

**Local
Government
Remuneration
Tribunal**

Annual Report
and
Determination

*Annual report and determination under sections 239
and 241 of the Local Government Act 1993*

**17 April
2018**

Local Government Remuneration Tribunal

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Executive Summary

The Local Government Remuneration Tribunal (the Tribunal) is required to report to the Minister for Local Government by 1 May each year as to its determination of categories of councils and the maximum and minimum amounts of fees to be paid to mayors, councillors, and chairpersons and members of county councils.

Categories

The Tribunal has reviewed the criteria that apply to the categories of councils and the allocation of councils into those categories. The Tribunal found that there was no strong case to change the criteria or the allocation of councils into categories at this time. The criteria applicable to each of the categories are published in Appendix 1 of the determination and are unchanged from 2017.

Fees

The Tribunal has determined that the minimum and maximum fees applicable to each category will be increased by 2.5 per cent which is consistent with the government's policy on wages.

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Section 1 Introduction

1. Section 239 of the *Local Government Act 1994* (the LG Act) provides for the Tribunal to determine the categories of councils and mayoral offices and to place each council and mayoral office into one of those categories. The categories are to be determined at least once every 3 years.
2. Section 241 of the LG Act provides for the Tribunal to determine, not later than 1 May in each year, for each of the categories determined under section 239, the maximum and minimum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils.
3. In determining the maximum and minimum fees payable in each of the categories, the Tribunal is required, pursuant to section 242A (1) of the LG Act, to give effect to the same policies on increases in remuneration as those of the Industrial Relations Commission. The current policy on wages is that public sector wages cannot increase by more than 2.5 per cent, and this includes the maximum and minimum fees payable to councillors and mayors and chairpersons and members of county councils.
4. The Tribunal is however able to determine that a council can be placed in another existing or a new category with a higher range of fees without breaching the government's wage policy pursuant to section 242A (3) of the LG Act.
5. The Tribunal's determinations take effect from 1 July in each year.

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Section 2 2017 Determination

6. The Tribunal undertook a significant review of the categories and the allocation of councils into each of those categories. The review was prompted by the amalgamation of councils resulting in the creation of 20 new councils and an overall reduction in the number of councils in NSW from 152 to 128.
7. In reviewing the categories the Tribunal examined a range of statistical and demographic data and considered the views of councils and Local Government NSW (the LGNSW). Having regard to that information, the Tribunal determined a categorisation model which differentiates councils primarily on the basis of their geographic location. Other factors which differentiate councils for the purpose of categorisation include population, the sphere of the council's economic influence and the degree of regional servicing.
8. The Tribunal's 2017 Determination was made on 12 April 2017 and determined the categories of general purpose councils as follows:

Metropolitan

- Principal CBD
- Major CBD
- Metropolitan Large
- Metropolitan Medium
- Metropolitan Small

Non-metropolitan

- Regional City
- Regional Strategic Area
- Regional Rural
- Rural

9. The criteria for the categories were also determined and are now contained in Appendix 1. The Tribunal's determination also provided for each of the 128 Councils to be allocated into one of the above categories.
10. The 2017 Determination provided a general increase of 2.5 per cent which was consistent with the Government's policy on wages.

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Section 3 2018 Review

11. The Tribunal wrote to all mayors in November 2017 advising of the commencement of the 2018 Annual Review. In doing so the Tribunal noted that at the time of making the 2017 determination a number of further merger proposals were on hold as a consequence of legal action taken by councils covered by these proposals. On 27 July 2017 the Premier, the Hon Gladys Berejiklian MP, issued a media release which advised that due to the protracted nature of those legal challenges and the impact on ratepayers, that the following mergers would not proceed:
 - Burwood, City of Canada Bay and Strathfield Municipal councils
 - Hornsby Shire and Ku-ring-gai councils
 - Hunter's Hill, Lane Cove and City of Ryde councils
 - Mosman Municipal , North Sydney and Willoughby councils
 - Randwick City, Waverley and Woollahra Municipal councils.
12. While the Tribunal is only required to review the categorisation every three years, given the changed circumstances, if requested, the Tribunal stated it would review the allocation of the above metropolitan councils into the existing categories.
13. In this respect, any requests for a review would need to be supported by evidence which would indicate that the council is more appropriately allocated into another category based on the criteria.
14. The Tribunal also stated that it does not intend to alter the groups or the criteria which apply unless there is a very strong case to do so.
15. The Tribunal also wrote to the President of LGNSW in similar terms, and subsequently met with the Chief Executive of LGNSW. The Tribunal wishes to place on record its appreciation to the Chief Executive for meeting with the Tribunal.
16. In response to this review the Tribunal received 13 submissions from individual councils and a submission from LGNSW. Those submissions addressed the categorisation model and criteria, the allocation of councils into those categories, and/or the fees. A summary of the matters raised and the Tribunal's consideration of those matters is outlined below.

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Categorisation

Categorisation model

17. The majority of submissions supported the categorisation model, suggested additional categories or made no comment. Concerns were largely based on the criteria and in particular the emphasis on population to determine appropriate categorisation.
18. One submission also requested that consideration be given to making the criteria for Principal CBD and Major CBD more general in nature.
19. Apart from requests for new categories, no case has been put to the Tribunal to adjust or change the categorisation model. The Tribunal is required to review the categories every three years. As the current model was introduced in 2017 the Tribunal will next consider the model and the allocation of councils into that model in 2020.
20. The Tribunal has reviewed the criteria which apply to the categories of Principal CBD and Major CBD. The criteria for Principal CBD and Major CBD are specific to the characteristics of councils within those categories. This is different to the other categories which have indicative population thresholds and general criteria which describe common features of councils in these groups.

Allocation of councils into categories

21. The criteria applicable to the categories are outlined in Appendix 1. The categories differentiate councils on the basis of their geographic location with councils grouped as either metropolitan or non-metropolitan. With the exception of Principal CBD and Major CBD, population is the predominant criterion to determine categorisation. Other common features of councils within those categories are also broadly described. These criteria have relevance when population alone does not adequately reflect the status of one council compared to others with similar characteristics. In some instances the additional criteria will be sufficient enough to warrant the categorisation of a council into a group with a higher indicative population range.
22. In respect of the request to reconsider the criteria for Principal CBD and Major CBD, the Tribunal notes that the current criteria are specific to the councils of Sydney City and Parramatta City respectively. Prior to the making of the 2017 determination Sydney City Council was a standalone category. Parramatta City Council was grouped with Newcastle

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City Council and Wollongong City Council. The Tribunal's 2017 review determined that Parramatta City Council would also be a standalone category within the group of metropolitan councils. Newcastle and Wollongong were placed in a separate category, Regional City.

23. The allocation of Sydney City Council and Parramatta City Council into unique categories reflects their status within the metropolitan area. These precincts have been identified by the NSW Government in its metropolitan planning policies¹ as "Metropolitan City Centres" and are the only local government precincts to be given this status. The Tribunal considers that Parramatta City Council is the only council which currently meets the criteria of Major CBD.
24. The Tribunal received ten requests for re-categorisation. Each of those requests was considered having regard to the case put forward and the criteria for each category. A multi variable approach was adopted in assessing each council against all the criteria (not only population) for the requested category and also the relativities within the categories. At the time of making the determination the Tribunal only had available to it population data as of 2016. The Australian Bureau of Statistics (ABS) has advised that more up to date population data will not be published until 24 April 2018 which is too late for consideration as part of this review. The Tribunal found that the current categorisation was appropriate, but noted that some of those councils seeking to be moved are likely to meet the criteria for re-categorisation in future determinations in the medium term. A summary of the Tribunal's findings for each of the applications is outlined in the following paragraphs.

Penrith

25. Penrith sought to be re-categorised to a new category (possibly Metropolitan Large – Growth Centre) to reflect expected population growth and development. The council submitted that the new category could have fees equivalent to Regional City. The submission also drew the Tribunal's attention to the regional servicing role of Penrith to Greater Western Sydney, the Blue Mountains and the Central West of NSW.

¹ Greater Sydney Commission's (GSC) Greater Sydney Regional Plan – *A metropolis of three cities – connecting people – March 2018* (GSR Plan); Transport for NSW's *Future Transport Strategy 2056, March 2018*; NSW Government's *The NSW State Infrastructure Strategy 2018-2038, 18 March 2018*.

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26. The Tribunal examined Penrith's submission in the context of other councils in the Metropolitan Large category. Penrith currently has the smallest population in this group of councils and the degree of population growth is comparable to other fringe metropolitan councils. While the council area is host to a range of regional facilities these are similar to those available in other council areas within this group. On the basis of the information available the Tribunal does not find there is a case to create a new category to accommodate Penrith.

Inner West

27. Inner West has sought to be re-categorised from Metropolitan Medium to Metropolitan Large. The council has a population of 190,500 (2016) which is substantially below the population of other Metropolitan Large councils. In considering this request the Tribunal has reviewed the additional factors which guide categorisation to both Metropolitan Large and Metropolitan Medium, as outlined in Appendix 1 of this determination. The Tribunal notes that while significant residential development is proposed for this council that development is influenced by a number of urban renewal and infrastructure projects which have either not commenced or are in their early stages. The Tribunal finds the council does not demonstrate a sufficient number of additional criteria to warrant re-categorisation as Metropolitan Large at this time. However, with expected population growth it is likely the council may be more comparable with other Metropolitan Large councils in the short to medium term.

Randwick

28. Randwick has sought to be re-categorised from Metropolitan Medium to Metropolitan Large principally on the basis of its regional servicing and facilities. The Tribunal notes that the council's population of 146,250 (2016) is squarely within the indicative range for this category of (100,000 to 200,000). In reviewing this request the Tribunal has also considered the degree of regional servicing and sphere of economic influence. Having regard to those factors the Tribunal does not find that the council can display additional criteria to a degree comparable to other councils in Metropolitan Large or that re-categorisation into this group is appropriate.

Canada Bay

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29. Canada Bay has sought to be re-categorised from Metropolitan Small to Metropolitan Medium. Canada Bay has a population 90,850 (2016) which is the largest of the councils in Metropolitan Small but still well below the indicative range of Metropolitan Medium councils. The council has put a case forward based on its growing regional influence with a large influx of workers, shoppers and visitors each day.
30. The Tribunal has compared the profile of Canada Bay to other councils in Metropolitan Medium and finds that the scale of its operations and degree of regional servicing are not sufficient to warrant re-categorisation. The Tribunal notes however, that similar to Inner West, expected population growth it is likely to make the council more comparable to those in Metropolitan Medium in the medium term.

Willoughby and North Sydney

31. Both Willoughby and North Sydney have sought to be re-categorised from Metropolitan Small to Metropolitan Medium. Under the new categorisation model these councils were allocated into a category with lower fees than those previously available under the former categorisation. The Tribunal finds that while some existing councillors may be receiving lower fees as a result of the revised categorisation, this is not a factor in the categorisation of councils into categories.
32. The categories have been developed to group councils with as many like characteristics as possible. The Tribunal has considered the characteristics of Willoughby and North Sydney in the context of those that apply to both Metropolitan Small and Metropolitan Medium.
33. Willoughby has a population of 77,950 (2016) and North Sydney 72,150 (2016). Willoughby has sought to be re-categorised having regard to additional criteria including its scale of operations and businesses and the regional significance of its centres. North Sydney has sought consideration of its regional services and facilities and high percentage of non-resident visitors and workers.
34. Both councils have sought recognition of the significant number and percentage of non-resident workers, however the available data from the ABS would suggest that many other metropolitan councils across all categories host a significant number of non-resident workers.
35. The Tribunal notes that the current population of both councils is within the indicative population range for Metropolitan Small councils and well below that of Metropolitan Medium. Having regard to the addition criteria that apply to Metropolitan Small and

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Metropolitan Medium, the Tribunal finds that the characteristics of Willoughby and North Sydney are more appropriately aligned with those of other Metropolitan Small councils and finds no case for them to be re-categorised at this time.

Port Macquarie

36. Port Macquarie has sought to be re-categorised from Regional Rural to Regional Strategic Area. Alternatively, it is requested that consideration be given to the creation of a new category for similar councils in the Regional Rural group.
37. Port Macquarie has a population of 79,650 (2016) which is significantly below the indicative population range of Regional Strategic Area councils. The Tribunal finds that Port Macquarie has not demonstrated the additional criteria to warrant inclusion into this group.
38. The Tribunal notes that there is a large population range of those councils included in the Regional Rural category. These councils are grouped together to reflect their like features such as having a major township which provides regional servicing to smaller rural communities and rural councils. The Tribunal does not propose to further differentiate this group at this time.

Maitland

39. Maitland has sought to be re-categorised from Regional Rural to Regional Strategic Area or that a new category be created between Regional Rural and Regional Strategic Area.
40. Maitland has a population of 78,200 (2016) which is significantly below the indicative population range of Regional Strategic Area councils. The Tribunal finds that Maitland has not demonstrated the additional criteria to warrant inclusion into this group. As outlined above the Tribunal does not propose to further differentiate this group at this time.

Hilltops

41. Hilltops Council has sought to be re-categorised from Rural to Regional Rural. The new Hilltops Council is an amalgamation of three former councils in the Rural category (Young, Boorowa and Harden). The submission states that the new council has increased complexity of business and should be recognised as Regional Rural.
42. The Tribunal notes that Hilltops has a population of 19,150 (2016) which is just below the indicative population range of Regional Rural councils. The category of Regional Rural currently includes one council – Broken Hill – which has a population similar to that of Hilltops. Broken Hill warrants categorisation as Regional Rural in recognition of the degree

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of regional servicing it provides to far western NSW. It is not considered that Hilltops provides the same degree of regional services and on that basis re-categorisation is not warranted at this time.

Leeton

43. Leeton has sought reconsideration of the criteria for eligibility to the categorisation of Regional Rural to take into account councils with populations of less than 20,000. Leeton has a population of 11,750 (2016).
44. Leeton has not sufficiently demonstrated that it meets the additional criteria for re-categorisation to Regional Rural level. The Tribunal does not propose to further differentiate this group at this time.

Fees

45. The LGNSW submission requested that the Tribunal increase fees by the allowable maximum of 2.5 per cent. The submission also reiterated its view that the current arrangement for setting fees is inappropriate and does not provide proper compensation for the significant workload and the range of responsibilities of mayors and councillors. Comparative information was presented in respect to board fees, fees paid to mayors and councillors of councils in Queensland and salaries for Members of Parliament. It was also suggested that when determining fees the Tribunal consider other matters, including the new induction and other professional development training requirements and the implementation of the NSW Local Government Capability Framework. The LGNSW submission also sought consideration of the non-payment of superannuation.
46. A number of submissions also sought an increase to the allowable maximum of 2.5 per cent and raised similar issues to LGNSW in respect to the current fees not being adequate compensation for the heavy or "full-time" workload and time commitment required to carry out mayoral and councillor duties.
47. One submission also raised the matter of fees for deputy mayors, submitting that an additional fee of \$200.00 per month be payable when the role of deputy mayor exists in a council.

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Findings

Quantum of Fees

48. The Tribunal has considered the submissions received and notes the comparisons drawn between the fees paid to councillors and mayors in NSW with those in other states, members of Parliament in NSW, and members of boards and committees. The Tribunal is mindful that the roles and responsibilities of councillors and mayors in NSW are outlined in the LG Act and notes that they are not necessarily comparable to the roles and responsibilities of councillors and mayors in other states, members of Parliament or members of boards and committees.
49. The Tribunal also notes that some of the other matters raised by submissions are more appropriately dealt with in the context of the current Local Government reform agenda and are outside the Tribunal's powers.
50. The Tribunal is required to have regard to the Government's wages policy when determining the increase to apply to the maximum and minimum fees that apply to councillors and mayors. The public sector wages policy currently provides for a cap on increases of 2.5 per cent.
51. The Tribunal has reviewed the key economic indicators, including the Consumer Price Index and Wage Price Index, and had regard to budgetary limitations imposed by the Government's policy of rate pegging, and finds that the full increase of 2.5 per cent is warranted. The 2.5 per cent increase will apply to the minimum and the maximum of the ranges for all existing categories.

Other matters

52. The Tribunal notes that the NSW Independent Local Government Review Panel made a number of recommendations in 2013 which addressed the role and remuneration of mayors and deputy mayors. The Tribunal understands that those recommendations have not yet been implemented or were supported by the Government in part only.
53. Should the Government's policies change with respect to remuneration the Tribunal would be willing to participate in any further review or consideration of this matter.
54. The matter of the non-payment of superannuation has been previously raised in submissions to the Tribunal and is not a matter for the Tribunal to determine. Section

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251 of the LG Act confirms that councillors are not employees of the council and the fee paid does not constitute a salary under the Act. The Tribunal notes that the Australian Tax Office has made a definitive ruling (ATO ID 2007/205) that allows councillors to redirect their annual fees into superannuation on a pre-tax basis and is a matter for councils (*Ref: Councillor Handbook, Oct 2017, Office of Local Government p.69*).

55. Councils have raised the matter of separate fees for deputy mayors on previous occasions and the Tribunal notes that it has previously determined that there is no provision in the LG Act to empower the Tribunal to determine a separate fee or fee increase for deputy mayors. The method for determining separate fees, if any, for a deputy mayor is provided in section 249 of the LG Act as follows:

249 Fixing and payment of annual fees for the mayor

- (1) *A council must pay the mayor an annual fee.*
- (2) *The annual fee must be paid in addition to the fee paid to the mayor as a councillor.*
- (3) *A council may fix the annual fee and, if it does so, it must fix the annual fee in accordance with the appropriate determination of the Remuneration Tribunal.*
- (4) *A council that does not fix the annual fee must pay the appropriate minimum fee determined by the Remuneration Tribunal.*
- (5) *A council may pay the deputy mayor (if there is one) a fee determined by the council for such time as the deputy mayor acts in the office of the mayor. The amount of the fee so paid must be deducted from the mayor's annual fee."*

Conclusion

56. The Tribunal's determinations have been made with the assistance of the two Assessors - Mr Ian Reynolds and Mr Tim Hurst. The allocation of councils into each of the categories, pursuant to section 239 of the LG Act, is outlined in Determination No. 1. The maximum and minimum fees paid to councillors and mayors and members and chairpersons of county councils, pursuant to section 241 of the LG Act, are outlined in Determination No. 2.

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The Local Government Remuneration Tribunal

Signed

Dr Robert Lang

Dated: 17 April 2018

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Section 4 Determinations

Determination No. 1- Determination Pursuant to Section 239 of Categories of Councils and County Councils Effective From 1 July 2018

Table 1: General Purpose Councils - Metropolitan

Principal CBD (1)	Major CBD (1)
Sydney	Parramatta
Metropolitan Large (8)	Metropolitan Medium (9)
Blacktown	Bayside
Canterbury-Bankstown	Campbelltown
Cumberland	Georges River
Fairfield	Hornsby
Liverpool	Ku-ring-gai
Northern Beaches	Inner West
Penrith	Randwick
Sutherland	Ryde
	The Hills
Metropolitan Small (11)	
Burwood	
Camden	
Canada Bay	
Hunters Hill	
Lane Cove	
Mosman	
North Sydney	
Strathfield	
Waverley	
Willoughby	
Woollahra	

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Table 2: General Purpose Councils – Non-Metropolitan

Regional City (2)	Regional Strategic Area (2)	
Newcastle	Central Coast	
Wollongong	Lake Macquarie	

Regional Rural (37)	Rural (57)	
Albury	Balranald	Kyogle
Armidale	Bellingen	Lachlan
Ballina	Berrigan	Leeton
Bathurst	Bland	Liverpool Plains
Bega	Blayney	Lockhart
Blue Mountains	Bogan	Moree Plains
Broken Hill	Bourke	Murray River
Byron	Brewarrina	Murrumbidgee
Cessnock	Cabonne	Muswellbrook
Clarence Valley	Carrathool	Nambucca
Coffs Harbour	Central Darling	Narrabri
Dubbo	Cobar	Narrandera
Eurobodalla	Coolamon	Narromine
Goulburn Mulwaree	Coonamble	Oberon
Griffith	Cootamundra-Gundagai	Parkes
Hawkesbury	Cowra	Snowy Valleys
Kempsey	Dungog	Temora
Kiama	Edward River	Tenterfield
Lismore	Federation	Upper Hunter
Lithgow	Forbes	Upper Lachlan
Maitland	Gilgandra	Uralla
Mid-Coast	Glen Innes Severn	Walcha
Mid-Western	Greater Hume	Walgett
Orange	Gunnedah	Warren
Port Macquarie-Hastings	Gwydir	Warrumbungle
Port Stephens	Hay	Weddin
Queanbeyan-Palerang	Hilltops	Wentworth
Richmond Valley	Inverell	Yass
Shellharbour	June	
Shoalhaven		
Singleton		
Snowy Monaro		
Tamworth		
Tweed		
Wagga Wagga		
Wingecarribee		
Wollondilly		

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Table 3: County Councils

Water (4)
Central Tablelands
Goldenfields Water
Riverina Water
Rous

Other (6)
Castlereagh-Macquarie
Central Murray
Hawkesbury River
New England Tablelands
Upper Hunter
Upper Macquarie

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Determination No. 2- Determination Pursuant to Section 241 of Fees for Councillors and Mayors

Pursuant to s.241 of the *Local Government Act 1993*, the annual fees to be paid in each of the categories to Councillors, Mayors, Members and Chairpersons of County Councils effective on and from 1 July 2018 are determined as follows:

Table 4: Fees for General Purpose and County Councils

Category		Councillor/Member Annual Fee		Mayor/Chairperson Additional Fee*	
		Minimum	Maximum	Minimum	Maximum
General Purpose Councils – Metropolitan	Principal CBD	26,970	39,540	164,980	217,080
	Major CBD	17,980	33,310	38,200	107,620
	Metropolitan Large	17,980	29,670	38,200	86,440
	Metropolitan Medium	13,480	25,160	28,640	66,860
	Metropolitan Small	8,970	19,790	19,100	43,150
General Purpose Councils – Non-metropolitan	Regional City	17,980	31,260	38,200	97,370
	Regional Strategic Area	17,980	29,670	38,200	86,440
	Regional Rural	8,970	19,790	19,100	43,170
	Rural	8,970	11,860	9,540	25,880
County Councils	Water	1,780	9,890	3,820	16,250
	Other	1,780	5,910	3,820	10,790

*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).

The Local Government Remuneration Tribunal

Signed

Dr Robert Lang

Dated: 17 April 2018

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Appendices

Appendix 1 Criteria that apply to categories

Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety has been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

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Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum population of 200,000.

Other features may include:

- total operating revenue exceeding \$200M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum population of 100,000.

Other features may include:

- total operating revenue exceeding \$100M per annum
- services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- industrial, commercial and residential centres and development corridors
- high population growth.

The sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Large councils.

Metropolitan Small

Councils categorised as Metropolitan Small will typically have a population less than 100,000.

Other features which distinguish them from other metropolitan councils include:

- total operating revenue less than \$150M per annum.

While these councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium councils the overall sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Medium councils.

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Regional City

Councils categorised as Regional City will typically have a population above 150,000. These councils are metropolitan in nature with major residential, commercial and industrial areas. These Councils typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development.

These councils provide a full range of higher order services and activities along with arts, culture, recreation and entertainment facilities to service the wider community and broader region. These councils typically also contain ventures which have a broader State and national focus which impact upon the operations of the council.

Newcastle City Council and Wollongong City Councils are categorised as Regional City.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from councils in the Regional Rural category on the basis of their significant population. Councils categorised as Regional Strategic Area will typically have a population above 200,000. These councils contain a mix of urban and rural settlements. They provide a range of services and activities including business, office and retail uses, along with arts, culture, recreation and entertainment facilities to service the wider community. These councils host tertiary education campuses and health facilities.

While councils categorised as Regional Strategic Area may have populations which exceed those of Regional City, they would not typically provide the same range of regional services or have an equivalent sphere of economic influence.

Central Coast Council and Lake Macquarie Council are categorised as Regional Strategic Area.

Regional Rural

Councils categorised as Regional Rural will typically have a minimum population of 20,000.

Other features which distinguish them from other non-metropolitan councils include:

- a major town or towns with the largest commercial component of any location in the surrounding area
- a significant urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages or may be located on or close to the coast with high levels of population and tourist facilities
- provide a full range of higher-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- regional services to the wider community through principal referral hospitals, tertiary education services and major regional airports
- these councils may also attract large visitor numbers to established tourism ventures.

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Rural

Councils categorised as Rural will typically have a population below 20,000.

Other features which distinguish them from other non-metropolitan councils include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- local economies based on agricultural/resource industries.

County Councils - Water

County councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

County Councils - Other

County councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the *Noxious Weeds Act 1993*.

Berrigan Shire 2027



Long Term Financial Plan 2018 – 2028
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) 2018 - 2028** 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 2018 – 2028** a critical element of which is the Council's **Long Term Financial Plan 2018 – 2028** together with the Council's **Asset Management Plans** and reviewed **Workforce Development Strategy (2017 – 2021)**. These complementary and integrated strategies and plans describe how Council resources and activities contribute toward the planning, development, implementation and review of **Berrigan Shire 2027**.

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

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

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

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

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

2. PLAN DEVELOPMENT

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

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

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

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

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

Financial Strategy 2016

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

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

To achieve these objectives Council will:

1.1	Prepare and review annually a Long Term Financial Plan with the aim of achieving the financial objectives identified in this strategy.
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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.

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 regulatory change by other levels of government which impact service delivery, such as the introduction and deferral of the Emergency Services Levy.

Service Delivery

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

Further a Service Review conducted by Council – February 2015 as part of its Corporate Workshop similarly found no significant or emerging issues likely to change the range and type of services delivered by Council. Finding that the with the exception of its Economic

Development activities and discretionary community development activities that statutory reporting requirements and regulations determine to a great extent the service model developed by the Council to meet the needs of our local communities.

Rate pegging

The LTFP base scenario assumes that there will be no significant increase in the total amount of Ordinary rates raised and that future Ordinary rate increases will be the maximum permissible amount allowed by the Independent Pricing and Regulatory Tribunal (IPART). In 2018/19 IPART determined a 2.3% increase in the Local Government Cost Index and deducted a 0.0% productivity factor. For all LTFP scenarios the figure has been set at 2.3% for 2018/19 and conservatively at 2.0% ongoing.

The base scenario included in this LTFP includes expenditure on major projects identified in the Council's [Delivery Program 2017 – 2021](#). It also includes changes in its organisational structure and reviewed [Workforce Development Plan](#).

Major planned expenditure

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

- There is an urgent need for the asset in the short term, or
- It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and

- The Council has access to a funding stream to meet its debt obligations without compromising its other activities.

The base scenario included in this LTFP does not include operating costs for the projects funded under the Stronger Country Communities Grant program.

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 2016/17 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 2016/17

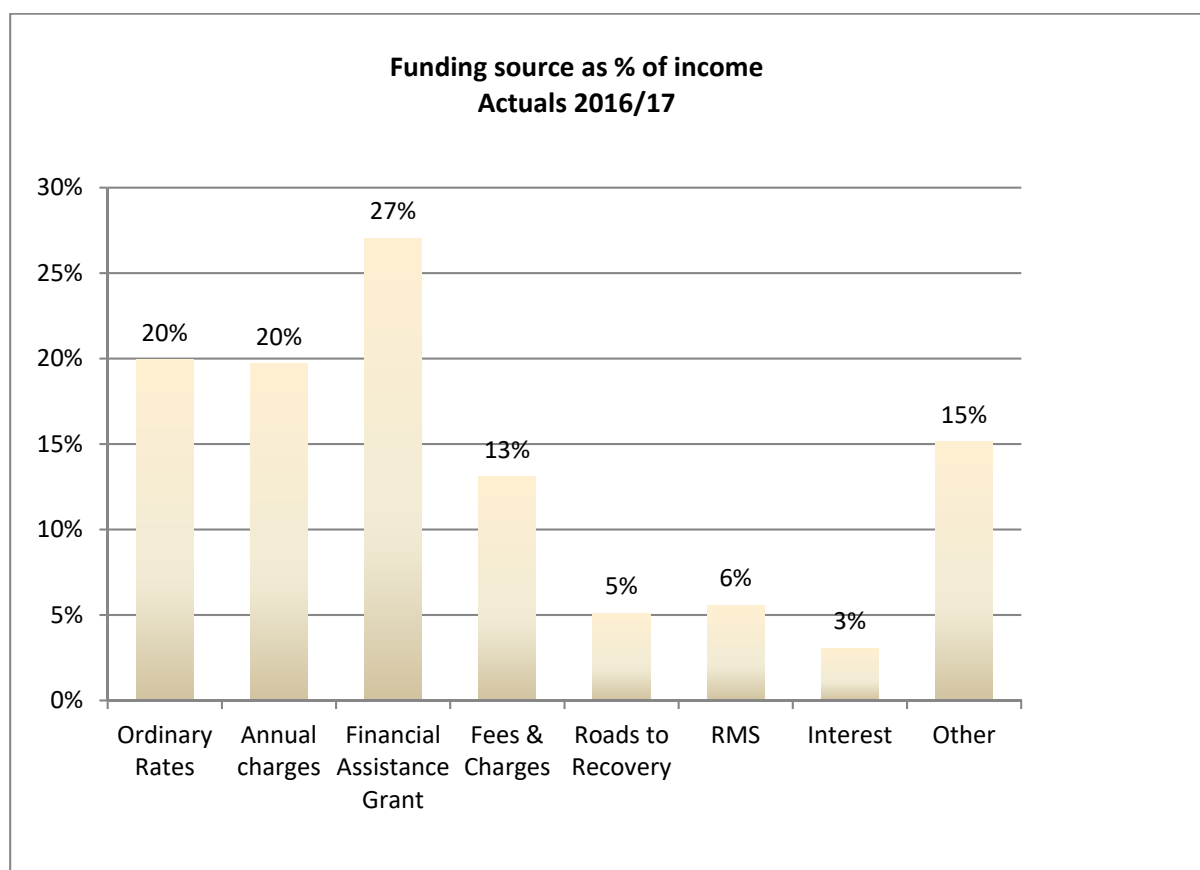


Table 1: Berrigan Shire Council Projected % Change in Global Income 2018 – 2028 (Base Scenario)

Operating Income	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Rates - Ordinary	2.30%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Annual Charges	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User Charges - Specific	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Fees & Charges - Statutory & Regulatory	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Fees & Charges - Other	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
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	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Revenues	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Grants - General Purpose (Untied)	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Operating Grants - Specific Purpose	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Operating Contributions - General Purpose (Untied)	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%

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 increase by 2.5% (2018/19), then continue to increase by approximately 2.5% per annum in 2019 – 2028.

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 2.5% interest and investment revenue return for the 2018 – 2028 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 2.5% per annum increase for the period 2018 – 2028.

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 2013/14 - 2016/17 indexation freeze imposed by the Federal Government – which expired in 2017-18.

This is consistent with the previous 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 was extended for a five-year period until 2020/21, and this has been included in this plan. This plan assumes it will continue until 2028.

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 2018 – 2028 (Base Scenario)

Operating Expenditure	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Employee Costs - Salaries	2.50%	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%	2.75%	3.00%	3.50%	4.00%	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	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Materials & Contracts - Raw Materials & Consumables	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Materials & Contracts - Contracts	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Materials & Contracts - Legal Expenses	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Materials & Contracts - Other	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Depreciation - IPP&E	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Other Expenses - Insurance	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Expenses - Utilities	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Expenses - Other	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

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 provision has been made for an increase in staffing costs related to the employment of additional design and project management personnel. This has been factored into the (Table 2) base scenario and global index of 2.5 % applied for employee costs as per the Award.

5.1.2 Borrowing Costs

The Council currently has just the one significant outstanding loan (external) 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.

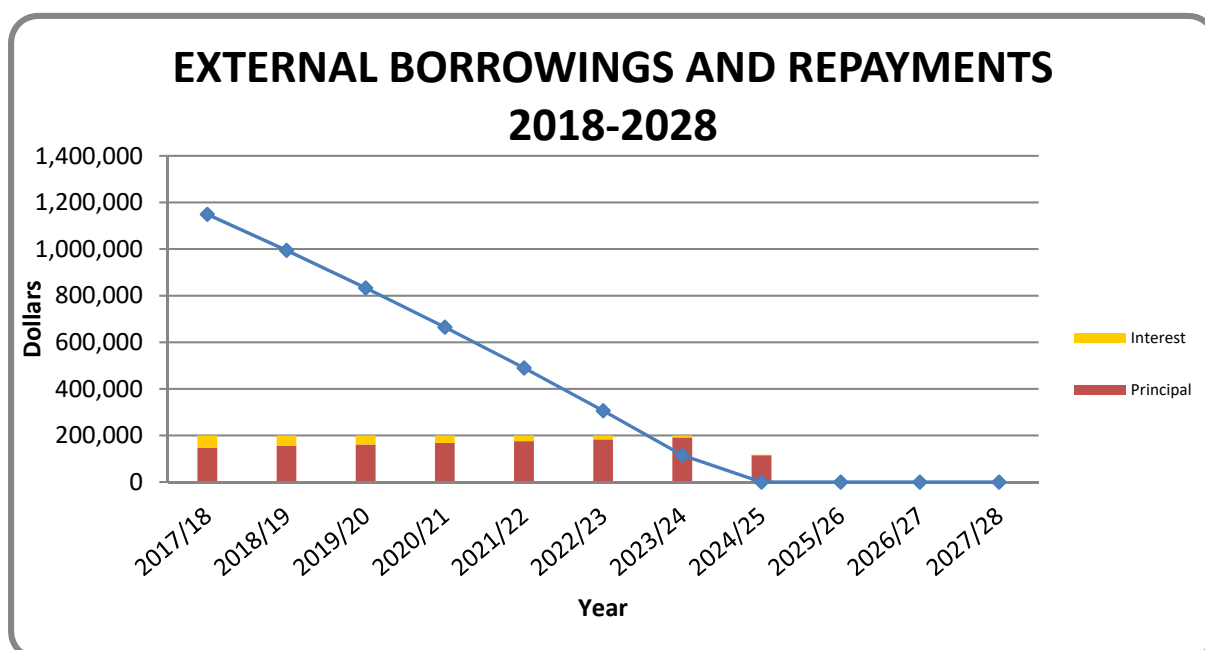
Based on the Council's external loan program, the Council's projected external debt outstanding debt is:

FUND	30 JUNE 2018	30 JUNE 2019	30 JUNE 2020	30 JUNE 2021
General	\$1,149,225	\$994,557	\$833,314	\$665,089.44
Water	\$0	\$0	\$0	\$0
Sewer	\$0	\$0	\$0	\$0
TOTAL	\$1,149,225	\$994,557	\$833,314	\$665,089.44

Total repayments of principal and interest for external loans are as follows:

FUND	2018 / 2019	2019 / 2020	2020 / 2021	2021/ 2022
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	(\$32,268)	(\$27,637)	(\$22,721)	(\$17,573)
NETT COST	\$168,220	\$172,851	\$177,767	\$182,915

This table does not include \$ 1.5 million internal loan from the Council's Sewer Fund to the Council's Water Fund. An internal loan included in the updated based case scenario 2018 – 2028.



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 2.0% per year from 2018 - 2028.

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 NSW Fire & Rescue and NSW Rural Fire Service have been included at historic levels and inflated in the absence of more specific advice. The model of weed control via the Central Murray County Council is currently being reviewed, and the financial implications of change have been modeled.

Income statement: The operating surplus before capital grants and contributions is forecast to increase to around \$0.5m until 2018/19 and moderately increase over the 10-year period to reach \$1.9m in 2027/28.

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 \$21.1m in June 2018 – to \$32.7m in June 2028. This increase is forecast with the Council's capital works program remaining within the bounds of \$4.57m to \$13.1m per annum (this includes grant funded works that are in addition to the

existing program). This should allow the Council to meet its asset management and funding obligations.

The Council's cash holdings in 2027/28 is mainly restricted for use in the Water and Sewer funds, Council's unrestricted cash will decrease over this period to around \$ 2.6m.

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

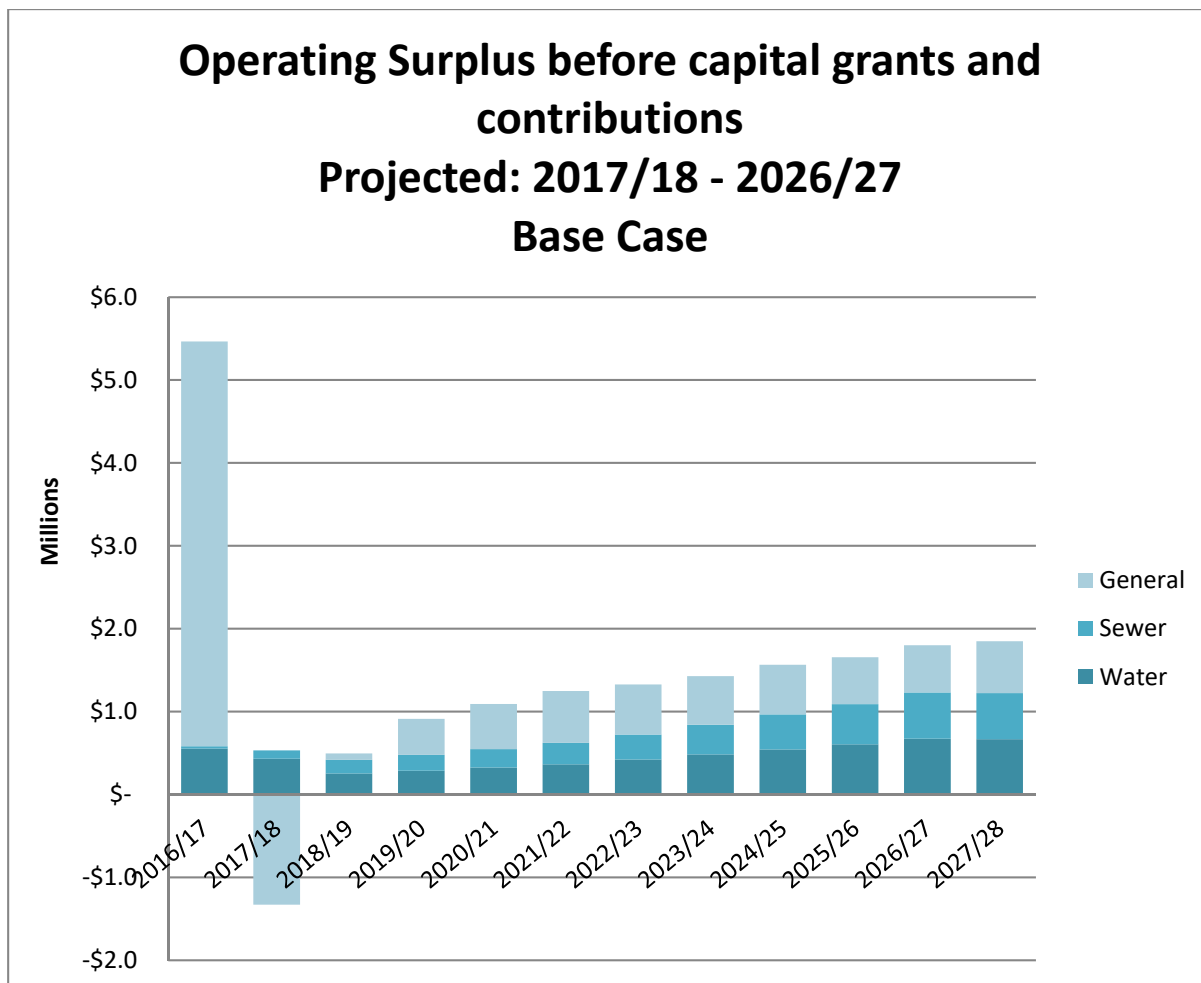
Base Case Scenario:

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 2028. As part of the review of this LTFP the base case scenario continues to reflect the expected financial outcomes described by the current Council's 4-year **Delivery Program 2017 – 2021**.

As with any financial projection, the financial predictions become less certain as the projection is pushed further into the future.

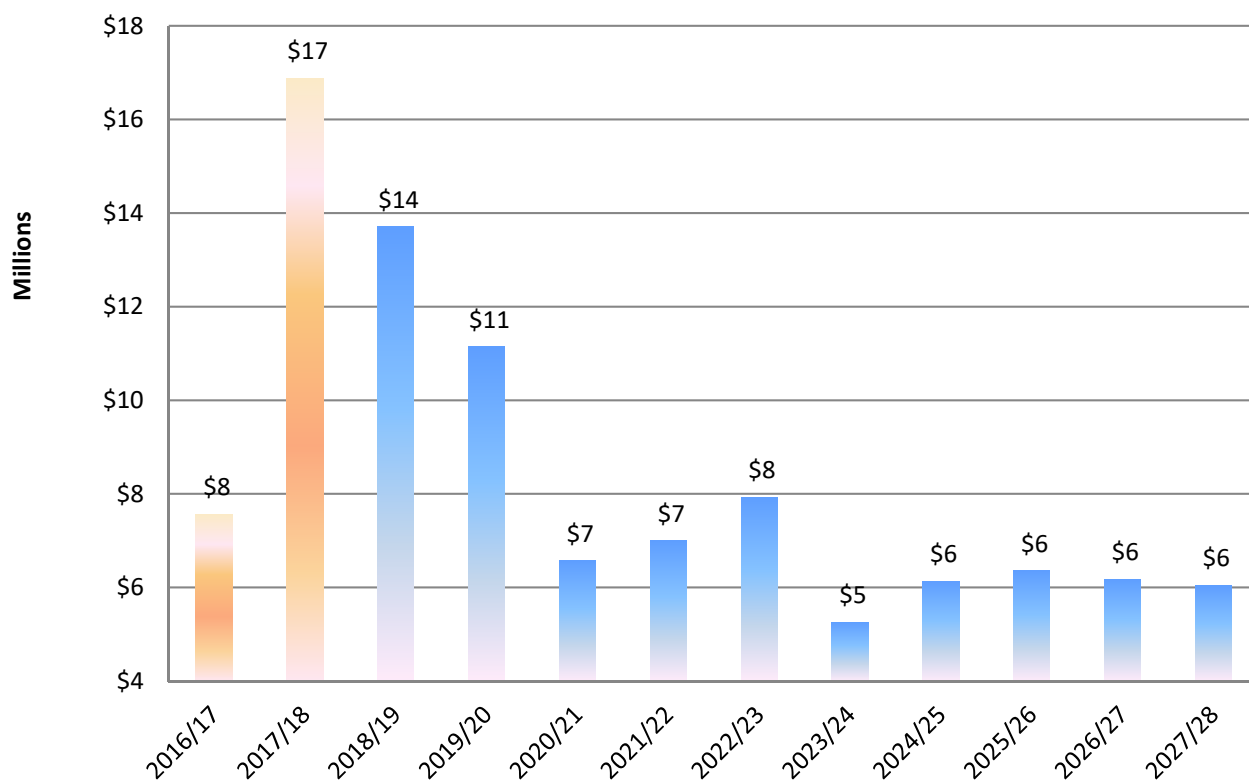
Income statement: The operating surplus before capital grants and contributions is forecast to increase gradually to around \$1.9m by 2027/28.

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 the base case scenario – from \$22.2m in June 2017 – to \$32.7m in June 2028

Investment in Infrastructure, Property, Plant and Equipment 2018-2028



Scenario 1 – Operation of the Tocumwal Foreshore development:

As this is an administrative review of the LTFP – there is no requirement to review and or develop new scenario's. Scenario 1 (Appendices 4 - 6) therefore remains unchanged and 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

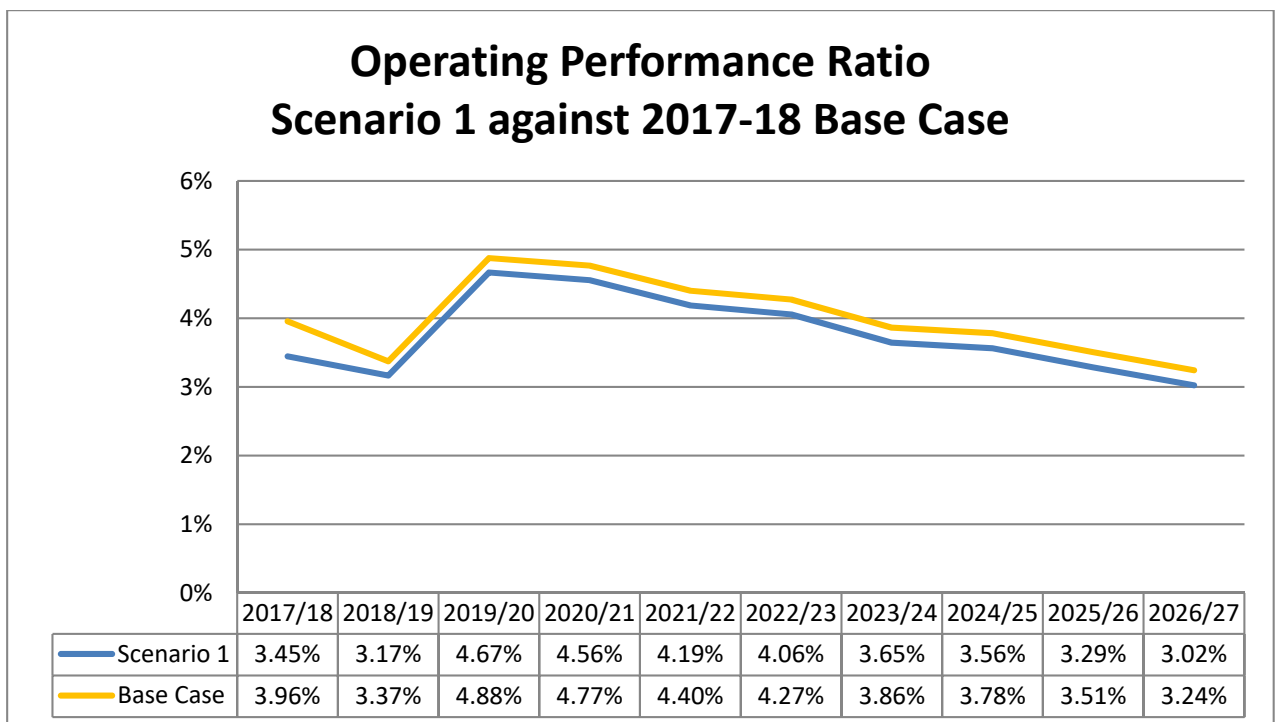
and contributions in the Council’s general fund is expected to remain in surplus each year, however, the surplus expected to be approximately \$30,000 to \$60,000 less year on year when compared to the base case.

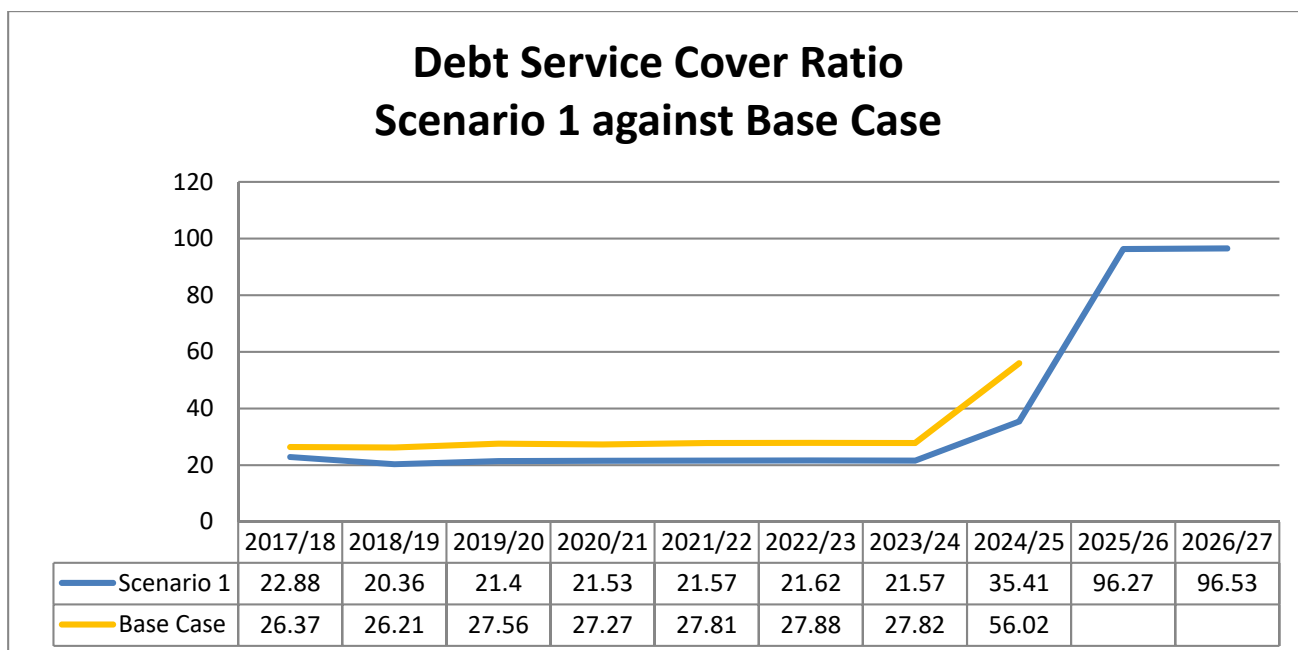
The Operating Performance Ratio in the General Fund under Scenario 1, while less than the base case, remains comfortably above the Council’s benchmark of 2%

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:

Similar to Scenario 1 – this review of the LTFP does not include an updated review or the development of a new scenario. Scenario 2 (Appendices 9 - 12) therefore, remains unchanged modelling 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.

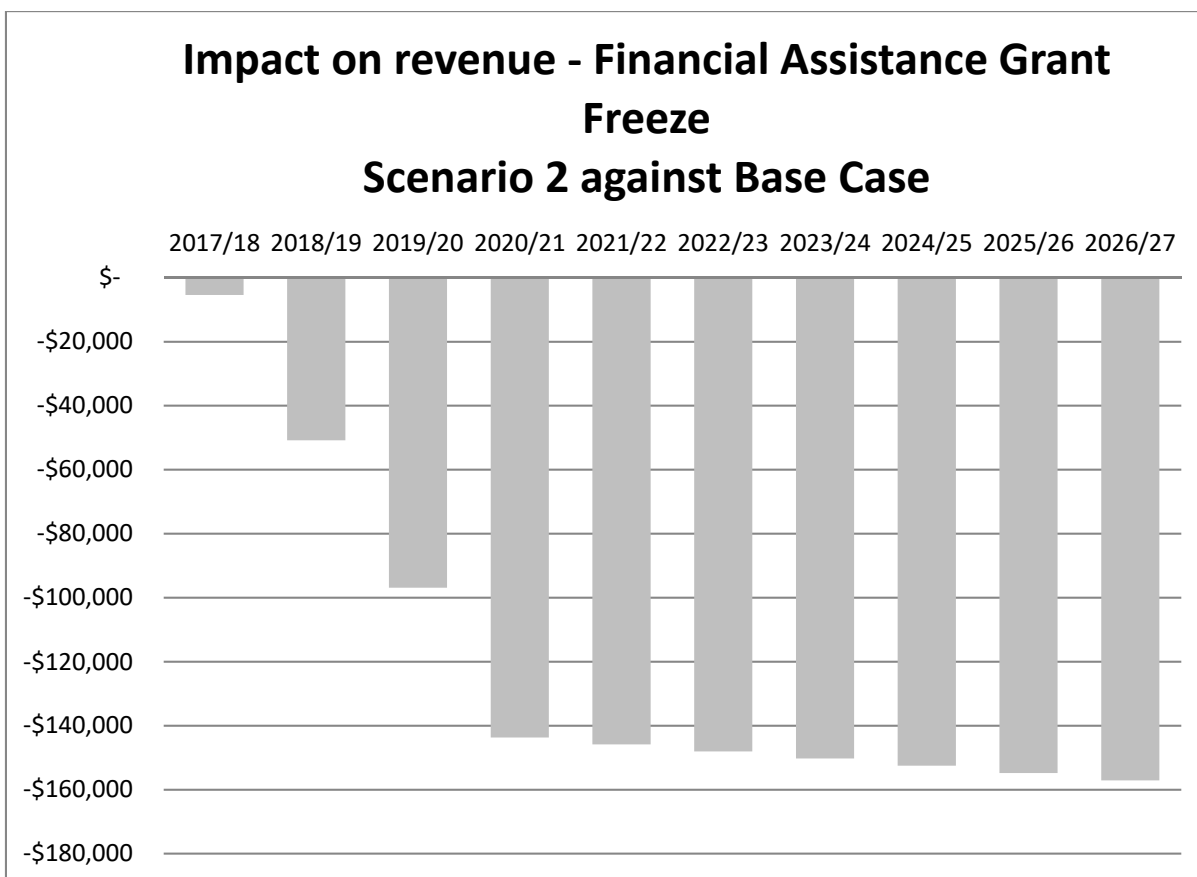
Until 2014/15, the Federal Government would increase the pool of funds to be distributed to Councils as FAG based on a cost index – i.e. indexation – thus allowing Councils to keep up with inflation. In that

year, the Federal Government temporarily “paused” this indexation.

