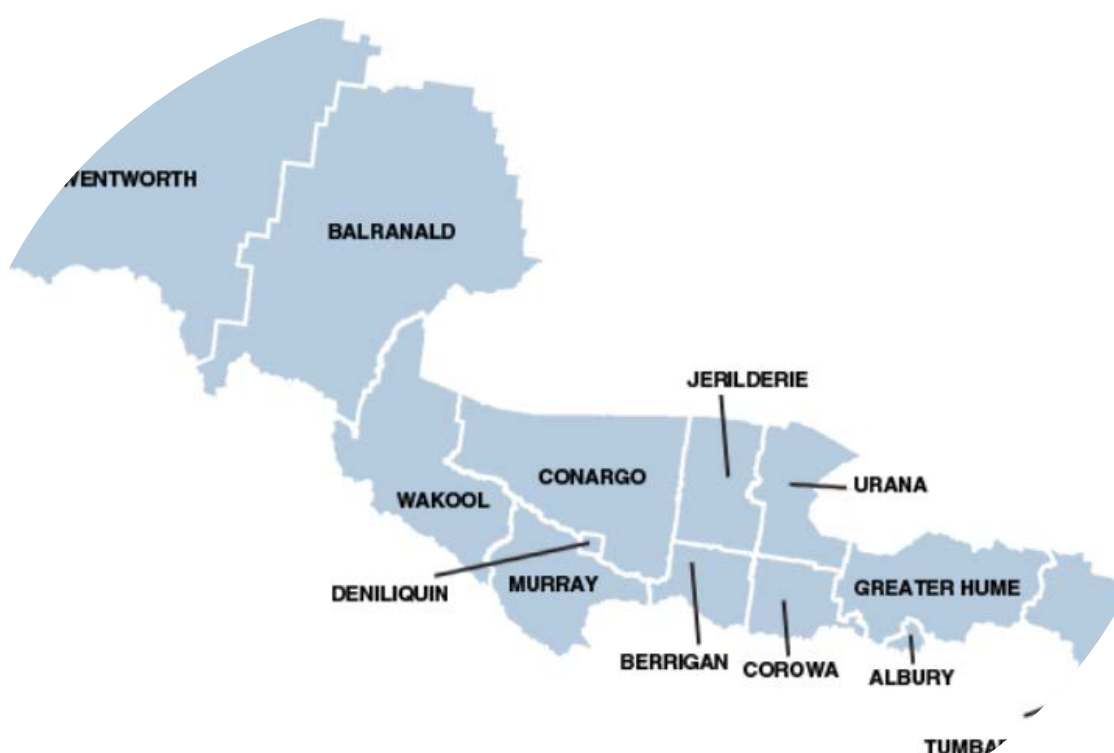
Berrigan Shire Population Forecasts are compiled by .id and can be found at <http://forecast2.id.com.au/default.aspx?id=393&pg=5000>

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 8,385ⁱ) 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 populationⁱⁱ (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)ⁱⁱⁱ
- 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^{iv}
- 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

Disability Support Pension	48	45	50	48	48	68
Newstart Allowance	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

Moira Shire West (SLA)	2005	2006	2007	2008	2009	2010
Age Pension - Centrelink		2 359	2 413	2 532	2 585	2 651
Age Pension - DVA		20	15	18	18	16
Carers Payment		144	160	173	192	222
Disability Support Pension		805	833	887	982	996
Newstart Allowance		361	403	411	475	531
Population Moira Shire West (SLA)		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 4th 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^y

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 ^{vi}

*ATO Taxation Statistics 2009/10 Average Individual Taxable Income ^{vii}

Taxation statistics 2013–14 Calculated from Selected items, by taxable status, state/territory and postcode, 2013–14 income year ^{viii}

Table 8 Housing and Tenure Sept 2012

	Two Bedroom Unit		Three Bedroom House	
	Change Median Qtly		Change Median Qtly	
	\$	%	\$	%
Median Weekly Rents Berrigan Shire	115	0	215	0
Median Weekly Rents Jerilderie Shire Not available due to small number				
Moira Shire	188	-1.5	240	0
NSW	400	0	360	2.9

Table developed from: Dept Human Services (Vic) Rental Report 2012 and Housing NSW Rent Reports 2012^x

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^x

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

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 (LGA)	1,969	6,669	29.5
Jerilderie Shire (LGA)	432	1,208	35.8
Cobram (UCL)	835	4,342	19.2

Unpaid Child Care	People aged 15 years and over providing child care	Population aged 15 years and over	% providing child care
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>	Berrigan Shire Rate per 100,000 population	Jerilderie Shire Rate per 100,000 population	NSW Rate per 100,000 population	Higher or Lower NSW State Rate +/-
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)^{xi} (nc: not calculated due to small number of incidents)

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^{xii}.

Table 12 Number of professionals working in locality per 1,000 resident population

	Berrigan (A)	Jerilderie (A)	Murray Region	Regional NSW
Generalist Medical Practitioners	0.36		0.98	1.38
Psychiatrists	-		0.03	0.06
Surgeons	-		0.12	0.13
Registered Nurses	7.45	5.86	8.67	8.52
Midwives	-		0.59	0.50
Dental Practitioners	0.36		0.22	0.30
Physiotherapists	-		0.40	0.48
Optometrists and Orthoptists	-		0.11	0.14
Pharmacists	0.36		0.57	0.56
Dietitians			0.09	0.12
Occupational and Environmental Health Professionals	-		0.41	0.47
Chiropractors and Osteopaths	0.36		0.18	0.13
Occupational Therapists	0.36		0.27	0.30
Podiatrists	-		0.09	0.07
Speech Professionals and Audiologists	-		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
Total GP services (MBS and DVA)	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	**
Annual health assessments by GPs (persons aged 75 years and over)	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	**
Better Access Care Program: Occupational Therapists	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^{xiii}

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
Premature Mortality (Deaths 0 – 74 years)	Berrigan LGA	130	254.1	
	Jerilderie LGA			
	Moira LGA	309	299.2	**
	Murray Region	1,733	288.0	**
	NSW	81,441	253.1	
Deaths from Cancer	Berrigan LGA	66	122.7	

Premature Mortality and Burden of Disease Indicator 2003 to 2007		Number	Average annual rate per 100,000	Significant
	Moira W	125	117.5	
	Murray Region	737	119.6	
	NSW	33,795	105.1	
Deaths from circulatory system diseases, 15 to 64 years	Berrigan LGA	8	25.3	
	Jerilderie LGA			
	Moira W	80	74.2	
	Murray Region	189	46.5	
	NSW	8,299	36.6	**
Deaths from external causes, 15 to 64 years	Berrigan LGA	9	37.8	
	Jerilderie LGA			
	Moira W	35	45.2	
	Murray Region	147	40.8	
	NSW	7,227	31.7	**
Deaths from lung cancer, 0 to 74 years	Berrigan LGA	15	26.9	
	Jerilderie LGA			
	Moira W	23	21.1	
	Murray Region	149	23.8	
	NSW	6,853	21.3	
Deaths from circulatory system diseases, 0 to 74 years	Berrigan LGA	15	26.9	
	Jerilderie LGA			
	Moira W	80	74.2	**
	Murray Region	149	23.8	
	NSW	428	69.0	**
Deaths from ischaemic heart disease, 0 to 74 years	Berrigan LGA	23	41.9	
	Jerilderie LGA			
	Moira W	52	48.1	**
	Murray Region	268	43.1	
	NSW	10,714	33.2	**
Deaths from cerebrovascular diseases, 0 to 74 years	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^{xiv}

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.^{xv}

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^{xvi}

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^{xvii}.

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^{xviii}

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			34.3	36.4	33.8
Overweight (not obese) males 18 years and over	35.8			36.0	35.7	35.8
Obese males 18 years and over	23.9			19.6	23.8	20.7
Overweight (not obese) females 18 years and over	23.6			22.7	23.5	23.6
Obese females 18 years and over	18.8			16.4	17.9	17.4
Usual daily intake of two or more serves of fruit persons aged 18 years and over	49.0			50.2	48.7	48.9
People who had type 2 diabetes and were overweight/ obese 18 years and over	3.1			3.2	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^{xix} 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
% Disability Support Pensions	7.2			5.2	7.6	++
% Age Pensions	70.1			69.6	73.9	++
% persons aged 0 to 64 years with a profound or severe disability and living in the community	2.3			2.2	2.7	—
People with a profound or severe disability (includes people in long-term accommodation)	5.8			4.2	5.1	++
People with a profound or severe disability and living in the community	4			3.5	4.3	—
Musculoskeletal Diseases	31.2			29.8	31.7	++
Arthritis	14.9			14.9	16.1	—
Rheumatoid Arthritis	2.1			1.9	2.1	++
Osteo Arthritis	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^{xx} (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

	Males	Females	Total
65-69 years	307	309	616
70-74 years	237	273	510
75-79 years	208	164	372
80-84 years	158	123	281
85 years and over	88	167	255
	998	1,036	2707

ABS: 2011^{xxi}

Table 20 Projected Need Dementia care and services Berrigan Shire – Local Government Area

	% of Pop	% of Pop	Residents Needing dementia care and services	Residents Needing dementia care and services	Total Needing dementia care and support services
	M	F	M	F	
65-69 years	1.7	1.3	5.2	4	9.2
70-74 years	3.5	3.3	8.3	9	17.3
75-79 years	5.8	6.3	12	10.3	22.3
80-84 years	12.1	12.9	19.1	15.8	34.9
85 years and over	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

Comparable and Neighbouring Shires	Population	% pop 65+ yrs	% pop providing unpaid assistance to a person with a disability	*Hospital Admissions length of stay sub-acute and non-acute (days)
Berrigan LGA	8,066	25.2	12.3	46.9
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^{xxii}

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2017

Appendix "A"



[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

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
Total Pop. in the Catchment*				347,108
Total NSW Pop in the Catchment*				181,956

*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
Berrigan	8,066	48	12.3	776	2034	25.2
Jerilderie	1,496	45	13.2	856	302	20.3
Narrandera	5,902	43	12.8	810	1,168	19.8
Leeton	11,037	36	12	966	1,641	14.8
Griffith	24,364	36	12	1,065	5,468	14.3
Wagga	59,458	34	11.1	1,149	7,861	13.2
Wagga						
Albury	47,810	37	11.6	1,025	7,265	15.2
Corowa	11,000	47	11.5	873	2,661	24.2
Urana	1,159	45	12.1	721	173	20.8
Lockhart	3,082	45				
NSW	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

Berrigan Shire				
	<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
Total	505	7,171	392	8,068
Jerilderie Shire				
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
Total	74	1,339	81	1,494
Catchment Total	579	8,510	473	9,562

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

Berrigan Shire	2005	2006	2007	2008	2009	2010	2011
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**
Jerilderie Shire							
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

LGA		2010	2011
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
NSW Total excludes 2569 persons counted in 2010 but not recorded for 2011			*6671
LGA VIC			
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
VIC Total			8140
Regional Catchment Total*			14811

ABS 2011 Regional Profile

Table 5: Carer Payments – Carers of Children Under 18 years – LGAs in Regional Catchment

LGA	Carer Payments – Children Under 18 yrs	2011
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
NSW Total		1281
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
VIC Total		1807
Regional Catchment Total		3088

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%
Total	40,000	128,400	180,900	349,300	40,000	140,100	207,300	387,400	0.0%	2.2%	3.5%	2.6%

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

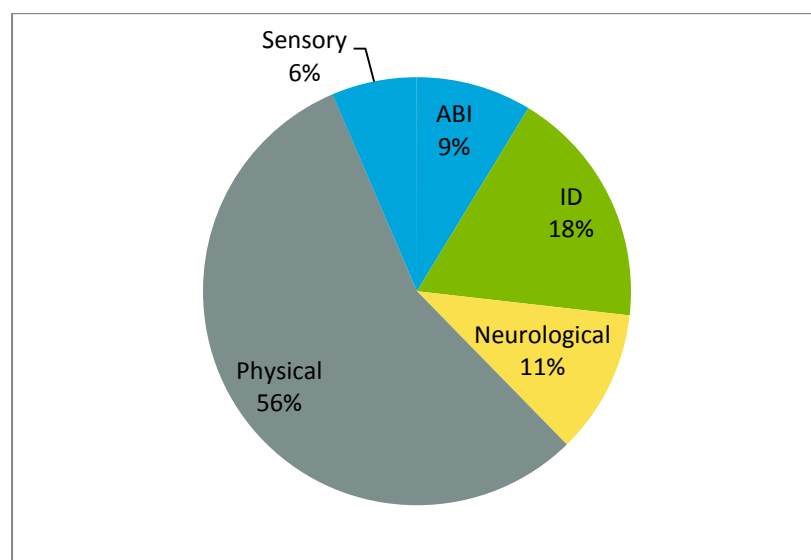


Table 7: Likely Distribution Severe/ Profound Disabling Conditions x Type (NSW Catchment)

Carer Payment	Disability Pension	Total	ABI		ID	Neurological		Physical		Sensory		
			%	No.	%	No.	%	No.	%	No.		
1281	6671											
Total		7952	8.6	683.87	18.1	1439.31	10.8	858.81	55.9	4445.168	6.4	5.8.92

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
2013	9	8	1	0	1	0	1	3	0	0
2014	16	17	0	0	0	0	1	2	0	0
2015	15	16	0	0	0	0	4	1	0	2
2016	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	-	-	-
Total recognised special needs incidence/prevalence	15	8,840	2.9	3.3

Table 9: Finley High School (Diagnosed)Disabled/ Special Needs Student Profile 2014

	No. Finley High School Student Population	No. NSW Secondary Schools	NSW %
Austism Spectrum (Package)	3	373	.80
Physical Disability (Package)	2	105	1.90
Autism Spectrum/Mental Health (Multicategorical Class)	5	702	.71
Moderate Intellectual Disability	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	
Unmet need student support services: diagnosis and counselling support i.e: students requiring additional support	90	
Counsellor – Educational Guidance and Psychometric Assessment and Analysis	2 days /week School terms	Shared regional resource
Student Support – Social Work Counselling and Support	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) 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

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
	answered question	6
	skipped question	1

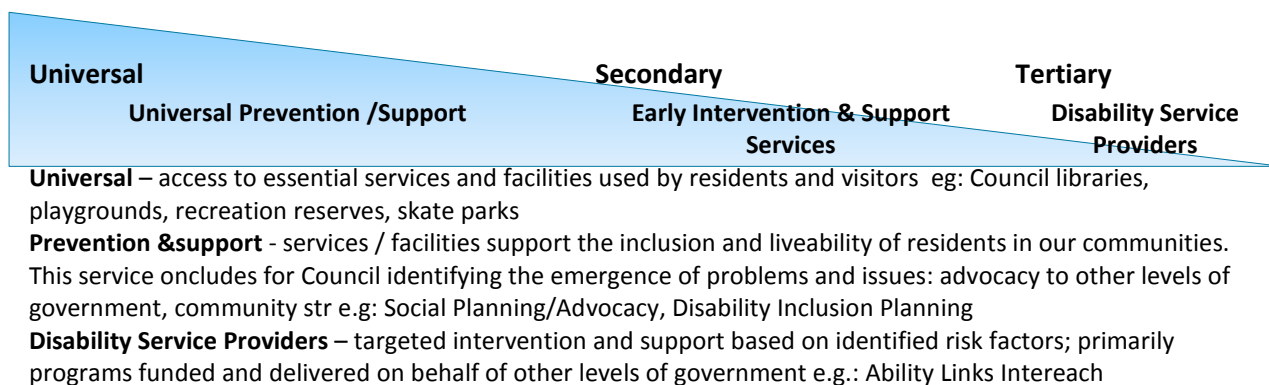
Disability Prevalence Survey: Service Providers Berrigan Shire Council 2014

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>	7
	<i>skipped question</i>	0

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



Berrigan Shire Council Active Ageing and Disability Inclusion Plan

Accessible
Disability
Inclusion
Action Plan
2017 – 2021



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To read our Full Plan which includes Age and Disability Prevalence data Profiles, Workshops, Survey Questions / results and Focus Group comments visit the Council’s Website, phone, email or visit a Council Library.



To listen to this Plan use Activate Adobe PDF Read Out Loud

Contact:

Berrigan Shire Council
56 Chanter Street,
Berrigan NSW 2712
 03 5888 5100

 www.berriganshire.nsw.gov.au

 mail@berriganshire.nsw.gov.au

 Berrigan Shire Council

Disability Inclusion Action Plan

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 Council's plain English version of the Strategy. To read the full Strategy visit the Council's website.

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 and better health. Further evidence of how at a policy level the Commonwealth government is 'adapting' to pressures implicit in increasing age of Australia's 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:

1. NDIS plans (sometimes known as individually funded packages) for eligible people with a disability, and
2. 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.

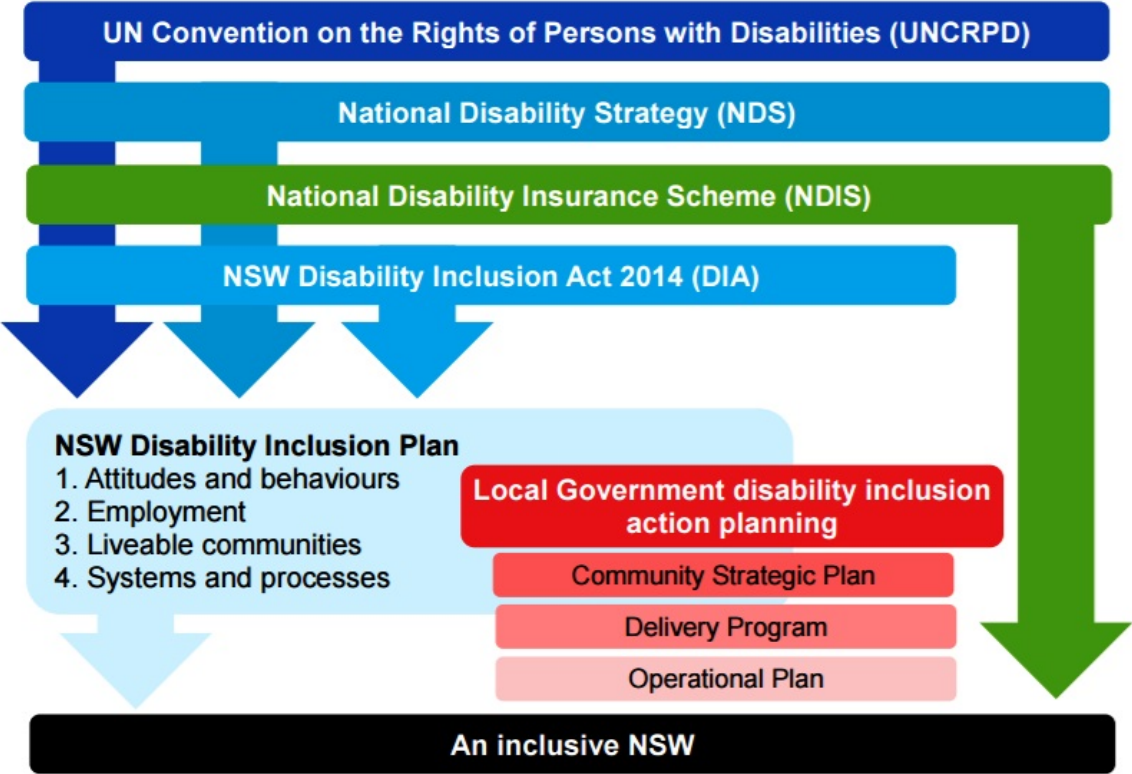
NSW: Disability Inclusion

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 NSW Disability Inclusion 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 2027.

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).

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

Liveability, Universal Design & Age-Friendly Cities

Part II

Age & Disability Prevalence

Berrigan Shire, Age and Disability Prevalence: A Regional Profile

The *Berrigan Shire and Districts Disability and Ageing Data Profile* presents Australian Bureau of Statistics Census (2011) 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

Aged Care Services and Disability Service Providers: Berrigan Shire

The provision of services to disabled residents, their carers and Shire residents more generally as they age 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 ageing and disability services exemplified by the introduction of NDIS and change in access to aged care services is challenging.

The following tables' provide an overview of the type of service and who it is for.

Accessing Aged Care Service: Berrigan LGA

Older Residents: My Aged Care Portal

Type of Assistance	For ...	Accessing the Service
Help at home		
Commonwealth Home Support Programme	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
Home Care Packages Program	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
Respite	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

Aged Care Homes		
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

Accessing Disability Support Services: Berrigan LGA

The following table describes the NSW based Disability Service providers that currently provide services to carers and disabled adults and who have staff and offices in the LGA.

Children receive support through local schools and the Council's Early Intervention Services.

The introduction and the transition to the NDIS will change this significantly in the first three months of this strategy.

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

Hume Partners in
Recovery
2 Coree Street
Finley
03 58 834 870|
Mobile 0417 247 946

Disability Advocacy & Information Service

132 Melbourne Road, Wodonga
Ph: 02 6056 2420 OR 1300 886 388 (local call cost - NSW and VIC only)

Accessing Transport: Berrigan LGA

Older Residents

Amaroo Aged Care

51-53 Davis Street, Berrigan
PH 03 5885 2731

Intereach

Community Hub
138 – 144 Murray Street
Finley
PH: 1300 488 226

Disabled

Parking Permits:

NSW Roads and Maritime
Services an online
application or visit the
Registry at
Howe Street,
Finley

Transport Disadvantaged

Valmar Community

Transport Lockhart

9 Mathews Street,
Lockhart NSW 2656
T: (02) 6920 4162
Bookings essential

Public Transport: **Vline** for services to Melbourne & **NSW Country Link** for services to Albury, Wagga Wagga & Sydney (online or phone bookings needed in most instances)

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 results from an online survey (2013) were included in the development of this plan. 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 survey were subsequently validated by anecdotal comments 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 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 in 2013 a barrier and remains a barrier in 2017.

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?

Prioritise or fund	Council Control	Local Community/ Businesses	Community or Health Services	Other Levels of Government
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	✓	✓	✓	✓
Local services – Support Services and Workers in the community. Drive in Drive out does not work			✓	✓
Transport for older residents that is flexible and able to be used for social contact: taxi style			✓	✓
Funds 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	✓	✓	✓	✓
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	✓	✓		
Disabled parking – width and location. Current parks are not well signed and many exposed to passing traffic: heavy vehicles	✓	✓		
Website and Publications: too many clicks to find information, the font is too small – Facebook is user friendly and informative. Do not use glossy paper with publications	✓			
Companion Animals – 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
-

For More Information

Contact:


Berrigan Shire Council
56 Chanter Street,
Berrigan NSW 2712
 03 5888 5100

 www.berriganshire.nsw.gov.au

 mail@berriganshire.nsw.gov.au

 Berrigan Shire Council

 [National Relay Service](#)  1800 555 660

 Translating & Interpreter Services – immediate phone interpretation  131 450

To read our Full Plan which includes Age and Disability Prevalence data Profiles, Workshops, Survey Questions / results and Focus Group comments visit the Council's Website, phone, email or visit a Council Library.

Berrigan Shire 2027

Appendix "C"



Berrigan Shire 2027 Our Community Strategic Plan

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

Integrated Planning and Reporting

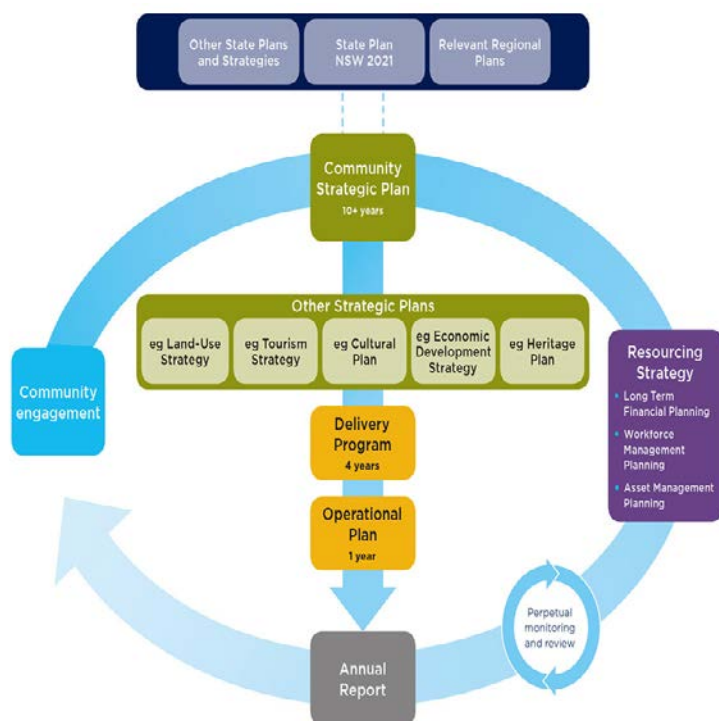


Figure 1: Integrated Planning and Reporting Framework

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 that of the agencies which 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.

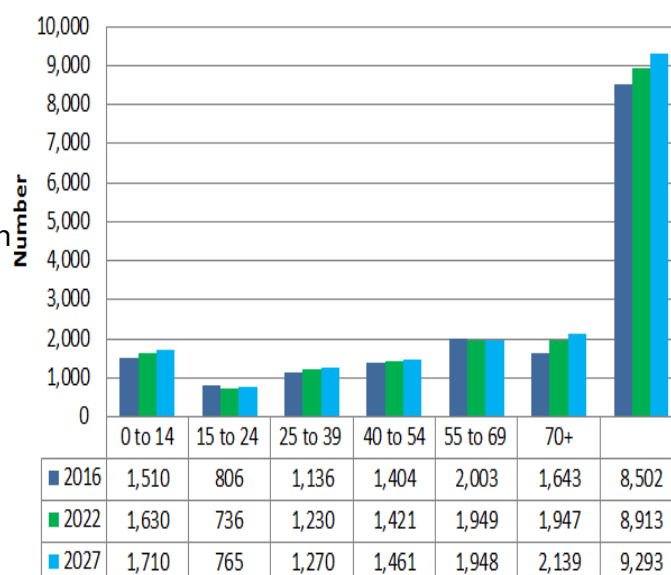
What does the future look like for Berrigan Shire Communities?

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 partnership 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"> • Time • Money / physical assets/plant • Staff • Plans/Policies 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 Berrigan Shire 2027: 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 coordination of resources contribute toward the 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 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 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	RAMROC Regional Waste Strategy 2014 - 2020 Local Land Services Murray Strategic Plan 2016 - 2021 Draft Riverina Murray Regional Plan 2016 Murrumbidgee- Murray Regional Transport Plan 2013 NSW Long Term Transport Master Plan Murray- Murrumbidgee Region	1.0 Sustainable natural and built landscapes	% of Waste Diverted from Landfill	Source: Council	70% or NSW Waste Plan Target
Accountability to Government	Office of Local Government – Strengthening Local Government	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	Murrumbidgee Local Health District Strategic Plan 2016 - 2021 State Library NSW Strategic Plan 2015 - 2019	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	NSW Dept. Primary Industries Strategic Plan 2015 - 2019 NSW Freight and Ports Strategy (2013) Murray Regional Tourism Strategic Plan 2015 - 2020	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	2020 No decrease in Regional Institute CI rating

Berrigan Shire 2027

Appendix "D"



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) 2017 - 2027** 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 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.

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.

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.

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"> ○ 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.
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..

without compromising its other activities.

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 does not include operating costs for the proposed Tocumwal Foreshore splash park and associated facilities.

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

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

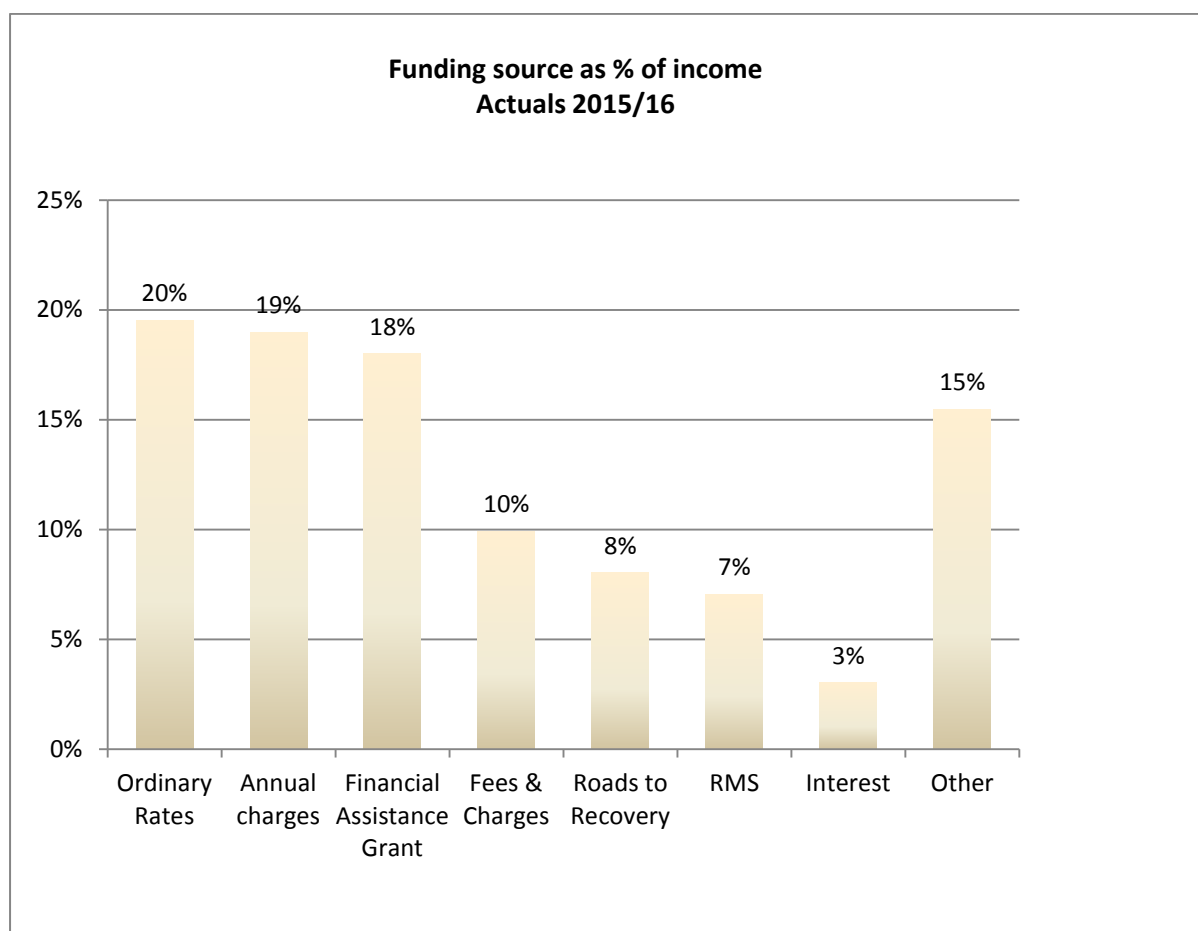


Table 1: Berrigan Shire Council Projected % Change in Global Income 2017 – 2027 (Base Scenario)

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
Employee Costs - Salaries	4.56%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee Costs - Superannuation	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.75%	3.00%	3.50%	4.00%
Employee Costs - Workers Comp	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Employee Costs - Other	15.74%	2.52%	2.52%	2.52%	2.52%	2.52%	2.63%	2.73%	2.94%	3.16%
Materials & Contracts - Raw Materials & Consumables	-57.04%	-0.56%	5.60%	-2.45%	1.50%	1.50%	6.33%	-3.12%	1.50%	1.51%
Materials & Contracts - Contracts	-8.89%	1.49%	1.49%	1.49%	1.49%	1.49%	1.49%	1.49%	1.49%	1.49%
Materials & Contracts - Legal Expenses	-5.99%	1.17%	1.18%	1.18%	1.18%	1.19%	1.19%	1.19%	1.20%	1.20%
Materials & Contracts - Other	0.07%	1.49%	1.49%	1.49%	1.49%	1.49%	1.49%	1.48%	1.48%	1.49%

Depreciation - IPP&E	1.00%	1.00%	1.00%	1.00%	1.28%	0.71%	1.00%	1.00%	0.99%	1.00%
Other Expenses - Insurance	-0.15%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Operating Expenditure	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Other Expenses - Utilities	-4.57%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Expenses - Other	-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 & Development 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 loan summarised in the table below:

PURPOSE	AMOUNT	TERM	RATE	ANNUAL REPAYMENTS	DUE	LENDER
LIRS Drainage	\$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.

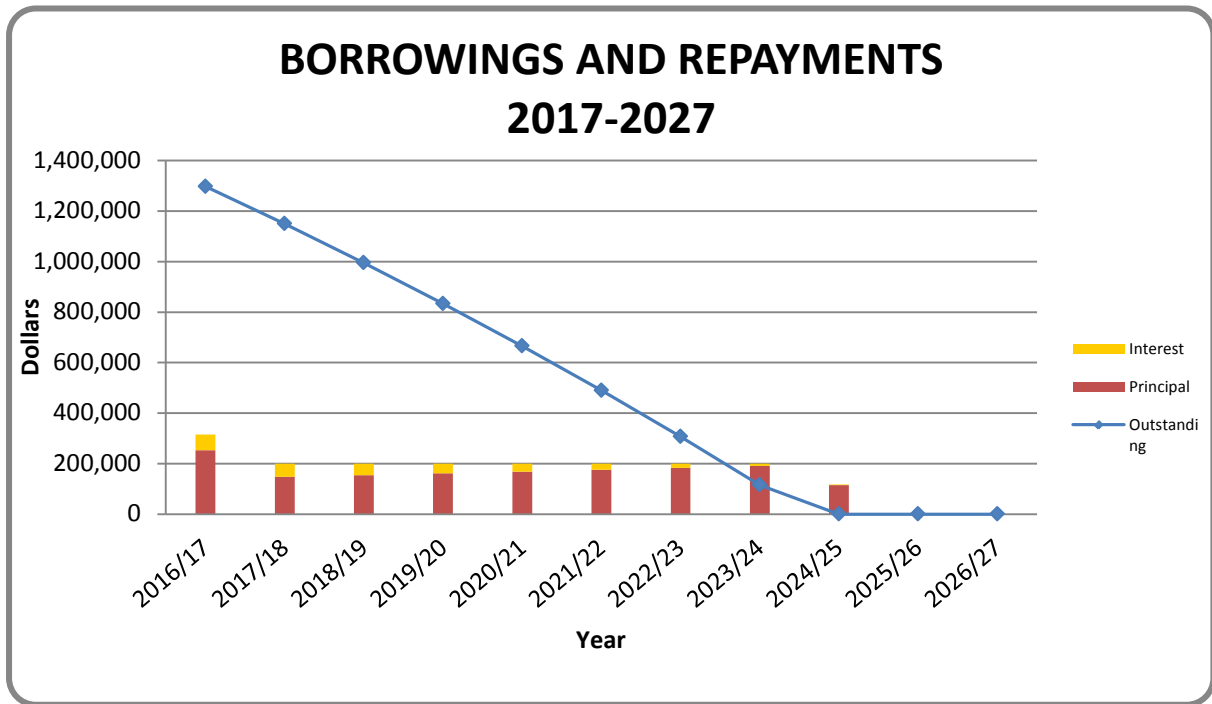
Based on the loan program, the Council's projected outstanding debt is:

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

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
Sub Total	\$357,567	\$200,488	\$200,488	\$200,488
TOTAL	\$355,077	\$200,488	\$200,488	\$200,488
Less LIRS subsidy	(\$34,112)	(\$30,065)	(\$25,774)	(\$21,250)
NETT COST	\$317,046	\$166,366	\$170,423	\$174,714

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 addition 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 \$21.0m in June 2017 – to \$40.5m in June 2027. 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

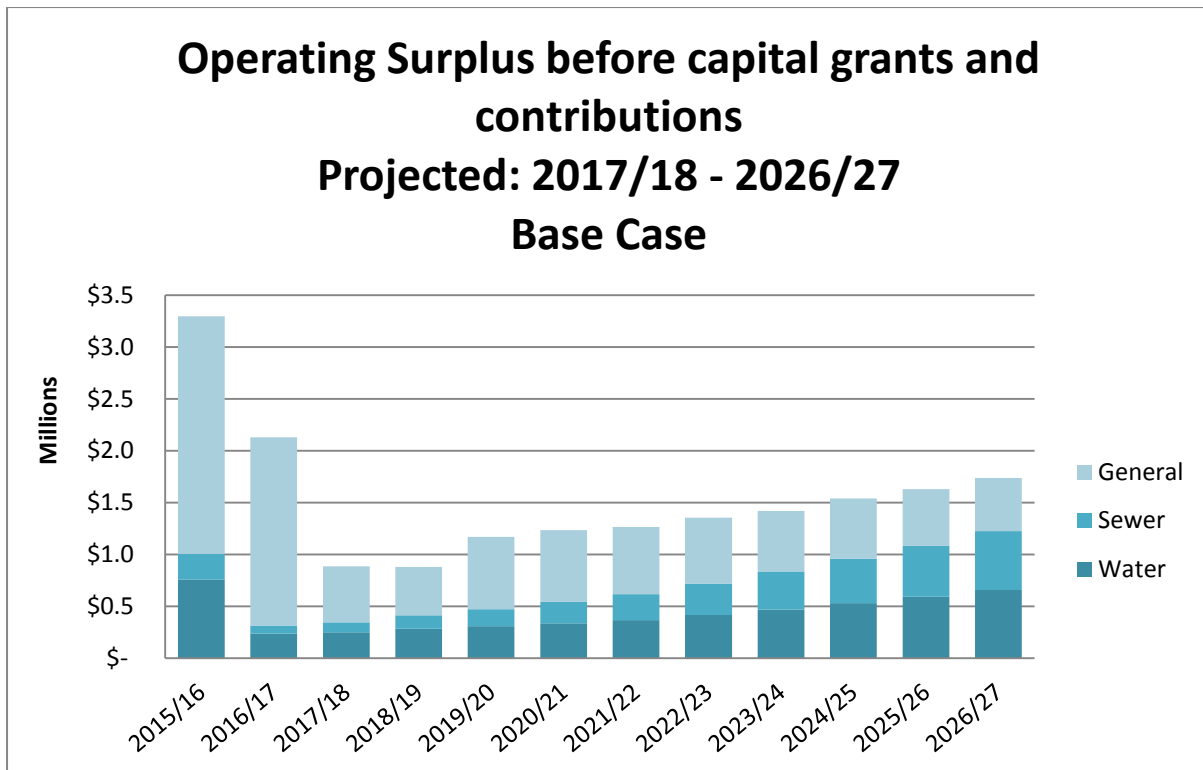
Base Case Scenario:

The base case scenario (Appendices 1 – 4) is that previously described in section 5 and is in part repeated as part of the modelling undertaken by Council Officers. The base case scenario 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 is for the LTFP 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 2026/27.

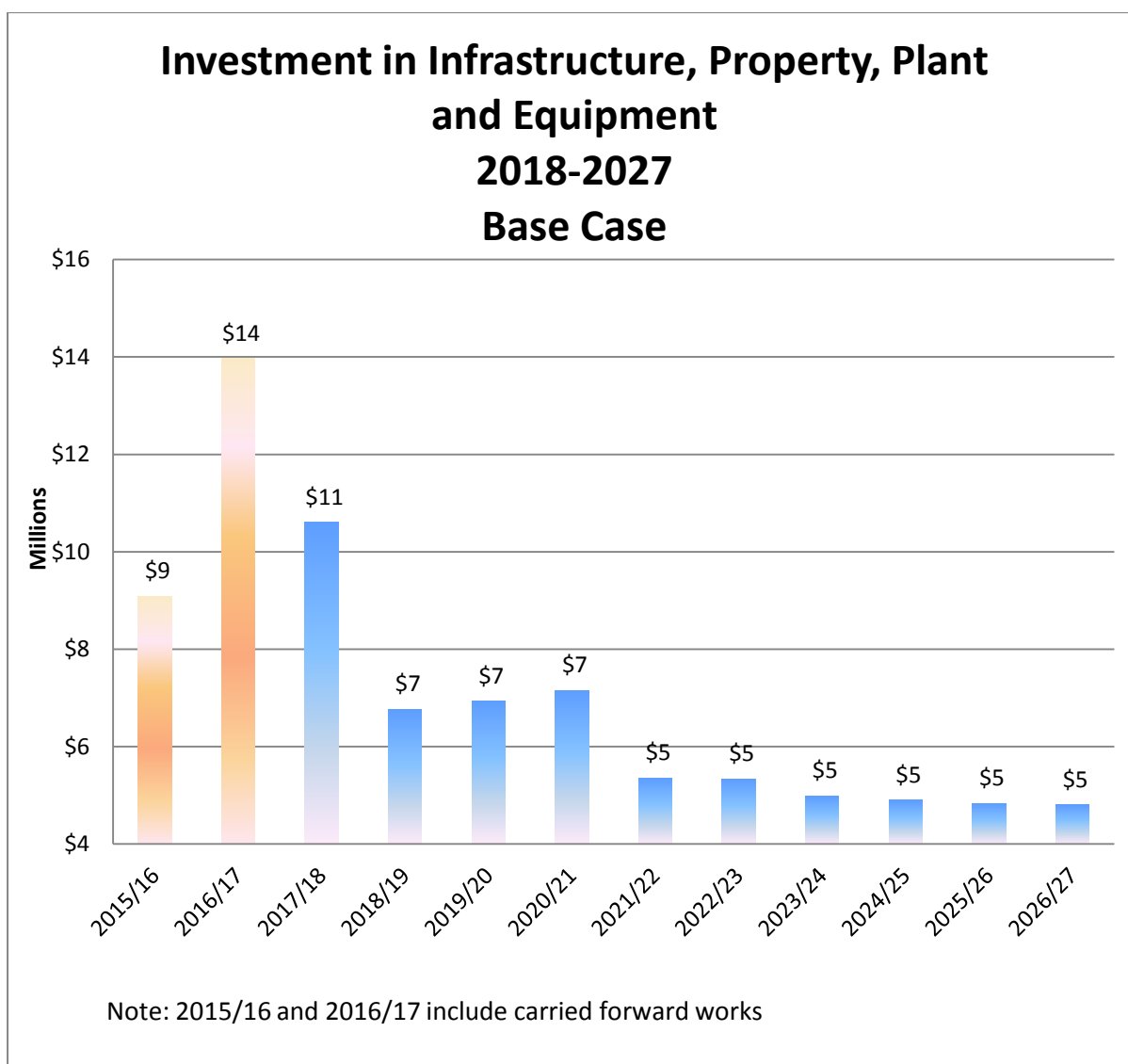
No new income streams are anticipated and growth in rateable properties is not expected to be significant.



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: facilities that include 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 expected to be approximately \$30,000 to \$60,000 less year on year when compared to the base case.

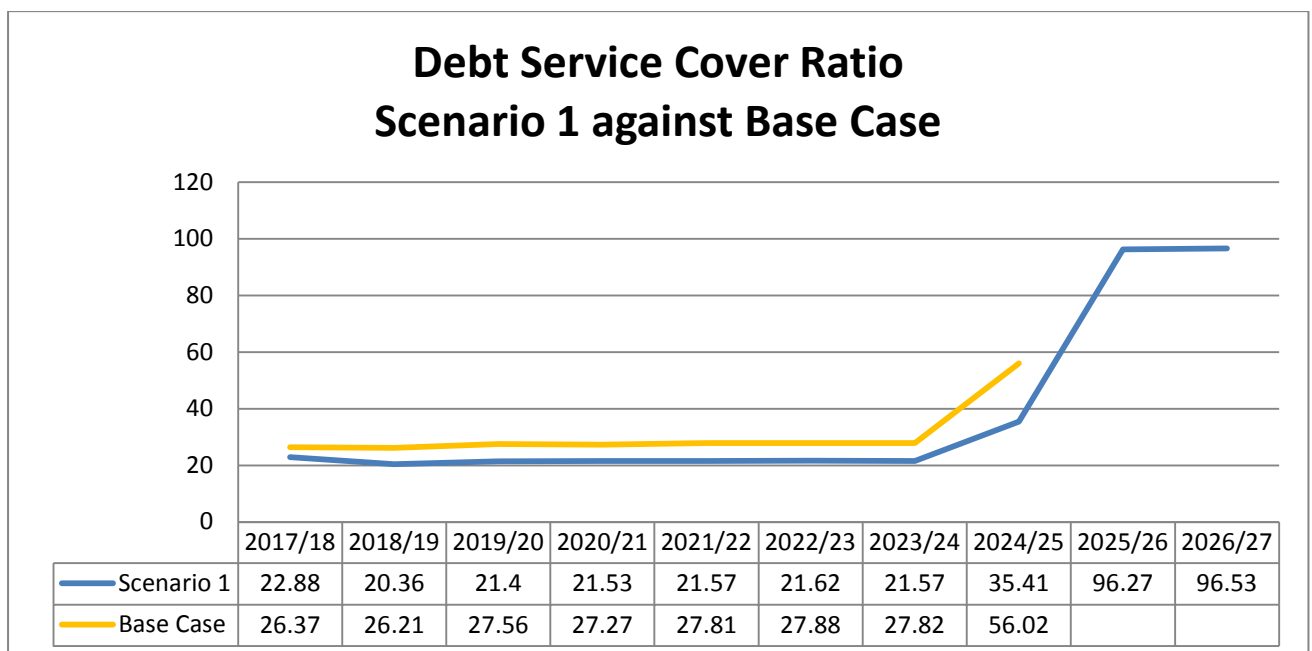
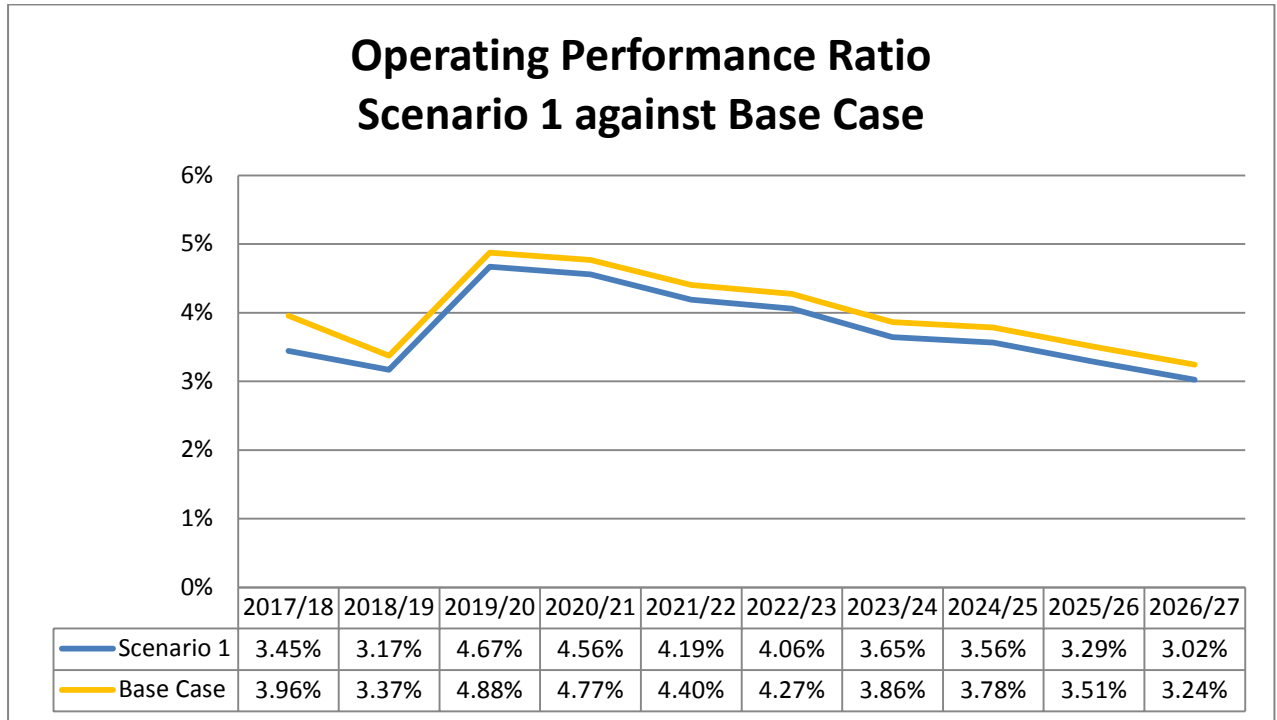
The Operating Performance Ratio in the General Fund under Scenario 1, while less than the base case, remains comfortably above the Council's benchmark of 2%

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

with the Fund not returning to a debt-free status until 2026/27.

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 2 – 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.

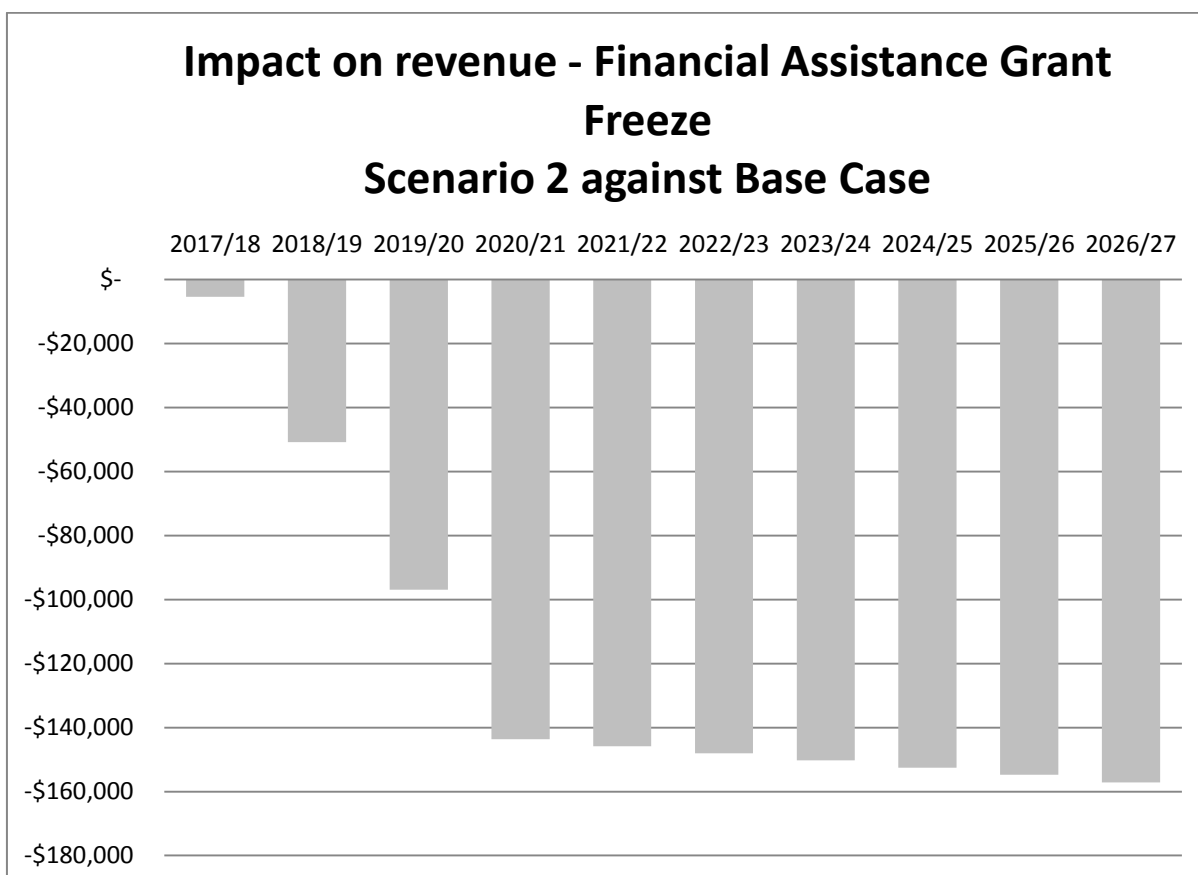
FAG is an untied payment made to Councils annually to assist them to deliver services essential to their community. In the case of Berrigan Shire, FAG totals over \$4m or nearly 20% of its overall budget.

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 temporarily "paused" this indexation.

This pause is due to expire in 2017/18. However the Federal Government having set the precedent may similarly choose to index or not index the FAG. This uncertainty around FAG creates a real risk for the Council. The modelling for Scenario 2 is therefore, an attempt to determine the impact of the continuation of a FAG indexation "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 services that cannot 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

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
Income from Continuing Operations												
Revenue:												
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
Other Income:												
Net gains from the disposal of assets	198	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	23,887	23,202	22,051	19,116	19,777	20,276	20,461	20,722	21,108	21,509	21,912	22,342
Expenses from Continuing Operations												
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,005	18,805	17,848	18,161	18,459	18,721	19,026	19,301	19,624	19,902	20,217	20,540
Operating Result from Continuing Operations	5,882	4,397	4,204	955	1,318	1,555	1,435	1,421	1,485	1,606	1,695	1,802
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
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
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,296	2,131	886	880	1,170	1,235	1,265	1,356	1,420	1,541	1,630	1,737

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	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
ASSETS												
Current Assets												
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	25,235	22,981	22,430	22,724	23,492	24,173	26,547	29,009	31,936	35,219	38,826	42,635
Non-Current Assets												
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	215,987	223,630	227,951	228,322	228,743	229,469	228,381	227,184	225,586	223,832	221,949	219,973
TOTAL ASSETS	241,222	246,612	250,381	251,046	252,235	253,642	254,928	256,194	257,522	259,052	260,776	262,608
LIABILITIES												
Current Liabilities												
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,823	4,964	4,685	4,557	4,596	4,625	4,660	4,696	4,639	4,562	4,591	4,621
Non-Current Liabilities												
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,651	1,502	1,347	1,185	1,017	841	657	465	366	366	366	366
TOTAL LIABILITIES	5,474	6,466	6,032	5,742	5,613	5,465	5,317	5,161	5,005	4,928	4,957	4,987
Net Assets	235,748	240,145	244,349	245,304	246,622	248,177	249,611	251,033	252,517	254,124	255,818	257,621
EQUITY												
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	235,748	240,145	244,349	245,304	246,622	248,177	249,611	251,033	252,517	254,124	255,818	257,621

Appendix III - Base Case Cash Flow Statement

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				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
Cash Flows from Operating Activities												
Receipts:												
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
Payments:												
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)
Net Cash provided (or used in) Operating Activities	11,201	11,089	9,945	6,812	7,374	7,658	7,614	7,649	7,775	7,945	8,101	8,271
Cash Flows from Investing Activities												
Receipts:												
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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(11,505)	(12,205)	(10,294)	(6,897)	(6,975)	(7,840)	(7,005)	(6,840)	(6,300)	(6,908)	(7,692)	(4,513)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(262)	(254)	(149)	(155)	(162)	(169)	(176)	(184)	(192)	(99)	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	(566)	(1,369)	(498)	(241)	237	(351)	433	625	1,283	938	409	3,758
plus: Cash, Cash Equivalents & Investments - beginning of year	4,691	4,125	2,756	2,257	2,017	2,254	1,903	2,336	2,961	4,244	5,182	5,591
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
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
Cash, Cash Equivalents & Investments - end of the year	23,755	21,083	20,624	20,915	21,652	22,301	24,634	27,060	29,942	33,181	36,739	40,497
Representing:												
- 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
	23,755	21,083	20,624	20,915	21,652	22,301	24,634	27,060	29,942	33,181	36,739	40,497

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
Opening Balance	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	-	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	(1,215)	-	-	-	-	-	-	-	-	-	-	-
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
Total Recognised Income & Expenses (c&d)	4,667	4,397	4,204	955	1,318	1,555	1,435	1,421	1,485	1,606	1,695	1,802
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	235,748	240,145	244,349	245,304	246,622	248,177	249,611	251,033	252,517	254,124	255,818	257,621

Appendix IV - Base Case Financial Performance Indicators

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
New Note 13 Ratios															
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
TCorp Ratios															
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	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
Income from Continuing Operations												
Revenue:												
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
Other Income:												
Net gains from the disposal of assets	198	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	23,887	23,202	22,077	19,143	19,805	20,304	20,490	20,752	21,139	21,540	21,944	22,375
Expenses from Continuing Operations												
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,005	18,805	17,935	18,201	18,502	18,767	19,075	19,353	19,678	19,960	20,278	20,604
Operating Result from Continuing Operations	5,882	4,397	4,143	942	1,303	1,537	1,415	1,399	1,460	1,580	1,665	1,770
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
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
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,296	2,131	825	867	1,155	1,217	1,245	1,334	1,395	1,515	1,600	1,705

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	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
ASSETS												
Current Assets												
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	25,235	22,970	22,405	22,704	23,489	24,187	26,574	29,048	31,985	35,276	38,889	42,701
Non-Current Assets												
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	215,987	223,630	227,919	228,259	228,647	229,340	228,220	226,990	225,358	223,570	221,653	219,671
TOTAL ASSETS	241,222	246,600	250,324	250,963	252,137	253,527	254,794	256,038	257,342	258,846	260,541	262,371
LIABILITIES												
Current Liabilities												
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,823	4,964	4,701	4,559	4,599	4,629	4,665	4,702	4,645	4,569	4,599	4,659
Non-Current Liabilities												
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,651	1,491	1,336	1,174	1,005	829	645	453	354	354	354	354
TOTAL LIABILITIES	5,474	6,455	6,036	5,733	5,605	5,458	5,310	5,155	5,000	4,923	4,954	5,013
Net Assets	235,748	240,145	244,288	245,230	246,532	248,069	249,484	250,883	252,343	253,922	255,588	257,358
EQUITY												
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	235,748	240,145	244,288	245,230	246,532	248,069	249,484	250,883	252,343	253,922	255,588	257,358

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					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
Cash Flows from Operating Activities												
Receipts:												
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
Payments:												
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)	(5,967)	(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)
Net Cash provided (or used in) Operating Activities	11,201	11,095	9,910	6,821	7,394	7,676	7,631	7,664	7,788	7,956	8,110	8,278
Cash Flows from Investing Activities												
Receipts:												
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	
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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(11,505)	(12,194)	(11,735)	(6,846)	(6,975)	(7,840)	(7,005)	(6,840)	(6,300)	(6,908)	(7,692)	(4,513)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	1,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(262)	(265)	851	(155)	(162)	(169)	(176)	(184)	(192)	(99)	(0)	-
Net Increase/(Decrease) in Cash & Cash Equivalents	(566)	(1,364)	(974)	(180)	258	(332)	450	640	1,296	949	418	3,765
plus: Cash, Cash Equivalents & Investments - beginning of year	4,691	4,125	2,761	1,787	1,607	1,865	1,532	1,982	2,622	3,917	4,866	5,284
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
Representing:												
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
Cash, Cash Equivalents & Investments - end of the year	23,755	21,077	20,583	20,883	21,641	22,308	24,658	27,098	29,993	33,243	36,810	40,575
Representing:												
- 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
	23,755	21,077	20,583	20,883	21,641	22,308	24,658	27,098	29,993	33,243	36,810	40,575

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
Opening Balance	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	-	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	(1,215)	-	-	-	-	-	-	-	-	-	-	-
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
Total Recognised Income & Expenses (c&d)	4,667	4,397	4,143	942	1,303	1,537	1,415	1,399	1,460	1,580	1,665	1,770
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	235,748	240,145	244,288	245,230	246,532	248,069	249,484	250,883	252,343	253,922	255,588	257,358

Appendix VIII - Scenario 3 Financial Performance Indicators

Berrigan Shire Council

10 Year Financial Plan for the Years ending 30 June 2027

FINANCIAL PERFORMANCE INDICATORS

Scenario: Tocumwal Foreshore Operating Costs & 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
New Note 13 Ratios															
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
TCorp Ratios															
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	

Appendix IX - Scenario 3 Income Statement

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	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
Income from Continuing Operations												
Revenue:												
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
Other Income:												
Net gains from the disposal of assets	198	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	23,887	23,202	22,046	19,065	19,680	20,132	20,315	20,574	20,958	21,356	21,757	22,185
Expenses from Continuing Operations												
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,005	18,805	17,848	18,140	18,392	18,608	18,916	19,188	19,509	19,784	20,097	20,417
Operating Result from Continuing Operations	5,882	4,397	4,198	925	1,288	1,525	1,399	1,386	1,450	1,572	1,660	1,768
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
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
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,296	2,131	880	850	1,140	1,205	1,229	1,321	1,385	1,507	1,595	1,703

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	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
ASSETS												
Current Assets												
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	25,235	22,981	22,424	22,686	23,420	24,067	26,421	28,862	31,769	35,032	38,619	42,407
Non-Current Assets												
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	215,987	223,630	227,951	228,322	228,743	229,469	228,367	227,155	225,542	223,774	221,876	219,885
TOTAL ASSETS	241,222	246,612	250,375	251,009	252,163	253,536	254,788	256,018	257,311	258,805	260,495	262,293
LIABILITIES												
Current Liabilities												
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,823	4,964	4,685	4,555	4,590	4,614	4,651	4,686	4,629	4,552	4,581	4,611
Non-Current Liabilities												
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"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,651	1,502	1,347	1,185	1,017	841	657	465	366	366	366	366
TOTAL LIABILITIES	5,474	6,466	6,032	5,740	5,606	5,454	5,307	5,151	4,995	4,918	4,947	4,977
Net Assets	235,748	240,145	244,343	245,269	246,557	248,081	249,480	250,866	252,316	253,888	255,548	257,316
EQUITY												
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	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	235,748	240,145	244,343	245,269	246,557	248,081	249,480	250,866	252,316	253,888	255,548	257,316

Appendix XI - Scenario 3 Cash Flow Statement

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	2018/19	2019/20	2020/21	Projected Years					2026/27
	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
Cash Flows from Operating Activities												
Receipts:												
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
Payments:												
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)
Net Cash provided (or used in) Operating Activities	11,201	11,089	9,940	6,781	7,342	7,625	7,580	7,614	7,740	7,911	8,066	8,237
Cash Flows from Investing Activities												
Receipts:												
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	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(11,505)	(12,205)	(10,289)	(6,867)	(6,975)	(7,840)	(6,990)	(6,825)	(6,286)	(6,893)	(7,677)	(4,498)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
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	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(262)	(254)	(149)	(155)	(162)	(169)	(176)	(184)	(192)	(99)	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	(566)	(1,369)	(498)	(241)	205	(384)	413	605	1,262	918	389	3,738
plus: Cash, Cash Equivalents & Investments - beginning of year	4,691	4,125	2,756	2,257	2,017	2,222	1,838	2,251	2,856	4,118	5,037	5,426
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
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
Cash, Cash Equivalents & Investments - end of the year	23,755	21,083	20,619	20,879	21,584	22,200	24,514	26,918	29,781	32,999	36,538	40,276
Representing:												
- 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
	23,755	21,083	20,619	20,879	21,584	22,200	24,514	26,918	29,781	32,999	36,538	40,276

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
Opening Balance	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	-	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	(1,215)	-	-	-	-	-	-	-	-	-	-	-
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
Total Recognised Income & Expenses (c&d)	4,667	4,397	4,198	925	1,288	1,525	1,399	1,386	1,450	1,572	1,660	1,768
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	235,748	240,145	244,343	245,269	246,557	248,081	249,480	250,866	252,316	253,888	255,548	257,316

Appendix XII - Scenario 3 Financial
Performance Indicators

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
New Note 13 Ratios															
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
TCorp Ratios															
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

Financial Strategy 2016

OCT 2016

Adopted 19 October 2016



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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"> ○ 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.
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

Financial Objectives	Strategy	Possible Indicators	Performance Measures/Target
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.¹

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.²

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*

¹ <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.

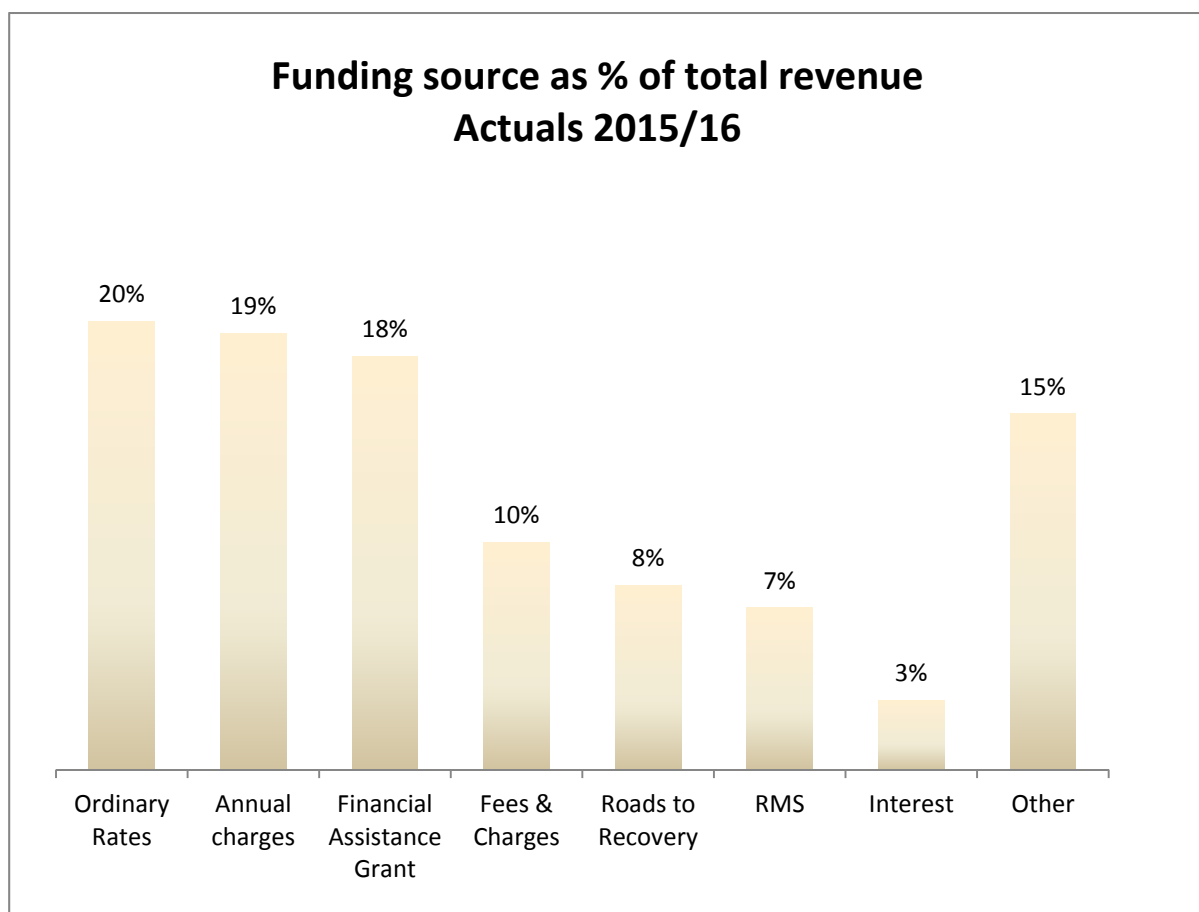


Figure 1 - Funding Source as a percentage of total revenue

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.

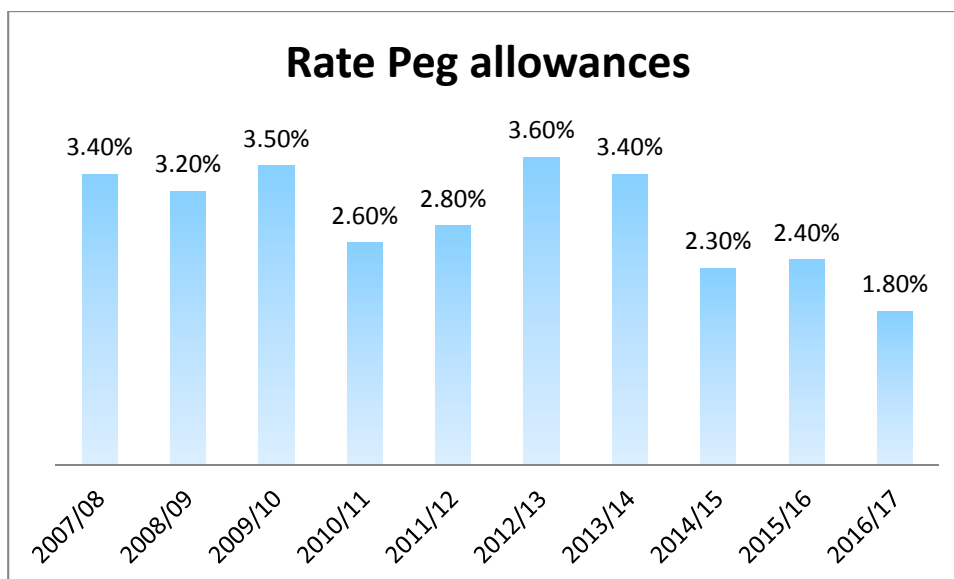


Figure 2 - Rate Peg allowances

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.

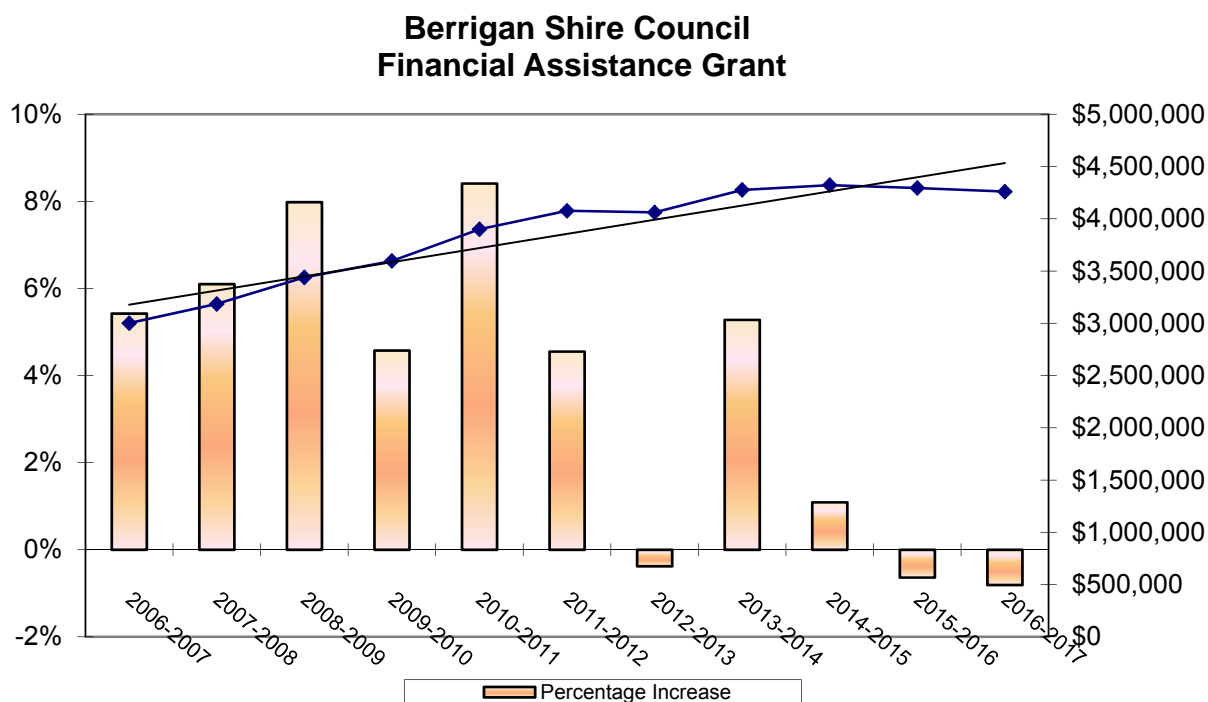


Figure 3 - Financial Assistance Grant payments to Berrigan Shire Council. Source: NSW Grants Commission

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.

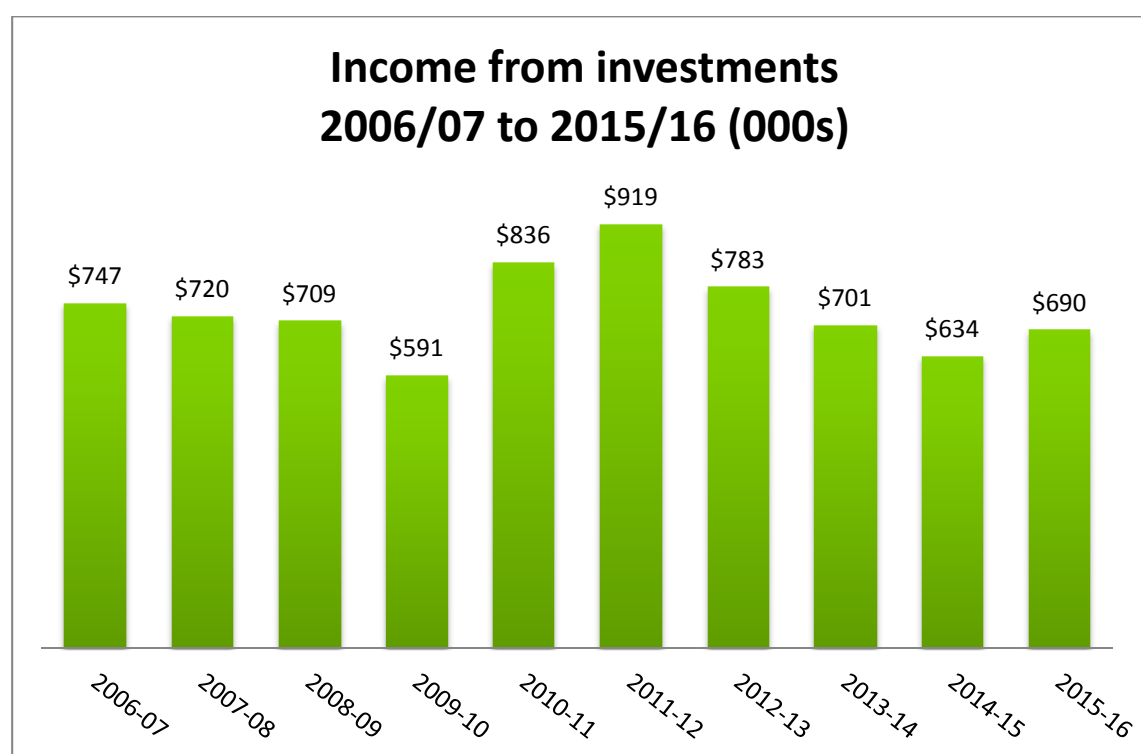


Figure 4 - Investment income 2006/07 to 2015/16. Source: Note 3, Annual Financial Statements

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.

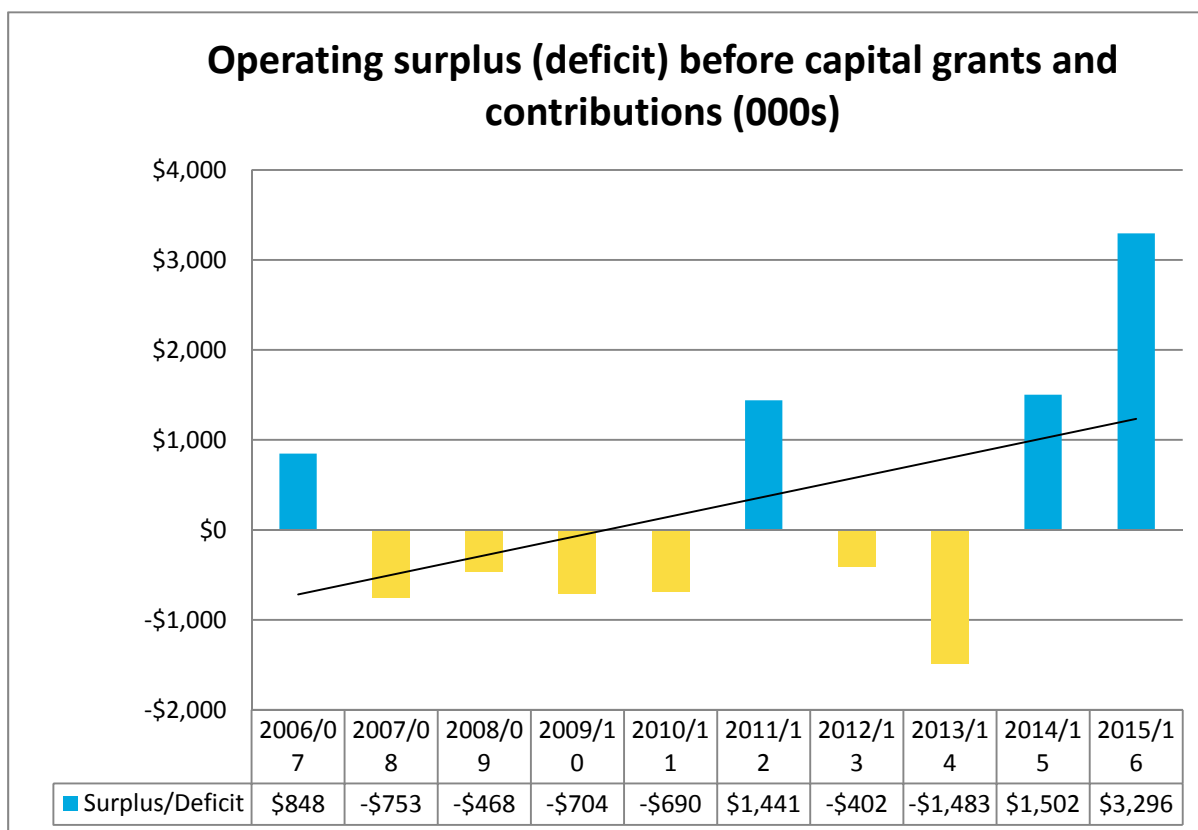


Figure 5 - Operating surplus/deficit 2006/07 to 2015/16. Source: Annual financial statements

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.

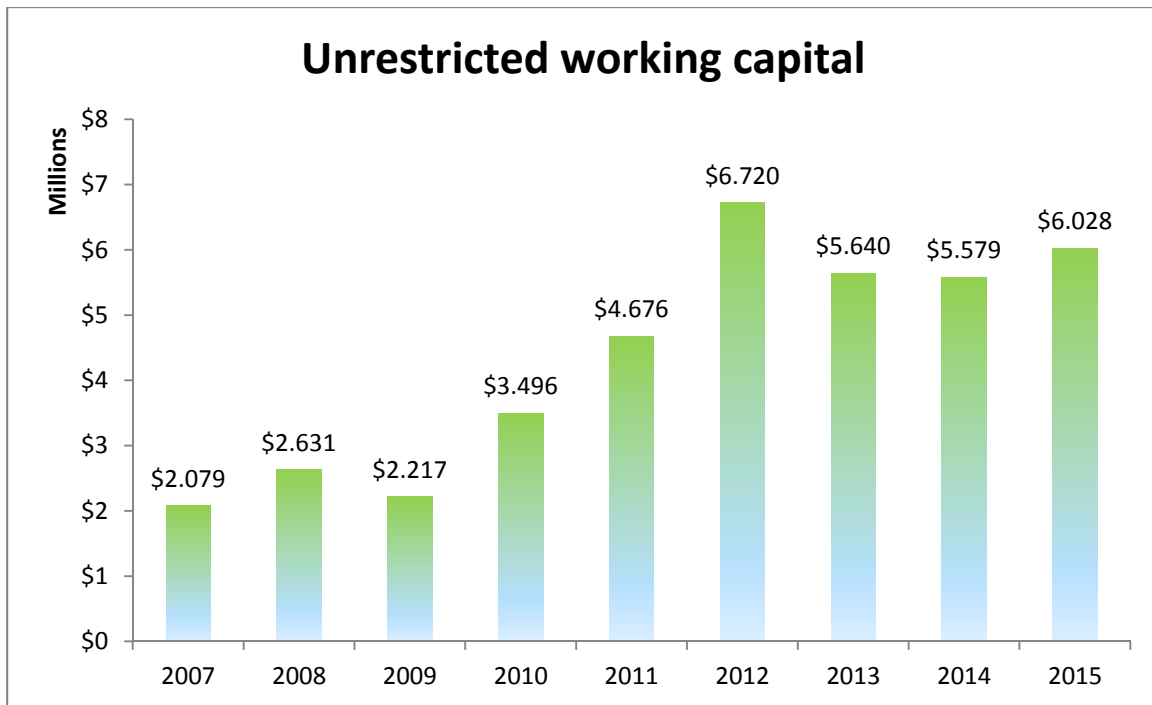


Figure 6 - Working Capital. Source: Auditors reports – Annual Financial Statements

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.