This pause has expired 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 – Reviewed (June 2018) Base Case Projected Income and Expenditure

Appendix 2 – Reviewed (June 2018) Base Case Projected Balance Sheet

Appendix 3 – Reviewed (June 2018) Base Case Projected Cash Flow

Appendix 4 – Reviewed (March 2018) 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 2028
INCOME STATEMENT - CONSOLIDATED

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	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	2027/28 \$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	9,462	9,705	9,992	10,185	10,394	10,608	10,827	11,050	11,278	11,510	11,748	11,753
User Charges & Fees	3,127	1,988	1,697	1,720	1,744	1,768	1,792	1,818	1,844	1,867	1,894	1,894
Interest & Investment Revenue	725	772	731	753	784	818	877	948	1,037	1,121	1,241	1,271
Other Revenues	705	628	517	526	535	544	553	563	572	582	593	593
Grants & Contributions provided for Operating Purposes	9,944	4,729	6,214	6,552	6,616	6,680	6,745	6,810	6,877	6,950	7,024	7,025
Grants & Contributions provided for Capital Purposes	1,965	3,246	5,776	1,534	245	170	65	128	65	65	65	65
Other Income:												
Net gains from the disposal of assets	5	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	25,933	21,068	24,928	21,270	20,318	20,587	20,858	21,317	21,673	22,096	22,565	22,601
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,071	4,008	4,430	4,442	4,431	4,424	4,533	4,644	4,758	4,874	4,994	4,997
Borrowing Costs	72	52	45	39	32	24	17	9	1	-	-	-
Materials & Contracts	3,394	6,476	5,972	6,023	6,110	6,198	6,312	6,378	6,470	6,565	6,683	6,663
Depreciation & Amortisation	5,873	5,935	5,981	6,040	6,100	6,160	6,223	6,285	6,347	6,410	6,475	6,475
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,091	2,166	2,189	2,235	2,264	2,318	2,335	2,399	2,421	2,478	2,499	2,503
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,503	18,637	18,617	18,780	18,937	19,125	19,420	19,714	19,997	20,328	20,651	20,638
Operating Result from Continuing Operations	7,430	2,431	6,310	2,491	1,380	1,462	1,439	1,603	1,676	1,768	1,914	1,963
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	7,430	2,431	6,310	2,491	1,380	1,462	1,439	1,603	1,676	1,768	1,914	1,963
Net Operating Result before Grants and Contributions provided for Capital Purposes	5,465	(815)	534	957	1,135	1,292	1,374	1,475	1,611	1,703	1,849	1,898

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2028

BALANCE SHEET - CONSOLIDATED

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	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	2027/28 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	5,730	1,482	82	168	522	185	641	1,816	1,710	1,010	3,559	6,240
Investments	23,000	20,774	21,043	18,729	19,364	20,493	19,990	21,489	23,609	26,481	26,481	26,481
Receivables	1,862	1,453	1,661	1,389	1,413	1,443	1,481	1,521	1,561	1,594	1,633	1,652
Inventories	218	572	522	526	533	540	551	555	563	571	582	579
Other	60	98	92	93	94	96	97	98	100	101	103	103
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	30,870	24,379	23,400	20,904	21,926	22,756	22,759	25,481	27,543	29,758	32,358	35,055
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	185	30	30	30	30	30	30	30	30	30	30	30
Infrastructure, Property, Plant & Equipment	223,130	233,341	240,662	245,219	245,431	245,916	247,200	245,920	245,462	245,052	244,400	243,660
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	223,315	233,371	240,692	245,249	245,461	245,946	247,230	245,950	245,492	245,082	244,430	243,690
TOTAL ASSETS	254,185	257,751	264,092	266,153	267,387	268,702	269,989	271,431	273,035	274,840	276,788	278,745
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	533	1,785	1,701	1,721	1,741	1,767	1,796	1,825	1,849	1,883	1,914	1,908
Income received in advance	191	233	212	215	217	220	223	225	228	231	234	234
Borrowings	148	155	162	169	176	184	192	99	-	-	-	-
Provisions	2,604	2,582	2,582	2,582	2,582	2,582	2,582	2,582	2,582	2,582	2,582	2,582
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,476	4,754	4,656	4,686	4,716	4,753	4,793	4,731	4,659	4,696	4,729	4,724
Non-Current Liabilities												
Payables	-	2	2	2	2	2	2	2	2	2	2	2
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,149	981	1,110	651	475	291	99	-	-	-	-	-
Provisions	405	427	427	427	427	427	427	427	427	427	427	427
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,554	1,410	1,539	1,080	904	720	528	429	429	429	429	429
TOTAL LIABILITIES	5,030	6,164	6,196	5,766	5,619	5,473	5,321	5,160	5,088	5,124	5,158	5,153
Net Assets	249,155	251,586	257,897	260,387	261,768	263,230	264,668	266,271	267,947	269,715	271,629	273,592
EQUITY												
Retained Earnings	107,957	110,388	116,699	119,189	120,570	122,032	123,470	125,073	126,749	128,517	130,431	132,394
Revaluation Reserves	141,198	141,198	141,198	141,198	141,198	141,198	141,198	141,198	141,198	141,198	141,198	141,198
Council Equity Interest	249,155	251,586	257,897	260,387	261,768	263,230	264,668	266,271	267,947	269,715	271,629	273,592
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	249,155	251,586	257,897	260,387	261,768	263,230	264,668	266,271	267,947	269,715	271,629	273,592

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2028												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: Base Case												
	Actuals	Current Year	2018/19					Projected Years				
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	9,437	9,643	9,979	10,176	10,385	10,599	10,817	11,040	11,268	11,500	11,738	11,753
User Charges & Fees	2,828	2,424	1,765	1,715	1,738	1,762	1,786	1,812	1,837	1,861	1,887	1,894
Interest & Investment Revenue Received	685	817	729	749	774	808	859	928	1,019	1,108	1,225	1,252
Grants & Contributions	11,909	7,975	11,990	8,086	6,861	6,850	6,810	6,938	6,942	7,015	7,089	7,090
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	1,556	659	526	527	538	542	552	560	571	580	590	593
Payments:												
Employee Benefits & On-Costs	(7,833)	(3,964)	(4,410)	(4,437)	(4,431)	(4,423)	(4,527)	(4,638)	(4,752)	(4,868)	(4,988)	(4,997)
Materials & Contracts	(4,012)	(5,672)	(6,018)	(6,013)	(6,099)	(6,182)	(6,301)	(6,362)	(6,461)	(6,548)	(6,671)	(6,666)
Borrowing Costs	(72)	(52)	(45)	(39)	(32)	(24)	(17)	(9)	(1)	-	-	-
Bonds & Deposits Refunded	(6)	-	-	-	-	-	-	-	-	-	-	-
Other	(2,200)	(2,137)	(2,191)	(2,234)	(2,284)	(2,317)	(2,335)	(2,398)	(2,420)	(2,477)	(2,499)	(2,503)
Net Cash provided (or used in) Operating Activities	12,292	9,694	12,325	8,531	7,470	7,613	7,644	7,871	8,002	8,172	8,372	8,416
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	2,776	255	2,592	-	302	1,888	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	48	140	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	369	721	404	546	254	349	246	251	241	360	358	310
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	79	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(3,370)	(550)	(524)	(278)	(635)	(1,431)	(1,385)	(1,500)	(2,120)	(2,872)	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(7,560)	(16,867)	(13,706)	(11,143)	(6,566)	(6,995)	(7,752)	(5,256)	(6,131)	(6,360)	(6,181)	(6,045)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
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	(10,434)	(13,781)	(13,571)	(8,282)	(6,948)	(7,774)	(7,003)	(6,505)	(8,009)	(8,872)	(5,823)	(5,735)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(253)	(161)	(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	(253)	(161)	(155)	(162)	(169)	(176)	(184)	(192)	(99)	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	1,605	(4,248)	(1,401)	86	353	(337)	456	1,175	(106)	(700)	2,549	2,681
plus: Cash, Cash Equivalents & Investments - beginning of year	4,125	5,730	1,482	82	168	522	185	641	1,816	1,710	1,010	3,559
Cash & Cash Equivalents - end of the year	5,730	1,482	82	168	522	185	641	1,816	1,710	1,010	3,559	6,240
Cash & Cash Equivalents - end of the year	5,730	1,482	82	168	522	185	641	1,816	1,710	1,010	3,559	6,240
Investments - end of the year	23,000	20,774	21,043	18,729	19,364	20,493	19,990	21,489	23,609	26,481	26,481	26,481
Cash, Cash Equivalents & Investments - end of the year	28,730	22,257	21,125	18,897	19,886	20,677	20,631	23,305	25,319	27,491	30,041	32,721
Representing:												
- External Restrictions	17,263	15,978	15,161	12,911	13,500	13,889	12,994	14,672	15,799	17,464	19,328	21,121
- Internal Restrictions	4,505	4,415	4,498	4,525	4,926	5,329	6,042	6,974	7,660	8,058	8,418	8,938
- Unrestricted	6,962	1,864	1,466	1,461	1,460	1,459	1,595	1,659	1,860	1,969	2,294	2,662
	28,730	22,257	21,125	18,897	19,886	20,677	20,631	23,305	25,319	27,491	30,041	32,721

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
EQUITY STATEMENT - CONSOLIDATED
Scenario: Base Case

	Actuals	Current Year	Projected Years									
	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	2027/28 \$'000
Opening Balance	235,748	249,155	251,586	257,897	260,387	261,768	263,230	264,668	266,271	267,947	269,715	271,629
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	5,977	-	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	-	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	5,977	-	-	-	-	-	-	-	-	-	-	-
b. Net Operating Result for the Year	7,430	2,431	6,310	2,491	1,380	1,462	1,439	1,603	1,676	1,768	1,914	1,963
Total Recognised Income & Expenses (c&d)	13,407	2,431	6,310	2,491	1,380	1,462	1,439	1,603	1,676	1,768	1,914	1,963
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	249,155	251,586	257,897	260,387	261,768	263,230	264,668	266,271	267,947	269,715	271,629	273,592

Appendix 13 – Berrigan Shire Council Financial Strategy 2016

Appendix 4 - 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)					12.07%	4.65%	4.39%	5.66%	6.02%	6.15%	6.57%	6.74%	7.38%	7.71%	8.29%
Own Source Operating Revenue Ratio 1)					53.59%	58.80%	66.55%	65.55%	65.96%	66.47%	67.12%	67.44%	67.78%	68.09%	68.42%
Unrestricted Current Ratio	3.49	4.05	4.19	7.05	3.12	2.93	3.02	2.92	2.95	3.17	3.30	3.62	4.14	4.50	4.90
Debt Service Cover Ratio 1)					27.20	34.21	34.29	35.91	36.52	37.01	37.84	38.41	79.02	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)					2.73	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)					12.07%	4.65%	4.39%	5.66%	6.02%	6.15%	6.57%	6.74%	7.38%	7.71%	8.29%
Own Source Operating Revenue Ratio 2)					48.27%	53.08%	60.15%	59.32%	59.64%	60.00%	60.36%	60.37%	60.34%	60.30%	60.21%
Unrestricted Current Ratio					3.12	2.93	3.02	2.92	2.95	3.17	3.30	3.62	4.14	4.50	4.90
Debt Service Cover Ratio 2)					27.20	34.21	34.29	35.91	36.52	37.01	37.84	38.41	79.02	0.00	0.00
Capital Expenditure Ratio					2.24	1.76	1.03	1.07	1.13	0.83	0.81	0.75	0.73	0.72	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)					2.58	2.40	2.11	2.24	1.76	2.08	2.60	3.69	4.49	4.76	7.96
Interest Cover Ratio					139.73	132.55	151.31	185.59	231.17	303.47	456.86	886.23	6337.08	0.00	0.00

Appendix 5 – Scenario 2 Projected Income and Expenditure

Berrigan Shire Council

10 Year Financial Plan for the Years ending 30 June 2027

INCOME STATEMENT - CONSOLIDATED

Scenario: Tocumwal Foreshore Operating Costs & Loan

	Actuals	Current Year	Projected Years									
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
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	2,155	1,675	1,697	1,720	1,744	1,768	1,792	1,818	1,844	1,867	1,894
Interest & Investment Revenue	722	629	705	704	704	729	769	838	919	1,017	1,117	1,235
Other Revenues	820	648	535	544	553	563	573	583	593	603	614	625
Grants & Contributions provided for Operating Purposes	7,993	8,979	6,250	6,307	6,647	6,565	6,628	6,692	6,756	6,822	6,894	6,967
Grants & Contributions provided for Capital Purposes	2,586	2,178	2,491	75	148	245	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	24,039	21,242	19,108	19,754	20,032	20,304	20,581	20,982	21,405	21,838	22,302
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,188	3,933	4,034	4,130	4,213	4,204	4,307	4,413	4,521	4,632	4,745	4,861
Borrowing Costs	87	61	52	45	39	32	24	17	9	1	-	0
Materials & Contracts	3,031	7,055	5,926	6,018	6,126	6,176	6,267	6,360	6,479	6,549	6,646	6,744
Depreciation & Amortisation	5,758	5,876	5,967	6,026	6,086	6,133	6,193	6,256	6,318	6,381	6,445	6,509
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,941	2,297	1,962	2,043	2,099	2,116	2,171	2,189	2,248	2,270	2,328	2,349
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,005	19,222	17,941	18,262	18,562	18,661	18,963	19,234	19,574	19,834	20,164	20,464
Operating Result from Continuing Operations	5,882	4,816	3,301	846	1,192	1,371	1,341	1,347	1,407	1,571	1,675	1,838
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	5,882	4,816	3,301	846	1,192	1,371	1,341	1,347	1,407	1,571	1,675	1,838
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,296	2,638	810	771	1,044	1,126	1,171	1,282	1,342	1,506	1,610	1,773

Appendix 6 - Scenario 2 Projected Balance Sheet

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	2,859	1,899	1,716	1,879	1,531	1,877	2,463	3,746	4,769	5,269	9,035
Investments	19,630	18,936	18,466	19,055	19,541	20,343	22,243	24,021	25,569	27,763	30,787	30,787
Receivables	1,230	1,433	1,277	1,281	1,300	1,325	1,357	1,385	1,418	1,456	1,496	1,538
Inventories	223	571	475	482	489	494	500	506	515	519	526	533
Other	27	76	61	63	64	64	66	66	68	68	70	71
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	25,235	23,875	22,179	22,596	23,274	23,758	26,042	28,442	31,315	34,577	38,147	41,964
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	223,072	227,527	227,668	228,059	228,792	227,706	226,491	224,875	223,104	221,243	219,288
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	223,270	227,724	227,866	228,256	228,990	227,903	226,689	225,073	223,301	221,440	219,515
TOTAL ASSETS	241,222	247,145	249,903	250,462	251,530	252,748	253,946	255,131	256,388	257,878	259,587	261,478
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	929	2,292	1,899	1,766	1,804	1,820	1,853	1,875	1,917	1,934	1,969	1,994
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	5,090	4,702	4,577	4,622	4,645	4,685	4,716	4,664	4,583	4,617	4,671
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	6,581	6,038	5,751	5,627	5,474	5,330	5,169	5,019	4,937	4,972	5,026
Net Assets	235,748	240,564	243,865	244,711	245,903	247,274	248,615	249,962	251,369	252,940	254,615	256,453
EQUITY												
Retained Earnings	100,527	105,343	108,644	109,490	110,682	112,053	113,394	114,741	116,148	117,720	119,394	121,232
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	240,564	243,865	244,711	245,903	247,274	248,615	249,962	251,369	252,940	254,615	256,453
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	235,748	240,564	243,865	244,711	245,903	247,274	248,615	249,962	251,369	252,940	254,615	256,453

Appendix 7 - Scenario 2 Projected Cash flow

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 \$'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
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	2,110	1,744	1,694	1,717	1,741	1,764	1,789	1,814	1,840	1,863	1,890
Interest & Investment Revenue Received	743	623	727	705	704	724	755	828	906	998	1,096	1,213
Grants & Contributions	10,579	11,157	8,741	6,382	6,795	6,810	6,798	6,757	6,821	6,887	6,959	7,032
Bonds & Deposits Received	10	-	-	-	-	-	-	-	-	-	-	-
Other	1,666	532	599	554	549	559	571	581	590	601	612	622
Payments:												
Employee Benefits & On-Costs	(7,279)	(3,867)	(4,024)	(4,302)	(4,213)	(4,204)	(4,307)	(4,413)	(4,521)	(4,632)	(4,745)	(4,861)
Materials & Contracts	(4,705)	(6,133)	(5,989)	(6,101)	(6,101)	(6,168)	(6,246)	(6,347)	(6,451)	(6,540)	(6,623)	(6,730)
Borrowing Costs	(29)	(61)	(52)	(45)	(39)	(32)	(24)	(17)	(9)	(1)	-	(0)
Bonds & Deposits Refunded	(53)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,943)	(2,236)	(1,975)	(2,041)	(2,097)	(2,116)	(2,170)	(2,188)	(2,246)	(2,270)	(2,327)	(2,348)
Net Cash provided (or used in) Operating Activities	11,201	11,452	9,140	6,729	7,287	7,490	7,528	7,590	7,724	7,927	8,107	8,321
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	894	1,019	212	14	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	330	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	164	492	346	399	456	314	249	289	281	291	291	291
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	148	-	0	0	0	-	0	-	-	0	-	0
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(3,000)	(200)	(550)	(800)	(500)	(802)	(1,900)	(1,778)	(1,548)	(2,195)	(3,024)	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,068)	(13,639)	(10,767)	(6,567)	(6,932)	(7,180)	(5,356)	(5,331)	(4,983)	(4,901)	(4,875)	(4,846)
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)	(12,452)	(10,952)	(6,756)	(6,963)	(7,669)	(7,007)	(6,819)	(6,250)	(6,804)	(7,607)	(4,555)
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)	(1,266)	(961)	(182)	163	(348)	345	587	1,282	1,023	499	3,767
plus: Cash, Cash Equivalents & Investments - beginning of year	4,691	4,125	2,859	1,899	1,716	1,879	1,531	1,877	2,463	3,746	4,769	5,269
Cash & Cash Equivalents - end of the year	4,125	2,859	1,899	1,716	1,879	1,531	1,877	2,463	3,746	4,769	5,269	9,035
Cash & Cash Equivalents - end of the year	4,125	2,859	1,899	1,716	1,879	1,531	1,877	2,463	3,746	4,769	5,269	9,035
Investments - end of the year	19,630	18,936	18,466	19,055	19,541	20,343	22,243	24,021	25,569	27,763	30,787	30,787
Cash, Cash Equivalents & Investments - end of the year	23,755	21,795	20,365	20,771	21,420	21,874	24,120	26,485	29,315	32,533	36,056	39,822
Representing:												
- External Restrictions	14,018	14,236	13,842	14,489	15,361	15,796	17,486	19,551	21,875	24,266	26,901	29,698
- Internal Restrictions	4,649	4,202	4,112	4,203	4,087	4,253	4,779	5,242	5,733	6,251	6,786	7,337
- Unrestricted	5,088	3,357	2,411	2,080	1,972	1,826	1,855	1,692	1,707	2,016	2,369	2,787
	23,755	21,795	20,365	20,771	21,420	21,874	24,120	26,485	29,315	32,533	36,056	39,822

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	240,564	243,865	244,711	245,903	247,274	248,615	249,962	251,369	252,940	254,615
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	4,816	3,301	846	1,192	1,371	1,341	1,347	1,407	1,571	1,675	1,838
Total Recognised Income & Expenses (c&d)	4,667	4,816	3,301	846	1,192	1,371	1,341	1,347	1,407	1,571	1,675	1,838
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	235,748	240,564	243,865	244,711	245,903	247,274	248,615	249,962	251,369	252,940	254,615	256,453

Appendix 8 - Scenario 2 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)					12.07%	4.32%	4.05%	5.32%	5.69%	5.82%	6.25%	6.42%	7.06%	7.39%	7.97%
Own Source Operating Revenue Ratio 1)					53.59%	58.85%	66.60%	65.60%	66.01%	66.52%	67.17%	67.49%	67.83%	68.14%	68.47%
Unrestricted Current Ratio	3.49	4.05	4.19	7.05	3.12	3.07	3.13	2.99	2.98	3.16	3.25	3.53	4.01	4.33	4.66
Debt Service Cover Ratio 1)					26.25	34.06	34.13	35.76	36.36	36.86	37.68	38.25	78.70		
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)					2.73	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)					12.07%	4.32%	4.05%	5.32%	5.69%	5.82%	6.25%	6.42%	7.06%	7.39%	7.97%
Own Source Operating Revenue Ratio 2)					48.27%	53.02%	60.07%	59.24%	59.56%	59.91%	60.27%	60.28%	60.25%	60.21%	60.13%
Unrestricted Current Ratio					3.12	3.07	3.13	2.99	2.98	3.16	3.25	3.53	4.01	4.33	4.66
Debt Service Cover Ratio 2)					26.25	34.06	34.13	35.76	36.36	36.86	37.68	38.25	78.70		
Capital Expenditure Ratio					2.24	1.75	1.02	1.06	1.12	0.82	0.81	0.74	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)					2.58	1.91	1.69	1.81	1.47	1.77	2.28	3.39	4.25	4.61	7.77
Interest Cover Ratio					139.73	131.98	150.62	184.78	230.17	302.16	454.94	882.52	6309.19	0.00	

Appendix 9 – Scenario 3 Projected Income and Expenditure

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	2,155	1,675	1,697	1,720	1,744	1,768	1,792	1,818	1,844	1,867	1,894
Interest & Investment Revenue	722	629	705	704	704	729	769	838	919	1,017	1,117	1,235
Other Revenues	820	648	509	517	526	535	544	553	563	572	582	593
Grants & Contributions provided for Operating Purposes	7,993	8,979	6,245	6,256	6,550	6,421	6,482	6,543	6,606	6,669	6,739	6,810
Grants & Contributions provided for Capital Purposes	2,586	2,178	2,491	75	148	245	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	24,039	21,210	19,031	19,630	19,860	20,130	20,403	20,801	21,222	21,652	22,112
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,188	3,933	4,034	4,116	4,168	4,129	4,230	4,413	4,521	4,632	4,745	4,861
Borrowing Costs	87	61	52	45	39	32	24	17	9	1	-	-
Materials & Contracts	3,031	7,055	5,871	5,953	6,045	6,085	6,180	6,299	6,417	6,486	6,582	6,679
Depreciation & Amortisation	5,758	5,876	5,935	5,994	6,054	6,100	6,160	6,223	6,285	6,347	6,410	6,475
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,941	2,297	1,962	2,043	2,099	2,110	2,165	2,189	2,248	2,270	2,328	2,349
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,005	19,222	17,854	18,151	18,404	18,455	18,759	19,139	19,479	19,737	20,065	20,364
Operating Result from Continuing Operations	5,882	4,816	3,357	880	1,225	1,405	1,370	1,264	1,322	1,485	1,587	1,748
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	5,882	4,816	3,357	880	1,225	1,405	1,370	1,264	1,322	1,485	1,587	1,748
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,296	2,638	866	805	1,077	1,160	1,200	1,199	1,257	1,420	1,522	1,683

Appendix 10 - Scenario 3 Projected Balance Sheet

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027

BALANCE SHEET - CONSOLIDATED

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	4,125	2,859	2,369	2,129	2,275	1,826	2,182	2,642	3,865	4,830	5,271	8,914
Investments	19,630	18,947	18,031	18,677	19,177	20,078	21,978	23,775	25,263	27,397	30,358	30,358
Receivables	1,230	1,433	1,267	1,271	1,291	1,316	1,349	1,376	1,408	1,445	1,484	1,525
Inventories	223	571	471	476	482	486	493	501	510	514	521	527
Other	27	76	61	62	63	64	65	66	67	68	69	70
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	25,235	23,886	22,198	22,615	23,289	23,770	26,066	28,359	31,113	34,255	37,702	41,394
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	223,072	227,558	227,732	228,155	228,921	227,852	226,671	225,089	223,351	221,524	219,604
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	223,270	227,756	227,929	228,352	229,118	228,050	226,869	225,286	223,549	221,722	219,802
TOTAL ASSETS	241,222	247,156	249,954	250,544	251,641	252,888	254,116	255,228	256,400	257,803	259,424	261,196
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	929	2,292	1,883	1,748	1,781	1,792	1,826	1,858	1,899	1,916	1,950	1,975
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	5,090	4,687	4,558	4,599	4,617	4,658	4,698	4,647	4,565	4,599	4,624
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	6,592	6,034	5,744	5,615	5,457	5,315	5,163	5,012	4,931	4,965	4,990
Net Assets	235,748	240,564	243,921	244,800	246,026	247,431	248,801	250,065	251,387	252,872	254,459	256,206
EQUITY												
Retained Earnings	100,527	105,343	108,700	109,579	110,805	112,210	113,580	114,844	116,166	117,651	119,238	120,986
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	240,564	243,921	244,800	246,026	247,431	248,801	250,065	251,387	252,872	254,459	256,206
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	235,748	240,564	243,921	244,800	246,026	247,431	248,801	250,065	251,387	252,872	254,459	256,206

Appendix 11 - Scenario 3 Projected Cash flow

Berrigan Shire Council 10 Year Financial Plan for the Years ending 30 June 2027 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Base Case												
	Actuals 2015/16 \$'000	Current Year 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	Projected Years					
							2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'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	2,110	1,744	1,694	1,717	1,741	1,764	1,789	1,814	1,840	1,863	1,890
Interest & Investment Revenue Received	743	622	735	704	703	723	754	828	907	999	1,097	1,214
Grants & Contributions	10,579	11,157	8,735	6,331	6,698	6,666	6,652	6,608	6,671	6,734	6,804	6,875
Bonds & Deposits Received	10	-	-	-	-	-	-	-	-	-	-	-
Other	1,666	532	576	527	522	531	542	551	560	570	580	590
Payments:												
Employee Benefits & On-Costs	(7,279)	(3,867)	(4,024)	(4,288)	(4,168)	(4,129)	(4,230)	(4,413)	(4,521)	(4,632)	(4,745)	(4,861)
Materials & Contracts	(4,705)	(6,133)	(6,155)	(5,925)	(6,023)	(6,081)	(6,157)	(6,279)	(6,389)	(6,476)	(6,559)	(6,665)
Borrowing Costs	(29)	(61)	(52)	(45)	(39)	(32)	(24)	(17)	(9)	(1)	-	-
Bonds & Deposits Refunded	(53)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,943)	(2,236)	(1,976)	(2,042)	(2,098)	(2,109)	(2,164)	(2,188)	(2,246)	(2,270)	(2,327)	(2,348)
Net Cash provided (or used in) Operating Activities	11,201	11,452	9,164	6,728	7,285	7,487	7,524	7,482	7,607	7,807	7,985	8,198
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	883	1,466	154	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	330	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	164	492	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)	(901)	(1,900)	(1,797)	(1,489)	(2,134)	(2,961)	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,068)	(13,639)	(10,767)	(6,567)	(6,932)	(7,180)	(5,341)	(5,331)	(4,983)	(4,901)	(4,875)	(4,846)
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)	(12,464)	(9,505)	(6,813)	(6,977)	(7,767)	(6,992)	(6,839)	(6,191)	(6,743)	(7,544)	(4,555)
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)	(1,266)	(490)	(241)	147	(449)	356	459	1,224	965	441	3,643
plus: Cash, Cash Equivalents & Investments - beginning of year	4,691	4,125	2,859	2,369	2,129	2,275	1,826	2,182	2,642	3,865	4,830	5,271
Cash & Cash Equivalents - end of the year	4,125	2,859	2,369	2,129	2,275	1,826	2,182	2,642	3,865	4,830	5,271	8,914
Cash & Cash Equivalents - end of the year	4,125	2,859	2,369	2,129	2,275	1,826	2,182	2,642	3,865	4,830	5,271	8,914
Investments - end of the year	19,630	18,947	18,031	18,677	19,177	20,078	21,978	23,775	25,263	27,397	30,358	30,358
Cash, Cash Equivalents & Investments - end of the year	23,755	21,806	20,401	20,806	21,452	21,904	24,160	26,416	29,129	32,227	35,629	39,272
Representing:												
- External Restrictions	14,018	14,236	14,313	14,901	15,714	16,091	17,723	19,729	21,994	24,327	26,904	29,642
- Internal Restrictions	4,649	4,202	4,112	4,203	4,087	4,253	4,779	5,242	5,733	6,251	6,786	7,337
- Unrestricted	5,088	3,368	1,976	1,702	1,651	1,560	1,658	1,445	1,401	1,650	1,940	2,293
	23,755	21,806	20,401	20,806	21,452	21,904	24,160	26,416	29,129	32,227	35,629	39,272

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	240,564	243,921	244,800	246,026	247,431	248,801	250,065	251,387	252,872	254,459
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	4,816	3,357	880	1,225	1,405	1,370	1,264	1,322	1,485	1,587	1,748
Total Recognised Income & Expenses (c&d)	4,667	4,816	3,357	880	1,225	1,405	1,370	1,264	1,322	1,485	1,587	1,748
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	235,748	240,564	243,921	244,800	246,026	247,431	248,801	250,065	251,387	252,872	254,459	256,206

Appendix 12 - Scenario 3 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)					12.07%	4.62%	4.24%	5.53%	5.91%	6.01%	5.89%	6.06%	6.71%	7.05%	7.63%
Own Source Operating Revenue Ratio 1)					53.59%	58.82%	66.73%	65.88%	66.44%	66.96%	67.61%	67.93%	68.27%	68.58%	68.91%
Unrestricted Current Ratio	3.49	4.05	4.19	7.05	3.12	2.92	3.01	2.90	2.92	3.13	3.19	3.45	3.90	4.20	4.54
Debt Service Cover Ratio 1)					27.20	34.18	34.14	35.76	36.37	36.84	37.10	37.66	77.50	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)					2.73	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)					12.07%	4.62%	4.24%	5.53%	5.91%	6.01%	5.89%	6.06%	6.71%	7.05%	7.63%
Own Source Operating Revenue Ratio 2)					48.27%	53.09%	60.32%	59.62%	60.08%	60.43%	60.80%	60.81%	60.78%	60.73%	60.64%
Unrestricted Current Ratio					3.12	2.92	3.01	2.90	2.92	3.13	3.19	3.45	3.90	4.20	4.54
Debt Service Cover Ratio 2)					27.20	34.18	34.14	35.76	36.37	36.84	37.10	37.66	77.50	0.00	0.00
Capital Expenditure Ratio					2.24	1.76	1.03	1.07	1.13	0.83	0.81	0.75	0.73	0.72	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)					2.58	2.40	2.11	2.22	1.78	2.08	2.46	3.52	4.33	4.63	7.70
Interest Cover Ratio					139.73	132.44	150.65	184.82	230.22	302.00	447.94	868.92	6214.95	0.00	0.00

Appendix 13 – Berrigan Shire Council Financial Strategy 2016

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.

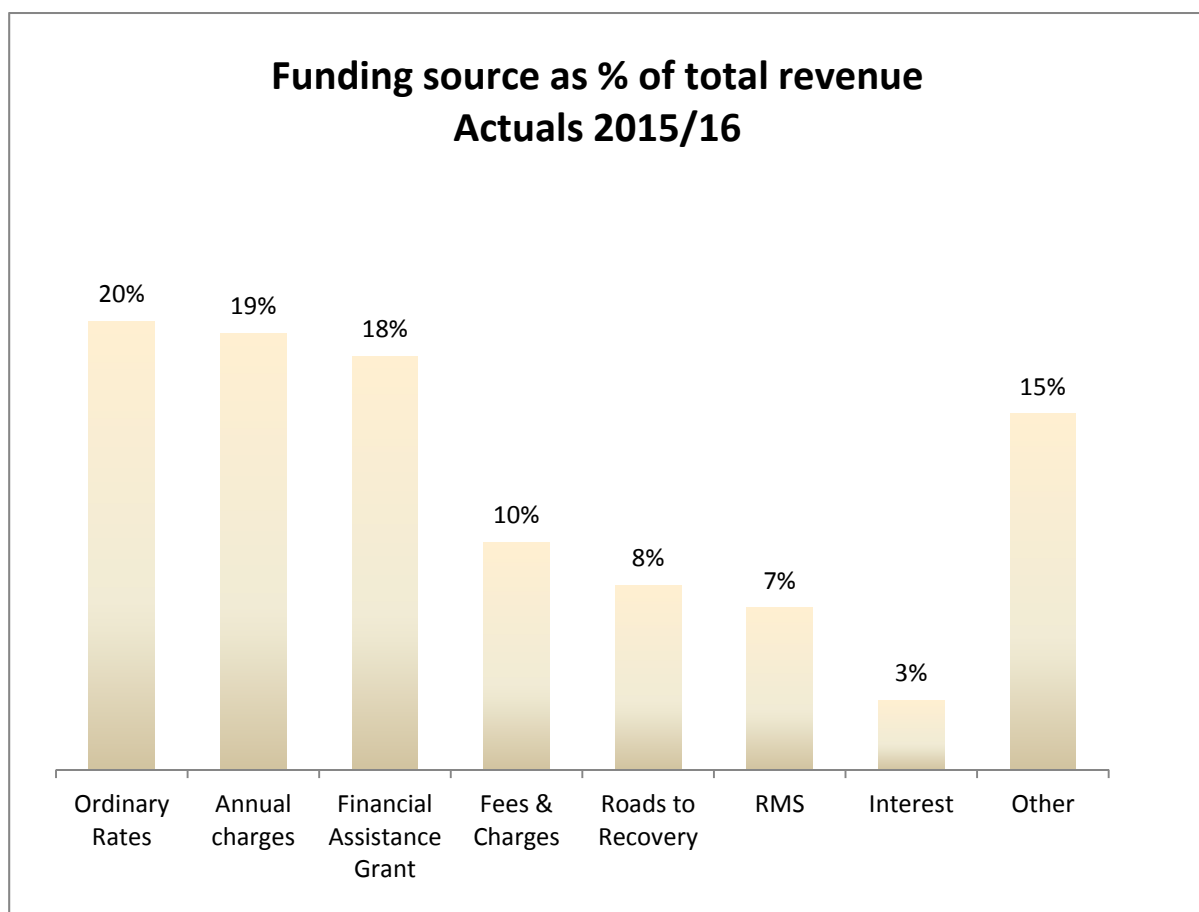


Figure 1 - Funding Source as a percentage of total revenue

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.

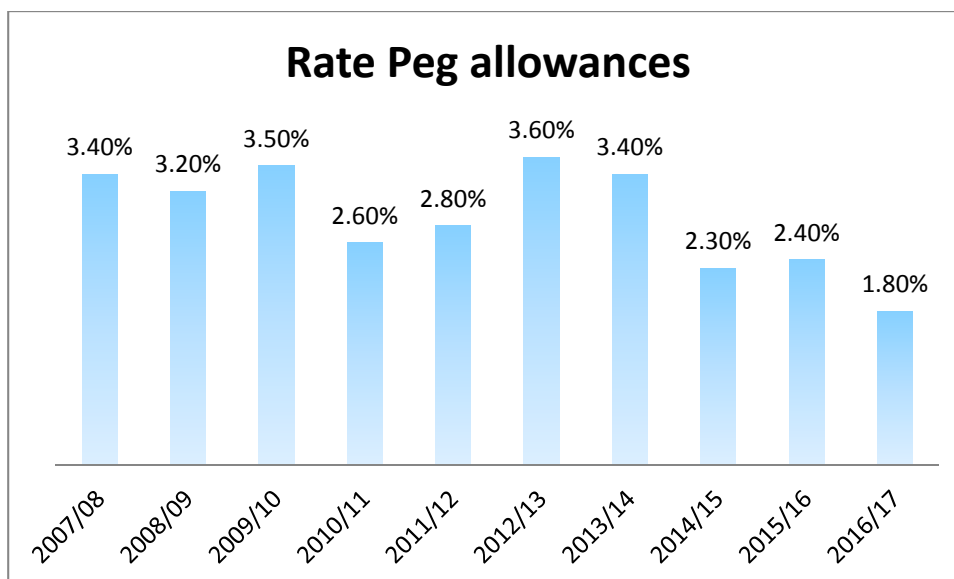


Figure 2 - Rate Peg allowances

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.

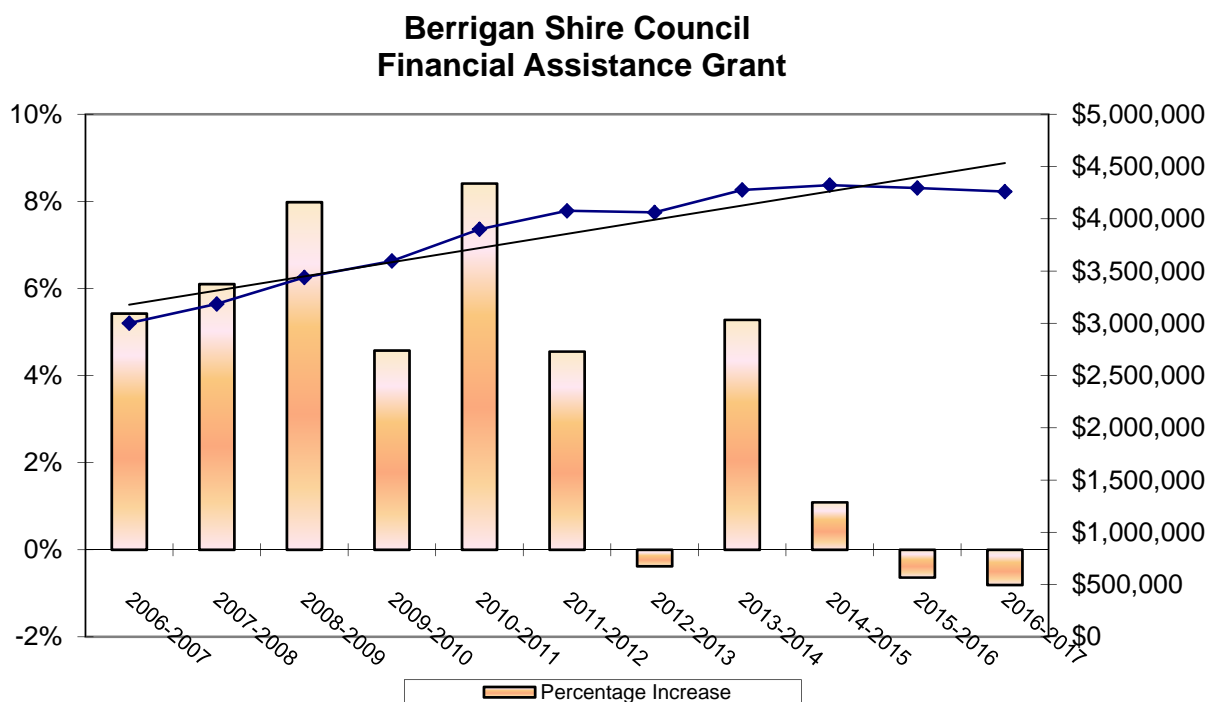


Figure 3 - Financial Assistance Grant payments to Berrigan Shire Council. Source: NSW Grants Commission

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.

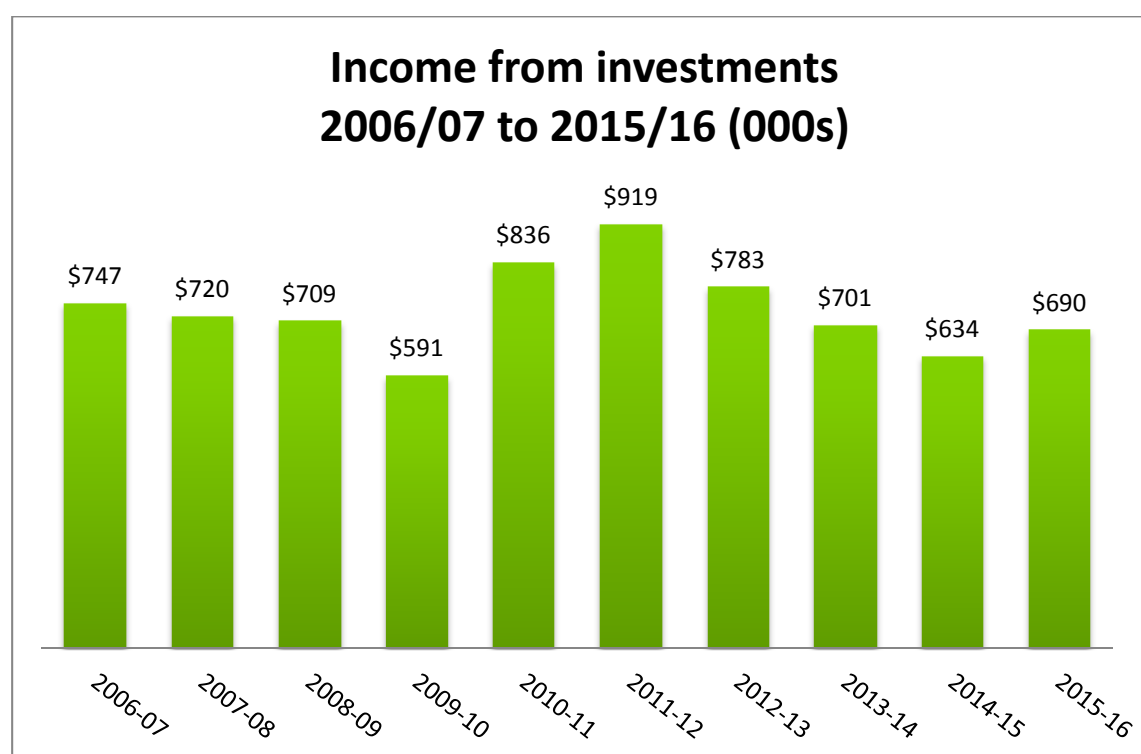


Figure 4 - Investment income 2006/07 to 2015/16. Source: Note 3, Annual Financial Statements

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.

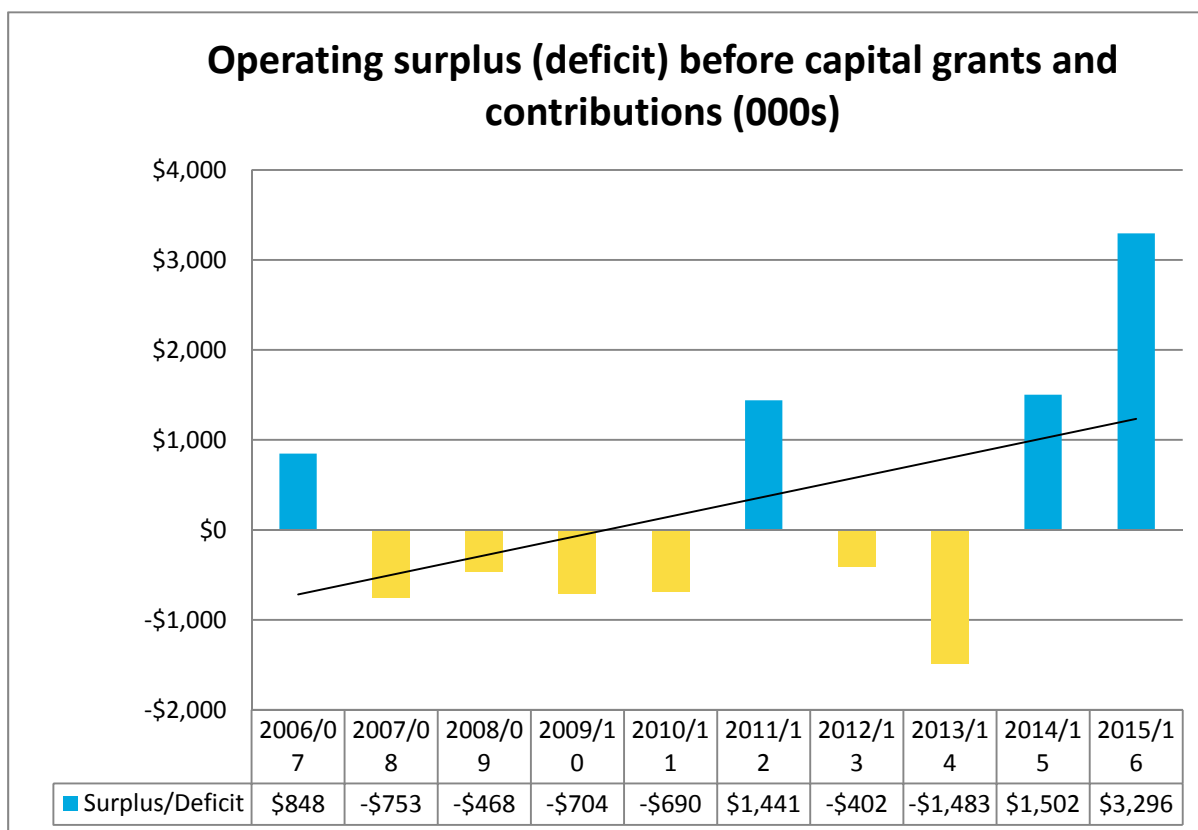


Figure 5 - Operating surplus/deficit 2006/07 to 2015/16. Source: Annual financial statements

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.

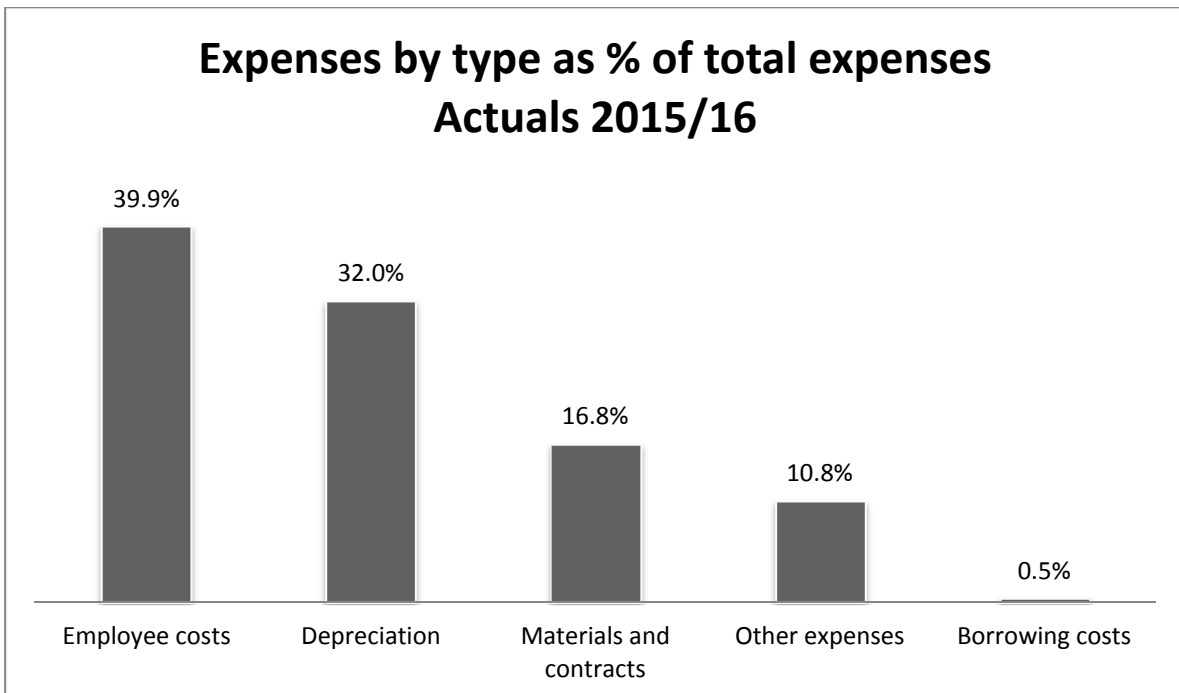


Figure 7 - Expenditure by type. Source: 2015/16 Income Statement

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.

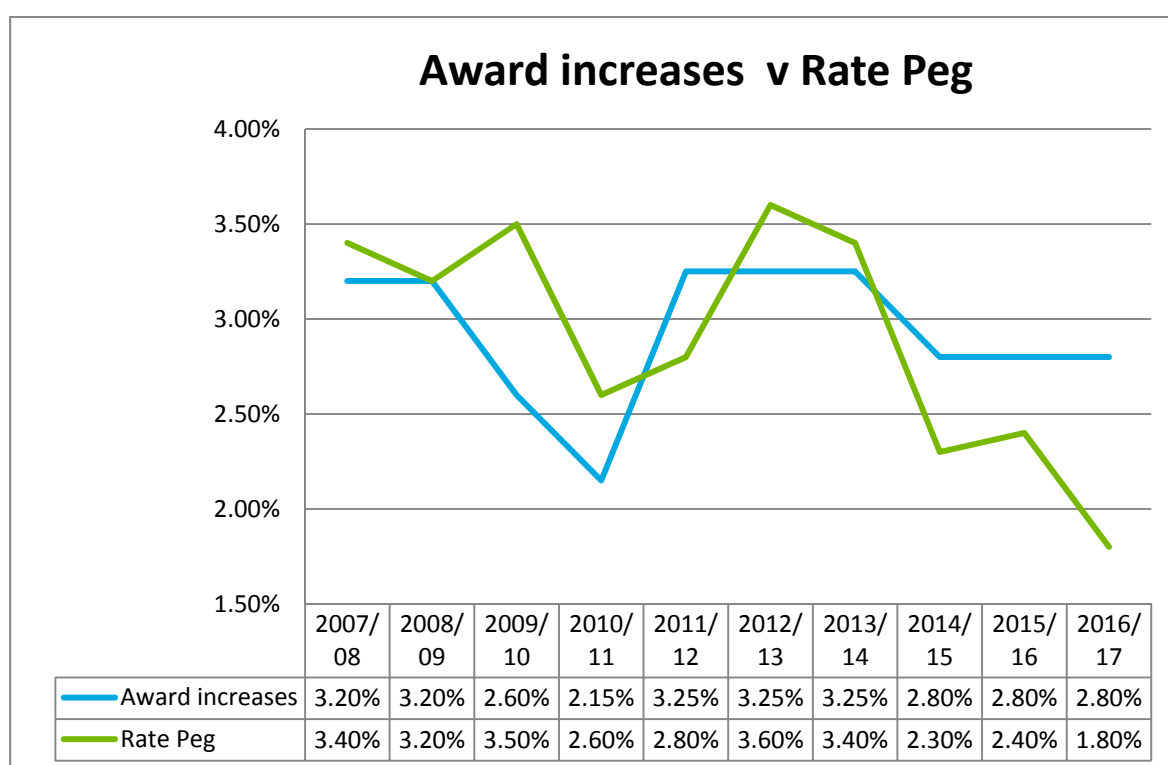


Figure 8 - Award Increases. Source: Independent Pricing and Regulatory Tribunal and Local Government (State) Awards

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

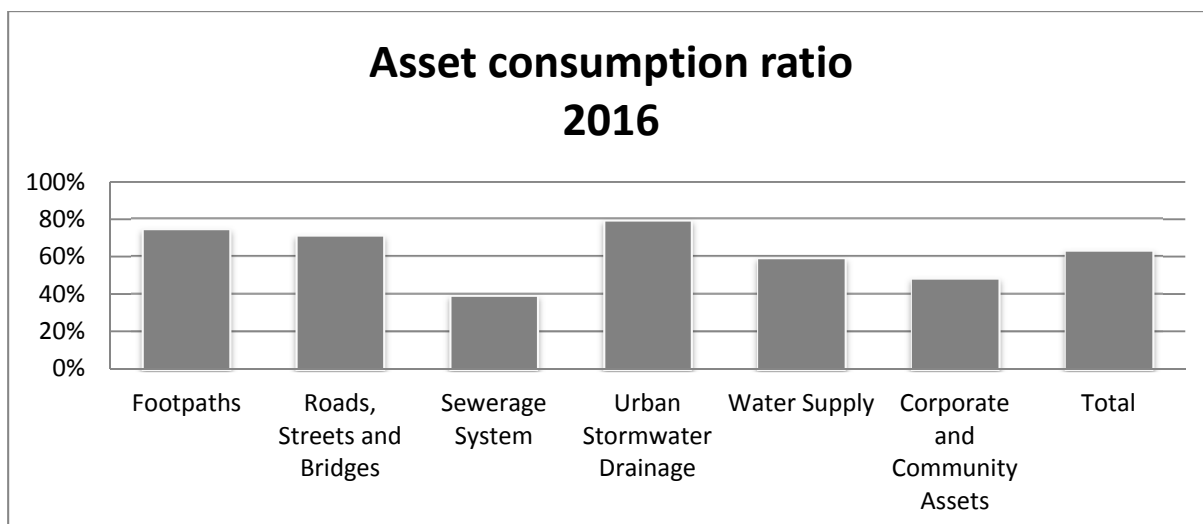


Figure 9 - Asset Consumption Ratio by asset type. Source: 2015/16 Annual Financial Statements Note 9

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.

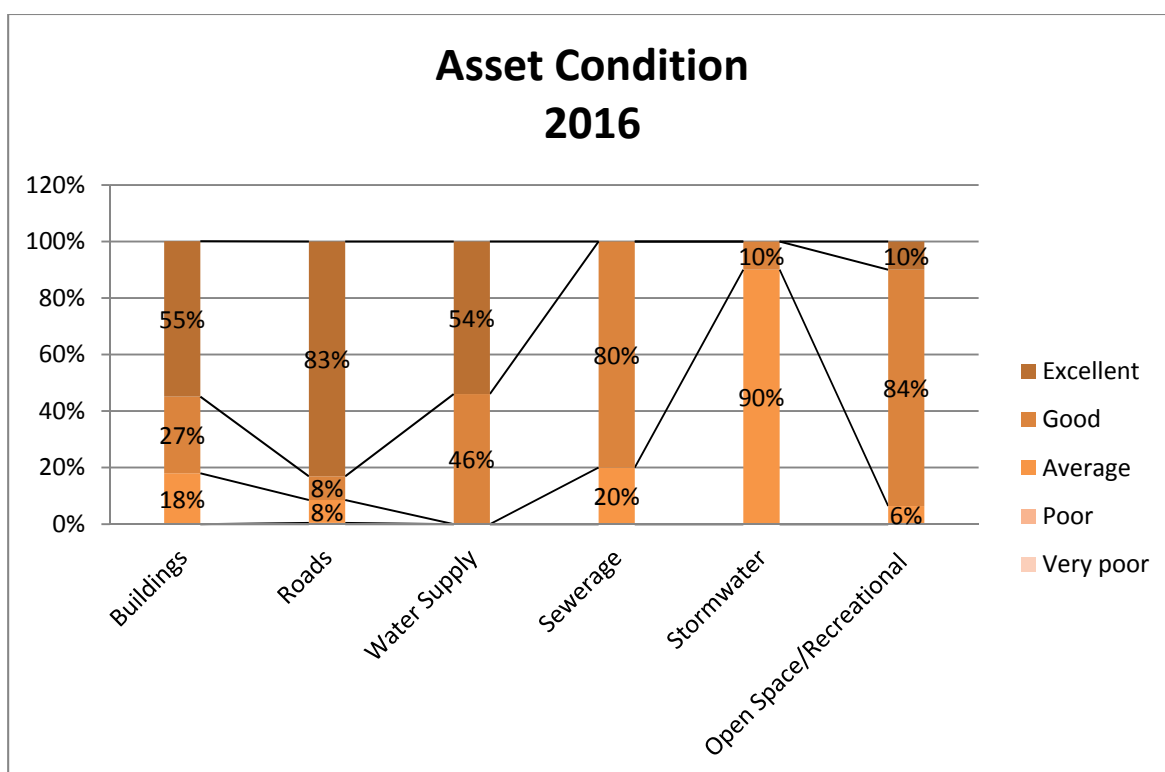


Figure 10 - Asset condition by type

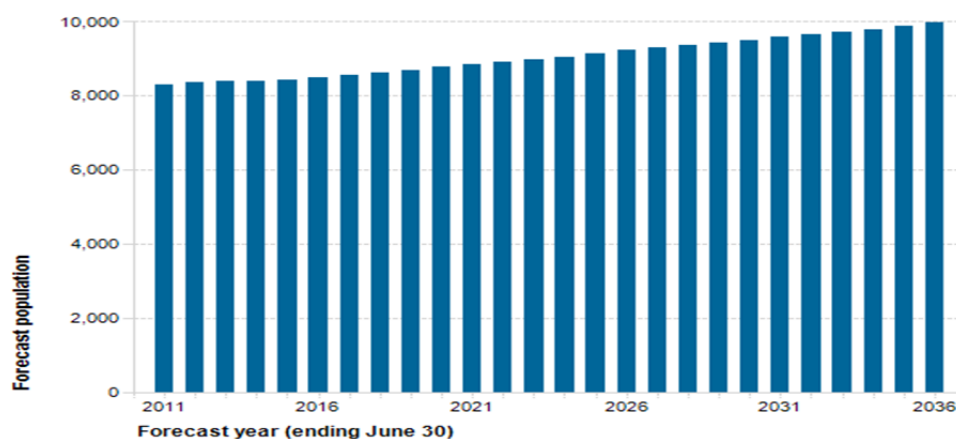
Where are we going?

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.

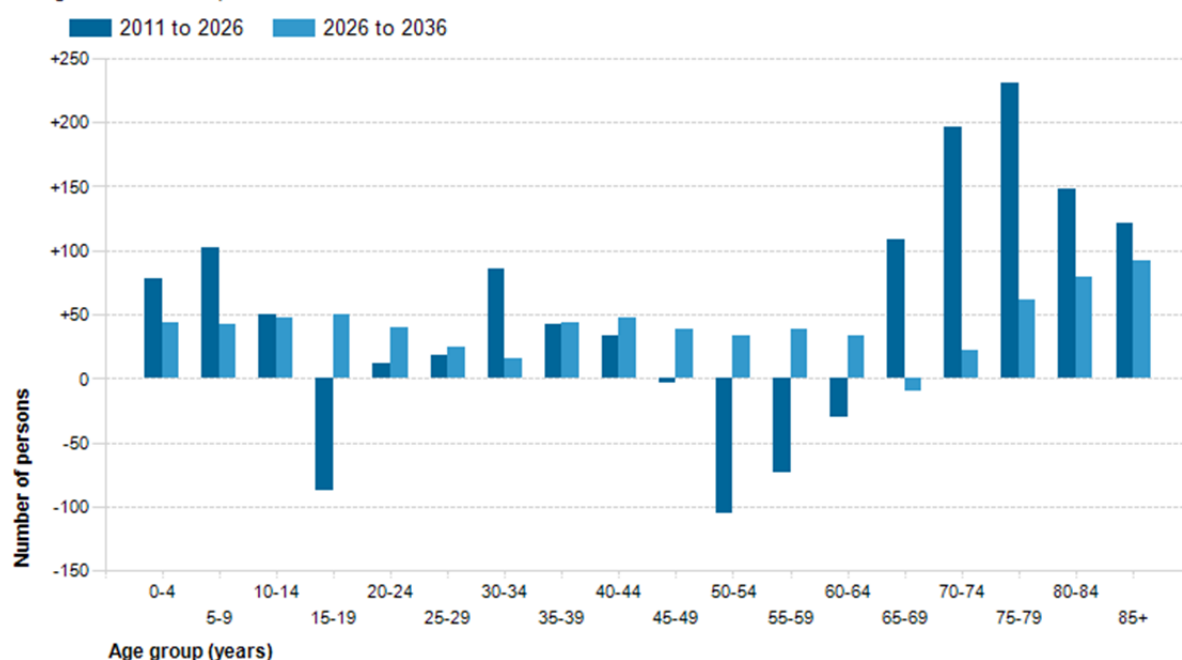
Liveability and Healthy Ageing Framework ... contributes to Berrigan Shire 2023 outcomes	
Themes & Outcomes	
Moving: Safe paths, parks, and travel, in and between our towns	Sustainable natural and built landscapes
Living: A place where all ages have options for healthy living	Good Government
Ageing: 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

Berrigan Shire - Total persons



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:

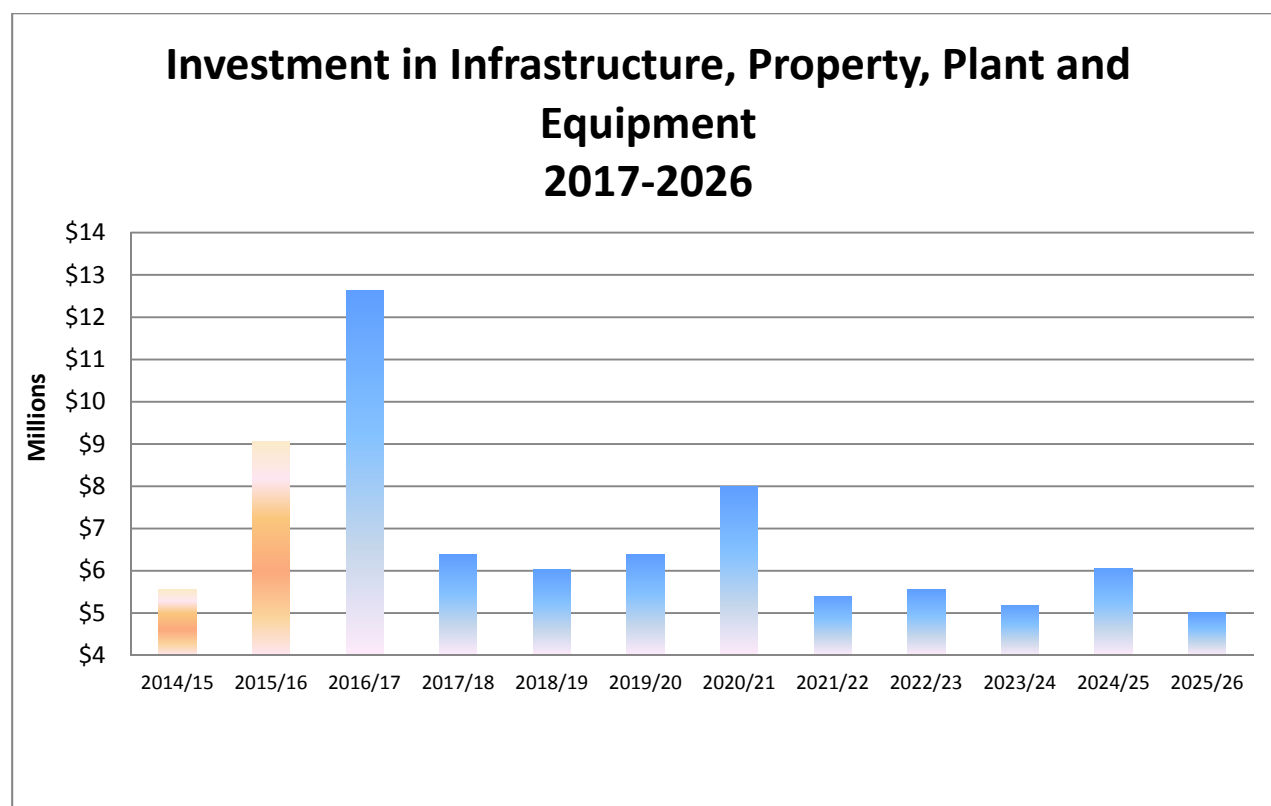
1. **Council is able to maintain current service levels for the next ten years at current funding levels.**
2. **Council is able to fund current infrastructure life cycle cost at current levels of service and available revenue.**

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




Asset Management Strategy 2017

Berrigan Shire 2027: Resourcing Strategy 2018- 2028

Version 4
May 2018



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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 2017 Council's infrastructure assets have a gross carrying value of \$354,701 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 Identification of
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).	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 Resourcing Strategy 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 2013 & 2017 Amendments</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

Legislation	Requirements
<i>Food Act 2003</i>	Standard of Food Preparation Areas
<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 (Cwlth)</i>	Provision of facilities for the disabled
<i>Disability Inclusion Act 2014</i>	Promotes the inclusion of people with disability by requiring government departments and local councils to engage in disability inclusion action planning
<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 (Cwlth)</i>	Requirements for construction standards, markings and maintenance of aerodromes
<i>Civil Aviation Safety Regulations 1998 (Cwlth)</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.
	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

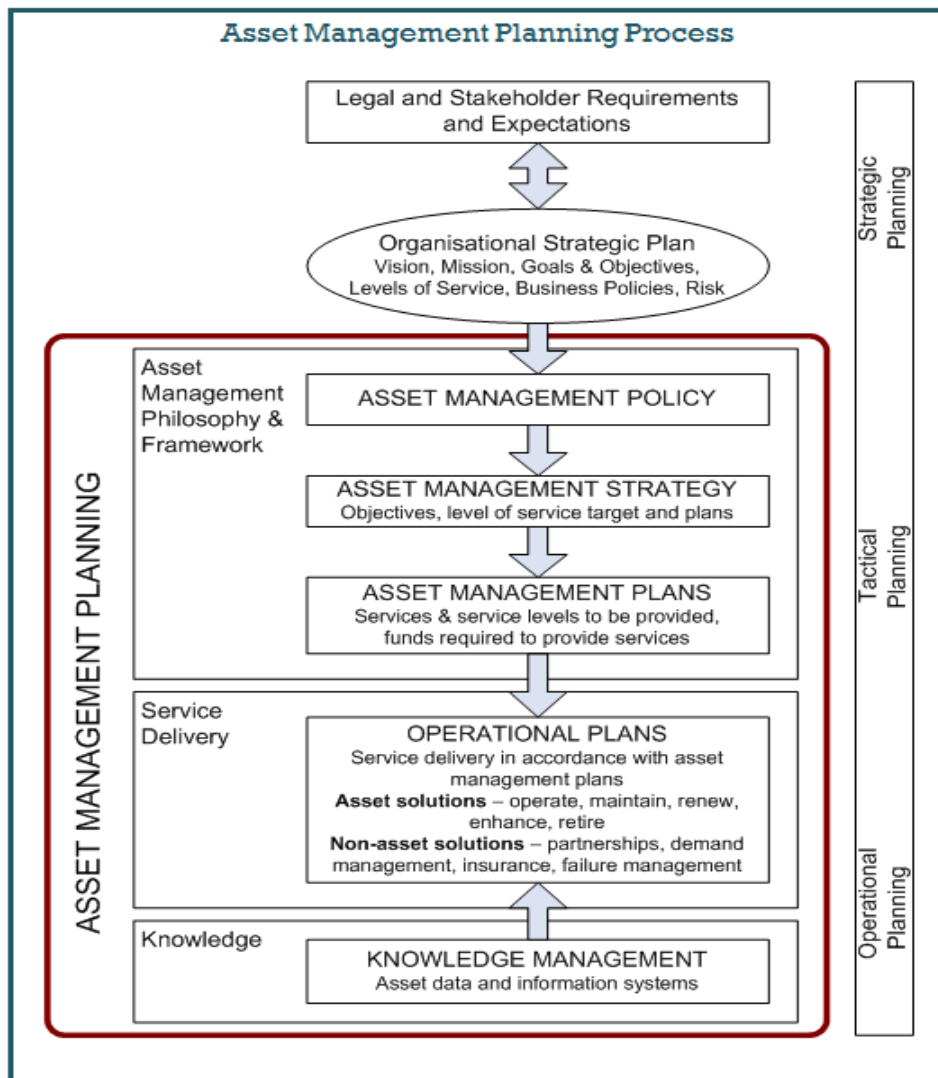


Figure 1: Asset Management Planning Process

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

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

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

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 2016/17 Financial Statements.

Table 4: Replacement Cost of Assets 30 June 2017

Asset Class	Replacement Cost (\$,000)
Buildings	37,978
Roads	168,700
Water Network	46,750
Sewer Network	42,522
Stormwater Drainage	22,431
Open Space / Recreational	10,542

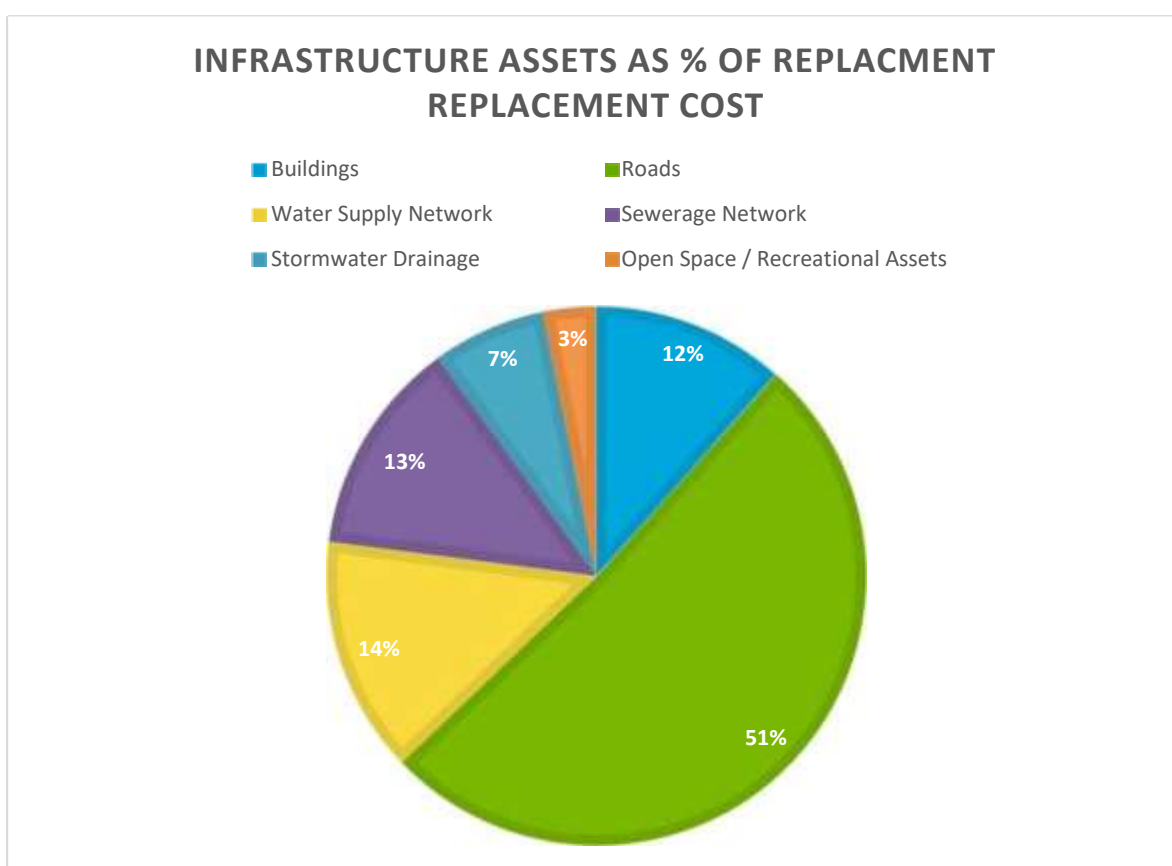


Figure 2: Assets as % of Replacement Cost

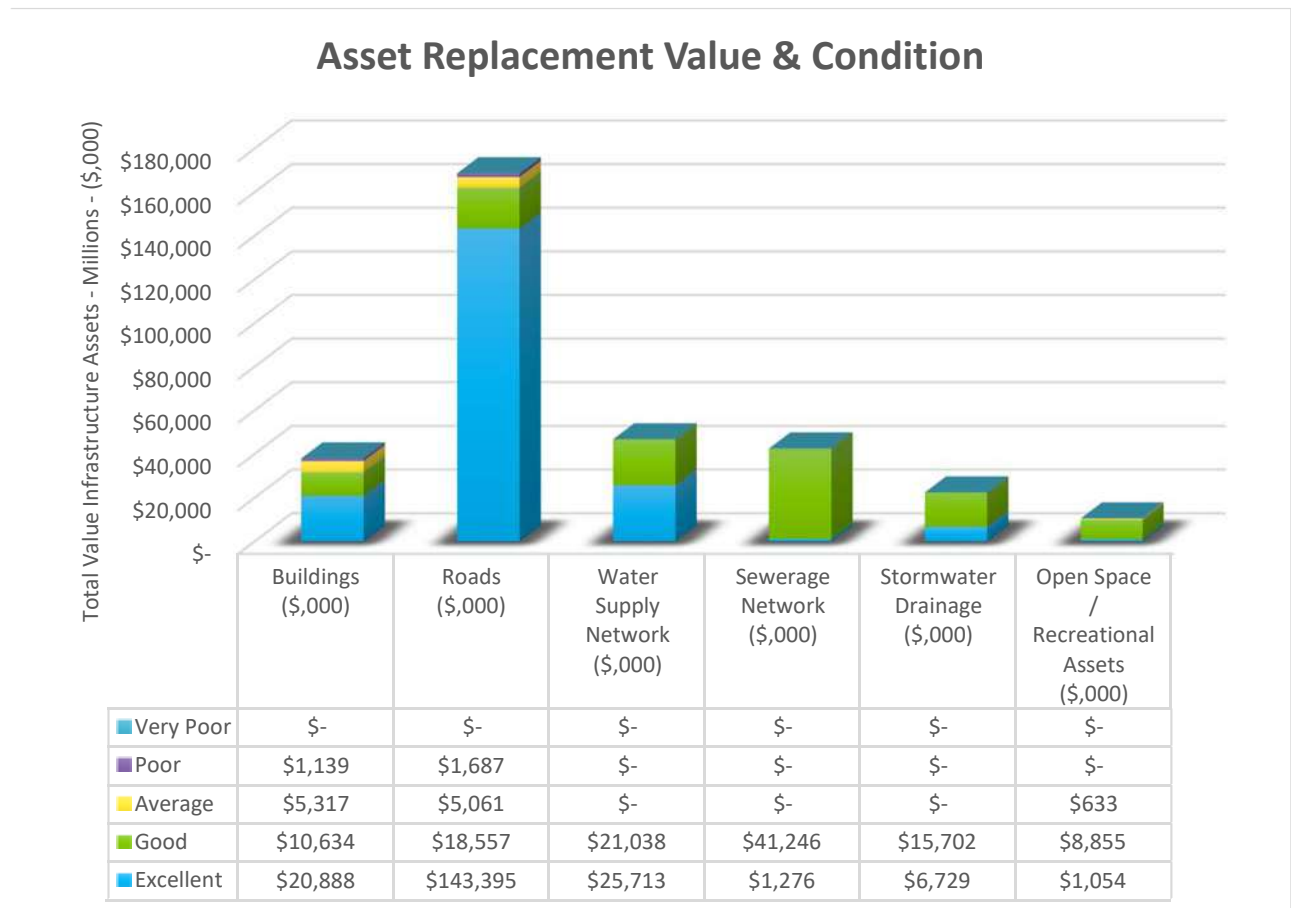


Figure 3: Asset Replacement Value and Condition

The condition of Council’s assets is shown in Figure 3 and is derived from the ratings shown in 2016/17 financial statements for Council. The proportion of Council assets consumed or depreciated is shown in Figure 4.

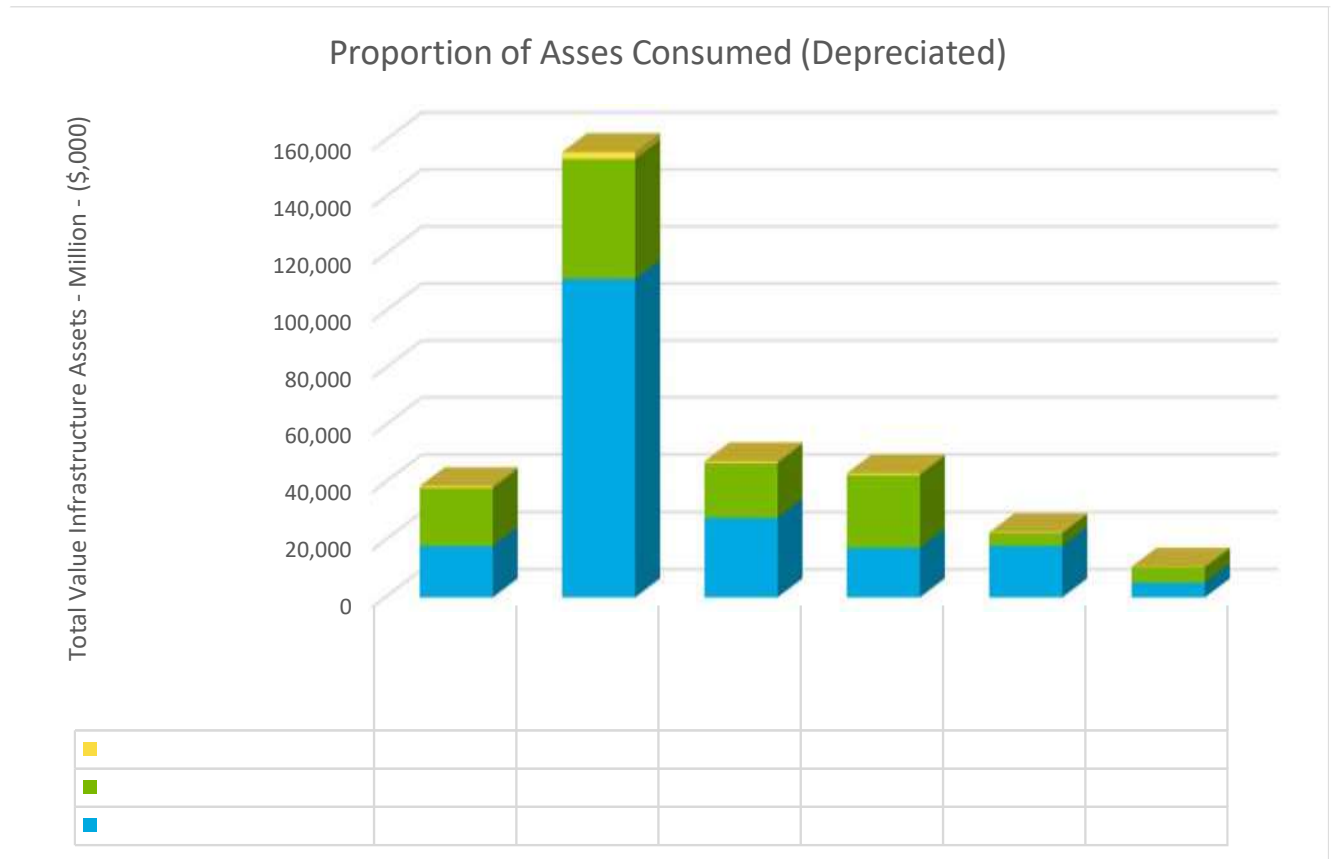


Figure 4: Proportion of Assets Consumed (Depreciated)

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 (2016) review of this [Asset Management Strategy](#) the life cycle cost for the services covered in this asset management plan was modelled and 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 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

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 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



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.

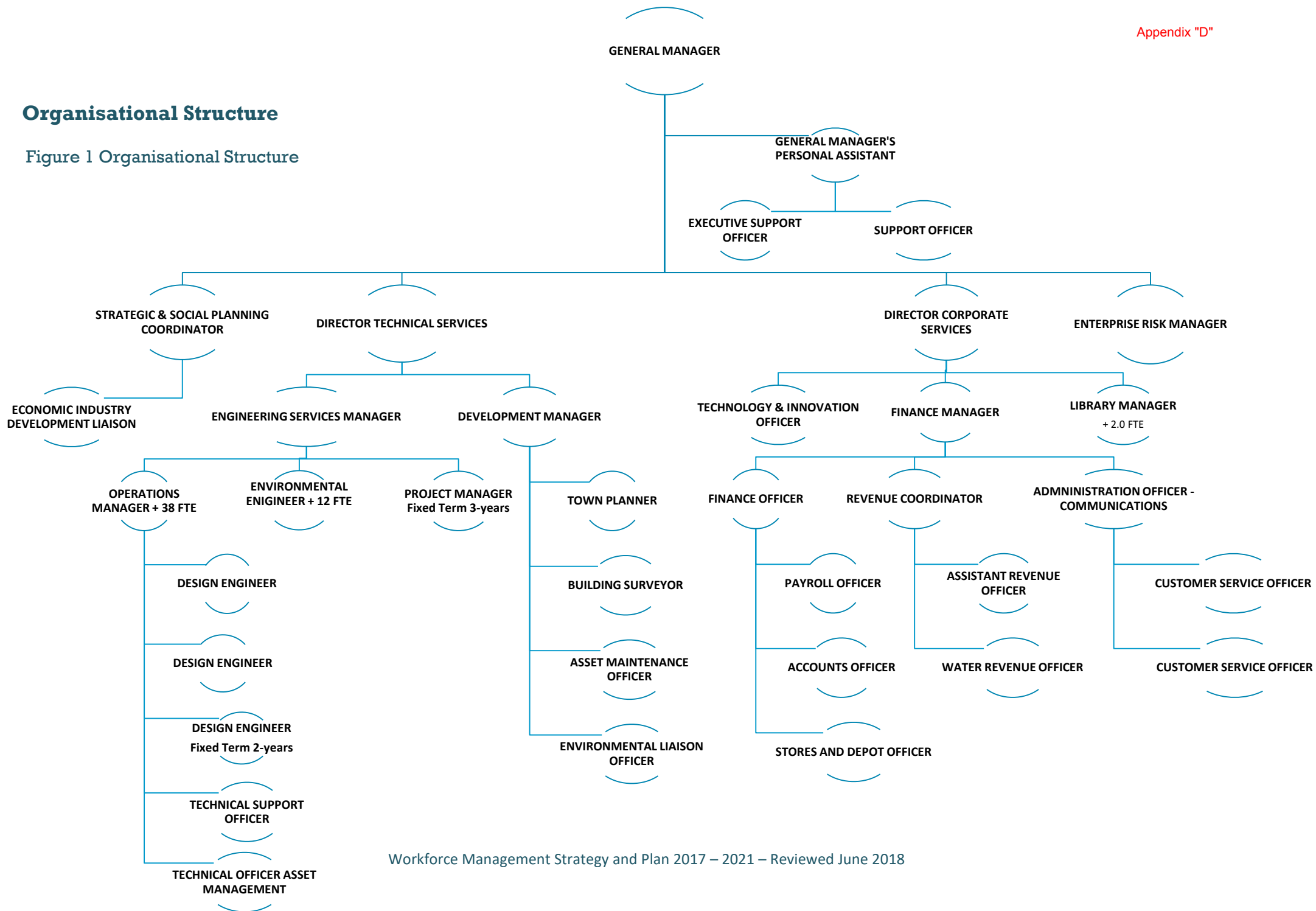
CSP Strategic Outcome	CSP Strategic Objective	Council Activities and Services	Professional & Technical Skills
1. Sustainable Natural and Built Landscapes	1.1 Support sustainable use of our natural resources and built landscapes 1.2 Retain the diversity and preserve the health of our natural landscapes 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 <i>Berrigan Shire 2027</i> 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.

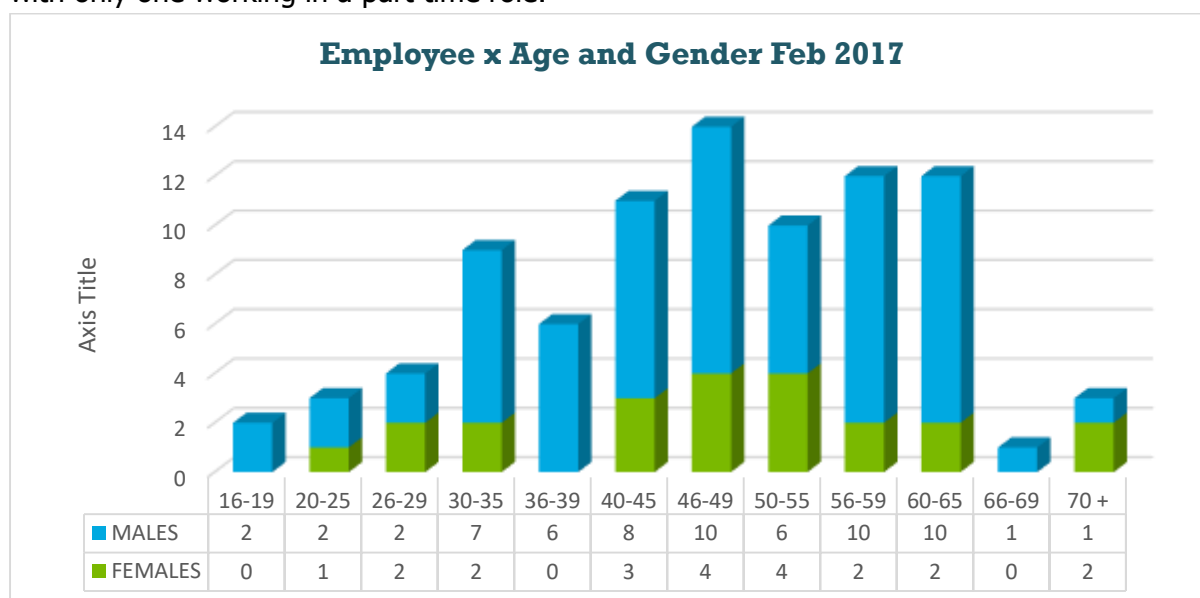


Figure 2: Employees x Age & Gender

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.

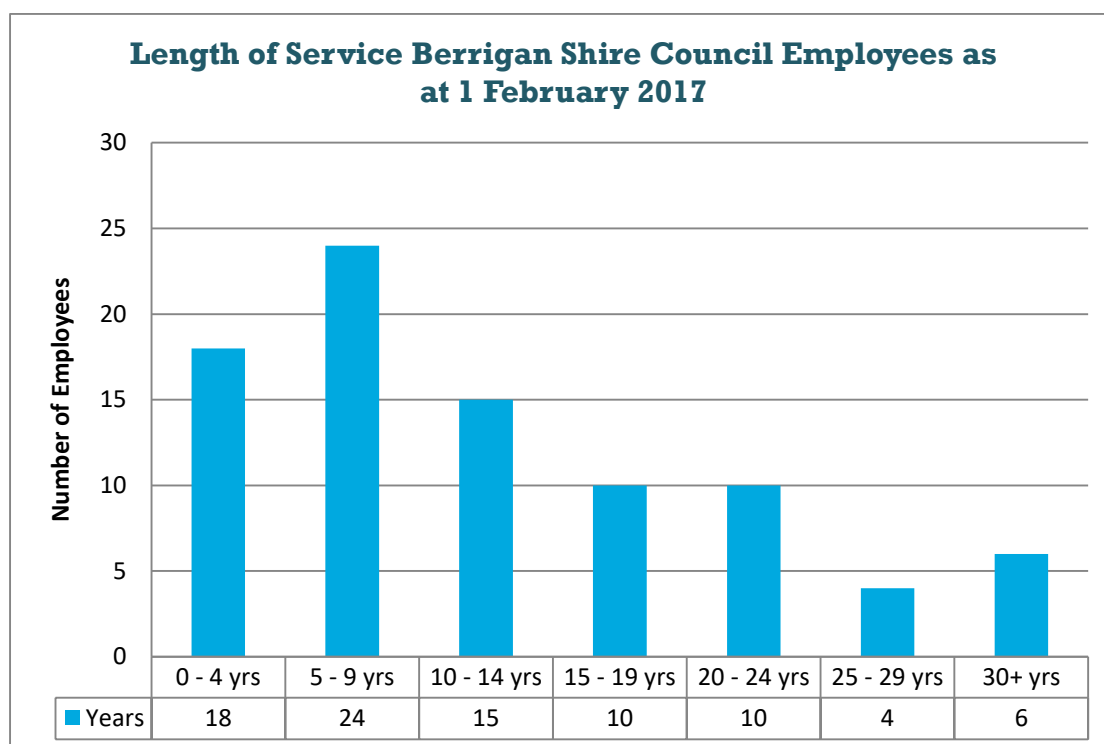


Figure 3: Length of Service

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:

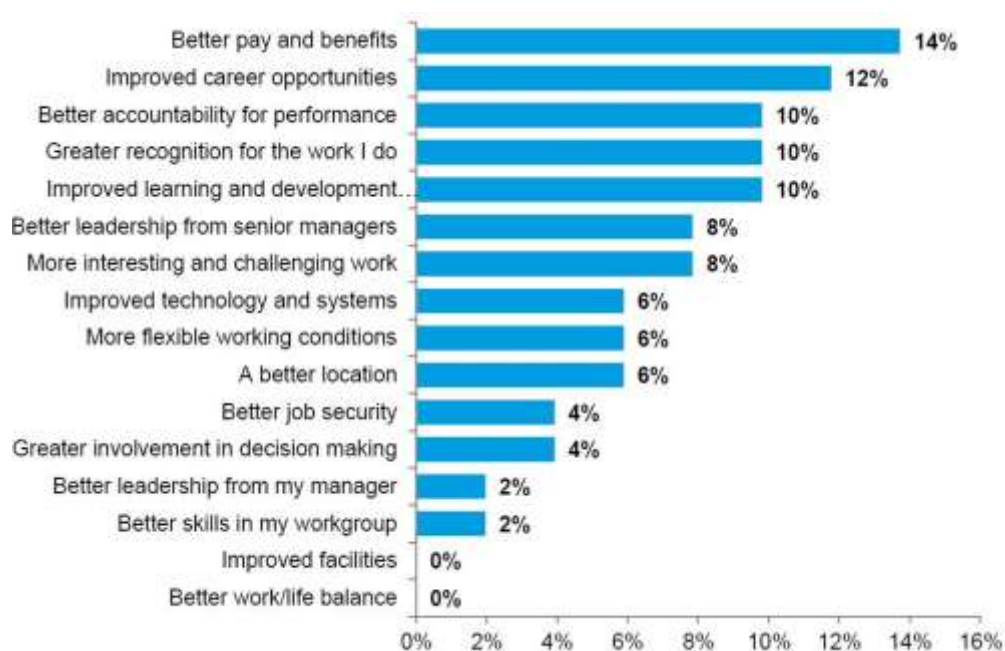
- Better accountability for performance (10%);
- Greater recognition for the work I do (10%);
- Improved learning and development opportunities (10%);
- Better leadership from senior managers (8%); and
- More interesting and challenging work (8%).

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



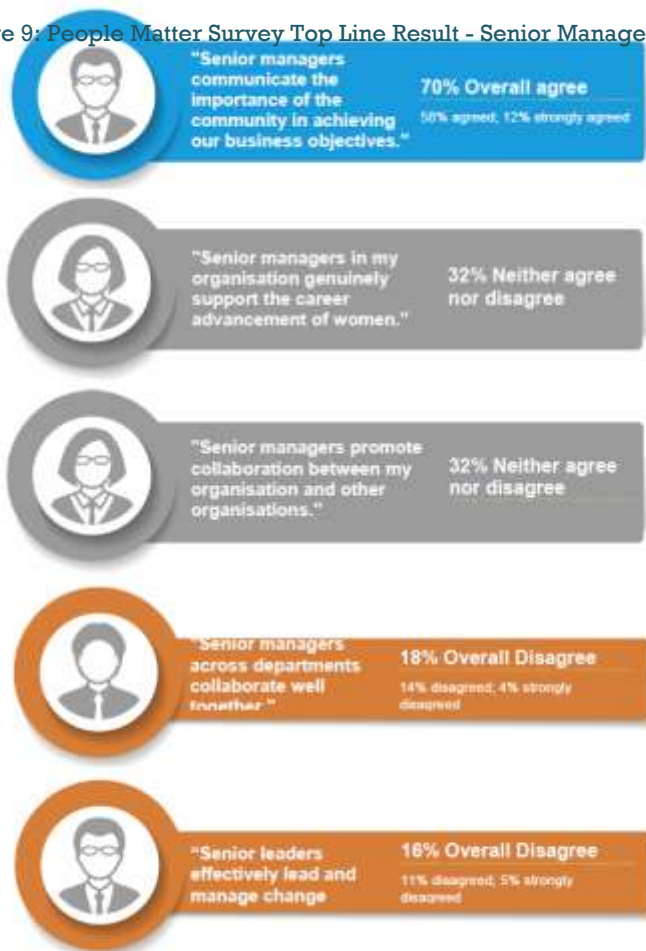
Retention Their Manager and Their Senior Manager

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'.

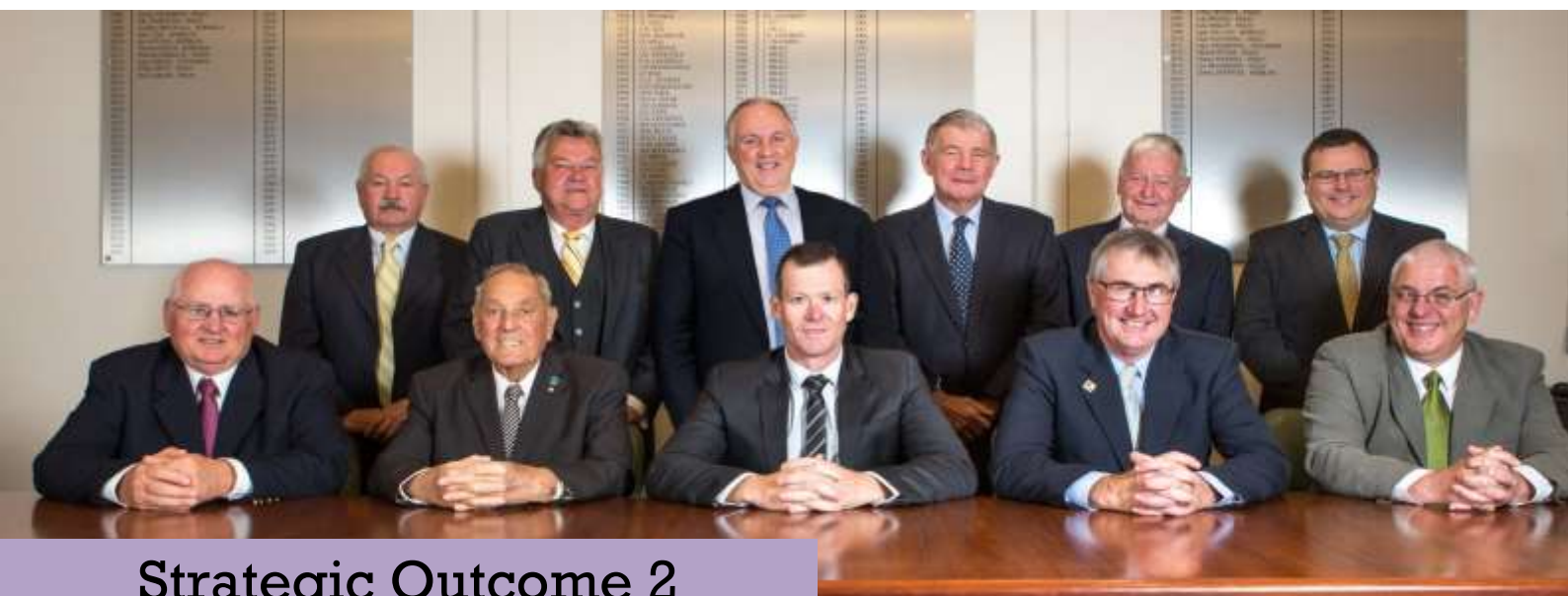
Work Force Management & Development Plan Implementation

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



PEOPLE MATTER SURVEY

TOPLINE REPORT PILOT RESEARCH RESULTS

Prepared for Berrigan Shire Council

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APPENDICES

Appendix A.

People Matter Survey

Appendix B.

Responses to Q15

1 Introduction

1.1 This research

The *Centre for Local Government* at the University Technology Sydney (UTS:CLG) has undertaken this pilot research study to better understand employee experiences of working at councils. The research is particularly focused on investigating employee perceptions of their workplace in areas such as: engagement and leadership; values and conduct; workplace experiences; diversity and wellbeing; and intentions to stay.

The research utilises a version of the New South Wales Public Service Commission's *People Matter* survey that has been tailored for local government (Appendix A). As part of the pilot study, UTS:CLG, in conjunction with Local Government New South Wales (LGNSW), have engaged with a sample of councils across metropolitan, regional and rural New South Wales to test the survey and gather preliminary data.

The survey is open to all staff from participating councils during late 2016 and early 2017. Survey responses have been anonymised and the research data gathered from this project does not identify participants by name in any public reports or papers.¹

Survey responses will provide sector-wide data on the experience of working in local government in NSW. Data analysis can include comparisons across geographies, plus comparative analysis with NSW Public Service Commission data. This pilot research will also provide baseline data for similar surveys in the future.

It is envisaged that research outputs will support the sector's understanding of effective council management practices and workforce planning activities, and inform the development of a capability framework tailored to local government that is currently being explored by LGNSW.

1.2 This topline report

58 employees from Berrigan Shire Council responded to the survey and this topline data report has been prepared for the internal use of Berrigan Shire Council only. Individual organisations will not be identified by name in sector-wide research reports or presentations without prior permission.

Please note that in this report:

- > 'Overall agreement' refers to 'agree' and 'strongly agree' ratings combined.
- > 'Overall disagreement ratings' refers to 'disagree' and 'strongly disagree' ratings combined.
- > Where individual statements are highlighted inside a text box, the distribution of responses within individual response categories² have been ordered from high to low. For select response categories the statement/s drawing the highest proportions of responses is represented.
- > Due to rounding (nearest whole percent), total percentages may not equal 100%.

¹ Studies undertaken by CLG have been granted program approval by the University of Technology Sydney Human Research Ethics Commission.

² i.e. 'strongly/agree', 'strongly/disagree', 'neither agree nor disagree'

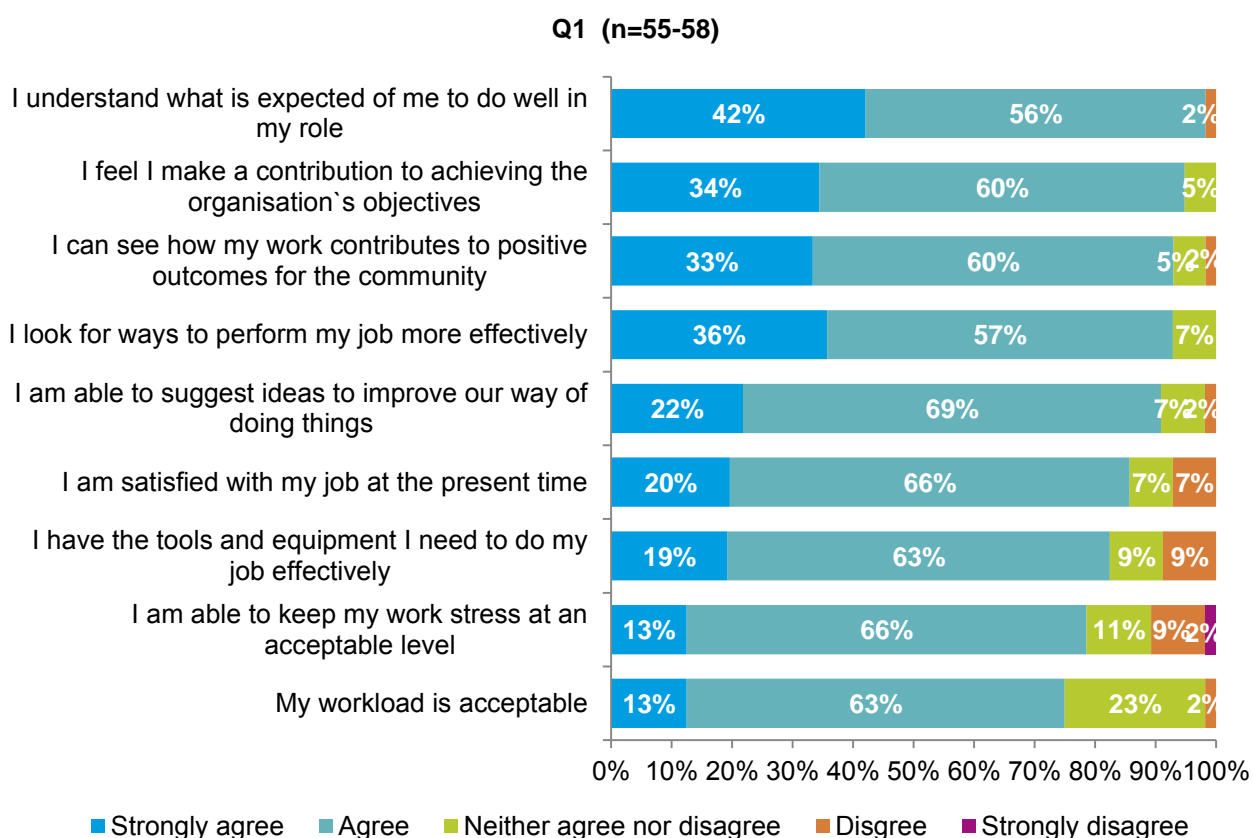
- > Where percentages of two or more categories have been added to reflect an 'overall' rating, overall reported percentages may diverge slightly from the true percentage sum owing to rounding (to the nearest whole percent).
 - “Questions” 4, 7, and 10 of the survey are not reported. These consisted of notes for respondents' information; no response was required.
 - Responses to Q15 have been collated in Appendix B, as this was an open question.
 - Responses to Q21 and Q22 are not reported, as these questions largely served internal purposes.

2 Topline Results

2.1 Your Role

Question 1

Please rate your level of agreement with the following statements.



- > On average (62%), Council respondents were most likely to 'agree' with the statements above. Ratings of 'strongly agree' (26%) were next most likely on average.
- > The following statements drew the highest proportions of responses within selected rating categories:



"I understand what is expected of me to do well in my role."

98% Overall agree

56% agreed; 42% strongly agreed



"My workload is acceptable."

23% neither agree nor disagree



"I am able to keep my work stress at an acceptable level."

11% Overall Disagree

9% disagreed; 2% strongly disagreed

Question 2

[If you identified that you] do not have the tools and equipment needed [as per Q1], please indicate which of the following are not available.

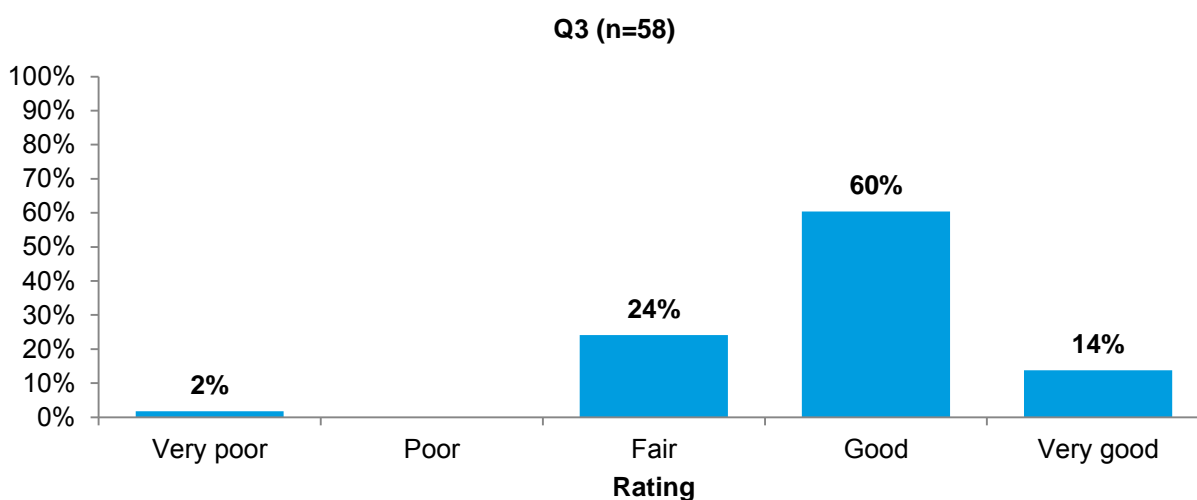
- > 83% of all respondents agreed that they have the right tools and equipment to do their job effectively (Q1 - please see figure above).
 - 9% of respondents (n=5) disagreed with this statement. None (0%) strongly disagreed.
- > Respondents who disagreed with this statement were then provided with a list of tools/equipment and asked to select which of these were unavailable, but necessary, to their roles.
- > The following table outlines the items selected by respondents (n=2).

Tools/Equipment	Number of Selections
Computers	1
Internet access	1
Machinery	1
Mobile devices (e.g. Smart phones, tablets)	1

Q3

How would you rate your work-life balance?

FIGURE 1: Q3



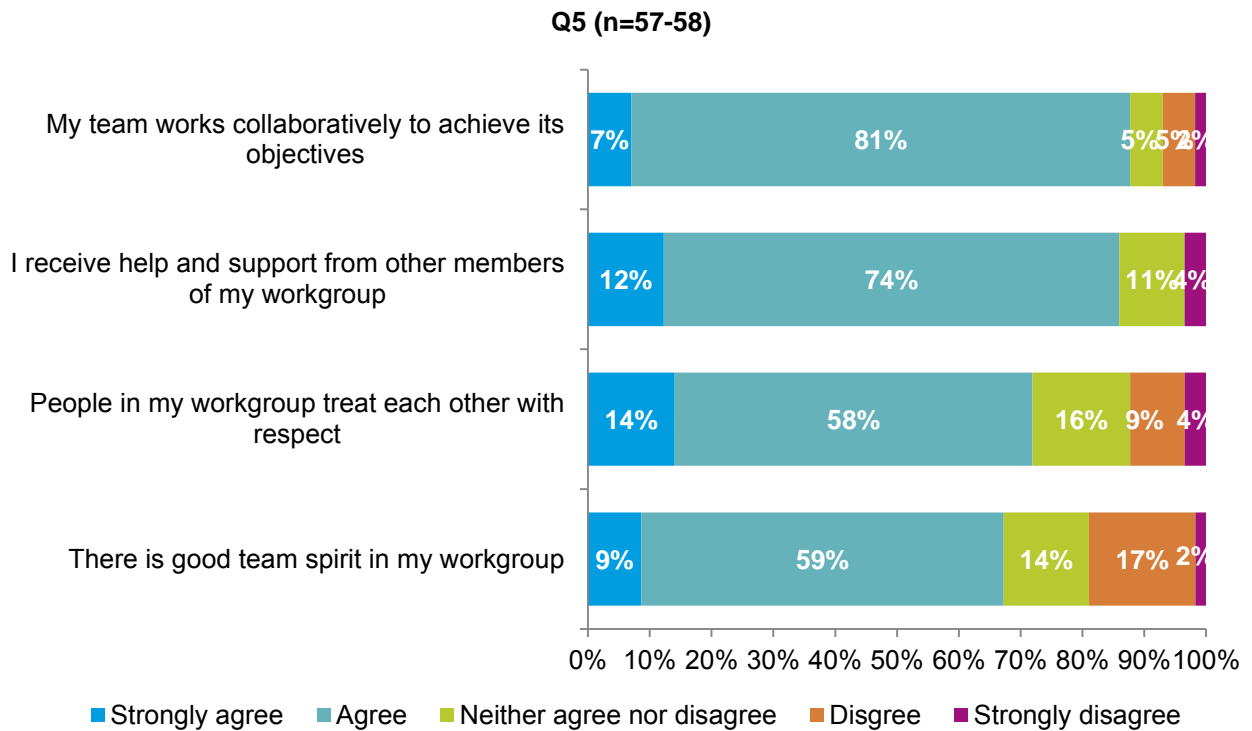
- > Respondents were most likely to rate their work-life balance as being 'good' (60%), followed by 'fair' (24%).
- > None of the respondents (0%) rated their work-life balance as being 'poor', though 2% awarded ratings of 'very poor'.

2.2 Your Workgroup

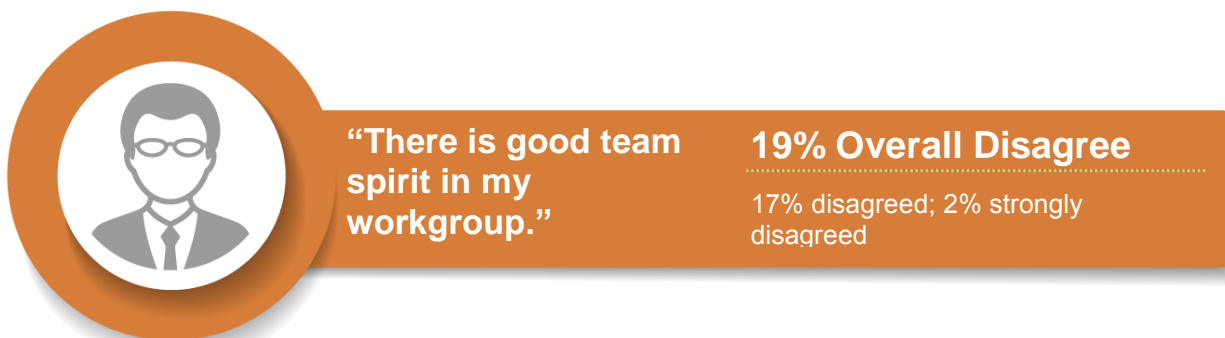
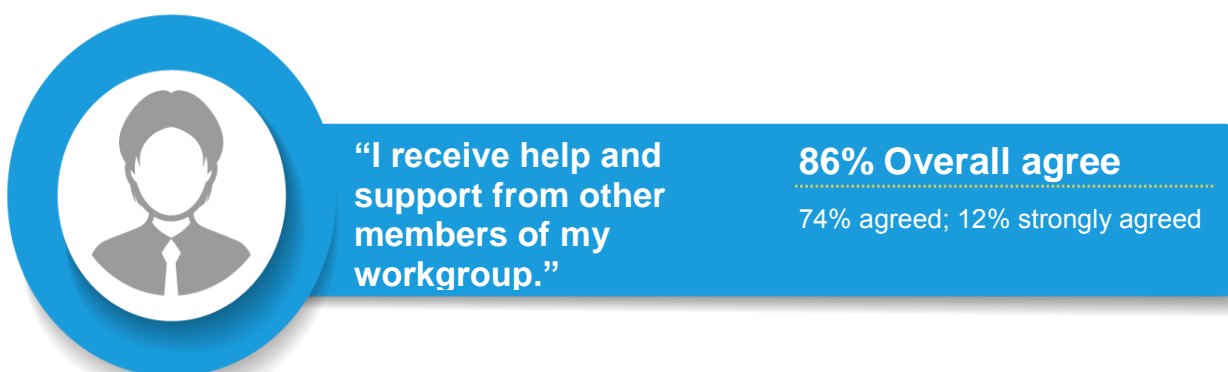
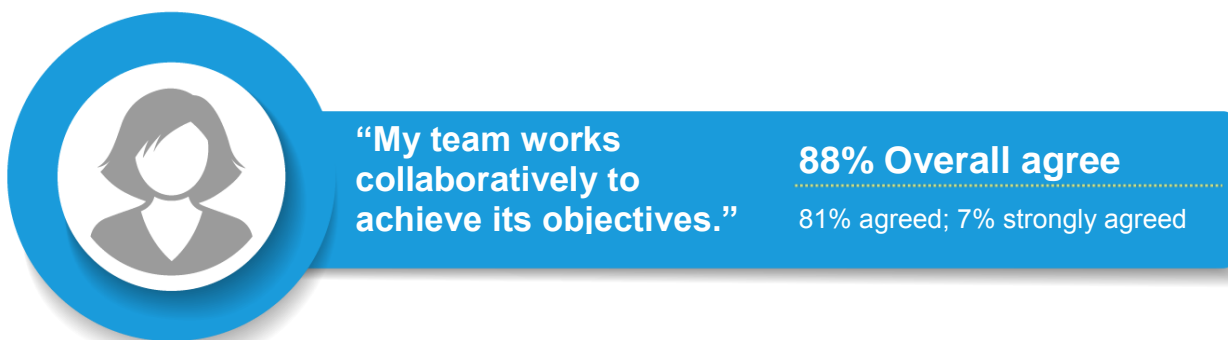
Please note: Respondents' immediate team is referred to as their 'workgroup'.

Question 5

Please rate your level of agreement with the following statements.



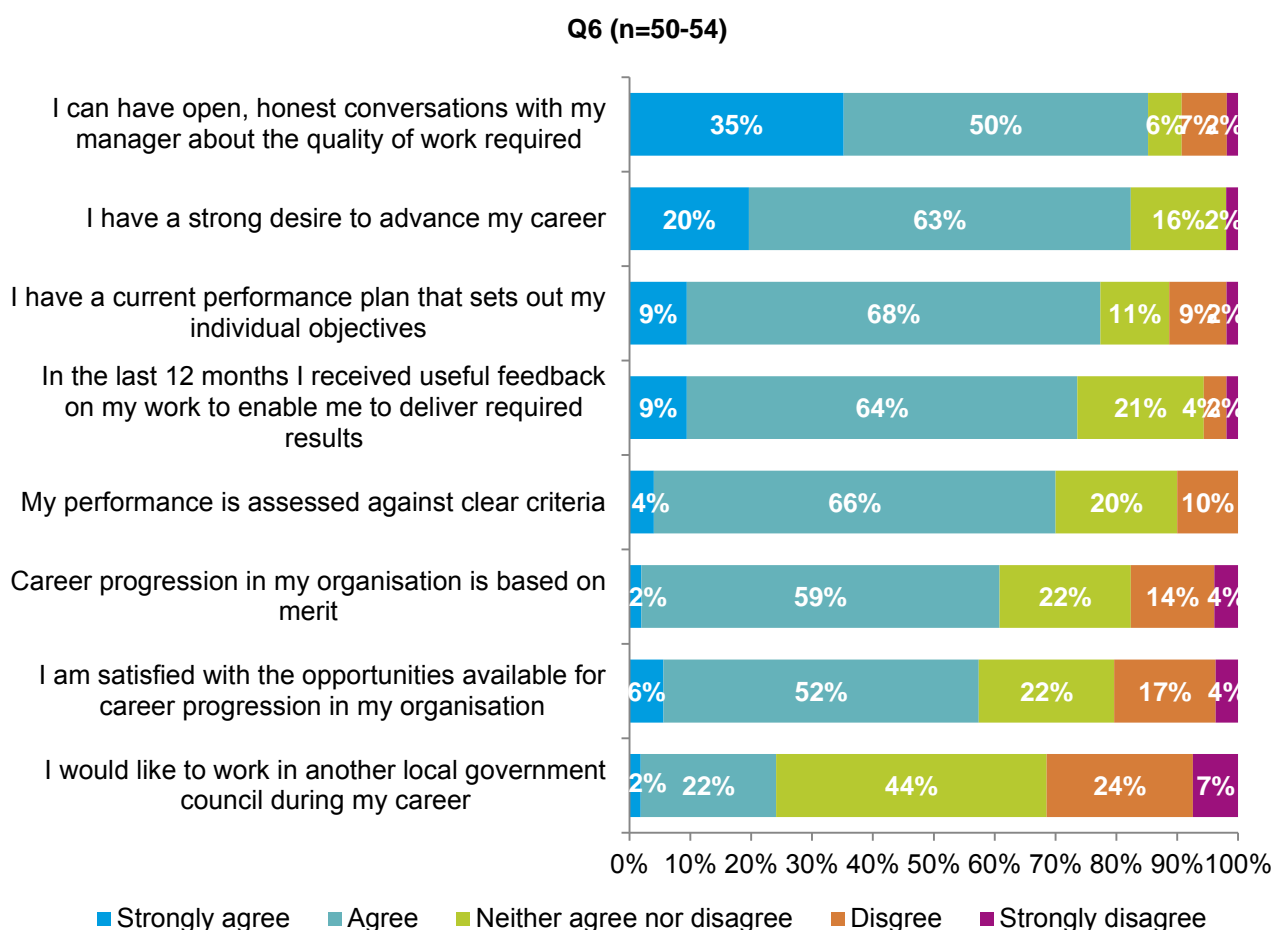
- > On average (68%), respondents were most likely to 'agree' with the statements above. Respondents were next most likely to award ratings of 'neither agree nor disagree' (11% average).
- > The following statements drew the highest proportions of responses within selected rating categories::



2.3 Your Performance and Development

Question 6

Please rate your level of agreement with the following statements.