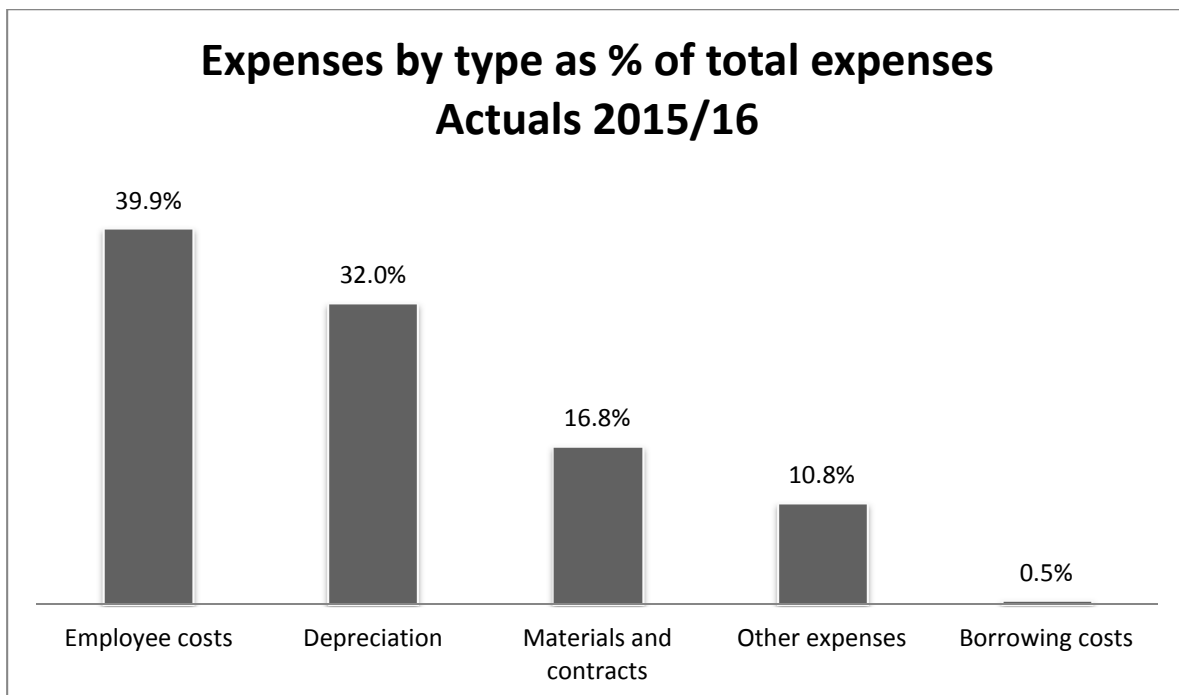


Figure 7 - Expenditure by type. Source: 2015/16 Income Statement

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.

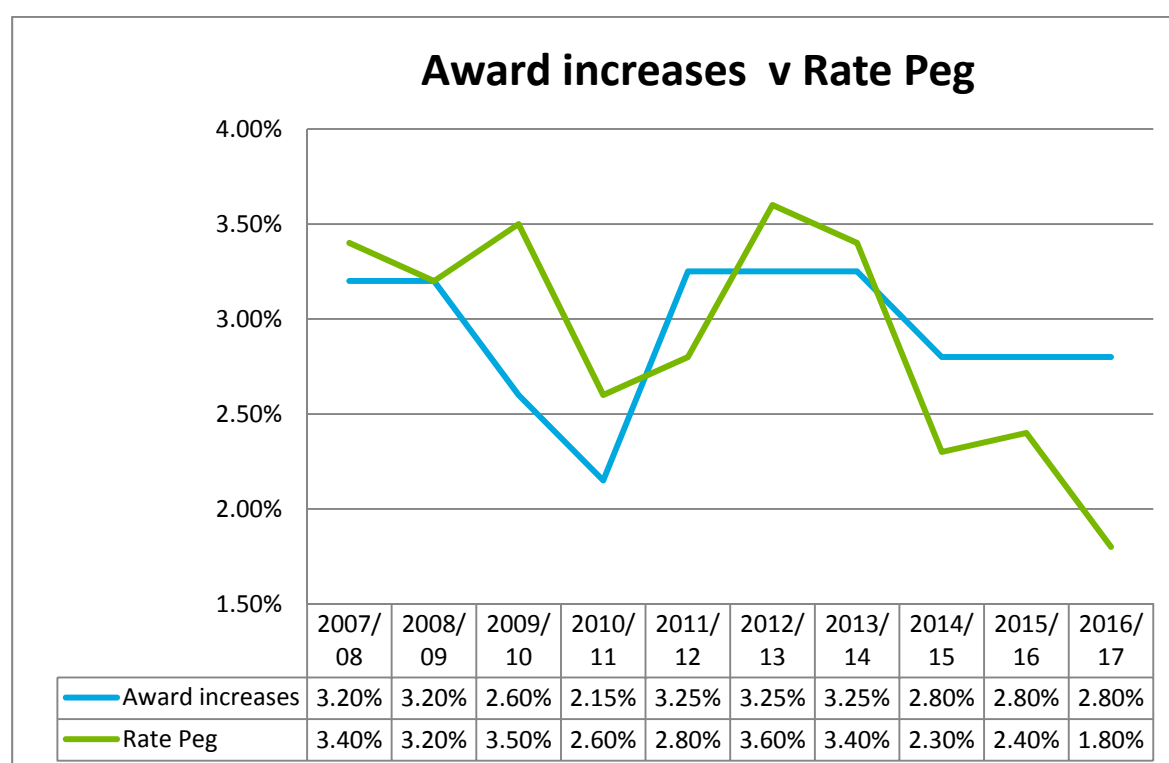


Figure 8 - Award Increases. Source: Independent Pricing and Regulatory Tribunal and Local Government (State) Awards

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.³ Given the unique cost pressures on local government, for the Council's purposes the Local

³ <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.⁴ 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).

⁴ <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

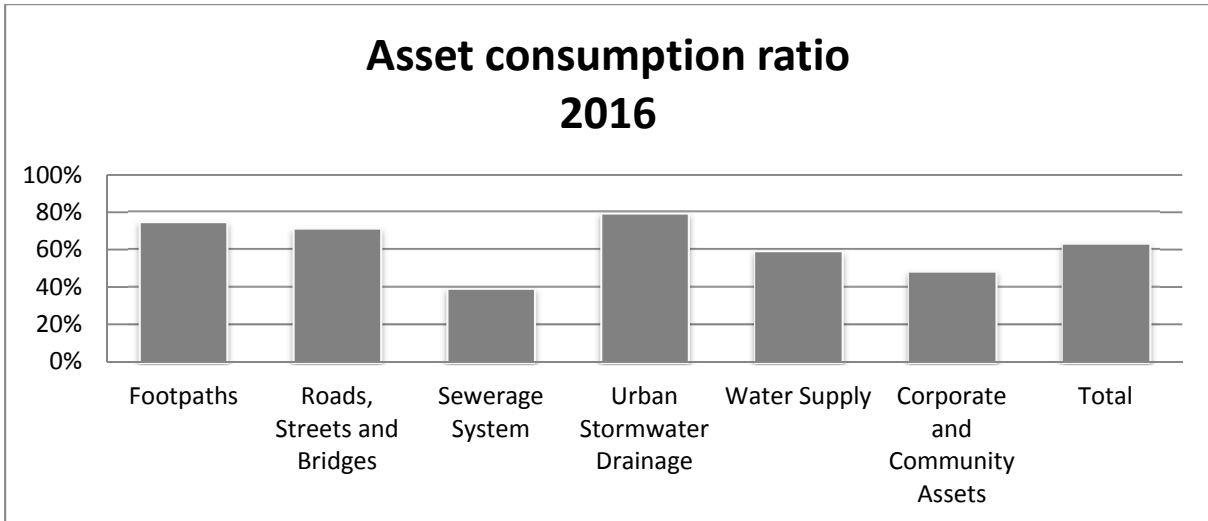


Figure 9 - Asset Consumption Ratio by asset type. Source: 2015/16 Annual Financial Statements Note 9

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.

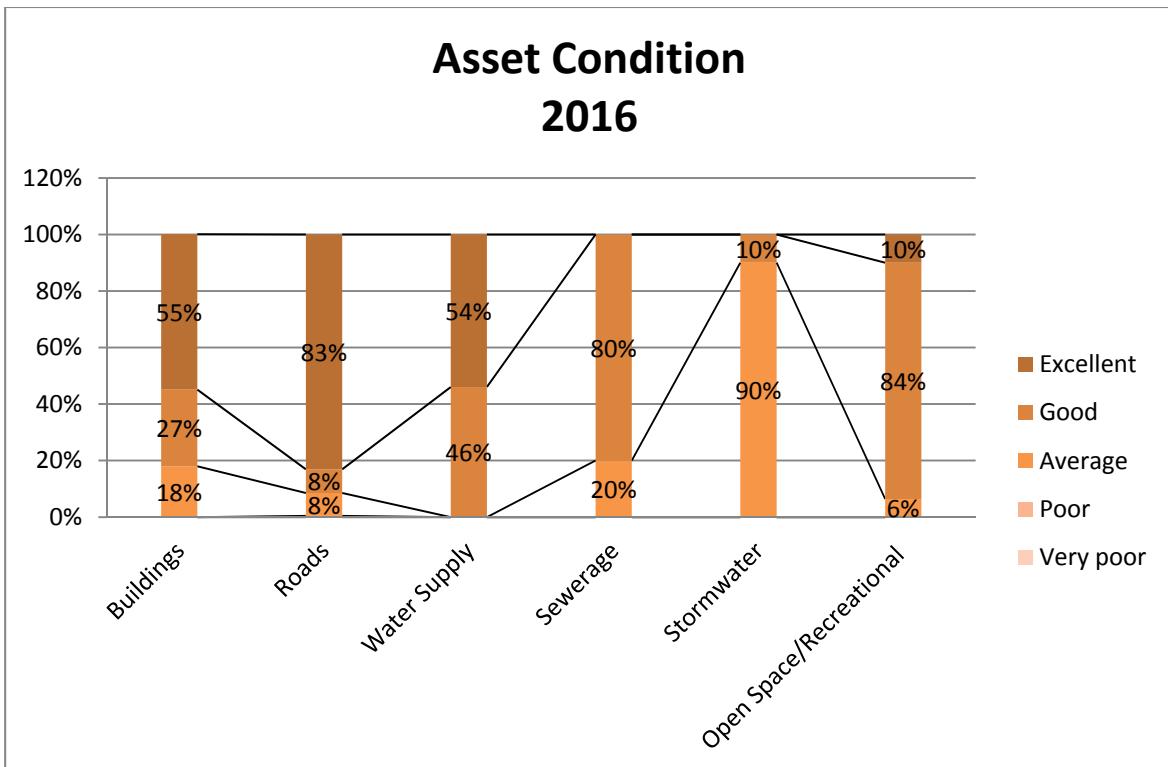


Figure 10 - Asset condition by type

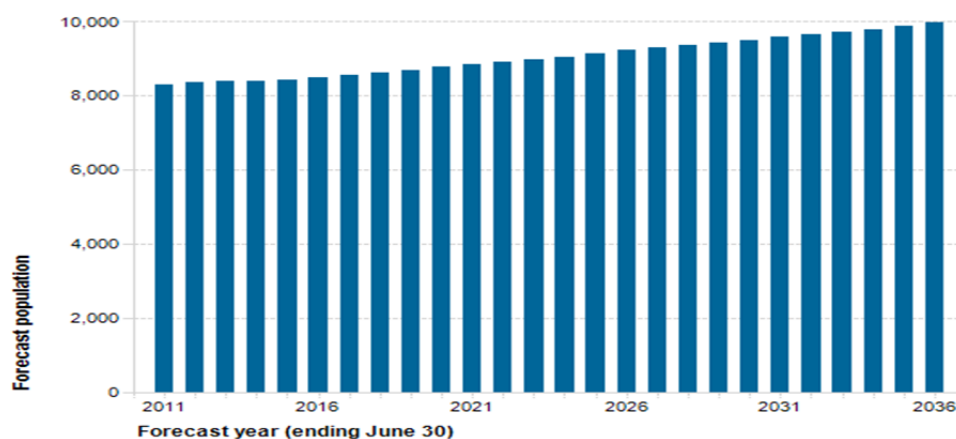
Where are we going?

Population growth

Berrigan Shire is expected to continue growing at a modest rate with the Shire population in 2026 expected to be around 9,224.⁵ 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.



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.

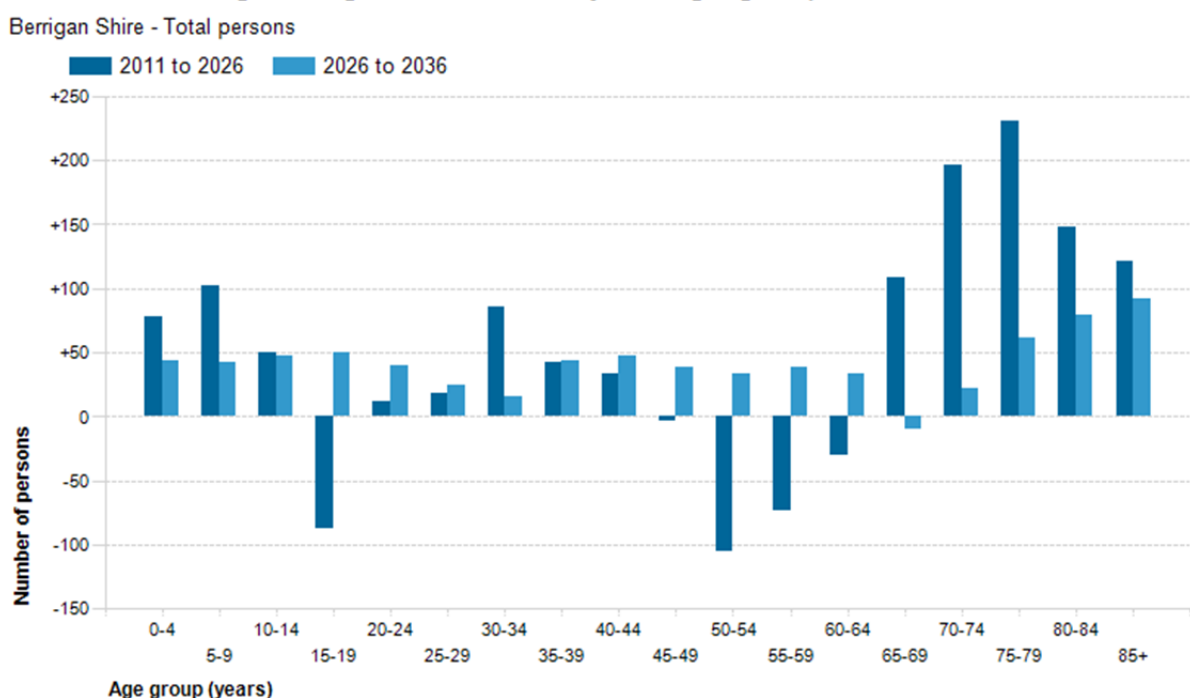
The Council developed a Liveability and Healthy Ageing Strategy in 2013 to assist the Council in managing this transition to an older community. Items from this strategy have been incorporated into the Council's suite of integrated plans and hence into this strategy.

Liveability and Healthy Ageing Framework ... contributes to Berrigan Shire 2023 outcomes	
Themes & Outcomes	
Moving: Safe paths, parks, and travel, in and between our towns	Sustainable natural and built landscapes
Living: A place where all ages have options for healthy living	Good Government
Ageing: Older residents and their carers get the services they need	Supported and engaged communities
Growing: A vibrant business community that makes Berrigan Shire a great place to live, work, play and grow old	Diverse and resilient business

Figure 12 - Liveability and Healthy Ageing Strategy themes and outcomes. Source: Berrigan Shire Liveability and Healthy Ageing Strategy 2013

⁵ <http://forecast.id.com.au/berrigan/population-households-dwellings> Retrieved 27 September 2016

Forecast change in age structure - 5 year age groups



Population and household forecasts, 2011 to 2036, prepared by .id the population experts, August 2014.



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
1.Sustainable Natural and Built Landscapes	<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>
2. Good Government	<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>
3. Supported and Engaged Communities	<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>
4. Diverse and Resilient Business	<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:

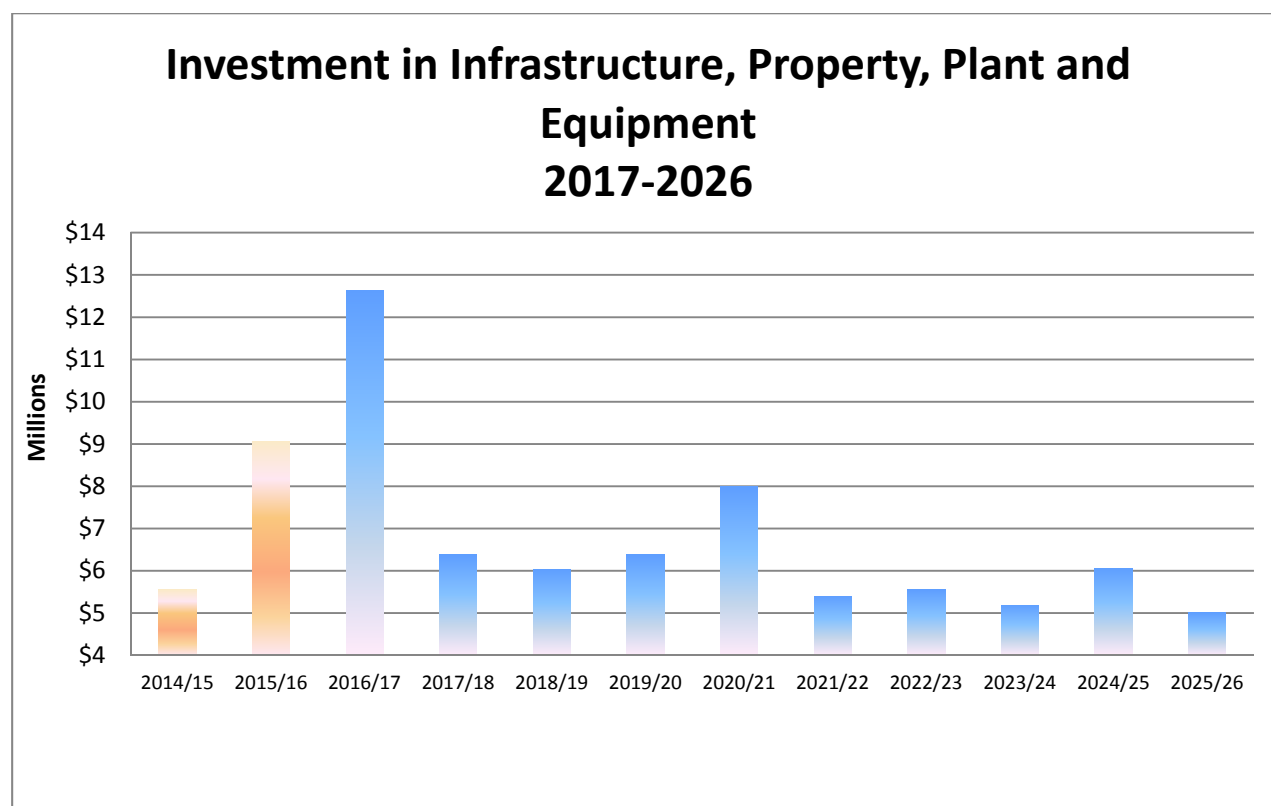
1. **Council is able to maintain current service levels for the next ten years at current funding levels.**
2. **Council is able to fund current infrastructure life cycle cost at current levels of service and available revenue.**

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.

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

Berrigan Shire 2023 and Financial Strategy Actions
2. Good Government
<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>1.1 Prepare and review annually a Long Term Financial Plan with the aim of achieving the financial objectives identified in this strategy.</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>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.</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>1.3 Resist the pressure to fund services that are the responsibility of other levels of government.</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>1.4 Retain control of urban water supply and sewer services.</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>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.</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>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.</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 Tocumwal 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 Tocumwal Aerodrome – including the establishment of a sinking fund for runway maintenance and the development of the Tocumwal Residential Airpark.</p> <p>The Council has also placed the Tocumwal Visitor Information Centre on a more sustainable financial footing through a partnership with a private operator.</p> <p>1.7 Encourage and support the existing model of community provision and operation of sport, recreation and cultural infrastructure.</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>1.8 Actively lobby the State and Federal Governments to retain existing grant funding levels for road maintenance and upgrades.</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>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.</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>2.2 Prioritise the renewal of existing assets over the development and delivery of new assets and services.</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>2.3 Regularly review the suitability and/or usage of community services and facilities and consider alternate delivery methods.</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>2.4 Implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where</p> <ul style="list-style-type: none"> 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. <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>3.1 Formalise the Council’s existing preference to put money aside for future capital works, rather than borrow.</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>3.2 Maintain the existing Investment Policy settings prioritising preservation of capital over investment return.</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>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.</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>3.4 Continue to actively recover outstanding rates debt as identified in the Council's Revenue Policy.</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>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.</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>3.6 Consider seeking a Special Rates Variation where there is a clearly identified demand for new or significantly improved service levels.</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

Financial Objectives	Strategy	Possible Indicators
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 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 Operating Surplus Ratio = [3.3/ 18.0) = 18.3%	An operating performance ratio greater than 0% across any five year period
	What does it mean?	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 Operating Surplus = 7.0x	An Unrestricted Current Ratio of at least 2x
	What does it mean?	<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>Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage = 3.5 %</p>	Outstanding rates, annual and extra charges percentage to remain under 8% as at 30 June each year
	What does it mean?	<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>Building, Infrastructure & Other Structures Renewals Ratio = 140.51%</p>	<p>Building, Infrastructure & 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>
	What does it mean?	<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>Interest Cover Ratio = 0%</p>	Infrastructure Backlog Ratio to remain at less than 2% at all times
	What does it mean?	<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 & 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 & 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 Capital Expenditure Ratio = 1.56x	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
	What does it mean?	<p>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</p> <p>This ratio will vary, often by significant amounts, as the Council's asset replacement program is unrolled over time.</p>		

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>Debt Service Cover Ratio = 25.62 x</p>	Debt service ratio is greater than 2.00 x
	What does it mean?	<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 = 20 months</p>	Cash Expense Cover Ratio is to be no less than three months
	What does it mean?	<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 "E"



Asset Management Strategy 2017


Berrigan Shire 2027: Resourcing Strategy 2017 - 2027

Version 3
April 2017



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Document Control

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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 \$331,805 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.¹

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.

¹ 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

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.²

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

The national frameworks on asset planning 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.⁴

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

- Asset management policy,
- Strategy and planning,
 - asset management strategy,
 - asset management plan,
- Governance and management arrangements,
- Defining levels of service,
- Data and systems,
- Skills and processes, and
- Evaluation.⁵

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

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

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

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.⁶

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

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

The objective of the 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.

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

⁶ 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

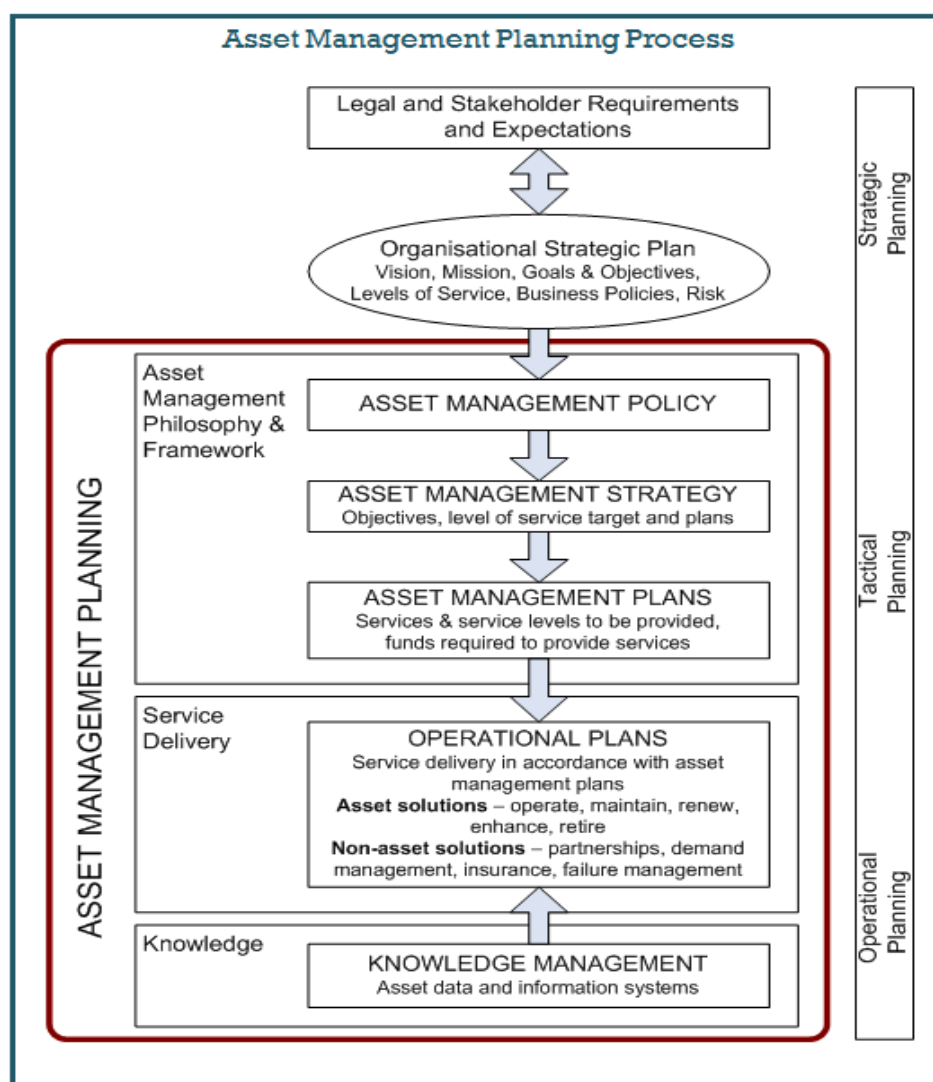


Figure 1: Asset Management Planning Process

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.⁷

⁷ 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

Asset Class	Description	Services Provided
Footpaths	Footpaths, Shared Paths and Pedestrian Bridges	Provide pedestrian and bicycle access within towns.
Roads, Streets and Bridges	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.
Sewerage System	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
Urban Stormwater Drainage	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
Water Supply	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
Corporate and Community Services	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 and is sourced from the Council's Special Schedule 7: appended to its 2015/16 Financial Statements.

Table 4: Replacement Cost of Assets 30 June 2016

Asset Class	Replacement Cost
Buildings	\$37,944
Roads	\$161,885
Water Network	\$43,342
Sewer Network	\$37,737
Stormwater Drainage	\$20,477
Open Space / Recreational	\$10,530
	\$332,718

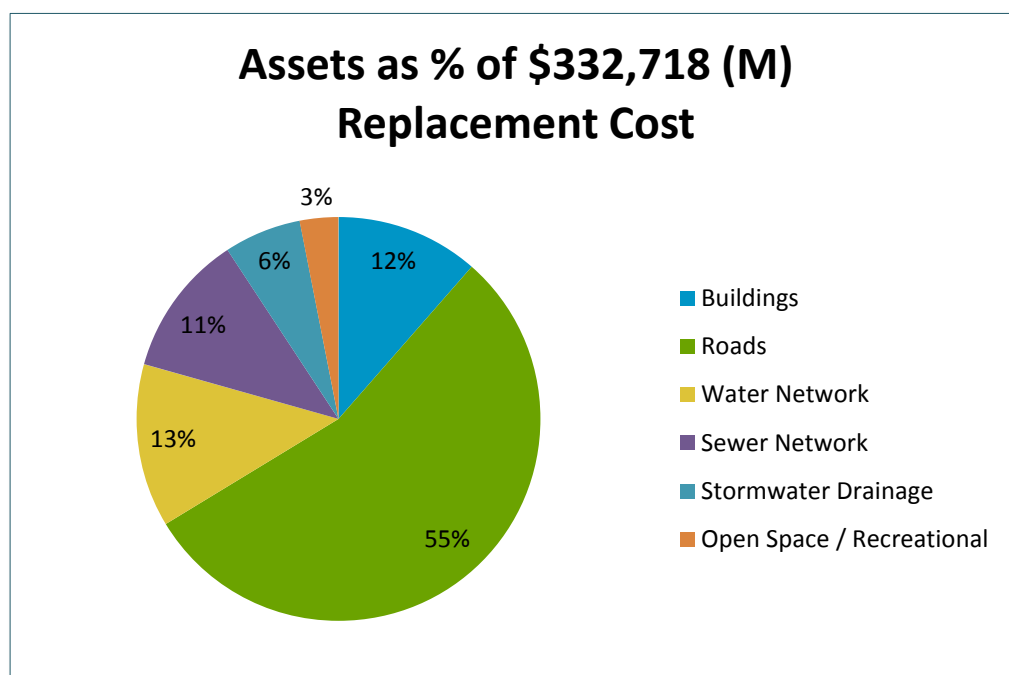


Figure 2: Assets as % of Replacement Cost

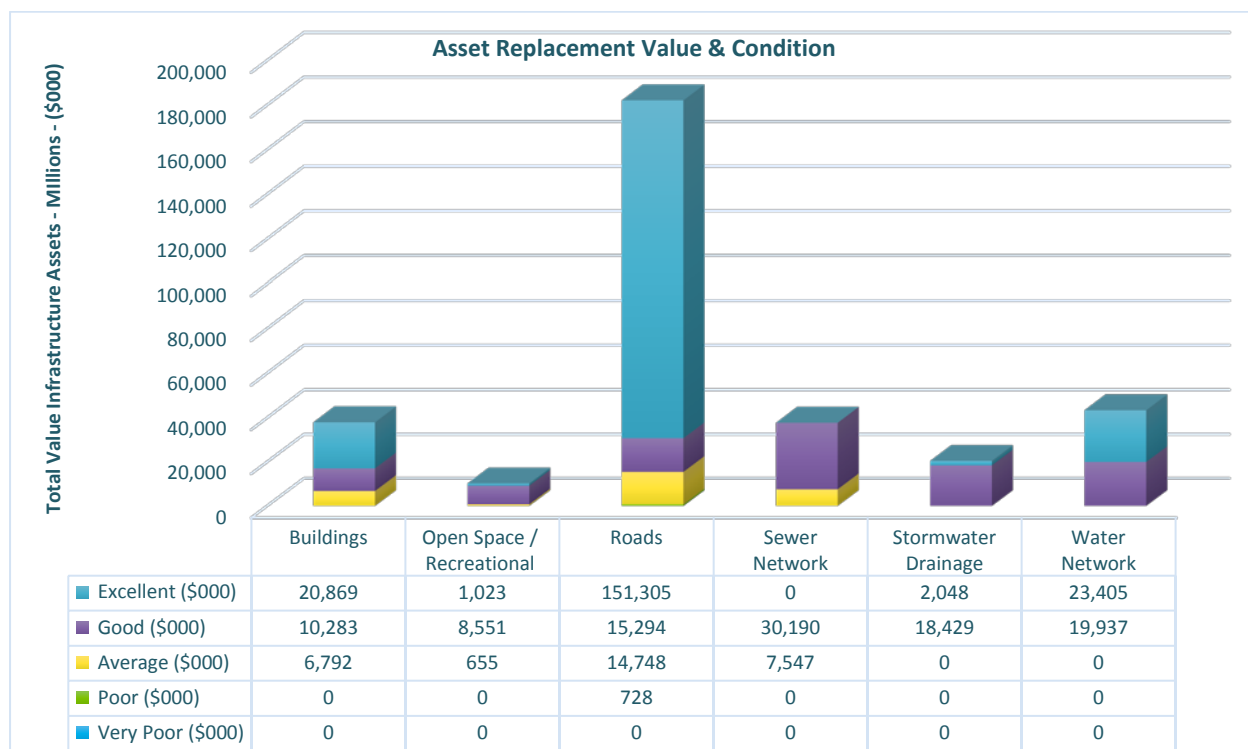


Figure 3: Asset Replacement Value and Condition

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.

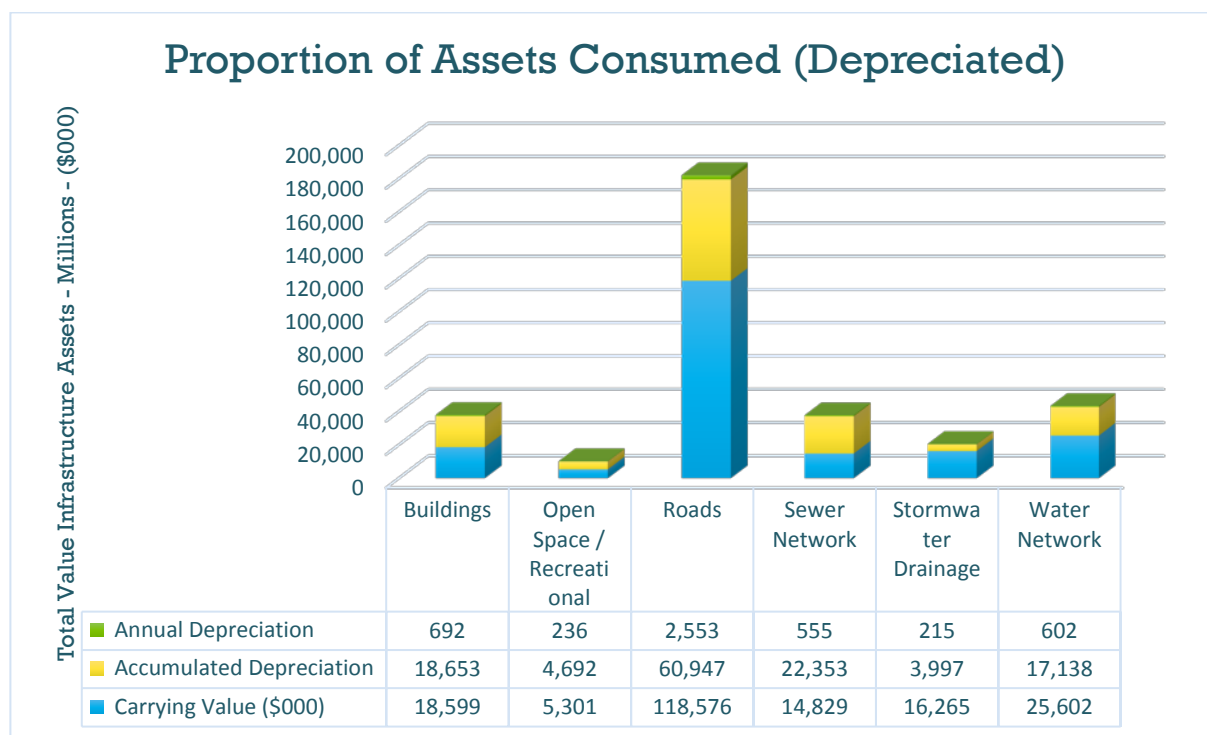


Figure 4: Proportion of Assets Consumed (Depreciated)

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

elements⁸ 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.

⁸ 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

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 Berrigan Shire 2027 priority projects and the Council's 4-year Delivery Program	Staff with asset management responsibilities identify role and the function of an asset in the achievement of Berrigan Shire 2027 priority projects	Asset Management Plans reflect Berrigan Shire 2027 priority projects and services included in the Council's 4-year Delivery Program	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 Asset Management Strategy, AM Plans and Long Term Financial Plans	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	As Asset Plans scheduled for Review include a Community Engagement Strategy that shares information on achievable service targets/risks	Community feedback is informed	Director Technical Services Strategic and Social Planning Coordinator	Social Media	Ongoing

Berrigan Shire 2027

Appendix 'F'



**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 **Attraction Recruitment Retention and Training (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 operational 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.

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.

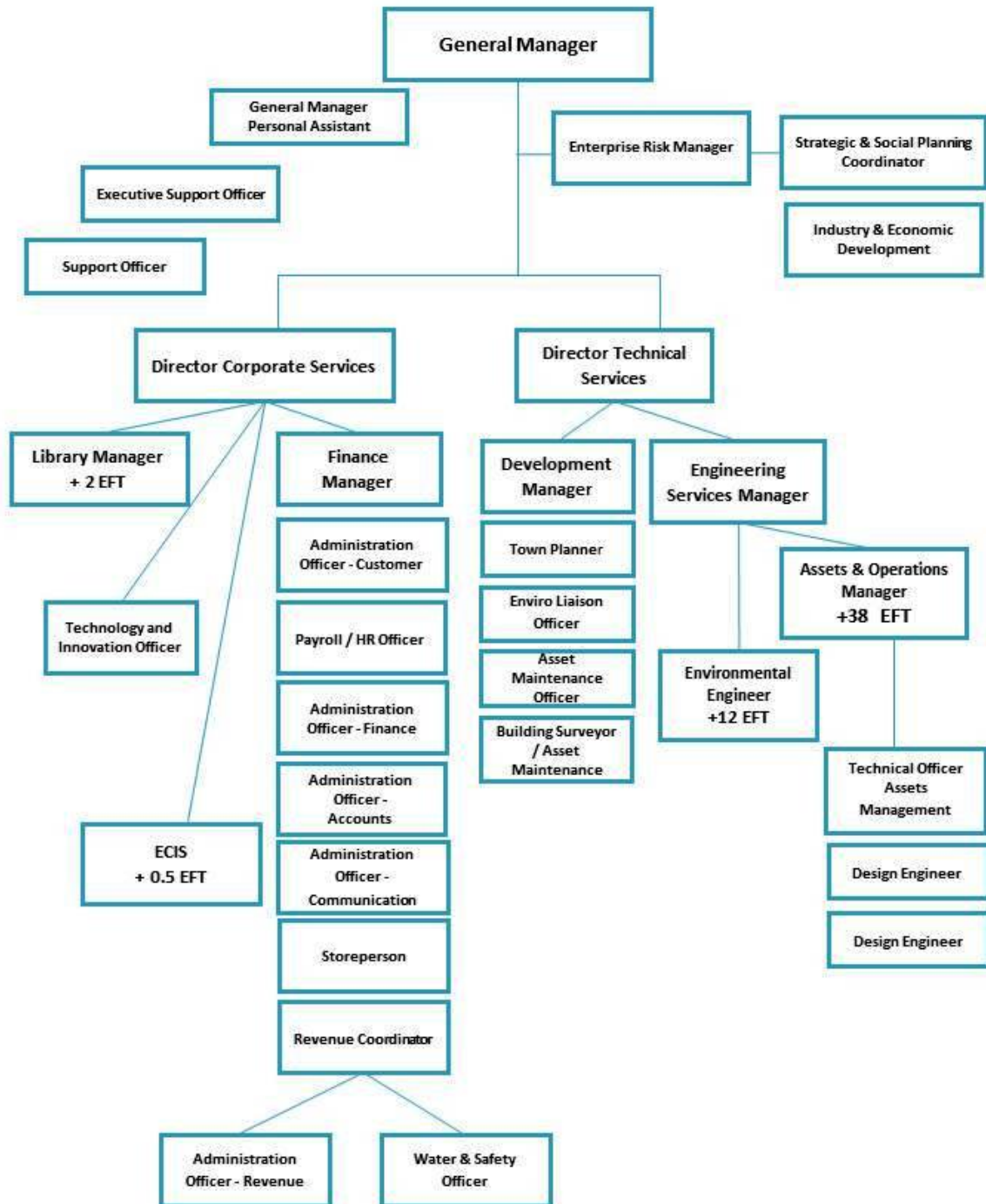
CSP Strategic Outcome	CSP Strategic Objective	Council Activities and Services	Professional & Technical Skills
1.Sustainable Natural and Built Landscapes	1.1 Support sustainable use of our natural resources and built landscapes 1.2 Retain the diversity and preserve the health of our natural landscapes 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
2. Good Government	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	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
3. Supported and Engaged Communities	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
4. Diverse and Resilient Business	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

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
Total	6	20	61	87	84	1	1	1	87

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.

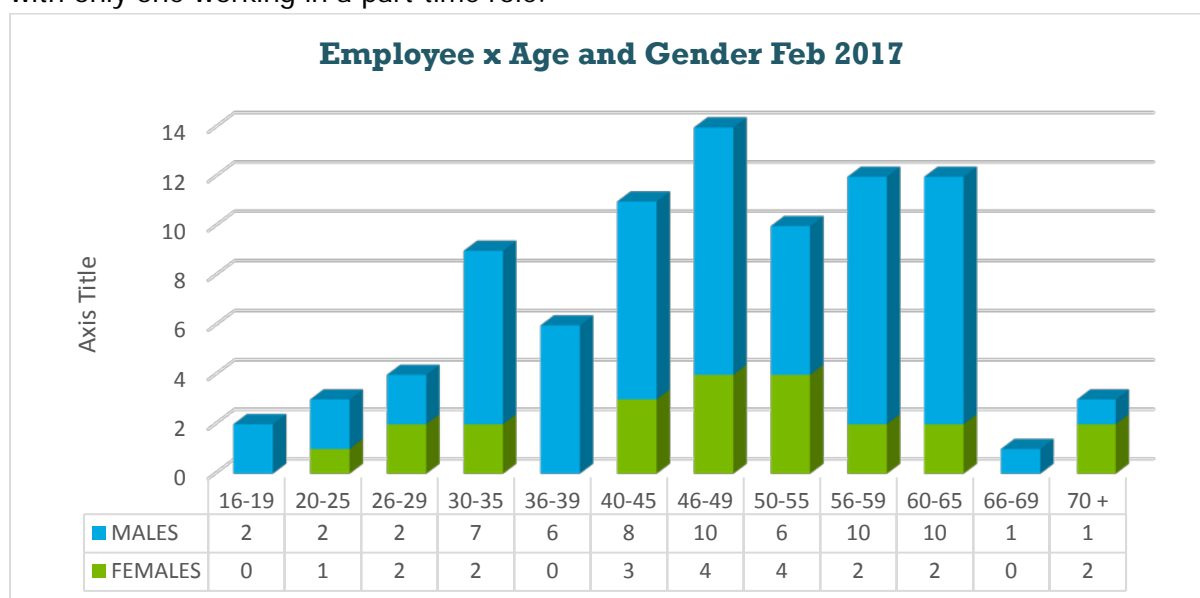


Figure 2: Employees x Age & Gender

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.

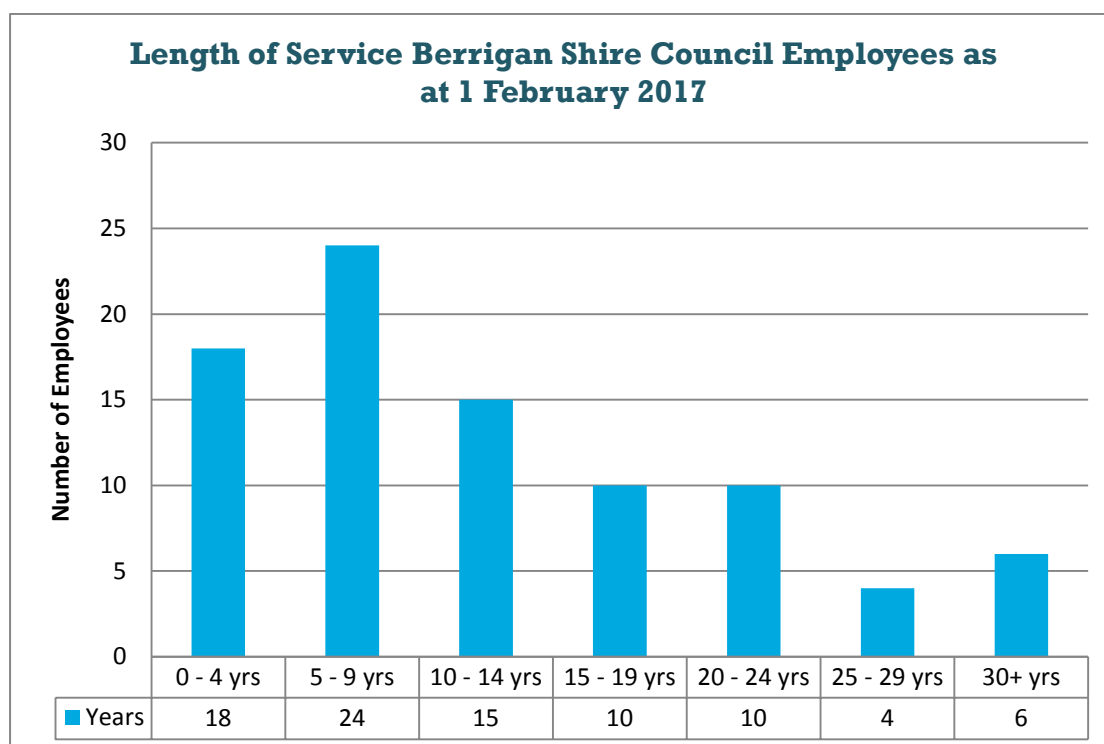


Figure 3: Length of Service

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 appended 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:

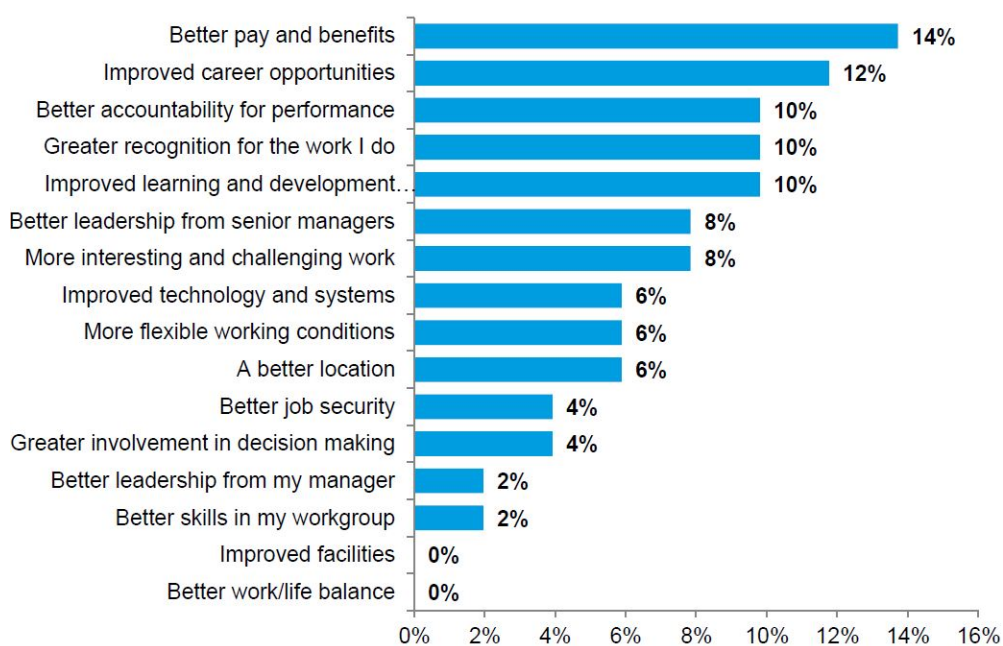
- Better accountability for performance (10%);
- Greater recognition for the work I do (10%);
- Improved learning and development opportunities (10%);
- Better leadership from senior managers (8%); and
- More interesting and challenging work (8%).

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.

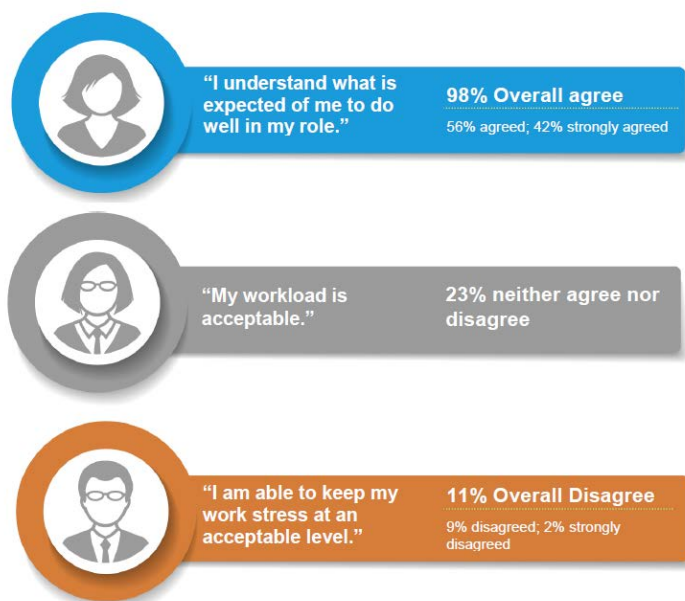
The People Matters Survey is a standard work practices survey that canvasses eight factors proven to positively impact and enhance employee and organisational work practices. Mapped to this Plan's strategic themes the Berrigan Shire Council People Matters Survey (2016) results provide an insight into 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.

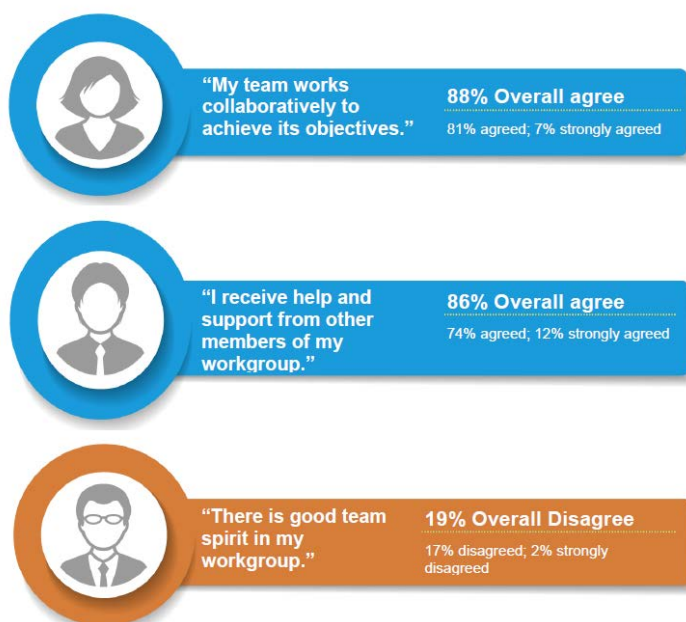


Figure 6: People Matter Survey Topline Result - Workgroup

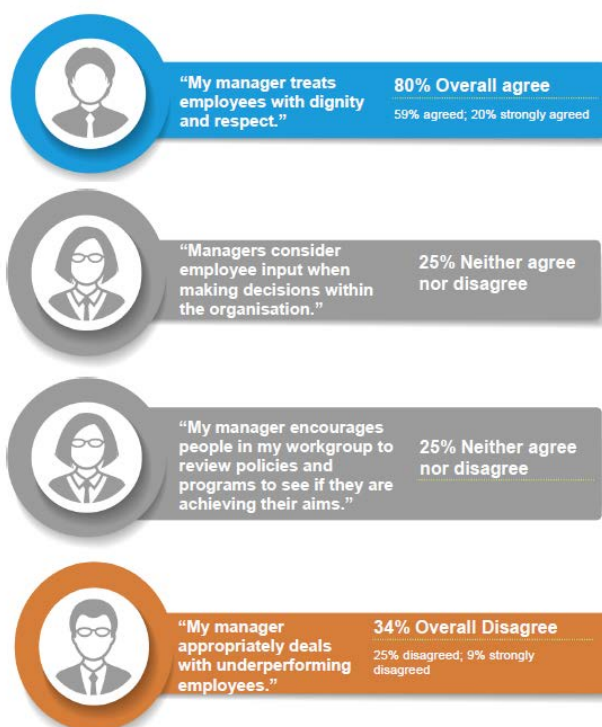
Recruitment

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

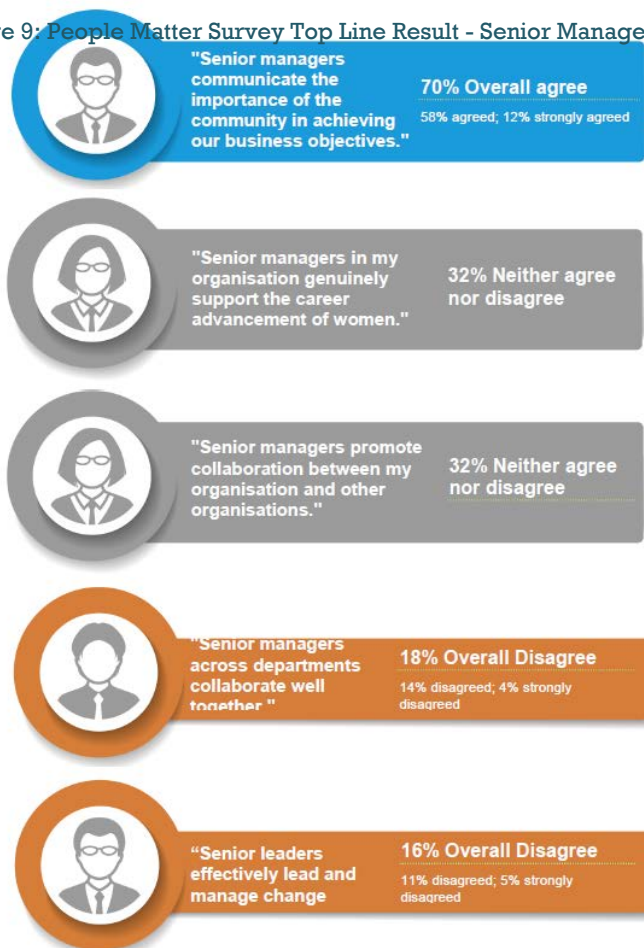
Their Manager and Their Senior Manager

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

Figure 9: People Matter Survey Top Line Result - Senior Manager



retaining staff who would like to contribute but who for organisational and or individual reasons do not do so.

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

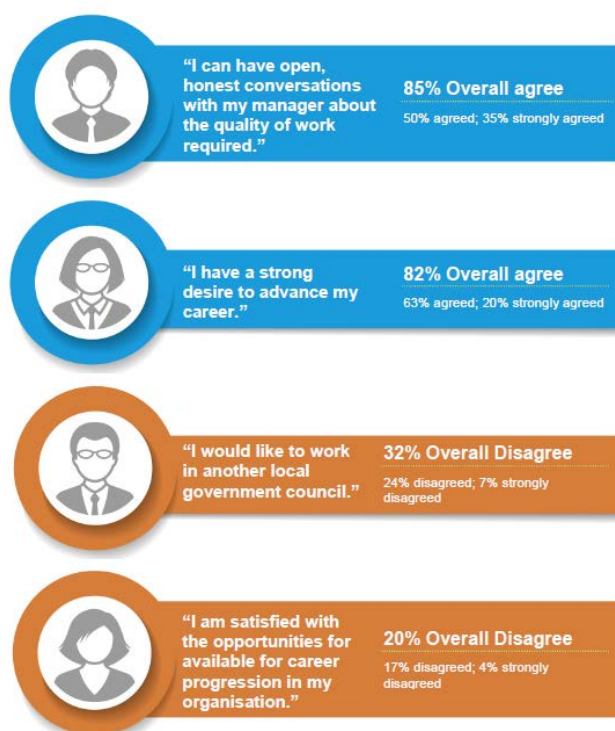
Issues for Berrigan Shire Council

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.** The Council does not have the same level of difficulty experienced by Shires to its west. It will however, continue to 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'.

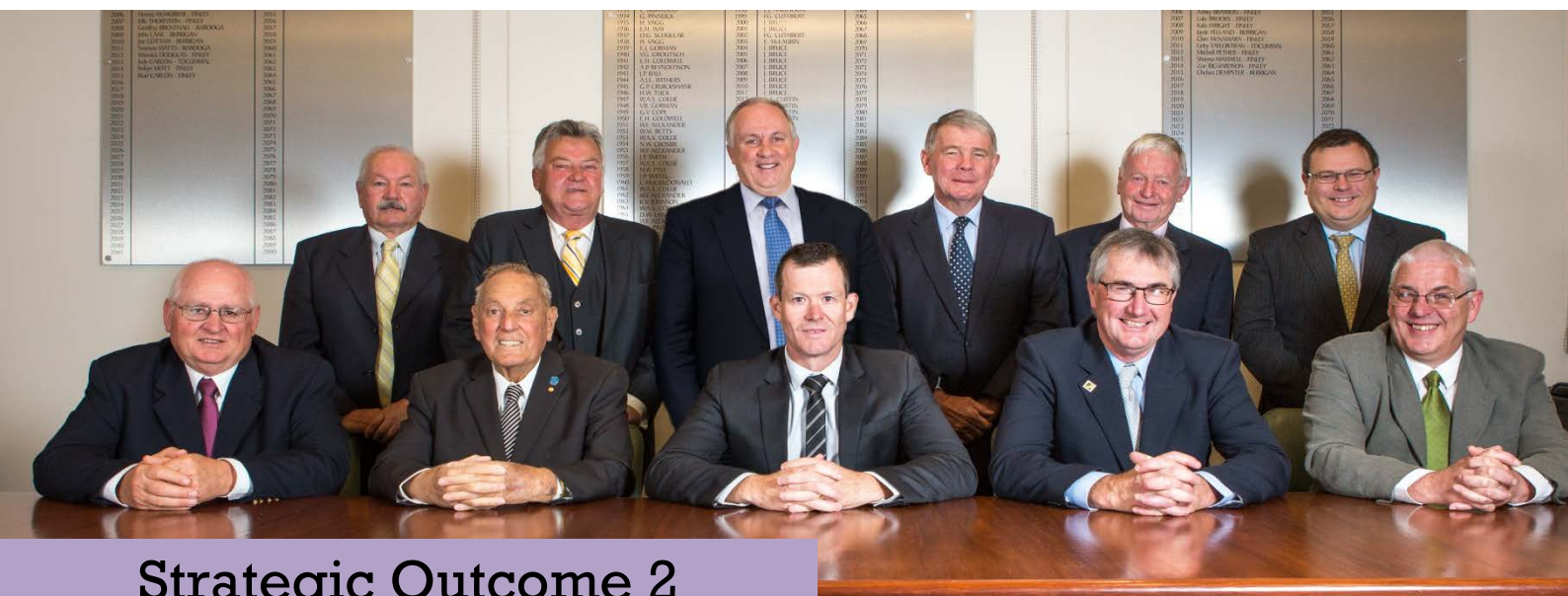
Work Force Management & Development Plan Implementation

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

Berrigan Shire 2027 Strategic Outcome	2.0	Good Government
Berrigan Shire 2027 Objective	2.1.3	Council operations and financial management support ethical, transparent and accountable corporate governance
Delivery Program Objective	2.1.3.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 - 2021
Workforce Development Outcome		Attract and Recruit
Workforce Development Objective	2.1.3.5.1	Identify, attract and recruit an appropriately qualified and flexible workforce.

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
A decline in the Shire's working population.	2.1.3.5.1.1	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	2.1.3.5.1.2	Continue Council support of <ul style="list-style-type: none"> • CSU Accommodation Scholarship • Traineeships 	Young people will have the opportunity of remaining close to home while studying	Report in Annual Report	DCS	✓	✓	✓	✓
	2.1.3.5.1.3	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)	2.1.3.5.1.4	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	✓	✓	✓	✓
	2.1.3.5.1.5	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	✓	✓	✓	✓
	2.1.3.5.1.6	Establish traineeship position Water and Sewer Operations	Succession planning for Water and Sewer Operations	Employment of Trainee Water and Sewer Operator	DTS	✓			
	2.1.3.5.1.7	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	2.1.3.5.1.9	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

Berrigan Shire 2027 Strategic Outcome	2.0	Good Government
Berrigan Shire 2027 Objective	2.2	Council operations support ethical, transparent and accountable corporate governance
Delivery Program Objective	2.1.3.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 - 2021
Workforce Development Outcome		Retention
Workforce Development Objective	2.1.3.5.2	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.	2.1.3.5.2.1	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	✓	✓	✓	✓
	2.1.3.5.2.2	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	2.1.3.5.2.3	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	2.1.3.5.2.4	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	✓		✓	
	2.1.3.5.2.4	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

Berrigan Shire 2027 Strategic Outcome	2.0	Good Government
Berrigan Shire 2027 Objective	2.2	Council operations support ethical, transparent and accountable corporate governance
Delivery Program Objective	2.1.3.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 - 2021
Workforce Development Outcome		Training and Development
Workforce Development Objective	2.1.3.5.3	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	2.1.3.5.3.1	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	✓	✓	✓	✓
	2.1.3.5.3.2	Establish a system that will report to Managers gaps in the implementation of Performance Management Training and Action Plans							
	2.1.3.5.3.3	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	2.1.3.5.3.4	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	2.1.3.5.3.5	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		✓	✓	✓
	2.1.3.5.3.6	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		✓		✓
Knowledge, creativity and innovation (FFF Improvement Plan)	2.1.3.5.3.7	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	✓		✓	
Advanced skills in strategic planning and policy (FFF Improvement Plan Action)	2.1.3.5.3.8	Support the professional development of staff engaged in strategic planning and policy development roles	Skilled and professional workforce	Gap Analysis	DCS		✓		✓

Appendix – People Matter Survey Results Berrigan Shire Council 2016

Berrigan Shire 2027

Appendix "C"



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

Bottom (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

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:

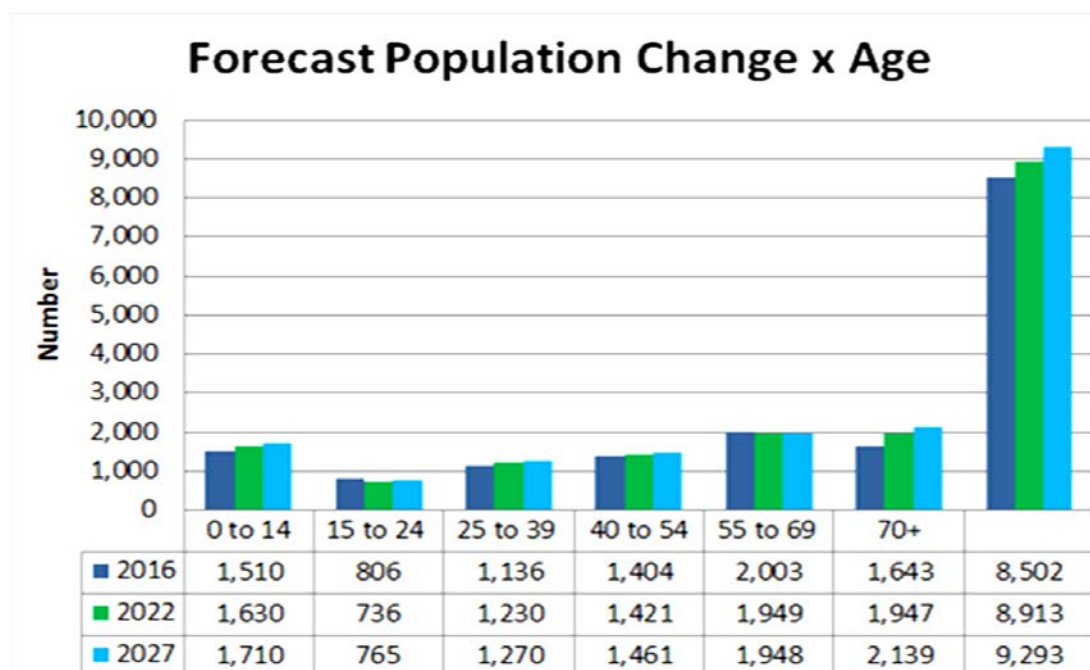
1. Contribute to **Berrigan Shire 2027** strategic outcomes and objectives
2. Allocate resources: financial, physical and human (Delivery Program Inputs)
3. Manage and operate its services and assets
4. Measure and Report on the result of what is planned (Delivery Program Outputs)

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 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.



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

CSP: Strategic Outcome	Service	Activities
Sustainable natural and built landscapes	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
Good government	Administration	General Administration charges and costs associated with delivering services
	Governance	Councillors fees and expenses, elections, meetings and Association fees
Supported and engaged communities	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
Diverse and resilient business	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. The adjacent 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



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.

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"> • Development decisions reflect Local Environment Plan & Land Use Strategy • Satisfaction rating Development Services
	Heritage	<ul style="list-style-type: none"> • Heritage Register • The heritage values and character of significant buildings is assessed • BSC Heritage Grants Program • Council activities and community projects enhance visual amenity and the attractiveness of natural and built landscapes
	Visual Amenity	<ul style="list-style-type: none"> • Visual impact of new development and its relationship to surrounding landscape is assessed • Council activities and community projects enhance visual amenity and the attractiveness of natural and built landscapes
	Liveability	<ul style="list-style-type: none"> • 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>

CSP Outcome	Sustainable Natural & Built Landscapes	
	Monitoring Measure	Indicators
	Environmental Reserves	<ul style="list-style-type: none"> ● Area of Council retained Land for the Environment ● Roadside vegetation enhancement projects ● Area of Reserves managed by Council Committees ● Noxious Weed Management ● In-kind support community initiatives / projects – e.g.: Tidy Town NSW
	Pest & Feral Animal Control	<ul style="list-style-type: none"> ● Pests
	Asset Management	<ul style="list-style-type: none"> ● Value of Council flood protection, road, paths, bridges, sewer and drainage assets ● Replacement Cost ● Condition ● Life-Cycle Sustainability Indices
	Waste	<ul style="list-style-type: none"> ● Waste to landfill ● Waste diverted from Landfill ● Illegal Dumping Complaints

Strategic Objective	1.1 Support sustainable use of our natural resources and built landscapes
Delivery Program Objectives	<p>1.1.1 Coordinate strategic land-use planning</p> <p>1.1.2 Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework</p> <p>1.1.3 Enhance the visual amenity, heritage and liveability of our communities</p>
Monitoring Measures	Development Control, Heritage, Visual Amenity and Liveability

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
1.1.1.1	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		✓	✓	✓

Delivery Program Objective: 1.1.3 Enhance the visual amenity, heritage and liveability of our communities									
Monitoring Measure: Heritage, Liveability and Amenity									
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
1.1.3.1	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	✓	✓	✓	✓
1.1.3.3	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	✓	✓	✓	✓

Strategic Objective	1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife
Delivery Program Objectives	1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife
Monitoring Measures	Environmental Reserves, Pest & Feral Animal Control

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
1.2.1.1	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	✓	✓	✓	✓

Strategic Objective	1.3. Connect and protect our communities
Delivery Program Objectives	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
Monitoring Measures	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 Berrigan Shire Council Waste Plan	Sustainable management of Berrigan Shire Council Waste Management facilities and services	Quarterly reporting and monitoring of KPIs in accordance with Berrigan Shire Council Waste Plan	Waste Plan targets and services are delivered	Environmental Engineer	✓	✓	✓	✓
1.3.2.1.1	Reduce waste in landfill		Diversion targets set out in the Berrigan Shire Council Waste Plan	100% of Diversion targets set out in Berrigan Shire Council Waste Plan 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	✓	✓	✓	✓

Sustainable natural and built landscapes – 4 year financial forecast

	2017/18 Forecast \$	2018/19 Forecast \$	2019/20 Forecast \$	2020/21 Forecast \$
Capital expenditures	(4,529,522)	(4,596,919)	(4,735,646)	(4,834,00)
Capital source of funds	594,418	599,551	948,500	1,045,500
Net Capital funds results	(3,935,104)	(3,997,368)	(3,787,145)	(3,788,500)
Operating expenditure	(10,026,983)	(10,299,459)	(10,567,306)	(10,791,879)
Operating source of funds	6,780,852	6,879,609	6,905,637	7,058,615
Net Operating result	(3,246,131)	(3,419,849)	(3,661,669)	(3,733,264)
Net funds / surplus (Deficit)	(7,181,235)	(7,417,217)	(7,448,814)	(7,521,764)



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"> ● Mean satisfaction rating
	Integration	<ul style="list-style-type: none"> ● Council Reports ● New or reviewed Council Strategies integrated and aligned with Berrigan Shire 2027
	Partnerships	<ul style="list-style-type: none"> ● Berrigan Shire 2027 community & Council partnerships / projects
	Council governance	<ul style="list-style-type: none"> ● Councillor Elections ● Councillor Training ● Council Meetings ● Annual Report ● Code of Conduct ● Delivery Program Review
	Organizational capacity	<ul style="list-style-type: none"> ● Service Reviews ● Staff Turnover ● Skilled / Managerial Vacancies
	Integrated Planning and Reporting	<ul style="list-style-type: none"> ● Organisational Learning re: IPR ● Council IPR Plans meet OLG Guidelines & essential criteria
	Risk Management	<ul style="list-style-type: none"> ● Integrated Management System ● Safety ● Cost Containment ● Risk Management
	Strategic Partnerships	<ul style="list-style-type: none"> ● Regional Partnerships ● Cross Border Activities
	Financial Management	<ul style="list-style-type: none"> ● Operating Performance Ratio ● Percentage Rates, Annual Charges, Interest and Extra Charges Outstanding ● Building, Infrastructure & Other Structures Renewals Ratio ● Infrastructure Backlog Ratio ● Debt Service Cover Ratio

Strategic Objective	2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting
Delivery Program Objectives	<p>2.1.1 Council operations, partnerships and coordination or resources contribute toward implementation of Berrigan Shire 2027</p> <p>2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting</p> <p>2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance</p>
Monitoring Measures	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 Berrigan Shire 2027	Co-production of local services	<p>No. of new projects and partnerships</p> <p>Surveys and feedback from participants and project partners</p>	Projects undertaken are completed and outcomes reported in 6 th monthly Delivery Program Progress Report	Strategic and Social Planning Coordinator	✓	✓	✓	✓

Delivery Program Objective:		2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting							
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
2.1.2.1	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 Corporate Services Strategic Plan 2017 - 2021	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 Workforce Development Plan 2017 – 2021	A workforce with the competencies needed to implement the Shire's 4-year Delivery Program	Workforce Development Plan is implemented Staff Surveys	Workforce Development Plan 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	✓	✓	✓	

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
2.1.3.5.5	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	✓	✓	✓	✓

Strategic Objective	2.2 Strengthen strategic relationships and partnerships with community, business and government
Delivery Program Objectives	2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery
Monitoring Measures	Partnerships, Organisational Capacity, Strategic Partnerships

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
2.2.1.1	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 Berrigan Shire Health and Wellbeing Profile	Suite of forecast id.data is used to inform Council planning and submissions Berrigan Shire Health and Wellbeing Profile 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
2.2.1.2	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	✓	✓	✓	✓

Good government – 4 year financial forecast

	2017/18 Forecast \$	2018/19 Forecast \$	2019/20 Forecast \$	2020/21 Forecast \$
Capital expenditures	(1,455,770)	(1,192,770)	(1,582,770)	(1,144,770)
Capital source of funds	346,000	399,000	455,500	314,000
Net Capital funds results	(1,109,770)	(793,770)	(1,127,270)	(830,770)
Operating expenditure	(1,015,560)	(1,256,394)	(1,198,981)	(1,419,838)
Operating source of funds	13,072,239	13,214,237	13,535,938	13,564,934
Net Operating result	12,056,676	11,957,843	12,336,958	12,145,096
Net funds / surplus (Deficit)	10,946,906	11,164,073	11,209,688	11,314,326



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.

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

Combined SEIFA (Advantage/Disadvantage)
ABS (2011) 938

Target:

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
	Community Events	<ul style="list-style-type: none"> ● Volunteerism ● Opportunities to participate in Arts and Cultural Events
	Community Health & Wellbeing	<ul style="list-style-type: none"> ● Self Reported Health ● Psychological Distress ● Prevalence of Type 2 Diabetes ● Access to Services/facilities
	Lifelong Learning and Culture	<ul style="list-style-type: none"> ● AEDI ● Home internet access ● Library Membership
	Environmental Health and Safety	<ul style="list-style-type: none"> ● Potable Water ● Hazard Reduction
	Open Space Management & Recreation	<ul style="list-style-type: none"> ● Appearance of public space ● Opportunities to participate in Sporting and recreation activities ● Walkability for Transport

Strategic Objective	3.1 Create safe, friendly and accessible communities
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
Monitoring Measures	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									
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
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"> Kids Fest Youth Week 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									
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
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 Children and Families Strategy	Local projects and services support the attraction and retention of families and young people	Children and Families Strategy 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									
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
3.1.2.2	Review Liveability and Healthy Ageing Strategy (DIAP)	Council facilities and services support older residents health, mobility and their economic / social participation in community life	Liveability and Healthy Ageing Strategy is reviewed	Council adopts Liveability and Healthy Ageing Strategy and Action Plan (DIAP) 2018-2022	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	Corporate and Community Services Asset Management Plan items supporting active lifestyle and ageing in place are implemented	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: 3.1.3 Strengthen the inclusiveness and accessibility of our community									
Monitoring Measures: Community events, Health and Wellbeing									
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
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"> Youth Week International Womens' Day Childrens' Week 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									
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
3.1.4.1	Develop an Integrated Water Cycle Management Strategy	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									
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
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"> • Food premises • Building works • Water/Sewerage treatment • Fire safety/hazard reduction • Swimming pools 	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									
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
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	✓	✓	✓	✓
3.1.4.5	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	✓	✓	✓	✓

Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, culture and recreation									
Monitoring Measures: AEDI, Home Internet access, Library Membership									
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
3.2.1.1	Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2014 - 2018	A Library Service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> Patronage Borrowings Community Survey Library Management Plan implemented following community consultation	Director Corporate Services Library Manager	1710	✓	✓	✓	✓
3.2.1.2	Strengthen community engagement and participation in Council activities	Increased resident engagement in Council activities	Surveys Volunteer rates x Council activities	Strategic and Social Planning Coordinator	1313	✓	✓	✓	✓
3.2.1.3	Financially contribute to and support <i>South West Arts</i> programs and activities	<i>South West Arts</i> delivery of Shire based Arts program/s and activities	Membership of <i>South West Arts</i> maintained No. of activities held in the Shire	Director Corporate Services	1715	✓	✓	✓	✓

Delivery Program Objective: 3.2.2 Facilitate and partner with local communities in the development of township plans									
Monitoring Measures: Appearance of public space, Volunteerism, Opportunities to participate in Arts and Cultural events									
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
3.2.2.1	Coordinate and align community projects and activities with township plans	Increased resident engagement in town plan development and implementation	No. of meetings attended No. projects undertaken with in-kind support from Council Services	Township plan projects are implemented	Strategic and Social Planning Coordinator	✓	✓	✓	✓
3.2.2.1.1	Partner with our communities on the development of walking and cycling tracks along rail trails and river bank reserves	Increased resident engagement in town plan development and implementation	Value of in-kind support from Council services for community development of walking tracks / trails	Walking and cycling tracks are developed	Director Corporate Services	✓	✓	✓	✓

Supported and engaged communities – 4 year financial forecast

	2017/18 Forecast \$	2018/19 Forecast \$	2019/20 Forecast \$	2020/21 Forecast \$
Capital expenditures	(4,744,737)	(719,967)	(606,964)	(1,194,610)
Capital source of funds	2,426,937	-	-	-
Net Capital funds results	(2,317,800)	(719,967)	(606,964)	(1,994,610)
Operating expenditure	(6,182,168)	(6,566,085)	(6,695,434)	(6,250,955)
Operating source of funds	4,207,999	4,288,171	4,281,181	4,380,418
Net Operating result	(1,974,169)	(2,337,913)	(2,414,253)	(1,870,537)
Net funds / surplus (Deficit)	(4,291,967)	(3,057,880)	(3,021,217)	(3,065,147)



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 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.