- > On average (56%), respondents were most likely to 'agree' with the statements above. 'Neither agree nor disagree' ratings (20%) were next likely to be highest on average.
- > The following statements drew the highest proportions of responses within selected rating categories::



"I can have open, honest conversations with my manager about the quality of work required."

85% Overall agree

50% agreed; 35% strongly agreed



"I have a strong desire to advance my career."

82% Overall agree

63% agreed; 20% strongly agreed



"I would like to work in another local government council."

32% Overall Disagree

24% disagreed; 7% strongly disagreed



"I am satisfied with the opportunities for available for career progression in my organisation."

20% Overall Disagree

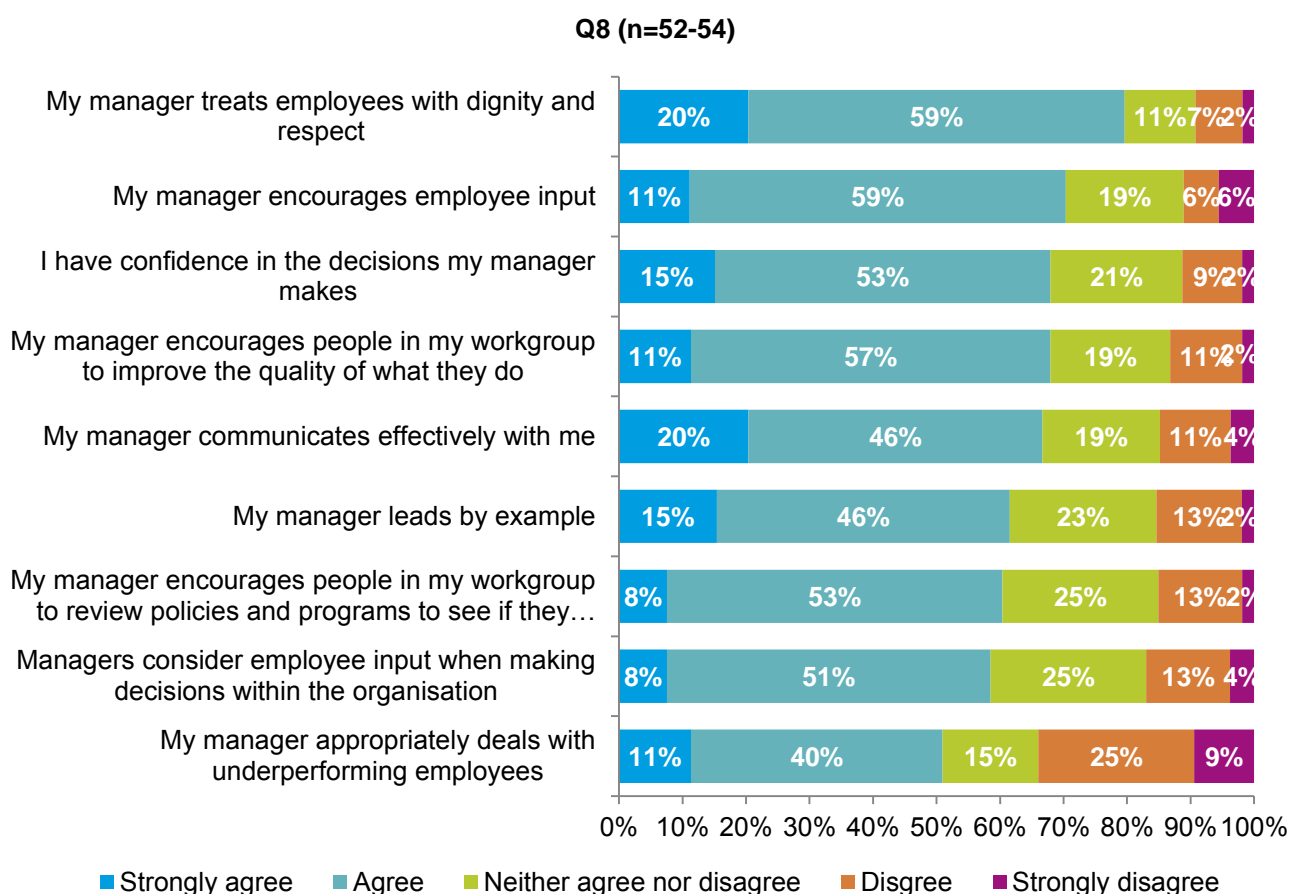
17% disagreed; 4% strongly disagreed

2.4 Your Manager

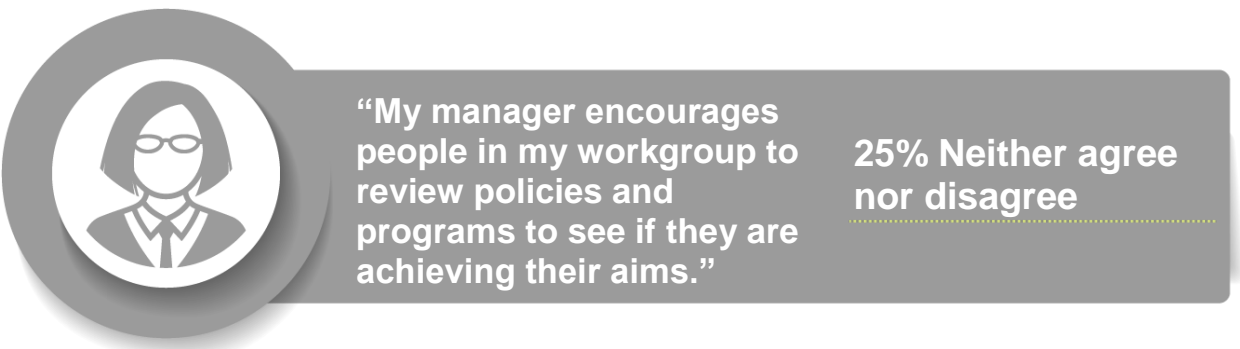
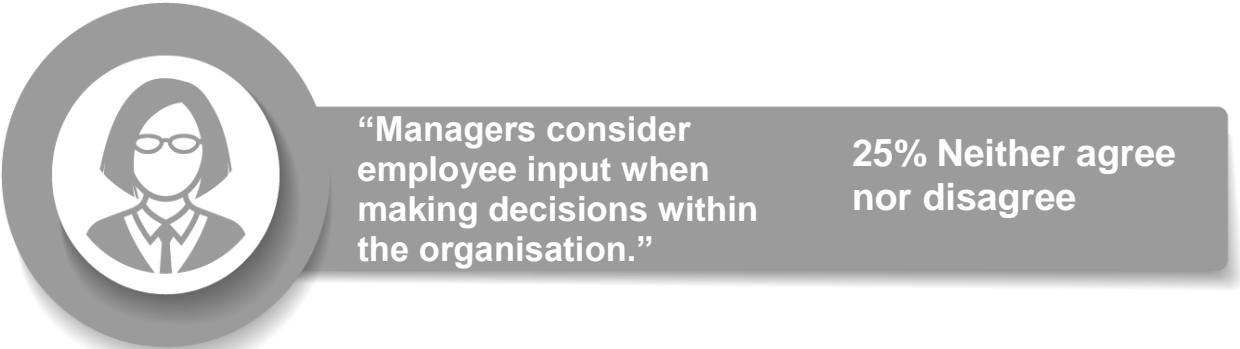
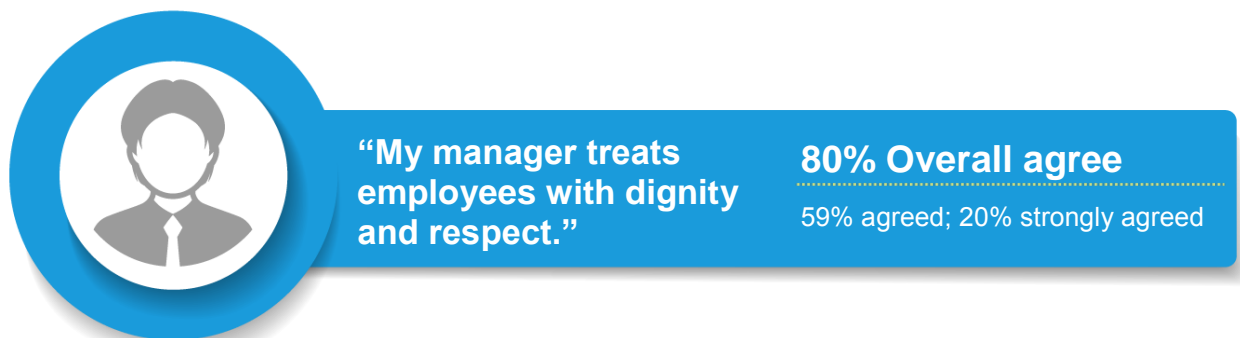
Please note: 'Manager' is defined as the individual in respondents' immediate team or project to whom they report on a daily basis.

Question 8

Please rate your level of agreement with the following statements.

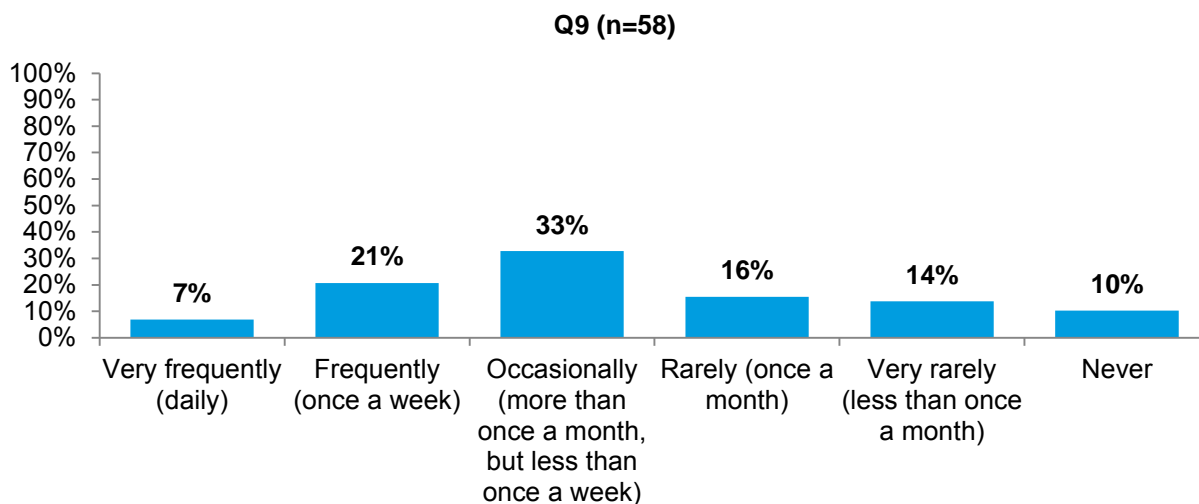


- > On average (52%), respondents were most likely to 'agree' with the statements above. They were next most likely to award ratings of 'neither agree nor disagree' (19% average).
- > The following statements drew the highest proportions of responses within selected rating categories:



Question 9

How often does your manager provide acknowledgement or other recognition for the work you do?



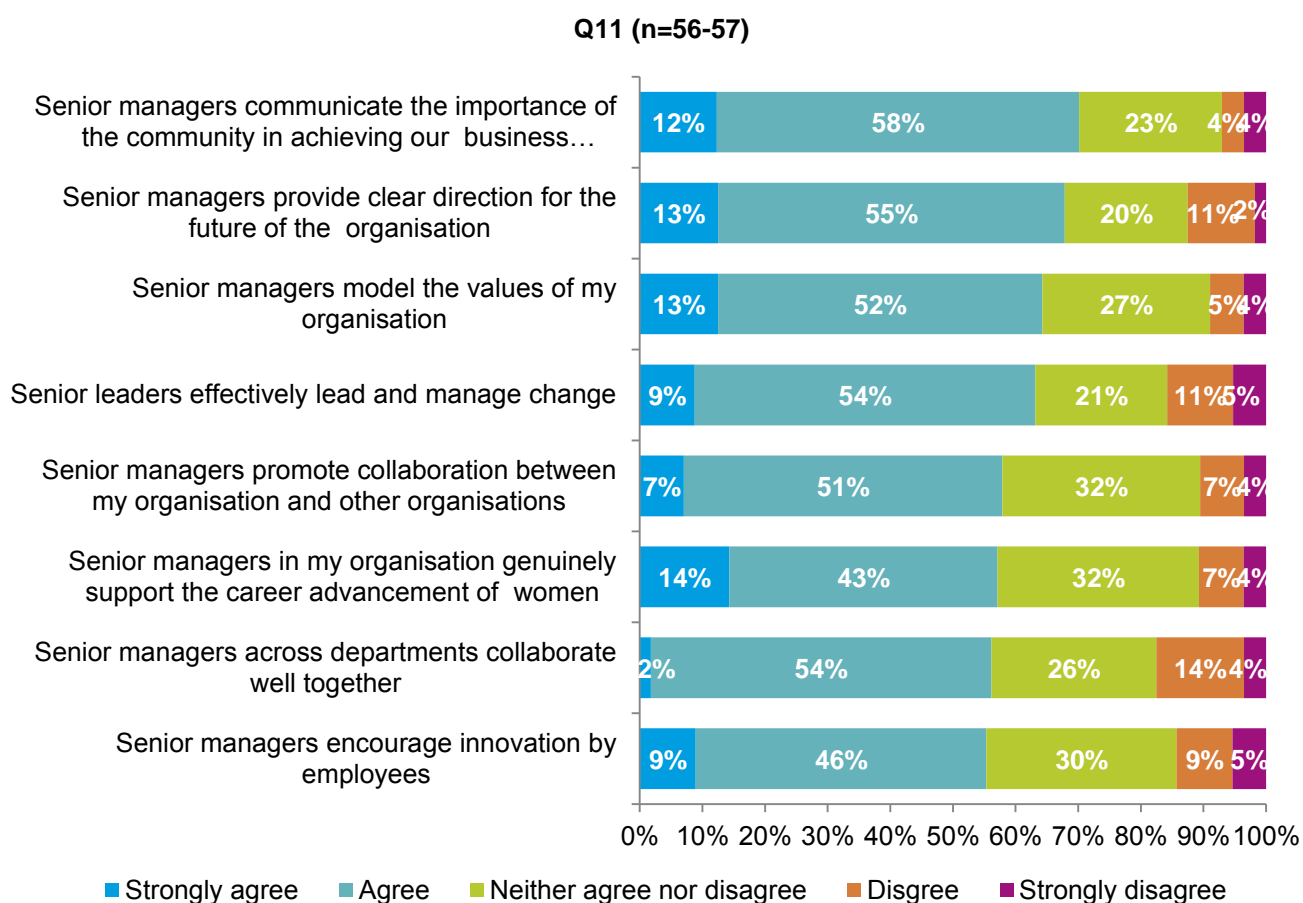
- > Respondents were asked to identify the frequency with which they received acknowledgement/recognition for the work they do from their immediate manager.
- > Respondents were most likely to identify receiving recognition 'occasionally' (33%); i.e. more than once a month, but less than once a week.
- > Receiving recognition 'frequently' (once a week) was next most likely (21%).
- > It was least likely for respondents to identify receiving managerial acknowledgement and other kinds of recognition for the work they do 'very frequently' (i.e. daily – 7%).

2.5 Your Senior Manager

Please note: 'Senior managers' are defined as the most senior group of managers in respondents' organisations (i.e. the CEO or General Manager and the Director of each division).

Question 11

Please rate your level of agreement with the following statements.



- > On average, respondents were most likely to award ratings of 'agree' (52%), followed by 'neither agree nor disagree' (26%) for the statements above.
- > The following statements drew the highest proportions of responses within selected rating categories:



"Senior managers communicate the importance of the community in achieving our business objectives."

70% Overall agree

58% agreed; 12% strongly agreed



"Senior managers in my organisation genuinely support the career advancement of women."

32% Neither agree nor disagree



"Senior managers promote collaboration between my organisation and other organisations."

32% Neither agree nor disagree



"Senior managers across departments collaborate well together."

18% Overall Disagree

14% disagreed; 4% strongly disagreed



"Senior leaders effectively lead and manage change"

16% Overall Disagree

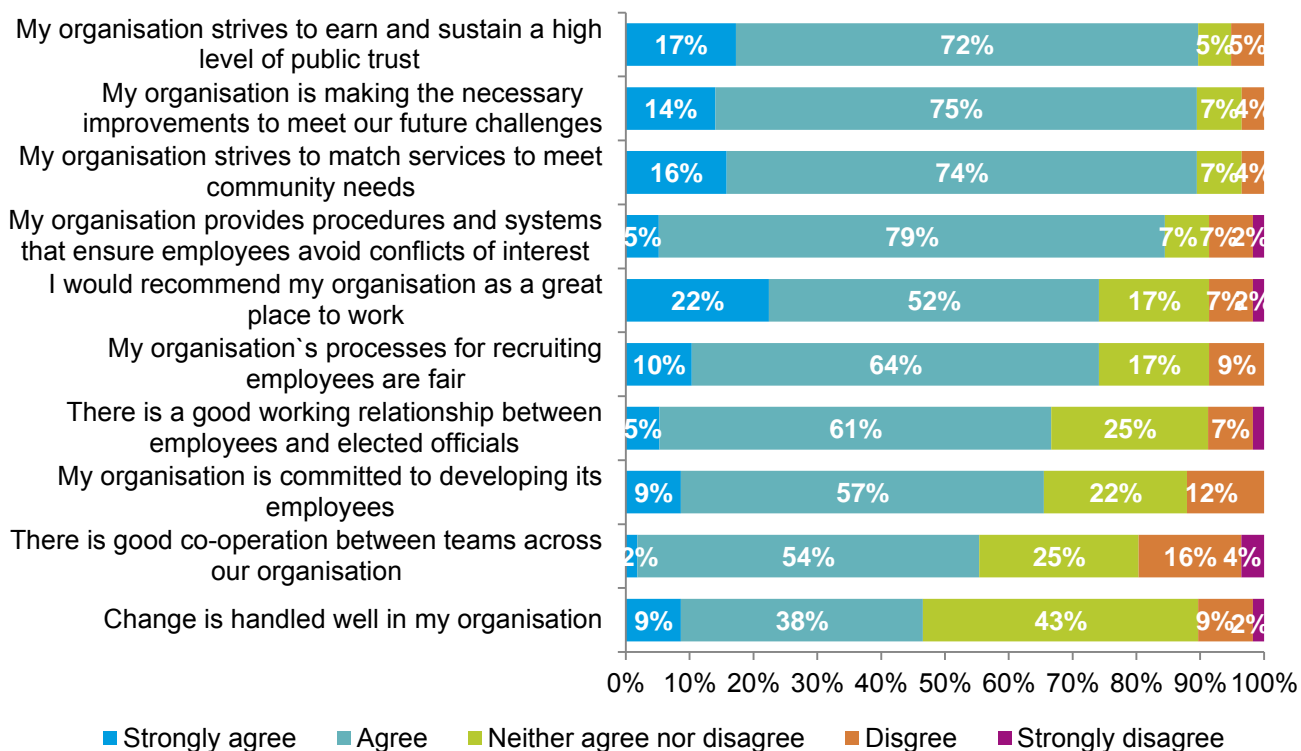
11% disagreed; 5% strongly disagreed

2.6 Your Organisation

Question 12

Please rate your level of agreement with the following statements.

Q12 (n=56-58)



- > On average, respondents were most likely to award ratings of 'agree' (63%) or 'neither agree nor disagree' (18%) for the statements above.
- > The following statements drew the highest proportions of responses within selected rating categories:



"My organisation strives to earn and sustain a high level of public trust."

90% Overall agree

72% agreed; 17% strongly agreed



"My organisation is making the necessary improvements to meet our future challenges."

89% Overall agree

75% agreed; 14% strongly agreed



"My organisation strives to match services to meet community needs."

89% Overall agree

74% agreed; 16% strongly agreed



"Change is handled well in my organisation."

43% Neither agree nor disagree



"There is good co-operation between teams across our organisation."

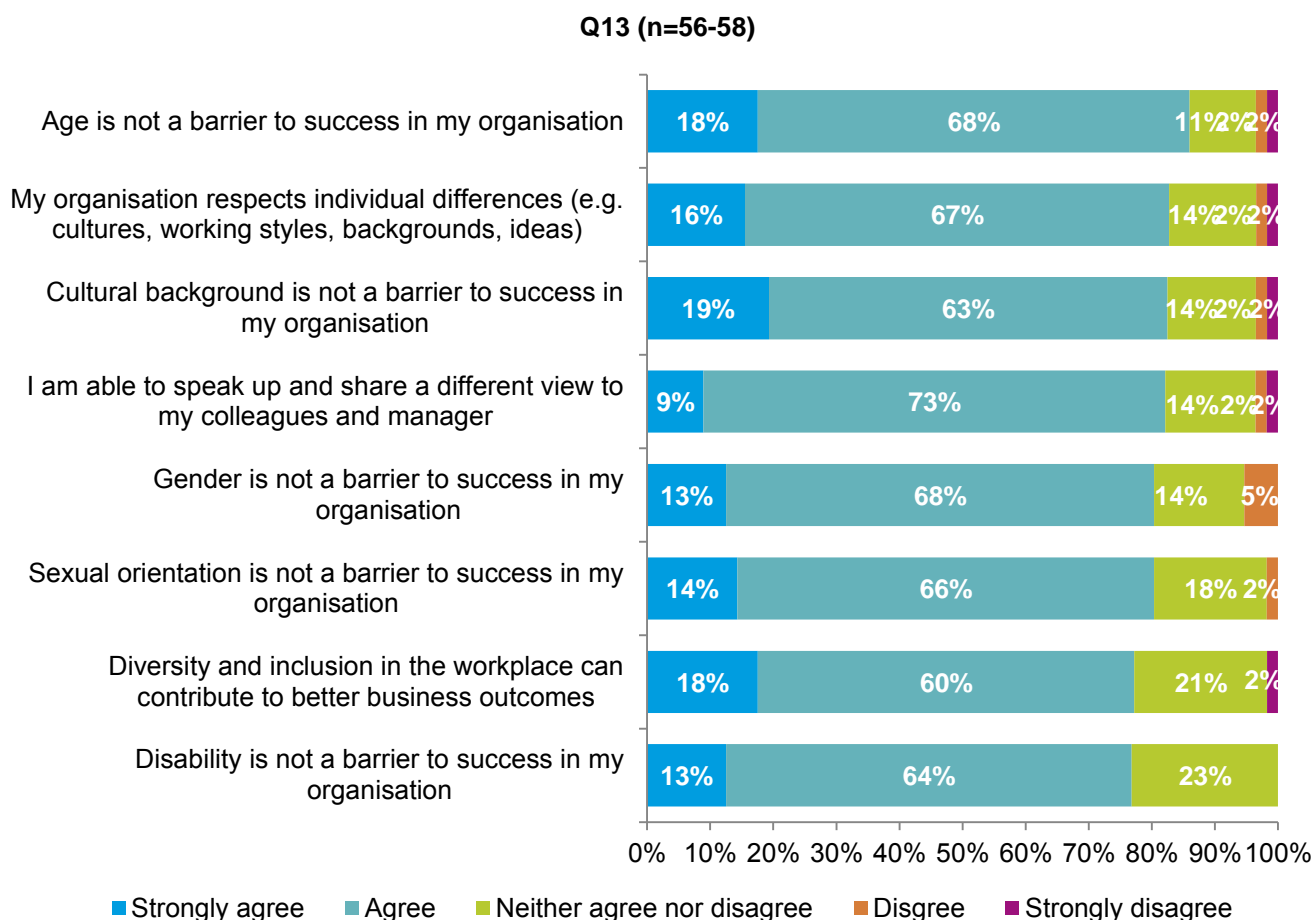
20% Overall Disagree

16% disagreed; 4% strongly disagreed

2.7 Diversity and Inclusion

Question 13

Please rate your level of agreement with the following statements.



- > On average (66%), respondents were most likely to 'agree' with the statements above. They were next most likely to award ratings of 'neither agree nor disagree' – 16% average.
- > The following statements drew the highest proportions of responses within selected rating categories:



“Age is not a barrier to success in my organisation.”

86% Overall agree

68% agreed; 18% strongly agreed



“Disability is not a barrier to success in my organisation.”

23% Neither agree nor disagree



“Diversity and inclusion in the workplace can contribute to better business outcomes.”

21% Neither agree nor disagree



“Gender is not a barrier to success in my organisation.”

5% Overall Disagree

5% disagreed; none strongly disagreed

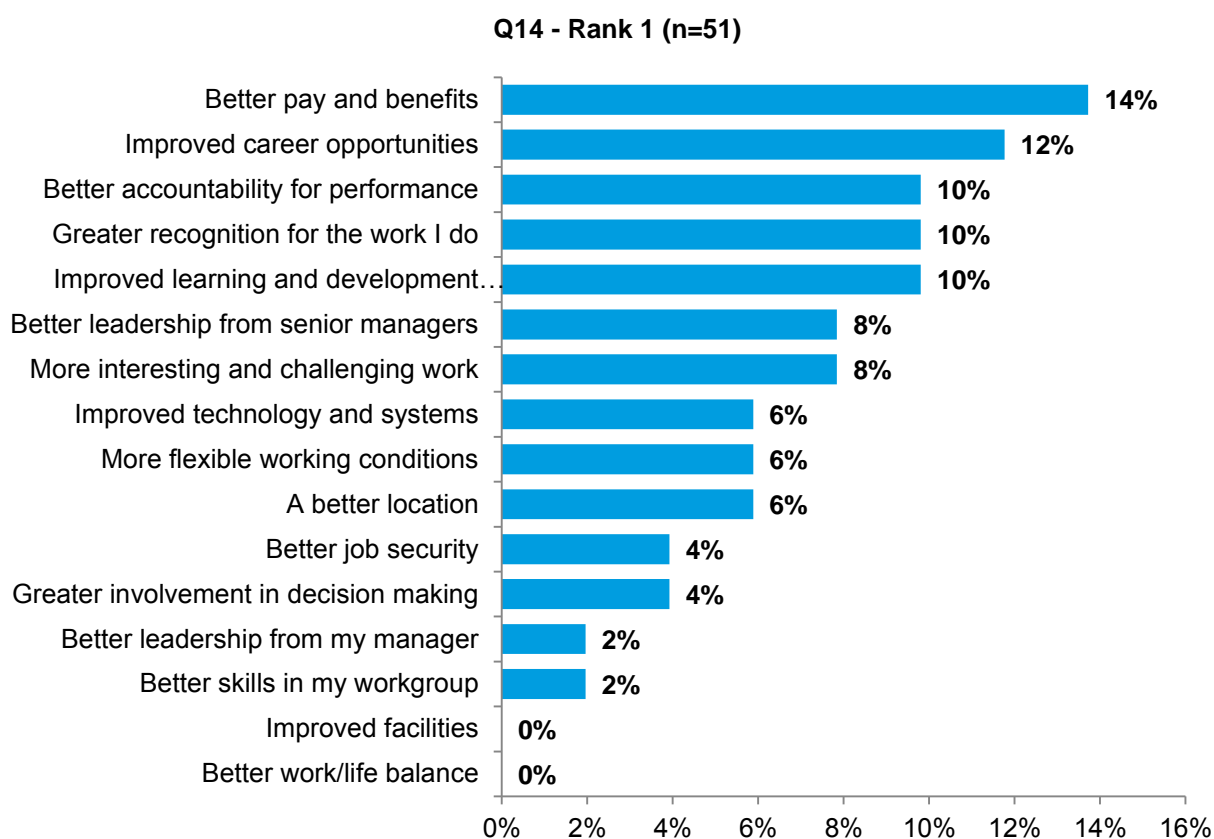
2.8 Motivation to Stay

Question 14

Please rank the top five factors that would motivate you to stay in your current organisation.

- > Respondents were provided with a list of factors and asked to select those that would motivate them to remain working at Council. Respondents ranked these factors from 1 to 5, where 1=most important factor, and 5=fifth most important factor.
- > “Better pay and benefits”; “Improved career opportunities”; and “Better leadership from senior managers” were the top three motivational factors which received the highest proportions of responses overall (i.e. responses for all five rankings combined).
- > The figure below shows the distribution of responses for those factors ranked in first place.

FIGURE 2: Q14 - RANK 1



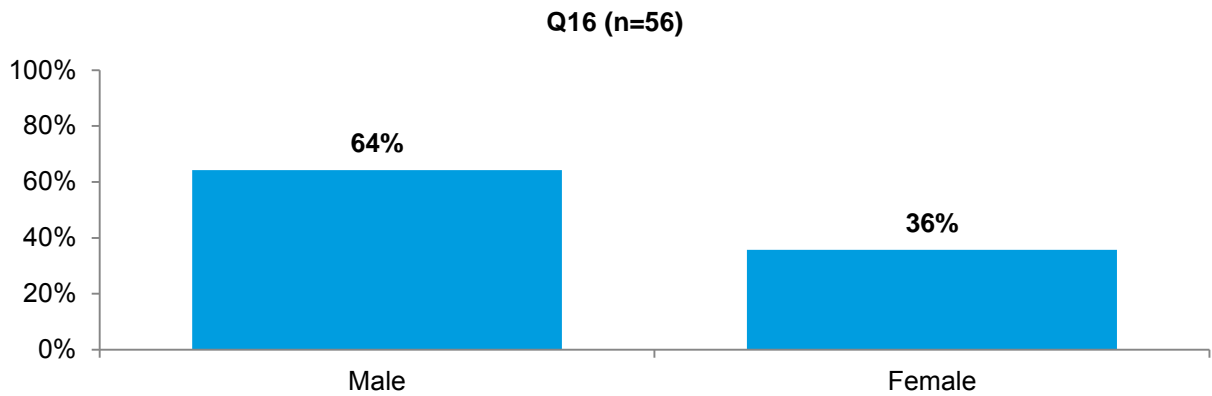
Q15

- > Please see Appendix B for responses to Q15.

2.9 Demographics

Question 16

What is your gender?

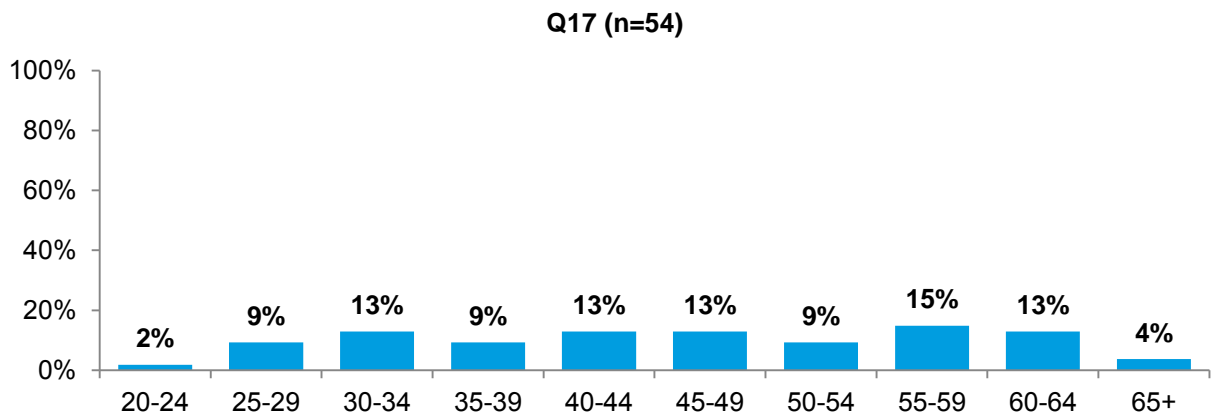


- > The majority of respondents were male (64%).

Q17

What is your age?

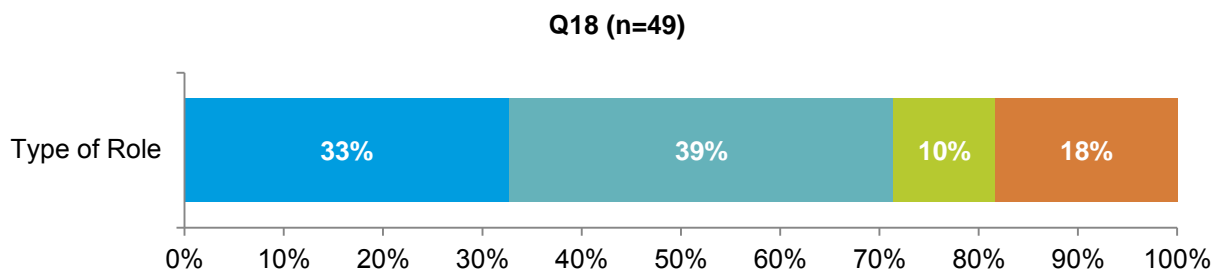
FIGURE 3: Q17



- > Respondents aged 30-49 years represented nearly half (48%) of the respondent base.
 - 30-34 years – 13%; 35-39 years – 9%; 40-44 – 13%; 45-49 years – 13%.
- > Those aged between 20 and 24 years were least likely to be represented in the survey (2%).

Question 18

Which one of the following occupation streams best describes the type of work you do?

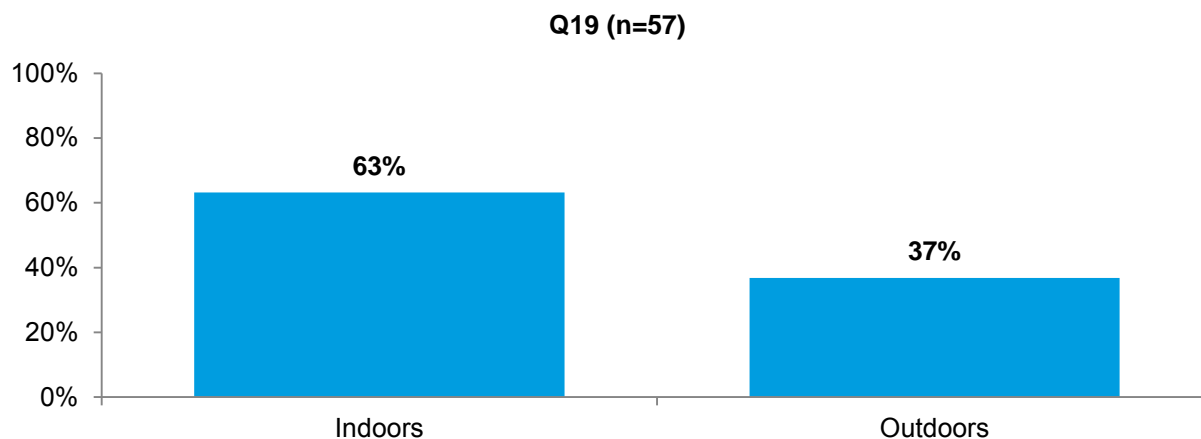


- Corporate services/governance: includes finance, customer service, IT, councillor support, strategy and policy, communit
- Engineering/infrastructure: includes traffic, engineering and technical services, roads, waste, design and architecture
- Human/community services: includes human resources, community development, organisational performance, libraries, child
- Planning and environment: includes strategic planning, land use, regulatory services including rangers, parking officers

- > Respondents were most likely to be from the engineering/infrastructure stream (39%).
- > Those occupied in human/community and planning and environment roles (10%) were least likely to have participated in this survey.

Question 19

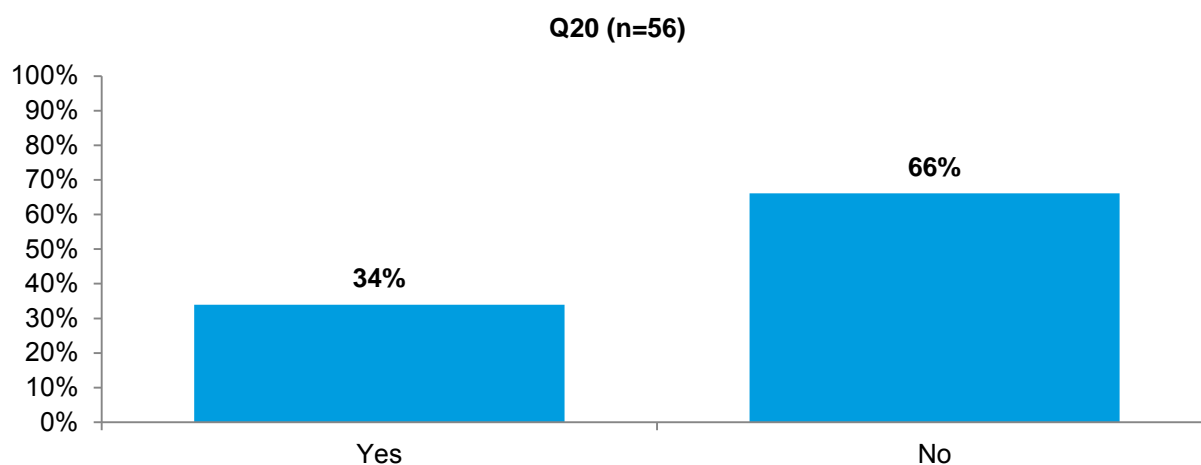
*Thinking about your typical workday, please select the response that best applies to you.
"My role requires me to spend the majority of my day..."*



- > Respondents were asked to select whether the majority of their working day was spent indoors or outdoors.
- > 63% of respondents at Council occupied indoor roles, whilst 37% predominantly worked outdoors.

Question 20

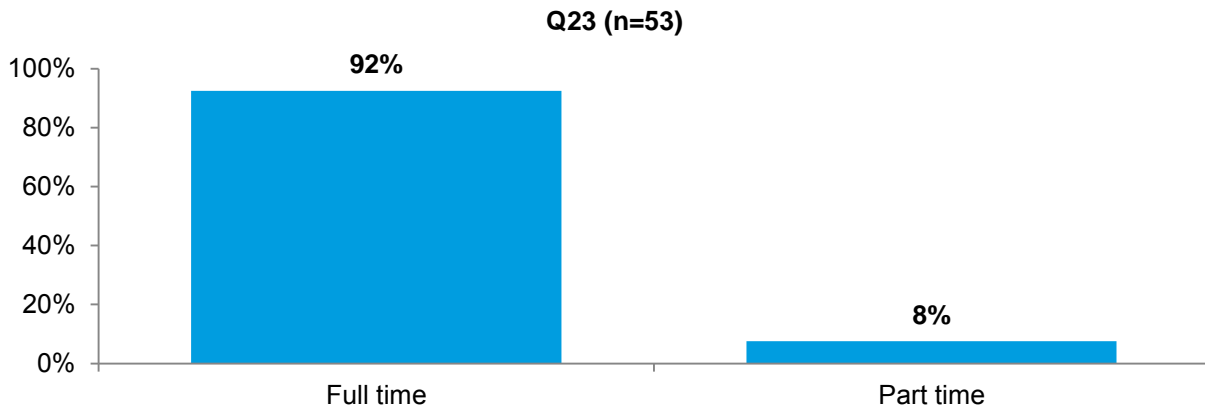
Do you directly supervise the work of one or more employees?



- > 34% directly supervised at least one employee. The majority of respondents (66%) did not have any direct supervision responsibilities.

Question 23

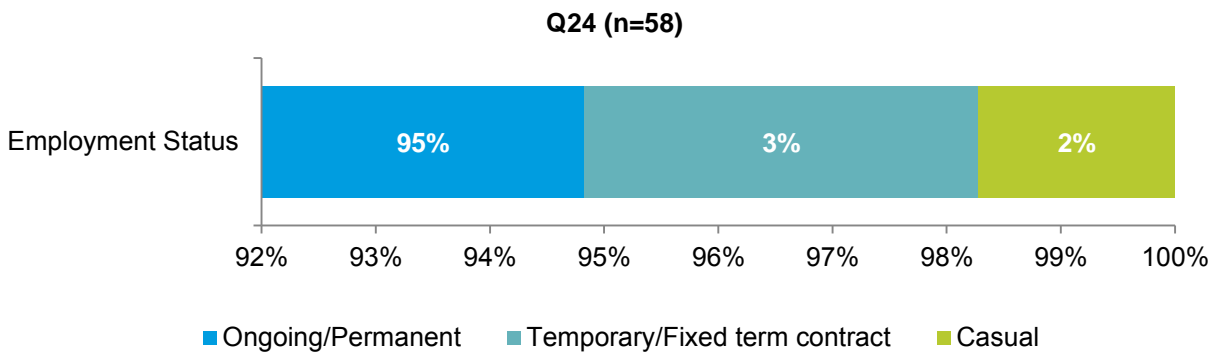
Do you work full-time or part time?



> 92% of respondents were engaged in a full-time role.

Question 24

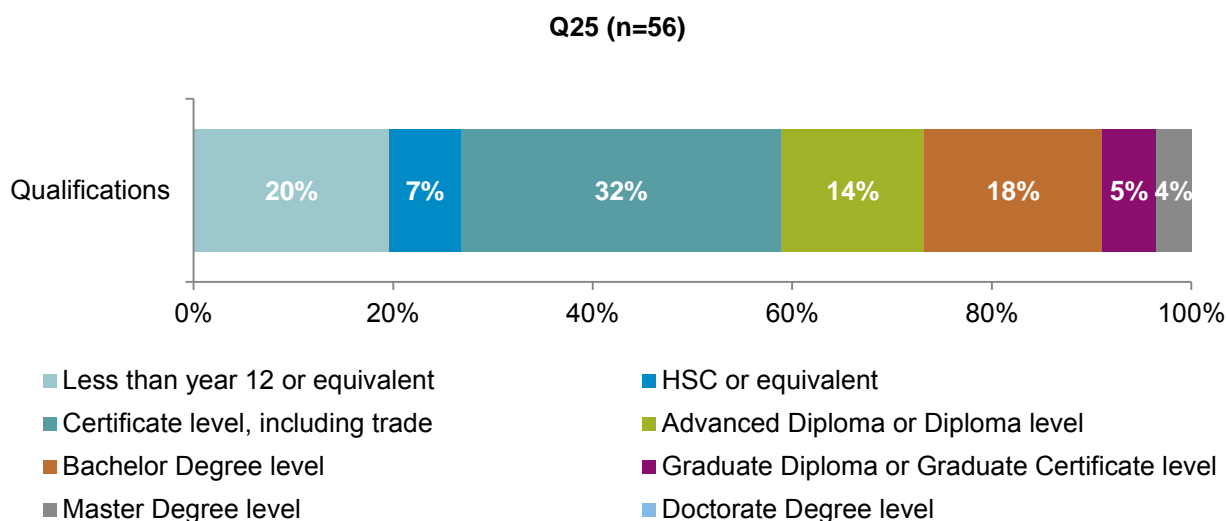
What is your current employment status?



> 95% of respondents were in ongoing/permanent positions.

Question 25

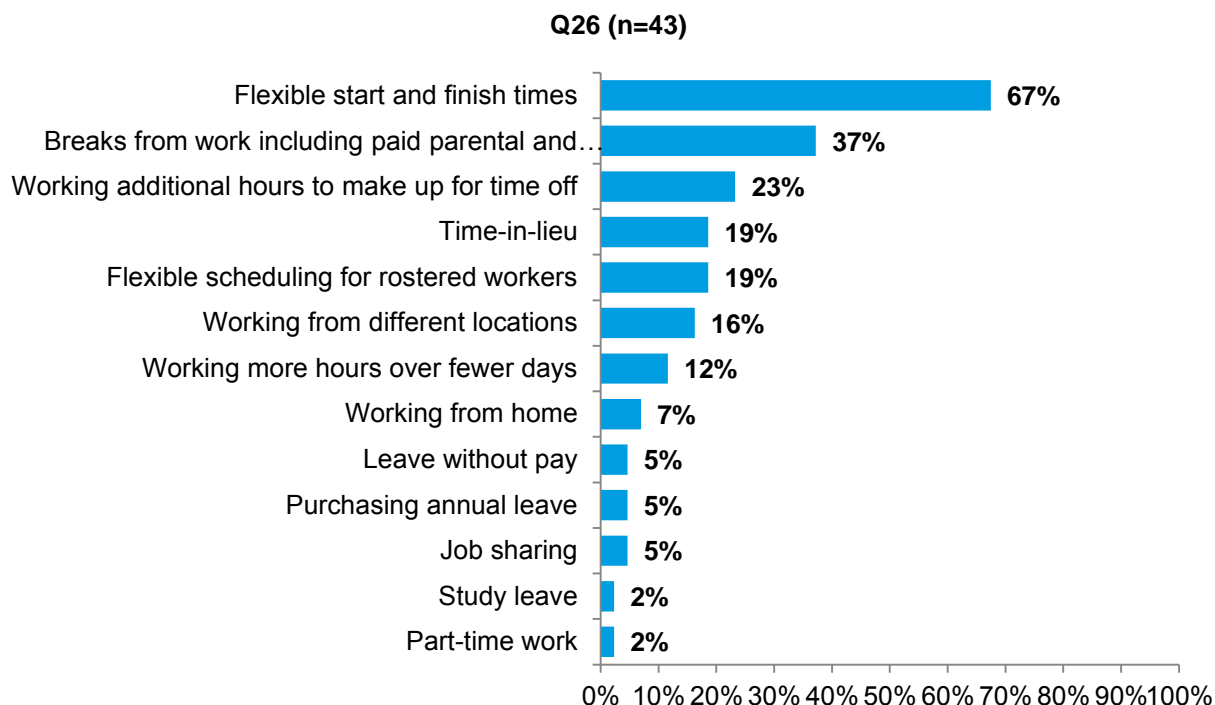
What is the highest level of formal education you have completed?



- > Respondents' highest educational qualification was most likely to be a certificate-level qualification (32%) or qualification that was 'less than year 12 or equivalent' (20%).
- > Respondents were least likely to be equipped with a doctorate degree (0%).

Question 26

Do you use any of the following flexible work arrangements?

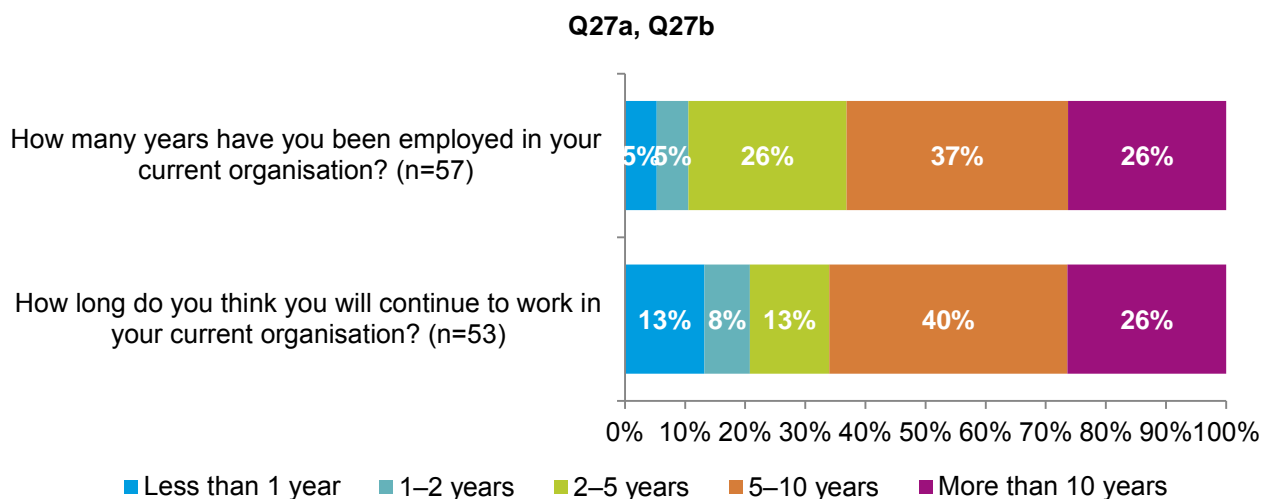


- > Respondents were presented with a list of flexible work arrangements and asked to select all those that they used.
 - “Flexible start and finish times” was by far the most popular type of flexible work arrangement (67%).
 - “Breaks from work including paid parental and carer’s leave” (37%) and “Working additional hours to make up for time off” (23%) were the next most popular options.

Question 27

Question 27a, Q27b

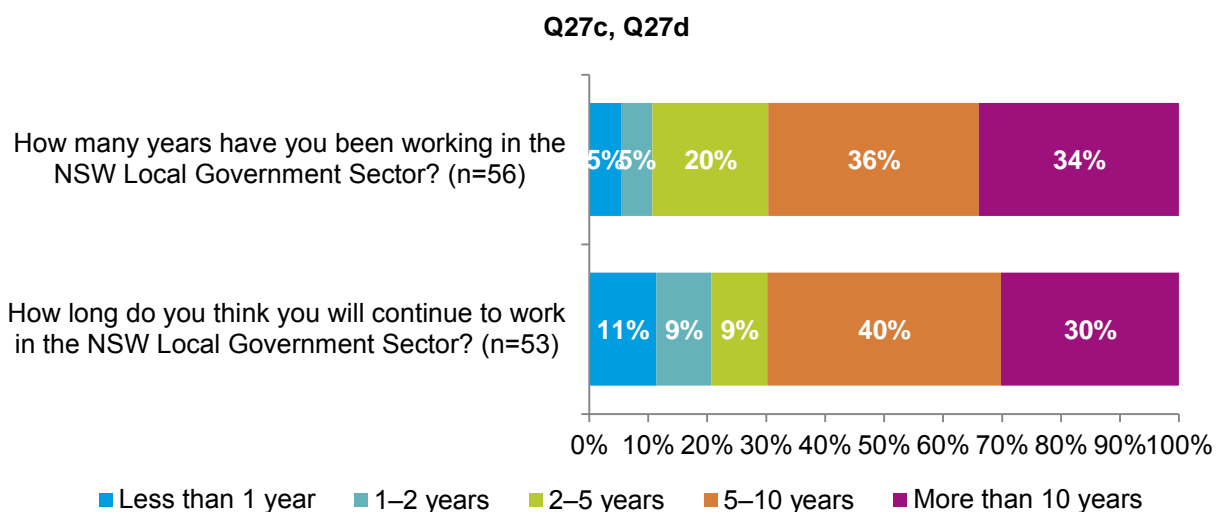
Please select a response to the following questions.



- > The majority of respondents (63%) had worked at Council for five years or more (5-10 years – 37%; more than 10 years – 26%).
- > A slightly higher proportion of respondents (66%) indicated that they will look to remain at Council for five years or longer (5-10 years - 40%; more than 10 years – 26%).

Question 27c, Question 27d

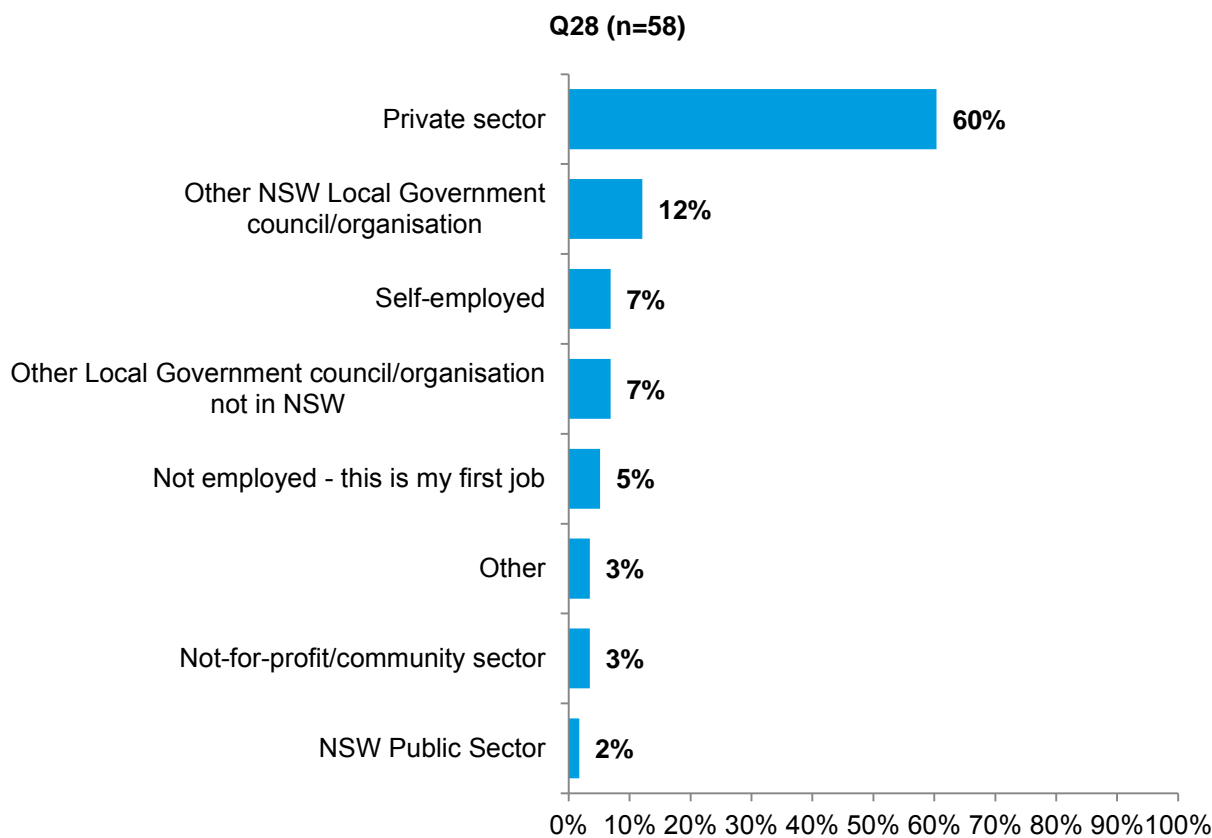
Please select a response to the following questions.



- > 36% of respondents have been working in the NSW Local Government sector for a period of 5-10 years. An additional 34% of respondents have been working in the sector for longer than 10 years.
- > 40% of respondents indicated that they will look to remain in the NSW LG sector for an additional 5-10 years. 30% thought that they will continue working in the sector for more than 10 years.

Question 28

Where were you employed prior to working in your current organisation?



- > The majority of respondents (60%) had been employed in the private sector before joining Council. 12% had been employed at another NSW local government organisation or council.
- > Prior to joining Council, respondents were least likely to have been employed in the NSW public sector (2%).

Appendix A. People Matter Survey

Introduction

The Centre for Local Government at University Technology Sydney (UTS:CLG) appreciates your participation in this pilot employee engagement and organisational culture study. Your completion of the People Matter survey will help us to gain a greater understanding of what it is like to work in local government from the perspectives of employees currently working in council organisations within New South Wales. The findings of this research will support the sector's activities in council management and leadership practices, workforce planning, learning and development and employee engagement strategies. It should take around ten minutes to complete the survey. All responses are confidential and you will not be identified in our overall reporting.

If you have any questions about this research, please contact Sophi Bruce (Research Specialist UTS:CLG) at sophi.bruce@uts.edu.au. We thank you for your time to take part in this important research for the sector.

Research and Ethics: Studies undertaken by the Institute for Public Policy and Governance (UTS:IPPG) have been granted program approval by the University of Technology, Sydney, Human Research Ethics Committee. If you have any complaints or reservations about any aspect of your participation in this research you may contact Roberta Ryan or the UTS Ethics Committee through the Research Ethics Officer, tel: 02 9514 9777. Any complaint you make will be treated in confidence and investigated fully, and you will be informed of the outcome.

YOUR ROLE

Q1. Please rate your level of agreement with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I understand what is expected of me to do well in my role	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I feel I make a contribution to achieving the organisation's objectives	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I can see how my work contributes to positive outcomes for the community	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am able to suggest ideas to improve our way of doing things	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I look for ways to perform my job more effectively	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am satisfied with my job at the present time	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am able to keep my work stress at an acceptable level	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My workload is acceptable	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I have the tools and equipment I need to do my job effectively	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input checked="" type="checkbox"/>

Q2. If you do not have the tools and equipment needed, please indicate which of the following are not available, otherwise skip to Q3.

Multiple answers are possible. Please select all that apply.

- | | |
|---------------------------------------------|----------------------------|
| Computers | 1 <input type="checkbox"/> |
| Video conferencing | 2 <input type="checkbox"/> |
| Meeting rooms | 3 <input type="checkbox"/> |
| Internet access | 4 <input type="checkbox"/> |
| Teleconferencing facilities | 5 <input type="checkbox"/> |
| Mobile devices (e.g. Smart phones, tablets) | 6 <input type="checkbox"/> |
| Protective equipment | 7 <input type="checkbox"/> |
| Hand held tools | 8 <input type="checkbox"/> |
| Machinery | 9 <input type="checkbox"/> |

Q3. How would you rate your work-life balance?

- | | |
|-----------|----------------------------|
| Very poor | 1 <input type="checkbox"/> |
| Poor | 2 <input type="checkbox"/> |
| Fair | 3 <input type="checkbox"/> |
| Good | 4 <input type="checkbox"/> |
| Very good | 5 <input type="checkbox"/> |

YOUR WORKGROUP

Q5. Please rate your level of agreement with the following statements.

Please note: By 'workgroup' we mean your immediate team.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My team works collaboratively to achieve its objectives	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I receive help and support from other members of my workgroup	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
There is good team spirit in my workgroup	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
People in my workgroup treat each other with respect	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

YOUR PERFORMANCE AND DEVELOPMENT

Q6. Please rate your level of agreement with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I have a current performance plan that sets out my individual objectives	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
In the last 12 months I received useful feedback on my work to enable me to deliver required results	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My performance is assessed against clear criteria	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I can have open, honest conversations with my manager about the quality of work required	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I have a strong desire to advance my career	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am satisfied with the opportunities available for career progression in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Career progression in my organisation is based on merit	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I would like to work in another local government council during my career	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

YOUR MANAGER

Q8. Please rate your level of agreement with the following statements.

Please note: By 'manager' we mean the person in your immediate team or project to whom you report on a daily basis. If you work for more than one team, please think of the manager/supervisor with whom you work most frequently.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My manager encourages people in my workgroup to improve the quality of what they do	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager communicates effectively with me	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager encourages employee input	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Managers consider employee input when making decisions within the organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager leads by example	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I have confidence in the decisions my manager makes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager treats employees with dignity and respect	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager appropriately deals with underperforming employees	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Q9. How often does your manager provide acknowledgement or other recognition for the work you do?

- Very frequently (daily) 1
- Frequently (once a week) 2
- Occasionally (more than once a month, but less than once a week) 3
- Rarely (once a month) 4
- Very rarely (less than once a month) 5
- Never 6

YOUR SENIOR MANAGER**Q11. Please rate your level of agreement with the following statements.**

Please note: By 'senior manager' we mean the most senior group of managers in your organisation (i.e. the CEO or General Manager and the Director of each division).

Please also note that by 'innovation' we mean a person or organisation committed to continuous improvement by creating new and better products, processes, services, technologies, or ideas

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Senior managers provide clear direction for the future of the organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior leaders effectively lead and manage change	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers model the values of my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers encourage innovation by employees	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers promote collaboration between my organisation and other organisations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers across departments collaborate well together	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers communicate the importance of the community in achieving our business objectives	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers in my organisation genuinely support the career advancement of women	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

YOUR ORGANISATION**Q12. Please rate your level of agreement with the following statements.**

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My organisation strives to match services to meet community needs	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My organisation strives to earn and sustain a high level of public trust	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My organisation is making the necessary improvements to meet our future challenges	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Change is handled well in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
There is good co-operation between teams across our organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My organisation provides procedures and systems that ensure employees avoid conflicts of interest	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
There is a good working relationship between employees and elected officials	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My organisation is committed to developing its employees	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My organisation's processes for recruiting employees are fair	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I would recommend my organisation as a great place to work	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

DIVERSITY AND INCLUSION

Q13. Please rate your level of agreement with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Cultural background is not a barrier to success in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Age is not a barrier to success in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Disability is not a barrier to success in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Sexual orientation is not a barrier to success in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Gender is not a barrier to success in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am able to speak up and share a different view to my colleagues and manager	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Diversity and inclusion in the workplace can contribute to better business outcomes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

MOTIVATION TO STAY

Q14. Please rank the top five factors that would motivate you to stay in your current organisation.

(1= most important factor and 5= fifth most important factor)

Please rank your top 5 only

- | | |
|-------------------------------------------------|-----------------------------|
| More interesting and challenging work | 1 <input type="checkbox"/> |
| Better skills in my workgroup | 2 <input type="checkbox"/> |
| Improved career opportunities | 3 <input type="checkbox"/> |
| Improved learning and development opportunities | 4 <input type="checkbox"/> |
| Greater involvement in decision making | 5 <input type="checkbox"/> |
| Better pay and benefits | 6 <input type="checkbox"/> |
| Greater recognition for the work I do | 7 <input type="checkbox"/> |
| Better leadership from senior managers | 8 <input type="checkbox"/> |
| Better leadership from my manager | 9 <input type="checkbox"/> |
| Better accountability for performance | 10 <input type="checkbox"/> |
| A better location | 11 <input type="checkbox"/> |
| More flexible working conditions | 12 <input type="checkbox"/> |
| Better work/life balance | 13 <input type="checkbox"/> |
| Improved facilities | 14 <input type="checkbox"/> |
| Improved technology and systems | 15 <input type="checkbox"/> |
| Better job security | 16 <input type="checkbox"/> |

Q15. If you could change one thing to improve the effectiveness of your workplace, what would it be?

DEMOGRAPHICS

Q16. What is your gender?

- | | |
|--------|----------------------------|
| Male | 1 <input type="checkbox"/> |
| Female | 2 <input type="checkbox"/> |

Q17. What is your age?

- | | |
|-------|----------------------------|
| 15-19 | 1 <input type="checkbox"/> |
| 20-24 | 2 <input type="checkbox"/> |
| 26-35 | 3 <input type="checkbox"/> |
| 36-45 | 4 <input type="checkbox"/> |
| 46-55 | 5 <input type="checkbox"/> |
| 56-65 | 6 <input type="checkbox"/> |
| 65 + | 7 <input type="checkbox"/> |

Q18. Which one of the following occupation streams best describes the type of work you do?

- Corporate services/governance: includes finance, customer service, IT, councillor support, strategy and policy, community engagement, communications, contracts, procurement 1
- Engineering/infrastructure: includes traffic, engineering and technical services, roads, waste, design and architecture etc. 2
- Human/community services: includes human resources, community development, organisational performance, libraries, child care, recreation – including pools etc. 3
- Planning and environment: includes strategic planning, land use, regulatory services including rangers, parking officers etc., development, town planners, natural resource management, environment and sustainability. 4

Q19. Thinking about your typical workday, please select the response that best applies to you. My role requires me to spend the majority of my day...

- Indoors 1
- Outdoors 2

Q20. Do you directly supervise the work of one or more employees?

- Yes 1
- No 2

Q21. What is the postcode of your current workplace?

Note: If you work in more than one location, select the primary or base location.

Q22. What is the current merger/amalgamation status of your council?

- Newly merged 1
- Potentially merging 2
- Was not required to amalgamate 3

Q23. Do you work full-time or part time?

- Full time 1
- Part time 2

Q24. What is your current employment status?

- Ongoing/Permanent 1
- Temporary/Fixed term contract 2
- Casual 3
- Other (please specify): 4

Q25. What is the highest level of formal education you have completed?

- Doctorate Degree level 1
- Master Degree level 2
- Graduate Diploma or Graduate Certificate level 3
- Bachelor Degree level 4
- Advanced Diploma or Diploma Level 5
- Certificate level, including trade 6
- HSC or equivalent 7
- Less than year 12 or equivalent 8

Q26. Do you use any of the following flexible work arrangements?

Multiple answers are possible. Please select all that apply.

- Flexible start and finish times 1
- Flexible scheduling for rostered workers 2
- Working more hours over fewer days 3
- Part-time work 4
- Working additional hours to make up for time off 5
- Job sharing 6
- Working from different locations 7
- Working from home 8
- Breaks from work including paid parental and carer's leave 9
- Purchasing annual leave 10
- Leave without pay 11
- Study leave 12
- Time-in-lieu 13

Q27. Please select a response to the following questions.

	Less than 1 year	1–2 years	2–5 years	5–10 years	More than 20 years
How many years have you been employed in your current organisation?	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
How many years have you been working in the NSW Local Government Sector?	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
How long do you think you will continue to work in your current organisation?	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
How long do you think you will continue to work in the NSW Local Government Sector?	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Q28. Where were you employed prior to working in your current organisation?

- Private sector 1
- Not-for-profit/community sector 2
- NSW Public Sector 3
- Other NSW Local Government council/organisation 4
- Other Local Government council/organisation not in NSW 5
- Self-employed 6
- Not employed - this is my first job 7
- Other 8

END OF SURVEY. THANK YOU FOR YOUR TIME.

Appendix B. Responses to Q15

Please note: Responses are as they appear in the survey. No modifications have been made to these responses.

If you could change one thing to improve the effectiveness of your workplace, what would it be?

- > *A better planned and laid out office space*
- > *Another staff member*
- > *Better communication between everyone*
- > *Better leadership from Directors*
- > *Better leadership from senior managers*
- > *Better Senior Managers*
- > *Change that new people asking for help are `annoying`*
- > *Communication of construction achievements*
- > *Expand the design and asset group by employing more designers and asset managers*
- > *Fairness, equality and better leadership*
- > *For management to stand up and inform employees who aren't performing and not just put everyone else out for their benefit*
- > *For senior management to listen to those that carry out everyday mundane jobs and not rely solely on social media!!*
- > *For underperforming staff to be managed and or removed from the workplace*
- > *I am concerned that I am not doing a good job as I don't see others who are struggling being told so*
- > *Improve career opportunities greater recognition for the work I do, improved learning and development opportunities. Better pay and benefits more interesting and challenging work*
- > *Improve Council software for finance, customer requests and asset management that is integrated*
- > *Improved time management*
- > *Improving workflows by reviewing position procedures for common tasks Find simpler ways of achieving goals through stronger knowledge of tools used*
- > *Increased opening hours and more flexible work hours*
- > *Leadership*
- > *Meeting with other technical teams from NSW Councils to share knowledge and expertise*
- > *Morale*
- > *More flexible work arrangements*
- > *More improvement / opportunities for on call work*
- > *More resources*
- > *More staff training*

- > *More team meetings*
- > *Move on people with poor attitudes*
- > *N/A*
- > *Performance review system*
- > *Reorganise office structure*
- > *To improve government funding in the library sector, in order to offer improved resources, increased staff hours and specialise in LH areas*



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Berrigan Shire 2027



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

The Council's **Delivery Program 2017 – 2021** is the result of the hard work of the Council and Council Officers. We are now into the second year of the Council's Delivery Program which has been reviewed by the Council at its Annual Workshop and as part of the Council's quarterly review program and 6-monthly Delivery Program Progress Report.

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 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 continuing its on a 6-monthly basis the Council's 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 Colin Jones, Councillor Denis Glanville

Bottom (Left to Right), Councillor John Bruce, Councillor Daryll Morris (Deputy Mayor), Councillor Ross Bodey, Councillor John Taylor



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:

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> 1. Contribute to Berrigan Shire 2027 strategic outcomes and objectives 3. Manage and operate its services and assets | <ol style="list-style-type: none"> 2. Allocate resources: financial, physical and human (Delivery Program Inputs) 4. Measure and Report on the result of what is planned (Delivery Program Outputs) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

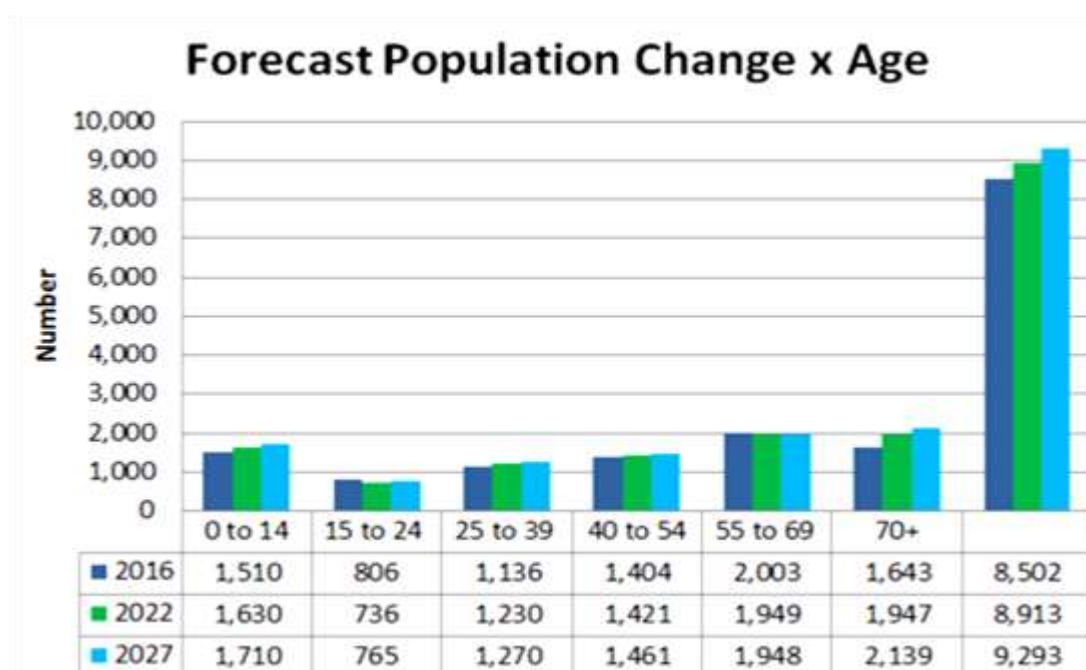
Delivery Program 2017 - 2021

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

Sustainable natural and built landscapes

CSP Outcome	Sustainable Natural & Built Landscapes	
	Monitoring Measure	Indicators
	Liveability	<ul style="list-style-type: none"> ● Development decisions reflect State Environmental Planning Policies aimed at enhancing liveability e.g: <u>BASIX</u>, <u>Housing for Seniors or People with Disabilities</u>, <u>State Environmental Planning Policy (Rural Lands) 2008</u> etc.
	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	Local Environment Plan is informed by community	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
	and aspirations and legislation	values and aspirations							
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	✓	✓	✓	✓
1.2.1.1.1	Resource alternate provision of weed management should the Central Murray County Council be dissolved	Delivery of the Shire's weed eradication and control program/s	Alternate Model is developed	Weed infestation within the Shire is eradicated and / or manageable	General 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
1.2.1.2	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	✓	✓	✓	✓
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

	Delivery Program 2017-21 Year 2	Delivery Program 2017-21 Year 3	Delivery Program 2017-21 Year 4	Delivery Program 2021-25 Year 1
	2018/19 Forecast \$	2019/20 Forecast \$	2020/21 Forecast \$	2021/22 Forecast \$
Capital expenditures	(5,850,405)	(4,777,159)	(5,073,000)	(4,608,360)
Capital source of funds	1,653,051	920,500	1,045,500	970,500
Net Capital funds results	(4,197,354)	(3,856,659)	(4,027,500)	(3,637,860)
Operating expenditure	(11,547,635)	(10,563,034)	(10,638,457)	(11,240,103)
Operating source of funds	8,225,960	7,092,437	7,189,146	7,272,251
Net Operating result	(3,321,675)	(3,470,596)	(3,449,311)	(3,967,852)
Net funds / surplus (Deficit)	(7,519,029)	(7,327,255)	(7,476,811)	(7,605,712)



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

No reduction mean satisfaction rating
2019

Business 2015 – mean satisfaction rating
6.48

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	2.1.1 Council operations, partnerships and coordination or 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
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	No. of new projects and partnerships Surveys and feedback from participants and project partners	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:		2.1.2 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

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	✓	✓	✓	✓

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	Conduct Resident and Business Satisfaction Survey	External – statistically valid longitudinal measurement of Resident and Business Satisfaction with Council Services	Benchmarks achieved from previous surveys	Survey conducted and results used to inform Council planning	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		✓	✓	
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	✓	✓		

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	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	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
	<p>issues tasks will include:</p> <p>Review Volunteer Policy and Procedures</p> <p>Developing consultation mechanisms</p> <p>Training for Volunteers</p>								
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	✓	✓	✓	✓

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
2.1.3.6	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	✓	✓	✓	✓
2.1.3.9	Coordinate and manage maintenance and renewal of Council	Ongoing maintenance and renewal of Council	Capital Works Plan	Plant Renewal Program is implemented as part of		✓	✓	✓	✓

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
	plant and equipment	plant and equipment		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	✓	✓	✓	✓

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

	Delivery Program 2017-21 Year 2	Delivery Program 2017-21 Year 3	Delivery Program 2017-21 Year 4	Delivery Program 2021-25 Year 1
	2018/19 Forecast \$	2019/20 Forecast \$	2020/21 Forecast \$	2021/22 Forecast \$
Capital expenditures	(924,770)	(1,057,270)	(720,770)	(773,770)
Capital source of funds	404,000	545,500	254,000	349,000
Net Capital funds results	(924,770)	(1,057,270)	(720,770)	(773,770)
Operating expenditure	(1,796,648)	(1,540,301)	(1,864,309)	(1,797,155)
Operating source of funds	13,388,201	13,566,202	13,759,337	13,954,309
Net Operating result	11,591,552	12,025,902	11,895,027	12,157,154
Net funds / surplus (Deficit)	10,666,782	10,968,632	11,174,257	11,383,384



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

Target:

Combined SEIFA (Advantage/Disadvantage)

Net increase in SEIFA 2016

ABS (2011) 938

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

Supported and engaged communities

Strategic Objective	3.1 Create safe, friendly and accessible communities
Delivery Program Objectives	<p>3.1.1 Build communities that are home to more families and young people</p> <p>3.1.2 Facilitate all age healthy lifestyles and ageing in place</p> <p>3.1.3 Strengthen the inclusiveness and accessibility of our community</p> <p>3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services</p>
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	<p>Project participant and facility user surveys</p> <p>Value of Volunteer Hrs Council sponsored projects supporting families,</p>	<p>Reports to Council provide feedback on participant survey results</p> <ul style="list-style-type: none"> Kids Fest Youth Week <p>Annual Report to council re: Volunteer Hours / Management</p>	Director Corporate Services	✓	✓	✓	✓

Supported and engaged communities

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
			young people / children	facilities: Pools, Toy Library & Recreation Reserves					
3.1.1.2	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	✓	✓	✓	✓
3.1.1.2.1	Review Children and Families Strategy	Local projects and services support the attraction and retention of families and young people Up to date data and information on the age profile and services required and used by local families and their children	Children and Families Strategy reviewed and adopted by the Council	Families and children report satisfaction with facilities and services provided			✓	✓	

Supported and engaged communities

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	Implement 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 implemented	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	✓	✓	✓	✓

Supported and engaged communities

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	✓	✓	✓	✓

Supported and engaged communities

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	Director Corporate Services	✓	✓	✓	✓

Supported and engaged communities

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
				meet future capital works					
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	✓	✓	✓	✓

Supported and engaged communities

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	Coordinate and facilitate local emergency management committee	Committee coordinated and facilitated	LEMPan is maintained	In the event of an emergency LEMPlan coordinates and facilitates local response	Director Technical Services	✓	✓	✓	✓
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	✓	✓	✓	✓

Supported and engaged communities

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
3.1.4.4	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	✓	✓	✓	✓

Supported and engaged communities

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	Community surveys and user surveys report that the Library Service meets and is responsive to community needs	Director Corporate Services Library Manager	✓	✓	✓	✓

Supported and engaged communities

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
3.2.1.1.1	Review Library Service Strategic Plan	A Library Service aware of and responsive to changing needs of its users	Library Management Plan implemented following community consultation	Strategic Plan incorporating user feedback is adopted by the Council	Director Corporate Services		✓	✓	
3.2.1.2	Strengthen community engagement and participation in Council activities	Increased resident engagement in Council activities	Surveys Volunteer rates x Council activities	There is no reduction in participation rates – Council surveys, events, social media	Strategic and Social Planning Coordinator	✓	✓	✓	✓
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	Shire residents access local delivery of Arts / Cultural programs	Director Corporate Services	✓	✓	✓	✓

Supported and engaged communities

Supported and engaged communities

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

	Delivery Program 2017- 21 Year 2	Delivery Program 2017- 21 Year 3	Delivery Program 2017- 21 Year 4	Delivery Program 2021- 25 Year 1
	2018/19 Forecast \$	2019/20 Forecast \$	2020/21 Forecast \$	2021/22 Forecast \$
Capital expenditures	(6,444,413)	(4,755,610)	(511,610)	(1,256,610)
Capital source of funds	6,147,849	1,414,000	-	-
Net Capital funds results	(296,564)	(3,341,610)	(511,610)	(1,256,610)
Operating expenditure	(6,597,437)	(6,365,585)	(6,639,433)	(6,515,840)
Operating source of funds	4,067,977	6,807,229	4,209,524	4,778,834
Net Operating result	(2,529,460)	441,643	(2,429,909)	(1,737,005)
Net funds / surplus (Deficit)	(2,826,024)	(2,899,967)	(2,941,519)	(2,993,615)

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

+ or minus 5 places

LGA Competitiveness Index Rating 315/500

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 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.

How we will monitor our progress

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 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	New Visitor Experiences	Investment by other levels of Government and Industry in Ports of the Murray	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
	the Murray and Murray River Adventure Trail		and Murray River Adventure Trail 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	Increased use of Tocumwal inter-modal facility	Investment by government in facilities	Funding is committed by Victorian and	Economic and Industry	✓	✓	✓	✓

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
	Tocumwal rail line incl. line to Shepparton and Melbourne Ports			Commonwealth Governments	Development Liaison				
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 demonstrate 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	✓	✓	✓	✓

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
4.3.1.4.1	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			✓	
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	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
				Tocumwal Aerodrome maintains its registration			✓		✓

Diverse and resilient business

Diverse and resilient business – 4-year financial forecast

	Delivery Program 2017- 21 Year 2	Delivery Program 2017- 21 Year 3	Delivery Program 2017- 21 Year 4	Delivery Program 2021- 25 Year 1
	2018/19 Forecast \$	2019/20 Forecast \$	2020/21 Forecast \$	2021/22 Forecast \$
Capital expenditures	(75,000)	-	-	-
Capital source of funds	-	-	-	-
Net Capital funds results	(75,000)			
Operating expenditure	(1,059,167)	(1,077,973)	(1,082,060)	(1,116,439)
Operating source of funds	395,818	325,380	330,028	334,765
Net Operating result	(663,349)	(752,593)	(752,032)	(781,674)
Net funds / surplus (Deficit)	(738,349)	(752,593)	(752,032)	(781,674)

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

Projected Income and Expenditure Statement

Projected Balance Sheet

Projected Cash Flow Statement

Budget x Outcome 4-Year Forecast

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
	2,041,314	436,946	28,327	17,144	21,039	23,422
	(9,421,550)	(9,484,459)	(7,516,029)	(7,327,255)	(7,476,811)	(7,605,712)
	(9,421,550)	(9,484,459)	(7,516,029)	(7,327,255)	(7,476,811)	(7,605,712)
0011-0000 RURAL SEALED ROADS - MAINTENANCE	(404,782)	(439,673)	(410,854)	(417,017)	(423,272)	(429,621)
0013-0000 RURAL UNSEALED ROADS - MAINTENANCE	(576,825)	(656,825)	(585,477)	(594,259)	(603,173)	(612,221)
0015-0226 MR226 NANGUNIA ST & HUGHES ST	-	(17,789)	-	-	-	-
0015-0356 MR356 BERRIGAN - OAKLANDS RD	-	(59,745)	-	-	-	-
0015-0363 MR363 BERRIGAN - BAROOGA RD	-	(70,772)	-	-	-	-
0015-0550 MR550 TOCUMWAL - MULWALA RD	-	(102,369)	-	-	-	-
0015-0564 MR564 BERRIGAN - JERILDERIE RD	-	(16,062)	-	-	-	-
0015-0999 RTA MR BLOCK GRANT BUDGET ONLY	(706,000)	(69,746)	(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)	(556,387)	(557,558)	(565,921)	(574,410)	(583,026)
0023-0000 OTHER URBAN UNSEALED ROADS - MAINTENANCE	(63,945)	(63,945)	(64,904)	(65,878)	(66,866)	(67,869)
1214-0105 CONTRIB CENTRAL MURRAY COUNTY	(124,731)	(125,892)	(201,000)	(274,213)	(277,456)	(280,766)
1411-0110 ENV SERV SALARIES & ALLOWANCE	(413,178)	(413,178)	(480,900)	(492,923)	(505,246)	(517,877)
1411-0120 ENV SERV VEHICLE OPERATING EX	(44,554)	(44,554)	(45,445)	(46,354)	(47,281)	(48,226)
1411-0125 ENV SERV STAFF TRAINING	(12,240)	(17,086)	(12,485)	(12,735)	(12,989)	(13,249)
1411-0130 ENV SERV CONFERENCES/SEMINARS	(5,040)	(5,040)	(5,141)	(5,243)	(5,348)	(5,455)

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
1411-0135 ENV SERV OFFICE EXPENSES	(5,583)	(3,452)	(5,666)	(5,751)	(5,838)	(5,925)
1411-0136 ENV SERV ADVERTISING EXPENSES	(2,774)	(8,823)	(2,830)	(2,886)	(2,944)	(3,003)
1411-0137 ENV SERV OFFICE EXP-TELEPHONE	(2,040)	(1,015)	(2,081)	(2,122)	(2,165)	(2,208)
1411-0140 BUILDING SURVEYOR ACCREDITATION	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
1411-0145 ENV SERV LEGAL EXPENSES	(5,000)	(11,369)	(5,000)	(5,000)	(5,000)	(5,000)
1411-0146 ENV SERV CONSULTANCY	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
1411-0150 COMMUNITY CLEAN-UP EXPENSE	-	(2,102)	-	-	-	-
1411-0160 SUBDIVISION SUPERVISION	-	(4,901)	-	-	-	-
1411-0186 DA TRACKING PROJECT	-	(2,400)	-	-	-	-
1411-0187 ELECTRONIC HOUSING PROJECT	(2,500)	-	(2,500)	(2,500)	(2,500)	(2,500)
1411-0190 LESS: CHARGED TO OTHER FUNDS	484,300	455,300	455,300	455,300	455,300	455,300
1411-0195 ENV SERV ADMIN CHARGES	(102,715)	(103,500)	(103,500)	(103,500)	(103,500)	(103,500)
1412-0105 DWM ADMIN CHARGES	(213,670)	(214,200)	(214,200)	(214,200)	(214,200)	(214,200)
1412-0140 COLLECTION EXPENSES - CONTRACT	(208,380)	(208,380)	(261,505)	(264,678)	(267,898)	(271,167)
1412-0141 DWM WASTE COLLECTION FEE EXP	(129,413)	(129,413)	(131,354)	(133,324)	(135,324)	(137,354)
1412-0142 CONTRACT SUPERVISION FEES (MOI	(6,192)	(6,192)	(6,284)	(6,378)	(6,474)	(6,572)
1412-0150 TIP OPERATION EXPENSES - TOC	(119,770)	(135,645)	(121,567)	(123,390)	(125,241)	(127,120)
1412-0151 TOC TIP OP EXPS - INSURANCE	(3,774)	(1,925)	(3,849)	(3,926)	(4,005)	(4,085)
1412-0155 TIP OPERATIONS EXPENSES - BGN	(150,829)	(150,851)	(153,092)	(155,388)	(157,719)	(160,084)
1412-0156 BGN TIP OP EXPS - INSURANCE	(3,774)	(2,176)	(3,849)	(3,927)	(4,005)	(4,085)
1412-0157 TIP OP EXPS BGN - ELECTRICITY	(4,080)	(4,080)	(4,162)	(4,245)	(4,330)	(4,416)
1412-0158 TIP OPERATIONS TELEPHONE	(938)	(938)	(957)	(976)	(996)	(1,016)
1412-0160 RECYCLE CENTRE OPERATIONS EXPE	(53,186)	(62,300)	(53,984)	(54,794)	(55,616)	(56,450)
1412-0161 RECYCLE CENTRE - INSURANCE	(4,080)	(2,964)	(4,162)	(4,245)	(4,330)	(4,416)
1412-0162 RECYCLABLES COLLECTION EXPENSE	(165,141)	(165,141)	(167,617)	(170,132)	(172,684)	(175,274)
1412-0165 FINLEY RECYCLE CENTRE BLDG MTC	(203)	(203)	(206)	(209)	(212)	(215)
1412-0167 BERRIGAN TIP BLDG MTCE	(508)	(1,008)	(515)	(523)	(531)	(539)
1412-0185 DRUMMUSTER OPERATIONAL EXPENDI	(4,364)	(4,364)	(4,430)	(4,496)	(4,564)	(4,632)

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
1412-0505 PURCHASE OF BINS	(10,000)	(10,000)	(5,000)	(5,000)	-	-
1412-0506 FINLEY TIP - FENCING AROUND BI	-	-	-	-	-	-
1412-0512 BERRIGAN & FINLEY TIP - CRUSHED ROCK	(4,000)	(8,250)	-	-	-	-
1412-0527 BGN - NEW LANDFILL HOLE	(82,072)	(47,572)	-	-	-	-
1412-0528 BERRIGAN TIP - FENCE	(16,067)	(16,067)	-	-	-	-
1412-0529 FIN TIP FENCE	-	-	-	-	-	-
1412-0530 REHAB EXHAUSTED LANDFILLS	(8,000)	(8,000)	-	-	-	-
1412-0531 CONCRETE CRUSHING	(38,670)	(38,670)	-	(80,000)	-	-
1412-0532 BGN - COMPACTION EQUIPMENT	(150,000)	(150,000)	-	-	-	-
1414-0105 STREET & GUTTER CLEANING	(168,795)	(168,795)	(171,326)	(173,896)	(176,505)	(179,152)
1414-0110 RUBBISH COLLECTION BEACH AREAS	(33,800)	(58,800)	(34,306)	(34,821)	(35,343)	(35,874)
1416-0110 STORM WATER DRAINAGE MTCE	(100,485)	(78,855)	(101,992)	(103,522)	(105,075)	(106,651)
1416-0111 STORMWATER DRAIN - ELECTRICITY	(18,360)	(18,360)	(18,727)	(19,102)	(19,484)	(19,873)
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)	(51,739)	(45,431)	(38,796)	(31,675)	(24,454)
1416-2411 LIRS - US/W DRAINAGE PRINCIPAL	(148,749)	(148,749)	(155,057)	(161,692)	(168,814)	(176,035)
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	-	(4,000)	-	-	-	-
1417-0551 CONSTRUCT PUMP STATION TOC GOLF	-	-	-	-	-	-
1417-0554 CHANTER ST - RAILWAY TO JERSEY	-	-	-	-	-	-
1417-0555 CRAWFORD SUBDIV DRAIN TO TOC SEWER	(6,091)	(6,091)	-	-	-	-
1417-0677 WILLIAM ST - HAMPDEN TO EAST	-	-	-	-	-	-
1417-0822 MURRAY ST - HEADFORD TO OSBORNE (TP)	(9,252)	-	-	-	-	-

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
1417-0824 GEORGE ST PUMPSTATION	-	-	-	-	-	-
1417-0825 LIRS - EAST RIVERINA HWY	-	(530)	-	-	-	-
1417-0826 LIRS - FLYNN ST AREA	-	-	-	-	-	-
1417-0827 FLYNN ST AREA	-	-	-	-	-	-
1417-0828 FINLEY ST DETENTION BASIN	(145,515)	(145,515)	-	-	-	-
1417-0829 WILLIAM ST CROSS CONNECTION	-	-	-	-	-	-
1417-0830 BRUTON ST ELEC & PIPEWORK	(150,000)	(150,000)	-	-	-	-
1417-0831 GEORGE ST-DEAN ST PUMP STATION	-	-	-	-	-	-
1417-0833 DRUMMOND ST RAILWAY TO DROHAN	(12,707)	(90,133)	-	-	-	-
1417-0834 ENDEVOUR ST NEW PUMP STATION	-	(5)	-	-	-	-
1417-0835 MURRAY ST WARMATTA TO WOLAMAI	(22,300)	(22,300)	-	-	-	-
1417-0836 LANE 961 BRUTON ST BGA ST NTH	-	-	-	-	-	-
1417-0837 TUPPAL ST FINLEY	-	(946)	-	-	-	-
1417-0838 MAY LAWSON CROSS CONNECTION	-	-	-	-	-	-
1417-0839 TOC TOWN ENTRY - DEAN ST	-	(6,716)	-	-	-	-
1417-0840 CORCORAN ST RISING MAIN	(13,389)	(14,117)	-	-	-	-
1417-0841 JERILDERIE ST HORSFALL TO NANG	(20,000)	(20,000)	-	-	-	-
1417-0842 JERILDERIE ST - NANGUNIA TO ORR	(16,000)	(16,000)	-	-	-	-
1417-0843 BRUTON ST - EXT JERILDERIE NTH	-	-	-	-	-	-
1417-0844 BRUTON ST - EXT TO CHARLOTTE	-	-	-	-	-	-
1417-0845 MCALLISTER St - HEADFORD TO OSB	(7,135)	(7,135)	-	-	-	-
1417-0846 JERSEY ST - CHANTER TO TUPPAL	(3,888)	(11,208)	-	-	-	-
1417-0847 DEAN ST RMS WORKS	-	(8,914)	-	-	-	-
1417-0848 COBRAM ST - WAVERLY RD - DRAIN	(20,000)	(20,000)	-	-	-	-
1417-0849 BAROOGA-DENISON ST TABLE DRAIN	(20,000)	(20,000)	-	-	-	-
1417-0850 DENISON - WOLLAMAI TO WARMATTA	(75,000)	(75,000)	-	-	-	-
1417-0851 MCALLISTER-HEADFORD - OSBOURNE	(50,000)	-	-	-	-	-
1417-0852 TOCUMWAL ST- WOLLAMAI WARMATTA	(75,000)	(75,000)	-	-	-	-

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
1417-0853 MORRIS ST- TOC REC RESERVE	(10,100)	(10,100)	-	-	-	-
1417-0854 DRAINAGE TELEMETRY UPGRADE	(30,000)	(3,680)	-	-	-	-
1417-0855 DRAINAGE ELECTRICAL CABINETS	(15,000)	(15,000)	-	-	-	-
1418-0110 LEVEE BANKS MTCE	(50,750)	(50,750)	(51,511)	(52,287)	(53,068)	(53,864)
1418-0130 MURRAY DARLING ASSOCIATION	(2,040)	(2,455)	(2,081)	(2,122)	(2,165)	(2,208)
1418-0140 LEVEE BANKS ADMIN CHARGES	(39,036)	(40,400)	(40,400)	(40,400)	(40,400)	(40,400)
1418-0500 LEVEE - TOC FORESHORE WORKS	-	(40,000)	-	-	-	-
1418-0501 LEVEE 1 - 4675-5700	(41,000)	(41,000)	-	-	-	-
1418-0502 LEVEE 1 - 7580-8435	(34,200)	(34,200)	-	-	-	-
1418-0503 LEVEE 1 -9100-9650	(22,000)	(22,000)	-	-	-	-
1418-0504 LEVEE 1 - 10548-10700	(6,080)	(6,080)	-	-	-	-
1418-0505 LEVEE TREE WORKS REMOVAL	(50,000)	(10,000)	-	-	-	-
1500-5105 UNSPENT LOAN PROCEEDS LIRS	-	-	-	-	-	-
1610-0105 SEWERAGE ADMIN CHARGE - ADMINI	(183,821)	(183,900)	(183,900)	(183,900)	(183,900)	(183,900)
1610-0106 SEWER ADMIN CHARGE - ENGINEERI	(277,007)	(278,100)	(278,100)	(278,100)	(278,100)	(278,100)
1610-0117 SEWERAGE SERVICE - RENTAL CONT	(48,320)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
1610-0155 SEWER WRITE OFF BAD DEBTS	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1610-0400 OCCUPATIONAL HEALTH & SAFETY	-	(1,174)	-	-	-	-
1610-0504 OFFICE EQUIP/FURN NON CAPITAL	(500)	(500)	(500)	(500)	(500)	(500)
1610-0512 PUMP REPLACEMENT	(37,065)	(58,677)	-	-	-	-
1610-0517 GRAVEL POND BANKS - TOC	-	-	-	-	-	-
1610-0522 ROCK BEACHING - TOC RECYCLE PONDS	-	-	-	-	-	-
1610-0526 SEWER MAIN UPGRADES - TOCUMWAL	(59,247)	(59,247)	-	-	-	-
1610-0527 UPGRADE AMENITIES AT ALL STP	(14,014)	(14,014)	-	-	-	-
1610-0550 BGN - STP FENCE	-	(9,319)	-	-	-	-
1610-0551 TOC - FENCE REPLACEMENT	(15,000)	(14,614)	-	-	-	-
1610-0552 FIN - STP FENCE	-	(12,067)	-	-	-	-
1610-0580 BGA SEWER MAIN UPGRADE	-	-	-	-	-	-

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
1610-0590 BGN SEWER MAIN UPGRADES	(59,257)	(59,257)	-	-	-	-
1610-0595 FIN SEWER MAIN UPGRADES	-	-	-	-	-	-
1610-0600 TOC SEWER MAIN UPGRADES	(109,193)	(99,193)	-	-	-	-
1610-0621 BGA UPGRADE PUMP STATION	(30,000)	(7,615)	-	-	-	-
1610-0652 REPLACEMENT OF MINOR PLANT	-	-	-	-	-	-
1610-0655 BGN UPGRADE PUMP STATIONS	(5,037)	(5,037)	-	-	-	-
1610-0658 SPARE PUMPS FOR LOW PRESS SYS	(2,564)	(2,564)	-	-	-	-
1610-0705 FIN UPGRADE PUMP STATIONS	(10,000)	(10,000)	-	-	-	-
1610-0707 SEAL ACCESS TO STW & TRUCK WAS	(8,709)	(8,709)	-	-	-	-
1610-0708 TOC-REFURBISH CONCRETE WORK	(43,630)	(43,630)	-	-	-	-
1610-0743 UPGRADE SEWER TELEMETRY	(40,000)	(40,000)	-	-	-	-
1610-0852 IMPROVE EMBANKMENT OF THE PONDS	(6,674)	(6,674)	-	-	-	-
1610-0880 BGA - DUMPING POINT FOR CARAVANS	-	-	-	-	-	-
1610-0881 BGN - REFURBISH CONCRETE WORK, TRICKLE FILTER, STP, CHANNEL	(24,735)	(24,735)	-	-	-	-
1610-0882 BGN - REPLACE PUMP STATION LIDS, INSTALL HOLDING BRACKETS	(10,000)	(10,000)	-	-	-	-
1610-0883 FIN - GRAVEL POND BANKS	(10,000)	(10,000)	-	-	-	-
1610-0884 FIN - REFURBISH CONCRETE WORK	(120,000)	(120,000)	-	-	-	-
1610-0887 TOC - PUMP STATIONS UPGRADE	-	-	-	-	-	-
1610-0888 TOC - CRUSHED ROCK ON PS ACCESS AREAS	-	-	-	-	-	-
1610-0890 BGA-DESILT PRIMARY POND	-	(25,000)	-	-	-	-
1610-0891 BGN-DESILT SLUDGE LAGOON	(18,783)	(32,065)	-	-	-	-
1610-0892 BGA-MINOR REPAIR/REPLACE	(10,000)	(10,000)	-	-	-	-
1610-0893 BGN-MINOR REPAIR/REPLACE	(20,000)	(10,650)	-	-	-	-
1610-0895 FIN-MINOR REPAIR/REPLACE	(30,000)	(15,000)	-	-	-	-
1610-0896 FIN-POND FENCING	-	-	-	-	-	-
1610-0897 TOC-MINOR REPAIR/REPLACE	(20,000)	-	-	-	-	-
1610-0898 BGN - POND FENCING	(24,400)	(24,400)	-	-	-	-
1610-0899 FIN - DESILT PRIMARY POND	(50,000)	(50,000)	-	-	-	-

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
1610-0900 FIN - UPGRADE PUMP STATION	(7,203)	(7,203)	-	-	-	-
1610-0901 NEW DRYING BED	(38,978)	(38,978)	-	-	-	-
1610-0902 BGA - REPLACE ELECTRICAL CABINET	(10,000)	(10,000)	-	-	-	-
1610-0903 BGN - REPLACE DIGESTOR ROOF	(25,000)	(25,000)	-	-	-	-
1610-0904 FIN - REPLACE DIGESTOR ROOF	(25,000)	(25,000)	-	-	-	-
1610-0905 BGN - REPLACE ELECTRICAL CABINET	(15,000)	(15,000)	-	-	-	-
1610-0906 TOC - TRICKLE FILTER ARM	(40,000)	(40,000)	-	-	-	-
1610-0907 TOC - ACCESS WISE COURT PS	(40,000)	(40,000)	-	-	-	-
1611-0109 RECREATION FACILITIES DONATION	(900)	(1,052)	(900)	(900)	(900)	(900)
1611-0110 SEWER TREATMENT - OP EXP - BGA	(7,765)	(7,765)	(7,881)	(7,999)	(8,119)	(8,241)
1611-0111 SEWER TREATMENT BGA INSURANCE	(306)	(226)	(312)	(318)	(325)	(331)
1611-0112 SEWER TREATMENT-BGA ELECTRICIT	-	(250)	-			
1611-0113 SEWER TREATMENT -BGA TELEPHONE	(153)	(153)	(156)	(159)	(162)	(166)
1611-0125 SEWER TREATMENT - OP EXP - BGN	(86,275)	(89,500)	(87,569)	(88,883)	(90,216)	(91,569)
1611-0126 SEWER TREATMENT - BGN ELECTRICITY	-	(4,000)	-			
1611-0127 SEWER TREATMENT -BGN INSURANCE	(3,876)	(2,995)	(3,954)	(4,033)	(4,113)	(4,196)
1611-0128 SEWER TREATMENT BGN -TELEPHONE	(3,264)	(3,264)	(3,329)	(3,396)	(3,464)	(3,533)
1611-0129 SEWER - EFFLUENT RE-USE - BGN	(5,481)	(5,481)	(5,563)	(5,647)	(5,731)	(5,817)
1611-0140 SEWER TREATMENT - OP EXP - FIN	(93,888)	(95,153)	(95,296)	(96,725)	(98,176)	(99,649)
1611-0141 SEWER TREATMENT -FIN INSURANCE	(3,978)	(2,911)	(4,058)	(4,139)	(4,221)	(4,306)
1611-0142 SEWER TREATMENT-FIN ELECTRICIT	(15,555)	(10,569)	(15,866)	(16,183)	(16,507)	(16,837)
1611-0143 SEWER TREATMENT FIN- TELEPHONE	(357)	(2,557)	(364)	(371)	(379)	(386)
1611-0144 SEWER - EFFLUENT RE-USE - FIN	(6,293)	(13,977)	(6,387)	(6,483)	(6,580)	(6,679)
1611-0155 SEWER TREATMENT - OP EXP - TOC	(105,763)	(110,149)	(107,349)	(108,960)	(110,594)	(112,253)
1611-0156 SEWER TREATMENT -TOC INSURANCE	(4,182)	(3,321)	(4,266)	(4,351)	(4,438)	(4,527)
1611-0157 SEWER TREATMENT-TOC ELECTRICIT	(20,808)	(20,808)	(21,224)	(21,649)	(22,082)	(22,523)
1611-0158 SEWER TREATMENT -TOC TELEPHONE	(581)	(581)	(593)	(605)	(617)	(629)
1611-0159 SEWER - EFFLUENT RE-USE - TOC	(21,823)	(31,455)	(22,150)	(22,482)	(22,819)	(23,162)

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SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
1611-0170 RETIC - OP EXP - BGA	(7,359)	(12,000)	(12,500)	(12,688)	(12,878)	(13,071)
1611-0171 RETIC OP EXP ELECTRICITY -BGA	(18,972)	(30,972)	(19,351)	(19,738)	(20,133)	(20,536)
1611-0185 RETIC - OP EXP - BGN	(30,653)	(30,653)	(31,113)	(31,579)	(32,053)	(32,534)
1611-0186 RETIC OP EXP - ELECTRICITY BGN	(15,708)	(15,708)	(16,022)	(16,343)	(16,669)	(17,003)
1611-0200 RETIC - OP EXP - FIN	(34,916)	(30,916)	(35,440)	(35,971)	(36,511)	(37,059)
1611-0201 RETIC OP EXP ELECTRICITY - FIN	(18,054)	(18,054)	(18,415)	(18,783)	(19,159)	(19,542)
1611-0215 RETIC - OP EXP - TOC	(21,315)	(31,315)	(31,100)	(31,566)	(32,040)	(32,520)
1611-0216 RETIC OP EXP ELECTRICITY - TOC	(21,726)	(21,726)	(22,161)	(22,604)	(23,056)	(23,517)
1611-0230 PUMPING STATIONS OP EXP BGA	(87,189)	(78,300)	(88,496)	(89,824)	(91,171)	(92,539)
1611-0231 PUMPING STATIONS OP EXP BGN	(38,976)	(30,680)	(39,561)	(40,154)	(40,756)	(41,368)
1611-0232 PUMPING STATIONS OP EXP FIN	(55,318)	(40,732)	(56,147)	(56,989)	(57,844)	(58,712)
1611-0233 PUMPING STATIONS OP EXP TOC	(66,889)	(81,100)	(67,892)	(68,910)	(69,944)	(70,993)
1611-0234 LOW PRESSURE SYSTEM - BGA	(11,598)	(13,000)	(10,500)	(10,658)	(10,818)	(10,980)
1611-0235 LOW PRESSURE SYSTEM - BGN	(9,060)	(9,060)	(4,121)	(4,183)	(4,245)	(4,309)
1611-0236 LOW PRESSURE SYSTEM - FIN	(7,944)	(7,944)	(2,988)	(3,032)	(3,078)	(3,124)
1611-0237 LOW PRESSURE SYSTEM - TOC	(14,541)	(8,900)	(9,684)	(9,829)	(9,977)	(10,126)
1611-0250 SEWERAGE CONNECTIONS - SHIRE	(15,936)	(15,936)	(16,175)	(16,417)	(16,663)	(16,913)
1611-0340 SEWER SAMPLING / MONITORING	(8,323)	(18,544)	(8,448)	(8,575)	(8,703)	(8,834)
1611-0341 RAISING OF SEWER MANHOLD LIDS	(16,189)	(12,189)	(15,247)	(15,476)	(15,708)	(15,944)
1611-0342 TOCUMWAL CCTV	(55,947)	(55,947)	(39,561)	(40,154)	(40,756)	(41,368)
1611-0344 INSTALLATION OF RPZ	-	-	-	-	-	-
1612-0105 BANK & GOVT CHARGES	(7,650)	(7,500)	(7,803)	(7,959)	(8,118)	(8,281)
1612-0155 BGN TRUCK WASH OPERATING EXPEN	(558)	(558)	(567)	(575)	(584)	(593)
1612-0156 BGN TRUCK WASH ELECTRICITY	(592)	(592)	(603)	(616)	(628)	(640)
1612-0157 BGN TRUCK WASH - TELEPHONE	(367)	(367)	(375)	(382)	(390)	(397)
1612-0160 BGN TRUCK WASH MTCE	(1,117)	(1,189)	(1,133)	(1,150)	(1,168)	(1,185)
1612-0170 FIN TRUCK WASH OPERATING EXPEN	(3,654)	(6,113)	(3,709)	(3,764)	(3,821)	(3,878)
1612-0171 FIN TRUCK WASH - ELECTRICITY	(2,142)	(1,892)	(2,185)	(2,229)	(2,273)	(2,319)

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SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
1612-0172 FIN TRUCK WASH - TELEPHONE	(449)	(449)	(458)	(467)	(476)	(486)
1612-0175 FIN TRUCK WASH MTCE	(2,030)	(2,755)	(2,060)	(2,091)	(2,123)	(2,155)
1612-0180 INSTALLATION OF RCD's	-	-	-	-	-	-
1612-0181 BGN TRUCK WASH AVDATA PUMP	-	-	-	-	-	-
1612-0182 FIN TRUCK WASH AVDATA PUMP	-	(142)	-	-	-	-
1612-0500 TOC WASH BAY	-	-	-	-	-	-
1612-0501 FIN TRUCKWASH RESTART NSW	-	(462,513)	-	-	-	-
1810-0190 BUILDING CONTROL ADMIN CHARGES	(238,001)	(238,500)	(238,500)	(238,500)	(238,500)	(238,500)
1905-0100 TOWN ENTRY - BAROOGA	-	(40,000)	-	-	-	-
1905-0200 TOWN ENTRY - BERRIGAN	-	(11,027)	-	-	-	-
1905-0300 TOWN ENTRY - FINLEY	(249,733)	(163,385)	-	-	-	-
1905-0400 TOWN ENTRY - TOCUMWAL	(94,679)	(130,000)	-	-	-	-
1910-0100 TOWN ENTRANCE DESIGN	-	-	-	-	-	-
1910-0316 RESEAL DENISON ST FIN	(55,503)	(49,900)	-	-	-	-
1910-0336 RESEAL SCOLLAR ST (OSBOURNE)	-	-	-	-	-	-
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)	(12,789)	-	-	-	-
1910-0364 R/S HILL ST 0- 70	(2,268)	(2,268)	-	-	-	-
1910-0365 R/S HILL ST 70-392	(7,245)	(7,245)	-	-	-	-
1910-0366 R/S HILL ST 392-492	(3,300)	(3,300)	-	-	-	-
1910-0576 RESEAL BROWNE ST TOC	(1,572)	(1,572)	-	-	-	-
1910-0702 RESEAL BAROOGA ST BGN	(21,665)	(12,187)	-	-	-	-
1910-0712 RESEAL DRUMMOND ST BGN	(10,297)	(8,372)	-	-	-	-
1910-0715 RESEAL HARRIS ST BGN	(2,520)	-	-	-	-	-
1910-0723 RESEAL MITCHELL ST BGN	(6,626)	(3,768)	-	-	-	-
1910-0725 TUPPAL ST - MORRIS TO TOWN BEA	-	-	-	-	-	-
1910-0813 RESEAL FINLEY ST FINLEY	(10,336)	(6,474)	-	-	-	-

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SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
1910-0818 RESEAL HOWE ST FINLEY	-	-	-	-	-	-
1910-0822 RESEAL MURRAY ST FINLEY	(6,394)	-	-	-	-	-
1910-0823 RESEAL MURRAY ST (MARY LAWSON)	(4,113)	-	-	-	-	-
1910-0825 RESEAL MURRAY HUT DR 0-125	(4,560)	-	-	-	-	-
1910-0827 RESEAL TOCUMWAL ST FINLEY	(14,035)	(14,035)	-	-	-	-
1910-0828 RESEAL TONGS ST FINLEY	(5,453)	(4,182)	-	-	-	-
1910-0832 RESEAL WARMATTA ST FIN	-	-	-	-	-	-
1910-0833 RESEAL WELLS ST FINLEY	(5,499)	(3,727)	-	-	-	-
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	(7,347)	(5,000)	-	-	-	-
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	-	-	-	-	-	-
1910-0844 RESEAL SHORT ST 59-350	-	-	-	-	-	-
1910-0857 RESEAL ULUPNA ST FINLEY	(2,769)	(2,769)	-	-	-	-
1910-0907 RESEAL BEASLY CRT TOC	-	-	-	-	-	-
1910-0910 RESEAL BRIDGE ST TOC	(9,416)	-	-	-	-	-
1910-0917 RESEAL DENILQUIN ST TOC	(15,061)	(6,198)	-	-	-	-
1910-0923 RESEAL GOLF LINKS DR TOC	-	-	-	-	-	-
1910-0924 RESEAL HANNAH ST TOC	(3,357)	(3,357)	-	-	-	-
1910-0925 RESEAL HENNESSY ST TOC	(4,396)	(4,898)	-	-	-	-
1910-0933 RESEAL KELLY ST TOC	(6,298)	-	-	-	-	-
1910-0937 RESEAL MURRAY ST TOC	(17,353)	(10,440)	-	-	-	-
1910-0979 RESEAL BOYD ST	(2,651)	-	-	-	-	-
1910-0980 RESEAL CALAWAY ST TOC	(5,156)	(4,670)	-	-	-	-

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SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
1911-0007 RESEAL BACK BAROOGA RD - MR550	-	-	-	-	-	-
1911-0009 RESEAL COLDWELLS RD	(2,884)	(2,884)	-	-	-	-
1911-0062 RESEAL CROSBIES RD - BRIDGE	-	-	-	-	-	-
1911-0127 RESEAL OLD TOC BER RD	-	-	-	-	-	-
1911-0156 RESEAL VARIOUS INTERSECTIONS A	(35,000)	(40,000)	-	-	-	-
1911-0159 RESEAL KELLYS RD	(9,954)	(9,954)	-	-	-	-
1911-0187 BUS STOP CNR BRUCE BIRREL DR	-	-	-	-	-	-
1911-0212 RESEAL COBRAM RD	(17,572)	(18,349)	-	-	-	-
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	(57,657)	(57,657)	-	-	-	-
1911-0303 RESEAL TUPPAL ROAD	(5,807)	(5,807)	-	-	-	-
1911-0307 RESEAL LOGIE BRAE RD	(34,468)	(36,661)	-	-	-	-
1911-0308 RESEAL MELROSE RD 4950-7250	(55,347)	(33,684)	-	-	-	-
1911-0309 RESEAL MURRAY ST TOCUMWAL	-	(160)	-	-	-	-
1911-0310 RESEAL OAKENFALL RD 0-3924	(50,230)	(50,230)	-	-	-	-
1911-0311 RESEAL OLD TOC RD 1907-2913	(38,366)	(38,366)	-	-	-	-
1911-0312 RESEAL PINEY RD 4576-6594	(67,000)	(32,109)	-	-	-	-
1911-0313 RESEAL PINEY RD 00-2400	(54,803)	(54,803)	-	-	-	-
1911-0314 RESEAL STH COREE RD 2459-3708	(64,284)	(64,284)	-	-	-	-
1911-0315 RESEAL STH COREE RD 8320-8777	-	-	-	-	-	-
1911-0316 RESEAL YARRAWONGA RD 0-2676	(1,585)	-	-	-	-	-
1911-0565 BROUGHANS RD -WEST END	-	-	-	-	-	-
1912-0003 RESHEET ENNAL RD	-	-	-	-	-	-
1912-0023 RESHEET NOLANS RD	-	-	-	-	-	-