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
	Economic & Industry Development	<ul style="list-style-type: none"> ● Economic & Industry Development Projects undertaken by Council ● Value of State and Commonwealth Govt Development & Grants Exc. Road/Freight Infrastructure ● Residential or Other Development
	Tourism & Events	<ul style="list-style-type: none"> ● Events ● Regional Tourism
	Regional Infrastructure	<ul style="list-style-type: none"> ● Freight Infrastructure Projects

Strategic Objective	4.1 Strengthen and diversify the local economy and invest in local job creation and innovation
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
Monitoring Measures	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

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
4.1.1.1	Complete review and implement Berrigan Shire Economic Development Plan 2017 - 2021	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	✓	✓	✓	✓

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

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
4.1.1.3	Support collaborative planning, shared resourcing in local industry and promotion of business and infrastructure development projects	Council facilitation of industry networks / collaborative projects and shared resourcing	Surveys Infrastructure projects	Local networks initiate new projects and share resources	Economic and Industry Development Liaison	✓	✓	✓	✓
4.1.1.3.1	Promote the development of industry support groups /networks within the Shire.	Active industry groups / networks contributing towards local jobs and industry 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	✓	✓	✓	✓
4.1.1.4	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	✓	✓	✓	✓

Delivery Program Objective: 4.1.2 Support local enterprise through local economic and industry development initiatives and projects									
Monitoring Measure: Economic & Industry Development									
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
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	✓	✓	✓	✓

Strategic Objective	4.2 Diversify and promote local tourism
Delivery Program Objectives	4.2.1 Implement the Berrigan Shire Tourism Strategy 4.2.2 Partner with regional Tourism Boards
Monitoring Measures	Tourism and Events

Delivery Program Objective: 4.2.1 Implement the Berrigan Shire Tourism Strategy									
Monitoring Measure: Tourism and Events									
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
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 Tocomwal Foreshore Reserve	Local operators develop new Visitor Economy product and services	Increase in Visitors Tocomwal Foreshore		Director Technical Services	✓	✓	✓	✓
4.2.1.2	Partner with industry and other levels of government on securing investment needed for Ports of the Murray and Murray River Adventure Trail	New Visitor Experiences	Investment by other levels of Government and Industry in Ports of the Murray and Murray River Adventure Trail Projects	Ports of the Murray and Murray River Adventure Trail 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									
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
	Projects								
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									
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
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	✓	✓	✓	✓

Strategic Objective	4.3 Connect local, regional and national road and rail infrastructure and networks
Delivery Program Objectives	4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure
Monitoring Measures	Freight Infrastructure & Projects

Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure									
Monitoring Measure: Freight Infrastructure & Projects									
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
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									
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
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 Tocumwal Aerodrome Management Plan.	Annual report on activity	Annual Report Presented to Council on Aerodrome Operations	Director Technical Services	✓	✓	✓	✓
4.3.1.4.1	Review the Tocumwal Aerodrome Management Plan	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									
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
4.3.1.4.2	Maintain the Tocumwal Aerodrome	Maintained in accordance with Corporate and Community Services Asset Management Plan	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 \$
Capital expenditures	(20,000)	(75,000)	-	-
Capital source of funds	-	-	-	-
Net Capital funds results	(20,000)	(75,000)	-	-
Operating expenditure	(1,008,961)	(1,052,416)	(1,086,153)	(1,080,170)
Operating source of funds	316,341	395,818	325,380	330,028
Net Operating result	(692,620)	(656,598)	(760,773)	(750,142)
Net funds / surplus (Deficit)	(712,620)	(731,598)	(760,733)	(750,142)

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

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	-	-	-	-	-	-
Total Income from Continuing Operations	23,887,156	23,202,219	22,051,442	19,116,278	19,777,196	20,275,939
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	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,005,000	18,805,105	17,847,814	18,161,088	18,458,946	18,721,401
Operating Result from Continuing Operations	5,882,156	4,397,114	4,203,629	955,190	1,318,250	1,554,539
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-
Net Operating Result for the Year	5,882,156	4,397,114	4,203,629	955,190	1,318,250	1,554,539
Capital Purposes	3,296,156	2,130,604	885,714	880,190	1,170,250	1,234,539

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"	-	-	-	-	-	-
Total Current Assets	25,235,000	22,981,311	22,429,874	22,723,694	23,491,530	24,173,426
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	-	-	-	-	-	-
Total Non-Current Assets	215,987,000	223,630,281	227,950,847	228,322,281	228,743,197	229,468,627
TOTAL ASSETS	241,222,000	246,611,593	250,380,721	251,045,975	252,234,726	253,642,053
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"	-	-	-	-	-	-
Total Current Liabilities	3,823,000	4,964,334	4,684,891	4,556,647	4,595,963	4,624,785
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"	-	-	-	-	-	-
Total Non-Current Liabilities	1,651,000	1,502,144	1,347,087	1,185,395	1,016,581	840,546
TOTAL LIABILITIES	5,474,000	6,466,479	6,031,978	5,742,043	5,612,544	5,465,332
Net Assets	235,748,000	240,145,114	244,348,743	245,303,933	246,622,183	248,176,721
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	-	-	-	-	-	-
Total Equity	235,748,000	240,145,114	244,348,743	245,303,933	246,622,183	248,176,721

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)
Net Cash provided (or used in) Operating Activities	11,201,000	11,089,335	9,944,815	6,811,834	7,373,866	7,657,681
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	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(11,505,000)	(12,204,903)	(10,294,286)	(6,897,456)	(6,974,879)	(7,839,734)
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	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(262,000)	(253,912)	(148,749)	(155,057)	(161,692)	(168,814)
Net Increase/(Decrease) in Cash & Cash Equivalents	(566,000)	(1,369,480)	(498,220)	(240,679)	237,295	(350,867)
plus: Cash, Cash Equivalents &	4,691,000	4,125,000	2,755,520	2,257,300	2,016,622	2,253,917

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)
Net Cash provided (or used in) Operating Activities	11,201,000	11,089,335	9,944,815	6,811,834	7,373,866	7,657,681
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	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(11,505,000)	(12,204,903)	(10,294,286)	(6,897,456)	(6,974,879)	(7,839,734)
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	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(262,000)	(253,912)	(148,749)	(155,057)	(161,692)	(168,814)
Net Increase/(Decrease) in Cash & Cash Equivalents	(566,000)	(1,369,480)	(498,220)	(240,679)	237,295	(350,867)
plus: Cash, Cash Equivalents &	4,691,000	4,125,000	2,755,520	2,257,300	2,016,622	2,253,917

Scenario: Base Case	Appendix "G"					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$	\$	\$
Investments - beginning of year						
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
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
Cash, Cash Equivalents & Investments - end of the year	23,755,000	21,083,423	20,623,857	20,914,981	21,652,277	22,301,409
- External Restrictions	14,018,376	13,832,154	13,725,733	14,314,251	15,127,522	15,428,849
- Internal Restrictitons	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
	23,755,000	21,083,423	20,623,857	20,914,981	21,652,277	22,301,409

Budget x Outcome 4-Year Forecast

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
GRAND TOTAL			(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)
SUSTIANABLE NATURAL AND BUILT ENVIRONMENTS			(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		-	-	-	-	-

	Sum of 2016/17 Budget Carried Forward	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST
AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
SUSTIANABLE NATURAL AND BUILT ENVIRONMENTS	(2,529,640)	(7,181,235)	(7,417,217)	(7,448,814)	(7,521,764)
0011-0000 RURAL SEALED ROADS - MAINTENANCE		(404,782)	(410,854)	(417,017)	(423,272)
0013-0000 RURAL UNSEALED ROADS - MAINTENANCE		(576,825)	(585,477)	(594,259)	(603,173)
0015-0226 MR226 NANGUNIA ST & HUGHES ST		-	-	-	-
0015-0356 MR356 BERRIGAN - OAKLANDS RD		-	-	-	-
0015-0363 MR363 BERRIGAN - BAROOGA RD		-	-	-	-
0015-0550 MR550 TOCUMWAL - MULWALA RD		-	-	-	-
0015-0564 MR564 BERRIGAN - JERILDERIE RD		-	-	-	-
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		(549,318)	(557,558)	(565,921)	(574,410)
0023-0000 OTHER URBAN UNSEALED ROADS - MAINTENANCE		(63,945)	(64,904)	(65,878)	(66,866)
1214-0105 CONTRIB CENTRAL MURRAY COUNTY		(124,731)	(127,225)	(129,770)	(132,365)
1411-0110 ENV. SERV SALARIES & ALLOWANCE		(413,178)	(423,507)	(434,095)	(444,947)
1411-0120 ENV. SERV VEHICLE OPERATING EX		(44,554)	(45,445)	(46,354)	(47,281)
1411-0125 ENV. SERV STAFF TRAINING		(12,240)	(12,485)	(12,735)	(12,989)
1411-0130 ENV. SERV CONFERENCES/SEMINARS		(5,040)	(5,141)	(5,243)	(5,348)
1411-0135 ENV. SERV OFFICE EXPENSES		(5,583)	(5,666)	(5,751)	(5,838)
1411-0136 ENV. SERV ADVERTISING EXPENSES		(2,774)	(2,830)	(2,886)	(2,944)
1411-0137 ENV. SERV OFFICE EXP-TELEPHONE		(2,040)	(2,081)	(2,122)	(2,165)
1411-0140 BUILDING SURVEYOR ACCREDITATION		(3,000)	(3,000)	(3,000)	(3,000)

	Sum of 2016/17 Budget Carried Forward	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST
AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1411-0145 ENV. SERV LEGAL EXPENSES		(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		484,300	484,300	484,300	484,300
1411-0195 ENV. SERV ADMIN CHARGES		(102,715)	(102,715)	(102,715)	(102,715)
1412-0105 DWM ADMIN CHARGES		(213,670)	(213,670)	(213,670)	(213,670)
1412-0140 COLLECTION EXPENSES - CONTRACT		(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		(119,770)	(121,567)	(123,390)	(125,241)
1412-0151 TOC TIP OP EXPS - INSURANCE		(3,774)	(3,849)	(3,926)	(4,005)
1412-0155 TIP OPERATIONS EXPENSES - BGN		(150,829)	(153,092)	(155,388)	(157,719)
1412-0156 BGN TIP OP. EXPS - INSURANCE		(3,774)	(3,849)	(3,927)	(4,005)
1412-0157 TIP OP. EXPS BGN - ELECTRICITY		(4,080)	(4,162)	(4,245)	(4,330)
1412-0158 TIP OPERATIONS TELEPHONE		(938)	(957)	(976)	(996)
1412-0160 RECYCLE CENTRE OPERATIONS EXPE		(53,186)	(53,984)	(54,794)	(55,616)
1412-0161 RECYCLE CENTRE - INSURANCE		(4,080)	(4,162)	(4,245)	(4,330)
1412-0162 RECYCLABLES COLLECTION EXPENSE		(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		(508)	(515)	(523)	(531)
1412-0185 DRUMMUSTER OPERATIONAL EXPENDI		(4,364)	(4,430)	(4,496)	(4,564)
1412-0505 PURCHASE OF BINS		(5,000)	(5,000)	(5,000)	-
1412-0506 FINLEY TIP - FENCING AROUND BI		-	-	-	-
1412-0512 BERRIGAN & FINLEY TIP - CRUSHED ROCK		-	-	-	-
1412-0527 BGN - NEW LANDFILL HOLE		-	-	-	-
1412-0528 BERRIGAN TIP - FENCE		-	-	-	-
1412-0529 FIN TIP FENCE		-	-	-	-
1412-0530 REHAB EXHAUSTED LANDFILLS		-	-	-	-

	Sum of 2016/17 Budget Carried Forward	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST
AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1412-0531 CONCRETE CRUSHING		-	-	-	-
1414-0105 STREET & GUTTER CLEANING		(168,795)	(171,326)	(173,896)	(176,505)
1414-0110 RUBBISH COLLECTION BEACH AREAS		(33,800)	(34,306)	(34,821)	(35,343)
1416-0110 STORM WATER DRAINAGE MTCE		(100,485)	(101,992)	(103,522)	(105,075)
1416-0111 STORMWATER DRAIN - ELECTRICITY		(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		(51,739)	(45,431)	(38,796)	(31,675)
1416-2411 LIRS - US/W DRAINAGE PRINCIPAL		(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		-	-	-	-
1417-0551 CONSTRUCT PUMP STATION TOC GOLF	(24,955)	-	-	-	-
1417-0554 CHANTER ST - RAILWAY TO JERSEY	(86,700)	-	-	-	-
1417-0555 CRAWFORD SUBDIV DRAIN TO TOC SEWER		-	-	-	-
1417-0677 WILLIAM ST - HAMPDEN TO EAST		-	-	-	-
1417-0822 MURRAY ST - HEADFORD TO OSBORNE (TP)	(58,735)	-	-	-	-
1417-0824 GEORGE ST PUMPSTATION		-	-	-	-
1417-0825 LIRS - EAST RIVERINA HWY	(291,020)	-	-	-	-
1417-0826 LIRS - FLYNN ST AREA	(4,075)	-	-	-	-
1417-0827 FLYNN ST AREA		-	-	-	-
1417-0828 FINLEY ST DETENTION BASIN	(45,827)	-	-	-	-
1417-0829 WILLIAM ST CROSS CONNECTION		-	-	-	-
1417-0830 BRUTON ST ELEC & PIPEWORK	(150,000)	-	-	-	-
1417-0831 GEORGE ST-DEAN ST PUMP STATION		-	-	-	-
1417-0833 DRUMMOND ST RAILWAY TO DROHAN	(13,207)	-	-	-	-
1417-0834 ENDEVOUR ST NEW PUMP STATION	(47,239)	-	-	-	-

	Sum of 2016/17 Budget Carried Forward	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST
AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1417-0835 MURRAY ST WARMATTA TO WOLAMAI	(22,500)	-	-	-	-
1417-0836 LANE 961 BRUTON ST BGA ST NTH		-	-	-	-
1417-0837 TUPPAL ST FINLEY	(75,695)	-	-	-	-
1417-0838 MAY LAWSON CROSS CONNECTION		-	-	-	-
1417-0839 TOC TOWN ENTRY - DEAN ST	(30,000)	-	-	-	-
1417-0840 CORCORAN ST RISING MAIN	(20,000)	-	-	-	-
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		-	-	-	-
1418-0110 LEVEE BANKS MTCE		(50,750)	(51,511)	(52,287)	(53,068)
1418-0130 MURRAY DARLING ASSOCIATION		(2,040)	(2,081)	(2,122)	(2,165)
1418-0140 LEVEE BANKS ADMIN CHARGES		(39,036)	(39,036)	(39,036)	(39,036)
1418-0500 LEVEE - TOC FORESHORE WORKS		-	-	-	-
1610-0105 SEWERAGE ADMIN CHARGE - ADMINI		(183,821)	(183,821)	(183,821)	(183,821)
1610-0106 SEWER ADMIN CHARGE - ENGINEERI		(277,007)	(277,007)	(277,007)	(277,007)
1610-0117 SEWERAGE SERVICE - RENTAL CONT		(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		-	-	-	-
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		-	-	-	-
1610-0550 BGN - STP FENCE		-	-	-	-
1610-0580 BGA SEWER MAIN UPGRADE		-	-	-	-
1610-0590 BGN SEWER MAIN UPGRADES		-	-	-	-
1610-0595 FIN SEWER MAIN UPGRADES		-	-	-	-

	Sum of 2016/17 Budget Carried Forward	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST
AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1610-0600 TOC SEWER MAIN UPGRADES		-	-	-	-
1610-0621 BGA UPGRADE PUMP STATION		-	-	-	-
1610-0652 REPLACEMENT OF MINOR PLANT		-	-	-	-
1610-0655 BGN UPGRADE PUMP STATIONS		-	-	-	-
1610-0658 SPARE PUMPS FOR LOW PRESS SYS		-	-	-	-
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		-	-	-	-
1610-0852 IMPROVE EMBANKMENT OF THE PONDS	(6,674)	-	-	-	-
1610-0880 BGA - DUMPING POINT FOR CARAVANS		-	-	-	-
1610-0881 BGN - REFURBSH 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		-	-	-	-
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		-	-	-	-
1610-0899 FIN - DESILT PRIMARY POND		-	-	-	-
1610-0900 FIN - UPGRADE PUMP STATION		-	-	-	-
1610-0901 NEW DRYING BED		-	-	-	-
1611-0109 RECREATION FACILITIES DONATION		(900)	(900)	(900)	(900)
1611-0110 SEWER TREATMENT - OP EXP - BGA		(7,765)	(7,881)	(7,999)	(8,119)

	Sum of 2016/17 Budget Carried Forward	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST
AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1611-0111 SEWER TREATMENT BGA INSURANCE		(306)	(312)	(318)	(325)
1611-0113 SEWER TREATMENT -BGA TELEPHONE		(153)	(156)	(159)	(162)
1611-0125 SEWER TREATMENT - OP EXP - BGN		(86,275)	(87,569)	(88,883)	(90,216)
1611-0127 SEWER TREATMENT -BGN INSURANCE		(3,876)	(3,954)	(4,033)	(4,113)
1611-0128 SEWER TREATMENT BGN -TELEPHONE		(3,264)	(3,329)	(3,396)	(3,464)
1611-0129 SEWER - EFFLUENT RE-USE - BGN		(5,481)	(5,563)	(5,647)	(5,731)
1611-0140 SEWER TREATMENT - OP EXP - FIN		(93,888)	(95,296)	(96,725)	(98,176)
1611-0141 SEWER TREATMENT -FIN INSURANCE		(3,978)	(4,058)	(4,139)	(4,221)
1611-0142 SEWER TREATMENT-FIN ELECTRICIT		(15,555)	(15,866)	(16,183)	(16,507)
1611-0143 SEWER TREATMENT FIN- TELEPHONE		(357)	(364)	(371)	(379)
1611-0144 SEWER - EFFLUENT RE-USE - FIN		(6,293)	(6,387)	(6,483)	(6,580)
1611-0155 SEWER TREATMENT - OP EXP - TOC		(105,763)	(107,349)	(108,960)	(110,594)
1611-0156 SEWER TREATMENT -TOC INSURANCE		(4,182)	(4,266)	(4,351)	(4,438)
1611-0157 SEWER TREATMENT-TOC ELECTRICIT		(20,808)	(21,224)	(21,649)	(22,082)
1611-0158 SEWER TREATMENT -TOC TELEPHONE		(581)	(593)	(605)	(617)
1611-0159 SEWER - EFFLUENT RE-USE - TOC		(21,823)	(22,150)	(22,482)	(22,819)
1611-0170 RETIC - OP EXP - BGA		(7,359)	(7,469)	(7,581)	(7,695)
1611-0171 RETIC OP EXP ELECTRICITY -BGA		(18,972)	(19,351)	(19,738)	(20,133)
1611-0185 RETIC - OP EXP - BGN		(30,653)	(31,113)	(31,579)	(32,053)
1611-0186 RETIC OP EXP - ELECTRICITY BGN		(15,708)	(16,022)	(16,343)	(16,669)
1611-0200 RETIC - OP EXP - FIN		(34,916)	(35,440)	(35,971)	(36,511)
1611-0201 RETIC OP EXP ELECTRICITY - FIN		(18,054)	(18,415)	(18,783)	(19,159)
1611-0215 RETIC - OP EXP - TOC		(21,315)	(21,635)	(21,959)	(22,289)
1611-0216 RETIC OP EXP ELECTRICITY - TOC		(21,726)	(22,161)	(22,604)	(23,056)
1611-0230 PUMPING STATIONS OP EXP BGA		(87,189)	(88,496)	(89,824)	(91,171)
1611-0231 PUMPING STATIONS OP EXP BGN		(38,976)	(39,561)	(40,154)	(40,756)
1611-0232 PUMPING STATIONS OP EXP FIN		(55,318)	(56,147)	(56,989)	(57,844)
1611-0233 PUMPING STATIONS OP EXP TOC		(66,889)	(67,892)	(68,910)	(69,944)
1611-0234 LOW PRESSURE SYSTEM - BGA		(6,598)	(6,696)	(6,797)	(6,899)
1611-0235 LOW PRESSURE SYSTEM - BGN		(4,060)	(4,121)	(4,183)	(4,245)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1611-0236 LOW PRESSURE SYSTEM - FIN		(2,944)	(2,988)	(3,032)	(3,078)
1611-0237 LOW PRESSURE SYSTEM - TOC		(9,541)	(9,684)	(9,829)	(9,977)
1611-0250 SEWERAGE CONNECTIONS - SHIRE		(15,936)	(16,175)	(16,417)	(16,663)
1611-0340 SEWER SAMPLING / MONITORING		(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		(38,976)	(39,561)	(40,154)	(40,756)
1611-0344 INSTALLATION OF RPZ		-	-	-	-
1612-0105 BANK & GOVT CHARGES		(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		(592)	(603)	(616)	(628)
1612-0157 BGN TRUCK WASH - TELEPHONE		(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		(3,654)	(3,709)	(3,764)	(3,821)
1612-0171 FIN TRUCK WASH - ELECTRICITY		(2,142)	(2,185)	(2,229)	(2,273)
1612-0172 FIN TRUCK WASH - TELEPHONE		(449)	(458)	(467)	(476)
1612-0175 FIN TRUCK WASH MTCE		(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		(238,001)	(238,001)	(238,001)	(238,001)
1905-0100 TOWN ENTRY - BAROOGA		-	-	-	-
1905-0200 TOWN ENTRY - BERRIGAN		-	-	-	-
1905-0300 TOWN ENTRY - FINLEY	(145,265)	-	-	-	-
1905-0400 TOWN ENTRY - TOCUMWAL	(204,624)	-	-	-	-
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		-	-	-	-

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
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		-	-	-	-
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		-	-	-	-
1910-0836 RESEAL NANGUNIA WIRUNA ST 455		-	-	-	-
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		-	-	-	-
1910-0925 RESEAL HENNESSY ST TOC		-	-	-	-
1910-0933 RESEAL KELLY ST TOC		-	-	-	-
1910-0979 RESEAL BOYD ST		-	-	-	-
1910-0980 RESEAL CALAWAY ST TOC		-	-	-	-

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1911-0007 RESEAL BACK BAROOGA RD - MR550		-	-	-	-
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 SEPPELTS 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)	-	-	-	-
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		-	-	-	-
1912-0023 RESHEET NOLANS RD		-	-	-	-
1912-0024 RESHEET ERINDALE RD		-	-	-	-
1912-0025 RESHEET YUBA RD		-	-	-	-

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1912-0045 RESHEET AUBURN MOMALONG RD		-	-	-	-
1912-0071 RESHEET SULLIVANS RD		-	-	-	-
1912-0073 RESHEET DUNCANS RD		-	-	-	-
1912-0086 RESHEET MCDONALDS RD		-	-	-	-
1912-0088 RESHEET MCALLISTERS ROAD		-	-	-	-
1912-0114 RESHEET COULTERS RD		-	-	-	-
1912-0121 FIRE BREAKS - RURAL UNSEALED R		-	-	-	-
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		-	-	-	-
1912-0167 RESHEET WINTERS ROAD		-	-	-	-
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		-	-	-	-
1913-0552 HARRIS ST - FLYNN ST HAYES ST	(25,000)	-	-	-	-
1913-0553 LANE 961 - BRUTON ST BAROOGA		-	-	-	-
1913-0554 CHANTER ST - RAILWAY TO JERSEY	(68,939)	-	-	-	-
1913-0621 TAKARI ST BGA		-	-	-	-
1913-0706 WILLIAM ST - HAMPDEN ST TO EAS	(64,003)	-	-	-	-
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		-	-	-	-
1914-0123 OLD ADCOCKS RD BROWNS RD TO ROCKS		-	-	-	-

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1914-0182 BROWNS RD		-	-	-	-
1914-0186 SILO RD - Newell Hwy to Tuppal		-	-	-	-
1914-0316 YARRAWONGA RD 00 to 2676		-	-	-	-
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)	-	-	-	-
1914-0587 PLUMPTON RD - TONGS TO HUESTONS		-	-	-	-
1914-0588 LOWER RIVER RD	-	-	-	-	-
1914-0589 SILO RD - TUPPAL RD TO SH17	(685,374)	-	-	-	-
1914-0590 TUPPAL RD - LEVEE SECT		-	-	-	-
1914-0591 WOOLSHED RD 65M STH CARRUTHERS		-	-	-	-
1914-0592 YARRAWONGA RD		-	-	-	-
1914-0593 CROSBIES RD		-	-	-	-
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		-	-	-	-
1915-0150 LGSA - ROADSIDE VEGETATION PRO		-	-	-	-
1915-0150 LGSA - ROADSIDE VEGETATION PROJECT		-	-	-	-
1915-0176 RURAL ADDRESSING EXPENSE		-	-	-	-
1915-0513 CLEARZONES - ROADSIDE HAZARD	(32,265)	-	-	-	-
1916-0105 K&G MTCE & REPAIRS		(15,733)	(15,968)	(16,208)	(16,451)
1916-0554 CHANTER ST-RAILWAY TO JERSEY	(30,000)	-	-	-	-
1916-0640 WILLIAM ST - HAMPDEN TO EAST		-	-	-	-
1916-0822 MURRAY ST - HEADFORD TO OSBORNE (TP)		-	-	-	-
1916-0823 TUPPAL RD SH17 TO RAILWAY		-	-	-	-

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
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		-	-	-	-
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		-	-	-	-
1917-0105 FOOTPATH MTCE & REPAIRS		(15,225)	(15,453)	(15,685)	(15,920)
1917-0517 STREET FURNITURE - VARIOUS		(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)	-	-	-	-
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 DENILIQWIN		-	-	-	-
1917-0659 TUPPAL RD PATH END - BRIDGE ST	(3,500)	-	-	-	-
1917-0661 BUCHANANS RD HUGHES ST-LAWSON	(40,000)	-	-	-	-
1917-0662 DRUMMOND ST CHANTER-CORCORAN	-	-	-	-	-
1917-0663 COBRAM ST ALEXANDER TO SOUTH	(37,688)	-	-	-	-
1917-0664 MURRAY ST HEADFORD TO OSBOURNE	(45,000)	-	-	-	-
1917-0665 BRUTON ST END TO ANTHONY AVE	(50,000)	-	-	-	-
1917-0666 HENNESY ST CHARLOTTE TO HANNAH	(47,000)	-	-	-	-

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1917-0667 LAWSON DR BGA		-	-	-	-
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		(77,342)	(78,889)	(80,467)	(82,076)
1918-0106 STREET LIGHTING - ELECTRICITY		(144,840)	(147,737)	(150,692)	(153,705)
1918-0107 INSTALLATION POWER CABLING UN		-	-	-	-
1918-0515 STREET LIGHTING IN TOWNS		-	-	-	-
1919-0105 ROADS & INFRASTRUCTURE ADMIN C		(1,017,116)	(1,017,116)	(1,017,116)	(1,017,116)
1922-0105 BUS SHELTERS ROUTINE MTCE & RE		(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 22.7-24.3		-	-	-	-
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		-	-	-	-
1956-1015 MR550 REHAB 22.7-24.3		-	-	-	-
3600-1501 PLANNING ADVERT FEES - GST FREE		3,101	3,178	3,258	3,339
3600-1502 ENV. SERV SUNDRY INCOME - INCL GST		718	735	754	773
3600-1503 DRAINAGE DIAGRAMS - GST FREE		14,863	15,234	15,615	16,005
3600-1504 ON-SITE SEWAGE FEES - GST FREE		3,075	3,152	3,231	3,311
3600-1505 LGA LOCAL ACTIVITY FEE - GST FREE		8,713	8,930	9,154	9,382
3600-1506 FOOTPATH TRADING PERMIT FEES		1,128	1,156	1,185	1,214
3600-1507 Env. Serv Sundry Income - Ex. GST		-	-	-	-
3600-1508 PLANNING ADVERT FEE - GST FREE		-	-	-	-
3600-1812 PLANNING CERTIFICATE S149 - GST FREE		20,500	21,013	21,538	22,076
3600-1813 URGENT PLAN S149 CERT INCL GST		513	525	538	552
3600-1814 CONSTRUCTION CERTIFICATE FEES		18,450	18,911	19,384	19,869
3600-1815 COMPLYING DEVELOPMENT FEES -INCL GST		11,275	11,557	11,846	12,142

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
3600-1816 DEVELOPMENT APPLICATION FEES - APPLI		71,750	73,544	75,382	77,267
3600-1817 COMPLIANCE CERT. INSPECT - INCL. GST		46,125	47,278	48,460	49,672
3600-1818 SUBDIV. SUPERVISION FEE - INCL. GST		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		891,045	913,321	936,154	959,558
3660-1020 DWM CHARGES UNCOLLECTED		15,553	15,942	16,341	16,748
3660-1080 LESS - DWM CHARGES WRITTEN OFF		(2,050)	(2,101)	(2,154)	(2,207)
3660-1081 Less - Non-DWM Charges Written Off		-	-	-	-
3660-1082 LESS - DWM CHARGES D/DEBT EXPENSE		(1,025)	(1,051)	(1,077)	(1,104)
3660-1095 LESS DWM CHARGES PENSION REBATE		(78,413)	(80,373)	(82,382)	(84,442)
3660-1500 DWM TIPPING FEES		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		40,500	40,500	40,500	40,500
3670-1000 BUSINESS GARBAGE CHARGES		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		(101)	(102)	(103)	(104)
3670-2502 NON DOMESTIC WASTE LAND IMPROVMENTS DEPCN		(13,736)	(13,873)	(14,012)	(14,152)
3670-2504 DOMESTIC WASTE DEPCN		(6,363)	(6,427)	(6,491)	(6,556)
3670-2505 DOMESTIC WASTE REMEDIATION - DEPCN		(5,656)	(5,713)	(5,770)	(5,827)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
3670-4310 DWM DEPCN CONTRA		25,856	26,115	26,376	26,639
3750-1000 STORMWATER / DRAINAGE CHARGE		71,850	71,850	71,850	71,850
3750-1080 DRAINAGE CHARGE - WRITE OFFS		(500)	(500)	(500)	(500)
3750-1200 CONTRIBUTIONS TO WORKS		-	-	-	-
3750-1500 ELECTRICITY CHARGES REFUND		-	-	-	-
3750-1501 SECT 94 CONT. DRAINAGE - BAROOGA		-	-	-	-
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		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		(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		-	-	-	-
3800-1954 TOC LEVEE - CLUBGRANT		-	-	-	-
3800-2026 LEVEE BANK CONSTRUCTION TRANSFER TO RESERVE		(50,000)	(50,000)	(50,000)	(50,000)
5110-1000-0001 SEWER CHARGES - BGA		433,007	443,832	454,928	466,301
5110-1000-0002 SEWER CHARGES - BGN		260,676	267,193	273,873	280,720
5110-1000-0003 SEWER CHARGES - FIN		560,166	574,170	588,524	603,237
5110-1000-0004 SEWER CHARGES - TOC		646,524	662,687	679,254	696,235

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
5110-1000-0005 SEWER CHARGES - NON RATEABLE		61,449	62,985	64,560	66,174
5110-1000-0006 SEWER CHARGES - LOW PRESSURE SEWER CHG		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		(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		(86,000)	(86,000)	(86,000)	(86,000)
5110-1500 SEWER CONNECTION FEES - GST FREE		10,250	10,506	10,769	11,038
5110-1501 SEWER SUNDRY INCOME - INC.GST		-	-	-	-
5110-1502 DISPOSAL OF SEPTAGE INCOME		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		-	-	-	-
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		47,500	47,500	47,500	47,500
5110-2026 SEWER SERVICES TRANSFER TO RESERVE		(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		(371,882)	(375,601)	(379,357)	(383,150)
5210-4810 SEWER DEPCN CONTRA		611,303	617,416	623,590	629,826
5240-2550 SEWER TREATMENT WORKS - DEPCN		(208,565)	(210,651)	(212,757)	(214,885)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
5250-2500 SEWER PLANT & EQUIP DEPCN		(20,200)	(20,402)	(20,606)	(20,812)
5250-2502 SEWER EQUIPMENT DEPCN		(10,605)	(10,711)	(10,818)	(10,926)
5280-1500 TRUCK WASH (AVDATA) INCOME		5,125	5,253	5,384	5,519
5280-2500 TRUCKWASH - DEPCN		(51)	(51)	(52)	(52)
6910-1500 BUILD CONTROL SUNDRY INCOME		-	-	-	-
6910-1750 LONG SERVICE CORP LEVY COMMISSION		1,333	1,366	1,400	1,435
6910-1755 PLANFIRST LEVY COMMISSION		308	315	323	331
6910-1760 S735A / S121ZP NOTICES GST FREE		3,075	3,152	3,231	3,311
6910-1812 BUILD CERTIFICATE FEES (S149/D)		500	500	500	500
7060-2510 DEPCN - URBAN ROADS SEALED		(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)		1,296,907	1,316,361	1,336,106	1,356,148
7100-1951 R2R ROADS TO RECOVERY GRANT		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	-	-	-	-
7100-1958 RMS SAFER ROADS PROGRAM	53,868	-	-	-	-
7100-2510 DEPCN - RURAL SEALED ROADS		(1,323,706)	(1,336,943)	(1,350,312)	(1,363,816)
7100-2610 DEPCN - RURAL BRIDGES		(30,199)	(30,501)	(30,806)	(31,114)
7150-1950 RAMROC Weed Control Funding		-	-	-	-
7150-2510 DEPCN - REGIONAL ROADS		(449,955)	(454,455)	(458,999)	(463,589)
7150-2610 DEPCN - REGIONAL BRIDGES		(61,206)	(61,818)	(62,436)	(63,061)
7150-2620 DEPCN - CULVERTS		(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		-	-	-	-

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
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 - Tuppall St Roundabout to Bridge		-	-	-	-
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		-	-	-	-
7300-1670 K& G Jersey St		-	-	-	-
7300-1950 MURRAY ST - HEADFORD TO OSBRORNE RMS FUNDING		-	-	-	-
7300-1951 K&G - RMS SH20 Finley		-	-	-	-
7300-2510 KERB & GUTTER DEPCN		(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 DENILQUIN & JERILDERIE STS BICYCLE		-	-	-	-
7500-1655 F/PATH DENILQUIN RD- DEAN TO COWLEY		-	-	-	-
7500-1656 F/PATH DENILQUIN RD-COWLEY TO ANZAC		-	-	-	-

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
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		-	-	-	-
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		-	-	-	-

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
7500-1848 Footpath Int Drummond Chanter St		-	-	-	-
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		-	-	-	-
7500-1855 Walking Cycling Track		-	-	-	-
7500-1856 Footpath Int Corcoran and Drummond		-	-	-	-
7500-1857 Footpath Buchanans Rd Hughes to Laws		-	-	-	-
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		-	-	-	-
7500-1862 Footpath Jersey St Chanter to Tuppal		-	-	-	-
7500-1863 Footpath Cobram St Berrigan		-	-	-	-
7500-1950 FOOTPATHS - RTA FUNDING PAMP		-	-	-	-
7500-2510 FOOTPATH DEPCN		(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		(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		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	-	-	-

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
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)	(1,300,000)	(1,082,000)	(1,235,000)
RURALCONSCAPINC RURAL SEALED CONSTRUCTION CAPITAL INCOME		-	-	-	-
RURALSEALEDCAPEXP RURAL SEALED RESEALS CAPITAL EXPENDITURE		(148,614)	(84,179)	(197,933)	(514,000)
RURALSEALEDCAPIINC RURAL SEALED RESEALS CAPITAL INCOME		-	-	-	-
RURALUNSEALEDCAPEXP RURAL UNSEALED RESHEET CAPITAL EXPENDITURE		(559,000)	(534,000)	(602,000)	(511,000)
RURALUNSEALEDCAPIINC 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		(202,000)	(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		-	-	-	-

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
Good Government	(45,000)	10,946,906	11,164,073	11,209,688	11,314,326
1001-0315 MAYORAL VEHICLE EXPENSES		(22,338)	(22,785)	(23,240)	(23,705)
1001-0320 MAYORAL ALLOWANCE		(25,602)	(26,114)	(26,636)	(27,169)
1001-0325 COUNCILLORS ALLOWANCES		(92,106)	(93,948)	(95,827)	(97,744)
1001-0334 TELEPHONE - COUNCILLORS		(8,262)	(8,427)	(8,596)	(8,768)
1001-0335 COUNCILLORS EXPENSES		(49,836)	(50,584)	(51,343)	(52,113)
1001-0336 CIVIC FUNCTIONS / PRESENTATION		(2,400)	(2,400)	(2,400)	(2,400)
1001-0337 DONATIONS		(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		(5,200)	(5,304)	(5,410)	(5,518)
1001-0344 MEMBERSHIP FEES		(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	-	(25,375)	(25,756)	(26,143)	(26,535)
1001-0347 ELECTION EXPENSES	(45,000)	-	(15,000)	(15,000)	(15,000)
1001-0348 COMMUNITY SURVEY		-	-	(20,000)	-
1001-0349 COMMUNITY REPORT		(3,000)	(3,000)	(3,000)	(3,000)
1001-0350 FIT 4 FUTURE BUSINESS CASE		-	-	-	-
1001-0509 EQUIP/FURN - COUNCILLORS <= \$5,000		(2,000)	(2,000)	(2,000)	(5,000)
1002-0350 COMMUNITY WORKS - GENERAL		(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		(231,900)	(237,698)	(243,640)	(249,731)
1006-0107 ADMIN SALARIES - GM SUPPORT		(172,400)	(176,709)	(181,127)	(185,655)
1007-0118 ADMIN GM VEHICLE OPERATING EXP		(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		-	-	-	-
1010-0102 ADMIN SALARIES - ACCOUNTING		(276,443)	(283,354)	(290,437)	(297,698)
1010-0103 ADMIN SALARIES - HUMAN RESOURC		(76,465)	(78,377)	(80,336)	(82,345)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1010-0104 ADMIN SALARIES - REVENUE COLLE		(169,900)	(174,147)	(178,501)	(182,963)
1010-0105 ADMIN SALARIES - CUSTOMER SERV		(156,300)	(160,208)	(164,212)	(168,318)
1010-0106 ADMIN SALARIES - INFO. TECHNOL		(88,126)	(90,329)	(92,587)	(94,901)
1010-0109 ADMIN SALARIES - DCS SALARY PA		(181,630)	(186,171)	(190,825)	(195,596)
1010-0119 ADMIN DCS VEHICLE OPERATING EX		(22,277)	(22,722)	(23,177)	(23,640)
1010-0120 ADMIN STAFF TRAINING		(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		(7,650)	(7,803)	(7,959)	(8,118)
1010-0144 ADMIN ADVERTS	-	(10,200)	(10,404)	(10,612)	(10,824)
1010-0146 ADMIN NEWSLETTER ADVERTS		(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		(2,538)	(2,576)	(2,614)	(2,653)
1010-0162 BANK FEES - GST INCLUSIVE		(26,898)	(27,301)	(27,711)	(28,126)
1010-0165 ADMIN OFFICE CLEANING		(34,211)	(34,724)	(35,245)	(35,773)
1010-0170 ADMIN COMPUTER MTCE		(20,300)	(20,605)	(20,914)	(21,227)
1010-0175 ADMIN SOFTWARE LICENCING		(126,875)	(128,778)	(130,710)	(132,671)
1010-0185 LESS: CHARGED TO OTHER FUNDS		376,515	376,515	376,515	376,515
1010-0190 ADMIN ELECTRICITY		(19,380)	(19,768)	(20,163)	(20,566)
1010-0194 ADMIN INSUR - PUBLIC LIABILITY		(133,259)	(135,924)	(138,643)	(141,416)
1010-0195 ADMIN INSUR - OTHER		(28,254)	(28,819)	(29,396)	(29,983)
1010-0197 ADMIN RISK MANAGEMENT SIGNAGE		(400)	(400)	(400)	(400)
1010-0198 ADMIN RISK MANAGEMENT OP EXP		(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		(5,000)	(5,000)	(5,000)	(5,000)
1010-0202 ADMIN LEGAL EXPEN - DEBT/COLL	-	(60,900)	(61,814)	(62,740)	(63,681)
1010-0205 ADMIN POSTAGE		(16,240)	(16,484)	(16,731)	(16,982)
1010-0206 CHARGE FOR INTERNET RATES PAYM		(508)	(515)	(523)	(531)
1010-0207 ADMIN LEGAL EXPENSES-GST FREE	-	(2,000)	(2,000)	(2,000)	(2,000)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1010-0208 SALE OF LAND FOR UNPAID RATES		-	-	-	-
1010-0210 ADMIN PRINTING/STATIONERY	-	(41,818)	(42,445)	(43,082)	(43,728)
1010-0215 ADMIN TELEPHONE		(24,888)	(25,386)	(25,894)	(26,411)
1010-0220 ADMIN VALUATION FEES		(40,800)	(41,616)	(42,449)	(43,297)
1010-0225 ADMIN SUBSCRIPTIONS		(3,248)	(3,297)	(3,346)	(3,396)
1010-0230 ADMIN OFFICE BLDG MTCE		(12,180)	(12,363)	(12,548)	(12,736)
1010-0245 ADMIN OFFICE GROUNDS MTCE		(8,628)	(8,757)	(8,888)	(9,022)
1010-0250 ADMIN OFFICE EQUIPMENT MTCE		(26,898)	(27,301)	(27,711)	(28,126)
1010-0265 ADMIN SUNDRY OPERATING EXPENSE		(5,000)	(5,000)	(5,000)	(5,000)
1010-0266 ADMIN CHRISTMAS PARTY EXPENSE		(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		(3,045)	(3,091)	(3,137)	(3,184)
1010-0297 CORP SERVICES ADMIN CHARGES		(508,537)	(508,140)	(507,761)	(507,372)
1010-0298 LESS: RENTAL CONTRIBUTIONS		120,800	120,800	120,800	120,800
1010-0299 LESS: CHARGED TO OTHER FUNDS		1,838,459	1,838,459	1,838,459	1,838,459
1010-0500 CORPORATE SERVICES EQUIPMENT		(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 <=		(5,000)	(5,000)	(5,000)	(5,000)
1010-0505 SERVER & NETWORK UPGRADE		-	-	-	-
1011-0103 TECH SERVICES SALARIES - WORK		(131,303)	(134,585)	(137,950)	(141,398)
1011-0104 TECH SERVICES SALARIES - ENV.S		(132,430)	(135,741)	(139,134)	(142,613)
1011-0105 TECH SERVICES SALARIES - EXE.		(514,800)	(527,670)	(540,862)	(554,383)
1011-0109 TECH SERVICES SALARIES - DTS S		(225,200)	(230,830)	(236,601)	(242,516)
1011-0113 TECH SERVICE W/E VEHICLE OP EX		(22,277)	(22,722)	(23,177)	(23,640)
1011-0114 TECH SERVICE ENV VEHICLE OP EX		(22,277)	(22,722)	(23,177)	(23,640)
1011-0115 TECH SERVICE EXE VEHICLE OP EX		(44,554)	(45,445)	(46,354)	(47,281)
1011-0119 TECH SERVICE DTS VEHICLE OP EX		(22,277)	(22,722)	(23,177)	(23,640)
1011-0120 LESS: CHARGED TO OTHER FUNDS/S		1,179,500	1,179,500	1,179,500	1,179,500
1011-0125 TECH SERVICES ADMIN CHARGES		(169,392)	(169,443)	(169,470)	(169,499)
1011-0135 TECH SERVICES STAFF TRAINING		(15,300)	(15,606)	(15,917)	(16,235)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1011-0137 STAFF RELOCATION EXPENSES		-	-	-	-
1011-0140 TECH SERVICES CONFERENCES/SEMI		(3,570)	(3,641)	(3,714)	(3,789)
1011-0141 TECH SERVICES - INSURANCE		(3,264)	(3,329)	(3,396)	(3,464)
1011-0142 TECH SERVICES EXP -ADVERTISING		(2,040)	(2,081)	(2,122)	(2,165)
1011-0143 TECH SERVICES TELEPHONE		(7,140)	(7,283)	(7,428)	(7,577)
1011-0145 TECH SERVICES OFFICE EXPENSES		(5,075)	(5,151)	(5,228)	(5,311)
1011-0146 TECH SERVICES - CONSULTANCY		-	-	-	-
1011-0147 TECH SERV EQUIPMENT MTCE		(2,538)	(2,576)	(2,614)	(2,653)
1011-0152 OCCUPATIONAL HEALTH & SAFETY E		(3,045)	(3,091)	(3,137)	(3,184)
1011-0160 DEPOT OPERATIONAL EXPENSES		(12,789)	(12,981)	(13,176)	(13,373)
1011-0161 DEPOT OP. EXPENSES- INSURANCE		(4,080)	(4,162)	(4,245)	(4,330)
1011-0162 DEPOT OP. EXPENSES-ELECTRICITY		(16,116)	(16,438)	(16,767)	(17,102)
1011-0163 DEPOT OP. EXPENSES - TELEPHONE		(559)	(572)	(584)	(595)
1011-0165 DEPOT BLDG MTCE		(4,060)	(4,121)	(4,183)	(4,245)
1011-0170 DEPOT GROUNDS MTCE		(4,060)	(4,121)	(4,183)	(4,245)
1011-0171 DEPOT AMENITIES CLEANING		(6,000)	(6,000)	(6,000)	(6,000)
1011-0240 PLANT SERVICES ADMIN CHARGES		(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 >=		(30,000)	(5,000)	(10,000)	(10,000)
1011-0515 MOTOR VEHICLE PURCHASES		(320,000)	(320,000)	(320,000)	(320,000)
1011-0525 LAND & BUILD DEPOT - BERRIGAN		-	-	-	-
1011-0535 LAND & BUILD DEPOT - FINLEY		-	-	-	-
1011-0545 PUBLIC WORKS PLANT PURCHASE		(793,000)	(695,000)	(1,080,000)	(642,000)
1011-0546 PUBLIC WORKS UTILITY PURCHASE		(68,750)	(68,750)	(68,750)	(68,750)
1011-0550 PURCHASE MINOR PLANT		(33,000)	(33,000)	(33,000)	(33,000)
1015-0000 PLANT EXPENSES		(1,126,843)	(1,143,745)	(1,160,902)	(1,178,315)
1020-0100 PLANT WORKSHOP EXPENSES		(30,298)	(30,752)	(31,214)	(31,682)
1020-0101 PLANT WORKSHOP EXP - TELEPHONE		(581)	(593)	(605)	(617)
1020-0102 PLANT WORKSHOP EXP - INSURANCE		-	-	-	-
1020-0103 PLANT WORKSHOP EXP - VEHICLE		(22,277)	(22,722)	(23,177)	(23,640)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1025-0150 PLANT INSURANCE PREMIUMS		(2,652)	(2,705)	(2,759)	(2,814)
1030-0160 MINOR PLANT OPERATING EXPENSES		(17,458)	(17,720)	(17,986)	(18,255)
1035-0170 TOOLS PURCHASES		(7,917)	(8,036)	(8,156)	(8,279)
1050-0010 WAGES SALARY POLICY SYSTEM BAC		-	-	-	-
1050-0020 WAGES PERFORMANCE BONUS PAYMEN		(73,390)	(75,225)	(77,105)	(79,033)
1050-0040 ANNUAL LEAVE - WORKS / WAGES		(249,485)	(255,722)	(262,115)	(268,668)
1050-0060 PUBLIC HOLIDAY - WORKS / WAGES		(140,630)	(144,146)	(147,749)	(151,443)
1050-0080 LONG SERVICE LEAVE - WAGES		(104,755)	(107,374)	(110,059)	(112,810)
1050-0100 SICK LEAVE - WORKS / WAGES		(104,653)	(107,269)	(109,951)	(112,699)
1050-0115 RDO - PAYROLL SUSPENSE		-	-	-	-
1050-0118 TIME IN LIEU - SUSPENSE		-	-	-	-
1050-0120 BEREAVEMENT LEAVE - WAGES		(2,972)	(3,047)	(3,123)	(3,201)
1050-0150 WAGES LEAVE WITHOUT PAY		-	-	-	-
1050-0170 RURAL FIRE SERVICE LVE - WAGES		-	-	-	-
1050-0180 WAGES ACCIDENT PAY TO EMPLOYEE		-	-	-	-
1050-0185 WAGES ACCIDENT EXPENSE BY EMPL		-	-	-	-
1050-0220 WAGES MEDICAL EXPENSES		-	-	-	-
1050-0320 WAGES SUPERANNUATION - LG RET		-	-	-	-
1050-0340 WAGES SUPERANNUATION - LG ACC		(266,090)	(272,742)	(279,561)	(286,550)
1050-0380 WAGES WORKER COMPENSAT INSUR -		(178,704)	(182,278)	(185,924)	(189,642)
1050-0400 WAGES IN LIEU OF NOTICE		-	-	-	-
1050-0440 WAGES PROTECTIVE/SAFETY CLOTHI		(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		-	-	-	-
1050-0735 WAGES TQM / CONTINUOUS IMPROVE		-	-	-	-
1050-0750 EAP CONSULTATION EXPENSE		-	-	-	-
1050-0770 WAGES STAFF TRAINING - GENERAL		(18,768)	(19,143)	(19,526)	(19,917)
1050-0780 WAGES OTHER MEETINGS		-	-	-	-
1050-0790 WORKPLACE INVESTIGATION		-	-	-	-
1055-0030 STORES OPERATING COSTS		(96,453)	(98,864)	(101,336)	(103,869)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1055-0040 STOCK FREIGHT ONCOST EXPENSE		-	-	-	-
1055-0050 UNALLOCATED STORE COST VARIATI		-	-	-	-
1070-0040 ANNUAL LEAVE - ADMIN / STAFF		(236,538)	(241,269)	(246,094)	(251,016)
1070-0060 PUBLIC HOLIDAY - ADMIN / STAFF		(133,416)	(136,084)	(138,806)	(141,582)
1070-0080 LONG SERVICE LEAVE - STAFF		(99,450)	(101,439)	(103,468)	(105,537)
1070-0100 SICK LEAVE - ADMIN / STAFF		(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		-	-	-	-
1070-0220 STAFF MEDICAL EXPENSES		-	-	-	-
1070-0320 STAFF SUPERANNUATION - LG RET		-	-	-	-
1070-0340 STAFF SUPERANNUATION - LG ACC		(292,535)	(299,848)	(307,345)	(315,028)
1070-0380 STAFF WORKER COMPENSAT INSUR -		(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		-	-	-	-
1100-1350 OTHER REVENUES		-	-	-	-
1200-1500 CORP SUPPORT SUNDRY REVENUE		-	-	-	-
1200-1600 REVENUE - GIPA		-	-	-	-
1200-1670 INSURANCE REBATE		20,000	20,000	20,000	20,000
1200-1680 WORKCOVER INCENTIVE PAYMENTS		-	-	-	-
1200-1814 RATES CERTIFICATE S603 - GST FREE		22,000	22,000	22,000	22,000
1200-1815 URGENT RATE S603 CERT INCL GST		260	260	260	260
1200-1829 RECOVER BANK CHARGES - DISHONOUR FEES		-	-	-	-
1200-1870 LEGAL COSTS RECOVERED		50,225	51,481	52,768	54,087
1200-1927 RISK MANAGEMENT TRANSFER FROM RESERVE		-	-	-	-
1200-1928 INFO TECH TRANSFER FROM RESERVE		-	-	-	-

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1200-1950 TRAINEESHIP GRANT - WAGE SUBSIDY		-	-	-	-
1200-1954 OLG Grant - ESPL Funding		-	-	-	-
1200-2027 RISK MANAGEMENT TRANSFER TO RESERVE		-	-	-	-
1200-2028 INFO TECH TRANSFER TO RESERVE		-	-	-	-
1200-2502 CORP SERVICES OFFICE EQUIPMENT DEPCN		(48,985)	(49,475)	(49,970)	(50,469)
1200-2504 CORP SERVICES OFFICE DEPCN		(41,208)	(41,620)	(42,036)	(42,457)
1300-1500 TECH SERV SUNDRY INCOME - INCL GST		-	-	-	-
1300-1502 OHS INCENTIVE PAYMENT		-	-	-	-
1300-1800 ROAD OPENING PERMIT FEES		3,000	3,000	3,000	3,000
1300-1950 TRAINEESHIP GRANT - WAGE SUBSIDY		-	-	-	-
1300-2502 TECH SERVICES OFFICE EQUIPMENT DEPCN		(5,353)	(5,407)	(5,461)	(5,515)
1310-2502 DEPOT EQUIPMENT DEPCN		(707)	(714)	(721)	(728)
1310-2504 DEPOT DEPCN		(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		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		46,125	47,278	48,460	49,672
1320-1825 STAFF PRIVATE USE FUEL CHARGES		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		51,250	52,531	53,845	55,191
1320-2010 PLANT HIRE INCOME COUNCIL WORKS		2,030,000	2,060,450	2,091,357	2,122,727
1320-2026 PLANT SERVICES TRANSFER TO RESERVE		-	(157,481)	-	(155,961)
1320-2500 PLANT DEPCN		(490,860)	(495,769)	(500,726)	(505,734)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1320-2550 DEPRECIATION - MOTOR VEHICLES		(270,377)	(273,081)	(275,812)	(278,570)
1320-4010-0000 PLANT DEPCN CONTRA		761,237	768,849	776,538	784,303
1400-1230 LSL CONTRIBUTIONS TRANSFERRED EMPS		-	-	-	-
1400-1500 ACCIDENT PAY RECOUP		-	-	-	-
1400-1510 WORKERS COMPENSATION INSURANCE REFUND		-	-	-	-
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		(2,030)	(2,060)	(2,091)	(2,123)
1410-0126 HOUSING 27 DAVIS ST - RATES		(2,233)	(2,267)	(2,301)	(2,335)
1410-0127 HOUSING 27 DAVIS ST -INSURANCE		(1,122)	(1,144)	(1,167)	(1,191)
1410-0130 HOUSING GREENHILLS BLDG MTCE		(2,538)	(2,576)	(2,614)	(2,653)
1410-0131 HOUSING GREENHILLS - INSURANCE		(622)	(635)	(647)	(660)
1410-0140 HOUSING 7 CARTER ST BLDG MTCE		(2,030)	(2,060)	(2,091)	(2,123)
1410-0141 HOUSING 7 CARTER ST - RATES		(1,827)	(1,854)	(1,882)	(1,910)
1410-0147 HOUSING 7 CARTER ST - INSURANC		(735)	(750)	(765)	(779)
1410-0150 PROPERTY SERVICES ADMIN CHARGE		(7,433)	(7,433)	(7,433)	(7,433)
1411-0170 ASBESTOS MANAGEMENT PROGRAM		-	-	-	-
1411-0180 BLDG MTCE PROGRAM		(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		-	-	-	-
1500-1001 CENTS ROUNDING		-	-	-	-
1500-3650 PAID PARENTAL LEAVE SCHEME REVENUE		-	-	-	-
1500-5105 UNSPENT LOAN PROCEEDS LIRS		-	-	-	-
3550-1826 GENERAL - RENT ON COUNCIL HOUSES		16,257	16,663	17,079	17,506
3550-1827 HOUSING CAPITAL INCOME		-	-	-	-
3550-2504 HOUSING DEPRECIATION		(9,393)	(9,487)	(9,582)	(9,678)
9100-1000 ORDINARY RATES - FARMLAND		1,840,268	1,869,187	1,897,225	1,925,684
9100-1001 ORDINARY RATES - RESIDENTIAL RURAL		337,116	340,231	345,334	350,514

	Sum of 2016/17 Budget Carried Forward	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST
AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
9100-1002 ORDINARY RATES - RESIDENTIAL BGA		543,640	543,141	551,288	559,557
9100-1003 ORDINARY RATES - RESIDENTIAL BGN		328,405	336,665	341,715	346,841
9100-1004 ORDINARY RATES - RESIDENTIAL FIN		665,697	671,977	682,057	692,288
9100-1005 ORDINARY RATES - RESIDENTIAL TOC		742,268	731,891	742,870	754,013
9100-1006 ORDINARY RATES - BUSINESS BGA		92,483	95,663	97,098	98,555
9100-1007 ORDINARY RATES - BUSINESS BGN		72,986	77,487	78,650	79,829
9100-1008 ORDINARY RATES - BUSINESS FIN		159,775	172,464	175,051	177,676
9100-1009 ORDINARY RATES - BUSINESS TOC		181,792	197,755	200,722	203,732
9100-1010 ORDINARY RATES - RESIDENTIAL		55,092	55,906	56,745	57,596
9100-1080 LESS ORDINARY RATES WRITTEN OFF		(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		(181,818)	(181,818)	(181,818)	(181,818)
9100-1500 INTEREST EXTRA CHARGES ON RATES		37,925	38,873	39,845	40,841
9200-1950 FINANCAL ASSISTANCE GRANT (FAG)		3,027,540	3,072,953	3,119,047	3,165,833
9300-1950 ORDINARY RATES PENSION SUBSIDY		100,000	100,000	100,000	100,000
9400-1840 INTEREST - AT CALL ACCOUNT		-	-	-	-
9400-1842 INTEREST - TERM DEPOSITS		292,356	273,980	266,215	275,121
9400-1843 INTEREST - OTHER		-	-	-	-
9500-1844 INTEREST - O/S DEBTORS GST FREE		-	-	-	-
DEPNCONTRA ACCUMULATED DEPCN GL/JC CONTRA A/C		3,790,031	3,827,733	3,865,809	3,904,268
DEPOTCAPEXP DEPOT CAPITAL EXPENDITURE		(20,000)	-	-	-
DEPOTCAPINC DEPOT CAPITAL INCOME		-	-	-	-
EIDPCNCONTRA EI DEPRECIATION CONTRA		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		(85,000)	-	-	-

	Sum of 2016/17 Budget Carried Forward	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST
AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
SHIREOFFICECAPINC SHIRE OFFICE CAPITAL INCOME		-	-	-	-
STAFFRECOVERY STAFF ONCOST OVERHEAD RECOVERY		1,039,447	1,053,613	1,074,685	1,123,944
WAGESRECOVERY WAGES ONCOST OVERHEAD RECOVERY		1,312,536	1,352,064	1,385,928	1,392,874

	Sum of 2016/17 Budget Carried Forward	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST
AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
Supported and engaged communities	(469,127)	(4,291,968)	(3,057,880)	(3,021,217)	(3,065,147)
1110-0105 CONTRIBUTION NSW FIRE BRIGADE		(49,274)	(50,262)	(51,267)	(52,292)
1110-0110 CONTRIBUTION RURAL FIRE FUND		(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		-	-	-	-
1110-0204 RURAL FIRE TRAINING OTHER		-	-	-	-
1110-0205 RFS RADIO MTCE		-	-	-	-
1110-0210 RFS STATION SHED MTCE		(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		(38,316)	(38,891)	(39,474)	(40,066)
1111-0106 DOG ACT EXPENSES - TELEPHONE		(612)	(624)	(637)	(649)
1111-0108 COMPANION ANIMAL DLG REGISTRAT		(6,090)	(6,181)	(6,274)	(6,368)
1111-0109 POUND OPERATION SALARIES & ALL		(28,674)	(29,104)	(29,540)	(29,984)
1111-0110 POUNDS ACT EXPENSES		(19,529)	(19,822)	(20,119)	(20,421)
1111-0111 POUNDS ACT EXPS - INSURANCE		(184)	(187)	(191)	(195)
1111-0112 POUNDS ACT EXP. - ADVERTISING		(204)	(208)	(212)	(216)
1111-0113 POUNDS ACT EXPENSE - TELEPHONE		(306)	(312)	(318)	(325)
1111-0115 DOG POUND MTCE		(1,117)	(1,133)	(1,150)	(1,168)
1111-0125 STOCK POUND MTCE		(508)	(515)	(523)	(531)
1111-0505 ANIMAL CONTROL CAPITAL WORKS		-	-	-	-
1114-0105 CONTRIBUTION NSW SES		(15,910)	(16,228)	(16,553)	(16,884)
1114-0110 SES OPERATING EXPENSES		-	-	-	-

	Sum of 2016/17 Budget Carried Forward	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST
AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1114-0112 SES OP. EXPENSES-ELECTRICITY		-	-	-	-
1114-0113 SES OPERATING EXP - TELEPHONE		-	-	-	-
1114-0114 SES OP. EXPENSES - INSURANCE		-	-	-	-
1114-0125 TOC SEARCH & RESCUE BLDG MTCE		(565)	(574)	(582)	(591)
1210-0190 HEALTH ADMINISTRATION ADMIN CH		(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		(1,015)	(1,030)	(1,046)	(1,061)
1215-0120 TOY LIBRARY BLDG MTCE		-	-	-	-
1215-0130 FIN SECONDHAND SHOP INSURANCE		(469)	(479)	(488)	(498)
1313-0105 YOUTH WEEK GRANT & CONTRIBUTIO		(3,000)	(3,000)	(3,000)	(3,000)
1313-0111 SR SUICIDE PREVENTION GROUP		(500)	(500)	(500)	(500)
1313-0115 PORTSEA CAMP EXPENSES		(2,000)	(2,000)	(2,000)	(2,000)
1313-0120 COMMUNITY PLANNING - SALARY		(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		(2,244)	(2,289)	(2,335)	(2,381)
1313-0123 COMMUNITY PLANNING - VEHICLE EXPENSE		(22,277)	(22,722)	(23,177)	(23,640)
1313-0124 COMMUNITY PLANNING - TELEPHONE		(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		(2,030)	(2,060)	(2,091)	-
1314-0131 EARLY INT - ELECTRICITY		(979)	(999)	(1,019)	-
1314-0132 EARLY INT - TELEPHONE		(1,020)	(1,040)	(1,061)	-
1314-0133 EARLY INT - ADMIN CHARGE		(18,009)	(18,009)	(18,009)	-
1314-0135 COMMUNITY SERVICES DIRECTORY		-	-	-	-
1314-0138 EARLY INT - ACCREDITATION EXP		-	-	-	-
1314-0139 EARLY INT - INTENSE FAMILY SUP		-	-	-	-
1314-0140 EARLY INT - THERAPY SUPPORT		-	-	-	-

	Sum of 2016/17 Budget Carried Forward	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST
AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1314-0150 EARLY INT - ECICP THERAPY		-	-	-	-
1314-0215 EARLY INT - SALARY/ALLOWANCE		(118,812)	(119,378)	(103,747)	-
1314-0225 EARLY INT - TRAVEL ALLOWANCE		(4,692)	(4,786)	(4,882)	-
1314-0505 EQUIP/FURN - EARLY INT <= \$50		(354)	(354)	(354)	-
1316-0375 SENIOR CITZ - RATES		-	-	-	-
1419-0106 CEMETERY OP. EXP - TELEPHONE		(510)	(520)	(530)	(540)
1419-0107 CEMETERY OP.EXPS - ELECTRICITY		(1,530)	(1,560)	(1,590)	(1,620)
1419-0108 CEMETERY OP EXP - INSURANCE		(30)	(30)	(30)	(30)
1419-0110 CEMETERY MAINTENANCE		(28,460)	(28,915)	(29,365)	(29,809)
1419-0111 CEMETERY TOILET MAINTENCE		(12,000)	(12,000)	(12,000)	(12,000)
1419-0112 CEMETERY BURIAL EXPENSES		(32,540)	(33,074)	(33,602)	(34,124)
1419-0114 CEMETERY HONORARIUMS		(17,314)	(17,627)	(17,935)	(18,240)
1419-0116 CEMETERY PLAQUES		(32,540)	(33,074)	(33,602)	(34,124)
1419-0117 CEMETERY - FLOWER BOXES		-	-	-	-
1419-0500 FINLEY CEMETERY - INSTALL SPRINKLERS		-	-	-	-
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		(139,766)	(141,862)	(143,987)	(146,150)
1420-0001 PUBLIC CONVENIENCES BLDG MTCE		(20,000)	(20,000)	(20,000)	(20,000)
1420-0111 BGA BOTANICAL GARDENS TOILETS		-	-	-	-
1420-0113 PUBLIC CONVEN. - ELECTRICITY		(4,080)	(4,162)	(4,245)	(4,330)
1420-0114 PUBLIC CONVENIENCES -INSURANCE		(2,856)	(2,913)	(2,971)	(3,031)
1420-0125 PUBLIC CONVENIENCES RENTAL FIN		(8,729)	(8,860)	(8,993)	(9,128)
1421-0105 FINLEY TIDY TOWNS EXPENSE		-	-	-	-
1421-0120 BERRIGAN CONSERVATION GROUP EX	(8,874)	(4,000)	(4,000)	(4,000)	(4,000)
1510-0105 WATER ADMIN CHARGES - ADMINIST		(246,627)	(246,627)	(246,627)	(246,627)
1510-0106 WATER ADMIN CHARGE - ENGINEERI		(319,859)	(319,859)	(319,859)	(319,859)
1510-0117 WATER SUPPLIES - RENTAL CONTRI		(72,480)	(72,480)	(72,480)	(72,480)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
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		(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		-	-	-	-
1510-0504 OFFICE EQUIP/FURN NON CAPITAL		(1,320)	(1,339)	(1,359)	(1,380)
1510-0505 OFFICE EQUIP/FURN - ENG WATER		(2,500)	(2,500)	(2,500)	(2,500)
1510-0506 SUBSCRIPTIONS & MEMBERSHIPS		(9,384)	(9,572)	(9,763)	(9,958)
1510-0507 TELEMETRY UPGRADE - WATER		-	-	-	-
1510-0510 BGA - SOLAR AT PUMPSTATION		-	-	-	-
1510-0511 FIN - SOLAR AT PUMPSTATION		-	-	-	-
1510-0512 TOC - SOLAR AT PUMPSTATION		-	-	-	-
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		-	-	-	-
1510-0564 BGA - MAJOR PUMP REPLACEMENT	(50,000)	-	-	-	-
1510-0565 MAINS RETIC - BGN		-	-	-	-
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		-	-	-	-
1510-0665 TOC-CHLORINE DOSING SYSTEM		-	-	-	-

	Sum of 2016/17 Budget Carried Forward	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST
AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
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		-	-	-	-
1510-0881 HL PUMP MECH & ELEC BGN		-	-	-	-
1510-0882 WATER MAIN REPLACEMENT TOC		-	-	-	-
1511-0109 REC FACIL DONATION & OTHER COSTS		(1,581)	(1,613)	(1,645)	(1,678)
1511-0110 METER READING - BGN SHIRE		(69,629)	(70,673)	(71,734)	(72,810)
1511-0111 METER READING PRINTING & POSTA		(13,702)	(13,908)	(14,117)	(14,328)
1511-0113 METER READING TELEPHONE		(755)	(770)	(785)	(801)
1511-0130 PURCHASE OF WATER - BGA		(13,702)	(13,908)	(14,117)	(14,328)
1511-0135 PURCHASE OF WATER - BGN		(40,802)	(41,415)	(42,036)	(42,667)
1511-0140 PURCHASE OF WATER - FIN		(53,288)	(54,087)	(54,898)	(55,722)
1511-0145 PURCHASE OF WATER - TOC		(12,992)	(13,187)	(13,385)	(13,585)
1511-0150 WATER TREATMENT - OP EXP - BGA		(146,363)	(148,558)	(150,787)	(153,049)
1511-0151 WATER TREATMENT-BGA ELECTRICIT		(40,800)	(41,616)	(42,448)	(43,297)
1511-0152 WATER TREATMENT -BGA TELEPHONE		(3,774)	(3,849)	(3,926)	(4,005)
1511-0153 WATER TREATMENT -BGA INSURANCE		(11,016)	(11,236)	(11,461)	(11,690)
1511-0165 WATER TREATMENT - OP EXP - BGN		(149,814)	(152,061)	(154,342)	(156,657)
1511-0166 WATER TREATMENT-BGN ELECTRICIT		(20,400)	(20,808)	(21,224)	(21,649)
1511-0167 WATER TREATMENT -BGN TELEPHONE		(3,774)	(3,849)	(3,926)	(4,005)
1511-0168 WATER TREATMENT BGN- INSURANCE		(8,325)	(8,492)	(8,662)	(8,835)
1511-0180 WATER TREATMENT - OP EXP - FIN		(165,953)	(168,442)	(170,968)	(173,533)
1511-0182 WATER TREATMENT FIN-INSURANCE		(14,178)	(14,462)	(14,751)	(15,046)
1511-0183 WATER TREATMENT-FIN ELECTRICIT		(40,800)	(41,616)	(42,448)	(43,297)
1511-0184 WATER TREATMENT -FIN TELEPHONE		(959)	(978)	(998)	(1,017)
1511-0195 WATER TREATMENT - OP EXP - TOC		(200,970)	(203,985)	(207,044)	(210,150)
1511-0196 WATER TREATMENT -TOC TELEPHONE		(918)	(936)	(955)	(974)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1511-0197 WATER TREATMENT-TOC ELECTRICIT		(51,000)	(52,020)	(53,060)	(54,122)
1511-0198 WATER TREATMENT-TOC -INSURANCE		(16,524)	(16,854)	(17,192)	(17,535)
1511-0230 PUMPING STATIONS - OP EXP BGA		(27,710)	(28,125)	(28,547)	(28,975)
1511-0231 PUMPING STATIONS - OP EXP BGN		(15,530)	(15,762)	(15,999)	(16,239)
1511-0232 PUMPING STATIONS OP EXP FIN		(17,458)	(17,720)	(17,986)	(18,255)
1511-0233 PUMPING STATIONS OP EXP TOC		(13,195)	(13,393)	(13,594)	(13,798)
1511-0270 RETIC & METERS - OP EXP - BGA		(26,593)	(26,992)	(27,397)	(27,808)
1511-0285 RETIC & METERS - OP EXP - BGN		(62,829)	(63,771)	(64,727)	(65,698)
1511-0300 RETIC & METERS - OP EXP - FIN		(73,588)	(74,691)	(75,812)	(76,949)
1511-0315 RETIC & METERS - OP EXP - TOC		(43,341)	(43,991)	(44,650)	(45,320)
1511-0316 RETIC & METERS - INSURANCE		-	-	-	-
1511-0320 CYBLES MAINTENANCE		(102)	(103)	(105)	(106)
1511-0330 WATER NEW CONNECTIONS (INC MET		(38,824)	(39,406)	(39,997)	(40,597)
1511-0340 WATER SAMPLING / MONITORING		(10,658)	(10,817)	(10,980)	(11,144)
1511-0355 WATER SUPPLY INTEREST ON LOANS		-	-	-	-
1511-0397 INSTALLATION OF RPZ		-	-	-	-
1511-0398 EVERBLUE CENTRALISED METER READ	(400,000)	-	-	-	-
1512-0105 BANK & GOVT CHARGES		(7,752)	(7,907)	(8,065)	(8,226)
1512-0130 HOUSING TOC WATER BLDG MTCE		(2,588)	(2,627)	(2,666)	(2,706)
1512-0131 HOUSING TOC WATER INSURANCE		(806)	(822)	(838)	(855)
1512-0152 INSTALLATION OF RCD'S		-	-	-	-
1512-0155 SELLING COSTS - HIGH SEC WATER		-	-	-	-
1710-0105 LIBRARY BLDG MTCE - BGA		(1,015)	(1,030)	(1,046)	(1,061)
1710-0120 LIBRARY BLDG MTCE - BGN		(1,015)	(1,030)	(1,046)	(1,061)
1710-0125 LIBRARY BLDG MTCE - FINLEY		(2,030)	(2,060)	(2,091)	(2,123)
1710-0140 LIBRARY BLDG MTCE - TOC		(1,015)	(1,030)	(1,046)	(1,061)
1710-0145 LIBRARY OFFICE FURN/EQUIP MTCE		(10,150)	(10,302)	(10,457)	(10,614)
1710-0150 LIBRARY ADMIN CHARGES		(111,276)	(111,276)	(111,276)	(111,276)
1710-0165 LIBRARY PRINTING & STATIONERY		(812)	(824)	(837)	(849)
1710-0166 LIBRARY ADVERTISING		(510)	(520)	(531)	(541)

	Sum of 2016/17 Budget Carried Forward	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST
AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1710-0170 LIBRARY TELEPHONE		(3,366)	(3,433)	(3,502)	(3,572)
1710-0171 LIBRARY POSTAGE		-	-	-	-
1710-0175 LIBRARY SUNDRY EXPENSES		(2,030)	(2,060)	(2,091)	(2,123)
1710-0180 LIBRARY SALARIES & ALLOWANCES		(267,062)	(273,738)	(280,581)	(287,596)
1710-0190 LIBRARY TRAVEL & ALLOWANCES		(3,060)	(3,121)	(3,184)	(3,247)
1710-0192 LIBRARY STAFF TRAINING		(4,590)	(4,682)	(4,775)	(4,871)
1710-0194 LIBRARY CONFERENCES & SEMINARS		(1,020)	(1,040)	(1,061)	(1,082)
1710-0195 LIBRARY RATES		(9,541)	(9,684)	(9,829)	(9,977)
1710-0196 LIBRARY INSURANCE		(14,178)	(14,462)	(14,751)	(15,046)
1710-0197 LIBRARY SOFTWARE OP COSTS		(10,150)	(10,302)	(10,457)	(10,614)
1710-0200 LIBRARY BOOKS MTCE		(2,030)	(2,060)	(2,091)	(2,123)
1710-0210 LIBRARY ELECTRICITY		(21,930)	(22,369)	(22,816)	(23,272)
1710-0211 LIBRARY CONNECTIVITY		(6,090)	(6,181)	(6,274)	(6,368)
1710-0215 LIBRARY CLEANING		(11,673)	(11,848)	(12,025)	(12,206)
1710-0230 LIBRARY PURCHASE OF PERIODICAL		(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)	(8,300)	(8,300)	(8,300)	(8,300)
1710-0236 INTER LIBRARY LOAN FEES		(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		(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		(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		(8,000)	(8,000)	(8,000)	(8,000)
1710-0535 LIBRARY PURCHASE OF E-BOOKS		(3,108)	(3,113)	(3,110)	(3,110)
1714-0105 BERRIGAN HALL BLDG MTCE		(2,030)	(2,060)	(2,091)	(2,123)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1714-0106 BERRIGAN HALL RISK MGT		-	-	-	-
1714-0111 BERRIGAN HALL - INSURANCE		(8,466)	(8,635)	(8,808)	(8,984)
1714-0112 BERRIGAN HALL GRANT		(7,860)	(7,860)	(7,860)	(7,860)
1714-0119 FIN SCHOOL OF ARTS CONSULTANCY FEE		-	-	-	-
1714-0122 FINLEY MEMORIAL HALL BLDG MTCE		(2,132)	(2,163)	(2,196)	(2,229)
1714-0123 FIN MEMORIAL HALL - INSURANCE		(12,240)	(12,485)	(12,735)	(12,989)
1714-0124 FIN MEMORIAL HALL - GRANT		(7,860)	(7,860)	(7,860)	(7,860)
1714-0125 TOCUMWAL HALL BLDG MTCE		(2,132)	(2,163)	(2,196)	(2,229)
1714-0130 TOCUMWAL HALL - INSURANCE		(6,834)	(6,971)	(7,110)	(7,252)
1714-0142 TOCUMWAL HALL GRANT		(4,280)	(4,280)	(4,280)	(4,280)
1714-0145 RETREAT HALL BLDG MTCE		(1,015)	(1,030)	(1,046)	(1,061)
1714-0150 RETREAT HALL - INSURANCE		(2,958)	(3,017)	(3,078)	(3,139)
1714-0151 RETREAT HALL GRANT EXPENDITURE		-	-	-	-
1714-0167 BGN CWA HALL BLDG MTCE		(1,014)	(1,030)	(1,046)	(1,061)
1714-0168 BGN CWA HALL - INSURANCE		(826)	(843)	(860)	(877)
1714-0170 PUBLIC HALLS VARIOUS		-	-	-	-
1714-0501 BGN MEMORIAL HALL - CEILING		-	-	-	-
1714-0502 BGA COMMUNITY HALL FURNITURE		-	-	-	-
1715-0110 CHILDREN'S WEEK ACTIVITIES		(2,000)	(2,000)	(2,000)	(2,000)
1715-0111 AGEING STRATEGY		-	-	-	-
1715-0113 MENS HEALTH WEEK		(1,000)	(1,000)	(1,000)	(1,000)
1715-0115 SOUTH WEST ARTS INC.		(8,280)	(8,446)	(8,615)	(8,787)
1715-0117 TARGETED CULTURAL ACTIVITIES		(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		(200)	(200)	(200)	(200)
1715-0135 TOCUMWAL RAILWAY BLDG MTCE		(1,015)	(1,030)	(1,046)	(1,061)
1715-0137 TOC RAILWAY STATION INSURANCE		(1,326)	(1,353)	(1,380)	(1,407)
1715-0138 FINLEY RAILWAY BLDG MTCE		-	-	-	-
1715-0140 COMMUNITY AMENITIES ADMIN CHAR		(82,115)	(82,115)	(82,115)	(82,115)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1716-0105 SWIMMING POOL GRANTS - BGN		(31,400)	(31,400)	(31,400)	(31,400)
1716-0107 SWIMMING POOL GRANTS - FIN		(35,600)	(35,600)	(35,600)	(35,600)
1716-0109 SWIMMING POOL GRANTS - TOC		(31,400)	(31,400)	(31,400)	(31,400)
1716-0114 BERRIGAN POOL LIFEGUARDS PAYS		(25,746)	(26,390)	(27,050)	(27,726)
1716-0115 BER SWIMMING POOL OPERATE EXP.		(26,390)	(26,786)	(27,188)	(27,595)
1716-0116 BER SWIMMING POOL INSURANCE		(1,224)	(1,248)	(1,273)	(1,299)
1716-0117 FIN SWIMMING POOL OPERATE EXP.		(26,390)	(26,786)	(27,188)	(27,595)
1716-0118 FINLEY POOL LIFEGUARDS PAYS		(33,662)	(34,503)	(35,366)	(36,250)
1716-0119 TOC SWIMMING POOL OPERATE EXP.		(17,425)	(17,686)	(17,952)	(18,221)
1716-0120 FIN SWIMMING POOL INSURANCE		(1,500)	(1,530)	(1,561)	(1,592)
1716-0121 TOCUMWAL POOL LIFEGUARDS PAYS		(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		(1,200)	(1,224)	(1,248)	(1,273)
1716-0135 SWIMMING POOL BLDG MTCE - BGN		(5,125)	(5,202)	(5,280)	(5,359)
1716-0137 SWIMMING POOL BLDG MTCE - FINL		(5,125)	(5,202)	(5,280)	(5,359)
1716-0139 SWIMMING POOL BLDG MTCE - TOCU		(5,125)	(5,202)	(5,280)	(5,359)
1716-0150 SWIMMING POOLS - RISK M'MENT		-	-	-	-
1716-0155 POOL WATER TREATMENT EXPENSES		(36,386)	(36,931)	(37,485)	(38,048)
1716-0156 SUPERVISOR SALARY		(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		-	-	-	-
1717-0110 BAROOGA SPORTS COMP- INSURANCE		(6,630)	(6,763)	(6,898)	(7,036)
1717-0112 BAROOGA SPORTS COMP GRANT		(11,618)	(11,850)	(12,087)	(12,329)
1717-0113 RECREATION FACILITIES DONATION		(7,140)	(7,283)	(7,428)	(7,577)
1717-0120 BAROOGA SPORTS COMP BLDG MTCE		(5,075)	(5,151)	(5,228)	(5,307)
1717-0121 BGA SPORTS COMP RISK M'MENT		-	-	-	-
1717-0130 BERRIGAN SPORTS COMP INSURANCE		(11,220)	(11,444)	(11,673)	(11,907)
1717-0132 BERRIGAN SPORTS COMP GRANT		(10,751)	(10,964)	(11,185)	(11,409)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1717-0140 BERRIGAN SPORTS COMP BLDG MTCE		(2,132)	(2,163)	(2,196)	(2,229)
1717-0141 BGN SPORTS COMP RISK M'MENT		-	-	-	-
1717-0150 FINLEY REC RESERVE - INSURANCE		(10,914)	(11,132)	(11,355)	(11,582)
1717-0152 FINLEY REC RESERVE GRANT		(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		(2,538)	(2,576)	(2,614)	(2,653)
1717-0161 FIN REC RESERVE RISK M'MENT		-	-	-	-
1717-0170 FINLEY SHOW GROUND - INSURANCE		(6,120)	(6,242)	(6,367)	(6,495)
1717-0172 FINLEY SHOW GROUND GRANT		(11,715)	(11,949)	(12,188)	(12,432)
1717-0180 FINLEY SHOW GROUNDS BLDG MTCE		(2,538)	(2,576)	(2,614)	(2,653)
1717-0181 FINLEY SHOW GROUND RISK M'MENT		-	-	-	-
1717-0191 TOC REC RESERVE - INSURANCE		(11,526)	(11,757)	(11,992)	(12,231)
1717-0192 TOC REC RESERVE GRANT		(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		(2,030)	(2,060)	(2,091)	(2,123)
1717-0201 TOC REC RESERVE RISK M'MENT		-	-	-	-
1717-0228 BGN - REC RES CRICKET NETS		-	-	-	-
1717-0229 TOC - REC RES TOILETS RENO		-	-	-	-
1717-0230 BGN POWER UPGRADE PRMF		-	-	-	-
1717-0231 FINLEY NETBALL PRMF		-	-	-	-
1718-0000 PARKS & GARDENS MAINTENANCE		(366,618)	(372,117)	(377,699)	(383,365)
1718-0050 FINLEY - LOCO DAM PARK		-	-	-	-
1718-0060 TOC CREEK WALK HONORARIUM		(2,000)	(2,000)	(2,000)	(2,000)
1718-0110 TREE WORKS - BGN		-	-	-	-
1718-0111 TREE WORKS - BGA		-	-	-	-
1718-0112 TREE WORKS - TOC		-	-	-	-
1718-0113 TREE WORKS - FIN		-	-	-	-
1718-0116 MINOR PARKS GARDEN ELECTRICITY		(19,380)	(19,768)	(20,163)	(20,566)
1718-0117 MINOR PARK & GARDENS INSURANCE		(796)	(812)	(828)	(844)
1718-0185 ALEXANDER GARDEN COMPETITION		(609)	(618)	(627)	(637)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
1718-0201 ROTARY PARK PLAYGROUND		-	-	-	-
1718-0207 TOCUMWAL BOAT RAMP IMPROVEMENTS		-	-	-	-
1718-0215 FINLEY SKATE PARK		-	-	-	-
1718-0220 TOCUMWAL SKATE PARK		-	-	-	-
1718-0225 BGA BOTANICAL GARDENS TOILETS		-	-	-	-
1718-0226 HAYES PARK TOILETS REFURB		-	-	-	-
1718-0230 TOC FORESHORE CONSULTANT	(25,630)	-	-	-	-
1718-0500 TOC FORESHORE STAGED DEVELOP		-	-	-	-
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)		-	-	-	-
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		(3,687)	(3,723)	(3,761)	(3,798)
2120-4010-0000 FIRE PROTECTION DEPCN CONTRA		13,989	14,128	14,270	14,412
2200-1500 COMP ANIMALS MICROCHIP FEES INCL GST		410	420	431	442
2200-1810 COMPANION ANIMAL REGISTRATION FEES		5,330	5,463	5,600	5,740
2200-1811 COMPANION ANIMAL DLG REIMBURSEMENTS		8,000	8,200	8,405	8,615
2200-1815 IMPOUNDING DOG FEES & FINES GST FREE		5,125	5,253	5,384	5,519
2200-1829 IMPOUNDING FINES & COSTS		2,153	2,206	2,261	2,318
2200-1896 SALES OF ANIMALS		-	-	-	-
2200-2502-0000 ANIMAL CONTROL EQUIPMENT DEPCN		(859)	(867)	(876)	(885)
2200-2504-0000 ANIMAL CONTROL BLDG DEPCN		-	-	-	-
2400-1704 INCOME - SES REIMBURSEMENT		-	-	-	-
2400-2504 SES DEPCN		(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		-	-	-	-

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
2850-2504 CHILD HEALTH CTR BUILD DEPCN		(6,716)	(6,784)	(6,852)	-
3100-1840 PORTSEA CAMP DEPOSITS		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)		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		(6,717)	(6,784)	(6,852)	-
3600-1200 ENVIRONMENTAL SERVICES FINES INCOME		-	-	-	-
3850-1812 CEMETERY CHARGES - SHIRE INCLUDING G		113,625	116,316	119,074	121,900
3850-1813 Cemetery Charges - Shire GST Free		-	-	-	-
3850-1815 CEMETERY CHARGES - PLAQUES		8,200	8,405	8,615	8,831
3850-1816 CEMETERY CHARGES - MONUMENTS		-	-	-	-
3850-1817 CEMETERY SUNDRY INCOME		-	-	-	-
3850-1926 CEMETERY TRANSFER FROM RESERVE		-	-	-	-
3850-2026 CEMETERY TRANSFER TO RESERVE		-	-	-	-
3850-2500 CEMETERY LAND IMPROVEMENTS DEPCN		(410)	(420)	(431)	(440)
3850-2518 CEMETERY DEPCN		(4,514)	(4,427)	(4,339)	(4,251)
3900-2504 PUBLIC CONVENIENCES DEPCN		(31,916)	(32,235)	(32,558)	(32,883)
4110-1000-0001 WATER CHARGES - BGA		439,633	450,624	461,890	473,437
4110-1000-0002 WATER CHARGES - BGN		296,399	303,809	311,404	319,190
4110-1000-0003 WATER CHARGES - FIN		568,752	582,971	597,544	612,483
4110-1000-0004 WATER CHARGES - TOC		654,483	670,845	687,616	704,806
4110-1000-0005 WATER CHARGES - NON RATEABLE		48,093	49,295	50,529	51,792

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
4110-1080 LESS WATER CHARGES WRITTEN OFF		(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		(87,500)	(87,500)	(87,500)	(87,500)
4110-1500 WATER CONSUMPTION - BGN SHIRE		750,000	750,000	750,000	750,000
4110-1501 WATER - STANDPIPE SALES		3,485	3,572	3,661	3,753
4110-1502 WATER CONNECTION FEES - GST FREE		24,088	24,690	25,307	25,940
4110-1503 WATER DELIVERIES INCOME		17,220	17,651	18,092	18,544
4110-1504 SALE OF HIGH SECURITY WATER		50,000	50,000	50,000	50,000
4110-1506 WATER - RENT ON COUNCIL HOUSES		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		-	-	-	-
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		48,000	48,000	48,000	48,000
4110-1954 GRANT - DROUGHT WORKS		-	-	-	-
4110-2026 WATER SUPPLIES TRANSFER TO RESERVE		-	(308,350)	(377,109)	-
4210-2545 WATER MAINS RETIC & METERS - DEPCN		(321,786)	(325,004)	(328,254)	(331,536)
4240-2545 WATER TREATMENT WORKS - DEPCN		(297,950)	(300,930)	(303,939)	(306,978)
4240-4710 WATER DEPCN CONTRA		626,705	632,972	639,302	645,695