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SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
1912-0024 RESHEET ERINDALE RD	-	-	-	-	-	-
1912-0025 RESHEET YUBA RD	-	-	-	-	-	-
1912-0035 RESHEET CRAIGS RD	(170,000)	(170,000)	-	-	-	-
1912-0045 RESHEET AUBURN MOMALONG RD	-	-	-	-	-	-
1912-0066 RESHEET WAIT-A-WHILE RD	(105,000)	(25,000)	-	-	-	-
1912-0071 RESHEET SULLIVANS RD	(84,000)	(70,000)	-	-	-	-
1912-0073 RESHEET DUNCANS RD	-	(20,825)	-	-	-	-
1912-0086 RESHEET MCDONALDS RD	-	-	-	-	-	-
1912-0088 RESHEET MCALLISTERS ROAD	-	-	-	-	-	-
1912-0093 RESHEET MARDENOORA RD	-	(59,761)	-	-	-	-
1912-0100 RESHEET SANDHILLS RD	(194,000)	(98,060)	-	-	-	-
1912-0113 RESHEET MARANTELLIS RD	-	(3,301)	-	-	-	-
1912-0114 RESHEET COULTERS RD	-	-	-	-	-	-
1912-0121 FIRE BREAKS - RURAL UNSEALED R	-	(16,180)	-	-	-	-
1912-0137 RESHEET CANALLA RD	-	-	-	-	-	-
1912-0138 RESHEET HAYFIELDS RD	(183,725)	(67,258)	-	-	-	-
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	-	-	-	-	-	-
1912-0184 RESHEET JONES RD	(40,000)	(27,009)	-	-	-	-
1912-0201 RESHEET BOXWOOD RD	-	(12,490)	-	-	-	-
1912-0237 RESHEET PHILLIPS RD	-	(741)	-	-	-	-
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	-	(8,876)	-	-	-	-

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SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
1913-0553 LANE 961 - BRUTON ST BAROOGA	-	-	-	-	-	-
1913-0554 CHANTER ST - RAILWAY TO JERSEY	(45,223)	(25,369)	-	-	-	-
1913-0621 TAKARI ST BGA	-	-	-	-	-	-
1913-0703 BRUNKER ST	-	(79,000)	-	-	-	-
1913-0706 WILLIAM ST - HAMPDEN ST TO EAS	-	(12,073)	-	-	-	-
1913-0801 KELLY ST - SHORT ST TO EMILY	-	-	-	-	-	-
1913-0820 DENISON ST - WOLLAMAI TO WARMA	(41,000)	-	-	-	-	-
1913-0823 DRUMMOND ST-RAILWAY TO DROHAN	(10,000)	(36,958)	-	-	-	-
1913-0824 HAMPDEN ST & MURRAY HUT DR	-	-	-	-	-	-
1913-0825 TONGS ST - HAMILTON TO 400M	(7,669)	(7,406)	-	-	-	-
1913-0827 TOCUMWAL ST - WOLLAMAI-WARMATTA	(41,000)	-	-	-	-	-
1913-0841 JERILDERIE ST- HORSFALL TO NANG	(20,000)	(20,000)	-	-	-	-
1913-0842 JERILDERIE ST - NANGUNIA TO ORR	(16,000)	(16,000)	-	-	-	-
1913-0845 MCALLISTER ST - HEADFORD TO OSB	(120,000)	(120,000)	-	-	-	-
1913-0932 JERSEY ST - CHANTER - TUPPAL	-	(570)	-	-	-	-
1914-0090 BARNES RD-MAXWELL TO STH COREE	(140,000)	(362,476)	-	-	-	-
1914-0092 PINEY RD - BENDS SECTION	(114,000)	(114,000)	-	-	-	-
1914-0123 OLD ADCOCKS RD BROWNS RD TO ROCKS	-	-	-	-	-	-
1914-0182 BROWNS RD	-	-	-	-	-	-
1914-0186 SILO RD - Newell Hwy to Tuppal	-	-	-	-	-	-
1914-0316 YARRAWONGA RD 00 to 2676	(310,997)	(370,613)	-	-	-	-
1914-0563 TUPPAL RD - SH17 TO RAILWAY	-	-	-	-	-	-
1914-0567 BROUGHANS RD -1900M-3200M EAST	-	-	-	-	-	-
1914-0576 BROWNS RD - SH17 TO OLD ADCOCK	-	(873)	-	-	-	-
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	(33,987)	(44,207)	-	-	-	-

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SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
1914-0587 PLUMPTON RD - TONGS TO HUESTONS	-	(20,714)	-	-	-	-
1914-0588 LOWER RIVER RD	(342,618)	(394,982)	-	-	-	-
1914-0589 SILO RD - TUPPAL RD TO SH17	(30,000)	(21,500)	-	-	-	-
1914-0590 TUPPAL RD - LEVEE SECT	(444,000)	(404,173)	-	-	-	-
1914-0591 WOOLSHED RD 65M STH CARRUTHERS	-	-	-	-	-	-
1914-0592 YARRAWONGA RD	(51,623)	(15,341)	-	-	-	-
1914-0593 CROSBIES RD	(365,000)	(313,484)	-	-	-	-
1914-0595 BACK BAROOGA RD STH CARRAMAR	-	-	-	-	-	-
1914-0597 HOWE ST - TONGS TO PLUMPTONS	(5,677)	(5,677)	-	-	-	-
1914-0598 JAMES CRT - LOWER RIVER RD	(26,883)	(41,760)	-	-	-	-
1914-0599 PEPPERTREE RD - WOOLSHED RD	(131,860)	(108,526)	-	-	-	-
1914-0600 STRATHVALE RD - MR356-MR564	-	(14,541)	-	-	-	-
1915-0150 LGSA - ROADSIDE VEGETATION PRO	-	-	-	-	-	-
1915-0150 LGSA - ROADSIDE VEGETATION PROJECT	-	-	-	-	-	-
1915-0176 RURAL ADDRESSING EXPENSE	-	(50)	-	-	-	-
1915-0513 CLEARZONES - ROADSIDE HAZARD	(75,000)	(75,000)	-	-	-	-
1916-0105 K&G MTCE & REPAIRS	(15,733)	(23,840)	(15,968)	(16,208)	(16,451)	(16,698)
1916-0554 CHANTER ST-RAILWAY TO JERSEY	-	-	-	-	-	-
1916-0640 WILLIAM ST - HAMPDEN TO EAST	-	-	-	-	-	-
1916-0822 MURRAY ST - HEADFORD TO OSBORNE (TP)	-	(4,135)	-	-	-	-
1916-0823 TUPPAL RD SH17 TO RAILWAY	-	-	-	-	-	-
1916-0824 COBRAM ST TOC	-	-	-	-	-	-
1916-0825 KELLY ST NTH MOTTEL TO COBRAM S	-	-	-	-	-	-
1916-0826 DRUMMOND ST RAILWAY-DROHAN ST	(18,000)	(16,250)	-	-	-	-
1916-0837 TUPPAL ST FINLEY	-	-	-	-	-	-
1916-0838 TOC TOWN ENTRIES - DEAN ST	-	(36,026)	-	-	-	-
1916-0839 HAMPDEN ST & MURRAY HUT DR	-	(2,187)	-	-	-	-
1916-0840 TAKARI ST BGA	-	-	-	-	-	-

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
1916-0841 JERILDERIE ST - HORSFALL TO NA	(30,000)	(30,000)	-	-	-	-
1916-0842 JERILDERIE ST - NANGUNIA TO OR	(25,200)	(25,200)	-	-	-	-
1916-0845 MCALLISTER ST - HEADFORD TO OS	(100,000)	(100,000)	-	-	-	-
1916-0846 DENISON ST - WOLLAMAI- WARMATT	(72,000)	(72,000)	-	-	-	-
1916-0847 TOCUMWAL ST - WOLLAMAI-WARMATT	(72,000)	(34,000)	-	-	-	-
1916-0932 JERSEY ST CHANTER - TUPPAL	-	(91)	-	-	-	-
1917-0105 FOOTPATH MTCE & REPAIRS	(15,225)	(23,459)	(15,453)	(15,685)	(15,920)	(16,159)
1917-0517 STREET FURNITURE - VARIOUS	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
1917-0541 NEW FOOTPATHS - VARIOUS LOCATIONS	(45,000)	(39,599)	(10,000)	(10,000)	(10,000)	(10,000)
1917-0554 FOOTPATH PROVISION OF PRAM CRO	-	(747)	-	-	-	-
1917-0619 TUPPAL RD - BRIDGE TO NEWELL H	-	-	-	-	-	-
1917-0648 TAKARI ST NANGUNIA ST TO SNELL	-	-	-	-	-	-
1917-0650 2 KERB INT DRUMMND & CHANTER	-	-	-	-	-	-
1917-0651 COBRAM ST-RACECOURSE TO TOWN	-	-	-	-	-	-
1917-0653 2 KERB RAMP INT TUPPAL & COREE	-	-	-	-	-	-
1917-0654 2 KERB RAMP INT TUPPAL&TOCUMWA	-	-	-	-	-	-
1917-0656 TUPPAL ST MURRAY TO TOCUMWAL	-	-	-	-	-	-
1917-0658 MURRAY-BOAT RAMP TO DENILIQUN	-	-	-	-	-	-
1917-0659 TUPPAL RD PATH END - BRIDGE ST	-	-	-	-	-	-
1917-0661 BUCHANANS RD HUGHES ST-LAWSON	-	-	-	-	-	-
1917-0662 DRUMMOND ST CHANTER-CORCORAN	-	-	-	-	-	-
1917-0663 COBRAM ST ALEXANDER TO SOUTH	-	-	-	-	-	-
1917-0664 MURRAY ST HEADFORD TO OSBOURNE	(41,742)	(41,742)	-	-	-	-
1917-0665 BRUTON ST END TO ANTHONY AVE	(88,000)	(88,000)	-	-	-	-
1917-0666 HENNESY ST CHARLOTTE TO HANNAH	-	-	-	-	-	-
1917-0667 LAWSON DR BGA	(39,920)	(39,920)	-	-	-	-
1917-0668 NANGUNIA ST BGA	(38,000)	(38,000)	-	-	-	-
1917-0669 CARTER ST BGN	(12,000)	(12,000)	-	-	-	-

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SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
1917-0670 COREE ST FIN	(84,000)	(84,000)	-	-	-	-
1917-0671 HUTSONS RD TOC	(35,000)	(35,000)	-	-	-	-
1917-0672 WALKING TRACK TO PUMPS BEACH	(10,410)	(10,410)	-	-	-	-
1917-0673 WALKING TRACK TO QUICKS RD	(60,000)	(60,000)	-	-	-	-
1918-0105 STREET LIGHTING - Operations	(77,342)	(77,342)	(78,889)	(80,467)	(82,076)	(83,718)
1918-0106 STREET LIGHTING - ELECTRICITY	(144,840)	(144,840)	(147,737)	(150,692)	(153,705)	(156,779)
1918-0107 INSTALLATION POWER CABLING UN	-	-	-	-	-	-
1918-0515 STREET LIGHTING IN TOWNS	-	-	(20,000)	-	-	-
1919-0105 ROADS & INFRASTRUCTURE ADMIN C	(1,017,116)	(1,017,600)	(1,017,600)	(1,017,600)	(1,017,600)	(1,017,600)
1922-0105 BUS SHELTERS ROUTINE MTCE & RE	(1,523)	(1,523)	(1,545)	(1,569)	(1,592)	(1,616)
1956-1000 RTA REGIONAL ROAD REPAIR BUDGET	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
1956-1011 MR550 REHAB/WIDEN 227-243	-	-	-	-	-	-
1956-1012 MR550 REHAB/WIDEN 80226 - 8122	-	-	-	-	-	-
1956-1013 MR356 REHAB/WIDEN 3000-3251	-	(236,017)	-	-	-	-
1956-1014 MR356 REHAB/WIDEN 17781-17361	-	-	-	-	-	-
1956-1015 MR550 REHAB 227-243	-	-	-	-	-	-
1956-1016 MR226 FLOOD REPAIR	-	(4,684)	-	-	-	-
1956-1017 MR363 REHAB 8937-993	-	(15,232)	-	-	-	-
1956-1018 MR363 REHAB 24813-25529	-	(113,584)	-	-	-	-
3600-1501 PLANNING ADVERT FEES - GST FREE	3,101	3,101	3,178	3,258	3,339	3,423
3600-1502 ENV SERV SUNDRY INCOME - INCL GST	718	7,560	735	754	773	792
3600-1503 DRAINAGE DIAGRAMS - GST FREE	14,863	14,863	15,234	15,615	16,005	16,405
3600-1504 ON-SITE SEWAGE FEES - GST FREE	3,075	3,075	3,152	3,231	3,311	3,394
3600-1505 LGA LOCAL ACTIVITY FEE - GST FREE	8,713	8,713	8,930	9,154	9,382	9,617
3600-1506 FOOTPATH TRADING PERMIT FEES	1,128	1,128	1,156	1,185	1,214	1,245
3600-1507 Env Serv Sundry Income - Ex GST	-	3,605	-	-	-	-
3600-1508 PLANNING ADVERT FEE - GST FREE	-	725	-	-	-	-
3600-1812 PLANNING CERTIFICATE S149 - GST FREE	20,500	20,500	21,013	21,538	22,076	22,628

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SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
3600-1813 URGENT PLAN S149 CERT INCL GST	513	585	525	538	552	566
3600-1814 CONSTRUCTION CERTIFICATE FEES	18,450	18,450	18,911	19,384	19,869	20,365
3600-1815 COMPLYING DEVELOPMENT FEES -INCL GST	11,275	11,275	11,557	11,846	12,142	12,446
3600-1816 DEVELOPMENT APPLICATION FEES - APPLI	71,750	71,750	73,544	75,382	77,267	79,199
3600-1817 COMPLIANCE CERT INSPECT - INCL GST	46,125	46,125	47,278	48,460	49,672	50,913
3600-1818 SUBDIV SUPERVISION FEE - INCL GST	98	1,000	105	108	110	113
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	911,045	1,007,331	1,032,514	1,058,327	1,084,785
3660-1020 DWM CHARGES UNCOLLECTED	15,553	15,553	14,224	14,580	14,943	15,317
3660-1080 LESS - DWM CHARGES WRITTEN OFF	(2,050)	(2,050)	(2,101)	(2,154)	(2,207)	(2,263)
3660-1081 Less - Non-DWM Charges Written Off	-	-	-	-	-	-
3660-1082 LESS - DWM CHARGES D/DEBT EXPENSE	(1,025)	(1,025)	(1,051)	(1,077)	(1,104)	(1,131)
3660-1095 LESS DWM CHARGES PENSION REBATE	(78,413)	(71,815)	(80,373)	(82,382)	(84,442)	(86,553)
3660-1500 DWM TIPPING FEES	184,500	403,960	189,113	193,840	198,686	203,653
3660-1505 DWM WASTE COLLECTION TIP FEE CONTRA	165,716	165,716	169,859	174,106	178,458	182,920
3660-1950 DWM CHARGES PENSION SUBSIDY	40,500	39,498	40,500	40,500	40,500	40,500
3670-1000 BUSINESS GARBAGE CHARGES	76,365	76,410	76,716	78,634	80,600	82,615
3670-1500 NON-DOMESTIC WASTE TIPPING FEES	-	1,615	-	-	-	-
3670-1502 SALE OF SCRAP METAL	4,000	9,843	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	1,000	1,000
3670-1506 DRUMMUSTER REIMBURSEMENTS	1,600	1,600	1,600	1,600	1,600	1,600
3670-1507 SALE OF BATTERIES	308	308	315	323	331	339
3670-1508 RAMROC CRC REIMBURSEMENT	-	-	-	-	-	-
3670-1926 GARBAGE TRANSFER FROM RESERVE	94,809	-	-	-	-	-

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SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
3670-2026 DWM TRANSFER TO RESERVE	(16,797)	(183,319)	(59,400)	(146,653)	(257,563)	(256,158)
3670-2500 NON DOMESTIC WASTE BUILDINGS DEPCN	(101)	(101)	(102)	(103)	(104)	(105)
3670-2502 NON DOMESTIC WASTE LAND IMPROVMENTS DEPCN	(13,736)	(13,736)	(13,873)	(14,012)	(14,152)	(14,294)
3670-2504 DOMESTIC WASTE DEPCN	(6,363)	(6,363)	(6,427)	(6,491)	(6,556)	(6,621)
3670-2505 DOMESTIC WASTE REMEDIATION - DEPCN	(5,656)	(5,656)	(5,713)	(5,770)	(5,827)	(5,886)
3670-4310 DWM DEPCN CONTRA	25,856	25,856	26,115	26,376	26,639	26,906
3750-1000 STORMWATER / DRAINAGE CHARGE	71,850	72,813	73,325	73,325	73,325	73,325
3750-1080 DRAINAGE CHARGE - WRITE OFFS	(500)	(500)	(500)	(500)	(500)	(500)
3750-1200 CONTRIBUTIONS TO WORKS	-	-	-	-	-	-
3750-1500 ELECTRICITY CHARGES REFUND	-	-	-	-	-	-
3750-1501 SECT 94 CONT DRAINAGE - BAROOGA	-	3,446	-	-	-	-
3750-1502 SECT 94 CONT DRAINAGE - BERRIGAN	-	-	-	-	-	-
3750-1503 SECT 94 CONT DRAINAGE - FINLEY	-	2,242	-	-	-	-
3750-1504 SECT 94 CONT DRAINAGE - TOCUMWAL	-	-	-	-	-	-
3750-1616 Contrib-Morris St Drainage - Toc Rec	4,040	4,040	-	-	-	-
3750-1700 LIRS - URBAN S/W LOAN PROCEEDS	-	-	-	-	-	-
3750-1701 LIRS INTEREST SUBSIDY	34,112	34,112	30,065	25,774	21,250	16,422
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	22,500	-	-	-	-
3750-1953 TUPPAL ST FINLEY - RMS FUNDING	-	-	-	-	-	-
3750-1954 DRAINAGE - RMS SH20 Finley	-	-	-	-	-	-
3750-1955 RMS - STORMWATER DRAINAGE DEAN ST TOC	-	-	-	-	-	-
3750-2512 STORMWATER DRAINAGE DEPCN	(212,908)	(212,908)	(215,037)	(217,187)	(219,359)	(220,629)
3800-1500 FEES - MANAGEMENT OF ROAD RESERVES	-	-	-	-	-	-
3800-1926 LEVEE BANK CONSTRUCTION TRANSFER FROM RESERVE	163,280	101,780	149,200	110,000	90,000	52,360

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SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
3800-1951 CAPITAL WORKS INCOME - LEVEE BANKS	40,000	40,000	-	-	20,000	105,000
3800-1952 CAPITAL WORKS INCOME - SEPPELTS	-	-	-	20,000	160,000	-
3800-1953 NATIONAL DISASTER RELIEF ASSISTANCE GRANT	-	-	-	-	-	-
3800-1954 TOC LEVEE - CLUBGRANT	-	61,500	-	-	-	-
3800-2026 LEVEE BANK CONSTRUCTION TRANSFER TO RESERVE	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
5110-1000-0001 SEWER CHARGES - BGA	433,007	484,667	443,832	454,928	466,301	477,958
5110-1000-0002 SEWER CHARGES - BGN	260,676	260,892	267,193	273,873	280,720	287,738
5110-1000-0003 SEWER CHARGES - FIN	560,166	559,588	574,170	588,524	603,237	618,317
5110-1000-0004 SEWER CHARGES - TOC	646,524	638,022	662,687	679,254	696,235	713,641
5110-1000-0005 SEWER CHARGES - NON RATEABLE	61,449	61,824	62,985	64,560	66,174	67,828
5110-1000-0006 SEWER CHARGES - LOW PRESSURE SEWER CHG	8,374	8,374	16,350	16,759	17,178	17,607
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)	(2,000)	(2,000)
5110-1082 LESS SEWER CHARGES D/DEBT EXPENSE	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)
5110-1095 LESS SEWER PENSION REBATE - SHIRE	(86,000)	(81,099)	(86,000)	(86,000)	(86,000)	(86,000)
5110-1500 SEWER CONNECTION FEES - GST FREE	10,250	10,250	10,506	10,769	11,038	11,314
5110-1501 SEWER SUNDRY INCOME - INCGST	-	5,728	-	-	-	-
5110-1502 DISPOSAL OF SEPTAGE INCOME	4,100	14,630	4,203	4,308	4,415	4,526
5110-1503 SEWER SUNDRY INCOME - GST FREE	1,000	1,000	1,000	1,000	1,000	1,000
5110-1504 TOC SEWER EFFLUENT REUSE	1,640	1,640	1,681	1,723	1,766	1,810
5110-1505 BGN SEWER EFFLUENT REUSE	-	-	-	-	-	-
5110-1601 SECT 64 CONT SEWER - BGA	-	3,472	-	-	-	-
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	-	-	42,898	34,362	25,568	16,509
5110-1750 LOAN 387 INTEREST INCOME	-	-	-	-	-	-

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SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
5110-1840 INTEREST ON INVESTMENTS	187,959	187,959	192,658	197,474	207,711	219,854
5110-1926 SEWER TRANSFER FROM RESERVE	417,627	420,549	1,203,477	-	-	-
5110-1928 SECT 64 CONT SEWER RESERVE TRANSFER	-	0	-	-	-	-
5110-1950 ALTERNATE ENERGY SUPPLY GRANT	-	-	-	-	-	-
5110-1951 SEWER CHARGES PENSION SUBSIDY	47,500	44,605	47,500	47,500	47,500	47,500
5110-2026 SEWER SERVICES TRANSFER TO RESERVE	(107,345)	-	(7,767)	(280,367)	(137,908)	(633,422)
5110-3700 Internal Loan 385 Receivable-Current	-	-	282,405	290,940	299,734	308,793
5110-3750 Loan 387 Receivable - Current	-	-	(1,500,000)	-	-	-
5210-2550 SEWER MAINS RETIC - DEPCN	(371,882)	(371,882)	(375,601)	(379,357)	(383,150)	(386,982)
5210-4810 SEWER DEPCN CONTRA	611,303	611,303	617,416	623,590	629,826	636,124
5240-2550 SEWER TREATMENT WORKS - DEPCN	(208,565)	(208,565)	(210,651)	(212,757)	(214,885)	(217,034)
5250-2500 SEWER PLANT & EQUIP DEPCN	(20,200)	(20,200)	(20,402)	(20,606)	(20,812)	(21,020)
5250-2502 SEWER EQUIPMENT DEPCN	(10,605)	(10,605)	(10,711)	(10,818)	(10,926)	(11,036)
5280-1500 TRUCK WASH (AVDATA) INCOME	5,125	15,174	5,253	5,384	5,519	5,657
5280-1950 Restart NSW Fixing Country Truckwash	-	315,455	-	-	-	-
5280-2500 TRUCKWASH - DEPCN	(51)	(51)	(51)	(52)	(52)	(53)
6910-1500 BUILD CONTROL SUNDRY INCOME	-	-	-	-	-	-
6910-1750 LONG SERVICE CORP LEVY COMMISSION	1,333	1,333	1,366	1,400	1,435	1,471
6910-1755 PLANFIRST LEVY COMMISSION	308	308	315	323	331	339
6910-1760 S735A / S121ZP NOTICES GST FREE	3,075	3,075	3,152	3,231	3,311	3,394
6910-1812 BUILD CERTIFICATE FEES (S149/D)	500	1,250	500	500	500	500
7060-2510 DEPCN - URBAN ROADS SEALED	(418,847)	(418,847)	(423,035)	(427,266)	(431,538)	(435,854)
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	676,144	1,316,361	1,336,106	1,356,148	1,376,490
7100-1951 R2R ROADS TO RECOVERY GRANT	1,135,520	656,189	349,551	625,500	625,500	625,500
7100-1953 RFS HAZARD REDUCTION GRANT	10,150	10,150	10,302	10,457	10,614	10,773

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SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
7100-1954 RMS DISASTER RECOVERY FUNDING - FLOOD DAMAGE	-	265,030	-	-	-	-
7100-1955 LGSA GRANT - ROADSIDE VEGETATION	-	-	-	-	-	-
7100-1956 Connected Corridor Project Funding	-	-	-	-	-	-
7100-1957 Fixing Country Roads Grant	-	-	-	-	-	-
7100-1958 RMS SAFER ROADS PROGRAM	-	-	-	-	-	-
7100-2510 DEPCN - RURAL SEALED ROADS	(1,323,706)	(1,323,706)	(1,336,943)	(1,350,312)	(1,363,816)	(1,377,454)
7100-2610 DEPCN - RURAL BRIDGES	(30,199)	(30,199)	(30,501)	(30,806)	(31,114)	(31,425)
7150-1950 RAMROC Weed Control Funding	-	-	-	-	-	-
7150-2510 DEPCN - REGIONAL ROADS	(449,955)	(449,955)	(454,455)	(458,999)	(463,589)	(468,225)
7150-2610 DEPCN - REGIONAL BRIDGES	(61,206)	(61,206)	(61,818)	(62,436)	(63,061)	(63,691)
7150-2620 DEPCN - CULVERTS	(19,039)	(19,039)	(19,229)	(19,421)	(19,615)	(19,812)
7200-2510 DEPCN - RURAL UNSEALED ROADS	-	-	-	-	-	-
7300-1600 KERB & GUTTER REFUND	-	-	-	-	-	-
7300-1601 K&G BUCHANANS RD - WIRUNA TO HUGHES	-	-	-	-	-	-
7300-1646 K&G NANGUNIA ST - HUGHES TO WIRUNA	-	-	-	-	-	-
7300-1649 K&G HENNESSY ST - EMILY TO HANNAH	-	-	-	-	-	-
7300-1650 K&G KELLY ST - CHARLOTTE TO EMILY	-	-	-	-	-	-
7300-1651 K&G JERILDERIE ST -HENNESSY TO KELLY	-	-	-	-	-	-
7300-1653 NANGUNIA ST - HUGHES TO WIRUNA -EAST	-	-	-	-	-	-
7300-1654 HANNAH ST - ADAMS TO KELLY	-	-	-	-	-	-
7300-1655 HENNESSY ST - BERRIGAN TO JERILDERIE	-	-	-	-	-	-
7300-1656 KELLY ST - EMILY TO HANNAH	-	-	-	-	-	-
7300-1657 KELLY ST-JERILDERIE TO SHORT -OWNERS	-	-	-	-	-	-
7300-1658 KELLY ST-JERILDERIE TO SHORT -DEVELO	-	-	-	-	-	-
7300-1659 HOWARD ST - BANKER ST TO MACFARLAND	-	-	-	-	-	-
7300-1660 WELLS ST - WEST QUIRK ST	-	-	-	-	-	-
7300-1661 COBRAM ST - WHITE ST TO KELLY ST	-	-	-	-	-	-
7300-1662 KELLY ST - SHORT ST TO EMILY ST	-	-	-	-	-	-

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
7300-1663 K&G Buchanans Rd -Gunnamara - Wiruna	-	-	-	-	-	-
7300-1664 K&G - Tuppal St Roundabout to Bridge	-	-	-	-	-	-
7300-1665 K&G COBRAM ST TOC	-	-	-	-	-	-
7300-1666 K & G DRUMMOND ST RAILWAY TO DROHAN	-	1,400	-	-	-	-
7300-1667 K & G HARRIS ST FLYNN TO HAYES ST	-	-	-	-	-	-
7300-1668 K & G Jerilderie St - Horsfall to Na	40,000	40,000	-	-	-	-
7300-1669 K & G Jerilderie St - Nangunia to Or	33,200	33,200	-	-	-	-
7300-1670 K& G Jersey St	20,000	20,000	-	-	-	-
7300-1671 K&G JERILDERIE ST HORSFALL TO ORR	-	13,184	-	-	-	-
7300-1672 K&G CHANTER ST TOC	-	5,009	-	-	-	-
7300-1950 MURRAY ST - HEADFORD TO OSBRORNE RMS FUNDING	-	-	-	-	-	-
7300-1951 K&G - RMS SH20 Finley	-	-	-	-	-	-
7300-2510 KERB & GUTTER DEPCN	(169,377)	(169,377)	(171,071)	(172,781)	(174,509)	(176,254)
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	-	-	-	-	-	-
7500-1657 F/PATH MURRAY ST-BRUTON TO MURRAY HA	23,000	23,000	-	-	-	-
7500-1658 F/PATH LAWSON DR	17,000	17,000	-	-	-	-
7500-1659 F/PATH CHARLOTTE ST - HENNESSY TO KELLY	-	-	-	-	-	-
7500-1660 F/PATH NANGUNIA ST BGA	9,860	9,860	-	-	-	-
7500-1661 F/PATH CARTER ST BGN	-	-	-	-	-	-
7500-1662 F/PATH CORREE ST FIN	40,000	40,000	-	-	-	-
7500-1663 F/PATH HUTSONS TOC	16,000	16,000	-	-	-	-
7500-1823 FOOTPATH DENISON ST - WARMATT INTERS	-	-	-	-	-	-
7500-1825 NANGUNIA ST - BANKER TO WIRUNA	-	-	-	-	-	-
7500-1826 CHANTER ST-DRUMMOND TO MITCHELL -STH	-	-	-	-	-	-

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
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	-	-	-	-	-	-
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	-	1,565	-	-	-	-
7500-1853 Footpath Int Boat Ramp Rd Murray St	-	-	-	-	-	-
7500-1854 Footpath Takari St Nangunia Snell Rd	-	-	-	-	-	-
7500-1855 Walking Cycling Track	-	-	-	-	-	-

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
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	-	19,982	-	-	-	-
7500-1861 Footpath Hennesy St Charlotte to Han	-	-	-	-	-	-
7500-1862 Footpath Jersey St Chanter to Tuppal	-	3,591	-	-	-	-
7500-1863 Footpath Cobram St Berrigan	-	142	-	-	-	-
7500-1950 FOOTPATHS - RTA FUNDING PAMP	-	-	-	-	-	-
7500-2510 FOOTPATH DEPCN	(66,155)	(66,155)	(66,817)	(67,485)	(68,160)	(68,841)
7750-1501 SECT94 CONTRIB CAR PARK BAROOGA	-	-	-	-	-	-
7750-1502 SECT94 CONTRIB CAR PARK BERRIGAN	-	-	-	-	-	-
7750-1503 SECT94 CONTRIB CAR PARK FINLEY	-	-	-	-	-	-
7750-1504 SECT 94 CONTRIB CAR PARK TOCUMWAL	-	3,930	-	-	-	-
7750-2504 PARKING AREAS - DEPRECIATION EXPENSE	(7,604)	(7,604)	(7,608)	(7,612)	(7,616)	(7,620)
7780-1950 RTA - BUS BAY GRANT REVENUE	-	-	-	-	-	-
7780-1952 DEPT TRANSPORT CPTIGS BUS STOP GRANT	-	2,000	-	-	-	-
7810-1950 RTA - M&I PROGRAM - BLOCK GRANT	531,000	531,000	531,000	531,000	531,000	531,000
7830-1950 RTA REHABILITATION WORKS FUNDING	175,000	175,000	175,000	175,000	175,000	175,000
7900-1950 STREET LIGHTING SUBSIDY	46,000	46,000	46,000	46,000	46,000	46,000
DEFICITCONTRA DEFICIT WORKING CAPITAL CONTRA	-	826,938	-	-	-	-
DRAINAGECAPEXP DRAINAGE CAPITAL WORKS EXPENDITURE	-	-	(222,000)	(30,000)	(65,000)	(80,000)
DRAINAGECAPINC DRAINAGE CAPITAL WORKS INCOME	-	-	-	-	-	-
FOOTPATHSCAPEXP FOOTPATHS CAPITAL EXPENDITURE	-	-	(328,700)	(95,000)	(30,000)	(10,000)
FOOTPATHSCAPINC FOOTPATHS CAPITAL INCOME	-	-	220,500	25,000	-	-
K&GCAPEXP KERB & GUTTER CAPITAL EXPENDITURE	-	-	(72,000)	(170,000)	(130,000)	(130,000)
K&GCAPINC KERB & GUTTER CAPITAL INCOME	-	-	-	75,000	65,000	65,000
LEVEECAPEXP LEVEE BANK CAPITAL EXPENDITURE	-	-	(179,200)	(50,000)	(270,000)	(157,360)

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SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS						
LEVEECAPINC LEVEE BANK CAPITAL INCOME	-	-	-	-	-	-
RMSCAPINCOME - PART 7810-1950 BLOCK GRANT	350,000	350,000	350,000	350,000	350,000	350,000
RURALCONSCAPEXP RURAL SEALED CONSTRUCTION CAPITAL EXPENDITURE	-	-	(2,312,000)	(969,750)	(1,235,000)	(910,000)
RURALCONSCAPINC RURAL SEALED CONSTRUCTION CAPITAL INCOME	-	-	908,000	-	-	-
RURALSEALEDCAPEXP RURAL SEALED RESEALS CAPITAL EXPENDITURE	-	-	(84,179)	(197,933)	(514,000)	(529,000)
RURALSEALEDCAPIINC RURAL SEALED RESEALS CAPITAL INCOME	-	-	-	-	-	-
RURALUNSEALEDCAPEXP RURAL UNSEALED RESHEET CAPITAL EXPENDITURE	-	-	(255,000)	(612,000)	(210,000)	(549,000)
RURALUNSEALEDCAPIINC RURAL UNSEALED RESHEET CAPITAL INCOME	-	-	-	-	-	-
SEWERCAPEXP SEWERAGE SERVICES CAPITAL EXPENDITURE	-	-	(760,000)	(825,000)	(1,015,000)	(570,000)
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	-	-	(76,326)	(283,326)	(166,000)	(171,000)
URBANCONSCAPINC URBAN ROADS CONSTRUCTION CAPITAL INCOME	-	-	-	-	-	-
URBANRESEALCAPEXP URBAN RESEALS CAPITAL EXPENDITURE	-	-	(178,000)	(230,150)	(213,000)	(253,000)
URBANRESEALCAPINC URBAN RESEALS CAPITAL INCOME	-	-	-	-	-	-
WASTEMGMTCAPEXP WASTE MANAGEMENT CAPITAL EXPENDITURE	-	-	(225,000)	(79,000)	(75,000)	(99,000)
WASTEMGMTCAPINC WASTE MANAGEMENT CAPITAL INCOME	-	-	-	-	-	-

GOOD GOVERNMENT	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
	10,898,753	9,354,367	10,666,782	10,968,632	11,174,257	11,383,384
1001-0315 MAYORAL VEHICLE EXPENSES	(22,338)	(22,338)	(22,785)	(23,240)	(23,705)	(24,179)
1001-0320 MAYORAL ALLOWANCE	(25,602)	(25,602)	(26,114)	(26,636)	(27,169)	(27,712)
1001-0325 COUNCILLORS ALLOWANCES	(92,106)	(92,106)	(93,948)	(95,827)	(97,744)	(99,698)
1001-0334 TELEPHONE - COUNCILLORS	(8,262)	(3,262)	(8,427)	(8,596)	(8,768)	(8,943)
1001-0335 COUNCILLORS EXPENSES	(49,836)	(48,836)	(50,584)	(51,343)	(52,113)	(52,895)
1001-0336 CIVIC FUNCTIONS / PRESENTATION	(2,400)	(7,900)	(2,400)	(2,400)	(2,400)	(2,400)
1001-0337 DONATIONS	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1001-0338 ADMIN MANAGEMENT PLAN EXPENSES	(1,000)	(2,020)	(1,000)	(1,000)	(1,000)	(1,000)
1001-0340 INSURANCE - COUNCILLORS	(5,200)	(21,930)	(5,304)	(5,410)	(5,518)	(5,629)
1001-0344 MEMBERSHIP FEES	(2,040)	(2,040)	(2,081)	(2,122)	(2,165)	(2,208)
1001-0345 SUBSCRIPTION SHIRE ASSOCIATION	(25,704)	(25,704)	(26,218)	(26,742)	(27,277)	(27,824)
1001-0346 ADMIN AUDIT FEES	(25,375)	(47,055)	(46,756)	(47,143)	(47,535)	(47,932)
1001-0347 ELECTION EXPENSES	-	-	(60,000)	(15,000)	(15,000)	(15,000)
1001-0348 COMMUNITY SURVEY	-	-	-	-	-	-
1001-0349 COMMUNITY REPORT	(3,000)	(2,100)	(3,000)	(3,000)	(3,000)	(3,000)
1001-0350 FIT 4 FUTURE BUSINESS CASE	-	-	-	-	-	-
1001-0509 EQUIP/FURN - COUNCILLORS <= \$5,000	(2,000)	(1,000)	(2,000)	(2,000)	(5,000)	(2,000)
1002-0350 COMMUNITY WORKS - GENERAL	(2,000)	(4,934)	(2,000)	(2,000)	(2,000)	(2,000)
1002-0355 COMMUNITY WORKS - GST FREE	-	-	-	-	-	-
1002-0370 COMMUNITY WORKS - AUST. DAY CO	(3,000)	(4,296)	(3,000)	(3,000)	(3,000)	(3,000)
1002-0400 COMMUNITY GRANTS SCHEME	(4,000)	-	(4,000)	(4,000)	(4,000)	(4,000)
1005-0108 ADMIN SALARIES - GM SALARY PAC	(231,900)	(231,900)	(255,100)	(261,477)	(268,014)	(274,714)
1006-0107 ADMIN SALARIES - GM SUPPORT	(172,400)	(172,400)	(182,300)	(186,858)	(191,529)	(196,318)
1007-0118 ADMIN GM VEHICLE OPERATING EXP	(22,277)	(22,277)	(22,722)	(23,177)	(23,640)	(24,113)
1008-0124 MANAGEMENT TEAM PROGRAM	(34,393)	(50,000)	(50,000)	-	-	-
1008-0125 ADMIN CONFERENCES/SEMINARS	(2,500)	-	(2,500)	(2,500)	(2,500)	(2,500)

GOOD GOVERNMENT	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
1008-0126 ADMIN GM TRAVEL EXPENSES	-	(2,545)	-	-	-	-
1010-0102 ADMIN SALARIES - ACCOUNTING	(276,443)	(275,943)	(277,000)	(283,924)	(291,022)	(298,298)
1010-0103 ADMIN SALARIES - HUMAN RESOURC	(76,465)	(76,465)	(79,600)	(81,590)	(83,630)	(85,720)
1010-0104 ADMIN SALARIES - REVENUE COLLE	(169,900)	(169,400)	(181,000)	(185,525)	(190,163)	(194,917)
1010-0105 ADMIN SALARIES - CUSTOMER SERV	(156,300)	(155,800)	(217,500)	(222,936)	(228,510)	(234,223)
1010-0106 ADMIN SALARIES - INFO. TECHNOL	(88,126)	(87,626)	(99,700)	(102,192)	(104,746)	(107,366)
1010-0109 ADMIN SALARIES - DCS SALARY PA	(181,630)	(181,130)	(181,200)	(185,730)	(190,373)	(195,133)
1010-0119 ADMIN DCS VEHICLE OPERATING EX	(22,277)	(22,277)	(22,722)	(23,177)	(23,640)	(24,113)
1010-0120 ADMIN STAFF TRAINING	(14,285)	(16,785)	(24,571)	(14,862)	(15,159)	(15,463)
1010-0121 ADMIN CONSULTANTS	-	-	-	-	-	-
1010-0130 ADMIN FRINGE BENEFITS TAX	(12,240)	(12,240)	(12,485)	(12,735)	(12,989)	(13,249)
1010-0135 ADMIN JC TAX FBT ACCOUNT	-	-	-	-	-	-
1010-0140 ADMIN STAFF UNIFORM ALLOWANCE	(7,650)	(7,650)	(7,803)	(7,959)	(8,118)	(8,281)
1010-0144 ADMIN ADVERTS	(10,200)	(10,200)	(10,404)	(10,612)	(10,824)	(11,041)
1010-0146 ADMIN NEWSLETTER ADVERTS	(31,722)	(31,722)	(32,356)	(33,004)	(33,664)	(34,337)
1010-0155 ADMIN WRITE OFF BAD DEBTS	(2,040)	(2,040)	(2,081)	(2,123)	(2,165)	(2,208)
1010-0160 ADMIN BANK & GOVT CHARGES	(2,538)	(2,500)	(2,576)	(2,614)	(2,653)	(2,693)
1010-0162 BANK FEES - GST INCLUSIVE	(26,898)	(23,848)	(27,301)	(27,711)	(28,126)	(28,548)
1010-0163 BANK FEES - GST FREE	-	(3,050)	-	-	-	-
1010-0165 ADMIN OFFICE CLEANING	(34,211)	(34,211)	(34,724)	(35,245)	(35,773)	(36,310)
1010-0170 ADMIN COMPUTER MTCE	(20,300)	(20,300)	(20,605)	(20,914)	(21,227)	(21,546)
1010-0175 ADMIN SOFTWARE LICENCING	(126,875)	(126,875)	(133,778)	(135,710)	(137,671)	(139,661)
1010-0185 LESS: CHARGED TO OTHER FUNDS	376,515	299,900	299,900	299,900	299,900	299,900
1010-0190 ADMIN ELECTRICITY	(19,380)	(19,380)	(19,768)	(20,163)	(20,566)	(20,978)
1010-0194 ADMIN INSUR - PUBLIC LIABILITY	(133,259)	(130,646)	(135,924)	(138,643)	(141,416)	(144,244)
1010-0195 ADMIN INSUR - OTHER	(28,254)	(25,963)	(28,819)	(29,396)	(29,983)	(30,584)
1010-0197 ADMIN RISK MANAGEMENT SIGNAGE	(400)	(500)	(400)	(400)	(400)	(400)
1010-0198 ADMIN RISK MANAGEMENT OP EXP	(1,817)	(2,817)	(1,844)	(1,872)	(1,900)	(1,928)
1010-0199 ADMIN RISK MANAGEMENT	(50,750)	(49,650)	(50,000)	(50,000)	(50,000)	(50,000)

GOOD GOVERNMENT	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
1010-0200 ADMIN LEGAL EXPENSES INCL. GST	(5,000)	(5,689)	(5,000)	(5,000)	(5,000)	(5,000)
1010-0202 ADMIN LEGAL EXPEN - DEBT/COLL	(85,900)	(70,860)	(61,814)	(62,740)	(63,681)	(64,637)
1010-0205 ADMIN POSTAGE	(16,240)	(30,000)	(29,984)	(30,231)	(30,482)	(30,737)
1010-0206 CHARGE FOR INTERNET RATES PAYM	(508)	(508)	(515)	(523)	(531)	(539)
1010-0207 ADMIN LEGAL EXPENSES-GST FREE	(2,000)	(9,019)	(2,000)	(2,000)	(2,000)	(2,000)
1010-0208 SALE OF LAND FOR UNPAID RATES	-	-	-	-	-	-
1010-0210 ADMIN PRINTING/STATIONERY	(41,818)	(41,818)	(42,445)	(43,082)	(43,728)	(44,384)
1010-0215 ADMIN TELEPHONE	(24,888)	(24,888)	(25,386)	(25,894)	(26,411)	(26,940)
1010-0220 ADMIN VALUATION FEES	(40,800)	(40,800)	(41,616)	(42,449)	(43,297)	(44,163)
1010-0225 ADMIN SUBSCRIPTIONS	(3,248)	(5,140)	(3,297)	(3,346)	(3,396)	(3,447)
1010-0230 ADMIN OFFICE BLDG MTCE	(12,180)	(17,684)	(12,363)	(12,548)	(12,736)	(12,927)
1010-0245 ADMIN OFFICE GROUNDS MTCE	(8,628)	(8,628)	(8,757)	(8,888)	(9,022)	(9,157)
1010-0250 ADMIN OFFICE EQUIPMENT MTCE	(26,898)	(18,898)	(27,301)	(27,711)	(28,126)	(28,548)
1010-0265 ADMIN SUNDRY OPERATING EXPENSE	(5,000)	(6,000)	(5,000)	(5,000)	(5,000)	(5,000)
1010-0266 ADMIN CHRISTMAS PARTY EXPENSE	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
1010-0270 ASSET REVALUATION EXPENSE	(20,000)	(25,750)	(5,151)	(5,228)	(5,307)	(5,386)
1010-0296 WEB PAGE MAINTENANCE & TRAININ	(3,045)	(2,000)	(3,091)	(1,000)	(1,000)	(1,000)
1010-0297 CORP SERVICES ADMIN CHARGES	(508,537)	(509,700)	(527,300)	(527,273)	(527,244)	(527,215)
1010-0298 LESS: RENTAL CONTRIBUTIONS	120,800	120,000	120,000	120,000	120,000	120,000
1010-0299 LESS: CHARGED TO OTHER FUNDS	1,838,459	1,841,000	1,841,000	1,841,000	1,841,000	1,841,000
1010-0500 CORPORATE SERVICES EQUIPMENT	(15,000)	(15,000)	(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)	(50,000)
1010-0504 EQUIP/FURN - CORP. SERVICES <=	(5,000)	(2,000)	(5,000)	(5,000)	(5,000)	(5,000)
1010-0505 SERVER UPGRADE	(85,000)	(70,000)	-	-	-	-
1011-0103 TECH SERVICES SALARIES - WORK	(131,303)	(154,218)	(121,470)	(124,507)	(127,619)	(130,810)
1011-0104 TECH SERVICES SALARIES - ENV.S	(132,430)	(132,430)	(136,100)	(139,502)	(142,990)	(146,565)
1011-0105 TECH SERVICES SALARIES - EXE.	(514,800)	(514,800)	(772,740)	(792,059)	(691,860)	(609,157)
1011-0109 TECH SERVICES SALARIES - DTS S	(225,200)	(225,200)	(223,100)	(228,678)	(234,395)	(240,255)
1011-0113 TECH SERVICE W/E VEHICLE OP EX	(22,277)	(22,277)	(22,722)	(23,177)	(23,640)	(24,113)

GOOD GOVERNMENT	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
1011-0114 TECH SERVICE ENV VEHICLE OP EX	(22,277)	(22,277)	(22,722)	(23,177)	(23,640)	(24,113)
1011-0115 TECH SERVICE EXE VEHICLE OP EX	(44,554)	(40,363)	(93,445)	(61,354)	(62,281)	(48,226)
1011-0119 TECH SERVICE DTS VEHICLE OP EX	(22,277)	(22,277)	(22,722)	(23,177)	(23,640)	(24,113)
1011-0120 LESS: CHARGED TO OTHER FUNDS/S	1,179,500	1,167,700	1,167,700	1,167,700	1,167,700	1,167,700
1011-0125 TECH SERVICES ADMIN CHARGES	(169,392)	(158,000)	(158,000)	(158,027)	(158,056)	(158,085)
1011-0135 TECH SERVICES STAFF TRAINING	(15,300)	(31,576)	(15,606)	(15,917)	(16,235)	(16,562)
1011-0137 STAFF RELOCATION EXPENSES	-	-	-	-	-	-
1011-0140 TECH SERVICES CONFERENCES/SEMI	(3,570)	(3,570)	(3,641)	(3,714)	(3,789)	(3,864)
1011-0141 TECH SERVICES - INSURANCE	(3,264)	-	(3,329)	(3,396)	(3,464)	(3,533)
1011-0142 TECH SERVICES EXP -ADVERTISING	(2,040)	(32,931)	(2,081)	(2,122)	(2,165)	(2,208)
1011-0143 TECH SERVICES TELEPHONE	(7,140)	(7,140)	(7,283)	(7,428)	(7,577)	(7,729)
1011-0145 TECH SERVICES OFFICE EXPENSES	(5,075)	(6,048)	(5,151)	(5,228)	(5,311)	(5,386)
1011-0146 TECH SERVICES - CONSULTANCY	-	-	-	-	-	-
1011-0147 TECH SERV EQUIPMENT MTCE	(2,538)	(1,538)	(2,576)	(2,614)	(2,653)	(2,693)
1011-0152 OCCUPATIONAL HEALTH & SAFETY E	(3,045)	(3,045)	(3,091)	(3,137)	(3,184)	(3,234)
1011-0160 DEPOT OPERATIONAL EXPENSES	(12,789)	(19,893)	(12,981)	(13,176)	(13,373)	(13,574)
1011-0161 DEPOT OP. EXPENSES- INSURANCE	(4,080)	(3,806)	(4,162)	(4,245)	(4,330)	(4,416)
1011-0162 DEPOT OP. EXPENSES-ELECTRICITY	(16,116)	(15,116)	(16,438)	(16,767)	(17,102)	(17,444)
1011-0163 DEPOT OP. EXPENSES - TELEPHONE	(559)	(559)	(572)	(584)	(595)	(607)
1011-0165 DEPOT BLDG MTCE	(24,060)	(6,379)	(14,121)	(4,183)	(4,245)	(4,309)
1011-0170 DEPOT GROUNDS MTCE	(4,060)	(6,793)	(4,121)	(4,183)	(4,245)	(4,309)
1011-0171 DEPOT AMENITIES CLEANING	(6,000)	(6,560)	(6,000)	(6,000)	(6,000)	(6,000)
1011-0240 PLANT SERVICES ADMIN CHARGES	(68,210)	(71,300)	(71,300)	(71,300)	(71,300)	(71,300)
1011-0504 EQUIP/FURN - TECH. SERVICES <=	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)
1011-0505 EQUIP/FURN - TECH. SERVICES >=	(30,000)	(17,000)	(5,000)	(10,000)	(10,000)	(10,000)
1011-0515 MOTOR VEHICLE PURCHASES	(320,000)	(44,474)	(320,000)	(320,000)	(320,000)	(320,000)
1011-0525 LAND & BUILD DEPOT - BERRIGAN	-	(355)	-	-	-	-
1011-0535 LAND & BUILD DEPOT - FINLEY	-	-	-	-	-	-
1011-0545 PUBLIC WORKS PLANT PURCHASE	(793,000)	(1,359,975)	(750,000)	(1,100,000)	(472,000)	(620,000)

GOOD GOVERNMENT	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
1011-0546 PUBLIC WORKS UTILITY PURCHASE	(68,750)	(185,451)	(68,750)	(68,750)	(68,750)	(68,750)
1011-0550 PURCHASE MINOR PLANT	(33,000)	(20,017)	(33,000)	(33,000)	(33,000)	(33,000)
1015-0000 PLANT EXPENSES	(1,126,843)	(1,116,194)	(1,143,745)	(1,160,902)	(1,178,315)	(1,195,990)
1020-0100 PLANT WORKSHOP EXPENSES	(30,298)	(54,254)	(30,752)	(31,214)	(31,682)	(32,157)
1020-0101 PLANT WORKSHOP EXP - TELEPHONE	(581)	(581)	(593)	(605)	(617)	(629)
1020-0102 PLANT WORKSHOP EXP - INSURANCE	-	-	-	-	-	-
1020-0103 PLANT WORKSHOP EXP - VEHICLE	(22,277)	(22,277)	(22,722)	(23,177)	(23,640)	(24,113)
1020-0104 PLANT WORKSHOP E-TAG CLEARING	-	(13)	-	-	-	-
1025-0150 PLANT INSURANCE PREMIUMS	(2,652)	(1,888)	(2,705)	(2,759)	(2,814)	(2,871)
1030-0160 MINOR PLANT OPERATING EXPENSES	(17,458)	(17,458)	(17,720)	(17,986)	(18,255)	(18,529)
1035-0170 TOOLS PURCHASES	(7,917)	(7,917)	(8,036)	(8,156)	(8,279)	(8,403)
1050-0010 WAGES SALARY POLICY SYSTEM BAC	-	-	-	-	-	-
1050-0020 WAGES PERFORMANCE BONUS PAYMEN	(73,390)	(46,527)	(75,225)	(77,105)	(79,033)	(81,009)
1050-0040 ANNUAL LEAVE - WORKS / WAGES	(249,485)	(249,485)	(255,722)	(262,115)	(268,668)	(275,385)
1050-0060 PUBLIC HOLIDAY - WORKS / WAGES	(140,630)	(140,630)	(144,146)	(147,749)	(151,443)	(155,229)
1050-0080 LONG SERVICE LEAVE - WAGES	(104,755)	(104,755)	(107,374)	(110,059)	(112,810)	(115,630)
1050-0100 SICK LEAVE - WORKS / WAGES	(104,653)	(104,653)	(107,269)	(109,951)	(112,699)	(115,517)
1050-0115 RDO - PAYROLL SUSPENSE	-	(6,569)	-	-	-	-
1050-0118 TIME IN LIEU - SUSPENSE	-	-	-	-	-	-
1050-0120 BEREAVEMENT LEAVE - WAGES	(2,972)	(3,877)	(3,047)	(3,123)	(3,201)	(3,281)
1050-0150 WAGES LEAVE WITHOUT PAY	-	(63)	-	-	-	-
1050-0170 RURAL FIRE SERVICE LVE - WAGES	-	(126)	-	-	-	-
1050-0180 WAGES ACCIDENT PAY TO EMPLOYEE	-	-	-	-	-	-
1050-0185 WAGES ACCIDENT EXPENSE BY EMPL	-	-	-	-	-	-
1050-0220 WAGES MEDICAL EXPENSES	-	(1,571)	-	-	-	-
1050-0320 WAGES SUPERANNUATION - LG RET	-	(62,309)	-	-	-	-
1050-0340 WAGES SUPERANNUATION - LG ACC	(266,090)	(337,653)	(272,742)	(279,561)	(286,550)	(293,714)
1050-0380 WAGES WORKER COMPENSAT INSUR -	(178,704)	(178,704)	(182,278)	(185,924)	(189,642)	(193,435)
1050-0400 WAGES IN LIEU OF NOTICE	-	-	-	-	-	-

GOOD GOVERNMENT	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
1050-0440 WAGES PROTECTIVE/SAFETY CLOTHI	(37,332)	(36,363)	(38,079)	(38,840)	(39,617)	(40,409)
1050-0720 WAGES OTHER TRAINING EXPENSES	(44,166)	(45)	(45,049)	(45,950)	(46,869)	(47,807)
1050-0730 WAGES OCCUPATIONAL HEALTH & SA	-	(5,045)	-	-	-	-
1050-0735 WAGES TQM / CONTINUOUS IMPROVE	-	-	-	-	-	-
1050-0750 EAP CONSULTATION EXPENSE	-	(390)	-	-	-	-
1050-0770 WAGES STAFF TRAINING - GENERAL	(18,768)	(58,083)	(19,143)	(19,526)	(19,917)	(20,315)
1050-0780 WAGES OTHER MEETINGS	-	-	-	-	-	-
1050-0790 WORKPLACE INVESTIGATION	-	(3,150)	-	-	-	-
1055-0030 STORES OPERATING COSTS	(96,453)	(96,453)	(98,864)	(101,336)	(103,869)	(106,466)
1055-0040 STOCK FREIGHT ONCOST EXPENSE	-	(2,000)	-	-	-	-
1055-0050 UNALLOCATED STORE COST VARIATI	-	(624)	-	-	-	-
1070-0040 ANNUAL LEAVE - ADMIN / STAFF	(236,538)	(236,538)	(241,269)	(246,094)	(251,016)	(256,036)
1070-0060 PUBLIC HOLIDAY - ADMIN / STAFF	(133,416)	(133,416)	(136,084)	(138,806)	(141,582)	(144,414)
1070-0080 LONG SERVICE LEAVE - STAFF	(99,450)	(99,450)	(101,439)	(103,468)	(105,537)	(107,648)
1070-0100 SICK LEAVE - ADMIN / STAFF	(99,450)	(99,450)	(101,439)	(103,468)	(105,537)	(107,648)
1070-0120 BEREAVEMENT LEAVE - STAFF	(2,856)	(2,856)	(2,913)	(2,971)	(3,034)	(3,091)
1070-0140 MATERNITY LEAVE - STAFF	-	-	-	-	-	-
1070-0145 PAID PARENTAL LEAVE SCHEME	-	-	-	-	-	-
1070-0150 LEAVE WITHOUT PAY - STAFF	-	-	-	-	-	-
1070-0155 SUSPENSION WITH PAY	-	(12,956)	-	-	-	-
1070-0180 STAFF ACCIDENT PAY TO EMPLOYEE	-	-	-	-	-	-
1070-0220 STAFF MEDICAL EXPENSES	-	(3,284)	-	-	-	-
1070-0320 STAFF SUPERANNUATION - LG RET	-	(69,948)	-	-	-	-
1070-0340 STAFF SUPERANNUATION - LG ACC	(292,535)	(88,715)	(299,848)	(307,345)	(315,028)	(322,904)
1070-0380 STAFF WORKER COMPENSAT INSUR -	(170,340)	(170,340)	(173,747)	(177,222)	(180,766)	(184,381)
1070-0390 STAFF RELOCATION EXPENSES	-	-	-	-	-	-
1070-0400 STAFF REDUNDANCY PAYMENT	-	-	-	-	-	-
1070-0410 STAFF JURY DUTY EXPENSE	-	-	-	-	-	-
1100-1305 DONATIONS	-	4,000	-	-	-	-

GOOD GOVERNMENT	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
1100-1350 OTHER REVENUES	-	-	-	-	-	-
1200-1500 CORP SUPPORT SUNDRY REVENUE	-	2,134	-	-	-	-
1200-1600 REVENUE - GIPA	-	95	-	-	-	-
1200-1670 INSURANCE REBATE	20,000	-	20,000	20,000	20,000	20,000
1200-1680 WORKCOVER INCENTIVE PAYMENTS	-	20,386	-	-	-	-
1200-1814 RATES CERTIFICATE S603 - GST FREE	22,000	22,000	22,000	22,000	22,000	22,000
1200-1815 URGENT RATE S603 CERT INCL GST	260	409	260	260	260	260
1200-1829 RECOVER BANK CHARGES - DISHONOUR FEES	-	17	-	-	-	-
1200-1870 LEGAL COSTS RECOVERED	50,225	20,225	51,481	52,768	54,087	55,439
1200-1927 RISK MANAGEMENT TRANSFER FROM RESERVE	-	-	-	-	-	-
1200-1928 INFO TECH TRANSFER FROM RESERVE	-	-	-	-	-	-
1200-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	-	-	-	-	-	-
1200-1954 OLG Grant - ESPL Funding	-	18,407	-	-	-	-
1200-2027 RISK MANAGEMENT TRANSFER TO RESERVE	-	-	-	-	-	-
1200-2028 INFO TECH TRANSFER TO RESERVE	-	-	-	-	-	-
1200-2502 CORP SERVICES OFFICE EQUIPMENT DEPCN	(48,985)	(48,985)	(49,475)	(49,970)	(50,469)	(50,974)
1200-2504 CORP SERVICES OFFICE DEPCN	(41,208)	(41,208)	(41,620)	(42,036)	(42,457)	(42,882)
1300-1500 TECH SERV SUNDRY INCOME - INCL GST	-	1,076	-	-	-	-
1300-1502 OHS INCENTIVE PAYMENT	-	-	-	-	-	-
1300-1800 ROAD OPENING PERMIT FEES	3,000	4,544	3,000	3,000	3,000	3,000
1300-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	-	-	-	-	-	-
1300-2502 TECH SERVICES OFFICE EQUIPMENT DEPCN	(5,353)	(5,353)	(5,407)	(5,461)	(5,515)	(5,570)
1310-2502 DEPOT EQUIPMENT DEPCN	(707)	(707)	(714)	(721)	(728)	(736)
1310-2504 DEPOT DEPCN	(27,169)	(27,169)	(27,441)	(27,715)	(27,992)	(28,272)
1320-1200 GAIN ON DISPOSAL - PLANT & EQUIPMENT	-	38,500	-	-	-	-
1320-1201 GAIN ON DISPOSAL - MOTOR VEHICLE	-	8,155	-	-	-	-
1320-1202 MOTOR VEHICLE DISPOSAL	-	-	-	-	-	-
1320-1203 PUBLIC MOTOR VEHICLE DISPOSAL	177,000	138,500	235,000	376,500	85,000	180,000
1320-1204 PUBLIC WORKS UTILITY DISPOSAL	39,000	39,000	39,000	39,000	39,000	39,000

GOOD GOVERNMENT	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
1320-1205 MOTOR VEHICLE DISPOSAL	130,000	146,482	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	46,125	47,278	48,460	49,672	50,913
1320-1825 STAFF PRIVATE USE FUEL CHARGES	9,225	9,225	9,456	9,692	9,934	10,183
1320-1856 PLANT REGO. & GREENSLIP REFUND	-	1,140	-	-	-	-
1320-1857 PLANT INSURANCE CLAIM REFUND	-	-	-	-	-	-
1320-1926 PLANT REPLACE TRANSFER FROM RESERVE	8,386	393,422	-	-	-	-
1320-1950 PLANT FUEL TAX CREDIT SCHEME	51,250	51,250	52,531	53,845	55,191	56,570
1320-2010 PLANT HIRE INCOME COUNCIL WORKS	2,030,000	2,030,000	2,163,473	2,217,560	2,250,824	2,284,586
1320-2026 PLANT SERVICES TRANSFER TO RESERVE	-	-	(207,414)	(37,209)	(390,968)	(355,510)
1320-2500 PLANT DEPCN	(490,860)	(490,860)	(495,769)	(500,726)	(505,734)	(510,791)
1320-2550 DEPRECIATION - MOTOR VEHICLES	(270,377)	(270,377)	(273,081)	(275,812)	(278,570)	(281,355)
1320-4010-0000 PLANT DEPCN CONTRA	761,237	761,237	768,849	776,538	784,303	792,146
1400-1230 LSL CONTRIBUTIONS TRANSFERRED EMPS	-	6,005	-	-	-	-
1400-1500 ACCIDENT PAY RECOUP	-	-	-	-	-	-
1400-1510 WORKERS COMPENSATION INSURANCE REFUND	-	10,001	-	-	-	-
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)	(2,030)	(2,060)	(2,091)	(2,123)	(2,155)
1410-0126 HOUSING 27 DAVIS ST - RATES	(2,233)	(2,173)	(2,267)	(2,301)	(2,335)	(2,370)
1410-0127 HOUSING 27 DAVIS ST -INSURANCE	(1,122)	(807)	(1,144)	(1,167)	(1,191)	(1,214)
1410-0130 HOUSING GREENHILLS BLDG MTCE	(7,538)	(9,391)	(2,576)	(2,614)	(2,653)	(2,693)
1410-0131 HOUSING GREENHILLS - INSURANCE	(622)	(487)	(635)	(647)	(660)	(673)
1410-0140 HOUSING 7 CARTER ST BLDG MTCE	(2,030)	(2,030)	(2,060)	(2,091)	(2,123)	(2,155)
1410-0141 HOUSING 7 CARTER ST - RATES	(1,827)	(1,872)	(1,854)	(1,882)	(1,910)	(1,939)
1410-0147 HOUSING 7 CARTER ST - INSURANC	(735)	(395)	(750)	(765)	(779)	(796)
1410-0150 PROPERTY SERVICES ADMIN CHARGE	(7,433)	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
GOOD GOVERNMENT						
1410-0500 AERODROME HOUSE REFURBISH	(30,000)	(30,000)	-	-	-	-
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	-	-	-	-	-	-
3550-1826 GENERAL - RENT ON COUNCIL HOUSES	16,257	12,257	16,663	17,079	17,506	17,944
3550-1827 HOUSING CAPITAL INCOME	-	-	-	-	-	-
3550-2504 HOUSING DEPRECIATION	(9,393)	(9,393)	(9,487)	(9,582)	(9,678)	(9,774)
9100-1000 ORDINARY RATES - FARMLAND	1,840,268	1,840,268	1,911,513	1,935,455	1,964,393	1,993,857
9100-1001 ORDINARY RATES - RESIDENTIAL RURAL	337,116	337,116	347,985	352,294	357,560	362,923
9100-1002 ORDINARY RATES - RESIDENTIAL BGA	543,640	543,640	555,645	562,401	570,805	579,367
9100-1003 ORDINARY RATES - RESIDENTIAL BGN	328,405	328,405	344,219	348,600	353,813	359,120
9100-1004 ORDINARY RATES - RESIDENTIAL FIN	665,697	665,697	687,288	695,803	706,204	716,796
9100-1005 ORDINARY RATES - RESIDENTIAL TOC	742,268	742,268	748,963	757,849	769,170	780,706
9100-1006 ORDINARY RATES - BUSINESS BGA	92,483	92,483	97,790	99,054	100,536	102,044
9100-1007 ORDINARY RATES - BUSINESS BGN	72,986	72,986	79,166	80,233	81,434	82,655
9100-1008 ORDINARY RATES - BUSINESS FIN	159,775	159,775	176,139	178,573	181,248	183,967
9100-1009 ORDINARY RATES - BUSINESS TOC	181,792	181,792	201,937	204,760	207,828	210,945
9100-1010 ORDINARY RATES - RESIDENTIAL	55,092	55,092	57,174	57,888	58,754	59,635
9100-1080 LESS ORDINARY RATES WRITTEN OFF	(4,568)	(4,568)	(4,741)	(4,800)	(4,872)	(4,945)
9100-1082 LESS ORDINARY RATES D/DEBT EXPENSE	(9,643)	(9,643)	(10,009)	(10,134)	(10,286)	(10,440)
9100-1083 LESS:FARMLAND RATE CAPPING WRITE OFF	-	-	-	-	-	-
9100-1085 LESS SMALL BALANCES WRITTEN OFF	(507)	(507)	(527)	(533)	(541)	(549)
9100-1095 LESS ORDINARY RATE PENSION REBATE	(181,818)	(176,125)	(185,730)	(185,533)	(185,529)	(185,529)
9100-1500 INTEREST EXTRA CHARGES ON RATES	37,925	63,234	39,745	40,640	41,654	42,695
9200-1950 FINANCAL ASSISTANCE GRANT (FAG)	3,027,540	1,578,316	3,120,119	3,167,156	3,214,905	3,263,374
9300-1950 ORDINARY RATES PENSION SUBSIDY	100,000	98,889	102,274	102,045	102,041	102,041
9400-1840 INTEREST - AT CALL ACCOUNT	-	-	-	-	-	-

GOOD GOVERNMENT	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
9400-1842 INTEREST - TERM DEPOSITS	292,356	298,345	300,000	315,000	330,000	345,000
9400-1843 INTEREST - OTHER	-	34,524	-	-	-	-
9500-1844 INTEREST - O/S DEBTORS GST FREE	-	1,382	-	-	-	-
DEPNCONTRA ACCUMULATED DEPCN GL/JC CONTRA A/C	3,790,031	3,790,031	3,827,733	3,865,809	3,904,268	3,942,191
DEPOTCAPEXP DEPOT CAPITAL EXPENDITURE	-	-	(31,000)	-	-	-
DEPOTCAPINC DEPOT CAPITAL INCOME	-	-	-	-	-	-
EIDPCNCONTRA EI DEPRECIATION CONTRA	13,433	13,433	-	-	-	-
HACCDEPNCONTRA HACC DEPRECIATION CONTRA	-	-	-	-	-	-
HOUSINGCAPEXP HOUSING CAPITAL EXPENDITURE	-	-	-	-	-	-
HOUSINGCAPINC HOUSING CAPITAL INCOME	-	-	-	-	-	-
SHIREOFFICECAPEXP SHIRE OFFICE CAPITAL EXPENDITURE	-	-	(50,000)	-	-	-
SHIREOFFICECAPINC SHIRE OFFICE CAPITAL INCOME	-	-	-	-	-	-
STAFFRECOVERY STAFF ONCOST OVERHEAD RECOVERY	1,039,447	1,041,571	1,053,613	1,074,685	1,123,944	1,153,588
WAGESRECOVERY WAGES ONCOST OVERHEAD RECOVERY	1,312,536	1,298,451	1,352,064	1,385,928	1,392,874	1,420,731

SUPPORTED AND ENGAGED COMMUNITIES	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
	(4,692,096)	(4,531,083)	(2,826,024)	(2,899,967)	(2,941,519)	(2,993,615)
	(4,692,096)	(4,531,083)	(2,826,024)	(2,899,967)	(2,941,519)	(2,993,615)
1110-0105 CONTRIBUTION NSW FIRE BRIGADE	(49,274)	(46,537)	(50,262)	(51,267)	(52,292)	(53,338)
1110-0110 CONTRIBUTION RURAL FIRE FUND	(115,560)	(107,870)	(117,871)	(120,229)	(122,633)	(125,086)
1110-0155 RURAL FIRE BRIGADES BLDG MTCE	(1,015)	(1,015)	(1,030)	(1,046)	(1,061)	(1,077)
1110-0160 FIRE BRIGADE ADMIN CHARGES	-	(800)	(800)	(800)	(800)	(800)
1110-0204 RURAL FIRE TRAINING OTHER	-	-	-	-	-	-
1110-0205 RFS RADIO MTCE	-	(644)	-	-	-	-
1110-0210 RFS STATION SHED MTCE	(1,000)	(5,161)	(1,015)	(1,030)	(1,045)	(1,061)
1110-0215 RFS VEHICLE MTCE	-	-	-	-	-	-
1110-0230 RFS MAINTENANCE & OTHER	-	-	-	-	-	-
1110-0240 RFS TELEPHONE	-	-	-	-	-	-
1110-0245 RFS ELECTRICTY & GAS	-	-	-	-	-	-
1110-0250 RFS VEHICLE INSURANCE	-	(313)	-	-	-	-
1110-0255 RFS SHEDS & OTHER INSURANCE	(1,530)	(1,359)	(1,561)	(1,592)	(1,624)	(1,656)
1110-0260 RURAL FIRE ERS/PAGING	-	-	-	-	-	-
1110-0265 RURAL FIRE SUNDRY EXPENSES	-	-	-	-	-	-
1110-0290 RFS EXPENDITURE	-	-	-	-	-	-
1111-0105 DOG ACT EXPENSES	(38,316)	(41,316)	(40,000)	(40,611)	(41,231)	(41,861)
1111-0106 DOG ACT EXPENSES - TELEPHONE	(612)	(612)	(624)	(637)	(649)	(662)
1111-0108 COMPANION ANIMAL DLG REGISTRAT	(6,090)	(6,090)	(6,181)	(6,274)	(6,368)	(6,464)
1111-0109 POUND OPERATION SALARIES & ALL	(28,674)	(28,674)	(30,000)	(30,458)	(30,925)	(31,398)
1111-0110 POUNDS ACT EXPENSES	(19,529)	(24,529)	(20,000)	(20,301)	(20,608)	(20,919)
1111-0111 POUNDS ACT EXPS - INSURANCE	(184)	(145)	(187)	(191)	(195)	(199)
1111-0112 POUNDS ACT EXP. - ADVERTISING	(204)	(204)	(208)	(212)	(216)	(221)
1111-0113 POUNDS ACT EXPENSE - TELEPHONE	(306)	(306)	(312)	(318)	(325)	(331)
1111-0115 DOG POUND MTCE	(1,117)	(1,117)	(1,133)	(1,150)	(1,168)	(1,185)

SUPPORTED AND ENGAGED COMMUNITIES	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
1111-0125 STOCK POUND MTCE	(508)	(528)	(515)	(523)	(531)	(539)
1111-0505 ANIMAL CONTROL CAPITAL WORKS	-	-	-	-	-	-
1114-0105 CONTRIBUTION NSW SES	(15,910)	(12,917)	(16,228)	(16,553)	(16,884)	(17,221)
1114-0110 SES OPERATING EXPENSES	-	(2,397)	-	-	-	-
1114-0112 SES OP. EXPENSES-ELECTRICITY	-	(716)	-	-	-	-
1114-0113 SES OPERATING EXP - TELEPHONE	-	(377)	-	-	-	-
1114-0114 SES OP.EXPENSES - INSURANCE	-	(3,480)	-	-	-	-
1114-0125 TOC SEARCH & RESCUE BLDG MTCE	(565)	(2,328)	(574)	(582)	(591)	(600)
1210-0190 HEALTH ADMINISTRATION ADMIN CH	(97,976)	-	-	-	-	-
1211-0105 COMMUNITY SHARPS DISPOSAL	-	(110)	-	-	-	-
1212-0105 FOOD CONTROL	-	-	-	-	-	-
1213-0105 PEST CONTROL	-	-	-	-	-	-
1213-0106 PEST CONTROL - BIRDS	(500)	(500)	(500)	(500)	(500)	(500)
1215-0105 MEMORIAL PARK TOILET BLDG MTCE	(1,015)	(1,015)	(1,030)	(1,046)	(1,061)	(1,077)
1215-0120 TOY LIBRARY BLDG MTCE	-	-	-	-	-	-
1215-0130 FIN SECONDHAND SHOP INSURANCE	(469)	(382)	(479)	(488)	(498)	(508)
1313-0105 YOUTH WEEK GRANT & CONTRIBUTIO	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
1313-0111 SR SUICIDE PREVENTION GROUP	(500)	(500)	(500)	(500)	(500)	(500)
1313-0115 PORTSEA CAMP EXPENSES	(2,000)	(1,486)	(2,000)	(2,000)	(2,000)	(2,000)
1313-0120 COMMUNITY PLANNING - SALARY	(163,590)	(180,590)	(166,700)	(170,867)	(175,139)	(179,518)
1313-0121 COMMUNITY PLANNING ADVERTISING	(1,915)	(1,915)	(1,944)	(1,973)	(2,003)	(2,033)
1313-0122 COMMUNITY PLANNING - TRAINING	(2,244)	(2,244)	(2,289)	(2,335)	(2,381)	(2,429)
1313-0123 COMMUNITY PLANNING - VEHICLE EXPENSE	(22,277)	(22,277)	(22,722)	(23,177)	(23,640)	(24,113)
1313-0124 COMMUNITY PLANNING - TELEPHONE	(816)	(1,500)	(832)	(849)	(866)	(883)
1313-0125 COMMUNITY PLANNING - OP EXPENSES	(2,040)	(2,040)	(2,081)	(2,122)	(2,165)	(2,208)
1313-0131 YOUTH DEVELOPMENT	(13,626)	(13,626)	-	-	-	-
1314-0130 EARLY INT EQUIP & PROGS STATE	(2,030)	-	(0)	(0)	-	-
1314-0131 EARLY INT - ELECTRICITY	(979)	-	0	0	-	-
1314-0132 EARLY INT - TELEPHONE	(1,020)	-	(0)	(0)	-	-

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
SUPPORTED AND ENGAGED COMMUNITIES						
1314-0133 EARLY INT - ADMIN CHARGE	(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	-	-	-	-	-	-
1314-0150 EARLY INT - ECICP THERAPY	-	-	-	-	-	-
1314-0215 EARLY INT - SALARY/ALLOWANCE	(118,812)	(0)	(0)	0	-	-
1314-0225 EARLY INT - TRAVEL ALLOWANCE	(4,692)	-	0	0	-	-
1314-0505 EQUIP/FURN - EARLY INT <= \$50	(354)	-	-	-	-	-
1316-0125 SENIOR CITIZENS CTR - BLDG MTC	-	(3,324)	-	-	-	-
1316-0345 SENIOR CITIZEN CTR - INSURANCE	-	(449)	-	-	-	-
1316-0375 SENIOR CITIZ - RATES	-	-	-	-	-	-
1411-0170 ASBESTOS MANAGEMENT PROGRAM	-	-	-	-	-	-
1411-0180 BLDG MTCE PROGRAM	(16,240)	(16,240)	(16,484)	(16,731)	(16,982)	(17,237)
1419-0106 CEMETERY OP. EXP - TELEPHONE	(510)	(1,000)	(520)	(530)	(540)	(550)
1419-0107 CEMETERY OP.EXPS - ELECTRICITY	(1,530)	(1,530)	(1,560)	(1,590)	(1,620)	(1,650)
1419-0108 CEMETERY OP EXP - INSURANCE	(30)	(20)	(30)	(30)	(30)	(30)
1419-0110 CEMETERY MAINTENANCE	(28,460)	(30,460)	(28,915)	(29,365)	(29,809)	(30,248)
1419-0111 CEMETERY TOILET MAINTENCE	(12,000)	(4,986)	(24,000)	(24,000)	(24,000)	(24,000)
1419-0112 CEMETERY BURIAL EXPENSES	(32,540)	(32,540)	(33,074)	(33,602)	(34,124)	(34,640)
1419-0114 CEMETERY HONORARIUMS	(17,314)	(17,314)	(17,627)	(17,935)	(18,240)	(18,542)
1419-0116 CEMETERY PLAQUES	(32,540)	(32,540)	(33,074)	(33,602)	(34,124)	(34,640)
1419-0117 CEMETERY - FLOWER BOXES	-	-	-	-	-	-
1419-0500 FINLEY CEMETERY - INSTALL SPRINKLERS	-	-	-	-	-	-
1419-0515 CEMETERY PLYNTHS	(20,000)	(20,000)	-	-	-	-
1419-0516 TOC CEMETERY WALL NICHES	-	-	-	-	-	-
1419-0517 BGA CEMETERY FENCING	-	-	-	-	-	-
1419-0518 CEMETERY - FINLEY KERB & GUTT	(11,800)	(11,800)	-	-	-	-
1419-0519 BGA CEMETERY - MODULAR TOILET	(25,000)	(27,950)	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
1419-0520 FIN CEMETERY - MODULAR TOILET	(25,000)	(26,574)	-	-	-	-
1420-0000 PUBLIC CONVENIENCE CLEANING	(139,766)	(149,766)	(141,862)	(143,987)	(146,150)	(148,343)
1420-0001 PUBLIC CONVENIENCES BLDG MTCE	(20,000)	(10,000)	(20,000)	(20,000)	(20,000)	(20,000)
1420-0111 BGA BOTANICAL GARDENS TOILETS	-	-	-	-	-	-
1420-0113 PUBLIC CONVEN. - ELECTRICITY	(4,080)	(4,080)	(4,162)	(4,245)	(4,330)	(4,416)
1420-0114 PUBLIC CONVENIENCES -INSURANCE	(2,856)	(1,367)	(2,913)	(2,971)	(3,031)	(3,091)
1420-0125 PUBLIC CONVENIENCES RENTAL FIN	(8,729)	(8,729)	(8,860)	(8,993)	(9,128)	(9,265)
1421-0105 FINLEY TIDY TOWNS EXPENSE	-	-	-	-	-	-
1421-0120 BERRIGAN CONSERVATION GROUP EX	(16,705)	(16,705)	(4,000)	(4,000)	(4,000)	(4,000)
1510-0105 WATER ADMIN CHARGES - ADMINIST	(246,627)	(246,700)	(246,700)	(246,700)	(246,700)	(246,700)
1510-0106 WATER ADMIN CHARGE - ENGINEERI	(319,859)	(320,100)	(320,100)	(320,100)	(320,100)	(320,100)
1510-0117 WATER SUPPLIES - RENTAL CONTRI	(72,480)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
1510-0125 PROV BAD & DOUBTFUL DEBTS	(5,000)	(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)	(2,500)
1510-0170 WATER DELIVERY EXPENSES	(32,480)	(32,480)	(32,967)	(33,462)	(33,964)	(34,473)
1510-0200 WATER LEGAL EXPENSES	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1510-0400 OCCUPATIONAL HEALTH & SAFETY	-	(573)	-	-	-	-
1510-0500 WATER SUPPLIES PRINCIPAL ON LO	-	-	(282,405)	(290,940)	(299,734)	(308,793)
1510-0504 OFFICE EQUIP/FURN NON CAPITAL	(6,620)	(6,047)	(1,339)	(1,359)	(1,380)	(1,400)
1510-0505 OFFICE EQUIP/FURN - ENG WATER	(9,000)	(9,000)	(2,500)	(2,500)	(2,500)	(2,500)
1510-0506 SUBSCRIPTIONS & MEMBERSHIPS	(14,794)	(14,794)	(9,572)	(9,763)	(9,958)	(10,158)
1510-0507 TELEMENTRY UPGRADE - WATER	(40,000)	(40,000)	-	-	-	-
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	(10,000)	(10,000)	-	-	-	-
1510-0551 OH&S SIGNAGE - WATER	(10,000)	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)

SUPPORTED AND ENGAGED COMMUNITIES	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
1510-0560 MAINS RETIC - BGA	(21,350)	(21,350)	-	-	-	-
1510-0561 BGA - REPAINT INTERIOR WTP	-	(3,654)	-	-	-	-
1510-0564 BGA - MAJOR PUMP REPLACEMENT	(41,723)	(175,023)	-	-	-	-
1510-0565 MAINS RETIC - BGN	(118,405)	(118,405)	-	-	-	-
1510-0570 MAINS RETIC - FIN	(78,414)	(78,414)	-	-	-	-
1510-0575 MAINS RETIC - TOC	(43,775)	(43,775)	-	-	-	-
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)	(4,477)	-	-	-	-
1510-0652 REPLACEMENT OF MINOR PLANT	-	-	-	-	-	-
1510-0657 BGN - OTHER MINOR REPAIR/REPLACEMENTS	(25,000)	(25,000)	-	-	-	-
1510-0661 TOC - REPLACE COMPRESSOR	-	-	-	-	-	-
1510-0662 TOC - OTHER MINOR REPAIR/REPLACEMENT	(25,000)	(25,000)	-	-	-	-
1510-0665 TOC-CHLORINE DOSING SYSTEM	(10,000)	(10,000)	-	-	-	-
1510-0668 FIN - CLARIFIER REPLACE PONDS	(475,000)	(475,000)	-	-	-	-
1510-0669 METER CYBAL REPLACEMENT	(344,000)	-	-	-	-	-
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	(41,679)	(41,679)	-	-	-	-
1510-0881 HL PUMP MECH & ELEC BGN	-	-	-	-	-	-
1510-0882 WATER MAIN REPLACEMENT TOC	-	-	-	-	-	-
1510-0883 BGA - UPGRADE WTP INSTRUMENTS	(20,000)	(20,000)	-	-	-	-
1510-0884 BGN -ONLINE INSTRUMENT UPGRADE	(40,000)	(40,000)	-	-	-	-
1510-0885 BGN - WTP FENCE REPLACEMENT	(20,000)	(20,000)	-	-	-	-
1510-0886 FIN - UPGRADE ALUM DOSING	(30,000)	(5,000)	-	-	-	-
1510-0887 FIN - LAKE EROSION CONTROL	(20,000)	(7,500)	-	-	-	-
1510-0888 FIN - ONLINE INSTRUMENTATION	(40,000)	(40,000)	-	-	-	-
1510-0889 FIN - WTP FENCE REPLACEMENT	(15,000)	(15,000)	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
1510-0890 TOC - ENCLOSE DAFF PLANT	(30,000)	(30,000)	-	-	-	-
1510-0891 TOC-UPGRADE ONLINE INSTRUMENTS	(40,000)	(40,000)	-	-	-	-
1510-0892 BGA-CCTV SURVEY INTERIOR TOWER	(20,000)	(20,000)	-	-	-	-
1510-0893 STANDPIPE STATION UPGRADES	-	(47,479)	(30,000)	-	-	-
1511-0109 REC FACIL DONATION & OTHER COSTS	(1,581)	(2,559)	(1,613)	(1,645)	(1,678)	(1,711)
1511-0110 METER READING - BGN SHIRE	(69,629)	(75,629)	(70,673)	(71,734)	(72,810)	(73,902)
1511-0111 METER READING PRINTING & POSTA	(13,702)	(17,702)	(13,908)	(14,117)	(14,328)	(14,543)
1511-0113 METER READING TELEPHONE	(755)	(755)	(770)	(785)	(801)	(817)
1511-0130 PURCHASE OF WATER - BGA	(13,702)	(34,702)	(13,908)	(14,117)	(14,328)	(14,543)
1511-0135 PURCHASE OF WATER - BGN	(40,802)	(79,385)	(41,415)	(42,036)	(42,667)	(43,307)
1511-0140 PURCHASE OF WATER - FIN	(53,288)	(86,373)	(54,087)	(54,898)	(55,722)	(56,557)
1511-0145 PURCHASE OF WATER - TOC	(12,992)	(12,992)	(13,187)	(13,385)	(13,585)	(13,789)
1511-0150 WATER TREATMENT - OP EXP - BGA	(146,363)	(135,000)	(148,558)	(150,787)	(153,049)	(155,344)
1511-0151 WATER TREATMENT-BGA ELECTRICIT	(40,800)	(40,800)	(41,616)	(42,448)	(43,297)	(44,163)
1511-0152 WATER TREATMENT -BGA TELEPHONE	(3,774)	(3,774)	(3,849)	(3,926)	(4,005)	(4,085)
1511-0153 WATER TREATMENT -BGA INSURANCE	(11,016)	(10,939)	(11,236)	(11,461)	(11,690)	(11,924)
1511-0165 WATER TREATMENT - OP EXP - BGN	(149,814)	(141,000)	(152,061)	(154,342)	(156,657)	(159,007)
1511-0166 WATER TREATMENT-BGN ELECTRICIT	(20,400)	(20,400)	(20,808)	(21,224)	(21,649)	(22,082)
1511-0167 WATER TREATMENT -BGN TELEPHONE	(3,774)	(3,774)	(3,849)	(3,926)	(4,005)	(4,085)
1511-0168 WATER TREATMENT BGN- INSURANCE	(8,325)	(7,289)	(8,492)	(8,662)	(8,835)	(9,012)
1511-0180 WATER TREATMENT - OP EXP - FIN	(165,953)	(180,000)	(168,442)	(170,968)	(173,533)	(176,136)
1511-0182 WATER TREATMENT FIN-INSURANCE	(14,178)	(13,283)	(14,462)	(14,751)	(15,046)	(15,347)
1511-0183 WATER TREATMENT-FIN ELECTRICIT	(40,800)	(40,800)	(41,616)	(42,448)	(43,297)	(44,163)
1511-0184 WATER TREATMENT -FIN TELEPHONE	(959)	(959)	(978)	(998)	(1,017)	(1,038)
1511-0195 WATER TREATMENT - OP EXP - TOC	(200,970)	(150,000)	(180,000)	(182,700)	(185,440)	(188,222)
1511-0196 WATER TREATMENT -TOC TELEPHONE	(918)	(918)	(936)	(955)	(974)	(994)
1511-0197 WATER TREATMENT-TOC ELECTRICIT	(51,000)	(36,000)	(52,020)	(53,060)	(54,122)	(55,204)
1511-0198 WATER TREATMENT-TOC -INSURANCE	(16,524)	(15,469)	(16,854)	(17,192)	(17,535)	(17,886)
1511-0230 PUMPING STATIONS - OP EXP BGA	(27,710)	(27,710)	(28,125)	(28,547)	(28,975)	(29,410)

SUPPORTED AND ENGAGED COMMUNITIES	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
1511-0231 PUMPING STATIONS - OP EXP BGN	(15,530)	(15,984)	(15,762)	(15,999)	(16,239)	(16,482)
1511-0232 PUMPING STATIONS OP EXP FIN	(17,458)	(17,458)	(17,720)	(17,986)	(18,255)	(18,529)
1511-0233 PUMPING STATIONS OP EXP TOC	(13,195)	(12,741)	(13,393)	(13,594)	(13,798)	(14,005)
1511-0270 RETIC & METERS - OP EXP - BGA	(26,593)	(20,593)	(26,992)	(27,397)	(27,808)	(28,225)
1511-0285 RETIC & METERS - OP EXP - BGN	(62,829)	(60,108)	(63,771)	(64,727)	(65,698)	(66,684)
1511-0300 RETIC & METERS - OP EXP - FIN	(73,588)	(72,610)	(75,000)	(76,125)	(77,267)	(78,426)
1511-0315 RETIC & METERS - OP EXP - TOC	(43,341)	(49,341)	(46,000)	(46,690)	(47,390)	(48,101)
1511-0316 RETIC & METERS - INSURANCE	-	-	-	-	-	-
1511-0320 CYBLES MAINTENANCE	(102)	(102)	(103)	(105)	(106)	(108)
1511-0330 WATER NEW CONNECTIONS (INC MET	(38,824)	(38,824)	(45,000)	(45,675)	(46,360)	(47,056)
1511-0340 WATER SAMPLING / MONITORING	(10,658)	(13,379)	(12,000)	(12,180)	(12,363)	(12,549)
1511-0355 WATER SUPPLY INTEREST ON LOANS	-	-	(42,898)	(34,362)	(25,568)	(16,509)
1511-0397 INSTALLATION OF RPZ	-	-	-	-	-	-
1511-0398 AUTOMATE CENTRALISED METER READ	(400,000)	(744,000)	-	-	-	-
1512-0105 BANK & GOVT CHARGES	(7,752)	(7,600)	(7,907)	(8,065)	(8,226)	(8,391)
1512-0130 HOUSING TOC WATER BLDG MTCE	(2,588)	(2,588)	(2,627)	(2,666)	(2,706)	(2,747)
1512-0131 HOUSING TOC WATER INSURANCE	(806)	-	(822)	(838)	(855)	(872)
1512-0152 INSTALLATION OF RCD'S	-	-	-	-	-	-
1512-0155 SELLING COSTS - HIGH SEC WATER	-	-	-	-	-	-
1710-0105 LIBRARY BLDG MTCE - BGA	(1,015)	(814)	(1,030)	(1,046)	(1,061)	(1,077)
1710-0120 LIBRARY BLDG MTCE - BGN	(1,015)	(1,417)	(1,030)	(1,046)	(1,061)	(1,077)
1710-0125 LIBRARY BLDG MTCE - FINLEY	(2,030)	(1,929)	(2,060)	(2,091)	(2,123)	(2,155)
1710-0140 LIBRARY BLDG MTCE - TOC	(1,015)	(914)	(1,030)	(1,046)	(1,061)	(1,077)
1710-0145 LIBRARY OFFICE FURN/EQUIP MTCE	(10,150)	(6,233)	(10,302)	(10,457)	(10,614)	(10,773)
1710-0150 LIBRARY ADMIN CHARGES	(111,276)	(111,500)	(111,500)	(111,500)	(111,500)	(111,500)
1710-0165 LIBRARY PRINTING & STATIONERY	(812)	(161)	(824)	(837)	(849)	(862)
1710-0166 LIBRARY ADVERTISING	(510)	(510)	(520)	(531)	(541)	(552)
1710-0170 LIBRARY TELEPHONE	(3,366)	(3,086)	(3,433)	(3,502)	(3,572)	(3,643)
1710-0171 LIBRARY POSTAGE	-	(899)	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
1710-0175 LIBRARY SUNDRY EXPENSES	(2,030)	(6,733)	(2,060)	(2,091)	(2,123)	(2,155)
1710-0180 LIBRARY SALARIES & ALLOWANCES	(267,062)	(265,057)	(211,000)	(216,275)	(221,682)	(227,224)
1710-0190 LIBRARY TRAVEL & ALLOWANCES	(3,060)	(3,791)	(3,121)	(3,184)	(3,247)	(3,312)
1710-0192 LIBRARY STAFF TRAINING	(4,590)	(6,410)	(4,682)	(4,775)	(4,871)	(4,968)
1710-0194 LIBRARY CONFERENCES & SEMINARS	(1,020)	(1,020)	(1,040)	(1,061)	(1,082)	(1,104)
1710-0195 LIBRARY RATES	(9,541)	(7,347)	(9,684)	(9,829)	(9,977)	(10,126)
1710-0196 LIBRARY INSURANCE	(14,178)	(10,991)	(14,462)	(14,751)	(15,046)	(15,347)
1710-0197 LIBRARY SOFTWARE OP COSTS	(10,150)	(10,442)	(10,302)	(10,457)	(10,614)	(10,773)
1710-0200 LIBRARY BOOKS MTCE	(2,030)	(2,030)	(2,060)	(2,091)	(2,123)	(2,155)
1710-0210 LIBRARY ELECTRICITY	(21,930)	(20,163)	(22,369)	(22,816)	(23,272)	(23,738)
1710-0211 LIBRARY CONNECTIVITY	(6,090)	(7,771)	(6,181)	(6,274)	(6,368)	(6,464)
1710-0215 LIBRARY CLEANING	(11,673)	(19,421)	(11,848)	(12,025)	(12,206)	(12,389)
1710-0230 LIBRARY PURCHASE OF PERIODICAL	(2,550)	(5,949)	(2,601)	(2,653)	(2,706)	(2,760)
1710-0234 LIBRARY YOUTH ACTIVITES	(500)	(500)	(500)	(500)	(500)	(500)
1710-0235 LIBRARY SPEC. PROJ. OPERATING	(15,197)	(15,197)	(8,300)	(8,300)	(8,300)	(8,300)
1710-0236 INTER LIBRARY LOAN FEES	(200)	(200)	(200)	(200)	(200)	(200)
1710-0239 LIBRARY BOOKS CLUBS	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1710-0242 SENIORS WEEK EXPENSES	(600)	(600)	(600)	(600)	(600)	(600)
1710-0243 ONLINE DATABASE SUBSCRIPTIONS	(12,688)	(12,688)	(12,878)	(13,071)	(13,268)	(13,466)
1710-0244 LITERARY LUNCH/WRITING FESTIVAL	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(999)
1710-0245 TECH SAVY SENIORS GRANT EXP	-	(466)	-	-	-	-
1710-0246 BROADBAND FOR SENIORS	-	-	-	-	-	-
1710-0500 LIBRARY CAR PARK UPGRADE	(10,000)	(10,000)	-	-	-	-
1710-0525 LIBRARY PURCHASE OF BOOKS	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
1710-0530 LIBRARY OTHER ASSETS	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
1710-0532 LIBRARY AUDIO VISUAL / CDS	(8,000)	(4,731)	(8,000)	(8,000)	(8,000)	(8,000)
1710-0535 LIBRARY PURCHASE OF E-BOOKS	(3,108)	(1,346)	(3,113)	(3,110)	(3,110)	(3,110)
1714-0105 BERRIGAN HALL BLDG MTCE	(2,030)	(2,030)	(2,060)	(2,091)	(2,123)	(2,155)
1714-0106 BERRIGAN HALL RISK MGT	-	-	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
1714-0111 BERRIGAN HALL - INSURANCE	(8,466)	(6,617)	(8,635)	(8,808)	(8,984)	(9,164)
1714-0112 BERRIGAN HALL GRANT	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)
1714-0119 FIN SCHOOL OF ARTS REFURB	(388,255)	(388,255)	-	-	-	-
1714-0122 FINLEY MEMORIAL HALL BLDG MTCE	(2,132)	(2,132)	(2,163)	(2,196)	(2,229)	(2,262)
1714-0123 FIN MEMORIAL HALL - INSURANCE	(12,240)	(9,586)	(12,485)	(12,735)	(12,989)	(13,249)
1714-0124 FIN MEMORIAL HALL - GRANT	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)
1714-0125 TOCUMWAL HALL BLDG MTCE	(16,632)	(16,632)	(2,163)	(2,196)	(2,229)	(2,262)
1714-0130 TOCUMWAL HALL - INSURANCE	(6,834)	(5,303)	(6,971)	(7,110)	(7,252)	(7,397)
1714-0142 TOCUMWAL HALL GRANT	(4,280)	(4,280)	(4,280)	(4,280)	(4,280)	(4,280)
1714-0143 TOCUMWAL HALL CLUB GRANT	-	(1,527)	-	-	-	-
1714-0145 RETREAT HALL BLDG MTCE	(1,015)	(1,015)	(1,030)	(1,046)	(1,061)	(1,077)
1714-0150 RETREAT HALL - INSURANCE	(2,958)	(1,469)	(3,017)	(3,078)	(3,139)	(3,202)
1714-0151 RETREAT HALL GRANT EXPENDITURE	-	-	-	-	-	-
1714-0167 BGN CWA HALL BLDG MTCE	(1,014)	(1,014)	(1,030)	(1,046)	(1,061)	(1,077)
1714-0168 BGN CWA HALL - INSURANCE	(826)	(677)	(843)	(860)	(877)	(894)
1714-0170 PUBLIC HALLS VARIOUS	-	(2,767)	-	-	-	-
1714-0501 BGN MEMORIAL HALL - CEILING	-	-	-	-	-	-
1714-0502 BGA COMMUNITY HALL FURNITURE	-	-	-	-	-	-
1715-0110 CHILDREN'S WEEK ACTIVITIES	(2,000)	(2,313)	(2,000)	(2,000)	(2,000)	(2,000)
1715-0111 AGEING STRATEGY	-	-	-	-	-	-
1715-0113 MENS HEALTH WEEK	(1,000)	(727)	(1,000)	(1,000)	(1,000)	(1,000)
1715-0115 SOUTH WEST ARTS INC.	(8,280)	(8,364)	(8,446)	(8,615)	(8,787)	(8,963)
1715-0117 TARGETED CULTURAL ACTIVITIES	(1,000)	(416)	(4,000)	(4,000)	(4,000)	(4,000)
1715-0118 DISABILITY INCLUSION PLAN	-	(2,000)	-	-	-	-
1715-0119 INTERNATIONAL WOMENS DAY	(2,500)	(5,073)	(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)	(10,000)
1715-0130 TOCUMWAL RAILWAY STATION LEASE	(200)	(673)	(200)	(200)	(200)	(200)
1715-0135 TOCUMWAL RAILWAY BLDG MTCE	(1,015)	(1,015)	(1,030)	(1,046)	(1,061)	(1,077)
1715-0137 TOC RAILWAY STATION INSURANCE	(1,326)	(1,407)	(1,353)	(1,380)	(1,407)	(1,435)

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1715-0138 FINLEY RAILWAY BLDG MTCE	-	(440)	-	-	-	-
1715-0140 COMMUNITY AMENITIES ADMIN CHAR	(82,115)	(83,100)	(83,100)	(83,100)	(83,100)	(83,100)
1716-0105 SWIMMING POOL GRANTS - BGN	(31,400)	(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)	(35,600)
1716-0109 SWIMMING POOL GRANTS - TOC	(31,400)	(31,400)	(31,400)	(31,400)	(31,400)	(31,400)
1716-0114 BERRIGAN POOL LIFEGUARDS PAYS	(25,746)	(25,746)	(28,080)	(28,782)	(29,502)	(30,239)
1716-0115 BER SWIMMING POOL OPERATE EXP.	(26,390)	(26,390)	(26,786)	(27,188)	(27,595)	(28,009)
1716-0116 BER SWIMMING POOL INSURANCE	(1,224)	(1,021)	(1,248)	(1,273)	(1,299)	(1,325)
1716-0117 FIN SWIMMING POOL OPERATE EXP.	(26,390)	(26,390)	(26,786)	(27,188)	(27,595)	(28,009)
1716-0118 FINLEY POOL LIFEGUARDS PAYS	(33,662)	(33,662)	(36,240)	(37,146)	(38,075)	(39,027)
1716-0119 TOC SWIMMING POOL OPERATE EXP.	(17,425)	(17,425)	(17,686)	(17,952)	(18,221)	(18,494)
1716-0120 FIN SWIMMING POOL INSURANCE	(1,500)	(1,181)	(1,530)	(1,561)	(1,592)	(1,624)
1716-0121 TOCUMWAL POOL LIFEGUARDS PAYS	(25,742)	(25,742)	(28,080)	(28,781)	(29,502)	(30,239)
1716-0122 POOL LIFEGUARD UNIFORMS/ROSTER	(3,605)	(3,605)	(3,695)	(3,787)	(3,882)	(3,979)
1716-0123 TOC POOL INSURANCE	(1,200)	(856)	(1,224)	(1,248)	(1,273)	(1,299)
1716-0135 SWIMMING POOL BLDG MTCE - BGN	(5,125)	(5,125)	(5,202)	(5,280)	(5,359)	(5,440)
1716-0137 SWIMMING POOL BLDG MTCE - FINL	(5,125)	(5,125)	(5,202)	(5,280)	(5,359)	(5,440)
1716-0139 SWIMMING POOL BLDG MTCE - TOCU	(5,125)	(5,125)	(5,202)	(5,280)	(5,359)	(5,440)
1716-0150 SWIMMING POOLS - RISK M'MENT	-	(1,844)	-	-	-	-
1716-0155 POOL WATER TREATMENT EXPENSES	(36,386)	(39,107)	(36,931)	(37,485)	(38,048)	(38,616)
1716-0156 SUPERVISOR SALARY	(23,174)	-	(23,753)	(24,347)	(24,956)	(25,580)
1716-0505 SWIMMING POOL CAPITAL - BERRIG	(16,900)	(16,900)	-	-	-	-
1716-0510 SWIMMING POOL CAPITAL - FINLEY	(60,000)	(60,000)	-	-	-	-
1716-0515 SWIMMING POOL CAPITAL - TOCUMWAL	-	-	-	-	-	-
1716-0520 BGN - PRMF Grant Expenditure	(200)	(200)	-	-	-	-
1717-0110 BAROOGA SPORTS COMP- INSURANCE	(6,630)	(5,729)	(6,763)	(6,898)	(7,036)	(7,177)
1717-0112 BAROOGA SPORTS COMP GRANT	(11,618)	(11,618)	(12,000)	(12,000)	(12,000)	(12,000)
1717-0113 RECREATION FACILITIES DONATION	(7,140)	(7,140)	(7,283)	(7,428)	(7,577)	(7,729)
1717-0120 BAROOGA SPORTS COMP BLDG MTCE	(5,075)	(5,075)	(5,151)	(5,228)	(5,307)	(5,386)

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1717-0121 BGA SPORTS COMP RISK M'MENT	-	-	-	-	-	-
1717-0130 BERRIGAN SPORTS COMP INSURANCE	(11,220)	(8,461)	(11,444)	(11,673)	(11,907)	(12,145)
1717-0132 BERRIGAN SPORTS COMP GRANT	(10,751)	(10,751)	(12,000)	(12,000)	(12,000)	(12,000)
1717-0140 BERRIGAN SPORTS COMP BLDG MTCE	(2,132)	(2,132)	(2,163)	(2,196)	(2,229)	(2,262)
1717-0141 BGN SPORTS COMP RISK M'MENT	-	-	-	-	-	-
1717-0150 FINLEY REC RESERVE - INSURANCE	(10,914)	(6,323)	(11,132)	(11,355)	(11,582)	(11,814)
1717-0152 FINLEY REC RESERVE GRANT	(11,444)	(11,444)	(12,000)	(12,000)	(12,000)	(12,000)
1717-0155 FIN REC RES PLAYGROUND MTCE	(670)	(670)	(680)	(690)	(701)	(711)
1717-0160 FINLEY REC RESERVE BLDG MTCE	(2,538)	(2,538)	(2,576)	(2,614)	(2,653)	(2,693)
1717-0161 FIN REC RESERVE RISK M'MENT	-	-	-	-	-	-
1717-0170 FINLEY SHOW GROUND - INSURANCE	(6,120)	(8,683)	(6,242)	(6,367)	(6,495)	(6,624)
1717-0172 FINLEY SHOW GROUND GRANT	(11,715)	(11,715)	(12,000)	(12,000)	(12,000)	(12,000)
1717-0180 FINLEY SHOW GROUNDS BLDG MTCE	(2,538)	(3,624)	(3,691)	(2,614)	(2,653)	(2,693)
1717-0181 FINLEY SHOW GROUND RISK M'MENT	-	-	-	-	-	-
1717-0191 TOC REC RESERVE - INSURANCE	(11,526)	(8,894)	(11,757)	(11,992)	(12,231)	(12,476)
1717-0192 TOC REC RESERVE GRANT	(11,363)	(11,363)	(12,000)	(12,000)	(12,000)	(12,000)
1717-0194 TOC REC RES PLAYGROUND MTCE	(670)	(670)	(680)	(690)	(701)	(711)
1717-0200 TOC REC RESERVE BLDG MTCE	(2,030)	(2,030)	(2,060)	(2,091)	(2,123)	(2,155)
1717-0201 TOC REC RESERVE RISK M'MENT	-	(6,060)	-	-	-	-
1717-0228 BGN - REC RES CRICKET NETS	-	-	-	-	-	-
1717-0229 TOC - REC RES TOILETS RENO	-	(8,523)	-	-	-	-
1717-0230 BGN POWER UPGRADE PRMF	(2,870)	(11,122)	-	-	-	-
1717-0231 FINLEY NETBALL PRMF	(19,630)	-	-	-	-	-
1717-0232 BGA - HORSE DAY YARDS	(4,700)	(4,700)	-	-	-	-
1717-0233 BGN - PAINT OLD CHANGE-ROTUNDA	(5,000)	(5,000)	-	-	-	-
1717-0234 BGN - CONTRIB RIDE ON MOWER	(6,000)	-	-	-	-	-
1717-0235 TOC-CRICKET NET RETAINING WALL	(7,200)	(7,200)	-	-	-	-
1718-0000 PARKS & GARDENS MAINTENANCE	(366,618)	(366,618)	(372,117)	(377,699)	(383,365)	(389,115)
1718-0050 FINLEY - LOCO DAM PARK	-	(5,000)	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
1718-0060 TOC CREEK WALK HONORIARIUM	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
1718-0099 PARKS & GARDEN EXP SHIRE	-	-	-	-	-	-
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)	(19,380)	(19,768)	(20,163)	(20,566)	(20,978)
1718-0117 MINOR PARK & GARDENS INSURANCE	(796)	(1,471)	(812)	(828)	(844)	(861)
1718-0185 ALEXANDER GARDEN COMPETITION	(609)	(609)	(618)	(627)	(637)	(646)
1718-0201 ROTARY PARK PLAYGROUND	-	-	-	-	-	-
1718-0207 TOCUMWAL BOAT RAMP IMPROVEMENTS	-	(9)	-	-	-	-
1718-0215 FINLEY SKATE PARK	(50,000)	(50,000)	-	-	-	-
1718-0220 TOCUMWAL SKATE PARK	-	(490)	-	-	-	-
1718-0224 MASTER PLAN CREEK WALK	(4,500)	(4,500)	-	-	-	-
1718-0225 BGA BOTANICAL GARDENS TOILETS	-	(200)	-	-	-	-
1718-0226 HAYES PARK TOILETS REFURB	(5,000)	-	-	-	-	-
1718-0227 RAILWAY PARK TOILETS	(150,000)	(150,000)	-	-	-	-
1718-0228 FINLEY LAKE TOILETS	(7,000)	(7,100)	-	-	-	-
1718-0229 SWING BRIDGE DECK REPAIR	(5,000)	(5,000)	-	-	-	-
1718-0230 TOC FORESHORE CONSULTANT	(32,005)	(32,005)	-	-	-	-
1718-0231 LIONS PARK TOC CBP UPGRADE	-	(50,000)	-	-	-	-
1718-0500 TOC FORESHORE STAGED DEVELOP	(3,253,875)	(3,253,875)	-	-	-	-
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)	-	64,800	-	-	-	-
2120-1951 RFS EQUIPMENT GRANT	-	-	-	-	-	-
2120-1952 RFS EQUIPMENT (IN-KIND) GRANT	-	-	-	-	-	-
2120-1953 RURAL FIRE TRUCKS (IN-KIND) GRANT	-	-	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
2120-2500 FIRE PROTECTION PLANT DEPCN	-	-	-	-	-	-
2120-2504 RURAL FIRE BRIGADE BLDG DEPCN	(3,687)	(3,687)	(3,723)	(3,761)	(3,798)	(3,836)
2120-4010-0000 FIRE PROTECTION DEPCN CONTRA	13,989	13,989	14,128	14,270	14,412	14,556
2200-1500 COMP ANIMALS MICROCHIP FEES INCL GST	410	410	420	431	442	453
2200-1810 COMPANION ANIMAL REGISTRATION FEES	5,330	6,498	5,463	5,600	5,740	5,883
2200-1811 COMPANION ANIMAL DLG REIMBURSEMENTS	8,000	8,279	8,200	8,405	8,615	8,831
2200-1815 IMPOUNDING DOG FEES & FINES GST FREE	5,125	5,860	5,253	5,384	5,519	5,657
2200-1829 IMPOUNDING FINES & COSTS	2,153	2,153	2,206	2,261	2,318	2,376
2200-1896 SALES OF ANIMALS	-	-	-	-	-	-
2200-2502 ANIMAL CONTROL EQUIPMENT DEPCN	(859)	(429)	(867)	(876)	(885)	(893)
2200-2504 ANIMAL CONTROL BLDG DEPCN	-	(619)	-	-	-	-
2400-1704 INCOME - SES REIMBURSEMENT	-	-	-	-	-	-
2400-2504 SES DEPCN	(10,302)	(10,302)	(10,405)	(10,509)	(10,614)	(10,720)
2700-1812 FOOD CONTROL FEES	3,280	3,280	3,362	3,446	3,532	3,621
2750-1812 Insect/Vermin/Pest Control Fees	-	-	-	-	-	-
2850-2504 CHILD HEALTH CTR BUILD DEPCN	(6,716)	(6,716)	-	-	-	-
3100-1840 PORTSEA CAMP DEPOSITS	2,000	1,635	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	1,200
3200-1854 EARLY INT - CONTRIBUTION	-	-	-	-	-	-
3200-1855 EARLY INT - DONATIONS GST FREE	-	-	-	-	-	-
3200-1926 EARLY INT TRANSFER FROM RESERVE	18,713	138,982	-	-	-	-
3200-1950 DADHC GRANT (INC GST)	140,616	-	0	0	-	-
3200-1951 EARLY INTERVENTION AUST GRANT	-	-	-	-	-	-
3200-1956 NSW DEPT ED - ISP 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)	(6,717)	-	-	-	-