	Sum of 2016/17 Budget Carried Forward	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST
AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
4250-2504 WATER HOUSING TOC - DEPCN		(6,969)	(7,039)	(7,109)	(7,180)
6100-1501 LIBRARY SUNDRY INCOME INCL GST		2,500	2,500	2,500	2,500
6100-1502 FRIENDS OF THE LIBRARY		500	500	500	500
6100-1503 LIBRARY ROOM HIRE CHARGES		300	300	300	300
6100-1820 LIBRARY FEES INCLUDING GST		3,075	3,152	3,231	3,311
6100-1821 LIBRARY FINES GST FREE		1,025	1,051	1,077	1,104
6100-1822 INTER LIBRARY LOAN FEES		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		-	-	-	-
6100-2502 LIBRARY EQUIPMENT DEPCN		(8,989)	(9,079)	(9,170)	(9,261)
6100-2504 LIBRARY BLDG DEPCN		(64,640)	(65,286)	(65,939)	(66,599)
6100-2518 LIBRARY BOOKS DEPCN		(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		-	-	-	-
6200-1953 RETREAT HALL FRRR GRANT		-	-	-	-
6200-1954 RETREAT HALL CBP GRANT		-	-	-	-
6200-1955 TOWN BEACH TOILETS		-	-	-	-
6200-2504 PUBLIC HALLS DEPRECIATION		(179,275)	(181,068)	(182,878)	(184,707)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
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		-	-	-	-
6330-1951 INTERNATIONAL WOMENS DAY GRANT		-	-	-	-
6400-1828 USER CHARGES - SWIMMING POOLS		70,725	72,493	74,305	76,163
6400-1829 RECOVERIES FOR LIFEGUARDS		79,146	81,125	83,153	85,232
6400-1950 SWIMMING POOL GRANT RLCIP Rd 3		-	-	-	-
6400-1951 BGN POOL PRMF GRANT		-	-	-	-
6400-2500 SWIMMING POOL OTHER STRUCUTURES DEPCN		(67,230)	(67,902)	(68,581)	(69,267)
6400-2504 SWIMMING POOL BUILDINGS DEPCN		(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		-	-	-	-
6500-1967 FIN RECREATION RESERVE PRMF GRANT		-	-	-	-
6500-2500 RECREATION RESERVES PLANT & EQUIPMENT DEPCN		(707)	(714)	(721)	(728)
6500-2502 RECREATION RESERVES OTHER STRUCTURES DEPCN		(96,758)	(97,726)	(98,703)	(99,690)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
6500-2518 RECREATION RESERVES BUILDINGS DEPCN		(272,397)	(275,121)	(277,872)	(280,651)
6600-1501 SECT.94 PUBLIC OPEN SPACE BAROOGA		-	-	-	-
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		-	-	-	-
6600-1600 TOC REC RES TOILET RENO CONTRIBUTION		-	-	-	-
6600-1821 USER CHARGES - TOC FORESHORE RES		-	-	-	-
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		(11,211)	(11,323)	(11,436)	(11,551)
6600-2518 PARKS & GARDENS DEPCN		(70,801)	(71,509)	(72,224)	(72,946)
CEMETERYCAPEX CEMETERY CAPITAL EXPENDITURE		(40,000)	(5,000)	-	(5,000)
COMMAMENCAPEX COMMUNITY AMENITIES CAPITAL EXPENDITURE		(171,500)	-	-	-
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		(223,500)	-	-	-
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		2,426,937	-	-	-
POOLCAPEXP SWIMMING POOLS CAPITAL EXPENDITURE		(62,000)	(20,000)	-	-
POOLCAPINC SWIMMING POOLS CAPITAL INCOME		-	-	-	-
RECRESERVECAPEXP RECREATION RESERVES CAPITAL EXPENDITURE		(22,900)	-	-	-

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
RECRESERVECAPINC RECREATION RESERVES CAPITAL INCOME		-	-	-	-
WSCAPEXP WATER SUPPLIES CAPITAL EXPENDITURE		(928,000)	(602,000)	(564,000)	(1,147,000)
WSCAPINC WATER SUPPLIES CAPITAL INCOME		-	-	-	-

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
Diverse and resilient business	(98,704)	(712,620)	(731,598)	(760,773)	(750,142)
1200-1926 WORKS TRANSFER FROM RESERVE		-	-	-	-
1200-2026 WORKS TRANSFER TO RESERVE	(350,000)	-	-	-	-
1213-0108 FRUIT FLY MITIGATION STRATEGY		(10,000)	(10,000)	(10,000)	(10,000)
1812-0105 PINE LODGE PIT OPERATING EXPEN		(87,899)	(89,217)	(90,556)	(91,914)
19110183 TOCAERO RUNWAY 927 BITUMEN		-	-	-	-
1920-0115 BGN AERODROME GROUNDS MTCE		(2,030)	(2,060)	(2,091)	(2,123)
1920-0170 TOC AERODROME OPERATING EXPENS		(60,900)	(61,814)	(62,741)	(63,682)
1920-0171 TOC AERODROME - INSURANCE		(1,326)	(1,353)	(1,380)	(1,407)
1920-0172 LIBERATOR INSURANCE		(112)	(113)	(116)	(119)
1920-0175 TOC AERODROME BLDG MTCE		(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		-	-	-	-
1920-0195 AERODROME MBFC KITCHEN RENO		-	-	-	-
1920-0200 AERODROME ADMIN CHARGES		(25,990)	(25,990)	(25,990)	(25,990)
2011-0105 TOC CARAVAN PARK OPERATING EXP		-	-	-	-
2011-0108 TOC CARAVAN PARK INSURANCE EXP		(2,142)	(2,185)	(2,229)	(2,273)
2011-0120 BGN CARAVAN PARK OPERATING EXP		(507)	(516)	(522)	(531)
2011-0125 BGN CARAVAN PARK - INSURANCE		(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		(2,030)	(2,060)	(2,091)	(2,123)
2012-0120 TOC TOURISM INFO OPERATING EXP		-	-	-	-
2012-0122 TOC TOURISM INFO BLDG MTCE		-	-	-	-
2012-0124 TOC TOURISM INFO - INSURANCE		-	-	-	-
2012-0191 PHOTOGRAPHY-TOURISM GUIDE/WEB		-	-	-	-
2012-0196 TOURISM STRATEGIC PLAN	(117,444)	-	(50,000)	(50,000)	(50,000)
2012-0197 REGIONAL TOURISM CONTRIBUTION - MRTB		(14,103)	(14,385)	(14,672)	(14,966)
2012-0198 TOURISM INITIATIVES		(11,000)	(11,000)	(11,000)	(11,000)
2012-0199 TOURISM ADMIN CHARGES		(32,462)	(32,462)	(32,462)	(32,462)

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2012-0200 TOURISM EVENTS GRANTS		(20,000)	-	(20,000)	-
2012-0250 EVENT MARKETING TOOLS		(5,000)	(5,000)	(5,000)	(5,000)
2012-0300 TOC TOURISM INFO CENTRE		-	-	-	-
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		(116,850)	(119,771)	(122,766)	(125,835)
2013-0208 EDO - TRAVEL COSTS		(5,000)	(5,000)	(5,000)	(5,000)
2013-0210 ECONOMIC DEVEL. STAFF TRAINING/CONFERENCES		(2,000)	(2,000)	(2,000)	(2,000)
2013-0220 ECON DEV. WEBSITE SUBSCRIPTION ID DATA		(15,000)	(15,000)	(15,000)	(15,000)
2013-0240 ECON. DEV. OFFICER OFFICE EXPENSES		(1,000)	(1,000)	(1,000)	(1,000)
2013-0241 ECON. DEV. OFFICER - TELEPHONE		(816)	(833)	(848)	(866)
2014-0115 SALEYARD OTHER OPERATING EXPEN		(2,030)	(2,060)	(2,091)	(2,123)
2014-0120 SALEYARD EQUIP MTCE		(102)	(103)	(105)	(106)
2014-0122 SALEYARD - INSURANCE		(8,976)	(9,156)	(9,339)	(9,525)
2014-0130 SALEYARD BLDG MTCE		(1,015)	(1,030)	(1,046)	(1,061)
2014-0145 SALEYARD ADMIN CHARGES		(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		(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		(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		(98,336)	(98,336)	(98,336)	(98,336)

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
2015-0181 NSW RURAL DOCTORS NETWORK BURS		(3,300)	(3,300)	(3,300)	(3,300)
2015-0188 REGIONAL CAREERS FORUM		(6,120)	(6,242)	(6,367)	(6,495)
2015-0529 FIN SUBDIVISION - LEWIS CR		-	-	-	-
2016-0120 RISK MANAGEMENT - TRAINING		(3,570)	(3,641)	(3,714)	(3,789)
2016-0205 RISK MANAGEMENT - SALARIES		(116,850)	(119,771)	(122,766)	(125,835)
2016-0241 RISK MANAGEMENT - TELEPHONE		(1,020)	(1,040)	(1,061)	(1,082)
2016-0242 RISK MANAGEMENT - VEHICLE		(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)		(40,600)	(41,208)	(41,827)	(42,455)
2030-0000 S/DR - CORP SERV (BUDGET)		(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		(2,929)	(2,959)	(2,988)	(3,018)
6920-2508 QUARRIES - DEPCN		(505)	(510)	(515)	(520)
7700-1500 AERODROME SUNDRY INCOME TOC		6,500	6,500	6,500	6,500
7700-1502 AERODROME USER FEES INCOME		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		-	-	-	-
7700-2026 AERODROME TRANSFER TO RESERVE		(50,000)	(50,000)	(50,000)	(50,000)
7700-2500 AERODROME EQUIPMENT DEPCN		-	-	-	-
7700-2504 AERODROME BLDG DEPCN		(9,090)	(9,181)	(9,273)	(9,365)
7700-2510 AERODROME RUNWAY DEPCN		(21,008)	(21,218)	(21,430)	(21,645)
7700-2520 AERODROME LAND IMPROVEMENTS DEPCN		(404)	(408)	(412)	(416)
8200-1890 TOC CARAVAN PARK LEASE		38,000	38,000	38,000	38,000
8200-1895 BGN CARAVAN PARK LEASE		-	-	-	-
8200-2504 CARAVAN PARK DEPCN		(10,151)	(10,252)	(10,355)	(10,458)
8300-1890 TOC TOURISM INFO - RENT		-	-	-	-

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AND TOTAL	(256,846)	(856,464)	(72,148)	(93,265)	(115,991)
8300-1926 TOURISM EVENTS TRANSFER FROM RESERVE		-	-	-	-
8300-2026 TOURISM EVENTS TRANSFER TO RESERVE		-	-	-	-
8300-2504 TOURISM INFO DEPCN		(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		(1,818)	(1,836)	(1,855)	(1,873)
8600-2504 SALEYARD DEPCN		(90,698)	(91,605)	(92,521)	(93,446)
8600-4310 SALEYARD DEPCN CONTRA		92,516	93,441	94,376	95,319
8710-1200 REAL ESTATE - GAIN ON DISPOSAL		-	-	-	-
8710-1826 RENTAL - OTHER REAL ESTATE INC. GST		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	44,075	45,177	46,307	47,464
8900-1504 PRIVATE WORKS INCOME - SIGNS		-	-	-	-
8900-1505 PRIVATE WORKS TECH SERVICES GST FREE		-	-	-	-
8900-1511 PRIVATE WORKS CORP SERVICES INCOME	1,005	6,150	6,302	6,461	6,623

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8900-1515 PRIVATE WORKS CORP SERVICES GST FREE		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		-	-	-	-

Capital Works Plan Summary

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
Grand Total		(4,575,144)	(4,086,514)	(6,281,412)	(4,442,918)	(4,537,395)	(4,805,250)
AERODROME							
	AERODROME EXPENDITURE	(940,000)	(50,000)	(50,000)	(125,000)	(50,000)	(50,000)
	AERODROME INCOME	882,587	-	-	75,000	-	-
	AERODROME Total	(57,413)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
BUSINESS DEVELOPMENT							
	BUSINESS DEVELOPMENT EXPENSE	(105,000)	-	(20,000)	-	-	-
	BUSINESS DEVELOPMENT INCOME	105,000	-	-	-	-	-
	BUSINESS DEVELOPMENT Total	-	-	(20,000)	-	-	-
CEMETERIES							
	CEMETERIES EXPENDITURE	(16,800)	-	-	(5,000)	-	(5,000)
	CEMETERIES Total	(16,800)	-	-	(5,000)	-	(5,000)
COMMUNITY AMENITIES							
	COMMUNITY AMENITIES EXPENDITURE	(10,000)	(10,000)	(171,500)	-	-	-
	COMMUNITY AMENITIES INCOME	-	-	-	-	-	-
	COMMUNITY AMENITIES Total	(10,000)	(10,000)	(171,500)	-	-	-
CORPORATE SERVICES							
	CORPORATE SERVICES EXPENDITURE	-	-	(100,000)	-	-	-
	CORPORATE SERVICES INCOME	-	-	-	-	-	-
	CORPORATE SERVICES Total	-	-	(100,000)	-	-	-
DEPOT							
	DEPOT EXPENDITURE	(10,000)	(20,000)	(20,000)	-	-	-
	DEPOT Total	(10,000)	(20,000)	(20,000)	-	-	-
DOMESTIC WASTE							
	DOMESTIC WASTE EXPENDITURE	(160,000)	(175,000)	(209,000)	(215,000)	(54,000)	(5,000)
	DOMESTIC WASTE INCOME	-	-	-	-	-	-
	DOMESTIC WASTE Total	(160,000)	(175,000)	(209,000)	(215,000)	(54,000)	(5,000)

		ADOPTED 2016-17	ORIGINAL 2017- 18 AS ADOPTED 2016-17	PROPOSED 2017-18	2018-19	2019-20	2020-21
Grand Total		(4,575,144)	(4,086,514)	(6,281,412)	(4,442,918)	(4,537,395)	(4,805,250)
DRAINAGE							
	DRAINAGE EXPENDITURE	(397,485)	(225,000)	(295,100)	(177,000)	(100,000)	(65,000)
	DRAINAGE INCOME	-	-	4,040	-	-	-
DRAINAGE Total		(397,485)	(225,000)	(291,060)	(177,000)	(100,000)	(65,000)
EMERGENCY SERVICES							
	EMERGENCY SERVICES EXPENDITURE	-	-	-	-	-	-
EMERGENCY SERVICES Total		-	-	-	-	-	-
HOUSING							
	HOUSING EXPENDITURE	-	(30,000)	(35,000)	-	-	-
HOUSING Total		-	(30,000)	(35,000)	-	-	-
LEVEE BANKS							
	LEVEE BANK EXPENDITURE	(50,000)	(50,000)	(203,280)	(199,200)	(130,000)	(320,000)
	LEVEE BANK INCOME	-	-	203,280	149,200	80,000	270,000
LEVEE BANKS Total		(50,000)	(50,000)	-	(50,000)	(50,000)	(50,000)
LIBRARIES							
	LIBRARIES EXPENDITURE	(10,000)	-	-	-	-	-
LIBRARIES Total		(10,000)	-	-	-	-	-
MINOR PLANT							
	MINOR PLANT INCOME	-	-	-	-	-	-
	MINOR PLANT PURCHASE	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MINOR PLANT Total		(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MOTOR VEHICLE							
	MOTOR VEHICLE PURCHASES	(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
MOTOR VEHICLE Total		(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)

	ADOPTED 2016-17	ORIGINAL 2017- 18 AS ADOPTED 2016-17	PROPOSED 2017-18	2018-19	2019-20	2020-21
Grand Total	(4,575,144)	(4,086,514)	(6,281,412)	(4,442,918)	(4,537,395)	(4,805,250)
PUBLIC HALLS						
PUBLIC HALLS EXPENDITURE	(200,000)	(180,000)	(254,500)	-	-	-
PUBLIC HALLS Total	(200,000)	(180,000)	(254,500)	-	-	-
PUBLIC WORKS						
PUBLIC WORKS PLANT INCOME	289,500	177,000	177,000	230,000	286,500	145,000
PUBLIC WORKS PLANT PURCHASE	(1,163,000)	(793,000)	(793,000)	(695,000)	(1,080,000)	(642,000)
PUBLIC WORKS UTILITY INCOME	39,000	39,000	39,000	39,000	39,000	39,000
PUBLIC WORKS UTILITY PURCHASE	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)
PUBLIC WORKS Total	(903,250)	(645,750)	(645,750)	(494,750)	(823,250)	(526,750)
RECREATION						
PARKS & RECREATION EXPENDITURE	(50,000)	-	(3,253,875)	(50,000)	-	-
PARKS & RECREATION INCOME	-	-	2,426,937	-	-	-
RECREATION RESERVES EXPENDITURE	(25,000)	-	(22,900)	-	-	-
RECREATION RESERVES INCOME	16,667	-	-	-	-	-
SWIMMING POOLS EXPENDITURE	(4,900)	(80,000)	(62,000)	(20,000)	-	-
RECREATION Total	(63,233)	(80,000)	(911,838)	(70,000)	-	-
SEWERAGE						
SEWERAGE EXPENDITURE	(460,000)	(315,000)	(600,000)	(490,000)	(555,000)	(565,000)
SEWERAGE Total	(460,000)	(315,000)	(600,000)	(490,000)	(555,000)	(565,000)
SHIRE ROADS						
FOOTPATHS EXPENDITURE	(287,000)	(137,000)	(137,000)	(158,200)	(95,000)	(10,000)
FOOTPATHS INCOME	94,000	20,000	20,000	40,000	25,000	-
KERB & GUTTER EXPENDITURE	-	-	-	-	-	-
KERB & GUTTER INCOME	-	-	-	-	-	-
R2R GRANT	1,997,240	605,378	355,378	349,551	625,500	625,500
RMS WORKS EXPENDITURE	(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
RURAL ROADS CONSTRUCTION EXPENDITURE	(1,957,000)	(844,000)	(759,000)	(1,300,000)	(1,082,000)	(1,235,000)
RURAL ROADS CONSTRUCTION INCOME	-	-	-	-	-	-

		ADOPTED 2016-17	ORIGINAL 2017- 18 AS ADOPTED 2016-17	PROPOSED 2017-18	2018-19	2019-20	2020-21
Grand Total		(4,575,144)	(4,086,514)	(6,281,412)	(4,442,918)	(4,537,395)	(4,805,250)
SHIRE ROADS							
	RURAL ROADS SEALED - RESEALS EXPENDITURE	(202,010)	(148,614)	(148,614)	(84,179)	(197,933)	(514,000)
	RURAL ROADS SEALED - RESEALS INCOME	-	-	-	-	-	-
	RURAL ROADS UNSEALED - RESHEET EXPENDITURE	(577,000)	(559,000)	(559,000)	(534,000)	(602,000)	(511,000)
	RURAL ROADS UNSEALED - RESHEET INCOME	-	-	-	-	-	-
	TOWNSCAPE WORKS EXPENDITURE	(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)
	URBAN ROADS CONSTRUCTION EXPENDITURE	(128,000)	(123,000)	(202,000)	(97,000)	(293,000)	(213,000)
	URBAN ROADS CONSTRUCTION INCOME	-	-	-	-	-	-
	SHIRE ROADS Total	(1,320,963)	(1,358,764)	(1,602,764)	(1,912,168)	(1,991,145)	(2,103,500)
TOURISM SERVICES							
	TOURISM SERVICES EXPENDITURE	-	-	-	-	-	-
	TOURISM SERVICES INCOME	-	-	-	-	-	-
	TOURISM SERVICES Total	-	-	-	-	-	-
TOWN PROJECTS							
	KERB & GUTTER EXPENDITURE	(142,200)	(216,000)	(219,000)	(189,000)	(230,000)	(130,000)
	KERB & GUTTER INCOME	73,200	-	-	35,000	103,000	65,000
	TOWN PROJECTS Total	(69,000)	(216,000)	(219,000)	(154,000)	(127,000)	(65,000)
WATER							
	WATER EXPENDITURE	(624,000)	(508,000)	(928,000)	(602,000)	(564,000)	(1,147,000)
	WATER Total	(624,000)	(508,000)	(928,000)	(602,000)	(564,000)	(1,147,000)
Grand Total		(4,575,144)	(4,086,514)	(6,281,412)	(4,442,918)	(4,537,395)	(4,805,250)
FUND SUMMARY							
GENERAL FUND		(3,491,144)	(3,263,514)	(4,753,412)	(3,350,918)	(3,418,395)	(3,093,250)
WATER FUND		(624,000)	(508,000)	(928,000)	(602,000)	(564,000)	(1,147,000)
SEWER FUND		(460,000)	(315,000)	(600,000)	(490,000)	(555,000)	(565,000)
		(4,575,144)	(4,086,514)	(6,281,412)	(4,442,918)	(4,537,395)	(4,805,250)

Berrigan Shire 2027



Annual Operational Plan 2017 - 2018

Annual Operational Plan 2017 – 2018

The Council's Annual Operational Plan is year one of its 4-year Delivery Program. It is informed by the Council's review of its 10-year Resourcing Strategy 2017 - 2027 which includes the Shire's Asset Management Plans, a Workforce Development Plan 2017 – 2021 and Long Term Financial Plan 2017 – 2027. It describes how Council annual operations contribute to the achievement of the Community Strategic Plan: Berrigan Shire 2027

Strategic Outcomes

Sustainable natural and built landscapes

Good government

Supported and engaged communities

Diverse and resilient business



Mayor's Message

The Shire's [Annual Operational Plan 2017– 2018](#) describes the actions Council will take in the next 12 months and is informed by extensive consultation with our communities through the development of [Berrigan Shire 2027](#). It is the first year of this Council's 4-year [Delivery Program](#).

Over the next 12 months Council will continue delivery of its extensive capital works program. It will maintain Council owned assets; and continue a rolling program of staged upgrades of:

- Council roads and stormwater
- Town entrances and parks
- Waste management facilities
- Water and sewerage treatment

The Council will also continue to invest in engaging with regional partners, and other levels of government on issues outside the Council's direct control but which contribute to the economic prosperity and wellbeing of our Shire.

[Annual Operational Plan 2017/18](#) priority projects and initiatives include:

- The commencement of 3-year staged capital works and roads program Crosbie Road, Piney Road and Barnes Road.
- The implementation of the [Tocumwal Foreshore Master Plan](#).
- The upgrade of the Finley School of Arts and the construction of public toilets at Finley's Railway Park.
- Responding to the needs of our ageing and disabled residents through the implementation of the Council's [Active Ageing and Disability Inclusion Action Plan 2017 – 2021](#).

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Top (Left to Right) Councillor Matthew Hannan (Mayor), Councillor Daryll Morris (Deputy Mayor), Councillor John Bruce, Councillor John Taylor

Bottom (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



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)

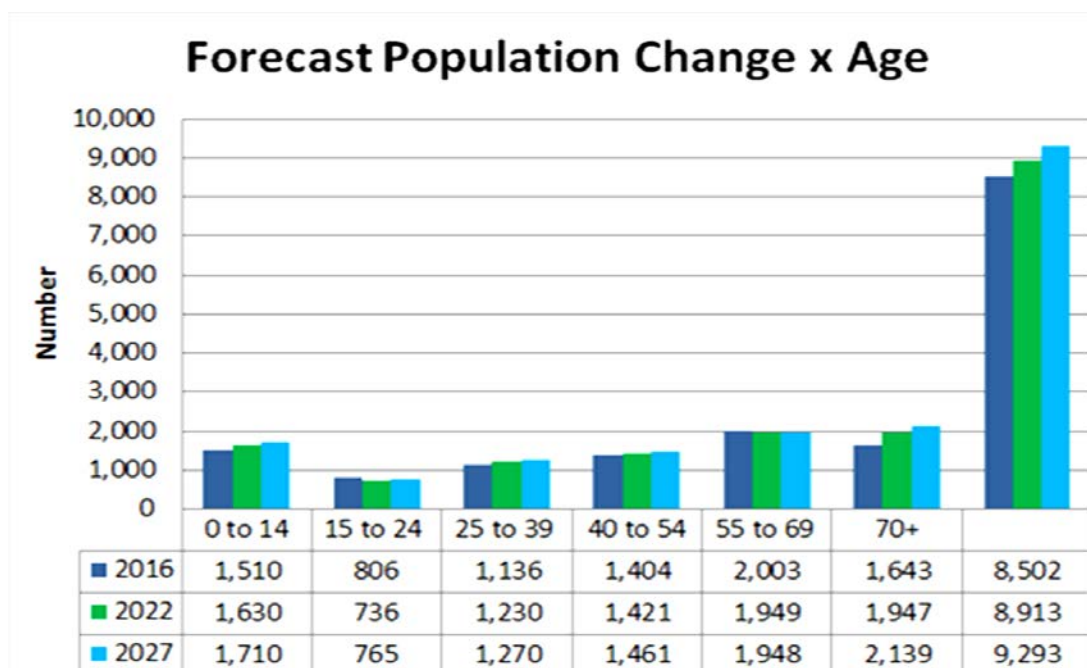
Our Challenges

- An ageing population and how we re-prioritise current expenditure to meet community needs
- The sustainability of the Council'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 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.

Figure 1 Forecast Population 2016 - 2027



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.

What the Council Does		
CSP: Strategic Outcome	Service	Activities
Sustainable natural and built landscapes	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
Good government	Administration	General Administration charges and costs associated with delivering services
	Governance	Councillors fees and expenses, elections, meetings, advocacy and Association fees
Supported and engaged communities	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
Diverse and resilient business	Economic Affairs	Caravan Park, Sale yard, Tourism and Economic Development

Table 1: Strategic Outcomes and Council Services

Council’s Planning 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. The adjacent 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 – Annual Operation Plan

What will the Council do to support and promote

Sustainable natural and built
landscapes

Good government

Supported and engaged communities

Diverse and resilient business



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

Sustainable natural and built landscapes

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 other 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 landfill, recycling and waste disposal

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.1 Coordinate strategic land-use planning					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.1.1.1	Increase community awareness regarding development application process	Improved community satisfaction with Development Services	Annual Satisfaction Survey of Development Applicants	Development Manager	1411
1.1.1.1.1	Publish results of state-wide assessment of processing times for development applications	Improved community satisfaction with Development Services	Publication of results	Development Manager	1411
1.1.1.2	Process and approve / refuse development applications in accordance with relevant legislation, codes and policies	Effective and timely assessment of development applications	Applications assessed and processed within statutory timeframes	Development Manager	1411

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.2 Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
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	

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.3. Enhance the visual amenity, heritage and liveability of our communities					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.1.3.1	Continue annual Heritage Grants Program	Enhancement of the conservation value of heritage items	Successful completion of works granted funding	Development Manager	1715
1.1.3.2	Continue its rolling program of works – town entrances	Improved visual amenity and attractiveness of our towns and major town entrances	Program is developed, included in Annual Capital Works Program and works completed as budget allows	Director Technical Services	1718-0225 1910-0100
1.1.3.2.1	Include in tree master plans additional tree plantings at non-priority town entries	Improved visual amenity and attractiveness of our towns and minor town entrances	Program is developed, included in Annual Capital Works Program and works completed as budget allows	Director Technical Services	1718-0225 1910-0100
1.1.3.3	Implement the Tocomwal Foreshore Master Plan	Sensitive and sustainable development of the Tocomwal Foreshore	Foreshore projects enhance visual amenity and the attractiveness of natural and built landscape	Director Technical Services	

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.3. Enhance the visual amenity, heritage and liveability of our communities					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.1.3.3.1	Develop costings and stages for all plan components: Tocumwal Foreshore Improvement Plan	Costs and staging	Costings and staging completed	Director Technical Services	
1.1.3.3.2	Develop funding plan when costs and staging are known – inclusive of \$200k contribution from Committee of Management	Costs associated with project are known and included in Council's Resourcing Strategy	Funding Plan developed and adopted by the Council	Director Corporate Services	

Strategic Objective: 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife					
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					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
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 County Council Delivery Program	Development Manager/ Director Corporate Services	1214
1.2.1.2	Participation in roadside vegetation enhancement projects	Enhanced bio-diversity in linear reserves	Increased health of native flora and fauna	Development Manager	1214
1.2.1.2.1	Monitor direct seeding project sites for weeds and pests	Increased native vegetation within the road reserve	Quarterly survey of sites	Development Manager	1214
1.2.1.3	Undertake tree assessments and establish a tree register	Hazardous trees will be identified High risk issues address	Number of assessments undertaken	Enterprise Risk Manager	1010

Strategic Objective: 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife

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

DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
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	Development Manager	

Strategic Objective: 1.3 Connect and protect our communities					
Delivery Program Objective: 1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.3.1.1	Review and implement <i>Asset Management Plans</i> which maintain a balance between improving and maintaining flood levees, stormwater, Council roads, paths and trails	Service levels met as set out in adopted <i>Asset Management Plans</i>	Asset Plans are reviewed by due date Review of <i>Asset Management Plans</i> is informed by community feedback / expectations re: service levels Service Level Data	Director Technical Services	1011 7100 3750
1.3.1.2	Design, construct and maintain storm water systems that safely capture and remove water	Service levels met as set out in adopted <i>Storm Water Asset Management Plan</i>	On an ongoing basis 95% of service levels set out in the <i>Storm Water Asset Management Plan</i> are met Service Level Data	Director Technical Services	1416
1.3.1.3	Ensure sewer network is safe and functional	Sewer networks are managed to maximise operational functions	Number of problems / breaks	Director Technical Services /Environmental Engineers	1418

Strategic Objective: 1.3 Connect and protect our communities					
Delivery Program Objective: 1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
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	Annual inspection for defects Performance in flood events	Director Technical Services	1418
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	Director Technical Services	1418
1.3.1.5	Maintain the safety of Council roads and walkways	<u>Asset Management Plan</u> identified service levels and standards are met	Works completed in accordance with relevant standards Annual Review	Executive Engineer	7100 1910 1911 1912 1916 1917

Strategic Objective: 1.3 Connect and protect our communities					
Delivery Program Objective: 1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.3.1.5.1	Publication Council website and facebook weekly issues - operations	Community will have information about planned road works/maintenance and can plan their travel / use of roads or walkways accordingly	Weekly publication and update of Council website and facebook	Director Technical Services	

Strategic Objective: 1.3 Connect and protect our communities					
Delivery Program Objective: 1.3.2 Manage landfill, recycling and waste disposal					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.3.2.1	Implement the Berrigan Shire Council Waste Plan	Sustainable management of Berrigan Shire Council Waste Management facilities and services	Quarterly reporting and monitoring of KPIs in accordance with Berrigan Shire Council Waste Plan	Environmental Engineer	1412
1.3.2.1	Construct Transfer Station at Tocumwal	Source separation to allow efficient landfill	Reduction of landfill material	Environmental Engineer	1412
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	Environmental Engineer	1412

Sustainable natural and built landscapes summary budget 2017 – 2018

	2017 - 2018 Budget \$
Capital expenditures	(4,529,522)
Capital source of funds	594,418
Net Capital funds results	(3,935,104)
Operating expenditure	(10,026,983)
Operating source of funds	6,780,852
Net Operating result	(3,246,131)
Net funds / surplus (Deficit)	(7,181,235)



Good government

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

The development of a **Delivery Program** and **Annual Operational Plan** linked to the **Community Strategic Plan** establishes a 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.

Strategic Objective: 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.1 Council operations, partnerships and coordination of resources contribute toward implementation of <i>Berrigan Shire 2027</i>					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.1.1	Promote and support the engagement of Shire residents, local business and agencies in the development, implementation and of <i>Berrigan Shire 2027</i>	Co-production of local services	No. of new partnerships / projects Facebook Analytics Surveys/feedback from participants in Shire engagement activities Annual Report	Strategic and Social Planning Coordinator	1001

Strategic Objective: 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.2.1	Provide facilities and support including financial to the elected the Council	The leadership skills, experience and knowledge of Councillors is used	Council Meeting Attendance Conference and workshop attendance	General Manager	1001 - 1008
2.1.2.2	Implement and further develop the Berrigan Shire Integrated Management System	Standardised documentation and review of Council operations	Development of procedures in accordance with Action Plan; Workplace Inspections; Internal Audit results	Enterprise Risk Manager	1001
2.1.2.2.1	Standard Operating Procedures (SOPs) and SWMS reviewed to ensure compliance	Safer workplace	No. of SOPs and SWMS reviewed and reflecting current and accurate procedures	Enterprise Risk Manager	1001

Strategic Objective: 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.2.2.2	Design Manual to be developed	Compliance and relevant manual	Manual issued and review conducted by Council	Executive Engineer /Enterprise Risk Manager	1001
2.1.2.2.3	Document control across all Council forms	Forms generated comply with BSC Document Control requirements	Departments and forms reviewed	Enterprise Risk Manager	1001
2.1.2.2.4	Implement continuous improvement pathway (CIP) Plan which includes: Review and Internal Audit of Certificate and Application processes; Review of Signs as Remote Supervision policy and FVR Register; Review of policies under Risk Management function	Improved governance and reduced risk exposure	CIP Plan to be audited and assessed by Statewide Area Risk Manager	Enterprise Risk Manager	1001

Strategic Objective: 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.2.2.5	Develop and review existing HR Policies and Procedures in line with the Workforce Development Plan	Compliant and relevant HR system	Development of procedures in accordance with Action Plans	Enterprise Risk Manager /Director Corporate Services	1010
2.1.2.2.6	Review and redevelop Pool Management Manuals to conform with IMS requirements	Compliant and controlled procedures	Development of procedures in accordance with Action Plans	Enterprise Risk Manager	1716
2.1.2.2.7	Establish competency assessment and training program for Council's plant operators	Competent operators and safer workplace	Number of assessments completed.	Enterprise Risk Manager	1011
2.1.2.2.8	Manage human resource and workforce development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 – 2021	A workforce with the competencies needed to implement the Shire's 4-year Delivery Program	Workforce Development Plan is implemented Staff Surveys	Director Corporate Services	1010

Strategic Objective: 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.2.2.9	Review Risk Management Strategic Plan	Existing plan finalised. New plan strategies identified for inclusion into future Delivery Plan.	Draft Plan developed	Enterprise Risk Manager	
2.1.2.3	Implement <i>2015 – 2019 Fit for the Future Improvement Plan (FFF)</i>	A sustainable Council	Fit for the Future Benchmarks	General Manager	
2.1.2.3.1	Strengthen revenue base and increase discretionary spending	A stronger revenue base	Increase in number of rateable lots <i>Fit for the Future Benchmarks</i>	Economic and Industry Development	
2.1.2.3.2	Implement FFF sustainability; infrastructure and service management; and efficiency improvement plan	Continue to meet or exceed <i>FFF benchmarks</i>	<i>Fit for the Future Benchmarks</i>	General Manager	

Strategic Objective: 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.2.3.3	Engage Councillors and senior staff in joint planning activities e.g.: Annual Corporate Workshop	The leadership skills, experience and knowledge of Councillors is used	Evaluation of Workshop learnings	General Manager	
2.1.2.3.4	Review FFF Improvement Plan (2015 – 2019)	Actions included in the plan and undertaken as business as usual or strategic actions in other Council Plans – Workforce Development Plan and Asset Strategies are included in the review	Annual Report re: FFF Improvement Plan actions	Strategic and Social Planning Coordinator	

Strategic Objective: 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.1	Coordinate Council investments, financial management, financial operations and processing	Effective management of Council investments and finances	External audit Internal audit	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	Director Corporate Services	
2.1.3.3	Deliver responsive customer service	Customer survey Complaints system	Activity data re response times	Director Corporate Services	

Strategic Objective: 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.4	Conduct service review and develop the Corporate Services Strategic Plan 2017 - 2021	Strategic management and prioritisation of the resourcing and staff requirements Corporate services	Plan adopted by Council	Finance Manager Director Corporate Services	
2.1.3.4.1	Corporate Services service review will prioritise systems upgrade of record keeping and customer data systems	Improved records management Compliance with State Record Management Standards	Systems upgrades	Finance Manager Director Corporate Services	

Strategic Objective: 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.5	Manage human resource and workforce development activities through the implementation of the <i>Berrigan Shire's Workforce Development Plan 2017 - 2021</i>	A workforce with the competencies needed to implement the Council's <i>4-year Delivery Program</i>	<i>Workforce Development Plan</i> implemented No key position is vacant for longer than six months	Director of Corporate Services Enterprise Risk Manager	
2.1.3.5.1	Identify, attract and recruit an appropriately qualified and flexible workforce	A workforce with the competencies needed to implement the Council's <i>4-year Delivery Program</i>	No key position is vacant for longer than six months	Director Corporate Services	
2.1.3.5.2	Increase the engagement and retention of Council's professional and technically skilled workforce	Increase (compared with 2016 result) in the % of staff reporting greater recognition	People Matter Survey 2020	Director Corporate Services	

Strategic Objective: 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.5.2.1	<i>Equal Employment & Opportunity Policy</i> to be integrated with <i>Disability Inclusion Action Plan</i>	Merit based employment in an inclusive and accessible workplace	<i>Annual Disability & Carers Action Plan</i> Reporting	Enterprise Risk Manager	
2.1.3.5.3	Strengthen workplace training and skills	Professional and competent workforce	Gap Analysis Training Plans Training provided Report of Annual Training Activities	Director Corporate Services Enterprise Risk Manager	
2.1.3.5.3.1	Offer career development opportunities through backfill and succession planning for identified positions in Council	An engaged professional and competent workforce	Staff Survey Annual Report	Director Corporate Services	1010

Strategic Objective: 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.5.4	Continue the development of Volunteer Management System addressing workplace health and safety issues.	Safer workplace for volunteers	No. of activities undertaken	Enterprise Risk Manager	1001
2.1.3.5.4.1	Develop and conduct volunteer training program in good governance, financial systems and controls	Volunteers will be trained and have access to information and support about their obligations and Council requirements – re: Governance and financial management Council Committees	All Council Committee volunteers (Office Bearers) receive training before assuming or being confirmed by the Council as Committee Volunteer Office Bearers	Director Corporate Services	

Strategic Objective: 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.5.4.2	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 (ATO 2013, Individual Taxable Income)	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	IT assistance requests resolved Internal Customer Survey	Director of Corporate Services	1010
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	Director Corporate Services	1010

Strategic Objective: 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.7.1	Investigate as part of Corporate Services Service review electronic content management systems	Effective management of Council records including electronic communications	Internal monitoring of information retrieval and storage	Director Corporate Services Finance Manager	
2.1.3.8	Maintain and sustainably redevelop existing infrastructure and community assets	Council owned community infrastructure and assets are sustainably maintained and developed	Asset Management Plans implemented Planned Works Completed	Director Corporate Services	1011 1714
2.1.3.8.1	Continue re-development of the Finley School of Arts and War Memorial Hall	Sustainable and functional Finley School of Arts Hall	Consultation undertaken and site re-development plan developed for consideration by Council	Director Corporate Services	
2.1.3.8.2	Construction of Railway Park Toilets - Finley	Accessible Public Toilets	Planned Works Completed	Director Corporate Services	

Strategic Objective: 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.9	Coordinate and manage maintenance and renewal of Council plant and equipment	Ongoing maintenance and renewal of Council plant and equipment	<i>Capital Works Plan</i>	Director Technical Services	1011 1015 1020 1025 1030
2.1.3.10	Coordinate the ongoing review and development of Council and Operational procedures	Regular review and update of Council Policies and associated Operational Procedures	Number of policies reviewed Number of policies outstanding	Director Corporate Services	1010

Strategic Objective: 2.2 Strengthen strategic relationships and partnerships with community, business and government					
Delivery Program Objective: 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.2.1.1	Develop resources and establish partnerships that improve local assessment of social and economic implications of regional and inter-governmental decision-making on Shire residents, business and Council operations	Accurate, accessible information about regional and local social and economic conditions	Participation in partnerships Publication of data	Strategic and Social Planning Coordinator	
2.2.1.1.1	Participate in RAMROC meetings, including officer group meetings	Improved efficiency of Council actions, regional response to issues and understanding of alternative approaches to issues.	Attendance at meetings	General Manager	1001 - 1008
2.2.1.1.2	Meet jointly with Moira Shire Council	Co-ordination of Council activities and planning for the future.	Meetings held, outcomes agreed to.	General Manager	1001 - 1008

Strategic Objective: 2.2 Strengthen strategic relationships and partnerships with community, business and government					
Delivery Program Objective: 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.2.1.1.3	Participate in Department of Premier and Cabinet organised Regional Managers meetings	Improved efficiency of Council actions, regional response to issues and understanding of alternative approaches to issues.	Attendance at meetings	General Manager	1001 - 1008
2.2.1.1.4	Maintain membership of Country Mayors Association and LGNSW	Improved efficiency of Council actions, regional response to issues and understanding of alternative approaches to issues.	Memberships maintained	General Manager	1001

Strategic Objective: 2.2 Strengthen strategic relationships and partnerships with community, business and government					
Delivery Program Objective: 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.2.1.1.5	Invest in statistically robust small area social and economic modelling and forecasting	Council and community decision making and funding applications are informed by accessible evidence about regional and local social, economic conditions	Publication of social and economic data Berrigan Shire Health and Wellbeing Profile updated as Census information is released	Strategic and Social Planning Coordinator	
2.2.1.2	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	Submission prepared No. invitations by other levels of government to represent the Shire's position	General Manager	1001 - 1008

Good government summary budget 2017 – 2018

	2016/17 Budget \$
Capital expenditures	(1,455,770)
Capital source of funds	346,000
Net Capital funds results	(1,109,770)
Operating expenditure	(1,015,560)
Operating source of funds	13,072,239
Net Operating result	12,056,676
Net funds / surplus (Deficit)	10,946,906



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.

Supported and engaged communities

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

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.1 Build communities that are home to more families and young people					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
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 of children and young people	Project participant surveys Value of volunteer hours Council sponsored projects supporting families, young people and children	Director Corporate Services SSPC	1215 1313 1314 3100 1715
3.1.1.2	Transition Shire based Early Childhood Intervention Services to NDIS and the current funder's approved provided	Local delivery of Early Childhood Intervention Services	Service is transitioned	Director Corporate Services	1313
3.1.1.3	Implement Children and Families Strategy 2015 - 2019	Local projects and services support the attraction and retention of families and young people	Quarterly report of activities	Strategic and Social Planning Coordinator	1313

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.1 Build communities that are home to more families and young people					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.1.3.1	Monitor the demand for early childhood education supports and services in the LGA and facilitate localised engagement of other levels of government and community / commercial providers	Increase in awareness of level of services and support available to young families and their children	Biennial survey of early years service providers	Strategic and Social Planning Coordinator	

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.2 Facilitate all age healthy lifestyles and ageing in place					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.2.2	Implement the Active Ageing and Disability Inclusion Plan	Council facilities and services support older residents health, mobility and their economic / social participation in community life	Active Ageing and Disability Inclusion Plan actions identified in Strategy are included in Operational Plan	Strategic and Social Planning Coordinator	1313
3.1.2.2.1	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	

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.2 Facilitate all age healthy lifestyles and ageing in place					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
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	Director Corporate Services	1714 1715 1716 1717
3.1.2.3.1	Develop Open Space Strategy to inform the subsequent development and review of Corporate and Community Services Asset Management Plan	High quality and sustainable manage of open space and associated facilities	Open Space Strategy developed	Director Corporate Services	

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.4.1	Ensure potable water and sewer network is safe and functional	Safe potable water for human consumption and health Water and Sewer networks are managed to maximise operational functions	Compliance with established Public Health drinking water standards and sewerage treatment effluent quality	Environmental Engineer	1510 1511 4240 4110
3.1.4.1.1	Investigate the upgrade/replacement of treatment process elements for potable water production at Finley water plant	Provision of funding to be incorporated in Council LTFP for the upgrade of the facility	Improvement in drinking water quality as targeted in Councils Drinking Water Risk management Plan	Environmental Engineer	1510 1511 4240 4110
3.1.4.1.2	Ensure the timely replacement of water and sewerage pumping station components	Ongoing reliable operation of pumping stations	Minimal breakdowns and out of hours callouts to attend to breakdowns	Environmental Engineer	1510 1511 4240 4110

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.4.1.3	Review Water and Sewer Asset Management Plans	Long-term water and sewer asset replacement program will be update and project prioritised	Community engaged re: service levels Reviewed Asset Plans adopted by Council	Environment Engineer	1411
3.1.4.2	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	Development Manager	1511 1111 1211 1212 1213

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.4.2.1	Develop and implement inspection programs: <ul style="list-style-type: none"> • Food premises • Building works • Water/Sewerage treatment • Fire safety/ hazard reduction • Swimming Pool safety 	Food premises, building works, water and sewerage treatment and fire safety/hazard reduction services meet standards	Commentary in Operational Plan Quarterly Review	Development Manager	1511 1111 1211 1212 1213 1411
3.1.4.2.2	Undertake inspections of swimming pool barriers	Swimming pool safety is achieved	No. of certificates issued	Development Manager	
3.1.4.3	Coordinate and facilitate local emergency management committee	Committee coordinated and facilitated	LEMPan is maintained	Director Technical Services	1011 1114
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	Director Technical Services	1110 1114 2120

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.4.3.2	Participate in the implementation and review of Local Emergency Management Plan-EMPLAN	BSC participation in Emergency Risk Management Plan Review and preparation of a Local Emergency Management Plan-EMPLAN to meet State Government Requirements	Emergency Risk Management Plan reviewed and a Local Emergency Management Plan prepared to meet the State template. Both documents adopted by Local Emergency Management Committee	Director Technical Services	1011
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	Director Corporate Services	1419
3.1.4.4.1	Installation of toilets at local cemeteries	Facilities provided for visitors and community members attending graveside services	Toilets installed	Director Corporate Services	

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
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	Development Manager	1111

Strategic Objective: 3.2 Support community engagement through life-long learning, culture and recreation					
Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.2.1.1	Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2014 - 2018	A Library Service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> • Patronage • Borrowings Community Survey Library Management Plan implemented following community consultation	Director Services Corporate Library Manager	1710
3.2.1.1.1	Investigate options to increase floor space of Tocumwal Library	Access to space needed to conduct Library program/events	Suitable space identified	Library Manager	1710
3.2.1.1.2	Conduct activities that respond to and reflect local needs and interests	A Library Service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> • Patronage • Borrowings Community Survey	Library Manager	1710

Strategic Objective: 3.2 Support community engagement through life-long learning, culture and recreation					
Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.2.1.1.3	Provide programs that strengthen residents' connection to each and place	A Library Service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> Patronage Borrowings Community Survey	Library Manager	1710
3.2.1.1.4	Partner in the collection and preservation of local history	Local history retained	Activities undertaken	Director Corporate Services	1710
3.2.1.1.5	Be an information and digital gateway for shire residents, students and visitors	Information and information technology available for public use	Develop and implement social media strategy Annual Survey of Library Users	Director Corporate Services	1710
3.2.1.2	Strengthen community engagement and participation in Council activities	Increased resident engagement in Council activities	Surveys Volunteer rates x Council activities	Strategic and Social Planning Coordinator	1313

Strategic Objective: 3.2 Support community engagement through life-long learning, culture and recreation					
Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.2.1.2.1	Conduct community consultations in accordance with the Council's Community Engagement Framework	Increased engagement in Council activities by affected stakeholders	Surveys No. of engagement activities held	Strategic and Social Planning Coordinator	1313
3.2.1.2.2	Partner with community groups and other agencies with an annual program of community events e.g.: <i>International Womens Day</i> <i>Mens Health Week</i> <i>Childrens Week</i>	Engaged community and increased awareness of issues that impact community wellbeing	Surveys No. of engagement activities held	Strategic and Social Planning Coordinator	1313
3.2.1.3	Financially contribute to and support <i>South West Arts</i> programs and activities	<i>South West Arts</i> delivery of Shire based Arts program/s and activities	Membership of <i>South West Arts</i> maintained No. of activities held in the Shire	Director Corporate Services	1715

Strategic Objective: 3.2 Support community engagement through lifelong learning, culture and recreation					
Delivery Program Objective: 3.2.2 Facilitate and partner with local communities in the development of township plans					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.2.2.1	Coordinate and align community projects and activities with township master plans	Increased resident engagement in town plan development and implementation	No. of meetings attended No. projects undertaken with in-kind support from Council Services	Strategic and Social Planning Coordinator	1313
3.2.2.1.1	Partner with our communities on the development of walking and cycling tracks along rail trails and river bank reserves	Increased resident engagement in town plan development and implementation	Value of in-kind support from Council services for community development of walking tracks / trails	Technical Services	1313 1010

Supported and engaged communities summary budget 2017 – 2018

	2017/18 Budget \$
Capital expenditures	(4,744,737)
Capital source of funds	2,426,937
Net Capital funds results	(2,317,800)
Operating expenditure	(6,182,168)
Operating source of funds	4,207,999
Net Operating result	(1,974,169)
Net funds / surplus (Deficit)	(4,291,698)



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 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.

Strategic Objectives

- 4.1** Strengthen and diversify the local economy through investment in local jobs creation and innovation
- 4.2** Diversify and promote local tourism
- 4.3** Connect local, regional and national road, rail and aviation infrastructure

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

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
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					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.1.1.1	Complete the review and implement Berrigan Shire Economic Development Plan 2017 – 2021	Economic Development Plan developed	Adopted by Council and implemented	Economic and Industry Development Liaison	
4.1.1.1.1	Invest in transition to work and or further education projects	Annual Shire Job Expo Youth Futures Council Scholarships and Bursaries	Participant evaluation Uptake of scholarships	Economic and Industry Development Liaison	

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
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					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.1.1.1.2	Assist Industry and the Community to combat Queensland Fruit Fly	Industry and Community working together to have the region declared a Pest Free Zone. Regional and local opinion informs the actions of the NSW Local Government on the Area Wide Management Stakeholder Committee (AWMSC)	Communication activities undertaken No. meetings attended as NSW Local Govt. Representative Submissions (AWMSC)	Economic and Industry Development Liaison	
4.1.1.1.3	Actively liaise with local business during the processing of business related Development Applications	New developments are actively supported	No of new business Development Applications per annum	Economic and Industry Development Liaison	

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
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					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.1.1.1.4	Provide localised Economic Impact modelling on request for new or expanding ventures and events	Businesses have access to analyses of economic impact of a planned expansion or new venture.	No of requests received	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 Feedback from industry that profiles are used to attract investment	Economic and Industry Development Liaison	
4.1.1.3	Support collaborative planning, shared resourcing in local industry and promotion of business and infrastructure development projects	Council facilitation of industry networks / collaborative projects and shared resourcing	Surveys Infrastructure projects	Economic and Industry Development Liaison	

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
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					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.1.1.4	Continue the development and marketing Tocumwal Aerodrome industrial precinct	Development of Tocumwal Airpark	Development of sold allotments	Economic and Industry Development Liaison	

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
Delivery Program Objective: 4.1.2 Support local enterprise through local economic and industry development initiatives and projects					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
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	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	Economic and Industry Development Liaison	
4.1.1.2.1	Promote the development of industry support groups and business networks within the Shire.	Active industry groups / and business networks contributing towards local jobs and business growth	Local business surveys Employment Data	Economic and Industry Development Liaison	

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
Delivery Program Objective: 4.1.2 Support local enterprise through local economic and industry development initiatives and projects					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
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	Economic and Industry	Development Liaison
4.1.2.3.1	Undertake a review of the Berrigan Business and Environment Awards	Staging of the Awards will be informed by stakeholder feedback	Survey	Economic and Industry Development Liaison	

Strategic Objective: 4.2 Diversify and promote local tourism					
Delivery Program Objective: 4.2.1 Implement the Berrigan Shire Tourism Strategy					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
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 Ports of the Murray and Murray River Adventure Trail Projects	New Visitor Experiences	Investment by other levels of Government and Industry in Ports of the Murray and Murray River Adventure Trail Projects	Economic and Industry Development Liaison	

Strategic Objective: 4.2 Diversify and promote local tourism					
Delivery Program Objective: 4.2.1 Implement the Berrigan Shire Tourism Strategy					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
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	Economic and Industry Development Liaison	
4.2.1.4	Facilitate local industry review and update of digital content and marketing	Digital content will be accurate	Data Analytics Annual Survey of digital content	Economic and Industry Development Liaison	

Strategic Objective: 4.2 Diversify and promote local tourism					
Delivery Program Objective: 4.2.2 Partner with regional Tourism Boards					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
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	<p>Participation in Regional Tourism Boards</p> <p>Value of projects undertaken by that Regional Board that promote Murray River towns as a Destination</p> <p>Councillor and staff attendance at Regional Tourism Board Meetings</p>	Economic and Industry Development Liaison	

Strategic Objective: 4.3 Connect local, regional and national road, rail and aviation infrastructure					
Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
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	Economic and Industry Development Liaison	
4.3.1.1.1	Undertake analyses to inform the development of a solution to long term truck parking and decoupling in Tocumwal	Data collected Business case and Feasibility study for the Major Rest Area (as defined by Roads & Maritime Services) in Tocumwal	A satisfactory truck parking and decoupling facility – Major Rest Area – is located on the Newell Highway in Tocumwal		
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	Economic and Industry Development Liaison	

Strategic Objective: 4.3 Connect local, regional and national road, rail and aviation infrastructure					
Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
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 Tocumwal Aerodrome Management Plan.	Annual report on activity	Annual Report Presented to Council on Aerodrome Operations	Director Technical Services
4.3.1.4.1	Maintain the Tocumwal Aerodrome	Maintained in accordance with Corporate and Community Services Asset Management Plan	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	Director Technical Services

Strategic Objective: 4.3 Connect local, regional and national road, rail and aviation infrastructure					
Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
				Tocumwal Aerodrome maintains its registration	

Diverse and resilient business summary budget 2017 – 2018

	2017/18 Budget \$
Capital expenditures	(20,000)
Capital source of funds	-
Net Capital funds results	(20,000)
Operating expenditure	(1,008,961)
Operating source of funds	316,341
Net Operating result	(692,620)
Net funds / surplus (Deficit)	(712,620)



Council Rates 2017/2018

Rates and charges provide Council with a major source of revenue which is used to meet the costs of providing services to business and residents of the Shire. The rates and charges described provide the net funding requirements for a number of the programs and initiatives described in Council's Operational Plan and 4-year Delivery Program.

Each year, the New South Wales Independent Pricing and Regulatory Tribunal (IPART) determines the allowable annual increase in general income for NSW councils – this is known as the rate peg.

Rates are calculated based on the NSW Valuer General's assessment of the unimproved capital value of the land and Council's 2017/18 rate is based on the Valuer General's 2016 assessments. Council adopts on an annual basis its Rating and Revenue Policy – a copy of this policy is available from Council.



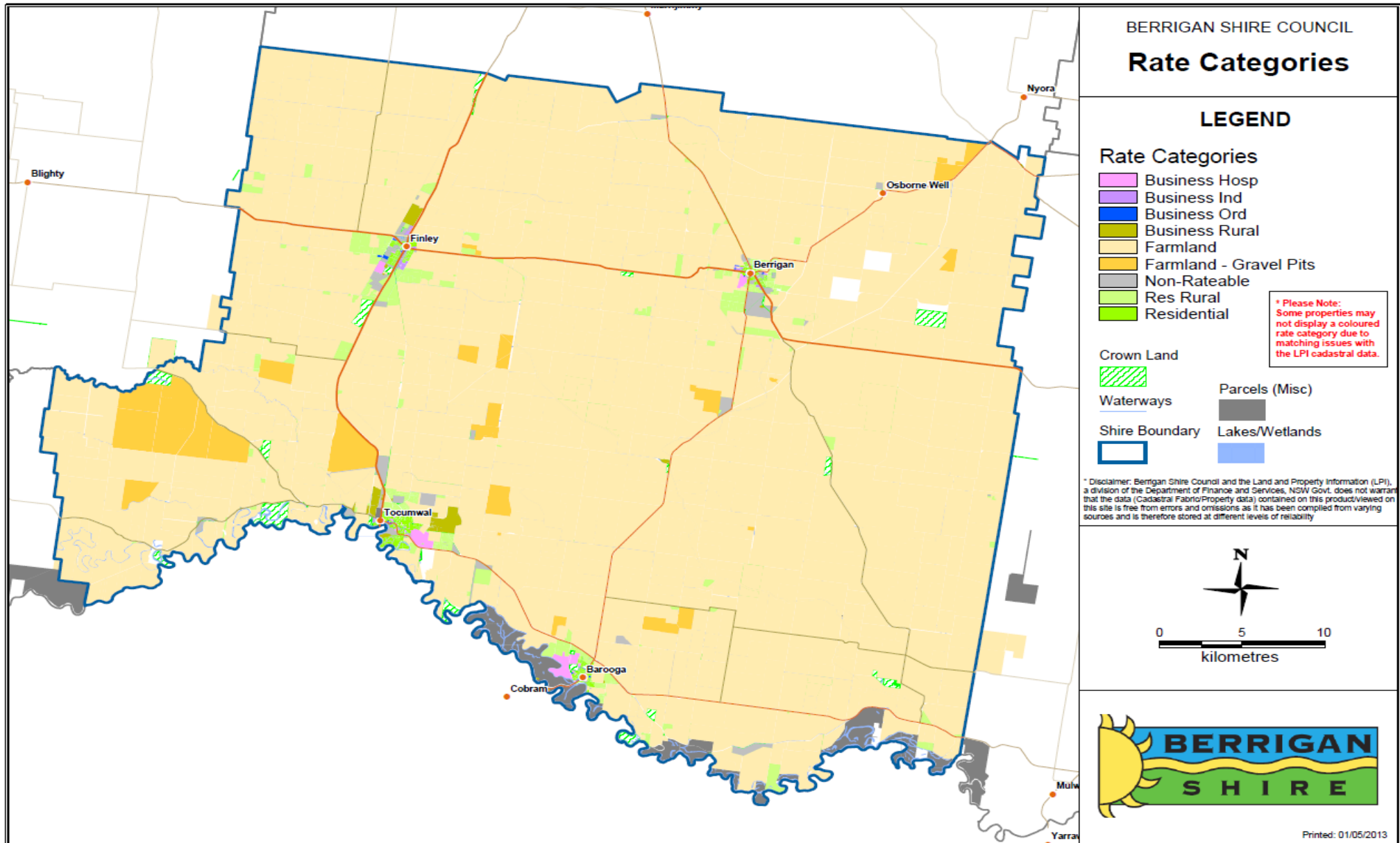
Calculating your ordinary rate

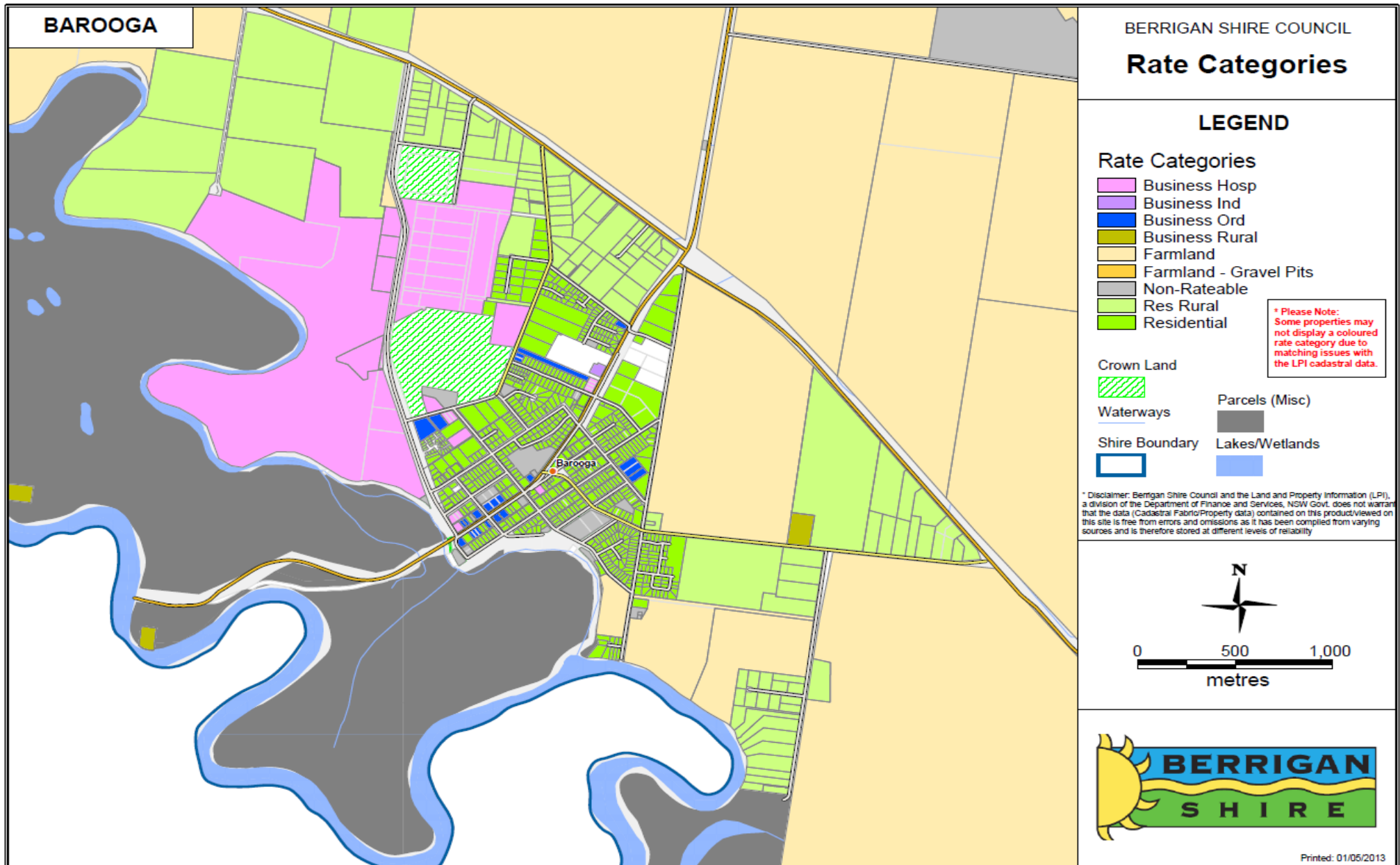
Check the following maps. For example if your land is categorised for rating purposes Residential Rural Rate the rate is calculated by multiplying your 2016 valuation by the \$0.006284 rate in the dollar.

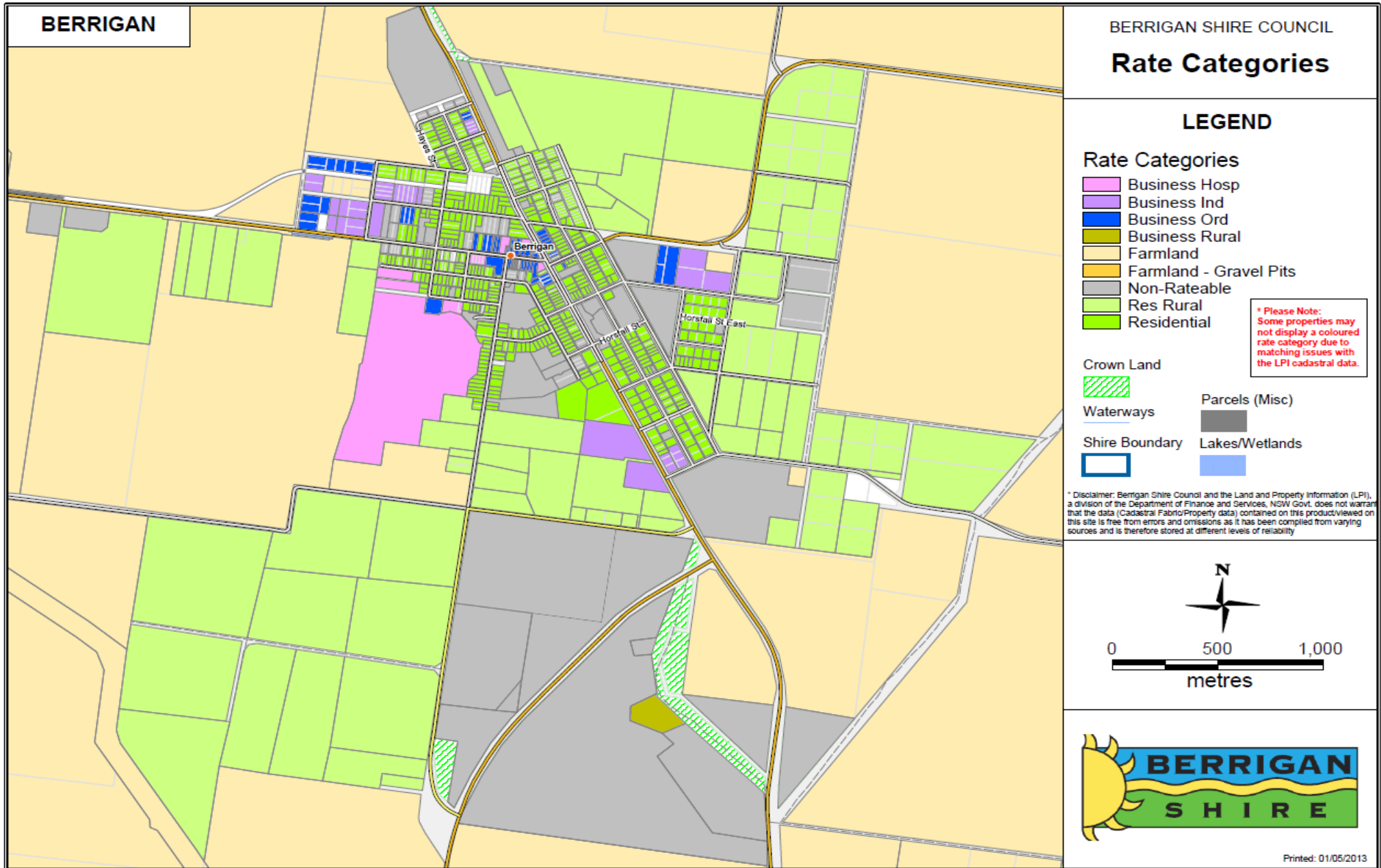
The Farmland rate is \$0.00059126 in the dollar. It applies to all farmland in the Shire

The Business rate varies by urban/town locations and the rate is applied to land categorised Business Ordinary, Business Hospitality, Business Rural. Each category has the same value as the residential rate of its urban/town location

The average property in each town pays the same level of Ordinary Rate







BERRIGAN

BERRIGAN SHIRE COUNCIL
Rate Categories

LEGEND

Rate Categories

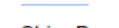
- Business Hosp
- Business Ind
- Business Ord
- Business Rural
- Farmland
- Farmland - Gravel Pits
- Non-Rateable
- Res Rural
- Residential

** Please Note:
 Some properties may
 not display a coloured
 rate category due to
 matching issues with
 the LPI cadastral data.*

Crown Land



Waterways



Shire Boundary



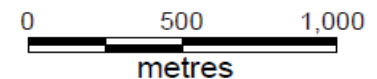
Parcels (Misc)



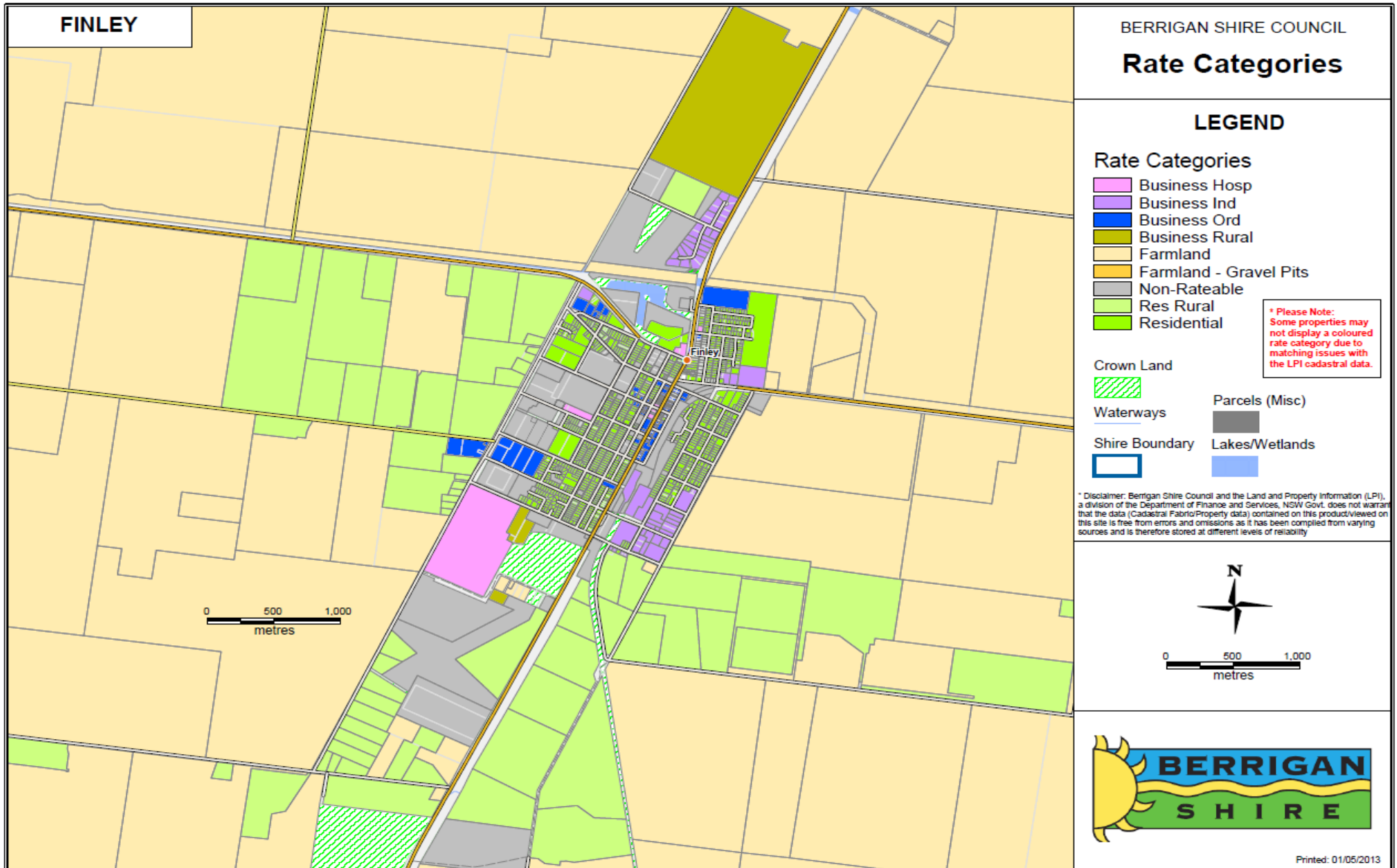
Lakes/Wetlands

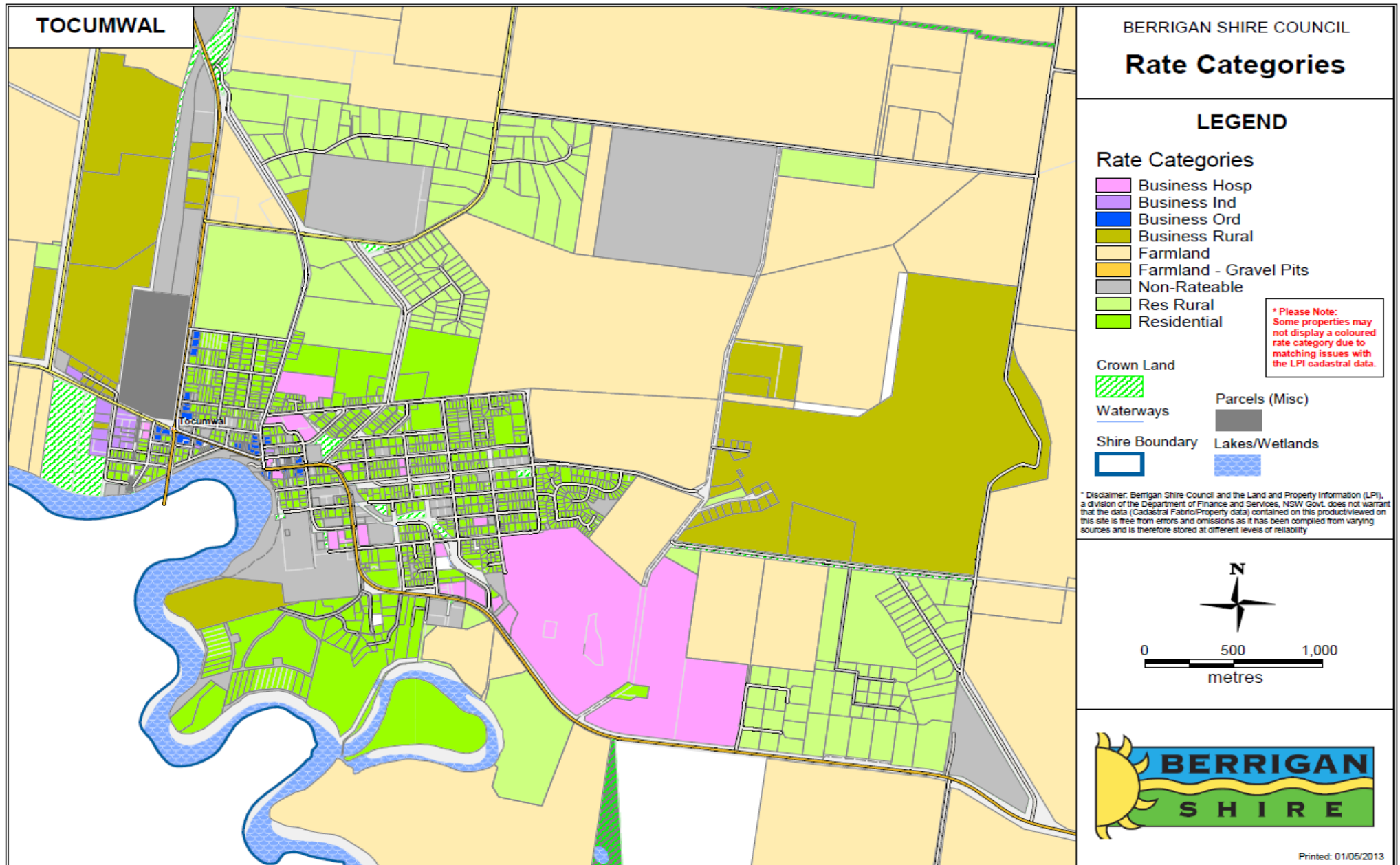


* Disclaimer: Berrigan Shire Council and the Land and Property Information (LPI), a division of the Department of Finance and Services, NSW Govt. does not warrant that the data (Cadastral Fabric/Property data) contained on this product/viewed on this site is free from errors and omissions as it has been compiled from varying sources and is therefore stored at different levels of reliability



Printed: 01/05/2013





Waste Management Service Charges 2017/18

Service provided	2017/18 Fee (\$ per annum	% Variation
Domestic Waste Collected 1 x Weekly pick up of 120 litre small garbage bin. (Green) 1 x Fortnightly pick up 240 litre recycling bin. (Blue)	\$279.00	2.5%
Additional Service (Collected) 1 x Weekly pick up of 120 litre small garbage bin (Green)	\$187.00	2.5%
Uncollected (vacant charge) Charged on vacant land within the collection zone – no service is provided.	\$55.00	2.5%
Business / Non Residential Garbage Charge 1 x Weekly pick up of 240 litre big bin. (Green)	\$261.00	2.5%
Garbage and Recycling Charge 1 x Weekly pick up of 240 litre big garbage bin. (Green) 1 x Fortnightly pick up of 240 litre recycling bin. (Blue)	\$384.00	2.5%
Recycling Collected 1 x Fortnightly pick up of 240 litre recycling bin. (Blue)	\$124.00	2.5%

Stormwater Management Service 2017/18

Service provided	2017/18 Fee (\$ per annum	% Variation
Residential Premises - on urban land	\$25.00	0%
Strata properties (per strata)	\$12.50	0%
Vacant Land	Exempt	0%
Commercial Premises - on urban land	\$25.00	0%
Other	\$25.00	0%

Sewer Charges 2017/18

Service provided	2017/18 Fee (\$ per annum	% Variation
Sewer Supply Charge Charged to all rateable land utilising the town sewer system or zoned residential and within 75m of Councils sewer system.	\$526.00	2.5%
Pedestal Charge Any property with more than 2 (two) cisterns/water closets will be charged a pedestal charge per excess cistern/water closet. A pedestal charge per cistern/water closet will be raised on all non- rateable properties connected to the sewerage supply.	\$112.00	2.5%
On-Site Low Pressure Maintenance Charge Applied to properties connected to Councils' sewerage supply via a low-pressure pump. Council maintains the pump in perpetuity subject to the owner paying the On-site low pressure maintenance charge.	\$150.00	57%

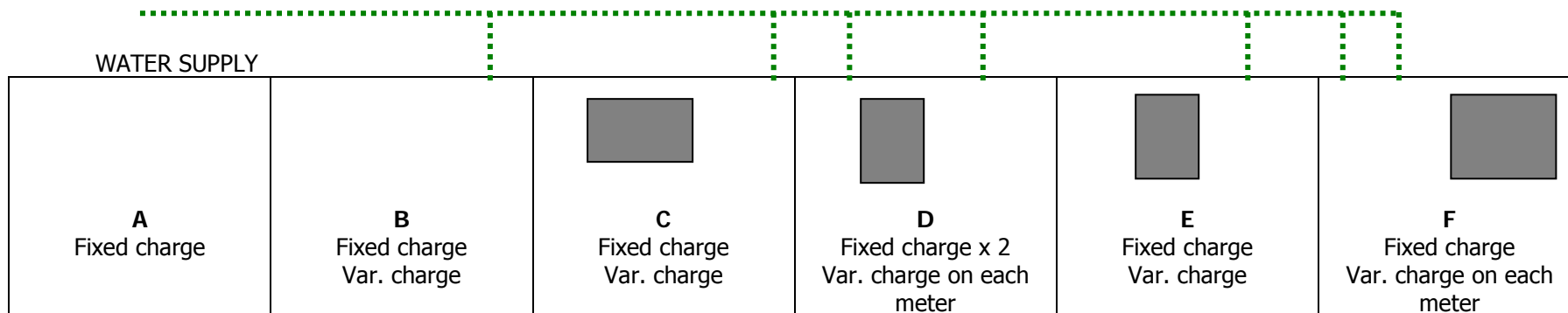
Water Access and Consumption Charges 2017/18

Service provided	2017/18 Fee (\$ per annum)	% Variation
Water Access Charge Applied to all properties supplied with water from a water pipe of the Council or land that is situated within 225m of Councils' water supply pipes. (see diagram attached)	\$523.00	2.5%
Water Consumption Charges – Unfiltered (Barooga, Berrigan & Finley)	\$0.73 per kl (stage 4 restrictions in force) \$0.52 per kl (other restrictions in force) \$0.47 per kl (no restrictions)	0%
Water Consumption Charges – Treated (Barooga, Berrigan & Finley)	\$1.46 per kl (stage 4 restrictions in force) \$1.04 per kl (other restrictions in force) \$0.94 per kl (no restrictions)	0%
Water Consumption Charges – Treated (Tocumwal)	\$0.97 per kl (stage 4 restrictions in force) \$0.69 per kl (other restrictions in force) \$0.62 per kl (no restrictions)	0%

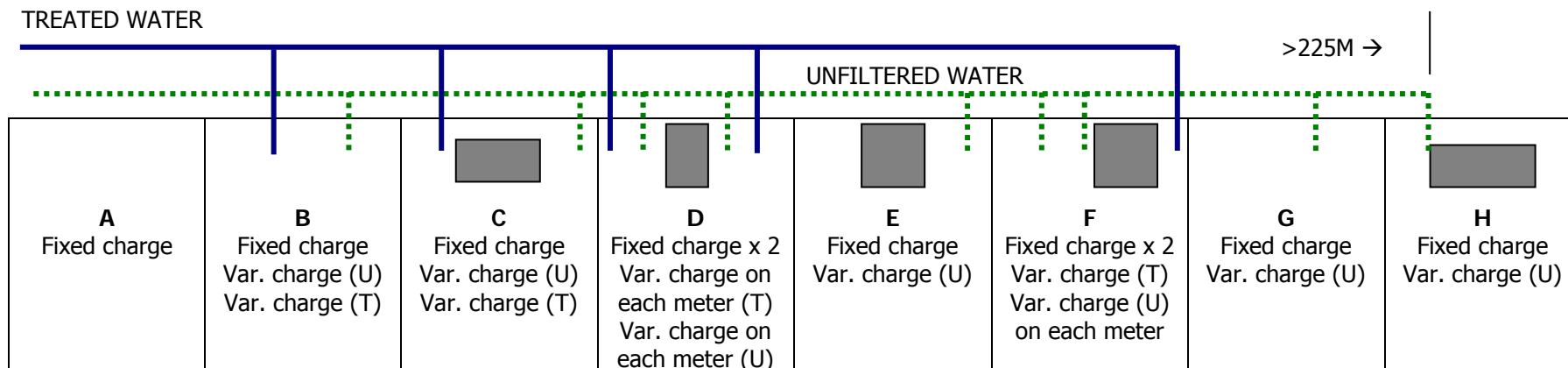
Water Access and Consumption Charges 2016/17




Service provided	2016/17 Fee (\$ per annum)	% Variation
Water Access Charge Applied to all properties supplied with water from a water pipe of the Council or land that is situated within 225m of Councils' water supply pipes. (see diagram attached)	\$510.00	2.5%
Water Consumption Charges – Unfiltered (Barooga, Berrigan & Finley)	\$0.73 per kl (stage 4 restrictions in force) \$0.52 per kl (other restrictions in force) \$0.47 per kl (no restrictions)	0%
Water Consumption Charges – Treated (Barooga, Berrigan & Finley)	\$1.46 per kl (stage 4 restrictions in force) \$1.04 per kl (other restrictions in force) \$0.94 per kl (no restrictions)	0%
Water Consumption Charges – Treated (Tocumwal)	\$0.97 per kl (stage 4 restrictions in force) \$0.69 per kl (other restrictions in force) \$0.62 per kl (no restrictions)	0%

1. WHERE SINGLE SUPPLY IS AVAILABLE TO PROPERTY
 (Tocumwal) – Not including proposed new subdivisions outside village boundary



2. WHERE DUAL SUPPLY IS AVAILABLE TO PROPERTY (EXCEPT "H" – SINGLE AVAILABLE ONLY)
 (Barooga, Berrigan and Finley) – Not including proposed new subdivisions outside village boundary



NOTE:  Indicates residence or residential use with house (T) Treated Supply  (U) Unfiltered Supply 

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Berrigan Shire Council



Berrigan Shire Council
Fees and Charges 2017-18

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 *Schedule of Fees and Charges* sets out each of the Council's Fees and Charges it intends to charge in 2017/18, including the methodology used to set each charge. The schedule is a part of the Council's *Annual Operational Plan*. The *Schedule of Fees and Charges* is prepared in line with the NSW government legislation and the Council's adopted User Fees and Charges Policy. The Schedule of Fees and Charges assists the Council to deliver on its objectives as set in *Berrigan Shire 2027* and its 4-year *Delivery Program*.

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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**

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 ²	2.1.4	\$338.00	\$343.00	1.48%	Application	Y	C	1
Commercial and industrial development equal to or greater than 100m ²	2.1.5		\$338 + \$1.10 per additional m ²		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

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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Complying Development Certificates

Class 10 buildings less than 100m ²	2.3.1	\$125.00	\$127.00	1.60%	Application	Y	C	1
Buildings less than 150m ² other than Class 10 buildings	2.3.2	\$188.00	\$191.00	1.60%	Application	Y	C	1
Buildings greater than 150m ² other than rural sheds	2.3.3	\$188 + \$1.10 per additional m ²			Application	Y	C	1
Rural sheds greater than 150m ²	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 ²	2.5.5	\$250.00	\$250.00	0.00%	Application	N	A	1
Exceeding 200m ² but not exceeding 2,000 m ²	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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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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Building Certificates [continued]

Exceeding 2,000 m ²	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

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

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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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

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

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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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
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

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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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

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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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

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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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

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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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	

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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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

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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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	\$80.00	6.67%	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			7.50%	Per Annum	N	A	2
				Fee 8.00%				

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

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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	\$50.00	0.00%	Year	Y	B	3

Per person, Minimum \$500 per group

Cemetery

Lawn Cemetery

Single interment (includes standard plaque)	23.1.1	\$1,972.00	\$2,120.00	7.51%	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	\$2,314.00	7.48%	Interment	Y	B	3
Second interment (additional 5 line plaque)	23.1.2.2	\$735.00	\$790.00	7.48%	Interment	Y	B	3

Interment of Ashes

Placed concurrently with interment (includes 5 line plate)	23.1.3.1	\$241.00	\$259.00	7.47%	Interment	Y	B	3
Placed in existing interment (includes additional 5 line plaque)	23.1.3.2	\$486.00	\$522.00	7.41%	Interment	Y	B	3
Stillborn interment (at head of grave – no right of burial in grave)	23.1.4	\$229.00	\$246.00	7.42%	Interment	Y	B	3
Outside normal hours surcharge	23.1.5	\$244.00	\$262.00	7.38%	Interment	Y	B	3

General Section

Site reservation	23.2.1	\$278.00	\$299.00	7.55%	Site	Y	B	3
General Section – Interment	23.2.2	\$59.00	\$63.00	6.78%	Interment	Y	B	3
Stillborn interment (designated area or at foot of grave)	23.2.3	\$229.00	\$246.00	7.42%	Interment	Y	B	3

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Grave Digging – General section

Machine – ordinary hours	23.3.1	\$429.00	\$461.00	7.46%	Interment	Y	B	3
Hand – ordinary hours	23.3.2	\$663.00	\$713.00	7.54%	Interment	Y	B	3
Machine – not ordinary hours	23.3.3	\$626.00	\$673.00	7.51%	Interment	Y	B	3
Hand – not ordinary hours	23.3.4	\$849.00	\$913.00	7.54%	Interment	Y	B	3

Monumental Masonry

Permit to erect kerb and/or monument	23.3.1	\$36.00	\$39.00	8.33%	Permit	Y	B	3
Removal and reinstatement	23.3.2	\$229.00	\$246.00	7.42%	Each	Y	B	3

Plaques

Standard single	23.4.1	\$581.00	\$625.00	7.57%	Plaque	Y	B	3
Standard dual	23.4.2	\$794.00	\$854.00	7.56%	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	\$213.00	7.58%	Each	Y	B	3
Interment	23.5.2	\$970.00	\$1,043.00	7.53%	Each	Y	B	3

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Application for permanent road closure and report to Council	[Roads, Crossings and Private Works]	19
Application to amend Local Activity Approval	[Local Activity and Road Act Applications]	11
Asbestos	[Commercial Waste (Within Berrigan Shire)]	15
Asbestos	[Waste (Outside Berrigan Shire)]	15
Assistance animal	[Registration]	13
Attending stock on roads	[Sustenance]	14
B		
Berrigan Sports Club for water bypassing the Council's treatment and reticulation system	[Consumption – Unfiltered]	17
BGA, BER, FIN No restrictions	[Consumption – Treated]	16
BGA, BER, FIN No restrictions	[Consumption – Unfiltered]	17
BGA, BER, FIN Other restrictions	[Consumption – Treated]	16
BGA, BER, FIN Other restrictions	[Consumption – Unfiltered]	17
BGA, BER, FIN Stage 4 restrictions	[Consumption – Treated]	16
BGA, BER, FIN Stage 4 restrictions	[Consumption – Unfiltered]	17
Book club	[Room Hire]	24
Borrowing charge	[Borrowings]	23
Buildings greater than 150m2 other than rural sheds	[Complying Development Certificates]	10
Buildings less than 150m2 other than Class 10 buildings	[Complying Development Certificates]	10
Business card	[Laminating]	23
C		
Cancelled cheque fee	[Office Services]	22
Car batteries, white goods, scrap steel and the like	[Residential Waste (Within Berrigan Shire)]	15
Car boot	[Residential Waste (Within Berrigan Shire)]	15
Car tyres	[Residential Waste (Within Berrigan Shire)]	15
Cardboard	[Commercial Waste (Within Berrigan Shire)]	15
Cardboard	[Waste (Outside Berrigan Shire)]	15
Cattle, horse	[Sustenance]	14
Certificate as to notices (s735A LG Act 1993)	[Building Certificates]	11
Certificate as to orders (s121ZP EP & A Act 1979)	[Building Certificates]	11
Certificate Reconciliation fee	[Rating Services]	21
Certified copy of document, map or plan	[Development Services Administration]	12
Chemical drums	[Residential Waste (Within Berrigan Shire)]	15
Class 1 building or Class 10 building for each dwelling containing in the building or in any other building in the allotment	[Building Certificates]	10
Class 10 buildings less than 100m2	[Complying Development Certificates]	10
Commercial and industrial development equal to or greater than 100m2	[Construction Certificates]	9
Commercial and industrial development less than 100m2	[Construction Certificates]	9
Commercial Use (Business and After Hours)	[Room Hire]	24
Community	[Food Premises Administration Fee]	12
Community Use (After Hours)	[Room Hire]	24
Community Use (During Library Opening Hours)	[Room Hire]	24

Fee Name	Parent	Page
C [continued]		
Conduct of events (including directly related training periods) Includes up to two events	[Aerobatics – In Accordance with the Tocumwal Aerodrome Management Plan]	20
Consumption – Recreation reserves and public pools	[Consumption – Unfiltered]	17
Contaminated sites	[Other]	8
Copy of Building Certificate	[Building Certificates]	11
Critical stage inspections	[Compliance Certificates]	9
Culvert crossings	[Roads, Crossings and Private Works]	19
Custom map – up to A1 size	[Maps]	22
D		
Designated development	[Other]	8
Designated development – maximum	[Advertising]	8
Disconnection	[Connection]	19
Dog or cat (desexed animal sold be eligible pound or shelter)	[Registration]	13
Dog or cat (desexed)	[Registration]	13
Dog or cat (desexed, owned by pensioner)	[Registration]	13
Dog or cat (not desexed)	[Registration]	13
Droving, walking or transportation fees	[Impounding]	14
Duplicate Construction, Compliance, Occupation and Complying development Certificates	[Information Service Fee]	11
Dwelling Additions	[Construction Certificates]	9
Dwelling entitlement enquiry fee	[Information Service Fee]	11
Dwelling less than \$100,000	[Request to Review Determination]	8
E		
Earthmover tyres	[Residential Waste (Within Berrigan Shire)]	15
Entry	[Swimming Pools]	23
Establishment fee	[Filtered Water Supplied to Water Carters]	18
Exceeding 2,000 m2	[Building Certificates]	11
Exceeding 200m2 but not exceeding 2,000 m2	[Building Certificates]	10
Expedited provision of certificate (by arrangement)	[Building Certificates]	11
Extract from valuation book	[Valuation or Ownership Enquiry]	21
F		
First interment (includes standard plaque)	[Double Interment]	24
Floor area of building or part not exceeding 200m2	[Building Certificates]	10
Food premises inspection fee	[Food Premises Administration Fee]	12
Footpath trading/Outdoor dining	[Street Trading/Street Vending]	12
Fridge de-gassing	[Other Tip Charges]	16
Full service < 3m deep	[Connection]	19
Full service > 3m deep	[Connection]	19
G		
Gas bottles (spiked and debunged)	[Residential Waste (Within Berrigan Shire)]	15
General	[Residential Waste (Within Berrigan Shire)]	15
General Section – Interment	[General Section]	24
General waste	[Commercial Waste (Within Berrigan Shire)]	15
General waste	[Waste (Outside Berrigan Shire)]	15
Gliding Operations	[Access Charges]	20
Gravel supply	[Roads, Crossings and Private Works]	19
Greater than \$10,000,000	[Other Development Applications]	7
Greater than \$10,000,000	[Request to Review Determination]	8
Greater than 12m and less than 20m from main to property boundary	[Connection – Service]	17
Greater than 20m and less than 30m from property boundary	[Connection – Service]	17
Greater than 20mm	[Disconnection]	18
Green waste	[Residential Waste (Within Berrigan Shire)]	15
Green waste	[Commercial Waste (Within Berrigan Shire)]	15
Green waste	[Waste (Outside Berrigan Shire)]	15
Gutter crossings	[Roads, Crossings and Private Works]	19

Fee Name	Parent	Page
H		
Hairdressers Beauty Salon	[Surveillance Fee]	11
Hand – not ordinary hours	[Grave Digging – General section]	25
Hand – ordinary hours	[Grave Digging – General section]	25
Heavy truck tyres	[Residential Waste (Within Berrigan Shire)]	15
Horse, mule, ass, cow (cow and calf up to 3 months), camel, goat or pig	[Impounding]	14
I		
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	[Building Certificates]	10
Impounded Advertising Structure release fee	[Street Trading/Street Vending]	12
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 including New Roads	[Building Certificates]	10
Initial assessment, site inspection/report to Council	[Subdivisions]	7
Initial inspection	[Rezoning]	9
Initial sheet	[Barrier Compliance Inspection]	13
Inspection	[Fax]	23
Inspection of manufactured home/ Reinspection	[On Site Sewerage]	12
Integrated development and development requiring concurrence	[Caravan Parks, Camping Grounds and Manufactured Home Estates]	12
Inter-library loan	[Other]	8
Interment	[Borrowings]	23
Internal transfer	[Memorial Wall – Interment of Ashes]	25
Involving Liquor Licences or Places of Public Entertainment	[Borrowings]	23
Issue of compliance certificate	[Subdivisions]	7
Issue of Improvement Notice – Food	[Barrier Compliance Inspection]	13
	[Food Premises Administration Fee]	12
L		
Lifeguards	[Swimming Pools]	23
Light truck tyres	[Residential Waste (Within Berrigan Shire)]	15
Liquid bitumen waste	[Residential Waste (Within Berrigan Shire)]	15
Local Activities (s68) – other than those with a specific fee	[Local Activity and Road Act Applications]	11
Lodgement fee for all Part 4A certificates issued by private certifiers and kept by Council	[Information Service Fee]	11
Low pressure sewer pump maintenance charge	[Pedestal Charge]	18
M		
Machine – not ordinary hours	[Grave Digging – General section]	25
Machine – ordinary hours	[Grave Digging – General section]	25
Major LEP amendment plus additional cost for consultant to prepare environmental study plus planning proposal	[Rezoning]	9
Microchipping of impounded animals	[Registration]	13
Minor LEP amendment following Council decision	[Rezoning]	9
Minor sewer works application fee	[Local Activity and Road Act Applications]	11
Modification of Complying Development Certificate	[Complying Development Certificates]	10
Modification of Construction Certificate	[Construction Certificates]	9
Movement fees (Honesty box)	[Aircraft Parking Fees (Powered and Unpowered)]	20
N		
New dwelling	[Construction Certificates]	9
No works	[Request to Review Determination]	8
Non Rate-able Each pedestal/urinal	[Pedestal Charge]	18
Non-standard	[Plaques]	25
Not including New Roads	[Subdivisions]	7
Not including Physical Works	[Subdivisions]	7

Fee Name	Parent	Page
O		
Occupation	[Temporary Occupation of Footpath by Fence or Hoarding During and Building Operation]	11
Occupation certificate	[Compliance Certificates]	9
One property	[Computer Sales Advice]	21
On-farm Water Storage 15ML (SEPP 52)	[Subdivisions]	7
Online search	[Borrowings]	23
Other aviation and commercial use, events etc.	[Aerobatics – In Accordance with the Tocumwal Aerodrome Management Plan]	20
Other private works	[Roads, Crossings and Private Works]	19
Other properties	[Stormwater Management Charge]	19
Out of hours release	[Registration]	13
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
P		
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
R		
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
Requested test (Refundable if error found)	[Reading and Testing]	18
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]	12
Returned cheque fee	[Office Services]	22
Road opening permit	[Roads, Crossings and Private Works]	19

Fee Name	Parent	Page
R [continued]		
Route assessment	[Restricted Access Vehicle Routes]	19
Rubbish bag	[Residential Waste (Within Berrigan Shire)]	15
Rural sheds greater than 150m2	[Complying Development Certificates]	10
S		
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
s96(1A)	[Amendment to Development Consent]	8
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
Section 603 certificate – expedited service surcharge	[Rating Services]	21
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
Standard single	[Plaques]	25
Stillborn interment (at head of grave – no right of burial in grave)	[Interment of Ashes]	24
Stillborn interment (designated area or at foot of grave)	[General Section]	24
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
T		
Tandem trailer up to 2m2	[Residential Waste (Within Berrigan Shire)]	15
Temporary road closure	[Roads, Crossings and Private Works]	19
Title search	[Valuation or Ownership Enquiry]	21
TOC No Restrictions	[Consumption – Treated]	16
TOC Other restrictions	[Consumption – Treated]	16
TOC, Stage 4 restrictions	[Consumption – Treated]	16
Tractor tyres	[Residential Waste (Within Berrigan Shire)]	15
Training and practice (three days or part thereof)	[Aerobatics – In Accordance with the Tocumwal Aerodrome Management Plan]	20

Fee Name	Parent	Page
T [continued]		
Truck Wash	[Connection]	19
U		
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
V		
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
W		
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
Working dog (on property)	[Registration]	13
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
Y		
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

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*.



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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.



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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.



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- **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.



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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

Budget Summary and Comments 2017/18

INTRODUCTION

The highlight of the 2017/18 budget is the \$3.2m proposed redevelopment of the Tocumwal Foreshore precinct. This redevelopment is based on the Council's Foreshore masterplan adopted in 2016.

Included in the redevelopment is:

- A new splash park and play space
- Streetscape and parking along Deniliquin Rd and Anzac Avenue.
- A walking path along the Tocumwal town levee
- The addition of a second story to the Tocumwal visitor information centre to create a riverview dining experience.
- A town square, and
- A replacement amenities block

On top of the works included in this budget, future works at the Tocumwal Foreshore include:

- An amphitheatre on the river side of the Tocumwal levee for music and other performances
- A riverside walking trail
- Fishing stations

The project is part of the Council's commitment under its Tourism strategy to develop and improve its tourism infrastructure and town amenity so as to attract more residents and visitors to Berrigan Shire.

To assist in funding the project, Tocumwal community groups have provided

\$300,000 in cash along with commitments to assist in funding the operation of the splash park. The Council is also seeking grants from the NSW and Federal governments. These grants are necessary for the project to proceed in its current form.

To fund the Council's share of the project, this budget includes a contribution of \$826,000 funded from the Council's working capital – in effect operating at a cash deficit of \$826,000 for the financial year. While this decision does carry with it some risk, the Council considers this risk is minimal and manageable.

An independent assessment of the economic impact of the redevelopment has found that the project is expected to deliver a \$5.8m boost to the Berrigan Shire economy and create up to 6 direct and 14 indirect jobs in Berrigan Shire.

Rates and charges

An ordinary rate revenue increase of 1.5% has been included in the budget for 2017/18. This represents the maximum permissible amount allowed by the Independent Pricing and Regulatory Tribunal (IPART) in accordance with the rate pegging provisions of the *Local Government Act 1993*.

The Council can elect to adopt this level of increase or it can adopt a lower amount, including a rate revenue reduction.

The permissible level of increase is a global limit on the total amount of

Ordinary rates raised. The Council retains the flexibility to re-distribute the rate burden amongst rating categories as it sees fit, provided the global permissible limit is not exceeded. In instances involving properties in the Town rating categories, rates revenues have been re-apportioned so that each average town property, on average, pays the same or similar rate.

The rate peg is based on the Local Government Cost Index. This index measures the increase in costs for items such as wages and fuel used by Councils to provide services. From this result of this index, IPART then deduct a "productivity factor" in expectation that Councils will become more efficient in their operations. This system necessarily leads to a situation where Council's costs always will exceed any increase in revenue.

In determining the 2017/18 rate peg, IPART determined a 1.47% increase in the Local Government Cost Index. IPART normally deduct a productivity factor – calculated at 0.001% this year. IPART determined that the productivity factor this year was not material so no deduction

was made. The 1.47% was then rounded up to set the peg at 1.5%.

Table 2 below provides a summary of these changes

The budget and the rate in the dollar have been based on property values provided by the Valuer-General as of April 2017. There is a possibility that these figures may change before the adoption of the budget and the rate due to supplementary valuation amendments.

The land values used to strike the rate have a base date of 1 July 2016. It is estimated that the rate peg allowance and natural growth will raise an additional \$74,200 nett (after pension rebates and state subsidy) in 2017/18 when compared to the 2016/17 original budget.

The approximate effects of these permissible rate increases on average Ordinary rates, are shown in Table 3 below (as at April 2017)

More detailed information on the effects of this year's permissible rating increase on all rating categories is shown in a table further into this report.

Table 2: Ordinary rate increases 2014-2017

YEAR	LG COST INDEX	"PRODUCTIVITY" FACTOR	CARBON IMPOST AMEND.	INCREASE TAKEN UP BY COUNCIL
2014-15	2.8%	-0.2%	-0.3%	2.3%
2015-16	2.47%	-0.04%	-	2.4%
2016-17	1.78%	-	-	1.8%
2017-18	1.47%	-0.001%	-	1.5%
2018-19 (assumed)	1.5%			

Table 3: Average Ordinary Rate by Category

Rate Category	2016/17 [^]	2017/18 [#]
Farmland	\$1,995	\$2,025
Residential Rural	\$624	\$634
Residential (other)	\$2,456	\$2,493
Urban/Town Properties	\$769	\$783

[^]as at June 2016

[#]as at April 2017

The total average residential annual Ordinary rates and charges, including water, sewer, domestic waste management/garbage and stormwater/drainage, will be \$2,136 for 2017/18 as compared to \$2,090 for 2016/17. This is an overall increase of rates and charges of \$46. Most Ordinary rates have increased by approximately 1.5% and utility charges have increased by between 2.5% and 3% but the Stormwater Charge has not changed. Note that the low pressure sewer maintenance charge has increased by around 50% as discussed later.

Operating grants and investment income

In 2013/14, the Federal Government introduced a "pause" of indexation of the Financial Assistance Grant (FAG) paid to local governments for a three year period. While this three year period is now complete and indexation should now resume, no announcement on indexation of FAG for 2017/18 has been made at this date.

However, given low inflation, any indexation is likely to be minor in any case and in addition, the share of the overall FAG pool for NSW has fallen.

On this basis, the grant has been shown at historic levels for 2017/18

The actual amount of FAG received by the Council may vary however as a result of

the formula used to determine the distribution across the over 500 local governments in Australia.

The Council may wish to reconsider the use of the Financial Assistance Grant at the second quarterly review when the actual amount of the grant will be known. Audit results for 2016/17 will also be available and decisions can be made at that time based on that information.

The Rural Local Roads grant has been treated on the same basis as the FAG.

Roads to Recovery (R2R) grant funding has been included at \$355,378 for 2017/18. While the average allocation is \$625,000 per year in this iteration of R2R, much of this has already been allocated to specific road projects in previous years. In return for this funding, the Council is obliged to maintain its expenditure on roads at current levels from its own funds. This program will continue to 2019/20.

The Council has traditionally been conservative when recognising investment interest income in its initial operating budget. This has been for prudential reasons – not wanting to allocate these funds for future expenditure until they have been received.

The Council has traditionally waited until the adoption of the audited financial statements to recognise and make use of these funds.

Utility charges

The principles of full-cost recovery for the water and sewerage funds are continued in this four year plan.

The budget proposes that the Annual Water Access Charge for 2017/18 be set at \$523.00 for the provision of water supply services. This is an increase of \$13.00 from the 2016/17 charge.

This budget, and the associated water charges, is based on an assumption that water restrictions will not be in place in 2016/17.

Variable water revenues from water usage, and therefore tariffs or charges per kilolitre, may fluctuate significantly throughout the year if restriction levels vary significantly. The situation will need to be monitored regularly, and tariffs amended accordingly, in order to achieve the necessary total revenue required to maintain and operate the Council's water infrastructure and services.

The Council may apply new variable water consumption tariffs and restrictions at its discretion, based on competent economic management.

The following water consumption charges for water reading cycles during 2016/17, under the prevailing water restriction

stages, will be based on the tariffs shown in Table 4 below.

The proposed consumption tariff charges shown have not changed since 2011/12.

This methodology of charging, whilst not necessarily allowing the Council to remain compliant with Best Practice Guidelines, helps secure the Water Funds overall revenue in times of widely varying consumption. The Council and the community have learnt that under the volumetric pricing regime for water, significant water consumption variations lead to significant revenue variations whilst expense levels only alter marginally. This has the potential to severely impair the ability of these funds to meet their full-cost recovery aims.

The variable consumption charges apply from the first kilolitre - there are no allowances.

The charges as shown above will apply for water consumed from the next billing run after the introduction of the applicable water restriction stage. When possible, the Council will attempt to advise consumers of the amendment of the charges prior to use, although it is acknowledged that this may not be feasible under certain circumstances.

The charges shown below will be implemented at the discretion of Council and at the times deemed necessary.

Table 4: 2016/17 Water Consumption tariffs

Town	Water Supply Type	Tariff/Charge per KL		
		Stage 4	Other Stage	No Restrictions
Barooga/Berrigan/Finley	Treated	\$1.46	\$1.04	\$0.94
	Unfiltered	\$0.73	\$0.52	\$0.47
Tocumwal	Treated	\$0.97	\$0.69	\$0.62

Annual Sewerage Charges have been increased by around 2.5%, from \$513 to \$526. A 2.75% increase has also been applied to the Pedestal Charge. The Low Pressure Sewer Pump Maintenance Charge has increased from \$95 to \$150 per year – to better reflect the actual cost of maintaining these devices.

For 2017/18 the Garbage Charges and the Domestic Waste Collection Charge will increase by around 2.5%. This raises the Domestic Waste Management Collected Charge from \$272 to \$279 per service. The Garbage Collection Charge from \$255 to \$261 per service and the Uncollected Charge for vacant residential blocks has been increased from \$54 to \$55 – a 1.85% increase.

The recycling charges for businesses will increase by 2.4% for 2017/18.

The Stormwater Management Service Charge remains unchanged at \$25, or part thereof. This charge is levied on most urban properties. This is the maximum allowable charge

Budget result

The estimated cash surplus/deficits for the years 2016/17 to 2019/20 are shown in Table 5 below:

Table 5: Projected Consolidated Cash Result

Year	Result
2017/18	\$754,711 deficit
2018/19	\$29,605 surplus
2019/20	\$8,488 surplus
2020/21	\$14,238 deficit

This takes into account anticipated results for 2016/17 and carryover of incomplete capital works.

Additional points for noting include:

Once again, award wage increases have absorbed in excess of the permissible Ordinary Rate income increase.

As has been the case for some years, funding continues to be tight in the General Fund, however Capital Works and maintenance have been maintained at historic levels.

Several significant items are impacting on the overall budget position and the Council's ability to take on discretionary expenditure. These are:

- The "pause" in Financial Assistance Grant indexation
- Commitments to essential programs such as levee maintenance and improvement, drainage improvement and town beautification programs
- Overall escalating general cost increases at a rate greater than the Rate Peg.

Exacerbating these trends is the move by the Federal Government from untied grants to local government to specific purpose grants tied to specific projects – especially roads. The "pause" in indexation of Financial Assistance Grant is offset to some extent by the additional Roads to Recovery (R2R) funding but R2R must be spent on roads. This has the effect of removing the Council's discretion for capital projects other than roads.

Once again, there are significant capital works identified in the Water Fund; however the reserve balance should not be too badly affected, subject to revenue

from consumption and temporary transfers continuing to meet targets.

The Sewer Fund is now making moderate operating surpluses.

Both the Water and Sewer Funds are now debt free.

Attached with this budget commentary is:

- Nett Cost Statement which shows the nett cost of services to be funded from Ordinary Rates; and
- Complete line budget which shows each individual item of expenditure and revenue in function based format; and
- Capital works program, which includes most, but not all, capital works. Items not included typically include such things as office equipment. The cost summary contents on the front page of this document are included in the line budget as bulk capital expenses; and
- Schedule of budgeted movements in reserves.

PROGRAMS

Set out below is a detailed summary of significant changes by Council function.

It should be noted that this year sees a re-allocation of overhead charges across the various functions of the Council. The overhead relates to the cost of providing the various arms of the Council with governance, corporate and technical services – which are distributed to each Council service to determine the full cost of that service.

Corporate Services

The Corporate Services function relates to the governance and administration of the Council as a whole. This includes Councillor expenses and allowances, office functions such as payroll and accounts payable and customer service.

Salaries and Wages across the board have been inflated by 2.5% in 2017/18 and each of the following years. The exact amount of future salary increases will be dependent on the new Local Government Award currently being negotiated.

These increases flow through to all staff overheads such as superannuation, workers compensation, insurance etc. as these are dependent on the level of salaries and wages. The significant increase in defined benefit superannuation contributions continues to have a marked effect on salaries and wages.

The Council has again allocated \$50,000 in 2017/18 and subsequent years to fund the purchase of new Financial Management software. Any migration to new software will occur when circumstances and staffing permits.

A further \$85,000 has been set aside in 2017/18 to replace the Council's virtual server network – the computers that store the Council's data and manage its computer system. This is required to be upgraded every five years.

This budget includes an amount for insurance rebates but discounted against historic levels to reflect the lack of certainty regarding the amount likely to be received.

The annual allocation for risk management has been set at \$50,000 per year.

Overall debt servicing costs for the general fund is at 2.1% of rates/FAG/RLR

grant – not taking into account any LIRS subsidy income. If the subsidy is taken into account, this cost falls to 1.7%

Each \$100,000 borrowed over a 10 year period costs approximately \$11,642 per year to repay based on a 3.1% interest rate.

Technical Services

This area of Council consists of the engineering, design and survey services of the Council.

This four year budget proposes no significant changes in the area of Technical Services expenses.

Plant Operation and Replacement

Fluctuating fuel prices and vehicle change over costs will require constant review of plant hire rates. Major plant items budgeted for replacement during 2017/18 are:

- Isuzu ProTray Sign Truck
- JD Tractor/Front End Loader
- Caterpillar 12H grader and GPS control
- John Deere mower (Finley)
- Rioned sewerage pipe cleaner
- Concrete grinder

The Council has also allocated a nett \$29,750 for the purchase of utilities and a nett \$190,000 for the purchase of motor vehicles.

This budget projects that plant operations will withdraw \$8,386 from the plant reserve in 2017/18.

Emergency Services

The Emergency Services budget has been drawn up on the basis of known historic costs and information from NSW Rural Fire Service, Fire and Rescue NSW and the State Emergency Services. It is possible

this amount could vary from those forecast.

Note that these contributions are over and above the funds raised and passed onto emergency services by the Council under the Fire and Emergency Services Levy.

Table 6 lists the budgeted contributions to each service to be made by the Council.

Table 6: Contributions - emergency services

Year	Result
NSW Rural Fire Service	\$ 115,560
Fire and Rescue NSW	\$ 49,724
SES NSW	\$ 15,910
TOTAL	\$ 181,194

Environmental Services

The Council's Environmental Services cover planning and land use, building and construction certification and inspection, public health and animal control.

There are no significant changes proposed in this budget from existing operations.

Early Intervention Service

The Early Intervention (EI) service is a State government service provided by the Council for children aged from 0-8 with developmental delays to enable those children to start school without undue difficulty.

The Berrigan Shire Early Intervention team also provides this service to Jerilderie and Urana Shires.

The program is currently fully funded by NSW Government but is transitioning to the National Disability Insurance Scheme (NDIS) in 2017/18. As a result of the transition, the Council has indicated its intent to withdraw from service provision.

Until this withdrawal is complete, this service has been included in the budget at historic rates.

Housing

The Council own four residential properties, used to attract and house staff.

The housing budget is based upon recurrent costs and programmed maintenance.

Cemetery

The Council operates four cemeteries – at Barooga, Berrigan, Finley and Tocumwal.

The cemeteries are operated on a cost-recovery basis, with interment charges expected to cover the costs of interment, plaques and ongoing cemetery maintenance.

The Council has committed \$40,000 in 2017/18 towards the construction of modular public toilet facilities at Finley and Barooga cemeteries at a total cost of \$50,000; the remaining funds to be provided by the community.

The cost of cleaning and maintaining the new cemetery toilets is expected to be approximately \$12,000 per annum. In order to recover 50% of this cost, cemetery charges across the board will increase by an additional 6% over and above the standard annual indexation – in line with the Council's User Fees and Charges Policy.

Garbage and Domestic Waste Management

Under this function, the Council provides a domestic and commercial waste collection service, through a contractor. The Council also operates two waste management facilities – in Berrigan and Tocumwal.

The major capital expenditure proposed for this service in 2017/18 is the purchase of compaction equipment for the Berrigan landfill at a cost of \$150,000. This is expected to increase the life of the landfill. Additional excavation of the landfill hole in Berrigan is also included at a cost of \$50,000.

This budget also proposes the construction of a transfer station at Tocumwal in 2018/19 at a cost of \$225,000, replacing the existing green waste landfill.

Charges have been generally indexed by 2.5% for the garbage collection and the domestic waste collected services.

Stormwater Drainage

In 2015, the Council borrowed \$1.62m to bring forward essential drainage works to 2015/16 and 2016/17. The loan is subsidised by the NSW government under the Local Infrastructure Renewal Scheme (LIRS). The works funded under this scheme include:

Berrigan

- East Riverina Highway
- Flynn St area
- Drummond St

Finley

- Finley St detention basin
- Remodelling of Loco Dam
- Installation of Endeavour Street Pump Station
- Murray St – Headford to Osborne St
- William St – Hampden to East St
- William St cross connection

Tocumwal

- New pump stations
- Bent St to Barooga St North drainage
- Bruton St Electricity connection; and as part of Fixing Country Roads project upgrades to drainage in the
- Silo Road area

The Council expects to receive a subsidy under the LIRS scheme of around \$34,100 in 2017/18. Further details on the LIRS loan are shown later in this report.

Work on the above LIRS-funded drainage projects is now substantially complete

The Council has authority to apply a Stormwater Management Services Charge. The charge is expected to raise \$71,850 in 2017/18. The Council may only levy a maximum charge of \$25. Proceeds from the charge are used to partly fund payment of the LIRS loan.

As in previous years, there has been no provision made for the receipt of any developer charges to assist with drainage costs. This is a conservative position but is based on the understanding that no major private subdivisions are currently expected in 2017/18.

Environmental Protection

This budget area relates to the construction and maintenance of flood levees and other flood mitigation works.

Under this function, the Council makes an annual allocation for levee works to provide cyclical capital works and levee bank maintenance.

The long term principle being applied is that the Council places in reserve an amount of \$50,000 to save up for future works. Those funds are then used to leverage future State and Federal grants.

The standard provision for this reserve has been made in 2016/17 and continuing in 2017/18, 2018/19 and 2019/20.

From this provision, in 2017/18 the Council proposes to raise and strengthen sections of Levee 1 at a cost \$103,280. A

further \$50,000 will be spent removing trees threatening the integrity of the Council's levee network.

Community Services

The Community Services budget area includes the Council's support of social and cultural initiatives – either delivered by the Council or by third parties.

The Council proposes to continue its annual allocation of \$3,000 for Youth Week and \$2,000 for KidsFest.

An annual calendar of events recognising International Women's Day, Seniors Week and Children's Week and Men's Health Week makes up Council's social justice program of social and cultural events. Additional social and cultural activities are also promoted by Council if developed by community partners and where the activities contribute toward the strategic objectives of Council's Volunteer Strategy, Library Services Strategy, Ageing and Liveability Strategy and its Children, Young People and Families Strategy.

The Council is a member of South West Arts – the local regional arts board – and contributes \$8,500 per year to its operations.

Water Supplies

The major capital works program for the Water Fund identified in this budget is a three year program of replacement of water meters of \$314,000 per year – of which 2017/18 is the second year. An additional \$180,000 will be spent upgrading the online instrumentation and telemetry at all four water treatment plants and \$120,000 and around \$200,000 of mains replacement will be undertaken.

The water service is expected to make a modest cash deficit in 2017/18 before returning to moderate surpluses over the remaining four year period.

The Water Fund is now debt-free.

Sewerage Services

The Council's Sewerage Fund continues to make modest operating surpluses and its cash position continues to improve.

Capital works in the fund in 2017/18 include sewer main relining at Tocumwal and an upgrade of the sewer telemetry system as well as general sewer main upgrades and other replacements.

The Sewerage Fund is debt free.

Public Libraries

The Council operates four public libraries – in Barooga, Berrigan, Finley and Tocumwal. This service was at one time largely funded by the NSW Government but now the Council is responsible for funding over 90% of the cost.

The library operating budget is primarily based upon historical cost and service levels.

The library subsidy received from the State has been included at historic levels. There is some risk that the level of subsidy will alter.

There are no significant capital works identified over the four-year life of this delivery plan.

Community Amenities

This budget area includes the Council's public halls and public toilets.

The 2017/18 budget will see a total of \$389,000 available for an upgrade of the Finley School of Arts, including the removal of the existing annex and toilets

and replacement with new toilets. \$180,000 of this funding has been carried over from 2016/17.

The redevelopment will:

- include modern and accessible toilets,
- improve access to the facility for the frail aged, disabled and families with young children
- modernise and improve the kitchen facilities

The Council has placed a three-year moratorium on any works at the Finley War Memorial Hall while it assesses its use.

An amount of \$150,000 has been allocated for the construction of public toilets and other amenity improvements at Railway Park, Finley. This will replace the existing arrangement where the toilets at the Finley mall are made available for the public.

Recreation

The Council provides five major recreation areas and a range of other parks and passive recreation areas. The Council maintains 14 playgrounds and three skate parks across the Shire.

The major project in this area is the redevelopment of the Tocumwal Foreshore, with over \$3.2m of works proposed – subject to available grant funding from the NSW and/or Federal government.

The Council has set aside \$50,000 for repainting the pool and concourse at the Finley War Memorial Swimming Pool.

A list of operating grants provided to volunteer committees of management is shown in Table 7.

Table 7: Facility operating grants
2017/18

Volunteer committee	Grant (\$)
Pools	
Berrigan	31,400
Finley	35,600
Tocumwal	31,400
TOTAL	98,400
Recreation Reserves	
Barooga	11,618
Berrigan	10,751
Finley	11,444
Finley Showgrounds	11,715
Tocumwal	11,363
TOTAL	56,891
Halls	
Berrigan	7,860
Finley	7,860
Tocumwal	4,280
TOTAL	20,000
Other	
Berrigan Conservation Group and Tidy Towns	3,860
GRAND TOTAL	\$179,291

Quarries and Pits

No significant changes are proposed in the operation of Council's gravel pits.

Shire Roads

This budget area includes all roads, kerb and gutter, footpaths, physical townscape works, street lighting and bus shelters. The budget comprises two sections, being the capital works program and maintenance functions.

The capital works areas are detailed in the capital works program. The general policy in this area of infrastructure development and maintenance is that a roughly equivalent total nett cost amount will be committed to the overall program each

year. Individual components of the program may vary.

Some of the major road construction projects identified in this budget include:

- \$590,000 over three years for reconstruction work on Crosbies Road
- \$580,000 over three years for reconstruction of Barnes Road
- \$114,000 for the bends section on Piney Road
- \$75,000 to continue with improvement to clear zones on rural roads
- \$120,000 for McAllister St in Finley between Headford St and Osborne St.

The Council continues to put aside \$80,000 each year over the four year plan to fund town entrance beautification works. This will include signage, tree planting and other garden works to make the major entrances to the four towns more attractive for visitors and residents.

Town entrance beatification program works substantially complete are the Newell Highway approaches to Finley and Tocumwal. Planning and consultation for proposals for Barooga and Berrigan is underway now.

Aerodrome

The Council has developed a second tranche of 12 residential/industrial lots at the Tocumwal Residential Airpark, partially funded by a National Stronger Regions grant. The Council may consider further sub-divisions but has not included any funding for development works in this budget.

The Council's intent with these development works is to create sufficient

usage to justify future operations of the aerodrome and help offset the cost of its operation.

Capital funds of \$75,000 has been included for heavy patching of the 18-36 runway.

The budget at Tocumwal Aerodrome allows for Council management and maintenance of the facility. There is limited scope for the aerodrome to raise its own revenue and operations at the facility require the use of general Council funds.

The Council will contribute \$50,000 an Aerodrome Works reserve annually to fund future works such as runway sealing.

Operation of the aerodrome requires a \$100,000 subsidy from Council ratepayers annually over and above the \$50,000 reserve transfer.

RMS Works

Roads and Maritime Services works cover two principal areas.

Firstly, the Council receives an estimated block grant of \$881,000 for expenditure on its classified main roads.

Secondly, the Council receives an amount of \$175,000 as a half cost contribution towards the "Repair" program. The Council's matching of this expenditure is funded from the Block Grant.

Caravan Parks

The Council is responsible for the infrastructure of the two caravan parks being: Berrigan and Tocumwal.

Both caravan parks have been leased to private operators and revenue from each lease has been included in this budget.

Tourism and Area Promotion

After consultation with the local tourism industry, in 2014 the Council adopted a new Tourism Strategy.

The strategy has three major strategic objectives. Namely it will:

1. Continue to support the development of events that attract visitors to the Shire
2. In partnership with Moira Shire Council and Murray Regional Tourism Board, look to develop and operate an integrated "digital platform" showcasing visitor experiences.
3. Invest in improvements to town amenity through the provision of infrastructure such as public toilets, paths, town entrance beautification and parks.

The Tocumwal Foreshore redevelopment, the town entry beautification program and the Railway Park toilets in Finley are practical examples of the Council's implementation of this tourism strategy

On top of this infrastructure funding is financial support for events, development of new tourism infrastructure and membership of peak tourism bodies.

The Council leases the Tocumwal Visitor Information Centre to a private operator at a subsidised rate in return for the operator providing visitor services. The Council also provides in-kind support for the operation of the facility such as electricity.

The Events Development Program is projected to continue through to 2019/20 with the Council contributing up to \$20,000 in top-up funding per year to maintain the balance of the Events Management fund at \$60,000. The

amount contributed each year will vary depending on the amount the Council contributes to events in that year.

2017/18 is the first year of a three year agreement for the Council to support the work of the Murray Region Tourism Board. The agreement requires a contribution of \$14,000 - \$15,000 per annum.

Business Development

There are three elements contained in this function. Firstly, a pool of funds is provided for general assistance to economic activities or initiatives that may arise through the year.

Secondly, contributions to other bodies, activities and organisations are also provided.

Thirdly, the position of Economic Development Officer is typically funded in this area.

This budget annually puts aside \$24,000 for industry development programs. This includes programs such as funding support for training in customer service and hospitality for local businesses.

With Federal and State abandonment of fruit fly control in this region, the Council has committed another \$10,000 has been included annually for the fruit fly mitigation program run in conjunction with Moira Shire Council.

Saleyards

The Council leases its saleyards facility in Finley to a private operator. This arrangement stemmed a long running financial drain on the Council and has been a successful one for all parties involved.

The saleyard facility is provided as a service to the agricultural industry in Berrigan Shire.

The cost to the Council of owning and maintaining the saleyard facility is expected to be around \$40,000, mainly consisting of depreciation and insurance charges.

The Council created a sinking fund to be used to fund works required to eliminate or mitigate identified work health and safety issues. This sinking fund now totals \$100,000 which is considered sufficient to meet this requirement and as such no further contributions have been included in this budget.

Real Estate Development

The Council proposes to develop a further four residential lots at its Finley St estate in Finley. This is funded from the Council's Capital Works and Economic Development Reserve.

The budget does not include revenue from the sale of developed land in the Finley St subdivision or the Tocumwal Residential Airpark. This is a conservative position and allows the Council to make a decision on these proceeds when and if a sale is made.

Private Works

A conservative value for likely private works activities at a breakeven point for the Council has been included in the budget. Any profits generated from private works will be monitored and a decision made on its use when received.

Rates and Annual Charges Yields

The proposed yields from the Council Rates and Annual Charges are shown in Table 6 below. The gross yield from each charge is shown separately.

The pension rebate has been calculated for each fund and is shown as a net figure – the rebate provided by the Council, less the partial subsidy provided by the NSW Government.

The 2016/17 yield shown is the actual figure levied last year. The 2017/18 figure is an estimate based on the rate increase proposed using land values as they exist in March 2017. The 2018/19, 2019/20 and 2020/21 are projections based on the 2017/18 estimates.

Table 8: Rates and Charges Yields 2016 to 2021

ORDINARY RATES					
% Increase-total nett ordinary rate revenue		1.5%	1.5%	1.5%	1.5%
Rate Category	2016/17	2017/18	2018/19	2019/20	2020/21
Farmland	\$1,813,072	\$1,840,268	\$1,867,872	\$1,895,890	\$1,924,328
Residential	\$54,026	\$54,836	\$55,658	\$56,493	\$57,340
Residential Rural	\$332,134	\$337,116	\$342,173	\$347,305	\$352,515
Res. River Land - Barooga	\$0	\$0	\$0	\$0	\$0
Res. River Land - Tocumwal	\$0	\$0	\$0	\$0	\$0
Residential - Barooga	\$528,316	\$544,471	\$552,638	\$560,927	\$569,341
Residential - Berrigan	\$327,150	\$330,465	\$335,421	\$340,452	\$345,559
Residential - Finley	\$650,665	\$667,658	\$677,673	\$687,838	\$698,156
Residential - Tocumwal	\$712,107	\$740,550	\$751,658	\$762,933	\$774,373
Business - Barooga	\$92,857	\$92,579	\$93,967	\$95,376	\$96,807
Business - Berrigan	\$76,961	\$73,365	\$74,465	\$75,582	\$76,716
Business - Finley	\$167,583	\$158,001	\$160,371	\$162,777	\$165,219
Business - Tocumwal	\$191,612	\$181,371	\$184,091	\$186,852	\$189,655
GROSS YIELD	\$4,946,483	\$5,020,680	\$5,095,987	\$5,172,425	\$5,250,009
Less Net Pension Rebate	-\$74,197	-\$75,000	-\$75,000	-\$75,000	-\$75,000
NET YIELD	\$4,872,286	\$4,945,680	\$5,020,987	\$5,097,425	\$5,175,009
WATER CHARGES					
% Increase - Access Charge		2.5%	2.5%	2.5%	2.5%
Access	\$1,975,230	\$2,025,579	\$2,076,218	\$2,128,129	\$2,181,332
Consumption	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
GROSS YIELD	\$2,725,230	\$2,775,579	\$2,826,218	\$2,878,129	\$2,931,332
Less Net Pension Rebate	-\$39,500	-\$39,500	-\$39,500	-\$39,500	-\$39,500
NET YIELD	\$2,685,730	\$2,736,079	\$2,786,718	\$2,838,629	\$2,891,832
SEWER CHARGES					
% Increase		2.5%	2.5%	2.5%	2.5%
Sewerage	\$1,773,954	\$1,818,908	\$1,864,381	\$1,910,990	\$1,958,765
Pedestal	\$159,249	\$163,632	\$167,453	\$171,639	\$175,930
Low Pressure Sewer	\$9,215	\$14,550	\$14,914	\$15,287	\$15,669
GROSS YIELD	\$1,942,418	\$1,997,090	\$2,046,748	\$2,097,916	\$2,150,364
Less Net Pension Rebate	-\$38,500	-\$38,500	-\$38,500	-\$38,500	-\$38,500
NET YIELD	\$1,903,918	\$1,958,590	\$2,008,248	\$2,059,416	\$2,111,864

DOMESTIC WASTE, GARBAGE AND RECYCLING					
% Increase		2.5%	2.5%	2.5%	2.5%
Charge	2016/17*	2017/18	2018/19	2019/20	2020/21
Domestic Waste/Recycling	\$882,646	\$905,364	\$927,998	\$951,980	\$975,780
Domestic Waste Uncollected	\$14,742	\$15,015	\$15,390	\$15,775	\$16,169
Garbage/Business Recycling	\$74,338	\$76,096	\$77,998	\$79,948	\$81,947
GROSS YIELD	\$971,726	\$996,475	\$1,021,386	\$1,047,703	\$1,073,895
Less Net Pension Rebate	-\$36,000	-\$36,000	-\$36,000	-\$36,000	-\$36,000
NET YIELD	\$935,726	\$960,475	\$985,386	\$1,011,703	\$1,037,895
STORMWATER MANAGEMENT					
No increase - fixed by regulation		0%	0%	0%	0%
GROSS YIELD	\$70,025	\$70,025	\$70,025	\$70,025	\$70,025
TOTAL – ALL RATES AND CHARGES					
	2016/17	2017/18	2018/19	2019/20	2020/21[^]
GROSS YIELD	\$10,655,882	\$10,859,849	\$11,060,364	\$11,266,198	\$11,475,625
Less Net Pension Rebate	-\$188,197	-\$189,000	-\$189,000	-\$189,000	\$189,000
NET YIELD	\$10,467,685	\$10,670,849	\$10,871,364	\$11,077,198	\$11,286,625

Loan Redemption and Borrowings

The Council currently has just the one outstanding loan as summarised in Table 9 below:

Table 9: Outstanding Loans - 30 June 2018

PURPOSE	AMOUNT	TERM	RATE	ANNUAL REPAYMENTS	DUE	LENDER
LIRS Drainage	\$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:

Table 10: Projected Outstanding Debt - 2017/18 to 2020/21

FUND	30 JUNE 2018	30 JUNE 2019	30 JUNE 2020	30 JUNE 2021
General	\$1,149,225	\$994,557	\$833,314	\$665,089
Water	\$0	\$0	\$0	\$0
Sewer	\$0	\$0	\$0	\$0
TOTAL	\$1,149,225	\$994,557	\$833,314	\$665,089

Total repayments of principal and interest would be as follows:

Table 11: Loan Redemption - 2017/18 to 2020/21

FUND	2017 / 2018	2018/2019	2019/2020	2020/2021
General	\$200,488	\$200,488	\$200,488	\$200,488
Water	\$0	\$0	\$0	\$0
Sewer	\$0	\$0	\$0	\$0
Sub Total	\$200,488	\$200,488	\$200,488	\$200,488
TOTAL	\$200,488	\$200,488	\$200,488	\$200,488
Less LIRS subsidy	(\$34,112)	(\$30,065)	(\$25,774)	(\$21,250)
NETT COST	\$166,366	\$170,423	\$174,714	\$179,238

The charts below illustrate the Council's borrowings and repayments over the next ten years.

CHART 1: Outstanding Loans and Redemption – Consolidated

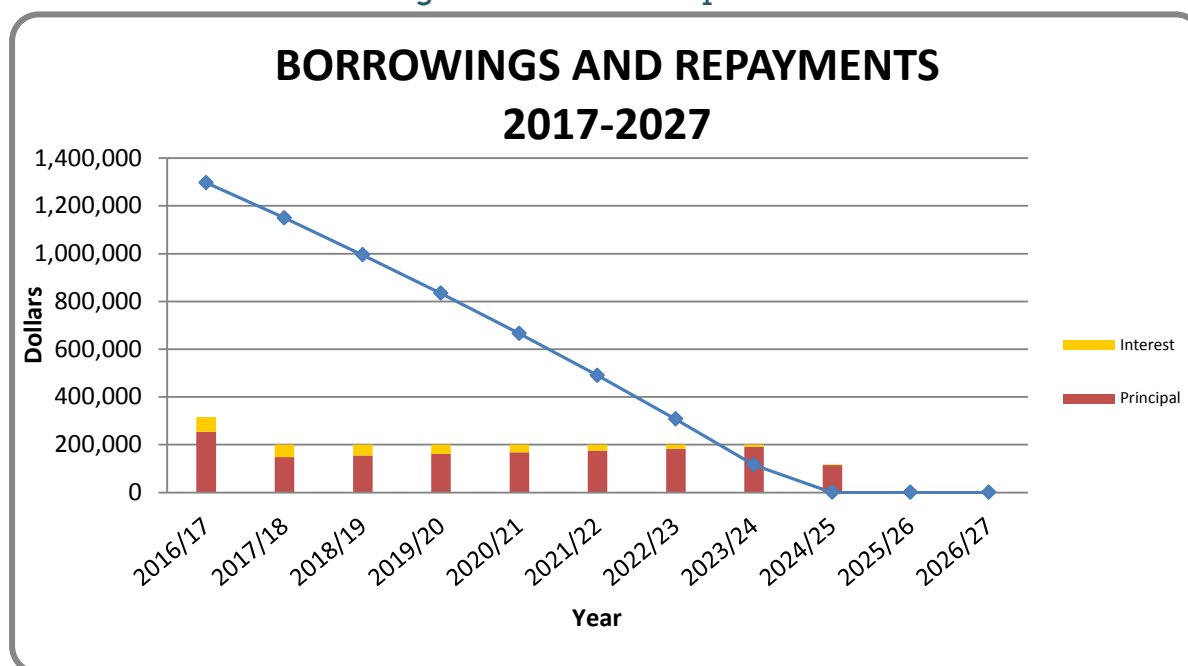


Chart 1 above shows the Council's loans as a corporate entity. It includes the proposed LIRS-subsidised loan and any funds borrowed by the Water and Sewer funds.

Proposed borrowing

Depending on the success or otherwise with the Councils grant applications for the Tocumwal Foreshore project, the Council is considering borrowing up to \$500,000 in 2017/18 to assist in funding the project.

The decision to consider borrowing was based in line with the Council's Financial Strategy adopted in 2016 which states:

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

- *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.*

If this loan is to proceed, the Council intends to borrow the funds from its Sewer Fund at a rate based on the rate charged for borrowings by NSW Treasury Corporation (TCorp), subject to the support of the Minister for Local Government.

Based on a quoted rate from TCorp of 3.10% per annum, a Credit-Foncier (principal and interest) loan over 10 years would require annual repayments of \$58,533 per year.

The Council considers that given its existing low level of debt, this level of repayment is both sustainable and affordable.

Reserves

In this four year plan, the Council expects to maintain or increase its overall cash reserves. Table 12 lists the Council's cash reserves and balances from 2015 to 2020.

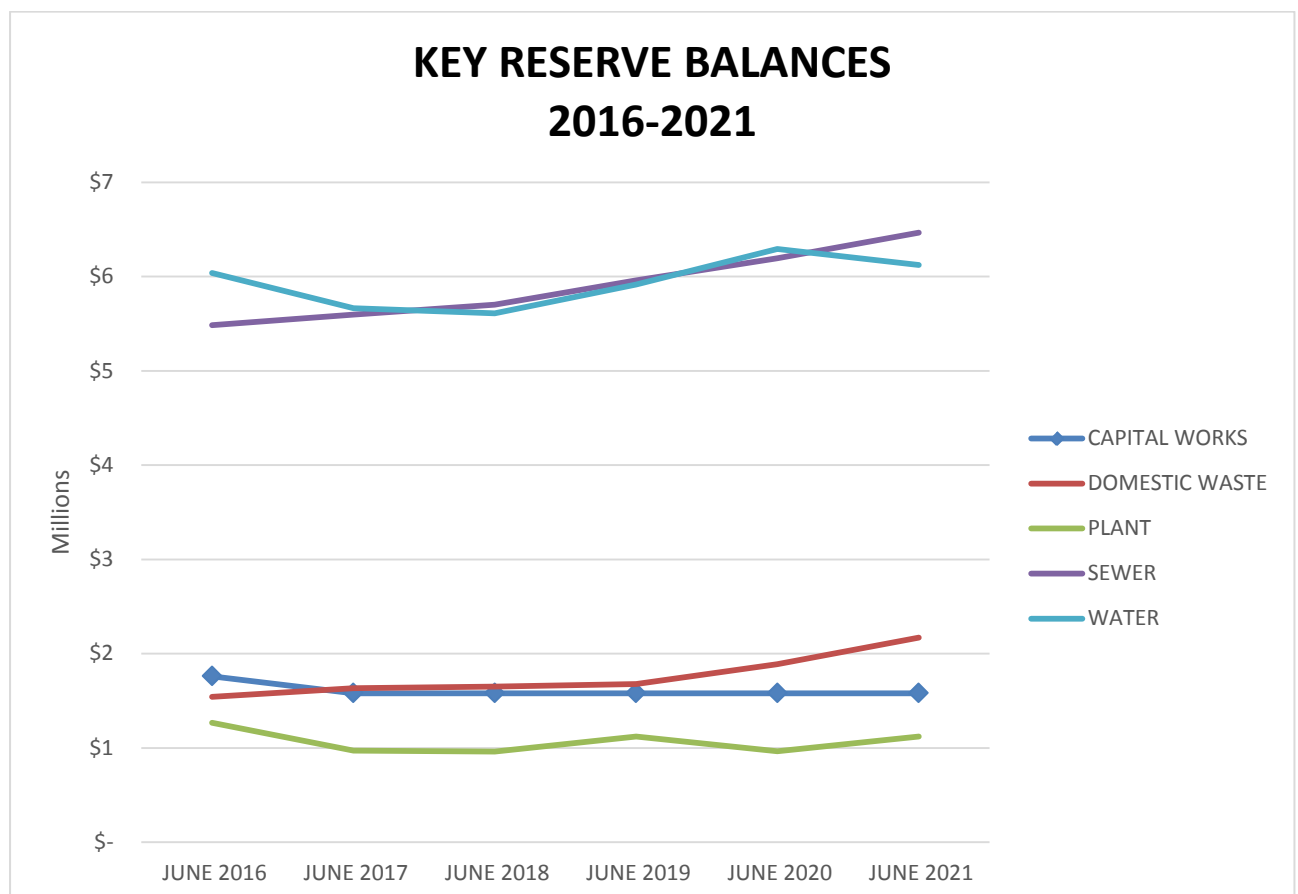
Table 12: Projected Reserve Balances

BALANCE						
Reserve	June 2016	June 2017	June 2018	June 2019	June 2020	June 2021
PLANT	\$1,267,362	\$970,922	\$962,536	\$1,120,017	\$964,113	\$1,120,074
WATER	\$6,039,365	\$5,666,673	\$5,609,130	\$5,917,480	\$6,294,589	\$6,123,695
SEWER	\$5,483,822	\$5,595,585	\$5,702,930	\$5,960,301	\$6,193,832	\$6,464,982
DOMESTIC WASTE	\$1,542,563	\$1,632,821	\$1,649,618	\$1,678,814	\$1,887,995	\$2,170,761
EMPLOYEE LEAVE	\$388,800	\$388,800	\$388,800	\$388,800	\$388,800	\$388,800
EARLY INT.	\$122,813	\$36,181	\$17,468	\$-	\$-	\$-
CAPITAL WORKS	\$1,761,334	\$1,580,334	\$1,580,334	\$1,580,334	\$1,580,334	\$1,580,334

BALANCE						
Reserve	June 2016	June 2017	June 2018	June 2019	June 2020	June 2021
CEMETERY	\$-	\$-	\$-	\$-	\$-	\$-
SALEYARDS	\$98,900	\$98,900	\$98,900	\$98,900	\$98,900	\$98,900
LEVEE BANK WORKS	\$271,590	\$297,190	\$183,910	\$84,710	\$74,710	\$34,710
TOURISM EVENTS	\$60,000	\$56,900	\$56,900	\$56,900	\$56,900	\$56,900
AERODROME	\$191,000	\$291,000	\$341,000	\$316,000	\$366,000	\$416,000
RISK MANAGEMENT	\$187,269	\$187,269	\$187,269	\$187,269	\$187,269	\$187,269
INFORMA-TION TECHNOLOGY	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000

Chart 3 below demonstrates the proposed changes over time to some of the Council's larger reserves

CHART 3: Projected Reserve Balances



Plant Replacement Reserve is projected to moderately grow over the four years to 2020/21.

The Water Supply Reserve will remain mostly static over the four year period with growth in the reserve used to fund capital works.

The Sewer Reserve will continue to grow over the next four years with no large scale (\$1m and over) projects planned over this period.

The Domestic Waste Reserve will accumulate funds over the life of this four year Delivery Program. This reserve will need to ensure that sufficient funds are on hand for any future remediation works that are required at the Council's Waste Management facilities.

The Employee Leave Reserve is a prudential measure to cover the expense to the Council should key employees require large amounts of leave at one time. This reserve does not tend to fluctuate from year to year.

The Capital Works Reserve is used as a source of funding for future capital projects. This reserve is the Council's major source of funds where the Council sees an opportunity to seek grant funding for a project, or to assist in attracting a major development to the Shire.

This reserve is generally funded through the development and sale of property such as the Finley Street subdivision and the Tocumwal industrial subdivision. This budget takes a conservative approach and assumes that there will be no property sales over the next three years.

While not included in the budget, this reserve will also receive the proceeds of any sales of land at the Finley St subdivision in Finley and the Tocumwal Aerodrome sub-division.

The Council has six other small reserves:

- Aerodrome Reserve, to allow for future runway repairs and reseals

- Saleyards Reserve, designed to fund future capital works at the saleyards facility
- Levee Bank Construction Reserve, to allow for funds for future levee repairs and upgrades
- Tourism Events Reserve, to fund the Council's events promotion strategy
- Risk Management Reserve, to fund projects designed to mitigate risk and improve public safety
- Information Technology Reserve, to fund a future upgrade of the Council's financial management software.

Finally, the Council has a reserve to hold unspent funds received from the NSW government to deliver the Early Childhood Intervention service. These funds are generally spent in the following financial year. These funds will be transferred as part of the transition of the service to a new provider.

Forecast Statements

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	-	-	-	-	-	-
Total Income from Continuing Operations	23,887,156	23,202,219	22,051,442	19,116,278	19,777,196	20,275,939
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	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,005,000	18,805,105	17,847,814	18,161,088	18,458,946	18,721,401
Operating Result from Continuing Operations	5,882,156	4,397,114	4,203,629	955,190	1,318,250	1,554,539
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-
Net Operating Result for the Year	5,882,156	4,397,114	4,203,629	955,190	1,318,250	1,554,539
Capital Purposes	3,296,156	2,130,604	885,714	880,190	1,170,250	1,234,539

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"	-	-	-	-	-	-
Total Current Assets	25,235,000	22,981,311	22,429,874	22,723,694	23,491,530	24,173,426
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	-	-	-	-	-	-
Total Non-Current Assets	215,987,000	223,630,281	227,950,847	228,322,281	228,743,197	229,468,627
TOTAL ASSETS	241,222,000	246,611,593	250,380,721	251,045,975	252,234,726	253,642,053
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"	-	-	-	-	-	-
Total Current Liabilities	3,823,000	4,964,334	4,684,891	4,556,647	4,595,963	4,624,785
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"	-	-	-	-	-	-
Total Non-Current Liabilities	1,651,000	1,502,144	1,347,087	1,185,395	1,016,581	840,546
TOTAL LIABILITIES	5,474,000	6,466,479	6,031,978	5,742,043	5,612,544	5,465,332
Net Assets	235,748,000	240,145,114	244,348,743	245,303,933	246,622,183	248,176,721
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	-	-	-	-	-	-
Total Equity	235,748,000	240,145,114	244,348,743	245,303,933	246,622,183	248,176,721

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)
Net Cash provided (or used in) Operating Activities	11,201,000	11,089,335	9,944,815	6,811,834	7,373,866	7,657,681
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	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(11,505,000)	(12,204,903)	(10,294,286)	(6,897,456)	(6,974,879)	(7,839,734)
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	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(262,000)	(253,912)	(148,749)	(155,057)	(161,692)	(168,814)
Net Increase/(Decrease) in Cash & Cash Equivalents	(566,000)	(1,369,480)	(498,220)	(240,679)	237,295	(350,867)
plus: Cash, Cash Equivalents &	4,691,000	4,125,000	2,755,520	2,257,300	2,016,622	2,253,917

Scenario: Base Case	Appendix "H"					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	\$	\$	\$	\$	\$	\$
Investments - beginning of year						
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
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
Cash, Cash Equivalents & Investments - end of the year	23,755,000	21,083,423	20,623,857	20,914,981	21,652,277	22,301,409
- 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
	23,755,000	21,083,423	20,623,857	20,914,981	21,652,277	22,301,409

Annual Budget & Capital Works

ANNUAL BUDGET SUMMARY 2017-18 to 2020-21

	Revised YTD March	2017/18 Revised Forecast	2018/19 Revised Forecast	2019/20 Revised Forecast	2020/21 Revised Forecast
GRAND TOTAL	382,454	(856,464)	(72,148)	(93,265)	(129,831)
GOVERNANCE					
GOVERNANCE EXPENSE	(741,494)	(703,940)	(734,246)	(769,903)	(768,920)
GOVERNANCE REVENUE	2,503	-	-	-	-
	(738,991)	(703,940)	(734,246)	(769,903)	(768,920)
CORPORATE SUPPORT					
CORPORATE SUPPORT EXPENSE	(20,447)	(185,069)	(127,939)	(166,592)	(206,088)
CORPORATE SUPPORT REVENUE	166,701	92,485	93,741	95,028	96,347
	146,254	(92,584)	(34,198)	(71,564)	(109,741)
TECHNICAL SERVICES					
TECHNICAL SERVICES EXPENSE	(211,852)	(278,895)	(263,115)	(298,013)	(328,633)
TECHNICAL SERVICES REVENUE	3,440	3,000	3,000	3,000	3,000
	(208,412)	(275,895)	(260,115)	(295,013)	(325,633)
PLANT SERVICES					
PLANT SERVICES EXPENSE	(1,364,700)	(1,222,223)	(1,277,114)	(1,499,939)	(1,213,100)
PLANT SERVICES REVENUE	1,364,700	1,222,223	1,277,114	1,499,939	1,213,100
	-	0	0	0	0
OVERHEAD					
OVERHEAD EXPENSE	(28,225)	-	-	-	-
OVERHEAD REVENUE	28,225	-	-	-	-

	Revised YTD March	2017/18 Revised Forecast	2018/19 Revised Forecast	2019/20 Revised Forecast	2020/21 Revised Forecast
	-	-	-	-	-
EMERGENCY SERVICES					
EMERGENCY SERVICES EXPENSE	(340,245)	(198,843)	(202,669)	(206,569)	(210,542)
EMERGENCY SERVICES REVENUE	99,233	13,989	14,128	14,270	14,412
	(241,012)	(184,854)	(188,541)	(192,299)	(196,130)
OTHER COMMUNITY SERVICES					
OTHER COMMUNITY SERVICES EXPENSE	(248,370)	(227,362)	(232,194)	(237,142)	(242,211)
OTHER COMMUNITY SERVICES REVENUE	15,560	11,700	11,700	11,700	11,700
	(232,810)	(215,662)	(220,494)	(225,442)	(230,511)
CEMETERY					
CEMETERY EXPENSE	(158,830)	(169,848)	(136,647)	(133,424)	(140,178)
CEMETERY REVENUE	113,466	121,825	124,721	127,689	130,731
	(45,364)	(48,023)	(11,926)	(5,735)	(9,447)
EARLY INTERVENTION					
EARLY INTERVENTION EXPENSE	(296,170)	(159,329)	(160,194)	(144,866)	-
EARLY INTERVENTION REVENUE	296,170	159,329	160,194	144,866	-
	-	-	-	-	-
HOUSING					
HOUSING EXPENSE	(29,567)	(64,963)	(30,266)	(30,573)	(30,885)
HOUSING REVENUE	15,860	16,257	16,663	17,079	17,506

	Revised YTD March	2017/18 Revised Forecast	2018/19 Revised Forecast	2019/20 Revised Forecast	2020/21 Revised Forecast
	(13,707)	(48,706)	(13,603)	(13,494)	(13,379)
ENVIRONMENTAL SERVICES					
ENVIRONMENTAL SERVICES EXPENSE	(640,407)	(691,655)	(707,609)	(723,927)	(740,618)
ENVIRONMENTAL SERVICES REVENUE	234,092	229,823	235,555	241,434	247,455
	(406,315)	(461,832)	(472,054)	(482,493)	(493,163)
DOMESTIC WASTE MANAGEMENT					
DOMESTIC WASTE MANAGEMENT EXPENSE	(1,609,526)	(1,324,955)	(1,356,514)	(1,388,858)	(1,422,004)
DOMESTIC WASTE MANAGEMENT REVENUE	1,609,526	1,324,955	1,356,514	1,388,858	1,422,004
	-	-	-	-	-
STORMWATER DRAINAGE					
STORMWATER DRAINAGE EXPENSE	(1,824,618)	(827,341)	(713,244)	(640,299)	(609,406)
STORMWATER DRAINAGE REVENUE	134,176	109,502	101,415	97,124	92,600
	(1,690,443)	(717,839)	(611,829)	(543,175)	(516,806)
ENVIRONMENTAL PROTECTION					
ENVIRONMENTAL PROTECTION EXPENSE	(388,436)	(295,106)	(291,828)	(223,445)	(414,269)
ENVIRONMENTAL PROTECTION REVENUE	197,400	203,280	149,200	80,000	270,000
	(191,036)	(91,826)	(142,628)	(143,445)	(144,269)
WATER SUPPLIES					
WATER SUPPLIES EXPENSE	(3,994,599)	(3,679,844)	(3,691,618)	(3,752,233)	(3,988,421)
WATER SUPPLIES REVENUE	3,994,599	3,679,844	3,691,618	3,752,233	3,988,422
	-	0	0	0	0

	Revised YTD March	2017/18 Revised Forecast	2018/19 Revised Forecast	2019/20 Revised Forecast	2020/21 Revised Forecast
SEWERAGE SERVICES					
SEWERAGE SERVICES EXPENSE	(2,713,383)	(2,747,573)	(2,808,166)	(2,870,185)	(2,938,960)
SEWERAGE SERVICES REVENUE	2,713,383	2,747,573	2,808,166	2,870,185	2,938,960
	-	0	0	0	0
PUBLIC LIBRARIES					
PUBLIC LIBRARIES EXPENSE	(649,841)	(646,783)	(656,490)	(666,410)	(676,548)
PUBLIC LIBRARIES REVENUE	46,734	46,630	46,763	46,900	47,040
	(603,107)	(600,153)	(609,727)	(619,510)	(629,508)
COMMUNITY AMENITIES					
COMMUNITY AMENITIES EXPENSE	(746,584)	(925,725)	(535,995)	(541,339)	(546,756)
COMMUNITY AMENITIES REVENUE	5,090	-	-	-	-
	(741,494)	(925,725)	(535,995)	(541,339)	(546,756)
RECREATION					
RECREATION EXPENSE	(1,221,865)	(4,244,146)	(1,030,241)	(993,298)	(1,006,546)
RECREATION REVENUE	174,845	2,427,450	525	538	552
	(1,047,020)	(1,816,696)	(1,029,716)	(992,760)	(1,005,994)
SWIMMING POOL					
SWIMMING POOL EXPENSE	(427,955)	(478,665)	(442,174)	(427,792)	(433,519)
SWIMMING POOL REVENUE	158,705	149,871	153,618	157,458	161,395
	(269,250)	(328,794)	(288,556)	(270,334)	(272,124)

	Revised YTD March	2017/18 Revised Forecast	2018/19 Revised Forecast	2019/20 Revised Forecast	2020/21 Revised Forecast
QUARRIES & PITS					
QUARRIES & PITS EXPENSE	(90,000)	(91,333)	(92,686)	(94,059)	(95,452)
QUARRIES & PITS REVENUE	90,000	91,333	92,686	94,059	95,452
	-	-	-	-	-
SHIRE ROADS					
SHIRE ROADS EXPENSE	(12,578,246)	(7,818,870)	(8,169,721)	(8,608,680)	(8,654,831)
SHIRE ROADS REVENUE	5,289,450	1,728,435	1,797,214	2,146,063	2,103,262
	(7,288,796)	(6,090,435)	(6,372,507)	(6,462,617)	(6,551,569)
AERODROMES					
AERODROMES EXPENSE	(1,112,600)	(173,905)	(250,228)	(176,570)	(177,931)
AERODROMES REVENUE	904,087	21,875	97,259	22,653	23,057
	(208,513)	(152,030)	(152,969)	(153,917)	(154,874)
CAR PARKING					
CAR PARKING EXPENSE	(7,600)	(7,604)	(7,608)	(7,612)	(7,616)
CAR PARKING REVENUE	-	-	-	-	-
	(7,600)	(7,604)	(7,608)	(7,612)	(7,616)
RMS					
RMS EXPENSE	(1,188,560)	(1,056,000)	(1,056,000)	(1,056,000)	(1,056,000)
RMS REVENUE	1,178,500	1,056,000	1,056,000	1,056,000	1,056,000
	(10,060)	-	-	-	-

	Revised YTD March	2017/18 Revised Forecast	2018/19 Revised Forecast	2019/20 Revised Forecast	2020/21 Revised Forecast
CARAVAN PARKS					
CARAVAN PARKS EXPENSE	(18,731)	(20,415)	(20,684)	(20,956)	(21,233)
CARAVAN PARKS REVENUE	38,000	38,000	38,000	38,000	38,000
	19,269	17,585	17,316	17,044	16,767
TOURISM & AREA PROMOTION					
TOURISM & AREA PROMOTION EXPENSE	(211,466)	(92,110)	(122,487)	(142,870)	(123,262)
TOURISM & AREA PROMOTION REVENUE	3,100	-	-	-	-
	(208,366)	(92,110)	(122,487)	(142,870)	(123,262)
BUSINESS DEVELOPMENT					
BUSINESS DEVELOPMENT EXPENSE	(456,547)	(464,060)	(471,617)	(479,353)	(487,273)
BUSINESS DEVELOPMENT REVENUE	-	6,151	6,305	6,461	6,623
	(456,547)	(457,909)	(465,312)	(472,892)	(480,650)
SALEYARDS					
SALEYARDS EXPENSE	(111,746)	(112,985)	(114,238)	(115,509)	(116,792)
SALEYARDS REVENUE	91,600	92,516	93,441	94,376	95,319
	(20,146)	(20,469)	(20,797)	(21,133)	(21,473)
REAL ESTATE DEVELOPMENT					
REAL ESTATE DEVELOPMENT EXPENSE	(353,510)	(22,903)	(2,946)	(2,991)	(3,036)
REAL ESTATE DEVELOPMENT REVENUE	364,845	15,216	15,597	15,986	16,386
	11,335	(7,687)	12,651	12,995	13,350
PRIVATE WORKS					

	Revised YTD March	2017/18 Revised Forecast	2018/19 Revised Forecast	2019/20 Revised Forecast	2020/21 Revised Forecast
PRIVATE WORKS EXPENSE	(213,429)	(51,250)	(52,530)	(53,845)	(55,191)
PRIVATE WORKS REVENUE	213,429	51,250	52,530	53,845	55,191
	-	-	-	-	-
RATE					
RATE REVENUE	4,885,250	4,960,911	5,034,486	5,111,619	5,189,919
	4,885,250	4,960,911	5,034,486	5,111,619	5,189,919
FINANCIAL ASSISTANCE GRANT					
FINANCIAL ASSISTANCE GRANT	2,982,798	3,027,540	3,072,953	3,119,047	3,165,833
	2,982,798	3,027,540	3,072,953	3,119,047	3,165,833
INTEREST ON INVESTMENTS					
INTEREST ON INVESTMENTS	315,112	292,356	273,980	266,215	275,121
	315,112	292,356	273,980	266,215	275,121
DEPRECIATION CONTRA					
DEPRECIATION CONTRA	3,765,800	3,803,464	3,841,300	3,879,512	3,904,268
	3,765,800	3,803,464	3,841,300	3,879,512	3,904,268
BALANCE BROUGHT FORWARD					
BALANCE BROUGHT FORWARD	2,885,625	382,454	(856,464)	(72,148)	(93,265)
	2,885,625	382,454	(856,464)	(72,148)	(93,265)
WORKING CAPITAL CONTRA					

	Revised YTD March	2017/18 Revised Forecast	2018/19 Revised Forecast	2019/20 Revised Forecast	2020/21 Revised Forecast
WORKING CAPITAL CONTRA REVENUE	-	-	826,938	-	-
	-	-	826,938	-	-
Grand Total	382,454	(856,464)	(72,148)	(93,265)	(129,831)

DRAFT ANNUAL BUDGET DETAIL 2017 18 to 2020-21

	Revised YTF Mar	2017/18 Revised Budget Forecast	2018/19 Revised Budget Forecast	2019/20 Revised Budget Forecast	2020/21 Revised Budget Forecast
GRAND TOTAL	382,454	-856,464	-72,148	-93,265	-129,831
GOVERNANCE					
GOVERNANCE EXPENSE					
1001 0315 MAYORAL VEHICLE EXPENSES	-14,900	-22,338	-22,785	-23,240	-23,705
1001 0320 MAYORAL ALLOWANCE	-25,100	-25,602	-26,114	-26,636	-27,169
1001 0325 COUNCILLORS ALLOWANCES	-90,300	-92,106	-93,948	-95,827	-97,744
1001 0334 TELEPHONE COUNCILLORS	-4,057	-8,262	-8,427	-8,596	-8,768
1001 0335 COUNCILLORS EXPENSES	-53,100	-49,836	-50,584	-51,343	-52,113
1001 0336 CIVIC FUNCTIONS / PRESENTATION	-2,500	-2,400	-2,400	-2,400	-2,400
1001 0337 DONATIONS	-2,000	-1,000	-1,000	-1,000	-1,000
1001 0338 ADMIN MANAGEMENT PLAN EXPENSES	-9,000	-1,000	-1,000	-1,000	-1,000
1001 0340 INSURANCE COUNCILLORS	-2,961	-5,200	-5,304	-5,410	-5,518
1001 0344 MEMBERSHIP FEES	-1,500	-2,040	-2,081	-2,122	-2,165
1001 0345 SUBSCRIPTION SHIRE ASSOCIATION	-25,200	-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	-58,200	-	-15,000	-15,000	-15,000
1001 0348 COMMUNITY SURVEY	-	-	-	-20,000	-
1001 0349 COMMUNITY REPORT	-3,000	-3,000	-3,000	-3,000	-3,000
1001 0509 EQUIP/FURN COUNCILLORS <= \$5,000	-2,000	-2,000	-2,000	-2,000	-5,000
1002 0350 COMMUNITY WORKS GENERAL	-3,800	-2,000	-2,000	-2,000	-2,000
1002 0355 COMMUNITY WORKS GST FREE	-	-	-	-	-
1002 0370 COMMUNITY WORKS AUST. DAY CO	-2,551	-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	-216,600	-231,900	-237,698	-243,640	-249,731
1006 0107 ADMIN SALARIES GM SUPPORT	-120,000	-172,400	-176,709	-181,127	-185,655
1007 0118 ADMIN GM VEHICLE OPERATING EXP	-21,840	-22,277	-22,722	-23,177	-23,640
1008 0125 ADMIN CONFERENCES/SEMINARS	-2,500	-2,500	-2,500	-2,500	-2,500
1008 0126 ADMIN GM TRAVEL EXPENSES	-1,000	-	-	-	-
1001 0350 FIT 4 FUTURE BUSINESS CASE	-	-	-	-	-
1008 0124 MANAGEMENT TEAM PROGRAM	-50,000	-	-	-	-
GOVERNANCE REVENUE					
1100 1305 DONATIONS	2,500	-	-	-	-
1100 1350 OTHER REVENUES	3	-	-	-	-
	-738,991	-703,940	-734,246	-769,903	-768,920

	Revised YTF Mar	2017/18 Revised Budget Forecast	2018/19 Revised Budget Forecast	2019/20 Revised Budget Forecast	2020/21 Revised Budget Forecast
CORPORATE SUPPORT					
CORPORATE SUPPORT EXPENSE					
1010 0102 ADMIN SALARIES ACCOUNTING	-256,700	-276,443	-283,354	-290,437	-297,698
1010 0103 ADMIN SALARIES HUMAN RESOURC	-74,600	-76,465	-78,377	-80,336	-82,345
1010 0104 ADMIN SALARIES REVENUE COLLE	-168,300	-169,900	-174,147	-178,501	-182,963
1010 0105 ADMIN SALARIES CUSTOMER SERV	-124,800	-156,300	-160,208	-164,212	-168,318
1010 0106 ADMIN SALARIES INFO. TECHNOL	-81,500	-88,126	-90,329	-92,587	-94,901
1010 0109 ADMIN SALARIES DCS SALARY PA	-177,200	-181,630	-186,171	-190,825	-195,596
1010 0119 ADMIN DCS VEHICLE OPERATING EX	-21,840	-22,277	-22,722	-23,177	-23,640
1010 0120 ADMIN STAFF TRAINING	-34,000	-14,285	-14,571	-14,862	-15,159
1010 0121 ADMIN CONSULTANTS	-	-	-	-	-
1010 0130 ADMIN FRINGE BENEFITS TAX	-12,000	-12,240	-12,485	-12,735	-12,989
1010 0135 ADMIN JC TAX FBT ACCOUNT	-	-	-	-	-
1010 0140 ADMIN STAFF UNIFORM ALLOWANCE	-7,500	-7,650	-7,803	-7,959	-8,118
1010 0144 ADMIN ADVERTS	-10,000	-10,200	-10,404	-10,612	-10,824
1010 0146 ADMIN NEWSLETTER ADVERTS	-31,100	-31,722	-32,356	-33,004	-33,664
1010 0155 ADMIN WRITE OFF BAD DEBTS	-2,000	-2,040	-2,081	-2,123	-2,165
1010 0160 ADMIN BANK & GOVT CHARGES	-2,500	-2,538	-2,576	-2,614	-2,653
1010 0162 BANK FEES GST INCLUSIVE	-26,500	-26,898	-27,301	-27,711	-28,126
1010 0165 ADMIN OFFICE CLEANING	-33,705	-34,211	-34,724	-35,245	-35,773
1010 0170 ADMIN COMPUTER MTCE	-20,000	-20,300	-20,605	-20,914	-21,227
1010 0175 ADMIN SOFTWARE LICENCING	-125,000	-126,875	-128,778	-130,710	-132,671
1010 0185 LESS: CHARGED TO OTHER FUNDS	376,515	376,515	376,515	376,515	376,515
1010 0190 ADMIN ELECTRICITY	-19,000	-19,380	-19,768	-20,163	-20,566
1010 0194 ADMIN INSUR PUBLIC LIABILITY	-152,768	-133,259	-135,924	-138,643	-141,416
1010 0195 ADMIN INSUR OTHER	-8,562	-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	-1,790	-1,817	-1,844	-1,872	-1,900
1010 0199 ADMIN RISK MANAGEMENT	-30,070	-50,750	-51,511	-52,284	-53,068
1010 0200 ADMIN LEGAL EXPENSES INCL. GST	-6,000	-5,000	-5,000	-5,000	-5,000
1010 0202 ADMIN LEGAL EXPEN DEBT/COLL	-60,000	-60,900	-61,814	-62,740	-63,681
1010 0205 ADMIN POSTAGE	-16,000	-16,240	-16,484	-16,731	-16,982
1010 0206 CHARGE FOR INTERNET RATES PAYM	(500)	(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	-41,200	-41,818	-42,445	-43,082	-43,728
1010 0215 ADMIN TELEPHONE	-23,400	-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	-2,200	-3,248	-3,297	-3,346	-3,396

	Revised YTF Mar	2017/18 Revised Budget Forecast	2018/19 Revised Budget Forecast	2019/20 Revised Budget Forecast	2020/21 Revised Budget Forecast
1010 0230 ADMIN OFFICE BLDG MTCE	-12,000	-12,180	-12,363	-12,548	-12,736
1010 0245 ADMIN OFFICE GROUNDS MTCE	-8,500	-8,628	-8,757	-8,888	-9,022
1010 0250 ADMIN OFFICE EQUIPMENT MTCE	-26,500	-26,898	-27,301	-27,711	-28,126
1010 0265 ADMIN SUNDRY OPERATING EXPENSE	-5,885	-5,000	-5,000	-5,000	-5,000
1010 0266 ADMIN CHRISTMAS PARTY EXPENSE	-8,210	-7,000	-7,000	-7,000	-7,000
1010 0270 ASSET REVALUATION EXPENSE	-5,000	-15,000	-5,151	-5,228	-5,307
1010 0296 WEB PAGE MAINTENANCE & TRAININ	-1,000	-3,045	-3,091	-3,137	-3,184
1010 0297 CORP SERVICES ADMIN CHARGES	-512,427	-508,537	-508,140	-507,761	-507,372
1010 0298 LESS: RENTAL CONTRIBUTIONS	120,800	120,800	120,800	120,800	120,800
1010 0299 LESS: CHARGED TO OTHER FUNDS	1,838,459	1,838,459	1,838,459	1,838,459	1,838,459
1010 0500 CORPORATE SERVICES EQUIPMENT	-18,000	-15,000	-15,000	-15,000	-15,000
1010 0501 CORP SERV ADMINISTRATION SOFTWARE UPGRADE	-50,000	-50,000	-50,000	-50,000	-50,000
1010 0504 EQUIP/FURN CORP. SERVICES <=	(772)	-5,000	-5,000	-5,000	-5,000
1010 0505 SERVER & NETWORK UPGRADE	-	-	-	-	-
1200 2502 CORP SERVICES OFFICE EQUIPMENT DEPCN	-48,500	-48,985	-49,475	-49,970	-50,469
1200 2504 CORP SERVICES OFFICE DEPCN	-40,800	-41,208	-41,620	-42,036	-42,457
SHIREOFFICECAPEXP SHIRE OFFICE CAPITAL EXPENDITURE	-	-85,000	-	-	-
1200 2027 RISK MANAGEMENT TRANSFER TO RESERVE	-	-	-	-	-
1200 2028 INFO TECH TRANSFER TO RESERVE	-	-	-	-	-
CORPORATE SUPPORT REVENUE					
1200 1500 CORP SUPPORT SUNDRY REVENUE	1,574	-	-	-	-
1200 1600 REVENUE GIPA	150	-	-	-	-
1200 1670 INSURANCE REBATE	-	20,000	20,000	20,000	20,000
1200 1680 WORKCOVER INCENTIVE PAYMENTS	-	-	-	-	-
1200 1814 RATES CERTIFICATE S603 GST FREE	22,000	22,000	22,000	22,000	22,000
1200 1815 URGENT RATE S603 CERT INCL GST	260	260	260	260	260
1200 1829 RECOVER BANK CHARGES DISHONOUR FEES	-	-	-	-	-
1200 1870 LEGAL COSTS RECOVERED	49,000	50,225	51,481	52,768	54,087
1200 1950 TRAINEESHIP GRANT WAGE SUBSIDY	-	-	-	-	-
1500 1001 CENTS ROUNDING	-	-	-	-	-
9500 1844 INTEREST O/S DEBTORS GST FREE	-	-	-	-	-
SHIREOFFICECAPINC SHIRE OFFICE CAPITAL INCOME	-	-	-	-	-
1200 1927 RISK MANAGEMENT TRANSFER FROM RESERVE	32,720	-	-	-	-
1200 1928 INFO TECH TRANSFER FROM RESERVE	-	-	-	-	-
1200 1954 OLG Grant ESPL Funding	60,997	-	-	-	-
	146,254	-92,584	-34,198	-71,564	-109,741

	Revised YTF Mar	2017/18 Revised Budget Forecast	2018/19 Revised Budget Forecast	2019/20 Revised Budget Forecast	2020/21 Revised Budget Forecast
TECHNICAL SERVICES					
TECHNICAL SERVICES EXPENSE					
1011 0103 TECH SERVICES SALARIES WORK	-128,100	-131,303	-134,585	-137,950	-141,398
1011 0104 TECH SERVICES SALARIES ENV.S	-129,200	-132,430	-135,741	-139,134	-142,613
1011 0105 TECH SERVICES SALARIES EXE.	-470,400	-514,800	-527,670	-540,862	-554,383
1011 0109 TECH SERVICES SALARIES DTS S	-205,600	-225,200	-230,830	-236,601	-242,516
1011 0113 TECH SERVICE W/E VEHICLE OP EX	-21,840	-22,277	-22,722	-23,177	-23,640
1011 0114 TECH SERVICE ENV VEHICLE OP EX	-21,840	-22,277	-22,722	-23,177	-23,640
1011 0115 TECH SERVICE EXE VEHICLE OP EX	-43,680	-44,554	-45,445	-46,354	-47,281
1011 0119 TECH SERVICE DTS VEHICLE OP EX	-21,840	-22,277	-22,722	-23,177	-23,640
1011 0120 LESS: CHARGED TO OTHER FUNDS/S	1,179,500	1,179,500	1,179,500	1,179,500	1,179,500
1011 0125 TECH SERVICES ADMIN CHARGES	-169,392	-169,392	-169,443	-169,470	-169,499
1011 0135 TECH SERVICES STAFF TRAINING	-25,000	-15,300	-15,606	-15,917	-16,235
1011 0137 STAFF RELOCATION EXPENSES	-	-	-	-	-
1011 0140 TECH SERVICES CONFERENCES/SEMI	-4,820	-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	-2,000	-2,040	-2,081	-2,122	-2,165
1011 0143 TECH SERVICES TELEPHONE	-4,145	-7,140	-7,283	-7,428	-7,577
1011 0145 TECH SERVICES OFFICE EXPENSES	-15,200	-5,075	-5,151	-5,228	-5,311
1011 0146 TECH SERVICES CONSULTANCY	-	-	-	-	-
1011 0147 TECH SERV EQUIPMENT MTCE	-1,750	-2,538	-2,576	-2,614	-2,653
1011 0152 OCCUPATIONAL HEALTH & SAFETY E	-2,500	-3,045	-3,091	-3,137	-3,184
1011 0160 DEPOT OPERATIONAL EXPENSES	-35,000	-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	-12,800	-16,116	-16,438	-16,767	-17,102
1011 0163 DEPOT OP. EXPENSES TELEPHONE	(550)	(559)	(572)	(584)	(595)
1011 0165 DEPOT BLDG MTCE	-4,000	-4,060	-4,121	-4,183	-4,245
1011 0170 DEPOT GROUNDS MTCE	-4,650	-4,060	-4,121	-4,183	-4,245
1011 0171 DEPOT AMENITIES CLEANING	-6,000	-6,000	-6,000	-6,000	-6,000
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 0525 LAND & BUILD DEPOT BERRIGAN	(470)	-	-	-	-
1011 0535 LAND & BUILD DEPOT FINLEY	(555)	-	-	-	-
1300 2502 TECH SERVICES OFFICE EQUIPMENT DEPCN	-5,300	-5,353	-5,407	-5,461	-5,515
1310 2502 DEPOT EQUIPMENT DEPCN	(700)	(707)	(714)	(721)	(728)
1310 2504 DEPOT DEPCN	-26,900	-27,169	-27,441	-27,715	-27,992
DEPOTCAPEXP DEPOT CAPITAL EXPENDITURE	-	-20,000	-	-	-
TECHNICAL SERVICES REVENUE					
1300 1500 TECH SERV SUNDRY INCOME INCL GST	440	-	-	-	-

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1300 1502 OHS INCENTIVE PAYMENT	-	-	-	-	-
1300 1800 ROAD OPENING PERMIT FEES	3,000	3,000	3,000	3,000	3,000
1300 1950 TRAINEESHIP GRANT WAGE SUBSIDY	-	-	-	-	-
DEPOTCAPINC DEPOT CAPITAL INCOME	-	-	-	-	-
	-208,412	-275,895	-260,115	-295,013	-325,633
PLANT SERVICES					
PLANT SERVICES EXPENSE					
1011 0240 PLANT SERVICES ADMIN CHARGES	-68,210	-68,210	-68,210	-68,210	-68,210
1011 0515 MOTOR VEHICLE PURCHASES	-335,930	-320,000	-320,000	-320,000	-320,000
1011 0545 PUBLIC WORKS PLANT PURCHASE	-847,070	-793,000	-695,000	-1,080,000	-642,000
1011 0546 PUBLIC WORKS UTILITY PURCHASE	-110,300	-68,750	-68,750	-68,750	-68,750
1011 0550 PURCHASE MINOR PLANT	-33,000	-33,000	-33,000	-33,000	-33,000
1015 0000 PLANT EXPENSES	-1,110,190	-1,126,843	-1,143,745	-1,160,902	-1,178,315
1020 0100 PLANT WORKSHOP EXPENSES	-59,850	-30,298	-30,752	-31,214	-31,682
1020 0101 PLANT WORKSHOP EXP TELEPHONE	(570)	(581)	(593)	(605)	(617)
1020 0102 PLANT WORKSHOP EXP INSURANCE	-	-	-	-	-
1020 0103 PLANT WORKSHOP EXP VEHICLE	-21,840	-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	-17,200	-17,458	-17,720	-17,986	-18,255
1035 0170 TOOLS PURCHASES	-7,800	-7,917	-8,036	-8,156	-8,279
1320 2026 PLANT SERVICES TRANSFER TO RESERVE	-56,440	-	-157,481	-	-155,961
1320 2500 PLANT DEPCN	-486,000	-490,860	-495,769	-500,726	-505,734
1320 2550 DEPRECIATION MOTOR VEHICLES	-267,700	-270,377	-273,081	-275,812	-278,570
1320 2010 PLANT HIRE INCOME COUNCIL WORKS	2,060,000	2,030,000	2,060,450	2,091,357	2,122,727
PLANT SERVICES REVENUE					
1320 1200 GAIN ON DISPOSAL PLANT & EQUIPMENT	41,049	-	-	-	-
1320 1201 GAIN ON DISPOSAL MOTOR VEHICLE	-13,549	-	-	-	-
1320 1203 PUBLIC MOTOR VEHICLE DISPOSAL	289,500	177,000	230,000	286,500	145,000
1320 1204 PUBLIC WORKS UTILITY DISPOSAL	39,000	39,000	39,000	39,000	39,000
1320 1205 MOTOR VEHICLE DISPOSAL	136,000	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	45,000	46,125	47,278	48,460	49,672
1320 1825 STAFF PRIVATE USE FUEL CHARGES	9,000	9,225	9,456	9,692	9,934
1320 1856 PLANT REGO. & GREENSLIP REFUND	-	-	-	-	-
1320 1857 PLANT INSURANCE CLAIM REFUND	-	-	-	-	-

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1320 1926 PLANT REPLACE TRANSFER FROM RESERVE	-	8,386	-	155,904	-
1320 1950 PLANT FUEL TAX CREDIT SCHEME	65,000	51,250	52,531	53,845	55,191
1320 4010 0000 PLANT DEPCN CONTRA	753,700	761,237	768,849	776,538	784,303
1320 1202 MOTOR VEHICLE DISPOSAL	-	-	-	-	-
	-	0	0	0	0
OVERHEAD					
OVERHEAD EXPENSE					
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	-243,400	-249,485	-255,722	-262,115	-268,668
1050 0060 PUBLIC HOLIDAY WORKS / WAGES	-137,200	-140,630	-144,146	-147,749	-151,443
1050 0080 LONG SERVICE LEAVE WAGES	-102,200	-104,755	-107,374	-110,059	-112,810
1050 0100 SICK LEAVE WORKS / WAGES	-102,100	-104,653	-107,269	-109,951	-112,699
1050 0115 RDO PAYROLL SUSPENSE	-	-	-	-	-
1050 0118 TIME IN LIEU SUSPENSE	-	-	-	-	-
1050 0120 BEREAVEMENT LEAVE WAGES	-2,900	-2,972	-3,047	-3,123	-3,201
1050 0150 WAGES LEAVE WITHOUT PAY	-	-	-	-	-
1050 0170 RURAL FIRE SERVICE LVE WAGES	(220)	-	-	-	-
1050 0180 WAGES ACCIDENT PAY TO EMPLOYEE	-10,200	-	-	-	-
1050 0185 WAGES ACCIDENT EXPENSE BY EMPL	-	-	-	-	-
1050 0220 WAGES MEDICAL EXPENSES	(320)	-	-	-	-
1050 0320 WAGES SUPERANNUATION LG RET	-54,760	-	-	-	-
1050 0340 WAGES SUPERANNUATION LG ACC	-204,840	-266,090	-272,742	-279,561	-286,550
1050 0380 WAGES WORKER COMPENSAT INSUR	-175,200	-178,704	-182,278	-185,924	-189,642
1050 0400 WAGES IN LIEU OF NOTICE	-	-	-	-	-
1050 0440 WAGES PROTECTIVE/SAFETY CLOTHI	-36,600	-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	-61,700	-18,768	-19,143	-19,526	-19,917
1050 0780 WAGES OTHER MEETINGS	-	-	-	-	-
1050 0790 WORKPLACE INVESTIGATION	-	-	-	-	-
1055 0030 STORES OPERATING COSTS	-94,100	-96,453	-98,864	-101,336	-103,869
1055 0040 STOCK FREIGHT ONCOST EXPENSE	-1,200	-	-	-	-
1055 0050 UNALLOCATED STORE COST VARIATI	-	-	-	-	-
1070 0040 ANNUAL LEAVE ADMIN / STAFF	-231,900	-236,538	-241,269	-246,094	-251,016

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1070 0060 PUBLIC HOLIDAY ADMIN / STAFF	-130,800	-133,416	-136,084	-138,806	-141,582
1070 0080 LONG SERVICE LEAVE STAFF	-97,500	-99,450	-101,439	-103,468	-105,537
1070 0100 SICK LEAVE ADMIN / STAFF	-97,500	-99,450	-101,439	-103,468	-105,537
1070 0120 BEREAVEMENT LEAVE STAFF	-2,800	-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	(440)	-	-	-	-
1070 0220 STAFF MEDICAL EXPENSES	(110)	-	-	-	-
1070 0320 STAFF SUPERANNUATION LG RET	-38,685	-	-	-	-
1070 0340 STAFF SUPERANNUATION LG ACC	-246,715	-292,535	-299,848	-307,345	-315,028
1070 0380 STAFF WORKER COMPENSAT INSUR	-167,000	-170,340	-173,747	-177,222	-180,766
1070 0390 STAFF RELOCATION EXPENSES	-	-	-	-	-
1070 0400 STAFF REDUNDANCY PAYMENT	-	-	-	-	-
1070 0410 STAFF JURY DUTY EXPENSE	-	-	-	-	-
STAFFRECOVERY STAFF ONCOST OVERHEAD RECOVERY	984,475	1,039,447	1,053,613	1,074,685	1,123,944
WAGESRECOVERY WAGES ONCOST OVERHEAD RECOVERY	1,281,971	1,312,536	1,352,064	1,385,928	1,392,874
OVERHEAD REVENUE					
1400 1230 LSL CONTRIBUTIONS TRANSFERRED EMPS	-	-	-	-	-
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	-	-	-	-	-
1417 1500 PAID PARENTAL LEAVE REIMBURSEMENT	-	-	-	-	-
1440 1950 TRAINEESHIP GRANT WAGE SUBSIDY	-	-	-	-	-
1445 1920 STOCK FREIGHT ONCOST RECOVERY	-	-	-	-	-
1500 3650 PAID PARENTAL LEAVE SCHEME REVENUE	-	-	-	-	-
	-	-	-	-	-
EMERGENCY SERVICES					
EMERGENCY SERVICES EXPENSE					
1110 0105 CONTRIBUTION NSW FIRE BRIGADE	-47,034	-49,274	-50,262	-51,267	-52,292
1110 0110 CONTRIBUTION RURAL FIRE FUND	-115,500	-115,560	-117,871	-120,229	-122,633
1110 0155 RURAL FIRE BRIGADES BLDG MTCE	-1,000	-1,015	-1,030	-1,046	-1,061
1110 0160 FIRE BRIGADE ADMIN CHARGES	-31,650	-	-	-	-
1110 0204 RURAL FIRE TRAINING OTHER	-	-	-	-	-

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1110 0205 RFS RADIO MTCE	(670)	-	-	-	-
1110 0210 RFS STATION SHED MTCE	-6,500	-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 ELECTRICITY & 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	(897)	-	-	-	-
1110 0290 RFS EXPENDITURE	-99,045	-	-	-	-
1114 0105 CONTRIBUTION NSW SES	-16,700	-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)
2120 2500 FIRE PROTECTION PLANT DEPCN	-	-	-	-	-
2120 2504 RURAL FIRE BRIGADE BLDG DEPCN	-3,650	-3,687	-3,723	-3,761	-3,798
2400 2504 SES DEPCN	-10,200	-10,302	-10,405	-10,509	-10,614
EMERGCAPEXP EMERGENCY SERVICES CAPITAL EXPENDITURE	-	-	-	-	-
EMERGENCY SERVICES REVENUE					
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 4010 0000 FIRE PROTECTION DEPCN CONTRA	13,850	13,989	14,128	14,270	14,412
2400 1704 INCOME SES REIMBURSEMENT	-	-	-	-	-
EMERGCAPINC EMERGENCY SERVICES CAPITAL INCOME	-	-	-	-	-
	-241,012	-184,854	-188,541	-192,299	-196,130
OTHER COMMUNITY SERVICES					
OTHER COMMUNITY SERVICES EXPENSE					
1313 0105 YOUTH WEEK GRANT & CONTRIBUTIO	-3,000	-3,000	-3,000	-3,000	-3,000

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1313 0111 SR SUICIDE PREVENTION GROUP	(438)	(500)	(500)	(500)	(500)
1313 0115 PORTSEA CAMP EXPENSES	-1,635	-2,000	-2,000	-2,000	-2,000
1313 0120 COMMUNITY PLANNING SALARY	-159,600	-163,590	-167,680	-171,871	-176,169
1313 0121 COMMUNITY PLANNING ADVERTISING	-1,887	-1,915	-1,944	-1,973	-2,003
1313 0122 COMMUNITY PLANNING TRAINING	-2,200	-2,244	-2,289	-2,335	-2,381
1313 0123 COMMUNITY PLANNING VEHICLE EXPENSE	-21,840	-22,277	-22,722	-23,177	-23,640
1313 0124 COMMUNITY PLANNING TELEPHONE	-1,050	(816)	(832)	(849)	(866)
1313 0125 COMMUNITY PLANNING OP EXPENSES	-2,000	-2,040	-2,081	-2,122	-2,165
1313 0131 YOUTH DEVELOPMENT	-13,626	-	-	-	-
1421 0105 FINLEY TIDY TOWNS EXPENSE	-	-	-	-	-
1421 0120 BERRIGAN CONSERVATION GROUP EX	-12,874	-4,000	-4,000	-4,000	-4,000
1715 0111 AGEING STRATEGY	-	-	-	-	-
1715 0113 MENS HEALTH WEEK	-1,000	-1,000	-1,000	-1,000	-1,000
1715 0115 SOUTH WEST ARTS INC.	-8,280	-8,280	-8,446	-8,615	-8,787
1715 0117 TARGETED CULTURAL ACTIVITIES	-3,240	-1,000	-1,000	-1,000	-1,000
1715 0119 INTERNATIONAL WOMENS DAY	-2,500	-2,500	-2,500	-2,500	-2,500
1715 0129 HERITAGE OFFICER LOCAL HERITAGE INCENTIVE FUND	-10,000	-10,000	-10,000	-10,000	-10,000
1715 0130 TOCUMWAL RAILWAY STATION LEASE	(200)	(200)	(200)	(200)	(200)
1715 0110 CHILDREN'S WEEK ACTIVITIES	-3,000	-2,000	-2,000	-2,000	-2,000
OTHER COMMUNITY SERVICES REVENUE					
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	1,200
6320 1500 HERITAGE FUND REVENUE	3,000	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	5,000
6330 1500 CULTURAL ACTIVITIES INCOME	-	-	-	-	-
6330 1600 INTERNATIONAL WOMENS DAY INCOME	2,295	500	500	500	500
6330 1951 INTERNATIONAL WOMENS DAY GRANT	-	-	-	-	-
6330 1601 MARKETING & PROMOTION FUND	-	-	-	-	-
6330 1602 COMMUNITY MENTAL HEALTH PROJECTS	2,240	-	-	-	-
	-232,810	-215,662	-220,494	-225,442	-230,511
CEMETERY					
CEMETERY EXPENSE					
1419 0106 CEMETERY OP. EXP TELEPHONE	(500)	(510)	(520)	(530)	(540)
1419 0107 CEMETERY OP.EXPS ELECTRICITY	-1,500	-1,530	-1,560	-1,590	-1,620

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1419 0108 CEMETERY OP EXP INSURANCE	(30)	(30)	(30)	(30)	(30)
1419 0110 CEMETERY MAINTENANCE	-39,000	-28,460	-28,915	-29,365	-29,809
1419 0112 CEMETERY BURIAL EXPENSES	-32,000	-32,540	-33,074	-33,602	-34,124
1419 0114 CEMETERY HONORARIUMS	-17,000	-17,314	-17,627	-17,935	-18,240
1419 0116 CEMETERY PLAQUES	-31,500	-32,540	-33,074	-33,602	-34,124
1419 0500 FINLEY CEMETERY INSTALL SPRINKLERS	-	-	-	-	-
1419 0515 CEMETERY PLYNTHS	-20,000	-	-	-	-
3850 2026 CEMETERY TRANSFER TO RESERVE	-	-	-	-	-
3850 2500 CEMETERY LAND IMPROVEMENTS DEPCN	(400)	(410)	(420)	(431)	(440)
3850 2518 CEMETERY DEPCN	-4,600	-4,514	-4,427	-4,339	-4,251
CEMETERY CAPEX CEMETERY CAPITAL EXPENDITURE	-	-40,000	-5,000	-	-5,000
1419 0117 CEMETERY FLOWER BOXES	(500)	-	-	-	-
1419 0517 BGA CEMETERY FENCING	-	-	-	-	-
1419 0516 TOC CEMETERY WALL NICHES	-	-	-	-	-
1419 0518 CEMETERY FINLEY KERB & GUTT	-11,800	-	-	-	-
1419 0111 CEMETERY TOILET MAINTENANCE	-	-12,000	-12,000	-12,000	-12,000
CEMETERY REVENUE					
3850 1812 CEMETERY CHARGES SHIRE INCLUDING G	105,000	113,625	116,316	119,074	121,900
3850 1815 CEMETERY CHARGES PLAQUES	8,000	8,200	8,405	8,615	8,831
3850 1816 CEMETERY CHARGES MONUMENTS	251	-	-	-	-
3850 1926 CEMETERY TRANSFER FROM RESERVE	-	-	-	-	-
3850 1813 Cemetery Charges Shire GST Free	-	-	-	-	-
3850 1817 CEMETERY SUNDRY INCOME	215	-	-	-	-
	-45,364	-48,023	-11,926	-5,735	-9,447
EARLY INTERVENTION					
EARLY INTERVENTION EXPENSE					
1314 0130 EARLY INT EQUIP & PROGS STATE	-19,300	-2,030	-2,060	-2,091	-
1314 0131 EARLY INT ELECTRICITY	-4,160	(979)	(999)	-1,019	-
1314 0132 EARLY INT TELEPHONE	-1,000	-1,020	-1,040	-1,061	-
1314 0133 EARLY INT ADMIN CHARGE	-18,009	-18,009	-18,009	-18,009	-
1314 0135 COMMUNITY SERVICES DIRECTORY	-	-	-	-	-
1314 0138 EARLY INT ACCREDITATION EXP	-6,357	-	-	-	-
1314 0139 EARLY INT INTENSE FAMILY SUP	-9,552	-	-	-	-
1314 0140 EARLY INT THERAPY SUPPORT	-34,532	-	-	-	-
1314 0215 EARLY INT SALARY/ALLOWANCE	-155,915	-118,812	-119,378	-103,747	-
1314 0225 EARLY INT TRAVEL ALLOWANCE	-33,691	-4,692	-4,786	-4,882	-

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1314 0505 EQUIP/FURN EARLY INT <= \$50	(354)	(354)	(354)	(354)	-
2850 2504 CHILD HEALTH CTR BUILD DEPCN	-6,650	-6,716	-6,784	-6,852	-
3200 2026 EARLY INTERVENTION TRANSFER TO RESERVE	-	-	-	-	-
3200 2502 EARLY INTERVENTION DEPRECIATION EXPE	-6,650	-6,717	-6,784	-6,852	-
1314 0150 EARLY INT ECICP THERAPY	-	-	-	-	-
EARLY INTERVENTION REVENUE					
3200 1854 EARLY INT CONTRIBUTION	-	-	-	-	-
3200 1855 EARLY INT DONATIONS GST FREE	-	-	-	-	-
3200 1926 EARLY INT TRANSFER FROM RESERVE	61,771	18,713	17,469	-	-
3200 1950 DADHC GRANT (INC GST)	234,399	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	-	-	-	-	-
	-	-	-	-	-
HOUSING					
HOUSING EXPENSE					
1410 0125 HOUSING 27 DAVIS BLDG MTCE	-2,000	-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	-2,500	-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	-2,000	-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	-7,433	-7,433	-7,433	-7,433	-7,433
3550 2504 HOUSING DEPRECIATION	-9,300	-9,393	-9,487	-9,582	-9,678
HOUSINGCAPEXP HOUSING CAPITAL EXPENDITURE	-	-35,000	-	-	-
HOUSING REVENUE					
3550 1826 GENERAL RENT ON COUNCIL HOUSES	15,860	16,257	16,663	17,079	17,506
3550 1827 HOUSING CAPITAL INCOME	-	-	-	-	-
HOUSINGCAPINC HOUSING CAPITAL INCOME	-	-	-	-	-
	-13,707	-48,706	-13,603	-13,494	-13,379

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ENVIRONMENTAL SERVICES					
ENVIRONMENTAL SERVICES EXPENSE					
1111 0105 DOG ACT EXPENSES	-37,750	-38,316	-38,891	-39,474	-40,066
1111 0106 DOG ACT EXPENSES TELEPHONE	(600)	(612)	(624)	(637)	(649)
1111 0108 COMPANION ANIMAL DLG REGISTRAT	-6,000	-6,090	-6,181	-6,274	-6,368
1111 0109 POUND OPERATION SALARIES & ALL	-28,250	-28,674	-29,104	-29,540	-29,984
1111 0110 POUNDS ACT EXPENSES	-19,240	-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	(200)	(204)	(208)	(212)	(216)
1111 0113 POUNDS ACT EXPENSE TELEPHONE	(300)	(306)	(312)	(318)	(325)
1111 0115 DOG POUND MTCE	-1,100	-1,117	-1,133	-1,150	-1,168
1111 0125 STOCK POUND MTCE	(500)	(508)	(515)	(523)	(531)
1111 0505 ANIMAL CONTROL CAPITAL WORKS	-	-	-	-	-
1210 0190 HEALTH ADMINISTRATION ADMIN CH	-62,776	-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)
1214 0105 CONTRIB CENTRAL MURRAY COUNTY	-122,285	-124,731	-127,225	-129,770	-132,365
1215 0105 MEMORIAL PARK TOILET BLDG MTCE	-1,000	-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)
1411 0110 ENV. SERV SALARIES & ALLOWANCE	-403,100	-413,178	-423,507	-434,095	-444,947
1411 0120 ENV. SERV VEHICLE OPERATING EX	-43,680	-44,554	-45,445	-46,354	-47,281
1411 0125 ENV. SERV STAFF TRAINING	-12,000	-12,240	-12,485	-12,735	-12,989
1411 0130 ENV. SERV CONFERENCES/SEMINARS	-5,000	-5,040	-5,141	-5,243	-5,348
1411 0135 ENV. SERV OFFICE EXPENSES	-5,500	-5,583	-5,666	-5,751	-5,838
1411 0136 ENV. SERV ADVERTISING EXPENSES	-2,720	-2,774	-2,830	-2,886	-2,944
1411 0137 ENV. SERV OFFICE EXP TELEPHONE	-2,000	-2,040	-2,081	-2,122	-2,165
1411 0140 BUILDING SURVEYOR ACCREDITATION	-3,000	-3,000	-3,000	-3,000	-3,000
1411 0145 ENV. SERV LEGAL EXPENSES	-5,000	-5,000	-5,000	-5,000	-5,000
1411 0146 ENV. SERV CONSULTANCY	-2,000	-2,000	-2,000	-2,000	-2,000
1411 0150 COMMUNITY CLEAN UP EXPENSE	-	-	-	-	-
1411 0170 ASBESTOS MANAGEMENT PROGRAM	-	-	-	-	-
1411 0180 BLDG MTCE PROGRAM	-16,000	-16,240	-16,484	-16,731	-16,982
1411 0190 LESS: CHARGED TO OTHER FUNDS	484,300	484,300	484,300	484,300	484,300
1411 0195 ENV. SERV ADMIN CHARGES	-102,715	-102,715	-102,715	-102,715	-102,715
1810 0190 BUILDING CONTROL ADMIN CHARGES	-238,001	-238,001	-238,001	-238,001	-238,001
2200 2502 0000 ANIMAL CONTROL EQUIPMENT DEPCN	(850)	(859)	(867)	(876)	(885)

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2200 2504 0000 ANIMAL CONTROL BLDG DEPCN	-	-	-	-	-
ENVSERVICESCAPEXP ENVIRONMENTAL SERVICES CAPITAL EXPENDITURE	-	-	-	-	-
1411 0186 DA TRACKING PROJECT	-	-	-	-	-
1411 0187 ELECTRONIC HOUSING PROJECT	-2,500	-2,500	-2,500	-2,500	-2,500
ENVIRONMENTAL SERVICES REVENUE					
2200 1500 COMP ANIMALS MICROCHIP FEES INCL GST	400	410	420	431	442
2200 1810 COMPANION ANIMAL REGISTRATION FEES	5,200	5,330	5,463	5,600	5,740
2200 1811 COMPANION ANIMAL DLG REIMBURSEMENTS	8,000	8,000	8,200	8,405	8,615
2200 1815 IMPOUNDING DOG FEES & FINES GST FREE	5,000	5,125	5,253	5,384	5,519
2200 1829 IMPOUNDING FINES & COSTS	2,100	2,153	2,206	2,261	2,318
2200 1896 SALES OF ANIMALS	-	-	-	-	-
2700 1812 FOOD CONTROL FEES	3,200	3,280	3,362	3,446	3,532
2750 1812 Insect/Vermin/Pest Control Fees	27	-	-	-	-
3600 1200 ENVIRONMENTAL SERVICES FINES INCOME	-	-	-	-	-
3600 1501 PLANNING ADVERT FEES GST FREE	3,000	3,101	3,178	3,258	3,339
3600 1502 ENV. SERV SUNDRY INCOME INCL GST	2,365	718	735	754	773
3600 1503 DRAINAGE DIAGRAMS GST FREE	14,500	14,863	15,234	15,615	16,005
3600 1504 ON SITE SEWAGE FEES GST FREE	3,000	3,075	3,152	3,231	3,311
3600 1505 LGA LOCAL ACTIVITY FEE GST FREE	8,500	8,713	8,930	9,154	9,382
3600 1506 FOOTPATH TRADING PERMIT FEES	1,100	1,128	1,156	1,185	1,214
3600 1507 Env. Serv Sundry Income Ex. GST	-	-	-	-	-
3600 1812 PLANNING CERTIFICATE S149 GST FREE	20,000	20,500	21,013	21,538	22,076
3600 1813 URGENT PLAN S149 CERT INCL GST	500	513	525	538	552
3600 1814 CONSTRUCTION CERTIFICATE FEES	18,000	18,450	18,911	19,384	19,869
3600 1815 COMPLYING DEVELOPMENT FEES INCL GST	11,000	11,275	11,557	11,846	12,142
3600 1816 DEVELOPMENT APPLICATION FEES APPLI	70,000	71,750	73,544	75,382	77,267
3600 1817 COMPLIANCE CERT. INSPECT INCL. GST	45,000	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	-	-	-	-	-
6910 1500 BUILD CONTROL SUNDRY INCOME	-	-	-	-	-
6910 1750 LONG SERVICE CORP LEVY COMMISSION	1,300	1,333	1,366	1,400	1,435
6910 1755 PLANFIRST LEVY COMMISSION	300	308	315	323	331
6910 1760 S735A / S121ZP NOTICES GST FREE	3,000	3,075	3,152	3,231	3,311
6910 1812 BUILD CERTIFICATE FEES (S149/D)	500	500	500	500	500
ENVSERVICESCAPINC ENVIRONMENTAL SERVICES CAPITAL INCOME	-	-	-	-	-
3600 1508 PLANNING ADVERT FEE GST FREE	600	-	-	-	-

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	-406,315	-461,832	-472,054	-482,493	-493,163
DOMESTIC WASTE MANAGEMENT					
DOMESTIC WASTE MANAGEMENT EXPENSE					
1412 0105 DWM ADMIN CHARGES	-213,670	-213,670	-213,670	-213,670	-213,670
1412 0140 COLLECTION EXPENSES CONTRACT	-212,666	-208,380	-211,505	-214,678	-217,898
1412 0141 DWM WASTE COLLECTION FEE EXP	-157,772	-129,413	-131,354	-133,324	-135,324
1412 0142 CONTRACT SUPERVISION FEES (MOI)	-6,540	-6,192	-6,284	-6,378	-6,474
1412 0150 TIP OPERATION EXPENSES TOC	-118,000	-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	-148,600	-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	-2,835	-4,080	-4,162	-4,245	-4,330
1412 0158 TIP OPERATIONS TELEPHONE	(920)	(938)	(957)	(976)	(996)
1412 0160 RECYCLE CENTRE OPERATIONS EXPE	-57,400	-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	-162,700	-165,141	-167,617	-170,132	-172,684
1412 0165 FINLEY RECYCLE CENTRE BLDG MTC	(200)	(203)	(206)	(209)	(212)
1412 0167 BERRIGAN TIP BLDG MTCE	-1,500	(508)	(515)	(523)	(531)
1412 0185 DRUMMUSTER OPERATIONAL EXPENDI	-4,300	-4,364	-4,430	-4,496	-4,564
1412 0505 PURCHASE OF BINS	-5,000	-5,000	-5,000	-5,000	-
1412 0506 FINLEY TIP FENCING AROUND BI	-	-	-	-	-
1412 0512 BERRIGAN & FINLEY TIP CRUSHED ROCK	-20,000	-	-	-	-
3670 2026 DWM TRANSFER TO RESERVE	-390,258	-16,797	-29,196	-209,181	-282,766
3670 2500 NON DOMESTIC WASTE BUILDINGS DEPCN	(100)	(101)	(102)	(103)	(104)
3670 2502 NON DOMESTIC WASTE LAND IMPROVMENTS DEPCN	-13,600	-13,736	-13,873	-14,012	-14,152
3670 2504 DOMESTIC WASTE DEPCN	-6,300	-6,363	-6,427	-6,491	-6,556
3670 2505 DOMESTIC WASTE REMEDIATION DEPCN	-5,600	-5,656	-5,713	-5,770	-5,827
WASTEMGMTCAPEXP WASTE MANAGEMENT CAPITAL EXPENDITURE	-	-209,000	-215,000	-54,000	-5,000
1412 0529 FIN TIP FENCE	(165)	-	-	-	-
1412 0530 REHAB EXHAUSTED LANDFILLS	-8,000	-	-	-	-
1412 0527 BGN NEW LANDFILL HOLE	-40,000	-	-	-	-
1412 0528 BERRIGAN TIP FENCE	-4,000	-	-	-	-
1412 0531 CONCRETE CRUSHING	-18,000	-	-	-	-
DOMESTIC WASTE MANAGEMENT REVENUE					
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

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3660 1080 LESS DWM CHARGES WRITTEN OFF	-1,500	-2,050	-2,101	-2,154	-2,207
3660 1081 Less Non DWM Charges Written Off	-	-	-	-	-
3660 1082 LESS DWM CHARGES D/DEBT EXPENSE	(500)	-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	485,000	184,500	189,113	193,840	198,686
3660 1505 DWM WASTE COLLECTION TIP FEE CONTRA	157,772	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	74,502	76,365	78,274	80,231	82,237
3670 1500 NON DOMESTIC WASTE TIPPING FEES	-	-	-	-	-
3670 1502 SALE OF SCRAP METAL	2,000	4,000	4,000	4,000	4,000
3670 1503 SALE OF RECYCLABLES	-	-	-	-	-
3670 1505 DRUMMUSTER REVENUE	500	1,000	1,000	1,000	1,000
3670 1506 DRUMMUSTER REIMBURSEMENTS	3,100	1,600	1,600	1,600	1,600
3670 1507 SALE OF BATTERIES	300	308	315	323	331
3670 1926 GARBAGE TRANSFER FROM RESERVE	-	-	-	-	-
3670 4310 DWM DEPCN CONTRA	25,600	25,856	26,115	26,376	26,639
WASTEMGMTCAPINC WASTE MANAGEMENT CAPITAL INCOME	-	-	-	-	-
3670 1508 RAMROC CRC REIMBURSEMENT	-	-	-	-	-
	-	-	-	-	-
STORMWATER DRAINAGE					
STORMWATER DRAINAGE EXPENSE					
1416 0110 STORM WATER DRAINAGE MTCE	-160,677	-100,485	-101,992	-103,522	-105,075
1416 0111 STORMWATER DRAIN ELECTRICITY	-18,000	-18,360	-18,727	-19,102	-19,484
1416 0160 INTEREST DRAINAGE INT LOAN 385	-	-	-	-	-
1416 0161 LOAN 387 INTEREST EXPENSE	-1,410	-	-	-	-
1416 0998 ASSET MANAGEMENT DRAINAGE	-	-	-	-	-
1416 2410 LIRS US/W DRAINAGE INTEREST	-57,887	-51,739	-45,431	-38,796	-31,675
1416 2411 LIRS US/W DRAINAGE PRINCIPAL	-142,602	-148,749	-155,057	-161,692	-168,814
1417 0525 PRINCIPAL DRAINAGE INTLOAN 385	-	-	-	-	-
1417 0530 LOAN 387 PRINCIPAL CURRENT	-40,690	-	-	-	-
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	-	-	-	-	-
1417 0554 CHANTER ST RAILWAY TO JERSEY	-73,700	-	-	-	-
1417 0555 CRAWFORD SUBDIV DRAIN TO TOC SEWER	-6,091	-	-	-	-
1417 0677 WILLIAM ST HAMPDEN TO EAST	-	-	-	-	-

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1417 0822 MURRAY ST HEADFORD TO OSBORNE (TP)	-9,252	-	-	-	-
1417 0825 LIRS EAST RIVERINA HWY	-302,496	-	-	-	-
1417 0826 LIRS FLYNN ST AREA	-4,075	-	-	-	-
1417 0827 FLYNN ST AREA	(45)	-	-	-	-
1417 0828 FINLEY ST DETENTION BASIN	-312,312	-	-	-	-
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	-	-	-	-
3750 2512 STORMWATER DRAINAGE DEPCN	-210,800	-212,908	-215,037	-217,187	-219,359
DRAINAGECAPEXP DRAINAGE CAPITAL WORKS EXPENDITURE	-	-295,100	-177,000	-100,000	-65,000
1417 0833 DRUMMOND ST RAILWAY TO DROHAN	-13,207	-	-	-	-
1417 0834 ENDEVOUR ST NEW PUMP STATION	-53,359	-	-	-	-
1417 0835 MURRAY ST WARMATTA TO WOLAMAI	-22,500	-	-	-	-
1417 0836 LANE 961 BRUTON ST BGA ST NTH	-	-	-	-	-
1417 0839 TOC TOWN ENTRY DEAN ST	-	-	-	-	-
1417 0837 TUPPAL ST FINLEY	-	-	-	-	-
1417 0838 MAY LAWSON CROSS CONNECTION	(190)	-	-	-	-
1417 0824 GEORGE ST PUMPSTATION	-	-	-	-	-
1417 0840 CORCORAN ST RISING MAIN	-20,000	-	-	-	-
1417 0841 JERILDERIE ST HORSFALL TO NANG	-20,000	-	-	-	-
1417 0842 JERILDERIE ST NANGUNIA TO ORR	-16,000	-	-	-	-
1417 0843 BRUTON ST EXT JERILDERIE NTH	-81,671	-	-	-	-
1417 0844 BRUTON ST EXT TO CHARLOTTE	-	-	-	-	-
1417 0845 MCALLISTER St HEADFORD TO OSB	-7,135	-	-	-	-
1417 0846 JERSEY ST CHANTER TO TUPPAL	-81,000	-	-	-	-
STORMWATER DRAINAGE REVENUE					
1500 5105 UNSPENT LOAN PROCEEDS LIRS	-	-	-	-	-
3750 1000 STORMWATER / DRAINAGE CHARGE	72,540	71,850	71,850	71,850	71,850
3750 1080 DRAINAGE CHARGE WRITE OFFS	(500)	(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	38,031	34,112	30,065	25,774	21,250
3750 1926 SECT 94 CONT. DRAINAGE RESERVE TRANS	-	-	-	-	-
3750 1950 MURRAY ST HEADFORD TO OSBRORNE RMS FUNDING	-	-	-	-	-

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DRAINAGECAPINC DRAINAGE CAPITAL WORKS INCOME	-	4,040	-	-	-
3750 1951 ENDEVOUR ST CONSTRUCT PUMP STATION	-	-	-	-	-
3750 1952 DRAINAGE MURRAY ST WARMATTA TO WOLAMI	22,500	-	-	-	-
3750 1702 LIRS Interest Earned on TD	-	-	-	-	-
3750 1953 TUPPAL ST FINLEY RMS FUNDING	-	-	-	-	-
3750 1954 DRAINAGE RMS SH20 Finley	-	-	-	-	-
	-1,690,443	-717,839	-611,829	-543,175	-516,806
ENVIRONMENTAL PROTECTION					
ENVIRONMENTAL PROTECTION EXPENSE					
1418 0110 LEVEE BANKS MTCE	-50,000	-50,750	-51,511	-52,287	-53,068
1418 0130 MURRAY DARLING ASSOCIATION	-2,400	-2,040	-2,081	-2,122	-2,165
1418 0140 LEVEE BANKS ADMIN CHARGES	-39,036	-39,036	-39,036	-39,036	-39,036
3800 2026 LEVEE BANK CONSTRUCTION TRANSFER TO RESERVE	-100,000	-50,000	-50,000	-50,000	-50,000
LEVEECAPEXP LEVEE BANK CAPITAL EXPENDITURE	-	-153,280	-149,200	-80,000	-270,000
1418 0500 LEVEE TOC FORESHORE WORKS	-197,000	-	-	-	-
ENVIRONMENTAL PROTECTION REVENUE					
3800 1500 FEES MANAGEMENT OF ROAD RESERVES	-	-	-	-	-
3800 1926 LEVEE BANK CONSTRUCTION TRANSFER FROM RESERVE	74,400	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	123,000	-	-	-	-
LEVEECAPIINC LEVEE BANK CAPITAL INCOME	-	-	-	-	-
3800 1954 TOC LEVEE CLUBGRANT	-	-	-	-	-
	-191,036	-91,826	-142,628	-143,445	-144,269
WATER SUPPLIES					
WATER SUPPLIES EXPENSE					
1510 0105 WATER ADMIN CHARGES ADMINIST	-246,627	-246,627	-246,627	-246,627	-246,627
1510 0106 WATER ADMIN CHARGE ENGINEERI	-319,859	-319,859	-319,859	-319,859	-319,859
1510 0117 WATER SUPPLIES RENTAL CONTRI	-72,480	-72,480	-72,480	-72,480	-72,480
1510 0125 PROV BAD & DOUBTFUL DEBTS	-5,000	-5,000	-5,000	-5,000	-5,000
1510 0155 WATER WRITE OFF BAD DEBTS	-2,500	-2,500	-2,500	-2,500	-2,500
1510 0170 WATER DELIVERY EXPENSES	-32,000	-32,480	-32,967	-33,462	-33,964
1510 0200 WATER LEGAL EXPENSES	-5,000	-5,000	-5,000	-5,000	-5,000

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1510 0500 WATER SUPPLIES PRINCIPAL ON LO	-111,931	-	-	-	-
1510 0504 OFFICE EQUIP/FURN NON CAPITAL	-3,300	-1,320	-1,339	-1,359	-1,380
1510 0505 OFFICE EQUIP/FURN ENG WATER	-4,500	-2,500	-2,500	-2,500	-2,500
1510 0506 SUBSCRIPTIONS & MEMBERSHIPS	-9,200	-9,384	-9,572	-9,763	-9,958
1510 0507 TELEMENTRY UPGRADE WATER	-10,000	-	-	-	-
1510 0536 SODA ASH DOSING SYSTEM	-	-	-	-	-
1510 0537 FIN UPGRADE PLATFORM & WINCH WTP	-	-	-	-	-
1510 0548 IMPROVE OH & S AT WORK SITES	-10,000	-	-	-	-
1510 0551 OH&S SIGNAGE WATER	-5,000	-5,000	-5,000	-5,000	-5,000
1510 0560 MAINS RETIC BGA	-6,350	-	-	-	-
1510 0561 BGA REPAINT INTERIOR WTP	-3,655	-	-	-	-
1510 0564 BGA MAJOR PUMP REPLACEMENT	-50,000	-	-	-	-
1510 0565 MAINS RETIC BGN	-20,000	-	-	-	-
1510 0570 MAINS RETIC FIN	-20,000	-	-	-	-
1510 0575 MAINS RETIC TOC	-30,000	-	-	-	-
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	(10)	-	-	-	-
1510 0665 TOC CHLORINE DOSING SYSTEM	-	-	-	-	-
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	-35,000	-	-	-	-
1511 0109 REC FACIL DONATION & OTHER COSTS	-1,550	-1,581	-1,613	-1,645	-1,678
1511 0110 METER READING BGN SHIRE	-68,600	-69,629	-70,673	-71,734	-72,810
1511 0111 METER READING PRINTING & POSTA	-13,500	-13,702	-13,908	-14,117	-14,328
1511 0113 METER READING TELEPHONE	(740)	(755)	(770)	(785)	(801)
1511 0130 PURCHASE OF WATER BGA	-13,500	-13,702	-13,908	-14,117	-14,328
1511 0135 PURCHASE OF WATER BGN	-40,200	-40,802	-41,415	-42,036	-42,667
1511 0140 PURCHASE OF WATER FIN	-52,500	-53,288	-54,087	-54,898	-55,722
1511 0145 PURCHASE OF WATER TOC	-12,800	-12,992	-13,187	-13,385	-13,585
1511 0150 WATER TREATMENT OP EXP BGA	-144,200	-146,363	-148,558	-150,787	-153,049
1511 0151 WATER TREATMENT BGA ELECTRICIT	-40,000	-40,800	-41,616	-42,448	-43,297
1511 0152 WATER TREATMENT BGA TELEPHONE	-3,700	-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	-147,600	-149,814	-152,061	-154,342	-156,657

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1511 0166 WATER TREATMENT BGN ELECTRICIT	-35,000	-20,400	-20,808	-21,224	-21,649
1511 0167 WATER TREATMENT BGN TELEPHONE	-3,700	-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	-183,500	-165,953	-168,442	-170,968	-173,533
1511 0182 WATER TREATMENT FIN INSURANCE	-13,900	-14,178	-14,462	-14,751	-15,046
1511 0183 WATER TREATMENT FIN ELECTRICIT	-40,000	-40,800	-41,616	-42,448	-43,297
1511 0184 WATER TREATMENT FIN TELEPHONE	(940)	(959)	(978)	(998)	-1,017
1511 0195 WATER TREATMENT OP EXP TOC	-178,000	-200,970	-203,985	-207,044	-210,150
1511 0196 WATER TREATMENT TOC TELEPHONE	(900)	(918)	(936)	(955)	(974)
1511 0197 WATER TREATMENT TOC ELECTRICIT	-50,000	-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	-27,300	-27,710	-28,125	-28,547	-28,975
1511 0231 PUMPING STATIONS OP EXP BGN	-15,300	-15,530	-15,762	-15,999	-16,239
1511 0232 PUMPING STATIONS OP EXP FIN	-35,200	-17,458	-17,720	-17,986	-18,255
1511 0233 PUMPING STATIONS OP EXP TOC	-13,000	-13,195	-13,393	-13,594	-13,798
1511 0270 RETIC & METERS OP EXP BGA	-26,200	-26,593	-26,992	-27,397	-27,808
1511 0285 RETIC & METERS OP EXP BGN	-56,000	-62,829	-63,771	-64,727	-65,698
1511 0300 RETIC & METERS OP EXP FIN	-72,500	-73,588	-74,691	-75,812	-76,949
1511 0315 RETIC & METERS OP EXP TOC	-42,700	-43,341	-43,991	-44,650	-45,320
1511 0316 RETIC & METERS INSURANCE	-5,865	-	-	-	-
1511 0320 CYBLES MAINTENANCE	(100)	(102)	(103)	(105)	(106)
1511 0330 WATER NEW CONNECTIONS (INC MET	-38,250	-38,824	-39,406	-39,997	-40,597
1511 0340 WATER SAMPLING / MONITORING	-19,680	-10,658	-10,817	-10,980	-11,144
1511 0355 WATER SUPPLY INTEREST ON LOANS	-3,485	-	-	-	-
1511 0397 INSTALLATION OF RPZ	-	-	-	-	-
1512 0105 BANK & GOVT CHARGES	-7,600	-7,752	-7,907	-8,065	-8,226
1512 0130 HOUSING TOC WATER BLDG MTCE	-2,550	-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	(120)	-	-	-	-
4110 2026 WATER SUPPLIES TRANSFER TO RESERVE	-	-	-308,350	-377,109	-
4210 2545 WATER MAINS RETIC & METERS DEPCN	-318,600	-321,786	-325,004	-328,254	-331,536
4240 2545 WATER TREATMENT WORKS DEPCN	-295,000	-297,950	-300,930	-303,939	-306,978
4250 2504 WATER HOUSING TOC DEPCN	-6,900	-6,969	-7,039	-7,109	-7,180
WSCAPEXP WATER SUPPLIES CAPITAL EXPENDITURE	-	-928,000	-602,000	-564,000	-1,147,000
1510 0510 BGA SOLAR AT PUMPSTATION	-	-	-	-	-
1510 0511 FIN SOLAR AT PUMPSTATION	-	-	-	-	-
1510 0512 TOC SOLAR AT PUMPSTATION	-1,040	-	-	-	-
1510 0881 HL PUMP MECH & ELEC BGN	-	-	-	-	-
1510 0882 WATER MAIN REPLACEMENT TOC	-	-	-	-	-

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1511 0398 EVERBLUE CENTRALISED METER READ	-400,000	-	-	-	-
1510 0668 FIN CLARIFIER REPLACE PONDS	-475,000	-	-	-	-
1510 0669 METER CYBAL REPLACEMENT	-30,000	-	-	-	-
WATER SUPPLIES REVENUE					
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	-2,500	-3,000	-3,000	-3,000	-3,000
4110 1082 LESS WATER CHARGES D/DEBT EXPENSE	-4,500	-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	750,000	750,000	750,000	750,000	750,000
4110 1501 WATER STANDPIPE SALES	3,400	3,485	3,572	3,661	3,753
4110 1502 WATER CONNECTION FEES GST FREE	35,330	24,088	24,690	25,307	25,940
4110 1503 WATER DELIVERIES INCOME	14,800	17,220	17,651	18,092	18,544
4110 1504 SALE OF HIGH SECURITY WATER	172,960	50,000	50,000	50,000	50,000
4110 1506 WATER RENT ON COUNCIL HOUSES	3,380	3,380	3,380	3,380	3,380
4110 1507 WATER DISCONNECTION FEE	500	500	500	500	500
4110 1509 WATER SUNDRY INCOME INC GST	2,000	2,000	2,000	2,000	2,000
4110 1511 LEGAL COST RECOVERY	-1,500	-2,000	-2,000	-2,000	-2,000
4110 1512 PRIVATE WORKS INCOME WATER	500	500	500	500	500
4110 1601 SECT. 64 CONT. WATER BGA	8,016	-	-	-	-
4110 1602 SECT. 64 CONT. WATER BER	-	-	-	-	-
4110 1603 SECT. 64 CONT. WATER FIN	-	-	-	-	-
4110 1604 SECT. 64 CONT. WATER TOC	81,228	-	-	-	-
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	120,413	186,563	198,309	200,008	205,008
4110 1926 WATER TRANSFER FROM RESERVE	262,674	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	-	-	-	-	-
4240 4710 WATER DEPCN CONTRA	620,500	626,705	632,972	639,302	645,695
WSCAPINC WATER SUPPLIES CAPITAL INCOME	-	-	-	-	-
	-	0	0	0	0

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SEWERAGE SERVICES					
SEWERAGE SERVICES EXPENSE					
1610 0105 SEWERAGE ADMIN CHARGE ADMINI	-183,821	-183,821	-183,821	-183,821	-183,821
1610 0106 SEWER ADMIN CHARGE ENGINEERI	-277,007	-277,007	-277,007	-277,007	-277,007
1610 0117 SEWERAGE SERVICE RENTAL CONT	-48,320	-48,320	-48,320	-48,320	-48,320
1610 0155 SEWER WRITE OFF BAD DEBTS	-1,000	-1,000	-1,000	-1,000	-1,000
1610 0504 OFFICE EQUIP/FURN NON CAPITAL	(500)	(500)	(500)	(500)	(500)
1610 0512 PUMP REPLACEMENT	-30,000	-	-	-	-
1610 0517 GRAVEL POND BANKS TOC	-	-	-	-	-
1610 0522 ROCK BEACHING TOC RECYCLE PONDS	-	-	-	-	-
1610 0526 SEWER MAIN UPGRADES TOCUMWAL	-59,247	-	-	-	-
1610 0527 UPGRADE AMENITIES AT ALL STP	-10,000	-	-	-	-
1610 0590 BGN SEWER MAIN UPGRADES	-29,615	-	-	-	-
1610 0595 FIN SEWER MAIN UPGRADES	-10,385	-	-	-	-
1610 0600 TOC SEWER MAIN UPGRADES	-10,000	-	-	-	-
1610 0621 BGA UPGRADE PUMP STATION	-60,753	-	-	-	-
1610 0652 REPLACEMENT OF MINOR PLANT	-	-	-	-	-
1610 0655 BGN UPGRADE PUMP STATIONS	-10,000	-	-	-	-
1610 0658 SPARE PUMPS FOR LOW PRESS SYS	-25,000	-	-	-	-
1610 0705 FIN UPGRADE PUMP STATIONS	-	-	-	-	-
1610 0707 SEAL ACCESS TO STW & TRUCK WAS	-15,483	-	-	-	-
1610 0708 TOC REFURBISH CONCRETE WORK	-43,630	-	-	-	-
1610 0743 UPGRADE SEWER TELEMENTRY	-26,370	-	-	-	-
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	-10,000	-	-	-	-
1610 0883 FIN GRAVEL POND BANKS	-	-	-	-	-
1610 0884 FIN REFURBISH CONCRETE WORK	-60,000	-	-	-	-
1610 0887 TOC PUMP STATIONS UPGRADE	-	-	-	-	-
1610 0888 TOC CRUSHED ROCK ON PS ACCESS AREAS	(400)	-	-	-	-
1610 0892 BGA MINOR REPAIR/REPLACE	-	-	-	-	-
1610 0893 BGN MINOR REPAIR/REPLACE	-	-	-	-	-
1610 0896 FIN POND FENCING	-	-	-	-	-
1610 0897 TOC MINOR REPAIR/REPLACE	-	-	-	-	-
1611 0109 RECREATION FACILITIES DONATION	-1,030	(900)	(900)	(900)	(900)
1611 0110 SEWER TREATMENT OP EXP BGA	-8,000	-7,765	-7,881	-7,999	-8,119
1611 0111 SEWER TREATMENT BGA INSURANCE	(300)	(306)	(312)	(318)	(325)

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1611 0113 SEWER TREATMENT BGA TELEPHONE	(150)	(153)	(156)	(159)	(162)
1611 0125 SEWER TREATMENT OP EXP BGN	-85,000	-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	-3,200	-3,264	-3,329	-3,396	-3,464
1611 0129 SEWER EFFLUENT RE USE BGN	-5,400	-5,481	-5,563	-5,647	-5,731
1611 0140 SEWER TREATMENT OP EXP FIN	-92,500	-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	-15,250	-15,555	-15,866	-16,183	-16,507
1611 0143 SEWER TREATMENT FIN TELEPHONE	(350)	(357)	(364)	(371)	(379)
1611 0144 SEWER EFFLUENT RE USE FIN	-10,700	-6,293	-6,387	-6,483	-6,580
1611 0155 SEWER TREATMENT OP EXP TOC	-104,200	-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	-20,400	-20,808	-21,224	-21,649	-22,082
1611 0158 SEWER TREATMENT TOC TELEPHONE	(570)	(581)	(593)	(605)	(617)
1611 0159 SEWER EFFLUENT RE USE TOC	-26,500	-21,823	-22,150	-22,482	-22,819
1611 0170 RETIC OPEXP BGA	-12,250	-7,359	-7,469	-7,581	-7,695
1611 0171 RETIC OP EXP ELECTRICITY BGA	-18,600	-18,972	-19,351	-19,738	-20,133
1611 0185 RETIC OPEXP BGN	-25,200	-30,653	-31,113	-31,579	-32,053
1611 0186 RETIC OP EXP ELECTRICITY BGN	-15,400	-15,708	-16,022	-16,343	-16,669
1611 0200 RETIC OPEXP FIN	-34,400	-34,916	-35,440	-35,971	-36,511
1611 0201 RETIC OP EXP ELECTRICITY FIN	-17,700	-18,054	-18,415	-18,783	-19,159
1611 0215 RETIC OPEXP TOC	-31,100	-21,315	-21,635	-21,959	-22,289
1611 0216 RETIC OP EXP ELECTRICITY TOC	-21,300	-21,726	-22,161	-22,604	-23,056
1611 0230 PUMPING STATIONS OP EXP BGA	-85,900	-87,189	-88,496	-89,824	-91,171
1611 0231 PUMPING STATIONS OP EXP BGN	-38,400	-38,976	-39,561	-40,154	-40,756
1611 0232 PUMPING STATIONS OP EXP FIN	-54,500	-55,318	-56,147	-56,989	-57,844
1611 0233 PUMPING STATIONS OP EXP TOC	-65,900	-66,889	-67,892	-68,910	-69,944
1611 0234 LOW PRESSURE SYSTEM BGA	-12,300	-6,598	-6,696	-6,797	-6,899
1611 0235 LOW PRESSURE SYSTEM BGN	-4,000	-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	-11,400	-9,541	-9,684	-9,829	-9,977
1611 0250 SEWERAGE CONNECTIONS SHIRE	-15,700	-15,936	-16,175	-16,417	-16,663
1611 0340 SEWER SAMPLING / MONITORING	-8,200	-8,323	-8,448	-8,575	-8,703
1611 0341 RAISING OF SEWER MANHOLD LIDS	-3,400	-15,022	-15,247	-15,476	-15,708
1611 0342 TOCUMWAL CCTV	-33,400	-38,976	-39,561	-40,154	-40,756
1611 0344 INSTALLATION OF RPZ	-	-	-	-	-
1612 0105 BANK & GOVT CHARGES	-7,500	-7,650	-7,803	-7,959	-8,118
1612 0155 BGN TRUCK WASH OPERATING EXPEN	(550)	(558)	(567)	(575)	(584)
1612 0156 BGN TRUCK WASH ELECTRICITY	(580)	(592)	(603)	(616)	(628)
1612 0157 BGN TRUCK WASH TELEPHONE	(360)	(367)	(375)	(382)	(390)

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1612 0160 BGN TRUCK WASH MTCE	-1,100	-1,117	-1,133	-1,150	-1,168
1612 0170 FIN TRUCK WASH OPERATING EXPEN	-3,600	-3,654	-3,709	-3,764	-3,821
1612 0171 FIN TRUCK WASH ELECTRICITY	-2,100	-2,142	-2,185	-2,229	-2,273
1612 0172 FIN TRUCK WASH TELEPHONE	(440)	(449)	(458)	(467)	(476)
1612 0175 FIN TRUCK WASH MTCE	-2,000	-2,030	-2,060	-2,091	-2,123
1612 0180 INSTALLATION OF RCD's	-	-	-	-	-
5110 2026 SEWER SERVICES TRANSFER TO RESERVE	-113,253	-107,345	-257,372	-233,531	-271,150
5110 3700 Internal Loan 385 Receivable Current	-	-	-	-	-
5110 3750 Loan 387 Receivable Current	40,690	-	-	-	-
5210 2550 SEWER MAINS RETIC DEPCN	-368,200	-371,882	-375,601	-379,357	-383,150
5240 2550 SEWER TREATMENT WORKS DEPCN	-206,500	-208,565	-210,651	-212,757	-214,885
5250 2500 SEWER PLANT & EQUIP DEPCN	-20,000	-20,200	-20,402	-20,606	-20,812
5250 2502 SEWER EQUIPMENT DEPCN	-10,500	-10,605	-10,711	-10,818	-10,926
5280 2500 TRUCKWASH DEPCN	(50)	(51)	(51)	(52)	(52)
SEWERCAPEXP SEWERAGE SERVICES CAPITAL EXPENDITURE	-	-600,000	-490,000	-555,000	-565,000
1610 0895 FIN MINOR REPAIR/REPLACE	-	-	-	-	-
1610 0580 BGA SEWER MAIN UPGRADE	-	-	-	-	-
1612 0181 BGN TRUCK WASH AVDATA PUMP	-	-	-	-	-
1612 0182 FIN TRUCK WASH AVDATA PUMP	-	-	-	-	-
1612 0500 TOC WASH BAY	-	-	-	-	-
1610 0890 BGA DESILT PRIMARY POND	-	-	-	-	-
1610 0891 BGN DESILT SLUDGE LAGOON	-50,000	-	-	-	-
1610 0550 BGN STP FENCE	-15,000	-	-	-	-
1610 0898 BGN POND FENCING	-15,000	-	-	-	-
1610 0899 FIN DESILT PRIMARY POND	-50,000	-	-	-	-
1610 0900 FIN UPGRADE PUMP STATION	-10,000	-	-	-	-
1610 0901 NEW DRYING BED	-40,000	-	-	-	-
SEWERAGE SERVICES REVENUE					
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	8,170	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	-1,500	-2,000	-2,000	-2,000	-2,000
5110 1082 LESS SEWER CHARGES D/DEBT EXPENSE	-3,000	-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

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5110 1500 SEWER CONNECTION FEES GST FREE	18,962	10,250	10,506	10,769	11,038
5110 1501 SEWER SUNDRY INCOME INC.GST	-	-	-	-	-
5110 1502 DISPOSAL OF SEPTAGE INCOME	7,270	4,100	4,203	4,308	4,415
5110 1503 SEWER SUNDRY INCOME GST FREE	1,000	1,000	1,000	1,000	1,000
5110 1504 TOC SEWER EFFLUENT REUSE	1,600	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	1,410	-	-	-	-
5110 1840 INTEREST ON INVESTMENTS	156,127	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
5210 4810 SEWER DEPCN CONTRA	605,250	611,303	617,416	623,590	629,826
5280 1500 TRUCK WASH (AVDATA) INCOME	18,000	5,125	5,253	5,384	5,519
SEWERCAPINC SEWERAGE SERVICES CAPITAL INCOME	-	-	-	-	-
	0	0	0	0	0
PUBLIC LIBRARIES					
PUBLIC LIBRARIES EXPENSE					
1710 0105 LIBRARY BLDG MTCE BGA	-1,050	-1,015	-1,030	-1,046	-1,061
1710 0120 LIBRARY BLDG MTCE BGN	(884)	-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	(500)	-1,015	-1,030	-1,046	-1,061
1710 0145 LIBRARY OFFICE FURN/EQUIP MTCE	-13,424	-10,150	-10,302	-10,457	-10,614
1710 0150 LIBRARY ADMIN CHARGES	-111,276	-111,276	-111,276	-111,276	-111,276
1710 0165 LIBRARY PRINTING & STATIONERY	-1,050	(812)	(824)	(837)	(849)
1710 0166 LIBRARY ADVERTISING	-	(510)	(520)	(531)	(541)
1710 0175 LIBRARY SUNDRY EXPENSES	-6,000	-2,030	-2,060	-2,091	-2,123
1710 0180 LIBRARY SALARIES & ALLOWANCES	-237,500	-267,062	-273,738	-280,581	-287,596
1710 0190 LIBRARY TRAVEL & ALLOWANCES	-4,000	-3,060	-3,121	-3,184	-3,247
1710 0192 LIBRARY STAFF TRAINING	-1,000	-4,590	-4,682	-4,775	-4,871
1710 0194 LIBRARY CONFERENCES & SEMINARS	(500)	-1,020	-1,040	-1,061	-1,082
1710 0195 LIBRARY RATES	-9,400	-9,541	-9,684	-9,829	-9,977

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1710 0196 LIBRARY INSURANCE	-13,900	-14,178	-14,462	-14,751	-15,046
1710 0197 LIBRARY SOFTWARE OP COSTS	-10,000	-10,150	-10,302	-10,457	-10,614
1710 0200 LIBRARY BOOKS MTCE	-2,000	-2,030	-2,060	-2,091	-2,123
1710 0210 LIBRARY ELECTRICITY	-21,500	-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	-21,500	-11,673	-11,848	-12,025	-12,206
1710 0230 LIBRARY PURCHASE OF PERIODICAL	-8,500	-2,550	-2,601	-2,653	-2,706
1710 0234 LIBRARY YOUTH ACTIVITES	-	(500)	(500)	(500)	(500)
1710 0235 LIBRARY SPEC. PROJ. OPERATING	-13,820	-8,300	-8,300	-8,300	-8,300
1710 0236 INTER LIBRARY LOAN FEES	(600)	(200)	(200)	(200)	(200)
1710 0239 LIBRARY BOOKS CLUBS	-1,000	-1,000	-1,000	-1,000	-1,000
1710 0242 SENIORS WEEK EXPENSES	(600)	(600)	(600)	(600)	(600)
1710 0243 ONLINE DATABASE SUBSCRIPTIONS	-7,500	-12,688	-12,878	-13,071	-13,268
1710 0244 LITERARY LUNCH/WRITING FESTIVAL	-1,150	-1,000	-1,000	-1,000	-1,000
1710 0245 TECH SAVY SENIORS GRANT EXP	-1,000	-	-	-	-
1710 0246 BROADBAND FOR SENIORS	-	-	-	-	-
1710 0525 LIBRARY PURCHASE OF BOOKS	-29,000	-25,000	-25,000	-25,000	-25,000
1710 0530 LIBRARY OTHER ASSETS	(440)	-4,000	-4,000	-4,000	-4,000
1710 0532 LIBRARY AUDIO VISUAL / CDS	-6,700	-8,000	-8,000	-8,000	-8,000
1710 0535 LIBRARY PURCHASE OF E BOOKS	-3,110	-3,108	-3,113	-3,110	-3,110
6100 2502 LIBRARY EQUIPMENT DEPCN	-8,900	-8,989	-9,079	-9,170	-9,261
6100 2504 LIBRARY BLDG DEPCN	-64,000	-64,640	-65,286	-65,939	-66,599
6100 2518 LIBRARY BOOKS DEPCN	-21,450	-21,665	-21,881	-22,100	-22,321
LIBRARYCAPEXP LIBRARIES CAPITAL EXPENDITURE	-	-	-	-	-
1710 0500 LIBRARY CAR PARK UPGRADE	-10,000	-	-	-	-
1710 0170 LIBRARY TELEPHONE	-3,300	-3,366	-3,433	-3,502	-3,572
1710 0171 LIBRARY POSTAGE	-2,000	-	-	-	-
PUBLIC LIBRARIES REVENUE					
6100 1501 LIBRARY SUNDRY INCOME INCL GST	500	2,500	2,500	2,500	2,500
6100 1502 FRIENDS OF THE LIBRARY	500	500	500	500	500
6100 1503 LIBRARY ROOM HIRE CHARGES	385	300	300	300	300
6100 1820 LIBRARY FEES INCLUDING GST	3,000	3,075	3,152	3,231	3,311
6100 1821 LIBRARY FINES GST FREE	1,000	1,025	1,051	1,077	1,104
6100 1822 INTER LIBRARY LOAN FEES	200	205	209	215	221
6100 1823 BERRIGAN SHIRE BOOK CLUBS	1,000	1,025	1,051	1,077	1,104
6100 1827 SALE OF DENISON STREET BUILDING	-	-	-	-	-
6100 1950 LIBRARY SERVICE GRANTS	31,543	31,000	31,000	31,000	31,000
6100 1951 LIBRARY LOCAL SPECIAL PROJECTS GRANT	6,846	7,000	7,000	7,000	7,000
6100 1952 E BOOKS GRANT**	-	-	-	-	-

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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	1,364	-	-	-	-
6100 1961 BROADBAND FOR SENIORS	396	-	-	-	-
LIBRARYCAPINC LIBRARIES CAPITAL INCOME	-	-	-	-	-
	-603,107	-600,153	-609,727	-619,510	-629,508
COMMUNITY AMENITIES					
COMMUNITY AMENITIES EXPENSE					
1420 0000 PUBLIC CONVENIENCE CLEANING	-161,574	-139,766	-141,862	-143,987	-146,150
1420 0001 PUBLIC CONVENIENCES BLDG MTCE	-20,000	-20,000	-20,000	-20,000	-20,000
1420 0111 BGA BOTANICAL GARDENS TOILETS	-	-	-	-	-
1420 0113 PUBLIC CONVEN. ELECTRICITY	-4,000	-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	-8,600	-8,729	-8,860	-8,993	-9,128
1714 0105 BERRIGAN HALL BLDG MTCE	-2,000	-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 0122 FINLEY MEMORIAL HALL BLDG MTCE	-2,100	-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	-2,100	-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	-1,000	-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	-	-	-	-	-
1714 0167 BGN CWA HALL BLDG MTCE	-1,725	-1,014	-1,030	-1,046	-1,061
1714 0168 BGN CWA HALL INSURANCE	(810)	(826)	(843)	(860)	(877)
1715 0135 TOCUMWAL RAILWAY BLDG MTCE	-1,000	-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	-82,115	-82,115	-82,115	-82,115	-82,115

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3900 2504 PUBLIC CONVENIENCES DEPCN	-31,600	-31,916	-32,235	-32,558	-32,883
6200 2504 PUBLIC HALLS DEPRECIATION	-177,500	-179,275	-181,068	-182,878	-184,707
COMMAMENCAPEX COMMUNITY AMENITIES CAPITAL EXPENDITURE	-	-171,500	-	-	-
HALLSCAPEXP PUBLIC HALLS CAPITAL EXPENDITURE	-	-223,500	-	-	-
1714 0170 PUBLIC HALLS VARIOUS	-2,684	-	-	-	-
1714 0119 FIN SCHOOL OF ARTS CONSULTANCY FEE	-180,000	-	-	-	-
1316 0375 SENIOR CITZ RATES	-2,142	-	-	-	-
1714 0501 BGN MEMORIAL HALL CEILING	-6,059	-	-	-	-
1714 0502 BGA COMMUNITY HALL FURNITURE	-5,000	-	-	-	-
COMMUNITY AMENITIES REVENUE					
6200 1951 Lalalty Hall Volunteer Grant	-	-	-	-	-
6200 1952 RETREAT HALL VOLUNTEER GRANT	5,090	-	-	-	-
6200 1953 RETREAT HALL FRRR GRANT	-	-	-	-	-
COMMAMENCAPINC COMMUNITY AMENITIES CAPITAL INCOME	-	-	-	-	-
6200 1954 RETREAT HALL CBP GRANT	-	-	-	-	-
6200 1602 FIN School of Arts Contrib. Aircon	-	-	-	-	-
6200 1955 TOWN BEACH TOILETS	-	-	-	-	-
	-741,494	-925,725	-535,995	-541,339	-546,756
RECREATION					
RECREATION EXPENSE					
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	-5,000	-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	-2,100	-2,132	-2,163	-2,196	-2,229
1717 0141 BGN SPORTS COMP RISK M'MENT	-13,510	-	-	-	-
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	(660)	(670)	(680)	(690)	(701)
1717 0160 FINLEY REC RESERVE BLDG MTCE	-2,500	-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

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1717 0180 FINLEY SHOW GROUNDS BLDG MTCE	-2,500	-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	(660)	(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	-	-	-	-
1718 0000 PARKS & GARDENS MAINTENANCE	-393,920	-366,618	-372,117	-377,699	-383,365
1718 0050 FINLEY LOCO DAM PARK	-3,565	-	-	-	-
1718 0116 MINOR PARKS GARDEN ELECTRICITY	-19,000	-19,380	-19,768	-20,163	-20,566
1718 0117 MINOR PARK & GARDENS INSURANCE	(780)	(796)	(812)	(828)	(844)
1718 0185 ALEXANDER GARDEN COMPETITION	(600)	(609)	(618)	(627)	(637)
1718 0201 ROTARY PARK PLAYGROUND	-	-	-	-	-
1718 0207 TOCUMWAL BOAT RAMP IMPROVEMENTS	-	-	-	-	-
1718 0215 FINLEY SKATE PARK	-50,000	-	-	-	-
1718 0220 TOCUMWAL SKATE PARK	-2,150	-	-	-	-
1718 0225 BGA BOTANICAL GARDENS TOILETS	-	-	-	-	-
6500 2500 RECREATION RESERVES PLANT & EQUIPMENT DEPCN	(700)	(707)	(714)	(721)	(728)
6500 2502 RECREATION RESERVES OTHER STRUCTURES DEPCN	-95,800	-96,758	-97,726	-98,703	-99,690
6500 2518 RECREATION RESERVES BUILDINGS DEPCN	-269,700	-272,397	-275,121	-277,872	-280,651
6600 2500 PARKS & GARDENS DEPCN	-11,100	-11,211	-11,323	-11,436	-11,551
6600 2518 PARKS & GARDENS DEPCN	-70,100	-70,801	-71,509	-72,224	-72,946
PARKSCAPEXP PARKS AND RECREATION AREAS CAPITAL EXPENDITURE	-	-3,253,875	-50,000	-	-
RECRESERVECAPEXP RECREATION RESERVES CAPITAL EXPENDITURE	-	-22,900	-	-	-
1717 0228 BGN REC RES CRICKET NETS	-3,165	-	-	-	-
1718 0110 TREE WORKS BGN	-	-	-	-	-
1718 0111 TREE WORKS BGA	(685)	-	-	-	-
1718 0112 TREE WORKS TOC	-	-	-	-	-
1718 0113 TREE WORKS FIN	-	-	-	-	-
1718 0230 TOC FORESHORE CONSULTANT	-50,000	-	-	-	-
1717 0229 TOC REC RES TOILETS RENO	-	-	-	-	-
1717 0230 BGN POWER UPGRADE PRMF	-80,625	-	-	-	-
1718 0226 HAYES PARK TOILETS REFURB	-5,000	-	-	-	-
1717 0231 FINLEY NETBALL PRMF	-19,630	-	-	-	-
1718 0500 TOC FORESHORE STAGED DEVELOP	-	-	-	-	-
1718 0060 TOC CREEK WALK HONORARIUM	-	-2,000	-2,000	-2,000	-2,000
RECREATION REVENUE					
6500 1315 TOCUMWAL FOOTBALL NETBALL CLUB LEASE	500	513	525	538	552
6500 1500 RECREATION RESERVE SUNDRY REVENUE	-	-	-	-	-

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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 1965 BGN SPORTS GROUND DEMO & NEW SHED	-	-	-	-	-
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 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	-	-	-	-	-
PARKSCAPINC PARKS AND RECREATION AREAS CAPITAL INCOME	-	2,426,937	-	-	-
RECRESERVECAPINC RECREATION RESERVES CAPITAL INCOME	-	-	-	-	-
6500 1964 FINLEY REC RESERVE PROJECT IN KIND	-	-	-	-	-
6600 1962 TOC SKATE PARK	-	-	-	-	-
6600 1560 CLUB GRANTS CAT 3 TOC SKATE PARK	73,500	-	-	-	-
6500 1966 BGN SPORTSGROUND PRMF GRANT	80,625	-	-	-	-
6500 1967 FIN RECREATION RESERVE PRMF GRANT	19,360	-	-	-	-
6600 1600 TOC REC RES TOILET RENO CONTRIBUTION	-	-	-	-	-
	-1,047,020	-1,816,696	-1,029,716	-992,760	-1,005,994
SWIMMING POOL					
SWIMMING POOL EXPENSE					
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	-23,050	-25,746	-26,390	-27,050	-27,726
1716 0115 BER SWIMMING POOL OPERATE EXP.	-22,800	-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.	-26,000	-26,390	-26,786	-27,188	-27,595

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1716 0118 FINLEY POOL LIFEGUARDS PAYS	-30,740	-33,662	-34,503	-35,366	-36,250
1716 0119 TOC SWIMMING POOL OPERATE EXP.	-17,000	-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	-23,050	-25,742	-26,386	-27,045	-27,722
1716 0122 POOL LIFEGUARD UNIFORMS/ROSTER	-3,500	-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	-5,000	-5,125	-5,202	-5,280	-5,359
1716 0137 SWIMMING POOL BLDG MTCE FINL	-5,000	-5,125	-5,202	-5,280	-5,359
1716 0139 SWIMMING POOL BLDG MTCE TOCU	-5,000	-5,125	-5,202	-5,280	-5,359
1716 0150 SWIMMING POOLS RISK M'MENT	-	-	-	-	-
1716 0155 POOL WATER TREATMENT EXPENSES	-35,500	-36,386	-36,931	-37,485	-38,048
1716 0156 SUPERVISOR SALARY	-18,800	-23,174	-23,753	-24,347	-24,956
1716 0505 SWIMMING POOL CAPITAL BERRIG	-4,900	-	-	-	-
1716 0510 SWIMMING POOL CAPITAL FINLEY	-10,000	-	-	-	-
1716 0515 SWIMMING POOL CAPITAL TOCUMWAL	-	-	-	-	-
6400 2500 SWIMMING POOL OTHER STRUCTURES DEPCN	-66,600	-67,230	-67,902	-68,581	-69,267
6400 2504 SWIMMING POOL BUILDINGS DEPCN	-12,850	-13,216	-13,348	-13,481	-13,616
POOLCAPEXP SWIMMING POOLS CAPITAL EXPENDITURE	-	-62,000	-20,000	-	-
1716 0520 BGN PRMF Grant Expenditure	-16,065	-	-	-	-
SWIMMING POOL REVENUE					
6400 1828 USER CHARGES SWIMMING POOLS	69,000	70,725	72,493	74,305	76,163
6400 1829 RECOVERIES FOR LIFEGUARDS	76,840	79,146	81,125	83,153	85,232
6400 1950 SWIMMING POOL GRANT RLCIP Rd 3	-	-	-	-	-
POOLCAPINC SWIMMING POOLS CAPITAL INCOME	-	-	-	-	-
6400 1951 BGN POOL PRMF GRANT	12,865	-	-	-	-
	-269,250	-328,794	-288,556	-270,334	-272,124
QUARRIES & PITS					
QUARRIES & PITS EXPENSE					
1812 0105 PINE LODGE PIT OPERATING EXPEN	-86,600	-87,899	-89,217	-90,556	-91,914
6920 2505 QUARRIES & PIT REMEDIATION DEPCN	-2,900	-2,929	-2,959	-2,988	-3,018
6920 2508 QUARRIES DEPCN	(500)	(505)	(510)	(515)	(520)
QUARRIES & PITS REVENUE					
6920 1500 PINE LODGE PIT REVENUE	90,000	91,333	92,686	94,059	95,452
6920 1505 PINE LODGE PIT REVENUE CONTRA	-	-	-	-	-
6920 1510 OTHER GRAVEL PITS REVENUE	-	-	-	-	-

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	-	-	-	-	-
SHIRE ROADS					
SHIRE ROADS EXPENSE					
0011 0000 RURAL SEALED ROADS MAINTENANCE	-586,340	-404,782	-410,854	-417,017	-423,272
0013 0000 RURAL UNSEALED ROADS MAINTENANCE	-886,003	-576,825	-585,477	-594,259	-603,173
0021 0000 OTHER URBAN SEALED ROADS MAINTENANCE	-646,420	-549,318	-557,558	-565,921	-574,410
0023 0000 OTHER URBAN UNSEALED ROADS MAINTENANCE	-119,200	-63,945	-64,904	-65,878	-66,866
1414 0105 STREET & GUTTER CLEANING	-166,300	-168,795	-171,326	-173,896	-176,505
1414 0110 RUBBISH COLLECTION BEACH AREAS	-45,000	-33,800	-34,306	-34,821	-35,343
1910 0100 TOWN ENTRANCE DESIGN	-	-	-	-	-
1910 0338 RESEAL MURRAY ST SERVICE RD TO SWIM POOL	-	-	-	-	-
1910 0348 R/S BANKER ST 262 536	-	-	-	-	-
1910 0357 R/S McALLISTER ST 216 679	-12,789	-	-	-	-
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 0725 TUPPAL ST MORRIS TO TOWN BEA	-	-	-	-	-
1910 0825 RESEAL MURRAY HUT DR 0 125	-4,560	-	-	-	-
1911 0156 RESEAL VARIOUS INTERSECTIONS A	-5,431	-	-	-	-
1911 0159 RESEAL KELLYS RD	-4,977	-	-	-	-
1911 0213 RESEAL SEPPELTS RD 0 60	-	-	-	-	-
1911 0218 RESEAL WOOLSHED RD 17950 18059	-	-	-	-	-
1911 0228 R/S LARKINS RD 0 1780	-	-	-	-	-
1911 0285 WOODSTOCK VARIOUS	-	-	-	-	-
1912 0121 FIRE BREAKS RURAL UNSEALED R	-17,000	-	-	-	-
1912 0139 RESHEET WARATAH RD SH20 to PYL	-	-	-	-	-
1912 0157 RESHEET FEGANS RD SH20 RENOLYD	-	-	-	-	-
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 0554 CHANTER ST RAILWAY TO JERSEY	-68,939	-	-	-	-
1913 0801 KELLY ST SHORT ST TO EMILY	-	-	-	-	-
1913 0820 DENISON ST WOLLAMAI TO WARMA	-	-	-	-	-
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	-	-	-	-	-

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1914 0580 STH COREE RD DUNCANS RD	-	-	-	-	-
1914 0581 WOODSTOCK RD DENISON	-	-	-	-	-
1914 0584 BROUGHANS RD 3500M to 5500M	-523,429	-	-	-	-
1915 0150 LGSA ROADSIDE VEGETATION PRO	-	-	-	-	-
1915 0176 RURAL ADDRESSING EXPENSE	-	-	-	-	-
1915 0513 CLEARZONES ROADSIDE HAZARD	-32,265	-	-	-	-
1916 0105 K&G MTCE & REPAIRS	-18,488	-15,733	-15,968	-16,208	-16,451
1916 0554 CHANTER ST RAILWAY TO JERSEY	-30,000	-	-	-	-
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	-	-	-	-	-
1917 0105 FOOTPATH MTCE & REPAIRS	-15,000	-15,225	-15,453	-15,685	-15,920
1917 0517 STREET FURNITURE VARIOUS	-4,000	-4,000	-4,000	-4,000	-4,000
1917 0541 NEW FOOTPATHS VARIOUS LOCATIONS	-20,000	-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	-61,179	-	-	-	-
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	-43,378	-	-	-	-
1917 0658 MURRAY BOAT RAMP TO DENILQUIN	-	-	-	-	-
1917 0659 TUPPAL RD PATH END BRIDGE ST	-3,500	-	-	-	-
1918 0105 STREET LIGHTING Operations	-75,827	-77,342	-78,889	-80,467	-82,076
1918 0106 STREET LIGHTING ELECTRICITY	-192,490	-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	-1,017,116	-1,017,116	-1,017,116	-1,017,116	-1,017,116
1922 0105 BUS SHELTERS ROUTINE MTCE & RE	-1,500	-1,523	-1,545	-1,569	-1,592
7060 2510 DEPCN URBAN ROADS SEALED	-414,700	-418,847	-423,035	-427,266	-431,538
7070 2510 DEPCN URBAN ROADS UNSEALED	-	-	-	-	-
7100 2510 DEPCN RURAL SEALED ROADS	-1,310,600	-1,323,706	-1,336,943	-1,350,312	-1,363,816
7100 2610 DEPCN RURAL BRIDGES	-29,900	-30,199	-30,501	-30,806	-31,114
7150 2510 DEPCN REGIONAL ROADS	-445,500	-449,955	-454,455	-458,999	-463,589
7150 2610 DEPCN REGIONAL BRIDGES	-60,600	-61,206	-61,818	-62,436	-63,061
7200 2510 DEPCN RURAL UNSEALED ROADS	-	-	-	-	-
7300 2510 KERB & GUTTER DEPCN	-167,700	-169,377	-171,071	-172,781	-174,509

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7500 2510 FOOTPATH DEPCN	-65,500	-66,155	-66,817	-67,485	-68,160
FOOTPATHSCAPEXP FOOTPATHS CAPITAL EXPENDITURE	-	-137,000	-158,200	-95,000	-10,000
K&GCAPEXP KERB & GUTTER CAPITAL EXPENDITURE	-	-219,000	-189,000	-230,000	-130,000
RURALCONSCAPEXP RURAL SEALED CONSTRUCTION CAPITAL EXPENDITURE	-	-759,000	-1,300,000	-1,082,000	-1,235,000
RURALSEALEDCAPEXP RURAL SEALED RESEALS CAPITAL EXPENDITURE	-	-148,614	-84,179	-197,933	-514,000
RURALUNSEALEDCAPEXP RURAL UNSEALED RESHEET CAPITAL EXPENDITURE	-	-559,000	-534,000	-602,000	-511,000
TOWNSCAPECAPEXP TOWNSCAPE WORKS CAPITAL EXPENDITURE	-	-80,000	-80,000	-80,000	-80,000
URBANCONSCAPEXP URBAN ROADS CONSTRUCTION CAPITAL EXPENDITURE	-	-92,528	-48,340	-291,712	-166,000
URBANRESEALCAPEXP URBAN RESEALS CAPITAL EXPENDITURE	-	-202,000	-97,000	-293,000	-213,000
1905 0100 TOWN ENTRY BAROOGA	-19,340	-	-	-	-
1905 0200 TOWN ENTRY BERRIGAN	-19,470	-	-	-	-
1905 0300 TOWN ENTRY FINLEY	-205,925	-	-	-	-
1905 0400 TOWN ENTRY TOCUMWAL	-185,154	-	-	-	-
1914 0186 SILO RD Newell Hwy to Tuppall	-	-	-	-	-
1911 0187 BUS STOP CNR BRUCE BIRREL DR	-	-	-	-	-
1911 0303 RESEAL TUPPAL ROAD	-20,000	-	-	-	-
1915 0150 LGSA ROADSIDE VEGETATION PROJECT	-	-	-	-	-
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	-7,347	-	-	-	-
1910 0840 RESEAL HEADFORD ST MURRAY ARCH	-	-	-	-	-
1910 0841 RESEAL HEADFORD ST OSBOUR TONG	-	-	-	-	-
1910 0843 RESEAL CHARLOTTE ST 752 871	-10,275	-	-	-	-
1910 0844 RESEAL SHORT ST 59 350	-	-	-	-	-
1913 0553 LANE 961 BRUTON ST BAROOGA	-3,938	-	-	-	-
1913 0706 WILLIAM ST HAMPDEN ST TO EAS	-73,122	-	-	-	-
1913 0823 DRUMMOND ST RAILWAY TO DROHAN	-10,000	-	-	-	-
1914 0588 LOWER RIVER RD	-426,712	-	-	-	-
1914 0589 SILO RD TUPPAL RD TO SH17	-704,374	-	-	-	-
1914 0590 TUPPAL RD LEVEE SECT	-457,000	-	-	-	-
1914 0591 WOOLSHED RD 65M STH CARRUTHERS	-	-	-	-	-
1911 0307 RESEAL LOGIE BRAE RD	-41,000	-	-	-	-
1911 0308 RESEAL MELROSE RD 4950 7250	-58,000	-	-	-	-
1911 0309 RESEAL MURRAY ST TOCUMWAL	-	-	-	-	-
1911 0310 RESEAL OAKENFALL RD 0 3924	-52,485	-	-	-	-
1911 0311 RESEAL OLD TOC RD 1907 2913	-19,000	-	-	-	-
1911 0315 RESEAL STH COREE RD 8320 8777	-	-	-	-	-
1911 0316 RESEAL YARRAWONGA RD 0 2676	-21,000	-	-	-	-
1912 0088 RESHEET MCALLISTERS ROAD	-	-	-	-	-

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1912 0241 RESHEET ADCOCKS RD LANGUNYAH	-	-	-	-	-
1912 0242 RESHEET EDNIES RD YARRAWONGA	-	-	-	-	-
1916 0826 DRUMMOND ST RAILWAY DROHAN ST	-18,000	-	-	-	-
1917 0661 BUCHANANS RD HUGHES ST LAWSON	-40,000	-	-	-	-
1917 0662 DRUMMOND ST CHANTER CORCORAN	-	-	-	-	-
1917 0663 COBRAM ST ALEXANDER TO SOUTH	-37,688	-	-	-	-
1917 0664 MURRAY ST HEADFORD TO OSBOURNE	-60,000	-	-	-	-
1917 0665 BRUTON ST END TO ANTHONY AVE	-100,000	-	-	-	-
1910 0842 RESEAL BAROOGA ST NTH 203 337	-	-	-	-	-
7150 2620 DEPCN CULVERTS	-18,850	-19,039	-19,229	-19,421	-19,615
1913 0824 HAMPDEN ST & MURRAY HUT DR	(943)	-	-	-	-
1913 0825 TONGS ST HAMILTON TO 400M	-51,483	-	-	-	-
1914 0595 BACK BAROOGA RD STH CARRAMAR	-	-	-	-	-
1914 0597 HOWE ST TONGS TO PLUMPTONS	-5,677	-	-	-	-
1914 0598 JAMES CRT LOWER RIVER RD	-26,883	-	-	-	-
1914 0599 PEPPERTREE RD WOOLSHED RD	-100,000	-	-	-	-
1916 0838 TOC TOWN ENTRIES DEAN ST	-	-	-	-	-
1916 0839 HAMPDEN ST & MURRAY HUT DR	-	-	-	-	-
1910 0818 RESEAL HOWE ST FINLEY	-7,000	-	-	-	-
1911 0062 RESEAL CROSBIES RD BRIDGE	-	-	-	-	-
1912 0045 RESHEET AUBURN MOMALONG RD	-	-	-	-	-
1912 0073 RESHEET DUNCANS RD	-	-	-	-	-
1911 0127 RESEAL OLD TOC BER RD	-	-	-	-	-
1916 0837 TUPPAL ST FINLEY	-	-	-	-	-
1910 0316 RESEAL DENISON ST FIN	-55,503	-	-	-	-
1910 0336 RESEAL SCOULLAR ST (OSBOURNE)	-3,658	-	-	-	-
1910 0576 RESEAL BROWNE ST TOC	-1,572	-	-	-	-
1910 0822 RESEAL MURRAY ST FINLEY	-8,568	-	-	-	-
1910 0823 RESEAL MURRAY ST (MARY LAWSON)	-4,113	-	-	-	-
1910 0827 RESEAL TOCUMWAL ST FINLEY	-14,035	-	-	-	-
1910 0832 RESEAL WARMATTA ST FIN	-8,200	-	-	-	-
1910 0857 RESEAL ULUPNA ST FINLEY	-2,769	-	-	-	-
1910 0907 RESEAL BEASLY CRT TOC	-2,268	-	-	-	-
1910 0910 RESEAL BRIDGE ST TOC	-14,165	-	-	-	-
1910 0917 RESEAL DENILQUIN ST TOC	-5,639	-	-	-	-
1910 0923 RESEAL GOLF LINKS DR TOC	-6,300	-	-	-	-
1910 0925 RESEAL HENNESSY ST TOC	-4,396	-	-	-	-
1910 0933 RESEAL KELLY ST TOC	-16,888	-	-	-	-
1910 0980 RESEAL CALAWAY ST TOC	-5,156	-	-	-	-
1913 0621 TAKARI ST BGA	-69,912	-	-	-	-

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1913 0841 JERILDERIE ST HORSFALL TO NANG	-20,000	-	-	-	-
1913 0842 JERILDERIE ST NANGUNIA TO ORR	-16,000	-	-	-	-
1913 0845 MCALLISTER ST HEADFORD TO OSB	-	-	-	-	-
1914 0587 PLUMPTON RD TONGS TO HUESTONS	-95,000	-	-	-	-
1914 0592 YARRAWONGA RD	-341,330	-	-	-	-
1914 0593 CROSBIES RD	-130,000	-	-	-	-
1911 0009 RESEAL COLDWELLS RD	-2,884	-	-	-	-
1911 0212 RESEAL COBRAM RD	-18,000	-	-	-	-
1911 0223 RESEAL DRAYTONS RD	-	-	-	-	-
1911 0302 RESEAL WOOLSHED ROAD 40 2562	-58,000	-	-	-	-
1911 0312 RESEAL PINEY RD 4576 6594	-67,000	-	-	-	-
1911 0313 RESEAL PINEY RD 00 2400	-	-	-	-	-
1911 0314 RESEAL STH COREE RD 2459 3708	-65,000	-	-	-	-
1911 0565 BROUGHANS RD WEST END	-	-	-	-	-
1912 0003 RESHEET ENNAL RD	-	-	-	-	-
1912 0025 RESHEET YUBA RD	-114,000	-	-	-	-
1912 0071 RESHEET SULLIVANS RD	-84,000	-	-	-	-
1912 0086 RESHEET MCDONALDS RD	-12,545	-	-	-	-
1912 0114 RESHEET COULTERS RD	-38,065	-	-	-	-
1912 0138 RESHEET HAYFIELDS RD	-216,000	-	-	-	-
1912 0144 RESHEET HOGANS RD	-	-	-	-	-
1916 0840 TAKARI ST BGA	-27,629	-	-	-	-
1916 0841 JERILDERIE ST HORSFALL TO NA	-30,000	-	-	-	-
1916 0842 JERILDERIE ST NANGUNIA TO OR	-25,200	-	-	-	-
1916 0845 MCALLISTER ST HEADFORD TO OS	-25,000	-	-	-	-
1916 0932 JERSEY ST CHANTER TUPPAL	-55,000	-	-	-	-
1917 0666 HENNESY ST CHARLOTTE TO HANNAH	-47,000	-	-	-	-
1917 0667 LAWSON DR BGA	-40,000	-	-	-	-
1917 0668 NANGUNIA ST BGA	-38,000	-	-	-	-
1917 0669 CARTER ST BGN	-12,000	-	-	-	-
1917 0670 COREE ST FIN	-42,000	-	-	-	-
1917 0671 HUTSONS RD TOC	-35,000	-	-	-	-
1917 0672 WALKING TRACK TO PUMPS BEACH	-60,000	-	-	-	-
1914 0316 YARRAWONGA RD 00 to 2676	-400,000	-	-	-	-
1911 0007 RESEAL BACK BAROOGA RD MR550	-34,323	-	-	-	-
1910 0979 RESEAL BOYD ST	-11,032	-	-	-	-
1914 0123 OLD ADCOCKS RD BROWNS RD TO ROCKS	-	-	-	-	-
1914 0182 BROWNS RD	-	-	-	-	-
1912 0023 RESHEET NOLANS RD	-41,000	-	-	-	-
1912 0024 RESHEET ERINDALE RD	-106,000	-	-	-	-

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1912 0167 RESHEET WINTERS ROAD	-25,000	-	-	-	-
SHIRE ROADS REVENUE					
7100 1500 RURAL ADDRESSING INCOME	-	-	-	-	-
7100 1550 ROADS SUNDRY INCOME	-	-	-	-	-
7100 1950 RURAL LOCAL ROADS GRANT (RLR) (FAG)	1,277,741	1,296,907	1,316,361	1,336,106	1,356,148
7100 1951 R2R ROADS TO RECOVERY GRANT	1,997,240	355,378	349,551	625,500	625,500
7100 1953 RFS HAZARD REDUCTION GRANT	20,000	10,150	10,302	10,457	10,614
7100 1954 RMS DISASTER RECOVERY FUNDING FLOOD DAMAGE	803,436	-	-	-	-
7100 1955 LGSA GRANT ROADSIDE VEGETATION	-	-	-	-	-
7100 1956 Connected Corridor Project Funding	-	-	-	-	-
7150 1950 RAMROC Weed Control Funding	-	-	-	-	-
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 1950 MURRAY ST HEADFORD TO OSBRORNE RMS FUNDING	-	-	-	-	-
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	23,000	-	-	-	-
7500 1659 F/PATH CHARLOTTE ST HENNESSY TO KELLY	-	-	-	-	-
7500 1823 FOOTPATH DENISON ST WARMATT INTERS	-	-	-	-	-

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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 1950 FOOTPATHS RTA FUNDING PAMP	-	-	-	-	-
7780 1950 RTA BUS BAY GRANT REVENUE	-	-	-	-	-
7780 1952 DEPT TRANSPORT CPTIGS BUS STOP GRANT	-	-	-	-	-
7900 1950 STREET LIGHTING SUBSIDY	46,000	46,000	46,000	46,000	46,000
FOOTPATHSCAPINC FOOTPATHS CAPITAL INCOME	-	20,000	40,000	25,000	-
K&GCAPINC KERB & GUTTER CAPITAL INCOME	-	-	35,000	103,000	65,000
RURALCONSCAPINC RURAL SEALED CONSTRUCTION CAPITAL INCOME	-	-	-	-	-
RURALSEALEDAPINC RURAL SEALED RESEALS CAPITAL INCOME	-	-	-	-	-
RURALUNSEALEDAPINC RURAL UNSEALED RESHEET CAPITAL INCOME	-	-	-	-	-

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TOWNSCAPECAPINC TOWNSCAPE WORKS CAPITAL INCOME	-	-	-	-	-
URBANCONSCAPINC URBAN ROADS CONSTRUCTION CAPITAL INCOME	-	-	-	-	-
URBANRESEALCAPINC URBAN RESEALS CAPITAL INCOME	-	-	-	-	-
7100 1957 Fixing Country Roads Grant	827,626	-	-	-	-
7100 1958 RMS SAFER ROADS PROGRAM	53,868	-	-	-	-
7300 1666 K & G DRUMMOND ST RAILWAY TO DROHAN	-	-	-	-	-
7300 1667 K & G HARRIS ST FLYNN TO HAYES ST	-	-	-	-	-
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 Hennessy St Charlotte to Han	10,842	-	-	-	-
7300 1951 K&G RMS SH20 Finley	-	-	-	-	-
7300 1669 K & G Jerilderie St Nangunia to Or	33,200	-	-	-	-
7500 1660 F/PATH NANGUNIA ST BGA	15,000	-	-	-	-
7500 1661 F/PATH CARTER ST BGN	3,000	-	-	-	-
7500 1662 F/PATH CORREE ST FIN	20,000	-	-	-	-
7500 1663 F/PATH HUTSONS TOC	16,000	-	-	-	-
7500 1658 F/PATH LAWSON DR	17,000	-	-	-	-
7500 1862 Footpath Jersey St Chanter to Tuppall	19,325	-	-	-	-
7300 1668 K & G Jerilderie St Horsfall to Na	40,000	-	-	-	-
7500 1863 Footpath Cobram St Berrigan	14,331	-	-	-	-
7300 1670 K& G Jersey St	20,000	-	-	-	-
	-7,288,796	-6,090,435	-6,372,507	-6,462,617	-6,551,569
AERODROMES					
AERODROMES EXPENSE					
1920 0115 BGN AERODROME GROUNDS MTCE	-2,000	-2,030	-2,060	-2,091	-2,123
1920 0170 TOC AERODROME OPERATING EXPENS	-60,000	-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	-3,000	-3,045	-3,091	-3,137	-3,184
1920 0184 TOC AERO RUNWAY 18 36 HEAVY PA	-75,000	-	-	-	-
1920 0187 TOC AERO PERIMETER AND TAXIWAY	-	-	-	-	-
1920 0190 AERODROME SUBDIVISION WORKS	-790,000	-	-	-	-
1920 0200 AERODROME ADMIN CHARGES	-25,990	-25,990	-25,990	-25,990	-25,990
7700 2026 AERODROME TRANSFER TO RESERVE	-100,000	-50,000	-50,000	-50,000	-50,000
7700 2500 AERODROME EQUIPMENT DEPCN	-	-	-	-	-

	Revised YTF Mar	2017/18 Revised Budget Forecast	2018/19 Revised Budget Forecast	2019/20 Revised Budget Forecast	2020/21 Revised Budget Forecast
7700 2504 AERODROME BLDG DEPCN	-9,000	-9,090	-9,181	-9,273	-9,365
7700 2510 AERODROME RUNWAY DEPCN	-20,800	-21,008	-21,218	-21,430	-21,645
7700 2520 AERODROME LAND IMPROVEMENTS DEPCN	(400)	(404)	(408)	(412)	(416)
AERODROMECAPEXP AERODROME CAPITAL WORKS EXPENDITURE	-	-	-75,000	-	-
1920 0195 AERODROME MBFC KITCHEN RENO	-25,000	-	-	-	-
19110183 TOCAERO RUNWAY 927 BITUMEN	-	-	-	-	-
AERODROMES REVENUE					
7700 1500 AERODROME SUNDRY INCOME TOC	6,500	6,500	6,500	6,500	6,500
7700 1502 AERODROME USER FEES INCOME	15,000	15,375	15,759	16,153	16,557
7700 1827 AERODROME SALE OF LAND	-	-	-	-	-
7700 1926 AERODROME TRANSFER FROM RESERVE	531,000	-	75,000	-	-
AERODROMECAPINC AERODROME CAPITAL WORKS INCOME	-	-	-	-	-
7700 1600 AERODROME MBFC CONTRIBUTION	16,667	-	-	-	-
7700 1951 AERODROME CAPITAL GRANT	334,920	-	-	-	-
	-208,513	-152,030	-152,969	-153,917	-154,874
CAR PARKING					
CAR PARKING EXPENSE					
7750 2504 PARKING AREAS DEPRECIATION EXPENSE	-7,600	-7,604	-7,608	-7,612	-7,616
CAR PARKING REVENUE					
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	-	-	-	-	-
	-7,600	-7,604	-7,608	-7,612	-7,616
RMS					
RMS EXPENSE					
0015 0226 MR226 NANGUNIA ST & HUGHES ST	-15,000	-	-	-	-
0015 0356 MR356 BERRIGAN OAKLANDS RD	-48,000	-	-	-	-
0015 0363 MR363 BERRIGAN BAROOGA RD	-130,000	-	-	-	-
0015 0550 MR550 TOCUMWAL MULWALA RD	-147,571	-	-	-	-
0015 0564 MR564 BERRIGAN JERILDERIE RD	-70,000	-	-	-	-
0015 0999 RTA MR BLOCK GRANT BUDGET ONLY	-338,928	-706,000	-706,000	-706,000	-706,000

	Revised YTF Mar	2017/18 Revised Budget Forecast	2018/19 Revised Budget Forecast	2019/20 Revised Budget Forecast	2020/21 Revised Budget Forecast
0015 1226 MR226 CAPITAL PROJECTS	-10,060	-	-	-	-
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	-	-	-	-	-
1956 1000 RTA REGIONAL ROAD REPAIR BUDGET	-	-350,000	-350,000	-350,000	-350,000
1956 1012 MR550 REHAB/WIDEN 80.226 81.22	-289,000	-	-	-	-
1956 1013 MR356 REHAB/WIDEN 30.00 32.51	-	-	-	-	-
1956 1014 MR356 REHAB/WIDEN 17781 17361	-	-	-	-	-
0015 9999 Block Grant UNSPENT FUNDS	-	-	-	-	-
1956 1011 MR550 REHAB/WIDEN 22.7 24.3	-140,001	-	-	-	-
1956 1015 MR550 REHAB 22.7 24.3	-	-	-	-	-
RMS REVENUE					
7810 1950 RTA M&I PROGRAM BLOCK GRANT	981,000	531,000	531,000	531,000	531,000
7830 1950 RTA REHABILITATION WORKS FUNDING	197,500	175,000	175,000	175,000	175,000
RMSCAPINCOME PART 7810 1950 BLOCK GRANT	-	350,000	350,000	350,000	350,000
	-10,060	-	-	-	-
CARAVAN PARKS					
CARAVAN PARKS EXPENSE					
2011 0105 TOC CARAVAN PARK OPERATING EXP	-2,000	-	-	-	-
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
8200 2504 CARAVAN PARK DEPCN	-10,050	-10,151	-10,252	-10,355	-10,458
CARAVAN PARKS REVENUE					
8200 1890 TOC CARAVAN PARK LEASE	38,000	38,000	38,000	38,000	38,000
8200 1895 BGN CARAVAN PARK LEASE	-	-	-	-	-
	19,269	17,585	17,316	17,044	16,767

	Revised YTF Mar	2017/18 Revised Budget Forecast	2018/19 Revised Budget Forecast	2019/20 Revised Budget Forecast	2020/21 Revised Budget Forecast
TOURISM & AREA PROMOTION					
TOURISM & AREA PROMOTION EXPENSE					
2012 0120 TOC TOURISM INFO OPERATING EXP	-	-	-	-	-
2012 0122 TOC TOURISM INFO BLDG MTCE	(600)	-	-	-	-
2012 0124 TOC TOURISM INFO INSURANCE	-	-	-	-	-
2012 0196 TOURISM STRATEGIC PLAN	-112,254	-	-50,000	-50,000	-50,000
2012 0197 REGIONAL TOURISM CONTRIBUTION MRTB	-13,830	-14,103	-14,385	-14,672	-14,966
2012 0198 TOURISM INITIATIVES	-11,000	-11,000	-11,000	-11,000	-11,000
2012 0199 TOURISM ADMIN CHARGES	-32,462	-32,462	-32,462	-32,462	-32,462
2012 0200 TOURISM EVENTS GRANTS	-23,100	-20,000	-	-20,000	-
8300 2026 TOURISM EVENTS TRANSFER TO RESERVE	-	-	-	-	-
8300 2504 TOURISM INFO DEPCN	-9,450	-9,545	-9,640	-9,736	-9,834
TOURISMCAPEXP TOURISM CAPTAL EXPENDITURE	-	-	-	-	-
2012 0300 TOC TOURISM INFO CENTRE	-1,450	-	-	-	-
2012 0250 EVENT MARKETING TOOLS	-5,000	-5,000	-5,000	-5,000	-5,000
2012 0191 PHOTOGRAPHY TOURISM GUIDE/WEB	-2,320	-	-	-	-
TOURISM & AREA PROMOTION REVENUE					
8300 1890 TOC TOURISM INFO RENT	-	-	-	-	-
8300 1926 TOURISM EVENTS TRANSFER FROM RESERVE	3,100	-	-	-	-
TOURISMCAPIINC TOURISM CAPITAL INCOME	-	-	-	-	-
8350 1500 TOC INFO CENTRE INCOME	-	-	-	-	-
8350 1501 TOC INFO CNTR GST FREE INCOME	-	-	-	-	-
	-208,366	-92,110	-122,487	-142,870	-123,262
BUSINESS DEVELOPMENT					
BUSINESS DEVELOPMENT EXPENSE					
1213 0108 FRUIT FLY MITIGATION STRATEGY	-10,000	-10,000	-10,000	-10,000	-10,000
2013 0119 MURRAY HUME BUSINESS ENTERPRISE	-5,000	-	-	-	-
2013 0120 TOCUMWAL INTER MODEL PRECINCT PROJECT	-	-	-	-	-
2013 0205 ECONOMIC DEVELOPMENT OFFICER	-114,000	-116,850	-119,771	-122,766	-125,835
2013 0210 ECONOMIC DEVEL. STAFF TRAINING/CONFERENCES	-2,000	-2,000	-2,000	-2,000	-2,000
2013 0240 ECON. DEV. OFFICER OFFICE EXPENSES	-14,681	-1,000	-1,000	-1,000	-1,000
2013 0241 ECON. DEV. OFFICER TELEPHONE	(800)	(816)	(833)	(848)	(866)
2015 0106 STUDENT ACCOMMODATION SPONSORSHIP	-5,000	-4,000	-4,001	-4,000	-4,000
2015 0107 CONTRIBUTION TO RAMROC	-14,282	-15,708	-16,023	-16,343	-16,669
2015 0120 Murray Darling Confernce bid	-	-	-	-	-
2015 0165 BUSINESS & ENVIRONMENT AWARDS	-4,308	-18,360	-18,727	-19,102	-19,484

	Revised YTF Mar	2017/18 Revised Budget Forecast	2018/19 Revised Budget Forecast	2019/20 Revised Budget Forecast	2020/21 Revised Budget Forecast
2015 0180 BUSINESS DEVELOPMENT ADMIN CHA	-98,336	-98,336	-98,336	-98,336	-98,336
2015 0181 NSW RURAL DOCTORS NETWORK BURS	-3,300	-3,300	-3,300	-3,300	-3,300
2016 0120 RISK MANAGEMENT TRAINING	-3,500	-3,570	-3,641	-3,714	-3,789
2016 0205 RISK MANAGEMENT SALARIES	-114,000	-116,850	-119,771	-122,766	-125,835
2016 0241 RISK MANAGEMENT TELEPHONE	-1,000	-1,020	-1,040	-1,061	-1,082
2016 0242 RISK MANAGEMENT VEHICLE	-21,840	-22,277	-22,722	-23,177	-23,640
8400 2027 ECONOMIC DEVELOPMENT TRANSFER TO RESERVE	-	-	-	-	-
2015 0108 TAFE BOOK SCHOLORSHIP	-	-	-	-	-
2013 0122 MURRAY DARLING BASIN SPEAK UP	-10,000	-	-	-	-
2013 0208 EDO TRAVEL COSTS	-5,000	-5,000	-5,000	-5,000	-5,000
2015 0188 REGIONAL CAREERS FORUM	-6,000	-6,120	-6,242	-6,367	-6,495
2013 0220 ECON DEV. WEBSITE SUBSCRIPTION ID DATA	-	-15,000	-15,000	-15,000	-15,000
2015 0105 INDUSTRIAL & BUSINESS DEVELOPMENT	-23,500	-23,853	-24,210	-24,573	-24,942
2015 0529 FIN SUBDIVISION LEWIS CR	-	-	-	-	-
BUSINESS DEVELOPMENT REVENUE					
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	-	-	-	-	-
	-456,547	-457,909	-465,312	-472,892	-480,650
SALEYARDS					
SALEYARDS EXPENSE					
2014 0115 SALEYARD OTHER OPERATING EXPEN	-1,668	-2,030	-2,060	-2,091	-2,123
2014 0120 SALEYARD EQUIP MTCE	(670)	(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	-3,246	-3,246	-3,246	-3,246	-3,246
2014 0538 PUMP REPLACEMENT	-4,430	-5,100	-5,202	-5,306	-5,412
8600 2026 SALEYARDS TRANSFER TO RESERVE	-	-	-	-	-
8600 2502 SALEYARD OFFICE EQUIP DEPCN	-1,800	-1,818	-1,836	-1,855	-1,873
8600 2504 SALEYARD DEPCN	-89,800	-90,698	-91,605	-92,521	-93,446

	Revised YTF Mar	2017/18 Revised Budget Forecast	2018/19 Revised Budget Forecast	2019/20 Revised Budget Forecast	2020/21 Revised Budget Forecast
SALEYARDS REVENUE					
8600 1926 SALEYARD TRANSFER FROM RESERVE	-	-	-	-	-
8600 4310 SALEYARD DEPCN CONTRA	91,600	92,516	93,441	94,376	95,319
	-20,146	-20,469	-20,797	-21,133	-21,473
REAL ESTATE DEVELOPMENT					
REAL ESTATE DEVELOPMENT EXPENSE					
1200 2026 WORKS TRANSFER TO RESERVE	-350,000	-	-	-	-
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)	-	-	-	-	-
BUSINESSDEVCAPEXP BUSINESS DEVELOPMENT CAPITAL WORKS EXPENDITURE	-	-20,000	-	-	-
REAL ESTATE DEVELOPMENT REVENUE					
1200 1926 WORKS TRANSFER FROM RESERVE	-	-	-	-	-
8710 1826 RENTAL OTHER REAL ESTATE INC. GST	14,845	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 TOC HIGHWAY BLOCK DISPOSAL PROCEEDS	350,000	-	-	-	-
BUSINESSDEVCAPIINC BUSINESS DEVELOPMENT CAPITAL WORKS INCOME	-	-	-	-	-
8710 1200 REAL ESTATE GAIN ON DISPOSAL	-	-	-	-	-
8720 3800 INVENTORY HELD FOR SALE	-	-	-	-	-
	11,335	-7,687	12,651	12,995	13,350
PRIVATE WORKS					
PRIVATE WORKS EXPENSE					
2019 0155 WRITE OFF BAD DEBTS P/WORKS	-3,000	-3,060	-3,121	-3,184	-3,247
2020 0000 S/DR TECH SERV (BUDGET)	-75,500	-40,600	-41,208	-41,827	-42,455
2030 0000 S/DR CORP SERV (BUDGET)	-134,929	-7,590	-8,201	-8,834	-9,489
PRIVATE WORKS REVENUE					
8900 1501 PRIVATE WORKS TECH SERVICES INCOME	69,107	44,075	45,177	46,307	47,464
8900 1504 PRIVATE WORKS INCOME SIGNS	-	-	-	-	-

	Revised YTF Mar	2017/18 Revised Budget Forecast	2018/19 Revised Budget Forecast	2019/20 Revised Budget Forecast	2020/21 Revised Budget Forecast
8900 1505 PRIVATE WORKS TECH SERVICES GST FREE	1,373	-	-	-	-
8900 1511 PRIVATE WORKS CORP SERVICES INCOME	138,710	6,150	6,302	6,461	6,623
8900 1515 PRIVATE WORKS CORP SERVICES GST FREE	4,239	1,025	1,051	1,077	1,104
	-	-	-	-	-
RATE					
RATE REVENUE					
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	-4,500	-4,568	-4,636	-4,706	-4,776
9100 1082 LESS ORDINARY RATES D/DEBT EXPENSE	-9,500	-9,643	-9,787	-9,934	-10,083
9100 1083 LESS:FARMLAND RATE CAPPING WRITE OFF	-	-	-	-	-
9100 1085 LESS SMALL BALANCES WRITTEN OFF	(500)	(507)	(515)	(523)	(531)
9100 1095 LESS ORDINARY RATE PENSION REBATE	-178,714	-181,818	-181,818	-181,818	-181,818
9100 1500 INTEREST EXTRA CHARGES ON RATES	37,000	37,925	38,873	39,845	40,841
9300 1950 ORDINARY RATES PENSION SUBSIDY	98,495	100,000	100,000	100,000	100,000
	4,885,250	4,960,911	5,034,486	5,111,619	5,189,919
FINANCIAL ASSISTANCE GRANT					
FINANCIAL ASSISTANCE GRANT					
9200 1950 FINANCAL ASSISTANCE GRANT (FAG)	2,982,798	3,027,540	3,072,953	3,119,047	3,165,833
	2,982,798	3,027,540	3,072,953	3,119,047	3,165,833
INTEREST ON INVESTMENTS					
INTEREST ON INVESTMENTS					

	Revised YTF Mar	2017/18 Revised Budget Forecast	2018/19 Revised Budget Forecast	2019/20 Revised Budget Forecast	2020/21 Revised Budget Forecast
9400 1840 INTEREST AT CALL ACCOUNT	-	-	-	-	-
9400 1842 INTEREST TERM DEPOSITS	295,214	292,356	273,980	266,215	275,121
9400 1843 INTEREST OTHER	19,898	-	-	-	-
	315,112	292,356	273,980	266,215	275,121
DEPRECIATION CONTRA					
DEPRECIATION CONTRA					
DEPNCONTRA ACCUMULATED DEPCN GL/JC CONTRA A/C	3,752,500	3,790,031	3,827,733	3,865,809	3,904,268
EIDPCNCONTRA EI DEPRECIATION CONTRA	13,300	13,433	13,567	13,703	-
HACCDEPNCONTRA HACC DEPRECIATION CONTRA	-	-	-	-	-
	3,765,800	3,803,464	3,841,300	3,879,512	3,918,108
BALANCE BROUGHT FORWARD					
BALANCE BROUGHT FORWARD					
BALANCE BROUGHT FORWARD	2,885,625	382,454	-856,464	-72,148	-93,265
	2,885,625	382,454	-856,464	-72,148	-93,265
WORKING CAPITAL CONTRA					
WORKING CAPITAL CONTRA REVENUE					
DEFICITCONTRA DEFICIT WORKING CAPITAL CONTRA	-	-	826,938	-	-
	-	-	826,938	-	-
Grand Total	382,454	-856,464	-72,148	-93,265	-129,831

From: [Lions Secretary](#)
To: [Mail](#)
Subject: Toilet Facilities at Berrigan Cemetery
Date: Friday, 9 June 2017 1:44:44 PM

Berrigan Lions Submission

Mr R. Perkins
The General Manager
Berrigan Shire Council
Chanter St
Berrigan NSW 2712

Dear Mr. Perkins

The Berrigan Lions Club would like to make a submission to be included in Council Budget with regards to the Draft Operational Plan.

We would like to seek the inclusion to the plan of the installation of Toilet facilities at the Berrigan Cemetery, to match the one available to Finley & Barooga.

To support of this request we attach letters of endorsement from several local Berrigan Organisations.

Regards
Les Dart
Secretary Berrigan Lions

Submission Attachments

1. BDDA
2. Berrigan Red Cross
3. Berrigan Mens Shed
4. Berrigan Sporties
5. CPSA - Berrigan Branch
6. Uniting Church - Berrigan
7. United Hospital Auxillaries Berrigan



PO Box 161

Berrigan, NSW 2712

Mr Rowen Perkins

Berrigan Shire Council

Chanter St

Berrigan NSW 2712

RE: TOILETS AT THE BERRIGAN CEMETERY.

Dear Mr Perkins,

It has come to the attention of the BDDA, the Council are putting toilets at the Cemeteries in the Shire. We have been informed that Berrigan is not on the immediate list.

We are in agreement with the town that Berrigan Cemetery has a need for a toilet for the comfort of people visiting this facility. Being away from any public conveniences and often needed, causing immense concern at times.

The toilet could be an inexpensive unisex and disabled facility for the comfort of all patrons.

The BDDA would like to put its full support behind this facility. The Lion's Club do a wonderful job of keeping the grounds in excellent condition and the new toilet would make this very important place in our town much more comfortable for all.

Yours sincerely

A handwritten signature in black ink, consisting of several overlapping, fluid strokes that form a cursive name.

BDDA Secretary



Berrigan Branch Red Cross

Matt Hansen

Director of Corporate Services

22/05/2017

Berrigan Shire Council

Chanter St

Berrigan NSW 2712

Dear Matt Re – Toilet amenities location Berrigan Cemetery

Berrigan Red Cross Branch members support Berrigan Lions Club Inc, application for the erection of a single multi use (male, female and disabled access) septic toilet at the Berrigan Cemetery.

Historically Berrigan averages eleven burials per annum. Estimated crowd attendance of 100 many of whom travel considerable distance to attend. Other family members and visitors attend the cemetery to pay tribute to their loved ones, as well others to research family history.

The nearest public toilet facility is the wayside rest at the caravan park, then in Chanter St.

The brick structure at the Berrigan cemetery is not used and perhaps consideration of renovation could be given to this structure to accommodate a toilet facility, thus defraying cost.

Of late more frequently grave side funeral services are being conducted, therefore mourners are preceding straight to the cemetery. It would be prudent to have toilet facility available.

We request Council gives this request favourable consideration.

Your sincerely

A handwritten signature in black ink that reads "Anne Wilson". The signature is written in a cursive style.

Anne Wilson

Hon Secretary

Berrigan Red Cross Branch



MEN DON'T TALK FACE TO FACE THEY TALK SHOULDER TO SHOULDER

BERRIGAN MEN'S SHED Inc.

PO Box 46, Berrigan 2712

25 Chanter Street Berrigan
berriganmenshed@yahoo.com.au

24th May, 2017

Mr R. Perkins
The General Manager,
Shire Council,
Berrigan, NSW, 2712

Dear Mr Perkins,

Re: INSTALLATION OF TOILET FACILITIES AT THE BERRIGAN CEMETERY


I am writing to you on behalf of the Berrigan Men's Shed Inc. to request that the Council provide toilet facilities at the Berrigan Cemetery. We are aware that the draft budget for 2017/18 has been almost completed and includes two toilet blocks, one for Finley cemetery and one for Barooga cemetery. In fairness to the residents of Berrigan, we therefore request that this matter be addressed in the draft budget for 2017/18 as a matter of priority.

The addition of toilets at the Berrigan cemetery is long overdue and is the subject of many comments by friends and relatives of deceased persons, attending grave side services. The comments arise due to the isolation of the cemetery with regards to the lack of current toilet facilities. With the aging population of Berrigan, this is a necessary facility that should be provided for the comfort of attendees at the cemetery.

Should it not be possible to have the Berrigan cemetery receive a toilet in the 2017/18 budget then we would ask that it be listed and be attended to in the following financial year budget of 2018/19.

Thank you for your consideration and we look forward to a positive response from Council.

Yours sincerely,


C.F. (Tony) Taylor,

Secretary, Berrigan Men's Shed Inc.

(08) 5885 1068

**Proud Members of the 'AUSTRALIAN MEN'S SHED ASSOCIATION' and the
NEW SOUTH WALES MEN'S SHED ASSOCIATION**

2nd June, 2017
To Mr Rowan Perkins,

Berrigan Shire Council
Chanter Street
BERRIGAN. NSW. 2712

Re:- Toilet facilities at Berrigan Cemetery.

It has been brought to our attention that the proposed budget of 2017-18 is allowing for toilets to be built at Barooga and Finley cemeteries.

We would like to show our support for the submission from Berrigan Lions Club, proposing a toilet to be built at Berrigan cemetery as part of 2017 -18 budgets.

We host a large number of the wakes at our Club and we have received a lot of comments from visitors regarding no toilet facilities out at the Berrigan cemetery.

We hope this submission is seriously considered as it would be of great benefit to our town and has been needed for some time now.

Yours sincerely

Janice Graham
Chairperson

Berrigan Sporties
Chanter St
Berrigan



SPORTIES
BERRIGAN GOLF & BOWLS

CPSA**COMBINED PENSIONERS
& SUPERANNUANTS
ASSOCIATION OF NSW INC****BERRIGAN BRANCH
23 MARY STREET, BERRIGAN, NSW, 2712
PHN: (03) 5885 1068
e-mail: squizzyt@westnet.com.au**

Mr R Perkins
The General Manager,
Berrigan Shire,
Berrigan, NSW, 2712

Dear Mr Perkins,

I am writing to you on behalf of the Berrigan Branch of the Combined Pensioners and Superannuants Association (CPSA) to request that the Council provide toilet facilities at the Berrigan cemetery. Whilst we are aware that the draft budget for the coming financial year has almost been completed, we would request that this important matter be addressed this year. If that is not feasible, then we would ask that it be included in the 2018/19 Budget.

As you would be aware, the Berrigan cemetery is quite some way out of town and there are no facilities nearby. The closest would be the public toilets at Hayes Park, off Jerilderie Street. Being that the town of Berrigan has a considerable number of aged residents, who unfortunately, attend funerals on a reasonably frequent basis, the addition of toilets to the Berrigan cemetery would be very much appreciated. By the time one attends the church or similar funeral service and then drives to the cemetery for the graveside service, quite a long time has elapsed and toilet facilities would literally bring a welcome relief to a number of family and friends of the deceased.

We understand that Finley and Barooga are listed in the draft budget to have toilets installed in their cemeteries over the coming financial year and would like to see a similar installation take place at Berrigan cemetery this coming year or at next year.

Thank you for your consideration and we look forward to a positive response from Council.

Yours sincerely,

A.F. (Tony) Taylor

Secretary,

CPSA, Berrigan Branch

24th May 2017



Uniting Church in Australia

Multicentred Congregation of Berrigan
(Worshipping at Berrigan, Oaklands and Savernake)
P.O.Box 177
BERRIGAN 2712

Secretary: Mrs. M. Steer
59 Budd Street,
BERRIGAN 2712

Phone 03 5885 2512

22 May, 2017

Matt Hansen,
Director of Corporate Services,
Berrigan Shire council,
Chanter Street,
BERRIGAN NSW 2712

Dear Matt,

Toilet Facilities at Berrigan Cemetery

The members of the Berrigan Uniting church support the Berrigan Lions Club Inc. in applying for the provision of a single multi-use (male, female and disabled access) septic toilet at the Berrigan Cemetery.

There can be more than 100 people at burials, and many travel a long way to attend. Other visitors go to the cemetery to pay their respects at the graves of their relatives or while researching family history.

The nearest public toilets are near the Caravan Park, and in Chanter Street.

The brick building at the Berrigan cemetery is not used and could possibly be converted to a toilet reasonably cheaply.

There are now many graveside services so mourners are going straight to the cemetery, making toilet facilities even more necessary.

We support the Lions Club and trust that their application will be favourably received.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Marnie Steer', written in a cursive style.

Marnie Steer
Secretary.



United Hospital Auxiliaries of NSW Inc.

Let us hold high the lamp of service for the welfare of our hospitals

Matt Hansen

PO Box 81

**Director of Corporate Services
Berrigan Shire Council**

Berrigan 2712

Chanter St

22/05/2017

Berrigan NSW 2712

Dear Matt

Re – Toilet amenities location Berrigan Cemetery

Berrigan Hospital Auxiliary support Berrigan Lions Club Inc, application for the erection of a single multi use (male, female and disabled access) septic toilet at the Berrigan Cemetery.

Historically Berrigan averages eleven burials per annum. Estimated crowd attendance of 100 many of whom travel considerable distance to attend. Other family members and visitors attend the cemetery to pay tribute to their loved ones, as well others to research family history.

The nearest public toilet facility is the wayside rest at the caravan park, then in Chanter St.

The brick structure at the Berrigan cemetery is not used and perhaps consideration of renovation could be given to this structure to accommodate a toilet facility, thus defraying cost.

Of late more frequently grave side funeral services are being conducted, therefore mourners are preceding straight to the cemetery. It would be prudent to have toilet facility available.

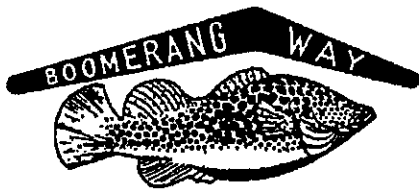
We request Council gives this request favourable consideration.

Your sincerely

Marion Dickins President

Marney Dalgliesh Secretary

Berrigan Branch United Hospital Auxiliaries of NSW Inc.



Lions Club
of
Tocumwal & District
Inc



President: Lion Glennis Pohlner
Secretary: Lion Lidy Soule
Ph: 03 5874 3775
E-mail: asoule@aapt.net.au

Y 07259-20

PO Box 110
Tocumwal NSW 2714
E-mail:
tocumwallions75@gmail.com

6/06/17

Berrigan Shire Council
56 Chanter Street
BERRIGAN NSW 2712

BERRIGAN SHIRE COUNCIL	13 JUN 2017	FILE	REFER TO <u>LIM</u>	COPY TO	ACTION / CODE	ACKNOWLEDGE Y / N
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Dear Sir/Madam,

At our last meeting the question was raised about the possibility of a toilet at the Tocumwal Cemetery. The facility is badly needed as there is nowhere else nearby.

We were hoping the Shire might be able to put this item on their agenda and erect one in the near future.

We guarantee it would be very much appreciated by the community.

Thanking you in anticipation

Yours in Lions

Lidy Soule
Secretary

Tocumwal Recreation Reserve
Management Committee Section 355
ABN 900 833 102

BERKSHIRE COUNCIL	3 JUN 2017	Appendix "I"
	FILE	REFER TO DCS
	COPY TO	ACTION / CODE
		ACKNOWLEDGE Y / N

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

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

10-06-17.

Mrs. Rowan Perkins
General Manager
Berkshire Shire Council

Mrs. Matthew Hansen
Director of Corporate Services
Berkshire Shire Council

Dear Rowan & Matt,

Re your Council's Integrated Plan 2016/2017.
Ref. 21.101.13 RP:LM

My apologies for not writing to you much earlier and realise that I have been most neglectful and have made a bad mistake, I hope we can discuss the ill mannered action by myself, regarding lack of action & confirmation as to the upgrade of the toilets at the Recreation Reserve.

Our committee was very pleased to receive your letter confirming support for the toilet upgrade.

The project consists of structural work, refurbishing, painting, plumbing & electrical work as set out in our original request.

The project has been completed with a much reduced costing compared to the original proposal.

The painting was carried out in an excellent manner thanks to painter, Greg Horan. Valstar Paint from Albury/Wodonga supplied quality paint for the project at a very good discount. Col Brown's Plumbing & Construction provided plumbing installation assisted with discounts from Reece Australia from Yarrawonga. Other services provided by local Tradesmen. Details of costings as follows.

/ Page 2

Page 2.

Costings as follows.

C.M.B. Fencing	(Structural)	\$3,332-70
Statewide Plumbing + Construction	(Plumbing)	5,368-00
Brown + Cooke	(Lighting)	69-23
Direct Hospitality	(Toilet Fittings etc)	523-80
Valspar Paints Albury/Wodonga	(Paint)	1227-71
Greg Horan	(Painter)	3,300-00
Australian Lock Supplies	(7 Cubicle Locks)	194-16
Mike Dakin Electrical	(Light sensor)	165-00
Signage affix		200-00
		\$14,380-00

Hope all the above is satisfactory.

Apologies again for my lack of communication.

yours faithfully,

Alan J Jones. President Tocumwal Recreation Reserve Committee.



Gladys Berejiklian

Premier of NSW

Dominic Perrottet

Treasurer

Minister for Industrial Relations

Appendix "J"

MEDIA RELEASE

Tuesday, 30 May 2017

FIRE AND EMERGENCY SERVICES LEVY TO BE REVIEWED TO ENSURE FAIRNESS

The NSW Government will defer the introduction of the Fire and Emergency Services Levy (FESL) to ensure small to medium businesses do not face an unreasonable burden in their contribution to the State's fire and emergency services, Premier Gladys Berejiklian and Treasurer Dominic Perrottet announced today.

Ms Berejiklian said that in the majority of cases across NSW, fully insured people would be better off under the new system, however it had become clear that some fully insured businesses were facing unintended consequences.

"We are a Government that listens, and we have heard the concerns from the community, and we will take the time to get this right," Ms Berejiklian said.

"While the new system produces fairer outcomes in the majority of cases, some people – particularly in the commercial and industrial sectors – are worse off by too much under the current model, and that is not what we intended."

Mr Perrottet said that in a number of cases identified so far, the lived experience has not matched the intention of the reform for commercial and industrial sectors, particularly for small and medium businesses.

"The FESL is a complex reform and we always knew there would be challenges during the transition phase," Mr Perrottet said.

"It's not enough for this reform to work on paper – its real-life implementation has real life consequences for families and businesses, and we need to make sure they are not placed under unfair strain.

"We are committed to reducing NSW's high rates of under insurance and to making the funding of our fire and emergency services fairer – but we want to get this right."

The NSW Government will work with local government, fire and emergency services, the insurance industry and other stakeholders to find a better and fairer path forward.

The Fire and Emergency Services Levy will continue to be collected via insurance policies until the NSW Government has completed its review of the policy, and the funding requirements of fire and emergency services agencies will be met in full.

The FESL is revenue neutral, raising no more than the amount required to fund the State's fire and emergency services.

The Insurance Monitor will oversee a smooth continuation of the existing system and ensure insurance companies collect only the amounts necessary to meet fire and emergency services funding requirements.

Further information can be found at www.fesl.nsw.gov.au.

MEDIA: Ehssan Veiszadeh | Premier | 0418 986 206
Tim Cannon | Treasurer | 0439 707 543

DELEGATIONS OF AUTHORITY

PART 1

DELEGATIONS FROM COUNCIL

BERRIGAN SHIRE COUNCIL

**Adopted by resolution at
Council meeting on**

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PREAMBLE

Section 377 of the Local Government Act 1993 (**Act**) provides:

1. *A council may, by resolution, delegate to the general manager or any other person or body (not including another employee of the council) any of the functions of the council under this or any other Act, other than the following:*
 - (a) *the appointment of a general manager,*
 - (b) *the making of a rate,*
 - (c) *a determination under section 549 [of the Act] as to the levying of a rate,*
 - (d) *the making of a charge,*
 - (e) *the fixing of a fee,*
 - (f) *the borrowing of money,*
 - (g) *the voting of money for expenditure on its works, services or operations,*
 - (h) *the compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment),*
 - (i) *the acceptance of tenders to provide services currently provided by members of staff of the council,*
 - (j) *the adoption of an operational plan under section 405 [of the Act],*
 - (k) *the adoption of a financial statement included in an annual financial report,*
 - (l) *a decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6 [of the Act],*
 - (m) *the fixing of an amount or rate for the carrying out by the council of work on private land,*
 - (n) *the decision to carry out work on private land for an amount that is less than the amount or rate fixed by the council for the carrying out of any such work,*
 - (o) *the review of a determination made by the council, and not by a delegate of the council, of an application for approval or an application that may be reviewed under section 82A of the Environmental Planning and Assessment Act 1979,*
 - (p) *the power of the council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 194 [of the Act],*
 - (q) *a decision under section 356 [of the Act] to contribute money or otherwise grant financial assistance to persons,*
 - (r) *a decision under section 234 [of the Act] to grant leave of absence to the holder of a civic office,*
 - (s) *the making of an application, or the giving of a notice, to the Governor or Minister,*
 - (t) *this power of delegation,*
 - (u) *any function under this or any other Act that is expressly required to be exercised by resolution of the council.*
2. *A council may, by resolution, sub-delegate to the general manager or any other person or body (not including another employee of the council) any function delegated to the council by the Director-General except as provided by the instrument of delegation to the council.*

INTRODUCTION

In accordance with section 377 of the Act, the Council by resolution at its meeting on **21st June, 2017** delegated its powers, authorities, duties and functions as set out in this Part 1: Delegations of Authority register to the General Manager, the Mayor and Council Committees.

All Council delegations contained in Part 1 are subject to the following limitations:

1. The delegated power, authority, duty or function being performed in accordance with Council Policy;
2. The delegated power, authority, duty or function being performed in accordance with the Law;

The delegations of Council will remain in force until they are revoked or amended by a resolution of Council.

The Council notes that the General Manager may delegate his or her powers, authorities, duties and functions at his or her discretion. The General Manager's delegations to Staff will form Part 2: 'Delegations to Staff'.

DELEGATION TO COMMITTEES OF COUNCIL

Committees of Council have no delegations except for those provided by resolution of Council.

Pursuant to the power conferred by Section 355 and 377 of the Local Government Act, 1993, the Council delegates the following Committees the responsibility as listed.

Australia Day Committee

To give care, control and organisational responsibility to the Berrigan Shire Council Australia Day Awards and Australia Day celebrations to a committee of citizens and or Councillors appointed by the Council from time to time (excluding enforcement, regulatory revenue related functions).

Barooga Advancement Group

To promote and beautify Barooga with the support of residents (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Barooga Community Botanical Gardens Committee

To give care, control and management of the Barooga Botanical Gardens (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Barooga Recreation Reserve Committee

To give care, control and management of the Barooga Recreation Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Berrigan Conservation and Tidy Towns Committee

To give care, control and management of all those responsibilities associated with preparing Berrigan for participation in the Keep Australia Beautiful Tidy Towns Program including responsibility for the care control and management of the Old Berrigan Recreation Reserve and the Tank Reserve. The Management and Re-vegetation of Lot 1 DP 91656 being southern part of old "Ratcliffs Pit" (Council resolution 16/6/10).

Berrigan Shire Youth Development Committee

To give care control and organisation responsibility to the development of and the reporting to the Council of programs and action plans to identify and meet the needs of the youth of Berrigan Shire; and the pursuit of activities and programs identified in action plans developed by the committee in consultation with youth representatives.

Berrigan Sportsground Committee

To give care, control and management of the Berrigan Sportsground Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Berrigan War Memorial Hall Committee

To give care, control and management of the Berrigan War Memorial Hall Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Berrigan War Memorial Swimming Pool Committee

To give care, control and management of the Berrigan Swimming Pool Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Boomanoomana Landcare Committee

The responsibility for the development and implementation of landcare activities in the Boomanoomana area (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Finley Community Help Group Committee (Second Hand Shop)

To give care, control and management of the Finley Community Help Group Second Hand Shop (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Finley Railway Park Committee

To give care, control and management of the Finley Railway Park (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Finley Recreation Reserve Committee

To give care, control and management of the Finley Recreation Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Finley Showground and Sporting Complex Committee

To give care, control and management of the Finley Showground and Sporting Complex Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Finley Tidy Towns Committee

To give care, control and management of the Berrigan Shire Council Finley township Tidy Towns application (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed by Council from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Finley War Memorial Hall and School of Arts Halls Committee

To give care, control and management of the Finley War Memorial and School of Arts Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Finley War Memorial Swimming Pool Committee

To give care, control and management of the Finley Swimming Pool Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Fullers Road Landcare Group

To give care, control and management of the Fullers Road Landcare Group (excluding enforcement, regulatory revenue related functions) to a Committee comprising of citizens and or Councillors as appointed by the Council from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Mary Lawson Memorial Wayside Rest and Finley Log Cabin Committee

To give care, control and management of the Mary Lawson Wayside Rest Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Native Dog Landcare Group

To give care control and management of the Native Dog Landcare Group (excluding enforcement, regulatory revenue related functions) to a Committee comprising citizens and or Councillors as appointed by the Council from time to time vide Section 355 to conduct landcare activities for the area north of the Mulwala Canal with an approximate western boundary being the Berrigan Road and Old Cobram Road and the northern and eastern boundaries being the Yarrowonga Road (inclusive of some properties on the north eastern side).

Retreat Public Hall Committee

To give care, control and management of the Retreat Hall Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Tocumwal Foreshore Committee

To give care, control and management of the Tocumwal Foreshore Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Tocumwal Friends of the Library

A committee comprising citizens from Tocumwal and environs appointed by Council from time to time to provide assistance to the Council of the Shire of Berrigan Libraries (in accordance with directions given by the Library Manager).

Tocumwal Historic Aerodrome Museum

To give care, control and management of heritage items related to Tocumwal Aerodrome (excluding enforcement, regulatory revenue related functions) to a Committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Tocumwal Rail Preservation Committee

To give care, control, restoration, maintenance and management of the Tocumwal Railway Station and the surrounding precinct (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Tocumwal Recreation Reserve Committee

To give care, control and management of the Tocumwal Recreation Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Tocumwal Swimming Pool Committee

To give care, control and management of all that piece of land described as Lot 7 DP 528621, Lot 1 and 2 DP 900667, Pt Lot B in DP 375363 and Pt Lot 3 in DP 758981 Section 33, Village of Tocumwal being the Tocumwal Swimming Pool site (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Tocumwal War Memorial Hall Committee

To give care, control and management of the Tocumwal Hall (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

DELEGATION TO THE MAYOR

The Mayor is delegated authority under section 377 of the Act to exercise and/or perform on behalf of the Council the following powers, authorities, duties and functions:

1. Powers or Duties under Local Government Act

To give effect to the Law, Council's own adopted Policies, resolutions and directions, provided that such delegation is not sub-delegated without the specific approval of Council or as prescribed under the Local Government Act.

2. Powers or Duties under other legislation

If, under any other Act other than the Local Government Act, a function is conferred or imposed on the Mayor of Council, the function is taken to be conferred or imposed on the Council and the Mayor of the Council has delegated authority to exercise and/or perform on behalf of the Council the powers, authorities, duties and functions as prescribed under that other Act.

3. Preside at Meetings and Functions of Council

To preside at all meetings of the Council, Committees, Community Committees and Public Meetings convened by the Council at which the Mayor is present unless the Council otherwise appoints another Councillor or person to perform this function.

4. Negotiations on behalf of Council

In conjunction with the General Manager, to participate in negotiations on behalf of the Council with third parties and in connection with the sale, purchase and lease of land and buildings. This function is subject to the limitation that no contractual agreement is to be entered into without a resolution of Council.

5. Represent Council – Government and Other Forums

To represent the Council, in conjunction with the General Manager, in deputations to government, inquires and other forums where it is appropriate that the Mayor should present the Council's position.

6. Sign and Execute Documents

To sign correspondence and other documents. This function is subject to the limitation that execution of any documents under Council Seal must be carried out in compliance with Regulation 400 of the Local Government (General) Regulations 2005.

7. Media Releases

To make Media Statements and issue Press Releases in respect of Council Resolutions/Recommendations and decisions subject to prior consultation with the General Manager.

8. Leave

To approve applications of leave by the General Manager.

All functions delegated to the Mayor are delegated subject to the Mayor reporting any delegated action to the next meeting of the Council.

DELEGATION TO THE GENERAL MANAGER

The General Manager, and in the absence of the General Manager their nominee as the Acting General Manager for the period of the General Manager's absence, is delegated authority under section 377 of the Act, to exercise and/or perform on behalf of Council the powers, authorities, duties and functions of the Council, subject to the following:

1. The General Manager is restrained from carrying out any of those functions of Council excluded from delegation by operation of section 377(1) of the Act;
2. The General Manager is entitled to carry out any functions delegated to the Council by the Director-General or the Minister, subject to any express limitations imposed by the Director General or Minister;

If a function is conferred or imposed on an employee of Council under any other legislation, the function is deemed to be conferred or imposed on the Council and is delegated to the General Manager.

For the avoidance of doubt, the delegated authority conferred or imposed upon the General Manager includes the delegated functions of Council as provided in the following table and is subject to any limitations contained therein. The following table is not intended to be an exhaustive list of all powers, authorities, duties and functions delegated to the General Manager. Rather it is to be relied upon as a manual providing guidance to those most commonly relied upon powers, authorities, duties and functions

PART A – FINANCIAL MATTERS	
1.	<p>Obtain Quotations and Authorise Purchase Orders</p> <p>To obtain quotations, authorise the purchase of, and issue official orders for goods, works and services required for the functioning of the Council and to incur expenditure for such goods, works and services (excluding that for the purchase of major items or works plant, and/or motor vehicles) provided that due provision has been made in the approved budget for the incurring of such expenditure or the incurring of such expenditure is otherwise authorised by Council Policy or Council resolution.</p>
2.	<p>Authorise Payment of Salaries and Wages</p> <p>To authorise the payment of salaries and wages.</p>
3.	<p>Payment of Contractors and Creditors</p> <p>To approve or refuse payment to contractors and creditors.</p>
4.	<p>Sign Cheques on Council's Bank Account</p> <p>To sign or countersign cheques drawn on Council's bank accounts.</p>
5.	<p>Check and Certify the Annual Statutory Accounts</p> <p>To check and certify statutory accounts against the Council records.</p>

6.	<p>Authorise Expenditure for Urgent Works</p> <p>To authorise expenditure outside the budget approved by Council in order to undertake urgent works to reduce or eliminate a significant health or safety hazard.</p>
7.	<p>Lodgement of a Cash Bond or Bank Guarantee</p> <p>The authority to require the lodgement of a cash bond or bank guarantee.</p>
8.	<p>Overdraft Limit</p> <p>To negotiate Council's overdraft limit.</p>
9.	<p>Sale or Disposal of Materials or Equipment</p> <p>To sell old materials, spoilt or obsolete equipment.</p>
10.	<p>Debt Write Off</p> <p>To authorise the writing off of uncollectible debts (for charges and sundry debtors) up to a maximum amount of \$2,000.</p>
11.	<p>Issue Accounts</p> <p>To authorise the issue of accounts for services provided by Council.</p>
12.	<p>Borrowings</p> <p>To authorise application for borrowings from financial institutions at the direction of Council and subject to a resolution of Council to approve this application.</p>
13.	<p>To Engage Consultants</p> <p>To engage consultants to assist with Council projects, subject to compliance with the Act and the Law.</p>
14.	<p>Investment of Money</p> <p>Arrange the investment of money that is not presently required by the Council in a form of investments notified by order of the Minister and published in the Government Gazette and the Council's adopted Investment Policy.</p>
15.	<p>Write off Accrued Interest</p> <p>Write off accrued interest on rates and charges if the payment of the accrued interest would cause hardship.</p>
16.	<p>Accounts Receivable – Payment by Instalment</p> <p>To make arrangements with any ratepayer or debtor for payment to be made by reasonable and satisfactory instalments.</p>

17.	<p>Refund of Over-payments</p> <p>To authorise the refund of all over-payments subject to appropriate certification.</p>
18.	<p>Refund of DA/Construction Certificate Application Fees</p> <p>To determine the refund of all or part of the fees paid for development or where the application is either not proceeded with or is withdrawn subsequent to assessment or in accordance with Council Policy.</p>
19.	<p>Rebate of Rates</p> <p>To grant rebates of rates to qualified rateable persons in accordance with the provisions of the Act.</p>
<p>PART B – STAFFING MATTERS</p>	
1.	<p>Recruitment</p> <ul style="list-style-type: none"> • Approve or refuse the appointment, engagement, or promotion of staff, subject to compliance with section 337 of the Act for Senior Staff • Approve or refuse the use of a recruitment consultant. • Employ casuals to fill short term vacancies.
2.	<p>Payment of Benefits and Allowances</p> <p>Approve or refuse payment of allowances and employment entitlements and benefits in accordance with the Local Government (State) Award 2014 and applicable employment contracts.</p>
3.	<p>Salary Step Progressions for Staff</p> <p>Approve or refuse salary step progression for staff under the Local Government (State) Award 2014.</p>
4.	<p>Dismissal of Employees</p> <p>To dismiss employees or consultants/contractors on such terms that the General Manager deems appropriate, provided that prior to the dismissal of Senior Staff the General Manager consults with Council in accordance with section 337 of the Act.</p>
5.	<p>Education Assistance</p> <p>Approve or refuse education assistance for Council employees.</p>
6.	<p>Flexible Work Arrangements</p> <p>Approve or refuse flexible work arrangements.</p>

7.	<p>Report of Injury</p> <p>Approve or refuse the employer's report of injury to Council's workers compensation insurer.</p>
8.	<p>Approve Leave</p> <p>Approve or refuse leave for Council employees having due regard to the proper functioning of the Council and maintenance of appropriate levels of service to the public.</p> <p>To grant special leave with pay and reasonable out of pocket expenses, in the following cases:</p> <ul style="list-style-type: none"> • Professional Body: where staff members are full members of a relevant professional body that is running a conference or meeting – a maximum of five days leave at any one time, with a maximum in any one year of 15 days; • Field Days: where it is considered that the machinery to be displayed is of some relevance to Council's operations, that Senior Staff directly associated with the purchase of Council's machinery be allowed to attend one day only; • Executive of a Professional Body: where an employee is elected to the Executive of a Professional body, special leave must fit within the parameters laid down under the Professional Body category; • Courses: Attendance at refresher courses (eg. Management courses) to be decided by Council in each particular case; • Emergency Services Leave and Defence Force Reserve Leave at the discretion of the General Manager and in accordance with legislation.
9.	<p>Travelling and Subsistence Expenses</p> <p>To approve or refuse the payment of travelling and related expenses.</p>
10.	<p>Replacement of Personal Property</p> <p>To approve or refuse claims for the loss of personal property provided that such property was required for the normal performance of the employee's duties.</p>
11.	<p>Employment Outside of Council</p> <p>To approve or refuse employees to engage in private employment or contract work outside of their Council employment.</p>
12.	<p>Request for Use of Council Equipment by Employees</p> <p>To determine any requests for use of Council equipment by employees.</p>

13.	<p>Use Intellectual Property created in the Course of Employment</p> <p>To refuse, approve or conditionally approve any request by an existing or previous employee of Council for the non-exclusive use of intellectual property of the Council created by the employee during the course of their employment with Council, providing there is no monetary or commercial benefit to the employee.</p>
PART C – GOVERNANCE	
1.	<p>Public and Media Statements</p> <p>To make or authorise public statements and issue media releases on matters involving the Council.</p>
2.	<p>Business Papers</p> <p>To determine matters which are included in Council business papers and Committee papers.</p>
3.	<p>Correspondence</p> <ul style="list-style-type: none"> • To reply to all routine correspondence that does not require the prior consideration of Council. • To exercise discretion in regard to referring correspondence to various Council officers for attention.
4.	<p>Invitation to Address Council</p> <p>To invite a group or individuals to address any Council or Council Committee.</p>
5.	<p>Public Officer</p> <p>To appoint Council's Public Officer and to direct the Public Officer in relation to functions contained within section 343 of the Act.</p>
6.	<p>Destruction of Corporate Documentation</p> <p>Authority to approve destruction of corporate documentation in accordance with the State Records Act 1998.</p>
7.	<p>Signing of Contracts and Agreements</p> <p>To sign contracts, deeds and agreements that do not require the Council seal.</p>
8.	<p>Enter into Leases, Licences and other legal transactions</p> <p>Authority to negotiate and enter into any form of Lease or Licence or other transaction for use of land or assets, subject to compliance with the Act, and subject to the General Manager making reasonable enquiries into the appropriate payments to be made to Council and consulting with Council's solicitor to determine the appropriate format of the legal agreement.</p>

9.	<p>Council Committees</p> <p>Appoint employee representatives to Council Committees.</p>
10.	<p>Receive and investigate complaints</p> <p>To receive complaints and authorise investigation and action to be taken by the appropriate officer in regard to any complaints or requests received by Council.</p>
11.	<p>Respond to Minister and Department</p> <p>To respond and liaise with the Minister and his/her representatives and the Department in relation to correspondence, inquiries or requests for information.</p>
12.	<p>State Emergency and Rescue Management Act 1989</p> <p>In accordance with section 28 of the State Emergency and Rescue Management Act 1989, the role of Chairperson of the Local Emergency Management Committee is General Manager.</p>
<p>PART D – OPERATIONAL</p>	
1.	<p>Issue Proceedings</p> <ul style="list-style-type: none"> • To initiate or carry on proceedings, to act on behalf of Council and to negotiate on matters in issue between parties, and to settle any proceedings in any Court or Tribunal, including but not limited to the Local, District or Supreme Courts of any State or Territory, any Industrial Relations Tribunal or Commission, and the Land and Environment Court; • To authorise the issue or withdrawal of any penalty infringement notices or complaint or the institution of any proceedings for the recovery of any penalty or the making of any order for or in respect of any offence, nuisance, or any other matter or thing whatsoever which the Council might be entitled to recover or seek under any Act or Regulation. • To instruct and engage Council's Solicitors and Counsel.
2.	<p>Notice of Intention and Orders</p> <p>To issue Notices of Intention to Issue Orders and Orders in accordance with the requirements of the Act and Environmental Planning and Assessment Act and all other applicable legislation.</p>
3.	<p>Determination of Development Applications (including Modification Applications)</p> <p>To determine development applications, including modification applications, and all forms of applications for approvals and certificates under all applicable legislation.</p>

4.	<p>Issue of Permits, Certificates or Approvals</p> <p>To approve or refuse the issue of permits, certificates and approvals for activities that are required to be regulated under the provisions of the Act and the Environmental Planning and Assessment Act 1979 or related legislation; including, but not limited to:</p> <ul style="list-style-type: none"> • all building certificates, construction certificates, complying development certificates, certificates of classifications and occupation certificates; • applications for subdivision of land.
5.	<p>Ministerial Delegation of Local Environmental Plan Making Decisions</p> <p>Subject to the Minister delegating functions under section 59 of the Environmental Planning and Assessment Act, and subject to the Council resolving to accept the Ministerial delegation, only those functions identified in the Ministerial delegation may be carried out.</p>
6.	<p>Storm water Drainage Works</p> <p>Where the Council has approved a subdivision or development application subject to the construction of storm water drainage works that revert to the care, control and management of Council, to approve such works upon submission of all necessary plans and documentation.</p>
7.	<p>Implementation of Adopted Operational Plan</p> <p>To implement any work, service or action provided for in the adopted Integrated Plan without further reference to Council except for:</p> <ul style="list-style-type: none"> • the acceptance of tenders which are required under the Act to be invited by the Council, and • the determination of priorities where lump sum funding has been provided.
8.	<p>Funding Application</p> <p>Authority to sign funding applications once approved by Council or in urgent situations sign these subject to Council ratification.</p>
9.	<p>Provision of Witnesses and Information</p> <p>To determine the fee to be charged for the provision of Council's employees as witnesses and/or the supplying of information for Court cases.</p>
10.	<p>Removal of Derelict Vehicles</p> <p>Authority to engage contractors to remove derelict vehicles from roads, road reserves and public places in accordance with the Impounding Act 1993.</p>

11.	<p>Approve Applications for Street Activities and Busking Permits</p> <p>Authority to approve or refuse:</p> <ul style="list-style-type: none"> • the issue of busking permits; • applications for street stalls or similar activity; • applications for the collection of money for charitable appeals or similar activity.
12.	<p>Filming/Photography in Parks, Reserves and Public Places</p> <p>To approve applications to film/photograph in Council's parks, reserves and public places subject to the conditions and fees determined by Council.</p>
13.	<p>Casual Use of Council Parks, Reserves or Council Property</p> <p>To approve or refuse applications for the casual use of parks, reserves or property in accordance with Council Policy (if any) and subject to approved fees (if any).</p>
14.	<p>Government Information (Public Access) Act 2009</p> <p>To act as Council's "principal officer" or appoint Council officer(s) to determine applications and provide information to access information in compliance with the Government Information (Public Access) Act 2009.</p>
15.	<p>To Enforce the Payment of Rates</p> <p>To issue notices under the Act for the recovery of rates.</p> <p>To approve alternative options for the collection of outstanding rates, including collection of rent in lieu of rates, issuing of proceedings, accepting exchange of land and such other alternatives available to Council under the Act.</p>
16.	<p>Rate Books</p> <p>Authority to:</p> <ul style="list-style-type: none"> • amend the rate and valuation books/records where such amendment is necessary by reason of change of ownership, occupancy or address; • raise or reduce the sum rates owing due to error; • include any land which ought to have been rated; • to write off accrued interest to a maximum of \$50; • act in accordance with the Act to manage the rate books/records and recover rates and charges owing to the Council.

17.	<p>Insurance Claims - Policy Excess</p> <p>To resolve claims on Council's behalf up to the level of the excess applicable to each insurance policy.</p>
18.	<p>Council Property – Notices to Quit</p> <p>To authorise and sign notices to quit to tenants whose rent arrears exceed four weeks, or to take such alternative action necessary to manage tenants and recover outstanding rent or payments.</p>
19.	<p>Use of Council Owned Properties</p> <p>To approve or refuse to grant Council's consent to a third party development application that may traverse or impact upon Council land.</p>
20.	<p>Maintenance and Repair of Council Properties</p> <p>To authorise repairs/maintenance of Council's buildings, equipment and plant within the limits approved in the annual budget.</p>
21.	<p>Maintenance of Council's Motor Vehicles and Plant</p> <p>To authorise the expenditure of funds for the repair, maintenance and replacement of Council's plant, equipment and vehicles.</p>
22.	<p>Hire of Council Plant</p> <p>To authorise the letting or hire of any of the Council's public works plant, machinery and equipment in accordance with rates determined by Council.</p>
23.	<p>Determination of Reserve Price and Disposal of Plant, Equipment and Vehicles by Public Auction, Tender or Trade-in</p> <p>Authority to approve a sale price for Council plant, equipment or vehicles if:</p> <ul style="list-style-type: none"> • The best offer is more than 10% below the reserve price; and • The reserve price has been set by consulting either a valuer, auctioneer, or professional book (ie, Red Book); and • Results from previous auctions for similar plant, equipment or vehicles has been considered.

24.	<p>Dividing Fences</p> <p>To authorise a contribution on behalf of Council for not more than one half the cost of fencing a boundary common to land owned by Council or under the Council's care, control and management subject to two quotations being obtained and subject to the Dividing Fences Act.</p>
25.	<p>Aerodrome/Airport</p> <p>To operate and maintain the Council aerodrome/ airport in accordance with all applicable legislative requirements</p>
26.	<p>Impounding Officer</p> <p>To exercise the powers of Council's Impounding Officer.</p>
27.	<p>Pruning or Removal of Trees</p> <p>To approve or refuse applications from residents to prune, top, lop or remove trees either on the applicant's property or Council's property subject to the payment of any required fee, if any, and in accordance with Council's Tree Preservation Order, if any.</p>
28.	<p>Waste Management Centre (Landfills)</p> <p>To operate and maintain Council's Landfills in accordance with all applicable legislative requirements.</p>
29.	<p>Cemetery/Crematorium</p> <p>To operate and maintain Council's Cemeteries in accordance with all applicable legislative requirements.</p>

<p>30.</p>	<p>Administer Functions provided by other Legislation</p> <p>To administer the provisions of the following legislation as they apply to Council:</p> <ul style="list-style-type: none"> • Community Land Development Act 1989 • Companion Animals Act 1998 • Conveyancing Act 1919 • Crown Lands Act 1989 • Government Information (Public Access) Act 2009 • Graffiti Control Act 2008 • Environmental Planning and Assessment Act 1979 • Fire Brigades Act 1989 • Fluoridation of Public Water Supplies Act 1957 • Food Act 2003 • Heritage Act 1977 • Impounding Act 1993 • Land Acquisition (Just Terms Compensation) Act 1991 • Library Act 1939 • Liquor Act 2007 • Local Government Act 1993 • Local Government (General) Regulation 2005 • Native Title (NSW) Act 1994 • Protection of the Environment Operations Act 1997 • Public Health Act 2010 • Roads Act 1993 • Roads Transport Act 2013 • Rural Fires Act 1997 • Privacy and Personal Information Protection Act 1998 • State Emergency and Rescue Management Act 1989 • Swimming Pools Act 1992 • The Plumbing and Drainage Act 2011 • Unclaimed Money Act 1995 • Children (Education and Care Services National Law Application) Act 2010 • Waste Avoidance and Resource Recovery Act 2001 • Waste Management Act 2000
<p>31.</p>	<p>Road Rules</p> <p>To administer the provisions of the Road Rules 2014 and Australian Road Rules as they apply to Council, subject to any applicable standards, protocols and directions from State Government departments and/or NSW Police.</p>
<p>32.</p>	<p>Parking Infringement Notices</p> <p>To issue Parking Infringement Notices.</p>

33.	<p>Parking Permits</p> <p>To determine applications for parking permits.</p>
34.	<p>Temporary Road Closure</p> <p>To approve temporary road closures where:</p> <ul style="list-style-type: none"> • The temporary road closure is not more than two consecutive days; and • The Road and Maritime Service approves the Traffic Management Plan and grants a road occupancy licence (as required); and • The NSW Police approve the closure; and • The application complies with Council's Policy.
35.	<p>Sign Adjustment</p> <p>To undertake the following sign adjustments to:</p> <ul style="list-style-type: none"> • Change old "No Standing" signs to "No Parking" signs as per the Australian Road Rules; • Change existing parking restriction times; • Move existing signs to a more visible location (eg. Move a sign hidden behind a tree trunk); • Install "repeater"/additional signs (eg. Where there are existing parking restrictions signs, install an additional sign in the middle to emphasise the restrictions).
36.	<p>Special Use Zones</p> <p>Authority to approve and/or refuse an application for the following Special Use Zones:</p> <ul style="list-style-type: none"> • Works Zones; • Loading Zones; • Mail Zones; • Motorcycle Parking; • Bus Zone; • Taxi Zone; • Police Vehicles Zone; • Disabled Parking; • Temporary Bus Zones (eg. for Railway Buses); <p>subject to consent being obtained from the NSW Police and in addition;</p> <ul style="list-style-type: none"> • in the instance of Mail Zones, consent is obtained from Australia Post; and • in the instance of Bus Zones , consent is obtained from the State Transit Authority.

37.	<p>Traffic Facilities</p> <p>To approve the installation of individual traffic facilities projects, where:</p> <ul style="list-style-type: none"> • the individual traffic facility project forms part of that financial year's Traffic Facilities Program which has previously been approved; and • Subject to consultation of local residents.
38.	<p>Warning Signs</p> <p>To approve the installation of Warning Signs as defined in applicable Australian Standards, where</p> <ul style="list-style-type: none"> • the proposed sign can be found in Section 3 Warning Signs of the Australian Standard 1742.1-1991 and • The NSW Police agree with the installation.
39.	<p>Signs across Driveways</p> <p>To approve or refuse an application for signs or line marking across a driveway, where the NSW Police agree with the approval or refusal.</p>
40.	<p>Traffic Bollards</p> <p>To approve or refuse an application for the use of traffic bollards.</p>
41.	<p>Vehicular Crossings and Footpath Restorations</p> <p>To approve or refuse the construction of vehicular crossings and/or restoration works on Council land or over Council controlled road reserves.</p>
42.	<p>Street Lighting</p> <p>To approve the installation of additional street lighting facilities and associated charges.</p>
43.	<p>Storm water Drainage Works</p> <p>To approve or refuse all connections from private property to Council's storm water systems where those works are for the sole benefit of the development and do not revert to the control and management of the Council.</p>

44.	<p>Variation of Working Hours</p> <p>To authorise a one-off variation to the restricted hours of building works where:</p> <ul style="list-style-type: none"> • urgent building works are requires to be carried out; • large cranes have to stand on streets; • the loading/unloading of materials and pouring of the concrete would otherwise cause interference to traffic; and • the work requires the erection or removal of hoarding tower cranes, awnings and the like.
45.	<p>Positive Covenants, Easements and Section 88B instruments under the Conveyancing Act, 1919</p> <p>To approve and sign the grant or removal of a positive covenant or restriction contained in any positive covenant, easement and/or section 88B instrument under the Conveyancing Act 1919, in accordance with section 28 of the Environmental Planning and Assessment Act and subject to any Council Policy and the Law.</p>
46.	<p>Public Notification of Applications</p> <ul style="list-style-type: none"> • To determine whether a development application should be exempt from notification, subject to any applicable Council Policy • To determine such persons who own land or who reside in properties that may be detrimentally affected by a development and to ensure such persons are notified in accordance with any Council Policy.
47.	<p>Professional Certifications</p> <p>To approve or refuse professional certification from an Accredited Certifier in respect of Complying Development or Building Certification where that Certifier is accredited to undertake that particular type of work.</p>
48.	<p>Building Professionals Act</p> <p>Authority under section 5 of the Building Professionals Act 2005 to make a recommendation on behalf of Council in support of an application to the Board for accreditation to carry out certification work (or the renewal of accreditation) on behalf of Council.</p>
49.	<p>Work on Private Land by Agreement</p> <p>To exercise Council's power to carry out work on private land.</p>

50.	<p>Entering of Premises</p> <p>To enter, and authorise Council employees (or other persons) to enter, any premises for the purposes of enabling the Council to exercise its functions under any Act.</p>
51.	<p>Water Restrictions</p> <p>Determine water restrictions in accordance with NSW State Government direction.</p>
52.	<p>Library Act</p> <p>To exercise all powers of Council under the Library Act 1939.</p>
53.	<p>Motor Vehicle Fleet</p> <p>To manage Council's motor vehicle fleet.</p>

PART E – DELEGATIONS BY OTHERS

1. ROADS AND MARITIME SERVICES DELEGATIONS

To exercise all the functions of the Authority under:

- (a) Division 2 of Part 8 (Regulation of traffic by roads authorities) of the Roads Act 1993.
- (b) Division 1 of Part 4 (Traffic control devices) of the Road Transport (Safety and Traffic Management) Act 1999.
- (c) Division 2 of Part 5 (Special event parking schemes) of the Road Transport (Safety and Traffic Management) Regulation 1999.

Subject to the following limitations:

1. The General Manager and any sub-delegate must not exercise a function:
 - (a) outside the area constituted under the Local Government Act 1993 for which council is the council, or
 - (b) on a road classified as a Freeway, Controlled Access Road, Tollway, Transitway or those roads classified under the *Roads Act 1993*, which are indicted as State Roads in the Roads & Traffic authority's *Schedule of Classified Roads and State and Regional Roads* published on its internet website (except where exercising a function in respect of portable traffic control light

signals).

2. The General Manager and any sub-delegate may only exercise a function in respect of any prescribed traffic control device (defined in clause 131 of the Road Transport (*Safety and Traffic Management*) Regulation 1999 for the purposes of section 50 of the *Road Transport (Safety and Traffic Management) Act 1999* being –
 1. any prescribed traffic control device contained in the Roads & Traffic Authority's *Traffic signs Database* located on its internet website and indicated as "*Delegated to Council for Authorisation – Yes*", and
 2. any portable traffic control lights,

and under no circumstances, that is, despite (1) above, will the General Manager or any sub-delegate be permitted to exercise a function in respect of any internally illuminated traffic control device.

3. The General Manager and any sub-delegate must not exercise a function in respect of the following signs:
 - Permissive parking signs
 - No Parking signs
 - No Stopping signs

on any public road or road or road related area (or any part thereof), which falls within a 1 km radius of any train station listed in the Roads & Traffic Authority's document published on its internet website, titled *Schedule of Nominated Train Stations*, and which has current unrestricted parking, without the approval of the Roads & Traffic Authority.

4. (1) A Council listed in Schedule 1 and its sub-delegate must not exercise a function in respect of the following activities including the referral of the matter to the Local Traffic Committee until a Traffic Management Plan, which must include an assessment of the impact of the exercise of the function and proposed measures to ameliorate such impact, has been approved by the Authority:
 - (a) The prohibition of the passage of traffic on a public road or road or road related area to any one or more of the following classes of traffic:
 - Pedestrians
 - Vehicles
 - Motor vehicles

By physical means or regulatory signs (whether a prescribed traffic control device or otherwise) or both;

- (b) The installation or display of the following traffic control signs on roads or road related areas:
- No Right turn
 - No Left turn
 - No Entry
 - No turns
 - Left Turn Only
 - Right Turn Only
 - No Trucks
 - No buses
 - No Pedestrians

Or the installation or display of any other sign or road marking prohibiting or compelling a turning movement;

- (d) changing a two-way street into a one-way street or reversing the direction of a one-way street;
- (e) reduction in the number of traffic lanes on a public road or road or road related area by physical means or regulatory signs (whether a prescribed traffic control device or otherwise) or both.
- (2) A Traffic Management Plan is not required if Council certifies to the Authority in writing that a No Trucks or No buses traffic control sign is to be erected solely for the purpose of protecting a road from damage by the passage of motor vehicles.

5. A sub-delegate must not exercise a function in respect of portable traffic control light signals unless:

- (1) the signals are used in connection with the carrying out of road work on public roads as authorised by the *Roads Act 1993*; and
- (2) no fixed equipment or fixed cables are used.

6. A sub-delegate must not exercise a function in respect of Division 2 of Part 8 (Regulation of Traffic by Roads Authorities) of the *Roads Act 1993*.

7. The General Manager and any sub-delegate must not exercise a function until they have notified the Commissioner of Police and the Authority of any decision taken to exercise a function except where:

- (a) the advice of the Local Traffic Committee is unanimous; and

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- (b) the council or its sub-delegate propose to follow such advice.
8. Where the General Manager or any sub-delegate has notified or should have notified the Commissioner of Police and the Authority of a decision to exercise a function, the General Manager or any sub-delegate must not exercise a function for a period of fourteen (14) days from the date of notification.
9. Where an appeal has been made to the Chairperson of a Regional Traffic Committee in respect of a decision taken by the General Manager or any sub-delegate to exercise a function, the General Manager or any sub-delegate must not exercise the function until the Chairperson of the Regional Traffic Committee determines the appeal.
10. Where the Chairperson of the Regional Traffic Committee has determined an appeal, the General Manager or any sub-delegate must not exercise the function in respect of which an appeal has been made, otherwise than in accordance with the determination of the Chairperson.
11. Before installing or displaying a prescribed traffic control device, the General Manager or any sub-delegate must authorise installation or display (or interference with, alteration or removal) of the device in writing in accordance with section 51 of the *Road Transport (Safety and Traffic Management) Act 1999*.
12. The General Manager and any sub-delegate shall keep a record of installation, display, alteration or removal of a traffic control device. Such a record must include the following:
- (a) Type and location of the traffic control device;
- (b) Time and date of completion of installation, display, alteration or removal of the traffic control device.
13. Where the General Manager or any sub-delegate wishes to exercise a function in respect to a "Roadwork Speed Limit" traffic sign (Speed Series (R4) Sign No. R4-212 contained in the Roads & Traffic Authority's *Traffic Signs* Database located on its internet website, the following conditions apply:
- (a) when the installation period of a 'Roadwork Speed Limit' sign is to be for 6 working days or less:
- (i) authorisation of the use of the 'Roadwork Speed Limit' sign must be carried out by council or a sub-delegate who holds a current Traffic Control at Worksites

- certificate issued by the Authority; and
- (ii) the nearest office of the Authority is to be notified in writing of Council's intention to implement a roadwork speed limit prior to works commencing; and
 - (iii) the nearest Police Station is to be notified in writing of Council's intention to implement a roadwork speed limit prior to works commencing.
- (b) When the installation period of a 'Roadwork Speed Limit' sign is to be for more than 6 working days:
- (i) authorisation of the use of the 'Roadwork Speed Limit' sign must be carried out by council or a sub-delegate who holds a current Traffic Control at Worksites Certificate issued by the Authority, and
 - (ii) the nearest office of the Authority is to be notified in writing of Council's intention to implement a roadwork speed limit 7 days prior to works commencing; and
 - (iii) the nearest Police Station is to be notified in writing of Council's intention to implement a roadwork speed limit 7 days prior to works commencing.
- (c) The need for a 'Roadwork Speed Limit' sign shall be determined in accordance with the document, "*Traffic Control at Worksites*" Version 3.1 dated April 2006 (RTA publication No. 03.290) issued by the Authority;
- (d) 'Roadwork Speed Limit' signs shall be installed in accordance with "*Traffic Control at Worksites*" document)as already referred to);

(e)	records maintained by a council and its sub-delegate in respect to a 'Roadwork Speed Limit' sign must include:	
(i)	Council's or its sub-delegate's written authorisation of the installation (The sub-delegate's Traffic Control at Worksites Certificate number must be shown).	
	A. The location,	
	B. The installation time and date, and	
	C. The removal time and date.	

(ii) the 'Roadwork Speed Limit' sign is to be removed as soon as practicable after the road works have been completed.	
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14. that the Council:

1. sub delegate its delegated powers from the National Heavy Vehicle Regulator as set out below to the General Manager.

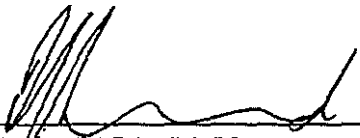
Heavy Vehicle National Law
Section 661
INSTRUMENT OF DELEGATION- PERMITS

I, Bruce George Baird, Chairperson of the National Heavy Vehicle Regulator Board, pursuant to the Authorisation of the National Heavy Vehicle Regulator Board made 3 February 2014, hereby delegate under section 661(1)(b) of the Heavy Vehicle National Law as applied in participating jurisdictions (the National Law) to each road manager in New South Wales those functions specified in Column 1 and Column 2 of the Schedule 1, subject to the limitations specified in Column 3 of Schedule 1.

The Delegate may sub delegate the functions specified in Schedule 1 to suitably qualified persons who are subject to the direction and control of the delegate, for the purpose of giving effect to the National Law.

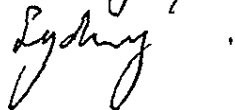
This instrument has effect for one year from the date of its execution.

This Instrument is comprised of the cover page, this page and Schedule 1, comprising 3 pages. No other material forms part of the Instrument.



BRUCE GEORGE BAIRD
CHAIRPERSON
National Heavy Vehicle Regulator

DATED AT Sydney THIS 21st day of February, 2014



SCHEDULE 1 - Table of Sub-delegated Functions of Chief Executive Officer

Column 1 Reference	Column 2 Function	Column 3 Limitation
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Chapter 4 Vehicle operations-mass, dimension and loading

Part 4.5	Exemptions for particular overmass or oversize vehicles	The delegate is authorised to issue a permit under Division of Part 4.5, including doing all things reasonably necessary or incidental in connection
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Division 3	Exemptions by Permit	with the issue of a permit, In respect of any road for which the delegate may exercise the functions of a road manager under the Heavy Vehicle (Adoption of National Law) Act 2013 (NSW).
Part 4.7	Particular provisions about mass or dimension authorities	The delegate is authorised to exercise the functions of the Regulator under Division 4 or Division 5 of Part 4.7 in connection with a mass or dimension authority issued in respect of any road for which the delegate may exercise the functions of a road manager under the Heavy Vehicle (Adoption of National Law) Act 2013 (NSW)
Division 4	Amendment, cancellation or suspension of mass or dimension authority granted by permit	
Division 5	Provisions about return of mass or dimension authorities	

Chapter 11 Reviews and appeals

Part 11.2	Internal Review	The delegate may issue a certificate with respect to a permit it has issued under Part 11.2 in respect of any decision it has made in accordance with this delegation, under Part 4.5 or Part 4.7.
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Chapter 13 General

711(1)(g)	Evidence by certificate by Regulator generally	The delegate may issue a certificate with respect to a permit it has issued under Part 4.5 or Part 4.7.
713	Evidence by certificate by Regulator about matters stated in or worked out from records	The delegate may issue a certificate with respect to any matter relevant to a decision made in accordance with this delegation, as specified in this section.

(Resolved by Council 16th April, 2014.)

2. DEPARTMENT OF FAIR TRADING

Delegations under Section 21 of the Plumbing and Drainage Act 2011 (Plumbing and Drainage Act):

Function	Conditions
To monitor compliance with the Plumbing and Drainage Act (s19(a))	This function is to be exercised in accordance with the requirements of the Plumbing and Drainage Act, Plumbing and Drainage Regulation 2012 (Plumbing and Drainage Regulation) and guidelines (if any) issued by the plumbing regulator.

To ensure that any plumbing and drainage work carried out does not threaten public health or safety (s19 (b))

This function is to be exercised in accordance with the requirements of the Plumbing and Drainage Act, Plumbing and Drainage Regulation and guidelines (if any) issued by the plumbing regulator.

To undertake any other functions conferred or imposed on the plumbing regulator by the plumbing and Drainage Act (s19 (c)) other than:

The exercise of any function by the council as a delegate of the plumbing regulator under the Plumbing and Drainage Act is to be in accordance with the requirements of the Plumbing and Drainage Act, Plumbing and Drainage Regulation and guidelines (if any) issued by the plumbing regulator.

- Receiving notices of work and other documentation required to be submitted to the plumbing regulator concerning proposed alternative solutions (s9 (3) of the Plumbing and Drainage Act and clause 10 of the Plumbing and Drainage Regulation),
- Authorising fittings for use in plumbing and drainage work (s20), and
- Initiating criminal or other proceedings as provided for in Part 5 of the Plumbing and Drainage Act.

3. MINISTER FOR PLANNING DELEGATION

Subject to the Minister delegating functions under section 59 of the Environmental Planning and Assessment Act, and subject to the Council resolving to accept the Ministerial delegations, only those functions identified in the ministerial delegation may be carried out.

Set out below are current delegations from the Minister for Planning and accepted by the Council:

1. to make – and determine not to make – an Local Environmental Plan under section 59(2), and (3) of the Environmental Planning & Assessment Act
2. to defer inclusion of certain matters in a Local Environmental Plan under section 59(3) and
3. to identify which matters must be considered and which stages of the plan making process must be carried out again prior to resubmission (section 59(4)0 if the council defers the Proposal or if a matter is deferred from the Local Environmental Plan.

Glossary of Terms

Act	means <i>Local Government Act 1993</i>
Authority	means any government (state or federal), government department, statutory corporation or other body having power to legally direct the Council or its officers
Department	means the Office of Local Government, or any future department (or combined department) carrying out the functions of the present Office of Local Government for the State of New South Wales
Director-General	means the Director-General of the Office of Local Government or the Director-General of any other government department which has the carriage of the administrative functions of the Act and the portfolio of Local Government.
Law	means the requirements of all statutes, rules, ordinances, codes, regulations, proclamations, by-laws, environmental planning instruments, directions and consents of any Authority
Minister	means the Minister for Local Government or any future title given to a ministerial position of a future New South Wales State Government portfolio that includes governance of Local Government.

Abbreviation	Full Description
ARO	Assistant Revenue Officer
BS	Building Surveyor
DCS	Director of Corporate Services
DM	Development Manager
DTS	Director of Technical Services
EE	Environmental Engineer
EHO	Environmental Health Officer
ERM	Enterprise Risk Manager
EXE	Executive Engineer
FM	Finance Manager
OM	Operations Manager
Overseer	Roads and Maintenance Overseers
Ranger	Environmental Liaison Officer/Ranger
RO	Revenue Officer
TP	Town Planner

DELEGATIONS OF AUTHORITY

PART 1

DELEGATIONS FROM COUNCIL

BERRIGAN SHIRE COUNCIL

**Adopted by resolution at
Council meeting on 20TH March, 2013
Amended 14th April, 2014**

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PREAMBLE

Section 377 of the Local Government Act 1993 (**Act**) provides:

1. *A council may, by resolution, delegate to the general manager or any other person or body (not including another employee of the council) any of the functions of the council, other than the following:*
 - (a) *the appointment of a general manager,*
 - (b) *the making of a rate,*
 - (c) *a determination under section 549 [of the Act] as to the levying of a rate,*
 - (d) *the making of a charge,*
 - (e) *the fixing of a fee,*
 - (f) *the borrowing of money,*
 - (g) *the voting of money for expenditure on its works, services or operations,*
 - (h) *the compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment),*
 - (i) *the acceptance of tenders which are required under this Act to be invited by the council,*
 - (j) *the adoption of an operational plan under section 405 [of the Act],*
 - (k) *the adoption of a financial statement included in an annual financial report,*
 - (l) *a decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6 [of the Act],*
 - (m) *the fixing of an amount or rate for the carrying out by the council of work on private land,*
 - (n) *the decision to carry out work on private land for an amount that is less than the amount or rate fixed by the council for the carrying out of any such work,*
 - (o) *the review of a determination made by the council, and not by a delegate of the council, of an application for approval or an application that may be reviewed under section 82A of the Environmental Planning and Assessment Act 1979,*
 - (p) *the power of the council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 194 [of the Act],*
 - (q) *a decision under section 356 [of the Act] to contribute money or otherwise grant financial assistance to persons,*
 - (r) *a decision under section 234 [of the Act] to grant leave of absence to the holder of a civic office,*
 - (s) *the making of an application, or the giving of a notice, to the Governor or Minister,*
 - (t) *this power of delegation,*
 - (u) *any function under this or any other Act that is expressly required to be exercised by resolution of the council.*
2. *A council may, by resolution, sub-delegate to the general manager or any other person or body (not including another employee of the council) any function delegated to the council by the Director-General except as provided by the instrument of delegation to the council.*

INTRODUCTION

In accordance with section 377 of the Act, the Council by resolution at its meeting on **<date to be set on adoption>** delegated its powers, authorities, duties and functions as set out in this Part 1: Delegations of Authority register to the General Manager, the Mayor and Council Committees.

All Council delegations contained in Part 1 are subject to the following limitations:

1. The delegated power, authority, duty or function being performed in accordance with Council Policy;
2. The delegated power, authority, duty or function being performed in accordance with the Law;

The delegations of Council will remain in force until they are revoked or amended by a resolution of Council.

The Council notes that the General Manager may delegate his or her powers, authorities, duties and functions at his or her discretion. The General Manager's delegations to Staff will form Part 2: 'Delegations to Staff'.

DELEGATION TO COMMITTEES OF COUNCIL

Committees of Council have no delegations except for those provided by resolution of Council.

Pursuant to the power conferred by Section 355 and 377 of the Local Government Act, 1993, the Council delegates the following Committees the responsibility as listed.

Australia Day Committee

To give care, control and organisational responsibility to the Berrigan Shire Council Australia Day Awards and Australia Day celebrations to a committee of citizens and or Councillors appointed by the Council from time to time (excluding enforcement, regulatory revenue related functions).

Barooga Advancement Group

To promote and beautify Barooga with the support of residents (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Barooga Community Botanical Gardens Committee

To give care, control and management of the Barooga Botanical Gardens (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Barooga Recreation Reserve Committee

To give care, control and management of the Barooga Recreation Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Berrigan Conservation and Tidy Towns Committee

To give care, control and management of all those responsibilities associated with preparing Berrigan for participation in the Keep Australia Beautiful Tidy Towns Program including responsibility for the care control and management of the Old Berrigan Recreation Reserve and the Tank Reserve. The Management and Re-vegetation of Lot 1 DP 91656 being southern part of old "Ratcliffs Pit" (Council resolution 16/6/10).

Berrigan Shire Heritage Committee

To administer the Berrigan Shire Heritage Fund (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Berrigan Shire Youth Development Committee

To give care control and organisation responsibility to the development of and the reporting to the Council of programs and action plans to identify and meet the needs of the youth of Berrigan Shire; and the pursuit of activities and programs identified in action plans developed by the committee in consultation with youth representatives.

Berrigan Sportsground Committee

To give care, control and management of the Berrigan Sportsground Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Berrigan War Memorial Hall Committee

To give care, control and management of the Berrigan War Memorial Hall Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Berrigan War Memorial Swimming Pool Committee

To give care, control and management of the Berrigan Swimming Pool Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Berriquin Community Toy Library Committee

To give care control and management to the Berriquin Community Toy Library (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Boomanoomana Landcare Committee

The responsibility for the development and implementation of landcare activities in the Boomanoomana area (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens

and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Events Committee

The responsibility to grow existing and develop new events within the Shire with a focus on those events that bring additional investment into the Council area and management of the Council's events support funds

Finley Community Help Group Committee (Second Hand Shop)

To give care, control and management of the Finley Community Help Group Second Hand Shop (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Finley Pioneer Rail Committee

To give care, control and management of the Finley Railway Station and associated facilities (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Finley Railway Park Committee

To give care, control and management of the Finley Railway Park (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Finley Recreation Reserve Committee

To give care, control and management of the Finley Recreation Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Finley Showground and Sporting Complex Committee

To give care, control and management of the Finley Showground and Sporting Complex Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Finley Tidy Towns Committee

To give care, control and management of the Berrigan Shire Council Finley township Tidy Towns application (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed by Council from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Finley War Memorial Hall and School of Arts Halls Committee

To give care, control and management of the Finley War Memorial and School of Arts Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Finley War Memorial Swimming Pool Committee

To give care, control and management of the Finley Swimming Pool Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Fullers Road Landcare Group

To give care, control and management of the Fullers Road Landcare Group (excluding enforcement, regulatory revenue related functions) to a Committee comprising of citizens and or Councillors as appointed by the Council from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Mary Lawson Memorial Wayside Rest Committee

To give care, control and management of the Mary Lawson Wayside Rest Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Native Dog Landcare Group

To give care control and management of the Native Dog Landcare Group (excluding enforcement, regulatory revenue related functions) to a Committee comprising citizens and or Councillors as appointed by the Council from time to time vide Section 355 to conduct landcare activities for the area north of the Mulwala Canal with an approximate western boundary being the Berrigan Road and Old Cobram Road and the northern and eastern boundaries being the Yarrowonga Road (inclusive of some properties on the north eastern side).

Retreat Public Hall Committee

To give care, control and management of the Retreat Hall Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Tocumwal Foreshore Committee

To give care, control and management of the Tocumwal Foreshore Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Tocumwal Friends of the Library

A committee comprising citizens from Tocumwal and environs appointed by Council from time to time to provide assistance to the Council of the Shire of Berrigan Libraries (in accordance with directions given by the Library Manager)

Tocumwal Historic Aerodrome Museum

To give care, control and management of heritage items related to Tocumwal Aerodrome (excluding enforcement, regulatory revenue related functions) to a Committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Tocumwal Rail Preservation Committee

To give care, control, restoration, maintenance and management of the Tocumwal Railway Station and the surrounding precinct (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Tocumwal Recreation Reserve Committee

To give care, control and management of the Tocumwal Recreation Reserve (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Tocumwal Swimming Pool Committee

To give care, control and management of all that piece of land described as Lot 7 DP 528621, Lot 1 and 2 DP 900667, Pt Lot B in DP 375363 and Pt Lot 3 in DP 758981 Section 33, Village of Tocumwal being the Tocumwal Swimming Pool site (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

Tocumwal War Memorial Hall Committee

To give care, control and management of the Tocumwal Hall (excluding enforcement, regulatory revenue related functions) to a committee comprising citizens and or Councillors as appointed from time to time vide Section 355 of the Local Government Act as amended, subject to the exercise of such authority conforming with the direction of the Council.

DELEGATION TO THE MAYOR

The Mayor, and in the absence of the Mayor, the Acting Mayor for the period of the Mayor's absence, is delegated authority under section 377 of the Act to exercise and/or perform on behalf of the Council the following powers, authorities, duties and functions:

1. Powers or Duties under Local Government Act

To give effect to the Law, Council's adopted Policies, resolutions and directions, provided that such delegation is not sub-delegated without the specific approval of Council or as prescribed under the Local Government Act.

2. Powers or Duties under other legislation

If, under any other Act other than the Local Government Act, a function is conferred or imposed on the Mayor of Council, the function is taken to be conferred or imposed on the Council and the Mayor of the Council has delegated authority to exercise and/or perform on behalf of the Council the powers, authorities, duties and functions as prescribed under that other Act.

3. Preside at Meetings and Functions of Council

To preside at all meetings of the Council, Committees, Community Committees and Public Meetings convened by the Council at which the Mayor is present unless the Council otherwise appoints another Councillor or person to perform this function.

4. Negotiations on behalf of Council

In conjunction with the General Manager, to participate in negotiations on behalf of the Council with third parties and in connection with the sale, purchase and lease of land and buildings. This function is subject to the limitation that no contractual agreement is to be entered into without a resolution of Council.

5. Represent Council – Government and Other Forums

To represent the Council, in conjunction with the General Manager, in deputations to government, inquires and other forums where it is appropriate that the Mayor should present the Council's position.

6. Sign and Execute Documents

To sign correspondence and other documents. This function is subject to the limitation that execution of any documents under Council Seal must be carried out in compliance with Regulation 400 of the Local Government (General) Regulations 2005.

7. Media Releases

To make Media Statements and issue Press Releases in respect of Council Resolutions/Recommendations and decisions subject to prior consultation with the General Manager.

8. Leave

To approve applications of leave by the General Manager.

DELEGATION TO THE GENERAL MANAGER

The General Manager, and in the absence of the General Manager their nominee as the Acting General Manager for the period of the General Manager's absence, is delegated authority under section 377 of the Act, to exercise and/or perform on behalf of Council the powers, authorities, duties and functions of the Council, subject to the following:

1. The General Manager is restrained from carrying out any of those functions of Council excluded from delegation by operation of section 377(1) of the Act;
2. The General Manager is entitled to carry out any functions delegated to the Council by the Director-General or the Minister, subject to any express limitations imposed by the Director General or Minister;

If a function is conferred or imposed on an employee of Council under any other legislation, the function is deemed to be conferred or imposed on the Council and is delegated to the General Manager.

For the avoidance of doubt, the delegated authority conferred or imposed upon the General Manager includes the delegated functions of Council as provided in the following table and is subject to any limitations contained therein. The following table is not intended to be an exhaustive list of all powers, authorities, duties and functions delegated to the General Manager. Rather it is to be relied upon as a manual providing guidance to those most commonly relied upon powers, authorities, duties and functions

PART A – FINANCIAL MATTERS	
1.	<p>Obtain Quotations and Authorise Purchase Orders</p> <p>To obtain quotations, authorise the purchase of, and issue official orders for goods, works and services required for the functioning of the Council and to incur expenditure for such goods, works and services (excluding that for the purchase of major items or works plant, and/or motor vehicles) provided that due provision has been made in the approved budget for the incurring of such expenditure or the incurring of such expenditure is otherwise authorised by Council Policy or Council resolution. <i>tests</i></p>
2.	<p>Authorise Payment of Salaries and Wages</p> <p>To authorise the payment of salaries and wages.</p>
3.	<p>Payment of Contractors and Direct Creditors</p> <p>To approve or refuse payment to contractors and direct creditors.</p>
4.	<p>Sign Cheques on Council's Bank Account</p> <p>To sign or countersign cheques drawn on Council's bank accounts.</p>
5.	<p>Check and Certify the Annual Statutory Accounts</p> <p>To check and certify statutory accounts against the Council records.</p>

6.	<p>Authorise Expenditure for Urgent Works</p> <p>To authorise expenditure outside the budget approved by Council in order to undertake urgent works to reduce or eliminate a significant health or safety hazard.</p>
7.	<p>Lodgement of a Cash Bond or Bank Guarantee</p> <p>The authority to require the lodgement of a cash bond or bank guarantee.</p>
8.	<p>Overdraft Limit</p> <p>To negotiate Council's overdraft limit.</p>
9.	<p>Sale or Disposal of Materials or Equipment</p> <p>To sell old materials, spoilt or obsolete equipment.</p>
10.	<p>Debt Write Off</p> <p>To authorise the writing off of uncollectible debts (for charges and sundry debtors) up to a maximum amount of \$2,000.</p>
11.	<p>Issue Accounts</p> <p>To authorise the issue of accounts for services provided by Council.</p>
12.	<p>Borrowings</p> <p>To authorise application for borrowings from financial institutions at the direction of Council and subject to a resolution of Council to approve this application.</p>
13.	<p>To Engage Consultants</p> <p>To engage consultants to assist with Council projects, subject to compliance with the Act and the Law.</p>
14.	<p>Investment of Money</p> <p>Arrange the investment of money that is not presently required by the Council in a form of investments notified by order of the Minister and published in the Government Gazette and the Council's adopted Investment Policy.</p>
15.	<p>Write off Accrued Interest</p> <p>Write off accrued interest on rates and charges if the payment of the accrued interest would cause hardship</p>
16.	<p>Accounts Receivable – Payment by Instalment</p> <p>To make arrangements with any ratepayer or debtor for payment to be made by reasonable and satisfactory instalments.</p>

17.	<p>Refund of Over-payments</p> <p>To authorise the refund of all over-payments subject to appropriate certification.</p>
18.	<p>Refund of DA/Construction Certificate Application Fees</p> <p>To determine the refund of all or part of the fees paid for development or where the application is either not proceeded with or is withdrawn subsequent to assessment or in accordance with Council Policy.</p>
19.	<p>Rebate of Rates</p> <p>To grant rebates of rates to qualified rateable persons in accordance with the provisions of the Act.</p>
PART B – STAFFING MATTERS	
1.	<p>Recruitment</p> <ul style="list-style-type: none"> • Approve or refuse the appointment, engagement, or promotion of staff, subject to compliance with section 337 of the Act for Senior Staff • Approve or refuse the use of a recruitment consultant. • Employ casuals to fill short term vacancies.
2.	<p>Payment of Benefits and Allowances</p> <p>Approve or refuse payment of allowances and employment entitlements and benefits in accordance with the Local Government (State) Award 2010 and applicable employment contracts.</p>
3.	<p>Salary Step Progressions for Staff</p> <p>Approve or refuse salary step progression for staff under the Local Government (State) Award 2010</p>
4.	<p>Dismissal of Employees</p> <p>To dismiss employees or consultants/contractors on such terms that the General Manager deems appropriate, provided that prior to the dismissal of Senior Staff the General Manager consults with Council in accordance with section 337 of the Act.</p>
5.	<p>Education Assistance</p> <p>Approve or refuse education assistance for Council employees</p>
6.	<p>Flexible Work Arrangements</p> <p>Approve or refuse flexible work arrangements.</p>

7.	<p>Report of Injury</p> <p>Approve or refuse the employer's report of injury to Council's workers compensation insurer.</p>
8.	<p>Approve Leave</p> <p>Approve or refuse leave for Council employees having due regard to the proper functioning of the Council and maintenance of appropriate levels of service to the public</p> <p>To grant special leave with pay and reasonable out of pocket expenses, in the following cases:</p> <ul style="list-style-type: none"> • Professional Body: where staff members are full members of a relevant professional body that is running a conference or meeting – a maximum of five days leave at any one time, with a maximum in any one year of 15 days; • Field Days: where it is considered that the machinery to be displayed is of some relevance to Council's operations, that Senior Staff directly associated with the purchase of Council's machinery be allowed to attend one day only; • Executive of a Professional Body: where an employee is elected to the Executive of a Professional body, special leave must fit within the parameters laid down under the Professional Body category; • Courses: Attendance at refresher courses (eg. Management courses) to be decided by Council in each particular case • Emergency Services Leave and Defence Force Reserve Leave at the discretion of the General Manager and in accordance with legislation.
9.	<p>Travelling and Subsistence Expenses</p> <p>To approve or refuse the payment of travelling and related expenses</p>
10.	<p>Replacement of Personal Property</p> <p>To approve or refuse claims for the loss of personal property provided that such property was required for the normal performance of the employee's duties</p>
11.	<p>Employment Outside of Council</p> <p>To approve or refuse employees to engage in private employment or contract work outside of their Council employment.</p>
12.	<p>Request for Use of Council Equipment by Employees</p> <p>To determine any requests for use of Council equipment by employees</p>

13.	<p>Use Intellectual Property created in the Course of Employment</p> <p>To refuse, approve or conditionally approve any request by an existing or previous employee of Council for the non-exclusive use of intellectual property of the Council created by the employee during the course of their employment with Council, providing there is no monetary or commercial benefit to the employee.</p>
PART C – GOVERNANCE	
1.	<p>Public and Media Statements</p> <p>To make or authorise public statements and issue media releases on matters involving the Council.</p>
2.	<p>Business Papers</p> <p>To determine matters which are included in Council business papers and Committee papers.</p>
3.	<p>Correspondence</p> <ul style="list-style-type: none"> • To reply to all routine correspondence that does not require the prior consideration of Council. • To exercise discretion in regard to referring correspondence to various Council officers for attention.
4.	<p>Invitation to Address Council</p> <p>To invite a group or individuals to address any Council or Council Committee.</p>
5.	<p>Public Officer</p> <p>To appoint Council's Public Officer and to direct the Public Officer in relation to functions contained within section 343 of the Act.</p>
6.	<p>Destruction of Corporate Documentation</p> <p>Authority to approve destruction of corporate documentation in accordance with the State Records Act 1998.</p>
7.	<p>Signing of Contracts and Agreements</p> <p>To sign contracts, deeds and agreements that do not require the Council seal</p>
8.	<p>Enter into Leases, Licences and other legal transactions</p> <p>Authority to negotiate and enter into any form of Lease or Licence or other transaction for use of land or assets, subject to compliance with the Act, and subject to the General Manager making reasonable enquiries into the appropriate payments to be made to Council and consulting with Council's solicitor to determine the appropriate format of the legal agreement.</p>

9.	<p>Council Committees</p> <ul style="list-style-type: none"> • Appoint employee representatives to Council Committees
10.	<p>Receive and investigate complaints</p> <p>To receive complaints and authorise investigation and action to be taken by the appropriate officer in regard to any complaints or requests received by Council.</p>
11.	<p>Respond to Minister and Department</p> <p>To respond and liaise with the Minister and his/her representatives and the Department in relation to correspondence, inquiries or requests for information.</p>
12.	<p>State Emergency and Rescue Management Act 1989</p> <p>The role of Chairperson of the Local Emergency Management Committee is Rowan Perkins, General Manager</p>
PART D – OPERATIONAL	
1.	<p>Issue Proceedings</p> <ul style="list-style-type: none"> • To initiate or carry on proceedings, to act on behalf of Council and to negotiate on matters in issue between parties, and to settle any proceedings in any Court or Tribunal, including but not limited to the Local, District or Supreme Courts of any State or Territory, any Industrial Relations Tribunal or Commission, and the Land and Environment Court; • To authorise the issue or withdrawal of any penalty infringement notices or complaint or the institution of any proceedings for the recovery of any penalty or the making of any order for or in respect of any offence, nuisance, or any other matter or thing whatsoever which the Council might be entitled to recover or seek under any Act or Regulation. • To instruct and engage Council's Solicitors and Counsel.
2.	<p>Notice of Intention and Orders</p> <p>To issue Notices of Intention to Issue Orders and Orders in accordance with the requirements of the Act and Environmental Planning and Assessment Act and all other applicable legislation.</p>
3.	<p>Determination of Development Applications (including Modification Applications)</p> <p>To determine development applications, including modification applications, and all forms of applications for approvals and certificates under all applicable legislation.</p>

4.	<p>Issue of Permits, Certificates or Approvals</p> <p>To approve or refuse the issue of permits, certificates and approvals for activities that are required to be regulated under the provisions of the Act and the Environmental Planning and Assessment Act 1979 or related legislation; including, but not limited to:</p> <ul style="list-style-type: none"> • all building certificates, construction certificates, complying development certificates, certificates of classifications and occupation certificates; • applications for subdivision of land.
5.	<p>Storm water Drainage Works</p> <p>Where the Council has approved a subdivision or development application subject to the construction of storm water drainage works that revert to the care, control and management of Council, to approve such works upon submission of all necessary plans and documentation.</p>
6.	<p>Implementation of Adopted Operational Plan</p> <p>To implement any work, service or action provided for in the adopted Integrated Plan without further reference to Council except for:</p> <ul style="list-style-type: none"> • the acceptance of tenders which are required under the Act to be invited by the Council, and • the determination of priorities where lump sum funding has been provided.
7.	<p>Funding Application</p> <p>Authority to sign funding applications once approved by Council or in urgent situations sign these subject to Council ratification.</p>
8.	<p>Provision of Witnesses and Information</p> <p>To determine the fee to be charged for the provision of Council's employees as witnesses and/or the supplying of information for Court cases.</p>
9.	<p>Removal of Derelict Vehicles</p> <p>Authority to engage contractors to remove derelict vehicles from roads, road reserves and public places.</p>
10.	<p>Approve Applications for Street Activities and Busking Permits</p> <p>Authority to approve or refuse:</p> <ul style="list-style-type: none"> • the issue of busking permits; • applications for street stalls or similar activity; • applications for the collection of money for charitable appeals or similar activity.

11.	<p>Filming/Photography in Parks, Reserves and Public Places</p> <p>To approve applications to film/photograph in Council's parks, reserves and public places subject to the conditions and fees determined by Council.</p>
12.	<p>Casual Use of Council Parks, Reserves or Council Property</p> <p>To approve or refuse applications for the casual use of parks, reserves or property in accordance with Council Policy (if any) and subject to approved fees (if any).</p>
13.	<p>Government Information (Public Access) Act 2009</p> <p>To act as Council's "principal officer" or appoint Council officer(s) to determine applications and provide information to access information in compliance with the Government Information (Public Access) Act 2009.</p>
14.	<p>To Enforce the Payment of Rates</p> <p>To issue notices under the Act for the recovery of rates.</p> <p>To approve alternative options for the collection of outstanding rates, including collection of rent in lieu of rates, issuing of proceedings, accepting exchange of land and such other alternatives available to Council under the Act.</p>
15.	<p>Rate Books</p> <p>Authority to:</p> <ul style="list-style-type: none"> • amend the rate and valuation books/records where such amendment is necessary by reason of change of ownership, occupancy or address; • raise or reduce the sum rates owing due to error; • include any land which ought to have been rated; • to write off accrued interest to a maximum of \$50; • act in accordance with the Act to manage the rate books/records and recover rates and charges owing to the Council.
16.	<p>Insurance Claims - Policy Excess</p> <p>To resolve claims on Council's behalf up to the level of the excess applicable to each insurance policy.</p>
17.	<p>Council Property – Notices to Quit</p> <p>To authorise and sign notices to quit to tenants whose rent arrears exceed four weeks, or to take such alternative action necessary to manage tenants and recover outstanding rent or payments.</p>

18.	<p>Use of Council Owned Properties</p> <p>To approve or refuse to grant Council's consent to a third party development application that may traverse or impact upon Council land.</p>
19.	<p>Maintenance and Repair of Council Properties</p> <p>To authorise repairs/maintenance of Council's buildings, equipment and plant within the limits approved in the annual budget.</p>
20.	<p>Maintenance of Council's Motor Vehicles and Plant</p> <p>To authorise the expenditure of funds for the repair, maintenance and replacement of Council's plant, equipment and vehicles.</p>
21.	<p>Hire of Council Plant</p> <p>To authorise the letting or hire of any of the Council's public works plant, machinery and equipment in accordance with rates determined by Council.</p>
22.	<p>Disposal of Plant, Equipment and Vehicles by Public Auction, Tender or Trade-in</p> <p>Authority to approve a sale price for Council plant, equipment or vehicles.</p>
23.	<p>Saleyards</p> <p>To operate, manage and maintain Council's saleyards.</p>
24.	<p>Dividing Fences</p> <p>To authorise a contribution on behalf of Council for not more than one half the cost of fencing a boundary common to land owned by Council or under the Council's care, control and management subject to two quotations being obtained and subject to the Dividing Fences Act.</p>
25.	<p>Aerodrome/Airport</p> <p>To operate and maintain the Council aerodrome/ airport in accordance with all applicable legislative requirements</p>
26.	<p>Impounding Officer</p> <p>To exercise the powers of Council's Impounding Officer.</p>

27.	<p>Pruning or Removal of Trees</p> <p>To approve or refuse applications from residents to prune, top, lop or remove trees either on the applicant's property or Council's property subject to the payment of any required fee, if any, and in accordance with Council's Tree Preservation Order, if any.</p>
28.	<p>Waste Management Centre (Landfill)</p> <p>To operate and maintain Council's Landfill in accordance with all applicable legislative requirements.</p>
29.	<p>Cemetery/Crematorium</p> <p>To operate and maintain Council's Cemeteries in accordance with all applicable legislative requirements.</p>
30.	<p>Administer Functions provided by other Legislation</p> <p>To administer the provisions of the following legislation as they apply to Council:</p> <ul style="list-style-type: none"> • Community Land Development Act 1989 • Companion Animals Act 1998 • Conveyancing Act 1919 • Crown Lands Act 1989 • Government Information (Public Access) Act 2009 • Graffiti Control Act 2008 • Environmental Planning and Assessment Act 1979 • Fire Brigades Act 1989 • Fluoridation of Public Water Supplies Act 1957 • Food Act 2003 • Heritage Act 1977 • Impounding Act 1993 • Library Act 1939 • Liquor Act 2007 • Local Government Act 1993 • Protection of the Environment Operations Act 1997 • Public Health Act 2010 • Roads Act 1993 • Roads Transport (General) Act 2005 • Rural Fires Act 1997 • Privacy and Personal Information Protection Act 1998 • Rural Fires Act 1997 • State Emergency and Rescue Management Act 1989 • Swimming Pool Act 1997 • The Plumbing and Drainage Act 2011 • Unclaimed Money Act 1995 • Children (Education and Care Services National Law Application) Act 2010

31.	<p>Road Rules</p> <p>To administer the provisions of the Road Rules 2008 and Australian Road Rules as they apply to Council, subject to any applicable standards, protocols and directions from State Government departments and/or NSW Police.</p>
32.	<p>Parking Infringement Notices</p> <p>To issue Parking Infringement Notices</p>
33.	<p>Parking Permits</p> <p>To determine applications for parking permits.</p>
34.	<p>Temporary Road Closure</p> <p>To approve temporary road closures where:</p> <ul style="list-style-type: none"> • The temporary road closure is not more than two consecutive days; and • The Road and Maritime Service approves the Traffic Management Plan and grants a road occupancy licence (as required); and • The NSW Police approve the closure; and • The application complies with Council's Policy.
35.	<p>Sign Adjustment</p> <p>To undertake the following sign adjustments to:</p> <ul style="list-style-type: none"> • Change old "No Standing" signs to "No Parking" signs as per the Australian Road Rules • Change existing parking restriction times • Move existing signs to a more visible location (eg. Move a sign hidden behind a tree trunk) • Install "repeater"/additional signs (eg. Where there are existing parking restrictions signs, install an additional sign in the middle to emphasise the restrictions).

36.	<p>Special Use Zones</p> <p>Authority to approve and/or refuse an application for the following Special Use Zones:</p> <ul style="list-style-type: none"> • Works Zones; • Loading Zones; • Mail Zones; • Motorcycle Parking; • Bus Zone; • Taxi Zone; • Police Vehicles Zone; • Disabled Parking; • Temporary Bus Zones (eg. for Railway Buses); <p>subject to consent being obtained from the NSW Police and in addition;</p> <ul style="list-style-type: none"> • in the instance of Mail Zones, consent is obtained from Australia Post; and • in the instance of Bus Zones , consent is obtained from the State Transit Authority.
37.	<p>Traffic Facilities</p> <p>To approve the installation of individual traffic facilities projects, where:</p> <ul style="list-style-type: none"> • the individual traffic facility project forms part of that financial year's Traffic Facilities Program which has previously been approved; and • Subject to consultation of local residents.
38.	<p>Warning Signs</p> <p>To approve the installation of Warning Signs as defined in applicable Australian Standards, where</p> <ul style="list-style-type: none"> • the proposed sign can be found in Section 3 Warning Signs of the Australian Standard 1742.1-1991 and • The NSW Police agree with the installation.
39.	<p>Signs across Driveways</p> <p>To approve or refuse an application for signs or line marking across a driveway, where the NSW Police agree with the approval or refusal.</p>
40.	<p>Traffic Bollards</p> <p>To approve or refuse an application for the use of traffic bollards.</p>

41.	<p>Vehicular Crossings and Footpath Restorations</p> <p>To approve or refuse the construction of vehicular crossings and/or restoration works on Council land or over Council controlled road reserves.</p>
42.	<p>Street Lighting</p> <p>To approve the installation of additional street lighting facilities and associated charges.</p>
43.	<p>Storm water Drainage Works</p> <p>To approve or refuse all connections from private property to Council's storm water systems where those works are for the sole benefit of the development and do not revert to the control and management of the Council.</p>
44.	<p>Variation of Working Hours</p> <p>To authorise a one-off variation to the restricted hours of building works where:</p> <ul style="list-style-type: none"> • urgent building works are requires to be carried out; • large cranes have to stand on streets; • the loading/unloading of materials and pouring of the concrete would otherwise cause interference to traffic; and • the work requires the erection or removal of hoarding tower cranes, awnings and the like.
45.	<p>Positive Covenants, Easements and Section 88B instruments under the Conveyancing Act, 1919</p> <p>To approve and sign the grant or removal of a positive covenant or restriction contained in any positive covenant, easement and/or section 88B instrument under the Conveyancing Act 1919, in accordance with section 28 of the Environmental Planning and Assessment Act and subject to any Council Policy and the Law.</p>
46.	<p>Public Notification of Applications</p> <ul style="list-style-type: none"> • To determine whether a development application should be exempt from notification, subject to any applicable Council Policy • To determine such persons who own land or who reside in properties that may be detrimentally affected by a development and to ensure such persons are notified in accordance with any Council Policy.
47.	<p>Professional Certifications</p> <p>To approve or refuse professional certification from an Accredited Certifier in respect of Complying Development or Building Certification where that Certifier is accredited to undertake that particular type of work</p>

48.	<p>Building Professionals Act</p> <p>Authority under section 5 of the Building Professionals Act 2009 to make a recommendation on behalf of Council in support of an application to the Board for accreditation to carry out certification work (or the renewal of accreditation) on behalf of Council.</p>
49.	<p>Work on Private Land by Agreement</p> <p>To exercise Council's power to carry out work on private land.</p>
50.	<p>Entering of Premises</p> <p>To enter, and authorise Council employees (or other persons) to enter, any premises for the purposes of enabling the Council to exercise its functions under any Act.</p>
51.	<p>Library Act</p> <p>To exercise all powers of Council under the Library Act</p>
52.	<p>Motor Vehicle Fleet</p> <p>To manage Council's motor vehicle fleet</p>

PART E – DELEGATIONS BY OTHERS

1. ROADS AND MARITIME SERVICES DELEGATIONS

To exercise all the functions of the Authority under:

- (a) Division 2 of Part 8 (Regulation of traffic by roads authorities) of the Roads Act 1993.
- (b) Division 1 of Part 4 (Traffic control devices) of the Road Transport (Safety and Traffic Management) Act 1999.
- (c) Division 2 of Part 5 (Special event parking schemes) of the Road Transport (Safety and Traffic Management) Regulation 1999.

Subject to the following limitations:

- 1. The General Manager and any sub-delegate must not exercise a function:
 - (a) outside the area constituted under the Local Government Act 1993 for which council is the council, or

(b) on a road classified as a Freeway, Controlled Access Road, Tollway, Transitway or those roads classified under the *Roads Act 1993*, which are indicted as State Roads in the Roads & Traffic authority's *Schedule of Classified Roads and State and Regional Roads* published on its internet website (except where exercising a function in respect of portable traffic control light signals).

2. The General Manager and any sub-delegate may only exercise a function in respect of any prescribed traffic control device (defined in clause 131 of the Road Transport (*Safety and Traffic Management*) Regulation 1999 for the purposes of section 50 of the *Road Transport (Safety and Traffic Management) Act 1999* being –

1. any prescribed traffic control device contained in the Roads & Traffic Authority's *Traffic signs Database* located on its internet website and indicated as "*Delegated to Council for Authorisation – Yes*", and
2. any portable traffic control lights,

and under no circumstances, that is, despite (1) above, will the General Manager or any sub-delegate be permitted to exercise a function in respect of any internally illuminated traffic control device.

3. The General Manager and any sub-delegate must not exercise a function in respect of the following signs:

- Permissive parking signs
- No Parking signs
- No Stopping signs

on any public road or road or road related area (or anyu part thereof), which falls within a 1 km radius of any train station listed in the Roads & Traffic Authority's document published on its internet website, titled *Schedule of Nominated Train Stations*, and which has current unrestricted parking, without the approval of the Roads & Traffic Authority.

4. (1) A Council listed in Schedule 1 and its sub-delegate must not exercise a function in respect of the following activities including the referral of the matter to the Local Traffic Committee until a Traffic Management Plan, which must include an assessment of the impact of the exercise of the function and proposed measures to ameliorate such impact, has been approved by the Authority:

(a) The prohibition of the passage of traffic on a public road or road or

road related area to any one or more of the following classes of traffic:

- Pedestrians
- Vehicles
- Motor vehicles

By physical means or regulatory signs (whether a prescribed traffic control device or otherwise) or both;

(b) The installation or display of the following traffic control signs on roads or road related areas:

- No Right turn
- No Left turn
- No Entry
- No turns
- Left Turn Only
- Right Turn Only
- No Trucks
- No buses
- No Pedestrians

Or the installation or display of any other sign or road marking prohibiting or compelling a turning movement;

(d) changing a two-way street into a one-way street or reversing the direction of a one-way street;

(e) reduction in the number of traffic lanes on a public road or road or road related area by physical means or regulatory signs (whether a prescribed traffic control device or otherwise) or both.

(2) A Traffic Management Plan is not required if Council certifies to the Authority in writing that a No Trucks or No buses traffic control sign is to be erected solely for the purpose of protecting a road from damage by the passage of motor vehicles.

5. A sub-delegate must not exercise a function in respect of portable traffic control light signals unless:

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- (1) the signals are used in connection with the carrying out of road work on public roads as authorised by the *Roads Act 1993*; and
 - (2) no fixed equipment or fixed cables are used.
 6. A sub-delegate must not exercise a function in respect of Division 2 of Part 8 (Regulation of Traffic by Roads Authorities) of the *Roads Act 1993*.
 7. The General Manager and any sub-delegate must not exercise a function until they have notified the Commissioner of Police and the Authority of any decision taken to exercise a function except where:
 - (a) the advice of the Local Traffic Committee is unanimous; and
 - (b) the council or its sub-delegate propose to follow such advice.
 8. Where the General Manager or any sub-delegate has notified or should have notified the Commissioner of Police and the Authority of a decision to exercise a function, the General Manager or any sub-delegate must not exercise a function for a period of fourteen (14) days from the date of notification.
 9. Where an appeal has been made to the Chairperson of a Regional Traffic Committee in respect of a decision taken by the General Manager or any sub-delegate to exercise a function, the General Manager or any sub-delegate must not exercise the function until the Chairperson of the Regional Traffic Committee determines the appeal.
 10. Where the Chairperson of the Regional Traffic Committee has determined an appeal, the General Manager or any sub-delegate must not exercise the function in respect of which an appeal has been made, otherwise than in accordance with the determination of the Chairperson.
 11. Before installing or displaying a prescribed traffic control device, the General Manager or any sub-delegate must authorise installation or display (or interference with, alteration or removal) of the device in writing in accordance with section 51 of the *Road Transport (Safety and Traffic Management) Act 1999*.
 12. The General Manager and any sub-delegate shall keep a record of installation, display, alteration or removal of a traffic control device. Such a record must include the following:
 - (a) Type and location of the traffic control device;
 - (b) Time and date of completion of installation, display, alteration or removal of the traffic control device.

13. Where the General Manager or any sub-delegate wishes to exercise a function in respect to a "Roadwork Speed Limit" traffic sign (Speed Series (R4) Sign No. R4-212 contained in the Roads & Traffic Authority's *Traffic Signs* Database located on its internet website, the following conditions apply:
- (a) when the installation period of a 'Roadwork Speed Limit' sign is to be for 6 working days or less:
 - (i) authorisation of the use of the 'Roadwork Speed Limit' sign must be carried out by council or a sub-delegate who holds a current Traffic Control at Worksites certificate issued by the Authority; and
 - (ii) the nearest office of the Authority is to be notified in writing of Council's intention to implement a roadwork speed limit prior to works commencing; and
 - (iii) the nearest Police Station is to be notified in writing of Council's intention to implement a roadwork speed limit prior to works commencing.
 - (b) When the installation period of a 'Roadwork Speed Limit' sign is to be for more than 6 working days:
 - (i) authorisation of the use of the 'Roadwork Speed Limit' sign must be carried out by council or a sub-delegate who holds a current Traffic Control at Worksites Certificate issued by the Authority, and
 - (ii) the nearest office of the Authority is to be notified in writing of Council's intention to implement a roadwork speed limit 7 days prior to works commencing; and
 - (iii) the nearest Police Station is to be notified in writing of Council's intention to implement a roadwork speed limit 7 days prior to works commencing.
 - (c) The need for a 'Roadwork Speed Limit' sign shall be determined in accordance with the document, "*Traffic Control at Worksites*" Version 3.1 dated April 2006 (RTA publication No. 03.290) issued by the Authority;
 - (d) 'Roadwork Speed Limit' signs shall be installed in accordance with "*Traffic Control at Worksites*" document)as already referred to);

(e)	records maintained by a council and its sub-delegate in respect to a 'Roadwork Speed Limit' sign must include:	
(i)	Council's or its sub-delegate's written authorisation of the installation (The sub-delegate's Traffic Control at Worksites Certificate number must be shown).	
	A. The location,	
	B. The installation time and date, and	
	C. The removal time and date.	
(ii)	the 'Roadwork Speed Limit' sign is to be removed as soon as practicable after the road works have been completed.	

14. that the Council:

1. sub delegate its delegated powers from the National Heavy Vehicle Regulator as set out below to the General Manager.


Heavy Vehicle National Law
Section 661
INSTRUMENT OF DELEGATION- PERMITS

I, Bruce George Baird, Chairperson of the National Heavy Vehicle Regulator Board, pursuant to the Authorisation of the National Heavy Vehicle Regulator Board made 3 February 2014, hereby delegate under section 661(1)(b) of the Heavy Vehicle National Law as applied in participating jurisdictions (the National Law) to each road manager in New South Wales those functions specified in Column 1 and Column 2 of the Schedule 1, subject to the limitations specified in Column 3 of Schedule 1.

The Delegate may sub delegate the functions specified in Schedule 1 to suitably qualified persons who are subject to the direction and control of the delegate, for the purpose of giving effect to the National Law.

This instrument has effect for one year from the date of its execution.

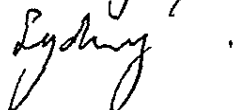
This Instrument is comprised of the cover page, this page and Schedule 1, comprising 3 pages. No other material forms part of the Instrument.



BRUCE GEORGE BAIRD
CHAIRPERSON

National Heavy Vehicle Regulator

DATED AT Sydney THIS 21st day of February, 2014



SCHEDULE 1 – Table of Sub-delegated Functions of Chief Executive Officer

Column 1 Reference	Column 2 Function	Column 3 Limitation
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Chapter 4 Vehicle operations-mass, dimension and loading

Part 4.5	Exemptions for particular overmass or oversize vehicles	The delegate is authorised to issue a permit under Division of Part 4.5, including doing all things reasonably necessary or incidental in connection
Division 3	Exemptions by Permit	with the issue of a permit, In respect of any road for which the delegate may exercise the functions of a road manager under the Heavy Vehicle (Adoption of National Law) Act 2013 (NSW).
Part 4.7	Particular provisions about mass or dimension authorities	The delegate is authorised to exercise the functions of the Regulator under Division 4 or Division 5 of Part 4.7 in connection with a mass or dimension authority issued in respect of any road for which the delegate may exercise the functions of a road manager under the Heavy Vehicle (Adoption of National Law) Act 2013 (NSW)
Division 4	Amendment, cancellation or suspension of mass or dimension authority granted by permit	
Division 5	Provisions about return of mass or dimension authorities	

Chapter 11 Reviews and appeals

Part 11.2	Internal Review	The delegate may issue a certificate with respect to a permit it has issued under Part 11.2 in respect of any decision it has made in accordance with this delegation, under Part 4.5 or Part 4.7.
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Chapter 13 General

711(1)(g)	Evidence by certificate by Regulator generally	The delegate may issue a certificate with respect to a permit it has issued under Part 4.5 or Part 4.7.
713	Evidence by certificate by Regulator about matters stated in or worked out from records	The delegate may issue a certificate with respect to any matter relevant to a decision made in accordance with this delegation, as specified in this section.

(Resolved by Council 16th April, 2014.)**2. DEPARTMENT OF FAIR TRADING**

Delegations under Section 21 of the Plumbing and Drainage Act 2011 (Plumbing and Drainage Act):

Function	Conditions
To monitor compliance with the Plumbing and Drainage Act (s19(a))	This function is to be exercised in accordance with the requirements of the Plumbing and Drainage Act, Plumbing and Drainage Regulation 2012 (Plumbing and Drainage Regulation) and guidelines (if any) issued by the plumbing regulator.
To ensure that any plumbing and drainage work carried out does not threaten public health or safety (s19 (b))	This function is to be exercised in accordance with the requirements of the Plumbing and Drainage Act, Plumbing and Drainage Regulation and guidelines (if any) issued by the plumbing regulator.
<p>To undertake any other functions conferred or imposed on the plumbing regulator by the plumbing and Drainage Act (s19 (c)) other than:</p> <ul style="list-style-type: none"> • Receiving notices of work and other documentation required to be submitted to the plumbing regulator concerning proposed alternative solutions (s9 (3) of the Plumbing and Drainage Act and clause 10 of the Plumbing and Drainage Regulation), • Authorising fittings for use in plumbing and drainage work (s20), and • Initiating criminal or other proceedings as provided for in Part 5 of the Plumbing and Drainage Act. 	The exercise of any function by the council as a delegate of the plumbing regulator under the Plumbing and Drainage Act is to be in accordance with the requirements of the Plumbing and Drainage Act, Plumbing and Drainage Regulation and guidelines (if any) issued by the plumbing regulator.

3. MINISTER FOR PLANNING DELEGATION

Subject to the Minister delegating functions under section 59 of the Environmental Planning and Assessment Act, and subject to the Council resolving to accept the Ministerial delegations, only those functions identified in the ministerial delegation may be carried out.

Set out below are current delegations from the Minister for Planning and accepted by the Council:

1. to make – and determine not to make – an Local Environmental Plan under section 59(2), and (3) of the Environmental Planning & Assessment Act
2. to defer inclusion of certain matters in a Local Environmental Plan under section 59(3) and
3. to identify which matters must be considered and which stages of the planmaking process must be carried out again prior to resubmission (section 59(4)0 if the council defers the Proposal or if a matter is deferred from the Local Environmental Plan.

Glossary of Terms

Act	means <i>Local Government Act 1993</i>
Authority	means any government (state or federal), government department, statutory corporation or other body having power to legally direct the Council or its officers
Department	means the Department of Local Government, or any future department (or combined department) carrying out the functions of the present Department of Local Government for the State of New South Wales
Director-General	means the Director-General of the Department of Local Government or the Director-General of any other government department which has the carriage of the administrative functions of the Act and the portfolio of Local Government.
Law	means the requirements of all statutes, rules, ordinances, codes, regulations, proclamations, by-laws, environmental planning instruments, directions and consents of any Authority
Minister	means the Minister for Local Government or any future title given to a ministerial position of a future New South Wales State Government portfolio that includes governance of Local Government.

Abbreviation	Full Description
ARO	Assistant Revenue Officer
BS	Building Surveyor
DCS	Director of Corporate Services
DM	Development Manager
DTS	Director of Technical Services
EE	Environmental Engineer
EHO	Environmental Health Officer
ERM	Enterprise Risk Manager
EXE	Executive Engineer
FM	Finance Manager
OM	Operations Manager
Overseer	Roads and Maintenance Overseers
Ranger	Environmental Liaison Officer/Ranger
RO	Revenue Officer
TP	Town Planner



Policy Register

38 DRAINAGE CORRIDORS FIRE REDUCTION POLICY

Individual owners of the land that adjoins the drains may apply for a permit to graze sheep within the drainage corridors in the months of October-December inclusive under the following conditions:

Approval

Prior to the introduction of sheep into the corridor, the landholder will obtain approval from Murray Irrigation Limited – Manager Drainage.

Stocking Rate

The stocking rate shall not exceed that determined by the Murray Irrigation Limited – Manager Drainage and duration of grazing shall not exceed 5 days.

External Watering Points

Stock watering points independent of the drain shall be provided as a condition of obtaining permission to graze animals.

Rainfall Events

No grazing will be permitted within the drainage corridor when the soil is wet after a rainfall event. In this instance, no grazing will be permitted on the corridor for 10 days after a rainfall of 25 millimetres or more.

In the event of a rainfall exceeding 25mm in 24 hours, all stock are to be immediately removed from the corridor.

Monitoring and Reporting

Immediately after each grazing season, Murray Irrigation Limited will provide Council with a schedule listing the following:

Name of drain	Landholder	Length of drain	Sheep Nos.	Entrance date	Duration
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(adopted by Council 10/9/00)



Policy

25 DRIVEWAYCONSTRUCTION

That when associated with the construction of kerb and gutter or footpath, the Council, upon request, will agree to construct a property owner's driveway on the following terms and conditions:

1. The actual cost of the driveway shall be borne by the property owner.
2. Payment shall be made in full to the Council within three months of the first invoice being sent and if such payment is not made then interest at a rate prescribed by S566 of the Local Government Act, 1993 will be charged from the date of the first invoice.
3. The property owner does not have any other overdue amounts owing to the Council.
4. The Council not accepting any future liability in respect of the completed works other than those associated with poor workmanship and which have been identified within six months of completion of the work.
5. The property owner agreeing to enter into an agreement in relation to conditions two and four above.

(Adopted by Council 20/8/97)



87 POLICY FOR VOLUNTEERING IN BERRIGAN SHIRE

About Berrigan Shire

Berrigan Shire's vision for its community includes:

→ MISSION STATEMENT

To provide leadership and excellence in service to the community to enable an enhanced quality of life to be achieved.

→ GUIDING PRINCIPLES

Community Leadership

The Council will, through consultative processes, fulfil a leadership and co-ordination role on issues that affect our community.

Continuous improvement is essential to our success

We must strive for excellence in everything we do, in all of our output, in the safety and demonstrated value of our services, our human relationships and our efficiency and effectiveness.

The Community of the Berrigan Shire is the focus of everything we do

Our work must be done with the users in mind, providing the necessary services and capital works that are required at the most affordable value while achieving the highest level of safety and quality required by the community.

We will seek and encourage the community to be involved in what we do.

Our way of operation is based on Teamwork and Trust

The Council and its employees operate as a team and will interact with trust and respect and together we will work towards our common goals.

Integrity is never compromised

The conduct of the Council must be pursued in a manner that is respected for its integrity

Introduction

Volunteers are a cornerstone of the Berrigan Shire community, participating in social, recreational, sporting, cultural, environmental, community support and civic activities and programs.

This input contributes to the quality of life enjoyed by Berrigan Shire residents and improves access to facilities and services. Volunteers also bring to the organisation their specialist advice and skills, and provide additional human resources to particular programs.



The contribution of volunteers remains vital to Berrigan Shire and Council recognises and values the reciprocal nature of the relationship between organisation and individual. As with many organisations, Berrigan Shire relies on volunteers to assist with the provision of services and facilities for the community.

Berrigan Shire supports the "Universal Declaration on Volunteering" as proclaimed by The International Association for Volunteer Effort at its 16th World Volunteer Conference, Amsterdam, The Netherlands, January 2001, and supported by Volunteering NSW.

The Universal Declaration on Volunteering

Volunteering is a fundamental building block of civil society. It brings to life the noblest aspirations of humankind - the pursuit of peace, freedom, opportunity, safety, and justice for all people.

In this era of globalisation and continuous change, the world is becoming smaller, more interdependent, and more complex. Volunteering - either through individual or group action - is a way in which:

- human values of community, caring, and serving can be sustained and strengthened;
- individuals can exercise their rights and responsibilities as members of communities, while learning and growing throughout their lives, realising their full human potential; and
- connections can be made across differences that push us apart so that we can live together in healthy, sustainable communities, working together to provide innovative solutions to our shared challenges and to shape our collective destinies.

At the dawn of the new millennium, volunteering is an essential element of all societies. It turns into practical, effective action the declaration of the United Nations that "We, the Peoples" have the power to change the world.

This Declaration supports the right of every woman, man and child to associate freely and to volunteer regardless of their cultural and ethnic origin, religion, age, gender, and physical, social or economic condition. All people in the world should have the right to freely offer their time, talent, and energy to others and to their communities through individual and collective action, without expectation of financial reward.

We seek the development of volunteering that:

- elicits the involvement of the entire community in identifying and addressing its problems;
- provides a voice for those who cannot speak for themselves;
- enables others to participate as volunteers;
- complements but does not substitute for responsible action by other sectors and the efforts of paid workers;



- enables people to acquire new knowledge and skills and to fully develop their personal potential, self-reliance and creativity;
- promotes family, community, national and global solidarity.

We believe that volunteers and the organisations and communities that they serve have a shared responsibility to:

- create environments in which volunteers have meaningful work that helps to achieve agreed upon results;
- define the criteria for volunteer participation, including the conditions under which the organisation and the volunteer may end their commitment, and develop policies to guide volunteer activity;
- provide appropriate protection against risks for volunteers and those they serve;
- provide volunteers with appropriate training, regular evaluation, and recognition;
- ensure access for all by removing physical, economic, social, and cultural barriers to their participation.

Statement of intent

This document provides a frame of reference for Berrigan Shire in its interaction with its many volunteers.

Berrigan Shire aims to facilitate partnerships with individuals and groups and encourage participation in a broad range of community activities to increase the level of satisfaction for those contributing.

Berrigan Shire aims to promote the value and recognition of volunteering to encourage increased participation from individuals in activities that benefit the community.

Berrigan Shire aims to define clear guidelines for participation by volunteers to allow individuals to have a clear understanding of the nature and commitment of their involvement in Council activities.

Definition of volunteering

Volunteering is an activity that takes place through a not-for-profit organisation or project and is:

- Of benefit to the community and the volunteer;
- Undertaken of the volunteer's own free will and without coercion;
- For no financial payment;
- In a position not designated as paid; and
- Underpinned by the Volunteer Australia 'Principles of Volunteering'

General principles



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- Volunteering benefits the community and the volunteer.
- Volunteering is always a matter of choice.
- Volunteering is an activity that is unpaid and not undertaken for the receipt of salary, pension, government allowance or honorarium.
- Volunteering is a legitimate way in which citizens can participate in the activities of their community.
- Volunteering is a vehicle for individuals or groups to address human, environmental and social needs.
- Volunteering is an activity performed generally in the not for profit sector.
- Volunteers do not replace paid workers nor constitute a threat to the job security of paid workers.
- Volunteering respects the rights, dignity and culture of others.
- Volunteering promotes human rights and equality.

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Philosophy

Berrigan Shire values the contribution made by volunteers and seeks to recognise that by:

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- Acknowledging that the relationship between volunteers and Berrigan Shire is a reciprocal one;

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- Acknowledging that volunteers exercise free choice in committing to Berrigan Shire;

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- Acknowledging that volunteers are of equal status and deserve the same treatment and respect as paid employees, and that Berrigan Shire can expect the same standards of its volunteers as it expects of its paid employees;
- Ensuring volunteers are not used to replace paid staff positions and only carry out work that they have agreed to;
- Stating and acknowledging the contribution of volunteers in Berrigan Shire documentation and recording hours worked;
- Providing an opportunity for the development of skills and experience;
- Providing support in the form of clear policy guidelines, training, recognition and support, and the provision of references if required.

V

Recruitment of volunteers

Volunteers often have clear expectations of the 'value' of the volunteer experience and are equally clear about the type of work they wish to undertake. In placing a volunteer it is important to recognise these different expectations and how each might contribute to meeting the needs of the organisation as well as the individual.

The recruitment policy is driven by Berrigan Shire's purpose which is to fulfil the needs of our organisation and the expectations of our volunteers.

Berrigan Shire applies the principles of equal opportunity to its recruitment processes and will not withhold a volunteer job on the basis of race, age, gender or religion.



See Berrigan Shire Council's Equal Employment Opportunity Policy Statement.

The area of work and level of involvement will be arranged on an individual basis at time of interview with the manager/supervisor of the area in which the volunteer has expressed interest.

Prospective volunteers are matched for their suitability to existing position descriptions. The selection criteria for each position depends upon the particular skills needed to fulfil the duties of that position.

Position description

A Volunteer position description should be completed before a volunteer can be allocated to an area of Council. This description must include:

- The responsible staff member's department;
- Their role as a Volunteer;
- Background information pertaining to the relevance and need of the volunteer's position;
- A list of basic tasks involved;
- Desirable skills required to carry out the position;
- Duration of position and time commitment;
- Name of supervisor.

Registration

All new volunteers are encouraged to meet with the manager/supervisor of the area in which they are to volunteer, to discuss their interest in volunteering, and to fill out a registration form. The purpose of this meeting is to:

- Determine what brought them to Berrigan Shire;
- Discuss any particular expectations regarding volunteering;
- Get to know them ie: their background, what they are doing now;
- Determine their availability;
- Talk about the areas in which volunteers can work and the type of work they can do;
- Talk about expected commitment from volunteers;
- Ask about any special needs or limitations Berrigan Shire ought to be aware of;
- Discuss their suitability for Berrigan Shire and Berrigan Shire's suitability for them;

All Section 355 Committees are to notify the Council of new Volunteers prior to them starting work.

Independent Volunteer Groups (IVG)



From time to time, Council will work with Independent Volunteer Groups (IVG), such as Lions, Rotary, Red Cross etc. These are groups who are organised, and undertake volunteer activities and/or work with Council to provide a service.

If Council decides to enlist the services of an IVG then Council has an obligation to ensure the group has the capacity to deliver the services in a manner which is safe to the volunteer.

Council is to ensure that the IVG has a commitment and capacity to comply with the *OHS Act 2000 (NSW)* and the *OHS Regulation 2001 (NSW)*. The general duty of the IVG is to demonstrate that the volunteers have the capacity to undertake their activities in a safe work location, have undertaken a hazard identification, completed risk assessment, consulted with volunteers, are utilising appropriate plant in a same manner, using substances safely, and employing systems of work which are safe.

This checklist will be completed by IVG and Council prior to Council working with an IVG to provide services.

Induction

Once a volunteer has been placed to the volunteer's and the supervisor's mutual satisfaction, the volunteer's rights and responsibilities (see below) will be discussed with them.

They should be given a copy of their job description and this policy.

Induction

Once a volunteer has been placed to the volunteer's and the supervisor's mutual satisfaction, the volunteer's rights and responsibilities (see below) will be discussed with them.

Volunteers are to then be given a tour of the place (or base) of the volunteer activities and introduced to all available members of staff. Staff to be informed as to the volunteer's duties and who they will be working with. The tour to include:

The tour to include:

- Tea room and tea/coffee making facilities etc.
- Toilets
- Other office activities/equipment, and
- Emergency exits
- Notification to volunteer of any hazards identified in the risk assessment carried out by Council staff

All voluntary appointments are to be appraised regularly. If either the volunteer or the supervisor feel that the appointment is not working, either a new position may be found or the volunteer may be asked to wait until a suitable new position comes available.

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If either the volunteer or the supervisor feel that the appointment is not working, either a new position may be found or the volunteer may be asked to wait until a suitable new position comes available.

Training



Supervisors are expected to provide adequate training to enable their volunteers to carry out their proscribed duties. The supervisors are responsible for their volunteers while they are learning to use Berrigan Shire equipment and must make themselves available to help when needed. Volunteers are to be encouraged to develop and expand their personal skills to maintain and enhance Berrigan Shire's effectiveness. Specific training for volunteers will be provided where appropriate and financially possible.

Rights of volunteers

Berrigan Shire volunteers have a right to:

- Receive adequate information and a clear job description of what is expected and to understand why they are doing a task and how it fits into the broader program,
- Be assigned a suitable project, task or job and to say no to tasks they are unable to do, or would rather not do and to ask for a new job,
- Where appropriate, to have on-the-job supervision provided by a designated staff member,
- Receive respect and support from their co-workers as well as recognition and feedback from their supervisor for their work,
- Be reimbursed for out of pocket expenses, providing prior approval is obtained with the supervisor,
- Be briefed on the broader aspects of Berrigan Shire and discuss with their supervisor whether Berrigan Shire is suited to them or whether they are suited to Berrigan Shire,
- Request a reference from their supervisor when applying for a job, providing the volunteer has worked at Berrigan Shire for a minimum period of three months,
- Provide feedback, suggestions and recommendations regarding their job or the wider program,
- Have access to dispute resolution procedures and to be supported through such a process,
- Have their personal details kept in a confidential manner,
- Work in a safe and healthy environment, and
- Be provided with a place to work and suitable tools and materials.

Responsibilities of volunteers

We ask that our volunteers agree to:

- Be reliable and commit, where possible, to regular day/s and time of work so tasks can be planned accordingly;
- Keep Berrigan Shire informed of changes of address and phone number;
- Be responsible to and consult with their supervisor;
- To ask for support when needed;
- Agree to do job training necessary to carry out duties as stated in their position description;
- Abide by any Berrigan Shire policies regarding their work;



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- Appreciate and respect the confidential nature of information that may be acquired during course of duties;
- Discuss any grievances or problems with their manager/supervisor.
- Not to spend money or order goods on behalf of the Berrigan Shire without prior approval;
- Notify their manager/supervisor if they are no longer able to work with Berrigan Shire;
- Agree to work in a safe and healthy way and not jeopardise the health and safety of others;

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- Inform Berrigan Shire of any pre-existing medical conditions or special needs that Berrigan Shire should be aware of that might effect the volunteer's ability to undertake certain tasks;
- Report any injury immediately to their supervisor;
- Not smoke in any Berrigan Shire building or vehicle.

Berrigan Shire's commitment to volunteers

Berrigan Shire recognises that volunteers contribute a vast wealth of skills, knowledge and support towards the running of Berrigan Shire. All Berrigan Shire staff in return are to treat volunteers with respect and support.

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Confidentiality

All volunteers' personal information will be treated:

- with confidentiality, and
- within legislative boundaries which seek to protect privacy and personal information.

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Working with children

People wanting to volunteer to work with children and young people have to satisfy some legislative requirements.

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All people looking after children and young people have a responsibility to provide a safe environment for them.

In July 2000, new legislation that affects all people working with children and young people was introduced.

- [Commission for Children and Young People Act 1998](#)
- [Child Protection \(Prohibited Employment\) Act 1998](#)

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These laws make up the Working with Children Check. Their goal is to create workplaces where our children are safe and protected.

Employers are required to ask all volunteers and employees who work primarily with children if they are a "prohibited person" as defined under the legislation, and all employees, paid and unpaid must tell their employer if they are.



A prohibited person is a person convicted of a serious sexual offence, or registrable offence under the *Child Protection (Offenders Registration) Act 2000*.

Potential volunteers may also be asked to undergo employment screening, although this is only mandatory for persons in paid child-related employment, foster carers, ministers of religion and members of religious organisations. Child related employment includes those working in child care centres, school and pre-schools, detention centres, hospitals, refuges, commercial child minding agencies, clubs, and associations with significant child membership and religious organisations.

If volunteers become a "prohibited person" they must immediately notify Berrigan Shire and cease their role in a child-related.

It is the responsibility of those people seeking employment/volunteer work that primarily involves direct contact with children, where that contact is not directly supervised, to:

- agree to allow the employer to undertake all aspects of the employment screening process (Attachment 3)
- complete a declaration saying whether or not they are a prohibited person when applying for child-related employment (Attachment 4)

Relevant criminal history, apprehended violence orders and prior employment checks, including relevant disciplinary proceedings, will be conducted on recommended proposed volunteers.

Action required by volunteers:

- return the prohibited employment declaration to their supervisor within one month of being asked to provide the declaration
- agree to allow Berrigan Shire to undertake all aspects of the employment screening process.

Reimbursement

General expenses

Managers/supervisors should advise their volunteers of their budget limitations and must approve any purchases before they are made. Volunteers will then be reimbursed for approved purchases out of supervisor's budget.

Receipts must be obtained and the manager/supervisor is to fill out petty cash claim on the volunteer's behalf.

Travel expenses

With prior approval by the relevant manager/supervisor, all travel expenses incurred reasonably by a volunteer in the course of her/his duties shall be fully reimbursed by Berrigan Shire upon presentation of appropriate documentation.



Where a volunteer is required to use her or his own vehicle for Berrigan Shire's business, the volunteer shall be paid a vehicle allowance, out of the Manager/supervisor's budget, in accordance with going rate paid to staff as stated in Berrigan Shire's Salary Policy and the relevant Local Government (State Award) 2001.

Occupational health and safety

Berrigan Shire is committed to providing a safe work place for all staff and volunteers and in return ask that volunteers accept their responsibility to work safely. This means working intelligently, with common sense and foresight.

Occupational health and safety procedures have been developed to provide a safe working environment for all staff and volunteers, and to comply with the Occupational Health and Safety Act 2000 and its regulation:

- Each activity will need to carry out a risk assessment and identify any operating procedures that will require detailed process documentation to comply with Council policies.
- Procedures for use of equipment should be detailed.
- Personal protective equipment and clothing requirements identified and adequate budget allocated.

All volunteers are asked to notify their manager/supervisor on arrival at Berrigan Shire office/depot, and of their departure each day to indicate their presence in the building. This is especially important in case of evacuation.

Smoking is not permitted in any Berrigan Shire building or vehicle.

Volunteers are to report any injury immediately to their manager/supervisor, who should then follow documented Berrigan Shire injury notification procedures (see Berrigan Shire Council Occupational Health and Safety Manual).

Drug and alcohol free workplace

Berrigan Shire has a drug and alcohol free workplace policy. This policy is applicable to volunteers who undertake activities on behalf of Council.

Insurance cover

When engaged in Council activities, volunteers are covered by Council's insurance against injury or accident and public liability, if they are a registered volunteer with Council.

Section 355 Committees must notify the Council of all current members annually and must notify the Council immediately of any new members. This is to ensure that Volunteers are covered by the Council insurance while performing their duties.

Volunteers must be promptly added to the volunteer register kept by Berrigan Shire and its insurers. Managers/supervisors should notify the insurance officer of new volunteers so they may be added to the register.



Departing volunteers should also be removed from the register.

Equal opportunity and harassment

Equal Opportunity

Principles

Berrigan Shire is committed to equal opportunity and its effective implementation.

Berrigan Shire is opposed to discrimination on the basis of sex, race, age, physical or mental disability, religious beliefs, marital status, parental status, career status, sexual preference, political affiliation, industrial activity, pregnancy, victimisation, physical features or social and cultural backgrounds.

Policy

Applicants will be considered for voluntary positions at Berrigan Shire solely on the basis of skill, aptitude and relevant qualifications.

Berrigan Shire is committed to the equal participation of women and men in the organisation.

Harassment

In general, harassment is any form of behaviour that:

- you do not want
- offends, humiliates or intimidates you
- targets you because of your sex, pregnancy, race, marital status, disability, age, carers' responsibilities, homosexuality or transgender

Berrigan Shire will not tolerate harassment of any kind to staff or volunteers. Any harassment claims should be discussed with the manager/supervisor as soon as possible. All claims will be treated with confidentiality.

Sexual harassment

In general, sexual harassment is any form of sexually related behaviour that:

- you do not want
- offends, humiliates or intimidates you
- in the circumstances, a reasonable person should have expected would offend, humiliate or intimidate you.

Berrigan Shire will not tolerate sexual harassment of any kind to staff or volunteers. Claims of sexual harassment will be handled promptly, confidentially and in a manner that is fair to all involved in the complaint.

Sexual harassment is unacceptable and unlawful.

Whether the person intended to sexually harass his/her victim is irrelevant. It is how the victim feels that is important.

Any harassment claims should be promptly brought to the attention of the manager/supervisor.



Dispute resolution procedure

It is hoped that all disputes can be solved through discussion with concerned parties. It is advisable that all disputes are dealt with in a timely fashion.

Where a staff member has a dispute with a volunteer

If a staff member has a dispute with a volunteer they should try to resolve it directly by talking with the volunteer. If this does not resolve the problem or if the staff member is not able to discuss it with the volunteer, they should notify their manager/supervisor. If the dispute is of a serious nature it should also be put in writing and a copy given to the manager/supervisor. The manager/supervisor's role is to talk with both parties to determine a solution. Where appropriate, the manager/supervisor should mediate a meeting between the volunteer and the staff member to discuss the problem openly. If the dispute is of a serious enough nature, disciplinary action may be taken.

Where a volunteer has a dispute with a staff member

If a volunteer has a dispute with a staff member, they should advise their manager/supervisor as soon as possible to discuss the dispute. The manager/supervisor may ask the volunteer to put the dispute in writing. If the dispute continues or is of a serious enough nature, disciplinary action may be taken.

Conduct

Certain rules of conduct and behaviour apply to ensure a harmonious work environment for all concerned. This is set out in Berrigan Shire's Code of Conduct.

Resignation

Volunteers are an invaluable resource to Berrigan Shire but it is recognised that due to changing circumstances the volunteer may need to resign from their voluntary position. Berrigan Shire asks all volunteers to give as much notice, preferably in writing, as possible to their manager/supervisor prior to leaving Berrigan Shire.

All volunteers are asked to return any books, materials or files (electronic or otherwise) belonging to Berrigan Shire before they leave.

Berrigan Shire is committed to constantly improving its volunteer program and all feedback regarding the volunteer's experience at Berrigan Shire would be appreciated.

Emergency evacuation

In the event of a fire or discovery of smoke, volunteers are to notify the nearest staff member immediately. No volunteer should risk personal safety by trying to put out fire.



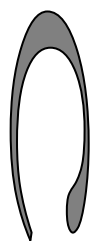
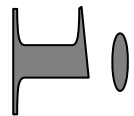
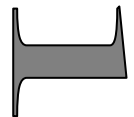
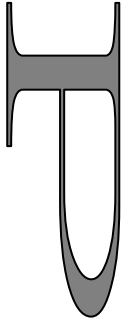
Should the alarms go off, all volunteers should follow staff to the nearest exit and evacuate the building immediately. Emergency exits are posted on noticeboards at Berrigan Shire offices and depots.

No attempt should be made to finish current tasks or to find personal belongings. All volunteers should then wait with staff outside the building at the nominated meeting place until they have been accounted for. No-one should leave the vicinity until that time.

Evaluation

The Volunteer Policy will be regularly reviewed and updated as required.

(Adopted by Council 18/6/03)





Circular Details	GC 145 / 8 June 2017 / A550500
Who should read this	Councillors / General Managers / Finance Managers
Contact	Helen Pearce – 02 4428 4131 / helen.pearce@olg.nsw.gov.au
Action required	Information

2017-18 Financial Assistance Grants – Advance Payment

What's new or changing

- In line with its 2017-18 budget paper number three, released 9 May 2017, the Australian Government will bring forward the first two instalments of the estimated 2017-18 financial assistance grants and resume annual indexation of CPI increases from 2017-18.

What this will mean for your council

- The 2017-18 advance payments, as set out in the attached table, are expected to be paid to local authorities on 8 June 2017.
- Adjustments will need to be made that take into account:
 - population adjustments for 2016-17
 - revised funding levels for 2017-18
 - the Grants Commission's recommended entitlements for 2017-18.
- The balance of the funds will be paid with a corresponding reduction to the quarterly instalments during 2017-18.
- The first quarterly instalment is expected to be paid to local authorities in mid-August 2017, with subsequent instalments in November 2017, February 2018, and May 2018.

Key points

- The grants are paid under the provisions of the *Local Government (Financial Assistance) Act 1995* (Cwlth).

Where to go for further information

- Please contact me if you require any further information.

Helen Pearce
Executive Officer
Grants Commission