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
SUPPORTED AND ENGAGED COMMUNITIES						
3200-2675 EI - TRANSFER KURRAJONG WARATAH	-	(58,838)	-			
3600-1200 ENVIRONMENTAL SERVICES FINES INCOME	-	-	-	-	-	-
3850-1812 CEMETERY CHARGES - SHIRE INCLUDING G	113,625	93,625	116,316	119,074	121,900	124,798
3850-1813 Cemetery Charges - Shire GST Free	-	-	-	-	-	-
3850-1815 CEMETERY CHARGES - PLAQUES	8,200	8,200	8,405	8,615	8,831	9,051
3850-1816 CEMETERY CHARGES - MONUMENTS	-	-	-	-	-	-
3850-1817 CEMETERY SUNDRY INCOME	-	114	-	-	-	-
3850-1926 CEMETERY TRANSFER FROM RESERVE	-	-	-	-	-	-
3850-2026 CEMETERY TRANSFER TO RESERVE	-	-	-	-	-	-
3850-2500 CEMETERY LAND IMPROVEMENTS DEPCN	(410)	(410)	(420)	(431)	(440)	(452)
3850-2518 CEMETERY DEPCN	(4,514)	(4,514)	(4,427)	(4,339)	(4,251)	(4,161)
3900-2504 PUBLIC CONVENIENCES DEPCN	(31,916)	(31,916)	(32,235)	(32,558)	(32,883)	(33,212)
4110-1000-0001 WATER CHARGES - BGA	439,633	471,294	450,624	461,890	473,437	485,273
4110-1000-0002 WATER CHARGES - BGN	296,399	296,399	303,809	311,404	319,190	327,169
4110-1000-0003 WATER CHARGES - FIN	568,752	568,752	582,971	597,544	612,483	627,794
4110-1000-0004 WATER CHARGES - TOC	654,483	654,483	670,845	687,616	704,806	722,426
4110-1000-0005 WATER CHARGES - NON RATEABLE	48,093	50,731	49,295	50,529	51,792	53,088
4110-1080 LESS WATER CHARGES WRITTEN OFF	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
4110-1082 LESS WATER CHARGES D/DEBT EXPENSE	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
4110-1095 LESS WATER PENSION REBATE - BGN	(87,500)	(84,184)	(87,500)	(87,500)	(87,500)	(87,500)
4110-1500 WATER CONSUMPTION - BGN SHIRE	750,000	793,369	750,000	750,000	750,000	750,000
4110-1501 WATER - STANDPIPE SALES	3,485	7,768	3,572	3,661	3,753	3,847
4110-1502 WATER CONNECTION FEES - GST FREE	24,088	28,482	24,690	25,307	25,940	26,588
4110-1503 WATER DELIVERIES INCOME	17,220	17,220	17,651	18,092	18,544	19,008
4110-1504 SALE OF HIGH SECURITY WATER	50,000	151,403	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	3,380
4110-1507 WATER - DISCONNECTION FEE	500	500	500	500	500	500
4110-1509 WATER SUNDRY INCOME - INC GST	2,000	2,000	2,000	2,000	2,000	2,000
4110-1511 LEGAL COST RECOVERY	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
SUPPORTED AND ENGAGED COMMUNITIES						
4110-1512 PRIVATE WORKS INCOME - WATER	500	500	500	500	500	500
4110-1601 SECT. 64 CONT. WATER - BGA	-	12,319	-	-	-	-
4110-1602 SECT. 64 CONT. WATER - BER	-	3,736	-	-	-	-
4110-1603 SECT. 64 CONT. WATER - FIN	-	2,246	-	-	-	-
4110-1604 SECT. 64 CONT. WATER - TOC	-	-	-	-	-	-
4110-1611 SECT. 64 CONT. WATER PURCHASE - BGA	-	-	-	-	-	-
4110-1612 SECT. 64 CONT. WATER PURCHASE - BER	-	4,800	-	-	-	-
4110-1613 SECT. 64 CONT. WATER PURCHASE - FIN	-	7,318	-	-	-	-
4110-1614 SECT. 64 CONT. WATER PURCHASE - TOC	-	-	-	-	-	-
4110-1700 WATER LOAN PROCEEDS	-	-	1,500,000			
4110-1840 INTEREST ON INVESTMENTS	186,563	186,563	198,309	200,008	205,008	210,134
4110-1926 WATER TRANSFER FROM RESERVE	1,120,076	1,062,106	-	2,670,914	-	494,372
4110-1927 SECT 64 CONT. - TRANSFER TO RESERVE	-	-	-	-	-	-
4110-1951 WATER CHARGES PENSION SUBSIDY	48,000	46,301	48,000	48,000	48,000	48,000
4110-1954 GRANT - DROUGHT WORKS	-	-	-	-	-	-
4110-1955 GRANT - SAFE & SECURE WATER	-	-	3,050,000			
4110-2026 WATER SUPPLIES TRANSFER TO RESERVE	-	-	(304,103)	-	(199,310)	-
4210-2545 WATER MAINS RETIC & METERS - DEPCN	(321,786)	(321,786)	(325,004)	(328,254)	(331,536)	(334,852)
4240-2545 WATER TREATMENT WORKS - DEPCN	(297,950)	(297,950)	(300,930)	(303,939)	(306,978)	(310,048)
4240-4710 WATER DEPCN CONTRA	626,705	626,705	632,972	639,302	645,695	652,152
4250-2504 WATER HOUSING TOC - DEPCN	(6,969)	(6,969)	(7,039)	(7,109)	(7,180)	(7,252)
6100-1501 LIBRARY SUNDRY INCOME INCL GST	2,500	2,500	2,500	2,500	2,500	2,500
6100-1502 FRIENDS OF THE LIBRARY	500	500	500	500	500	500
6100-1503 LIBRARY ROOM HIRE CHARGES	300	871	300	300	300	300
6100-1504 LIBRARY DONATION	-	500	-	-	-	-
6100-1820 LIBRARY FEES INCLUDING GST	3,075	3,075	3,152	3,231	3,311	3,394
6100-1821 LIBRARY FINES GST FREE	1,025	1,025	1,051	1,077	1,104	1,131
6100-1822 INTER LIBRARY LOAN FEES	205	205	209	215	221	227
6100-1823 BERRIGAN SHIRE BOOK CLUBS	1,025	1,025	1,051	1,077	1,104	1,131

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
SUPPORTED AND ENGAGED COMMUNITIES						
6100-1827 SALE OF DENISON STREET BUILDING	-	-	-	-	-	-
6100-1950 LIBRARY SERVICE GRANTS	31,000	31,765	31,000	31,000	31,000	31,000
6100-1951 LIBRARY LOCAL SPECIAL PROJECTS GRANT	7,000	8,094	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)	(8,989)	(9,079)	(9,170)	(9,261)	(9,354)
6100-2504 LIBRARY BLDG DEPCN	(64,640)	(64,640)	(65,286)	(65,939)	(66,599)	(67,265)
6100-2518 LIBRARY BOOKS DEPCN	(21,665)	(21,665)	(21,881)	(22,100)	(22,321)	(22,544)
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	-	-	-	-	-	-
6200-1956 TOCUMWAL MEMORIAL HALL CLUB GRANTS	-	1,527	-	-	-	-
6200-2504 PUBLIC HALLS DEPRECIATION	(179,275)	(179,275)	(181,068)	(182,878)	(184,707)	(186,554)
6320-1500 HERITAGE FUND REVENUE	3,000	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	5,000
6330-1500 CULTURAL ACTIVITIES INCOME	-	-	-	-	-	-
6330-1600 INTERNATIONAL WOMENS DAY INCOME	500	2,400	500	500	500	500
6330-1601 MARKETING & PROMOTION FUND	-	-	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
6330-1602 COMMUNITY MENTAL HEALTH PROJECTS	-	-	-	-	-	-
6330-1603 DISABILITY INCLUSION PLANNING INCOME	-	2,000	-	-	-	-
6330-1951 INTERNATIONAL WOMENS DAY GRANT	-	-	-	-	-	-
6400-1828 USER CHARGES - SWIMMING POOLS	70,725	70,725	72,493	74,305	76,163	78,067
6400-1829 RECOVERIES FOR LIFEGUARDS	79,146	79,146	81,125	83,153	85,232	87,362
6400-1950 SWIMMING POOL GRANT RLCIP Rd 3	-	-	-	-	-	-
6400-1951 BGN POOL PRMF GRANT	-	-	-	-	-	-
6400-2500 SWIMMING POOL OTHER STRUCTURES DEPCN	(67,230)	(67,230)	(67,902)	(68,581)	(69,267)	(69,960)
6400-2504 SWIMMING POOL BUILDINGS DEPCN	(13,216)	(13,216)	(13,348)	(13,481)	(13,616)	(13,752)
6500-1315 TOCUMWAL FOOTBALL NETBALL CLUB LEASE	513	513	525	538	552	566
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 GRANT	-	-	1,115	-	-	-
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	-	(19,630)	-	-	-	-
6500-2500 RECREATION RESERVES PLANT & EQUIPMENT DEPCN	(707)	(707)	(714)	(721)	(728)	(736)
6500-2502 RECREATION RESERVES OTHER STRUCTURES DEPCN	(96,758)	(96,758)	(97,726)	(98,703)	(99,690)	(100,687)
6500-2518 RECREATION RESERVES BUILDINGS DEPCN	(272,397)	(272,397)	(275,121)	(277,872)	(280,651)	(283,457)
6600-1501 SECT.94 PUBLIC OPEN SPACE BAROOGA	-	1,320	-	-	-	-
6600-1502 SECT.94 PUBLIC OPEN SPACE BERRIGAN	-	-	-	-	-	-
6600-1503 SECT.94 PUBLIC OPEN SPACE FINLEY	-	660	-	-	-	-

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SUPPORTED AND ENGAGED COMMUNITIES						
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	-	-	-	-	-	-
6600-1601 TOC FORESHORE COMMITTEE CONTRIB	300,000	300,000	-	-	-	-
6600-1700 TOC FOREWSHORE LOAN PROCEEDS	500,000	-	-	-	-	-
6600-1701 TOC FORESHORE DRAWDOWN WORKING CAPITAL	-	-	-	-	-	-
6600-1821 USER CHARGES - TOC FORESHORE RES	-	200	-	-	-	-
6600-1956 NSW MARITIME GRANT- TOCUMWAL BOAT RAMP	-	-	-	-	-	-
6600-1959 NSW MARITIME GRANT- TOCUMWAL FORESHORE RESTORATION	-	-	-	-	-	-
6600-1960 FORESHORE COMMITTEE- TOCUMWAL FORESHORE RESTORATION	-	-	-	-	-	-
6600-1961 FINLEY LAKE GRANT	-	-	-	-	-	-
6600-1962 TOC SKATE PARK	-	-	-	-	-	-
6600-1963 TOC FORESHORE GRANT	1,626,937	2,126,937	-	-	-	-
6600-1964 LIONS PARK CBP UPGRADE	-	15,000	-	-	-	-
6600-2500 PARKS & GARDENS DEPCN	(11,211)	(11,211)	(11,323)	(11,436)	(11,551)	(11,666)
6600-2518 PARKS & GARDENS DEPCN	(70,801)	(70,801)	(71,509)	(72,224)	(72,946)	(73,676)
CEMETERYCAPEX CEMETERY CAPITAL EXPENDITURE	-	-	(55,000)	-	(5,000)	-
COMMAMENCAPEX COMMUNITY AMENITIES CAPITAL EXPENDITURE	-	-	-	-	-	-
COMMAMENCAPINC COMMUNITY AMENITIES CAPITAL INCOME	-	-	-	-	-	-
EMERSCAPEXP EMERGENCY SERVICES CAPITAL EXPENDITURE	-	-	-	-	-	-
EMERSCAPINC EMERGENCY SERVICES CAPITAL INCOME	-	-	-	-	-	-
ENVSERVICESCAPEXP ENVIRONMENTAL SERVICES CAPITAL EXPENDITURE	-	-	-	-	-	-
ENVSERVICESCAPINC ENVIRONMENTAL SERVICES CAPITAL INCOME	-	-	-	-	-	-
HALLSCAPEXP PUBLIC HALLS CAPITAL EXPENDITURE	-	-	-	-	-	(20,000)
LIBRARYCAPEXP LIBRARIES CAPITAL EXPENDITURE	-	-	(465,000)	-	-	-
LIBRARYCAPINC LIBRARIES CAPITAL INCOME	-	-	450,000	-	-	-
PARKSCAPEXP PARKS AND RECREATION AREAS CAPITAL EXPENDITURE	-	-	(1,018,800)	(1,414,000)	-	-
PARKSCAPINC PARKS AND RECREATION AREAS CAPITAL INCOME	-	-	943,800	1,414,000	-	-

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
SUPPORTED AND ENGAGED COMMUNITIES						
POOLCAPEXP SWIMMING POOLS CAPITAL EXPENDITURE	-	-	(20,000)	-	-	-
POOLCAPINC SWIMMING POOLS CAPITAL INCOME	-	-	-	-	-	-
RECRESERVECAPEXP RECREATION RESERVES CAPITAL EXPENDITURE	-	-	-	-	-	-
RECRESERVECAPINC RECREATION RESERVES CAPITAL INCOME	-	-	202,934	-	-	-
WSCAPEXP WATER SUPPLIES CAPITAL EXPENDITURE	-	-	(4,813,000)	(3,299,000)	(464,000)	(1,194,000)
WSCAPINC WATER SUPPLIES CAPITAL INCOME	-	-	-	-	-	-

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
DIVERSE AND RESILIENT BUSINESS	(775,519)	(933,606)	(738,349)	(752,593)	(752,032)	(781,674)
	(775,519)	(933,606)	(738,349)	(752,593)	(752,032)	(781,674)
1200-1926 WORKS TRANSFER FROM RESERVE	-	-	-	-	-	-
1200-2026 WORKS TRANSFER TO RESERVE	(350,000)	(350,000)	-	-	-	-
1213-0108 FRUIT FLY MITIGATION STRATEGY	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
1812-0105 PINE LODGE PIT OPERATING EXPEN	(87,899)	(87,899)	(89,217)	(90,556)	(91,914)	(93,293)
1911-0183 TOC AERO RUNWAY 927 BITUMEN	-	-	-	-	-	-
1920-0115 BGN AERODROME GROUNDS MTCE	(2,030)	(3,530)	(2,060)	(2,091)	(2,123)	(2,155)
1920-0170 TOC AERODROME OPERATING EXPENS	(60,900)	(50,679)	(61,814)	(62,741)	(63,682)	(64,637)
1920-0171 TOC AERODROME - INSURANCE	(1,326)	(532)	(1,353)	(1,380)	(1,407)	(1,435)
1920-0172 LIBERATOR INSURANCE	(112)	(77)	(113)	(116)	(119)	(122)
1920-0175 TOC AERODROME BLDG MTCE	(5,164)	(5,164)	(3,091)	(3,137)	(3,184)	(3,232)
1920-0184 TOC AERO RUNWAY 18-36 HEAVY PA	(29,256)	(37,977)	-	-	-	-
1920-0187 TOC AERO PERIMETER AND TAXIWAY	-	-	-	-	-	-
1920-0190 AERODROME SUBDIVISION WORKS	-	(77,721)	-	-	-	-
1920-0195 AERODROME MBFC KITCHEN RENO	-	-	-	-	-	-
1920-0200 AERODROME ADMIN CHARGES	(25,990)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)
2011-0105 TOC CARAVAN PARK OPERATING EXP	-	(830)	-	-	-	-
2011-0108 TOC CARAVAN PARK INSURANCE EXP	(2,142)	(1,674)	(2,185)	(2,229)	(2,273)	(2,319)
2011-0120 BGN CARAVAN PARK OPERATING EXP	(507)	(2,140)	(516)	(522)	(531)	(538)

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
DIVERSE AND RESILIENT BUSINESS	(775,519)	(933,606)	(738,349)	(752,593)	(752,032)	(781,674)
2011-0125 BGN CARAVAN PARK - INSURANCE	(510)	(392)	(520)	(531)	(541)	(552)
2011-0126 BGN CARAVAN PARK DONATIONS EXP	(5,075)	-	-	-	-	-
2011-0135 BGN CARAVAN PARK BLDG MTCE	(2,030)	(522)	(2,060)	(2,091)	(2,123)	(2,155)
2011-0500 BGN -CARAVAN PARK RESEAL ROADS	(20,000)	(20,000)	-	-	-	-
2012-0120 TOC TOURISM INFO OPERATING EXP	-	-	-	-	-	-
2012-0122 TOC TOURISM INFO BLDG MTCE	-	(459)	-	-	-	-
2012-0124 TOC TOURISM INFO - INSURANCE	-	(711)	-	-	-	-
2012-0191 PHOTOGRAPHY-TOURISM GUIDE/WEB	-	-	-	-	-	-
2012-0196 TOURISM STRATEGIC PLAN	(110,254)	(100,254)	(40,000)	(40,000)	(50,000)	(50,000)
2012-0197 REGIONAL TOURISM CONTRIBUTION - MRTB	(14,103)	(14,103)	(14,385)	(14,672)	(14,966)	(15,265)
2012-0198 TOURISM INITIATIVES	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
2012-0199 TOURISM ADMIN CHARGES	(32,462)	(33,100)	(33,100)	(33,100)	(33,100)	(33,100)
2012-0200 TOURISM EVENTS GRANTS	(20,000)	(35,870)	-	(20,000)	-	(20,000)
2012-0250 EVENT MARKETING TOOLS	(10,000)	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)
2012-0251 SPORTS EVENT PROGRAM	-	(10,000)	(10,000)			
2012-0300 TOC TOURISM INFO CENTRE	-	(1,772)	-	-	-	-
2013-0119 MURRAY HUME BUSINESS ENTERPRISE	-	-	-	-	-	-
2013-0120 TOCUMWAL INTER-MODEL PRECINCT PROJECT	-	-	-	-	-	-
2013-0122 MURRAY DARLING BASIN SPEAK UP	-	(1,000)	-	-	-	-
2013-0205 ECONOMIC DEVELOPMENT OFFICER	(116,850)	(116,850)	(129,900)	(133,148)	(136,477)	(139,889)
2013-0208 EDO - TRAVEL COSTS	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
DIVERSE AND RESILIENT BUSINESS	(775,519)	(933,606)	(738,349)	(752,593)	(752,032)	(781,674)
2013-0210 ECONOMIC DEVEL. STAFF TRAINING/CONFERENCES	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
2013-0220 ECON DEV. WEBSITE SUBSCRIPTION ID DATA	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
2013-0240 ECON. DEV. OFFICER OFFICE EXPENSES	(1,000)	(1,200)	(1,000)	(1,000)	(1,000)	(1,000)
2013-0241 ECON. DEV. OFFICER - TELEPHONE	(816)	(816)	(833)	(848)	(866)	(883)
2014-0115 SALEYARD OTHER OPERATING EXPEN	(2,030)	(2,030)	(2,060)	(2,091)	(2,123)	(2,155)
2014-0120 SALEYARD EQUIP MTCE	(102)	(102)	(103)	(105)	(106)	(108)
2014-0122 SALEYARD - INSURANCE	(8,976)	(7,319)	(9,156)	(9,339)	(9,525)	(9,716)
2014-0130 SALEYARD BLDG MTCE	(1,015)	(1,015)	(1,030)	(1,046)	(1,061)	(1,077)
2014-0145 SALEYARD ADMIN CHARGES	(3,246)	(3,400)	(3,400)	(3,400)	(3,400)	(3,400)
2014-0538 PUMP REPLACEMENT	(5,100)	(5,100)	(5,202)	(5,306)	(5,412)	(5,520)
2015-0105 INDUSTRIAL & BUSINESS DEVELOPMENT	(23,853)	(23,853)	(24,210)	(24,573)	(24,942)	(25,316)
2015-0106 STUDENT ACCOMMODATION SPONSORSHIP	(4,000)	(4,000)	(4,001)	(4,000)	(4,000)	(4,000)
2015-0107 CONTRIBUTION TO RAMROC	(15,708)	(14,809)	(16,023)	(16,343)	(16,669)	(17,003)
2015-0108 TAFE BOOK SCHOLORSHIP	-	(500)	-	-	-	-
2015-0109 LOCAL GOVERNMENT SCHOLORSHIP	-	(598)	-	-	-	-
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)	(3,596)	(2,946)	(2,991)	(3,036)	(3,081)

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
DIVERSE AND RESILIENT BUSINESS	(775,519)	(933,606)	(738,349)	(752,593)	(752,032)	(781,674)
2015-0150 RILEY CRT REHABILITATION (INGO RENNER)	-	-	-	-	-	-
2015-0165 BUSINESS & ENVIRONMENT AWARDS	(18,360)	-	(18,727)	(19,102)	(19,484)	(19,873)
2015-0180 BUSINESS DEVELOPMENT ADMIN CHA	(98,336)	(98,600)	(98,600)	(98,600)	(98,600)	(98,600)
2015-0181 NSW RURAL DOCTORS NETWORK BURS	(3,300)	(3,000)	(3,300)	(3,300)	(3,300)	(3,300)
2015-0188 REGIONAL CAREERS FORUM	(6,120)	(6,120)	(6,242)	(6,367)	(6,495)	(6,624)
2015-0189 COBRAM & DIS FOODBANK DONATION	-	-	(5,000)			
2015-0529 FIN SUBDIVISION - LEWIS CR	-	(90,278)	-	-	-	-
2016-0120 RISK MANAGEMENT - TRAINING	(3,570)	(3,570)	(3,641)	(3,714)	(3,789)	(3,864)
2016-0205 RISK MANAGEMENT - SALARIES	(116,850)	(116,850)	(117,771)	(120,716)	(123,734)	(126,827)
2016-0241 RISK MANAGEMENT - TELEPHONE	(1,020)	(1,020)	(1,040)	(1,061)	(1,082)	(1,104)
2016-0242 RISK MANAGEMENT - VEHICLE	(22,277)	(22,277)	(20,429)	(20,827)	(21,231)	(21,644)
2017-0120 BENDIGO BANK AGENCY TRAINING	-	(3,000)	-	-	-	-
2017-0205 BENDIGO BANK AGENCY	-	(50,000)	-	-	-	-
2019-0155 WRITE OFF BAD DEBTS - P/WORKS	(3,060)	(3,060)	(3,121)	(3,184)	(3,247)	(3,312)
2020-0000 S/DR TECH SERV (BUDGET)	(40,600)	(69,135)	(41,208)	(41,827)	(42,455)	(43,091)
2030-0000 S/DR - CORP SERV (BUDGET)	(7,590)	(7,990)	(8,201)	(8,834)	(9,489)	(10,167)
6920-1500 PINE LODGE PIT REVENUE	91,333	88,290	92,686	94,059	95,452	96,867
6920-1505 PINE LODGE PIT REVENUE CONTRA	-	-	-	-	-	-
6920-1510 OTHER GRAVEL PITS REVENUE	-	3,043	-	-	-	-
6920-2505 QUARRIES & PIT REMEDIATION - DEPCN	(2,929)	(2,929)	(2,959)	(2,988)	(3,018)	(3,048)

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
DIVERSE AND RESILIENT BUSINESS	(775,519)	(933,606)	(738,349)	(752,593)	(752,032)	(781,674)
6920-2508 QUARRIES - DEPCN	(505)	(505)	(510)	(515)	(520)	(526)
7700-1500 AERODROME SUNDRY INCOME TOC	6,500	6,500	6,500	6,500	6,500	6,500
7700-1502 AERODROME USER FEES INCOME	15,375	15,375	15,759	16,153	16,557	16,971
7700-1600 AERODROME MBFC CONTRIBUTION	-	-	-	-	-	-
7700-1827 AERODROME - SALE OF LAND	-	139,688	-	-	-	-
7700-1828 AERODROME - SALE OF LAND (MARGIN)	-	110,343	-	-	-	-
7700-1829 AERODROME - GST MARGIN REFUND	-	-	-	-	-	-
7700-1926 AERODROME TRANSFER FROM RESERVE	-	-	75,000	-	-	-
7700-1951 AERODROME CAPITAL GRANT	83,730	83,730	-	-	-	-
7700-2026 AERODROME TRANSFER TO RESERVE	(50,000)	(244,850)	(50,000)	(50,000)	(50,000)	(50,000)
7700-2500 AERODROME EQUIPMENT DEPCN	-	-	-	-	-	-
7700-2504 AERODROME BLDG DEPCN	(9,090)	(9,090)	(9,181)	(9,273)	(9,365)	(9,459)
7700-2510 AERODROME RUNWAY DEPCN	(21,008)	(21,008)	(21,218)	(21,430)	(21,645)	(21,861)
7700-2520 AERODROME LAND IMPROVEMENTS DEPCN	(404)	(404)	(408)	(412)	(416)	(420)
8200-1890 TOC CARAVAN PARK LEASE	38,000	38,000	38,000	38,000	38,000	38,000
8200-1895 BGN CARAVAN PARK LEASE	-	-	-	-	-	-
8200-2504 CARAVAN PARK DEPCN	(10,151)	(10,151)	(10,252)	(10,355)	(10,458)	(10,563)
8300-1890 TOC TOURISM INFO - RENT	-	-	-	-	-	-
8300-1926 TOURISM EVENTS TRANSFER FROM RESERVE	-	-	-	-	-	-
8300-2026 TOURISM EVENTS TRANSFER TO RESERVE	-	-	-	-	-	-
8300-2504 TOURISM INFO DEPCN	(9,545)	(9,545)	(9,640)	(9,736)	(9,834)	(9,932)
8350-1500 TOC INFO CENTRE INCOME	-	-	-	-	-	-

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
DIVERSE AND RESILIENT BUSINESS	(775,519)	(933,606)	(738,349)	(752,593)	(752,032)	(781,674)
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	1,697
8400-1506 BUSINESS & ENVIRONMENT AWARD INCOME	4,613	-	4,729	4,846	4,967	5,091
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)	(1,818)	(1,836)	(1,855)	(1,873)	(1,892)
8600-2504 SALEYARD DEPCN	(90,698)	(90,698)	(91,605)	(92,521)	(93,446)	(94,381)
8600-4310 SALEYARD DEPCN CONTRA	92,516	92,516	93,441	94,376	95,319	96,273
8710-1200 REAL ESTATE - GAIN ON DISPOSAL	-	-	-	-	-	-
8710-1826 RENTAL - OTHER REAL ESTATE INC. GST	15,216	15,216	15,597	15,986	16,386	16,796
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	350,000	-	-	-	-
8850-1330 BENDIGO BANK AGENCY COMMISSIONS	-	10,000	-	-	-	-
8850-1800 BENDIGO BANK SUNDRY INCOME	-	-	-	-	-	-

	17/18 ORIGINAL PLUS CARRIED FWD	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST
DIVERSE AND RESILIENT BUSINESS	(775,519)	(933,606)	(738,349)	(752,593)	(752,032)	(781,674)
8900-1501 PRIVATE WORKS TECH SERVICES INCOME	44,075	44,075	45,177	46,307	47,464	48,651
8900-1504 PRIVATE WORKS INCOME - SIGNS	-	-	-	-	-	-
8900-1505 PRIVATE WORKS TECH SERVICES GST FREE	-	32,535	-	-	-	-
8900-1511 PRIVATE WORKS CORP SERVICES INCOME	6,150	2,150	6,302	6,461	6,623	6,788
8900-1515 PRIVATE WORKS CORP SERVICES GST FREE	1,025	1,425	1,051	1,077	1,104	1,131
AERODROMECAPEXP AERODROME CAPITAL WORKS EXPENDITURE	-	-	(75,000)	-	-	-
AERODROMECAPINC AERODROME CAPITAL WORKS INCOME	-	-	-	-	-	-
BUSINESSDEVCAPEXP BUSINESS DEVELOPMENT CAPITAL WORKS EXPENDITURE	-	-	-	-	-	-
BUSINESSDEVCAPINC BUSINESS DEVELOPMENT CAPITAL WORKS INCOME	-	-	-	-	-	-
TOURISMCAPEXP TOURISM CAPITAL EXPENDITURE	-	-	-	-	-	-
TOURISMCAPINC TOURISM CAPITAL INCOME	-	-	-	-	-	-
	6,031,727	6,031,727	437,140	20,521	9,338	13,233

Capital Works Plan Summary 2017 - 2021

Capital Works Plan Summary

CAPITAL WORKS PLAN SUMMARY 2018-19

		FINAL ADOPTED 2017-18	ORIGINAL 2018-19 AS ADOPTED 2017-18	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total		(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
AERODROME								
	AERODROME EXPENDITURE	(50,000)	(125,000)	(125,000)	(50,000)	(50,000)	(50,000)	(50,000)
	AERODROME INCOME	-	75,000	75,000	-	-	-	-
AERODROME Total		(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
BUSINESS DEVELOPMENT								
	BUSINESS DEVELOPMENT EXPENSE	(20,000)	-	-	-	-	-	-
	BUSINESS DEVELOPMENT INCOME	-	-	-	-	-	-	-
BUSINESS DEVELOPMENT Total		(20,000)	-	-	-	-	-	-
CEMETERIES								
	CEMETERIES EXPENDITURE	(50,000)	(55,000)	(55,000)	-	(5,000)	-	(5,000)
CEMETERIES Total		(50,000)	(55,000)	(55,000)	-	(5,000)	-	(5,000)
COMMUNITY AMENITIES								
	COMMUNITY AMENITIES EXPENDITURE	(171,500)	-	-	-	-	-	-
	COMMUNITY AMENITIES INCOME	-	-	-	-	-	-	-
COMMUNITY AMENITIES Total		(171,500)	-	-	-	-	-	-
CORPORATE SERVICES								
	CORPORATE SERVICES EXPENDITURE	(85,000)	-	(50,000)	-	-	-	-
	CORPORATE SERVICES INCOME	-	-	-	-	-	-	-
CORPORATE SERVICES Total		(85,000)	-	(50,000)	-	-	-	-
DEPOT								
	DEPOT EXPENDITURE	(20,000)	-	(31,000)	-	-	-	-
DEPOT Total		(20,000)	-	(31,000)	-	-	-	-
DOMESTIC WASTE								
	DOMESTIC WASTE EXPENDITURE	(209,000)	(215,000)	(225,000)	(79,000)	(75,000)	(99,000)	(70,000)
	DOMESTIC WASTE INCOME	-	-	-	-	-	-	-
DOMESTIC WASTE Total		(209,000)	(215,000)	(225,000)	(79,000)	(75,000)	(99,000)	(70,000)
DRAINAGE								
	DRAINAGE EXPENDITURE	(295,100)	(177,000)	(222,000)	(30,000)	(65,000)	(80,000)	(50,000)
	DRAINAGE INCOME	4,040	-	-	-	-	-	-
DRAINAGE Total		(291,060)	(177,000)	(222,000)	(30,000)	(65,000)	(80,000)	(50,000)
EMERGENCY SERVICES								
	EMERGENCY SERVICES EXPENDITURE	-	-	-	-	-	-	-
EMERGENCY SERVICES Total		-	-	-	-	-	-	-
HOUSING								
	HOUSING EXPENDITURE	(35,000)	-	-	-	-	-	-

		FINAL ADOPTED 2017-18	ORIGINAL 2018-19 AS ADOPTED 2017-18	PROPOSED 2018- 19	2019-20	2020-21	2021-22	2022-23
Grand Total		(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
HOUSING Total		(35,000)	-	-	-	-	-	-
LEVEE BANKS								
	LEVEE BANK EXPENDITURE	(203,280)	(199,200)	(229,200)	(100,000)	(320,000)	(207,360)	(50,000)
	LEVEE BANK INCOME	203,280	149,200	149,200	80,000	270,000	157,360	30,000
LEVEE BANKS Total		-	(50,000)	(80,000)	(20,000)	(50,000)	(50,000)	(20,000)
LIBRARIES								
	LIBRARIES EXPENDITURE	-	-	(465,000)	-	-	-	(150,000)
	LIBRARIES INCOME	-	-	450,000	-	-	-	-
LIBRARIES Total		-	-	(15,000)	-	-	-	(150,000)
MINOR PLANT								
	MINOR PLANT INCOME	-	-	-	-	-	-	-
	MINOR PLANT PURCHASE	(33,000)	(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)	(33,000)
MOTOR VEHICLE								
	MOTOR VEHICLE PURCHASES	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
	MOTOR VEHICLE SALES	130,000	130,000	130,000	130,000	130,000	130,000	130,000
MOTOR VEHICLE Total		(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)
PUBLIC HALLS								
	PUBLIC HALLS EXPENDITURE	(223,500)	-	-	-	-	(20,000)	-
PUBLIC HALLS Total		(223,500)	-	-	-	-	(20,000)	-
PUBLIC WORKS								
	PUBLIC WORKS PLANT INCOME	177,000	230,000	235,000	376,500	85,000	180,000	75,500
	PUBLIC WORKS PLANT PURCHASE	(793,000)	(695,000)	(750,000)	(1,100,000)	(472,000)	(620,000)	(246,000)
	PUBLIC WORKS UTILITY INCOME	39,000	39,000	39,000	39,000	39,000	39,000	40,000
	PUBLIC WORKS UTILITY PURCHASE	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(70,000)
PUBLIC WORKS Total		(645,750)	(494,750)	(544,750)	(753,250)	(416,750)	(469,750)	(200,500)
RECREATION								
	PARKS & RECREATION EXPENDITURE	(3,253,875)	(50,000)	(1,018,800)	(1,414,000)	-	-	-
	PARKS & RECREATION INCOME	2,426,937	-	943,800	1,414,000	-	-	-
	RECREATION RESERVES EXPENDITURE	(22,900)	-	(210,934)	-	-	-	-
	RECREATION RESERVES INCOME	-	-	202,934	-	-	-	-
	SWIMMING POOLS EXPENDITURE	(62,000)	(20,000)	(20,000)	-	-	-	-
RECREATION Total		(911,838)	(70,000)	(103,000)	-	-	-	-
SEWERAGE								
	SEWERAGE EXPENDITURE	(600,000)	(490,000)	(760,000)	(825,000)	(1,015,000)	(570,000)	(575,000)
SEWERAGE Total		(600,000)	(490,000)	(760,000)	(825,000)	(1,015,000)	(570,000)	(575,000)
SHIRE ROADS								

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19 AS ADOPTED 2017-18	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
SHIRE ROADS							
FOOTPATHS EXPENDITURE	(137,000)	(158,200)	(331,700)	(95,000)	(30,000)	(10,000)	(10,000)
FOOTPATHS INCOME	20,000	40,000	220,500	25,000	-	-	-
KERB & GUTTER EXPENDITURE	-	-	-	-	-	-	-
KERB & GUTTER INCOME	-	-	-	-	-	-	-
R2R GRANT	355,378	349,551	349,551	625,500	625,500	625,500	625,500
RMS WORKS EXPENDITURE	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
RMS WORKS INCOME	350,000	350,000	350,000	350,000	350,000	350,000	350,000
RURAL ROADS CONSTRUCTION EXPENDITURE	(759,000)	(1,300,000)	(2,312,000)	(969,750)	(1,235,000)	(910,000)	(1,079,000)
RURAL ROADS CONSTRUCTION INCOME	-	-	908,000	-	-	-	-
RURAL ROADS SEALED - RESEALS EXPENDITURE	(148,614)	(84,179)	(84,179)	(197,933)	(514,000)	(529,000)	(545,000)
RURAL ROADS SEALED - RESEALS INCOME	-	-	-	-	-	-	-
RURAL ROADS UNSEALED - RESHEET EXPENDITURE	(559,000)	(534,000)	(255,000)	(612,000)	(210,000)	(549,000)	(310,000)
RURAL ROADS UNSEALED - RESHEET INCOME	-	-	-	-	-	-	-
TOWNSCAPE WORKS EXPENDITURE	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
TOWNSCAPE WORKS INCOME	-	-	-	-	-	-	-
URBAN ROADS - RESEALS EXPENDITURE	(92,528)	(48,340)	(76,326)	(283,326)	(166,000)	(171,000)	(176,000)
URBAN ROADS CONSTRUCTION EXPENDITURE	(202,000)	(97,000)	(178,000)	(230,150)	(213,000)	(253,000)	(213,000)
URBAN ROADS CONSTRUCTION INCOME	-	-	-	-	-	-	-
SHIRE ROADS Total	(1,602,764)	(1,912,168)	(1,839,154)	(1,817,659)	(1,822,500)	(1,876,500)	(1,787,500)
TOURISM SERVICES							
TOURISM SERVICES EXPENDITURE	-	-	-	-	-	-	-
TOURISM SERVICES INCOME	-	-	-	-	-	-	-
TOURISM SERVICES Total	-	-	-	-	-	-	-
TOWN PROJECTS							
KERB & GUTTER EXPENDITURE	(219,000)	(189,000)	(72,000)	(170,000)	(130,000)	(130,000)	(130,000)
KERB & GUTTER INCOME	-	35,000	-	75,000	65,000	65,000	65,000
TOWN PROJECTS Total	(219,000)	(154,000)	(72,000)	(95,000)	(65,000)	(65,000)	(65,000)
WATER							
WATER EXPENDITURE	(928,000)	(602,000)	(4,813,000)	(3,299,000)	(464,000)	(1,194,000)	(2,639,000)
WATER Total	(928,000)	(602,000)	(4,813,000)	(3,299,000)	(464,000)	(1,194,000)	(2,639,000)
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
FUND SUMMARY							
GENERAL FUND	(4,757,412)	(3,400,918)	(3,509,904)	(3,067,909)	(2,772,250)	(2,933,250)	(2,621,000)
WATER FUND	(928,000)	(602,000)	(4,813,000)	(3,299,000)	(464,000)	(1,194,000)	(2,639,000)
SEWER FUND	(600,000)	(490,000)	(760,000)	(825,000)	(1,015,000)	(570,000)	(575,000)
	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
	-	-	-	-	-	-	-

Berrigan Shire 2027



Annual Operational Plan 2018 - 2019

Annual Operational Plan 2018 – 2019

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 2018 – 2019](#) 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 2019/18](#) priority projects and initiatives include:

- Construction of Splash Park and associated projects as part of the Murray River Experiences project a \$3.254m project
- A Fixing Country Roads funded Project \$1.1m to upgrade Strathvale Road, Berrigan as a heavy vehicle route
- Continuation of Capital Works Program with \$580,000 over three years for reconstruction of Barnes Road with a further
 - \$225,000 over two years to extend clear zones on local roads
 - \$510,000 for reconstruction of Bushfield Road
 - \$229,000 for resheeting the north and south ends of Womboin Road; and
 - \$250,000 for resheeting Ruwolts Road for 3.7km from the Corowa-Tocumwal Road.

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Councillors 2016 – 2020



Top (Left to Right) Councillor Matthew Hannan (Mayor), Councillor Colin Jones, Councillor Denis Glanville, Councillor Ross Bodey

Bottom (Left to Right) Councillor John Bruce , Councillor Daryll Morris (Deputy Mayor) Councillor Bernard Curtin, Councillor John Taylor

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:

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> 1. Contribute to Berrigan Shire 2027 strategic outcomes and objectives 3. Manage and operate its services and assets | <ol style="list-style-type: none"> 2. Allocate resources: financial, physical and human (Delivery Program Inputs) 4. Measure and Report on the result of what is planned (Delivery Program Outputs) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

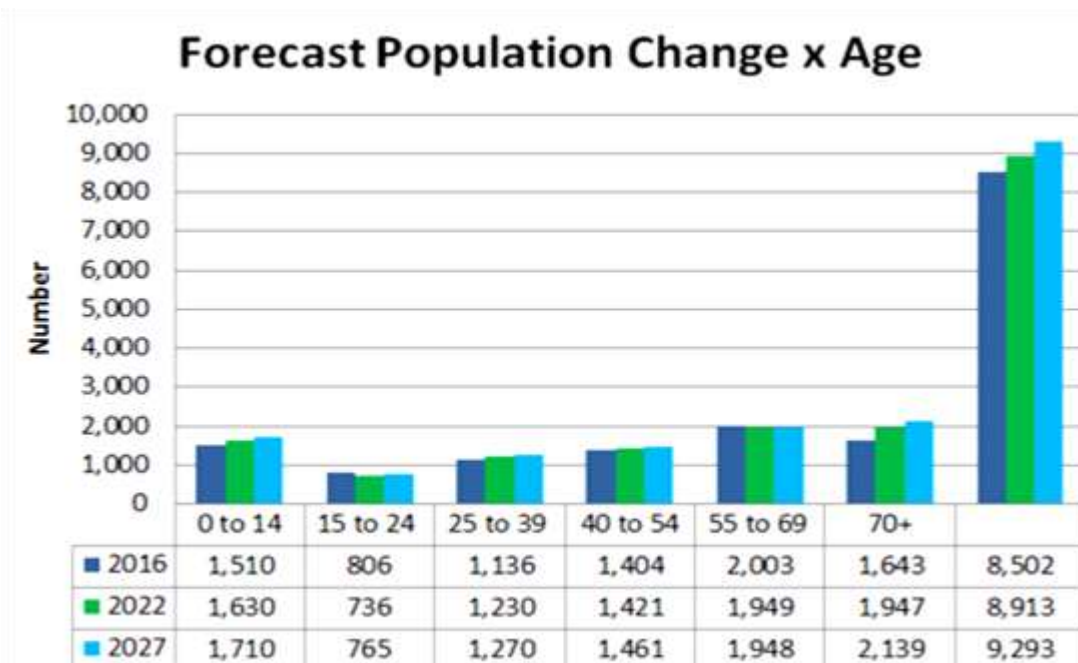
Our Challenges

- 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.



Annual Operational Plan 2018 - 2019



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



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

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
1.1.1.3	Commence review of Local Environment Plan	Review undertaken in accordance with Statutory Requirements	Local Environment Plan reviewed	Development Manager	

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 Reporting of participation rates Framework and the process is established	Development Manager	
1.1.2.1.1	Review of existing community engagement framework for its compliance with Environmental Planning Act	The appropriateness of the Council's existing community engagement framework will be identified	Council's community engagement framework informs the development of Community Participation Plan	Development Manager Strategic and Social Planning Coordinator	

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	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.
			and the attractiveness of natural and built landscape		
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	Continue the development of Tocumwal Foreshore – stage 1 projects as part of the Murray River Experiences Project – a Regional Tourism Infrastructure Project	Construction 2018/19 of Splash Park and associated Road Works	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
1.2.1.1.1	Resource alternate provision of weed management should the Central Murray County Council be dissolved	Delivery of the Shire's weed eradication and control program/s	Alternate Model is developed	General Manager	
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

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.
1.2.1.3	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
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

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	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
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

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	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
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 2018 – 2019

	2018 - 2019 Budget \$
Capital expenditures	(5,850,405)
Capital source of funds	1,653,051
Net Capital funds results	(4,197,354)
Operating expenditure	(11,547,635)
Operating source of funds	8,225,960
Net Operating result	(3,321,675)
Net funds / surplus (Deficit)	(7,519,029)



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.

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

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 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.
2.1.2.2.2	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 of Footpath Management System, Stormwater Management System, Signs as Remote Supervision, and Tree Management System.	Improved governance and reduced risk exposure	CIP Plan to be audited and assessed by State wide Area Risk Manager	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.
2.1.2.2.5	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	A workforce with the competencies needed to implement the Shire's 4-year <i>Delivery Program</i>	<i>Workforce Development Plan</i> 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.
	Shire's <i>Workforce Development Plan 2017 – 2021</i>				
2.1.2.2.9	Develop and Implement Risk Management Strategic Plan	Existing plan finalised. New plan strategies identified for inclusion into future Delivery Plan.	Plan adopted by Council	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 rate-able 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	Continue to meet or exceed <i>FFF benchmarks</i>	<i>Fit for the Future Benchmarks</i>	General Manager	

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.
	improvement plan including projects designed to optimise use of solar power				
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	

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.
2.1.3.1	Coordinate Council investments, financial management, financial operations and processing	Effective management of Council investments and finances	External 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	
2.1.3.2.1	Implement Auditor General's Services Plan	Council operations, systems and processes facilitate implementation of Auditor General's Services Plan		Director Corporate Services Finance 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: 2.1.3 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.
2.1.3.2.1	Active participation of Finance staff in relevant training, industry forums	Staff have skills, knowledge and training		Finance Manager	
2.1.3.3	Deliver responsive customer service	Customer survey Complaints system	Activity Data re: response times	Director Corporate Services	
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 the integration of financial and asset management systems	Improved financial sustainability and management of costs	Systems upgrades	Finance Manager Director Corporate Services Director Technical 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.
2.1.3.5	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 Council's 4-year Delivery Program	Workforce Development Plan implemented No key position is vacant for longer than six months	Director of Corporate Services	
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 4-year Delivery Program	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	Equal Employment & Opportunity Policy to be integrated with Disability Inclusion Action Plan	Merit based employment in an inclusive and accessible workplace	Annual Disability & Carers Action Plan 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	Provide career development opportunities 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.
2.1.3.5.3.2	Continue the development of service specific and multi-skilled teams	Collaboration and increased organisational capacity	Staff Survey Performance Reviews	Finance Manager	
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:	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 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.
		Governance and financial management Council Committees			
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	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

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.
2.1.3.7	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
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

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.
2.1.3.8.2	Investigate feasibility of enhancing the sustainability of infrastructure and community assets via community energy projects	Reduction in energy costs associated with the operation of community assets	Feasibility Study Conducted	Finance Manager	
2.1.3.8.3	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	
2.1.3.8.4	Financial reporting and project management Stronger Country Communities Fund	Timely delivery of projects within budget	Quarterly Reporting Project Acquittals	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

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.
2.2.1.1.2	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
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 2018 – 2019

	2018/19 Budget \$
Capital expenditures	(1,328,770)
Capital source of funds	404,000
Net Capital funds results	(924,770)
Operating expenditure	(1,796,648)
Operating source of funds	13,388,201
Net Operating result	11,591,552
Net funds / surplus (Deficit)	10,666,782



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

Supported and engaged communities

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
3.1.1.3	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
3.1.1.3.1	Commence planning for the review of the Children and Families Strategy 2015 - 2019	Effectiveness of local projects and services for children and families will be identified Service gaps identified	Review commenced	Strategic and Social Planning Coordinator	

Supported and engaged communities

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.
	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 due 2019	Strategic and Social Planning Coordinator	

Supported and engaged communities

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	

Supported and engaged communities

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 Services Corporate	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	

Supported and engaged communities

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.
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	Provision of funding to be incorporated in Council LTFP for the upgrade of the facilities	Improvement in drinking water quality as targeted in Councils Drinking Water Risk management Plan	Environmental Engineer	1510 1511 4240 4110

Supported and engaged communities

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.
	production at Finley and Barooga Water plant/s				
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
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

Supported and engaged communities

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.
					1213
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

Supported and engaged communities

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.
3.1.4.3.1	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
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

Supported and engaged communities

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.
3.1.4.4.1	Installation of toilets at local cemeteries	Facilities provided for visitors and community members attending graveside services	Toilets installed	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	Development Manager	1111

Supported and engaged communities

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 Corporate Services Library Manager	1710
	Conduct a review of the Library Services Strategic Plan	Strategic direction and operations of the Library Service is reviewed	Survey of Library Patrons / Staff	Library Manager Strategic and Social Planning Coordinator	
3.2.1.1.2	Extend Tocumwal Library	Access to space needed to conduct Library program/events	Extension completed on time and within budget	Library Manager	1710

Supported and engaged communities

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	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
3.2.1.1.4	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
3.2.1.1.5	Partner in the collection and preservation of local history	Local history retained	Activities undertaken	Director Corporate Services	1710
3.2.1.1.6	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

Supported and engaged communities

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	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
3.2.1.2.1	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.: International Womens Day Childrens Week Youth Week	Engaged community and increased awareness of issues that impact community wellbeing	Surveys No. of engagement activities held	Strategic and Social Planning Coordinator	1313

Supported and engaged communities

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.
3.2.1.3	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

Supported and engaged communities

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

Supported and engaged communities summary budget 2018 – 2019

	2018/19 Budget \$
Capital expenditures	(6,444,413)
Capital source of funds	6,147,849
Net Capital funds results	(296,564)
Operating expenditure	(6,597,437)
Operating source of funds	4,067,977
Net Operating result	(2,529,460)
Net funds / surplus (Deficit)	(2,826,024)



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

Diverse and resilient business

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	Implement Berrigan Shire Economic Development Plan 2017 – 2021	Economic Development Plan implemented	Quarterly Reporting of actions / activities	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	
4.1.1.1.2	Assist local retailers and business access support related to growing their business online	Local business and retailers have information about how they can combine street presence with an online presence	Local Training held Attendance	Economic and Industry Development Liaison	

Diverse and resilient business

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.
4.1.1.1.3	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	
4.1.1.1.4	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	

Diverse and resilient business

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	

Diverse and resilient business

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.
4.1.1.3.1	Investigate and develop business case for the development and release of residential lots Finley Railway Park	Economic costs and benefits are identified	Business Case developed	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	Economic and Industry Development Liaison	
4.1.1.4.1	Investigate and develop business case for the development of Stage IV Tocumwal Aerodrome	Economic costs and benefits are identified	Business Case Developed	Economic and Industry Development Liaison	

Diverse and resilient business

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	
4.1.2.1.1	Develop quarterly program providing networking opportunities, and information and support	Local business provided with a range of networking opportunities	Attendance		
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	

Diverse and resilient business

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	Berrigan Business Awards	Staging of themed Awards informed by stakeholder feedback	Number of Nominees that accept nominations Conduct of Business Awards	Economic and Industry Development Liaison	

Diverse and resilient business

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	
4.2.1.1.1	Commence construction Stage 1 – Tocumwal Foreshore and Economic Revitalisation Project; Murray River Experience	Construction of Splash Park, Associate Road and Levee Works, Town Square and Riverview Café			

Diverse and resilient business

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.
4.2.1.1.1.2	Continue to investigate options for the development of Tocumwal Historic Aerodrome Museum	Economic, cultural and heritage value of the collection identified	Options for the collection and visitor experience are identified and implemented	Economic and Industry Development Liaison	
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	
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	

Diverse and resilient business

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.
4.2.1.4	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	

Diverse and resilient business

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	

Diverse and resilient business

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	

Diverse and resilient business

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 Tocumwal Aerodrome maintains registration	Director Technical Services

Diverse and resilient business

Diverse and resilient business

Diverse and resilient business summary budget 2018 – 2019

	2018/19 Budget \$
Capital expenditures	(75,000)
Capital source of funds	-
Net Capital funds results	(75,000)
Operating expenditure	(1,059,167)
Operating source of funds	395,818
Net Operating result	(663,349)
Net funds / surplus (Deficit)	(738,349)



Section 3 – Revenue & Charging

Rates

Water and Sewer Supply Services

Fees and Charges

✓ Council Rates

Council Rates

2018/2019

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 2018/19 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.

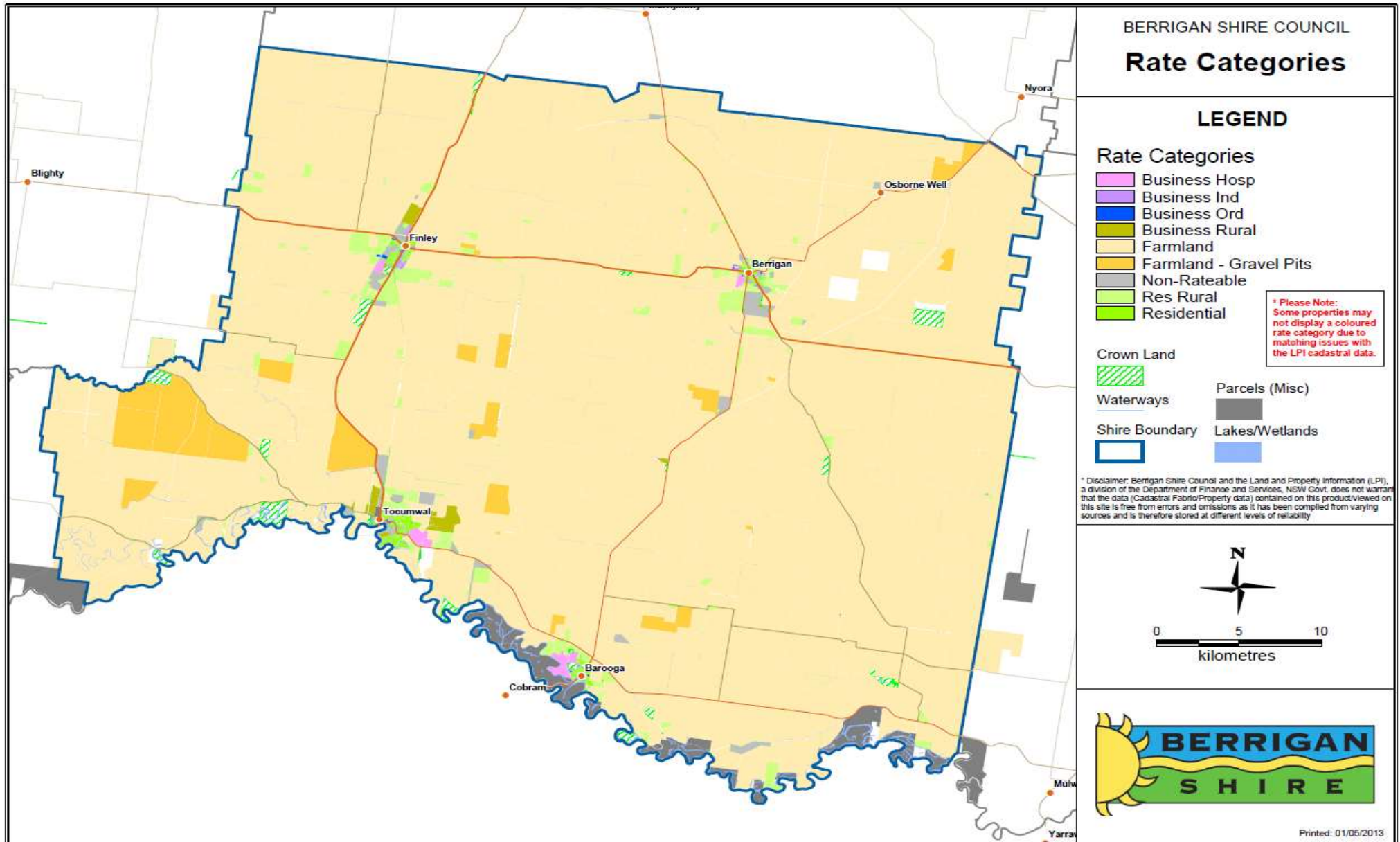
Calculating your ordinary rate

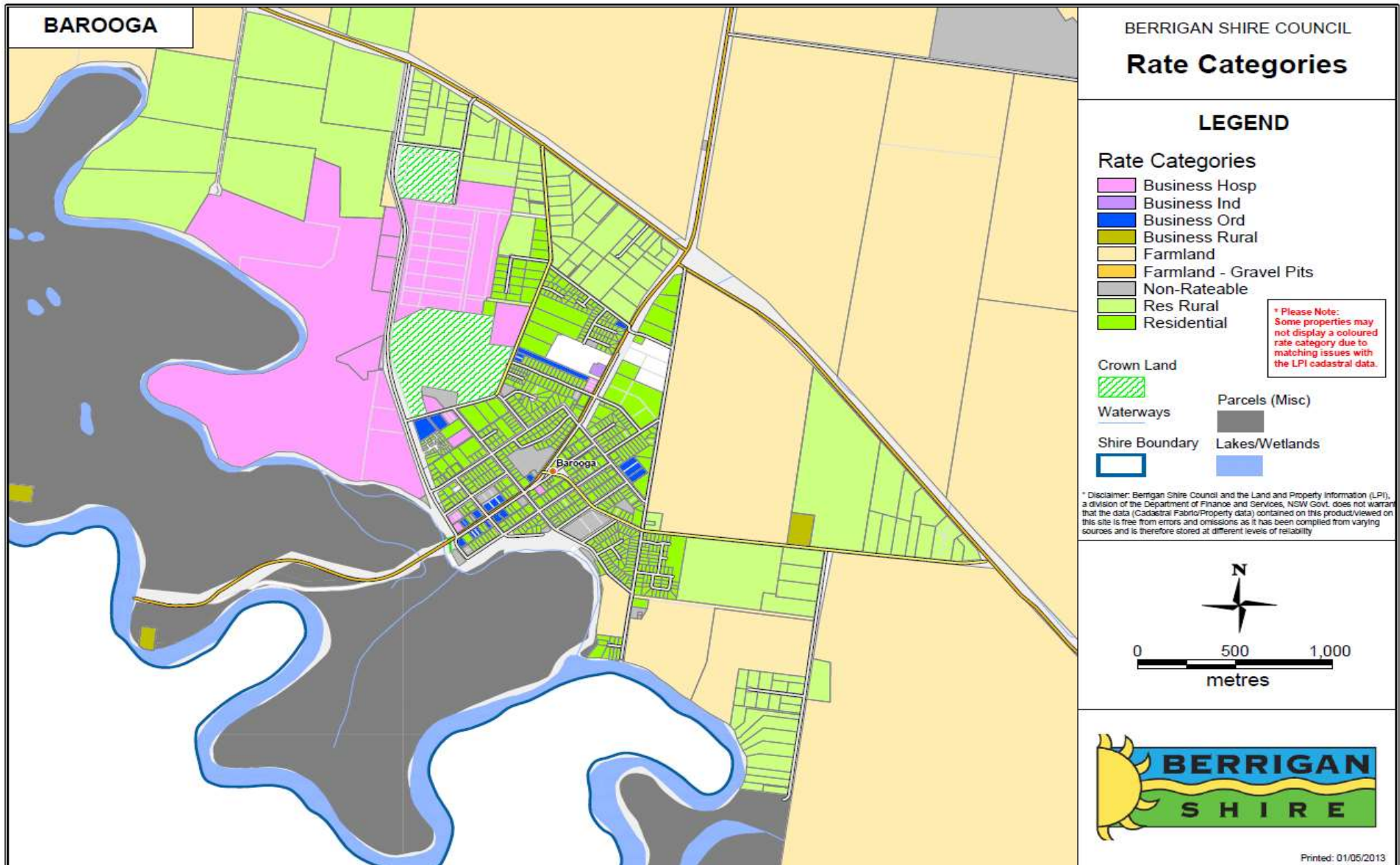
Check the following maps. For example, if your land is categorised for rating purposes as Farmland the rate is calculated by multiplying your 2016 valuation by the rate in the dollar.

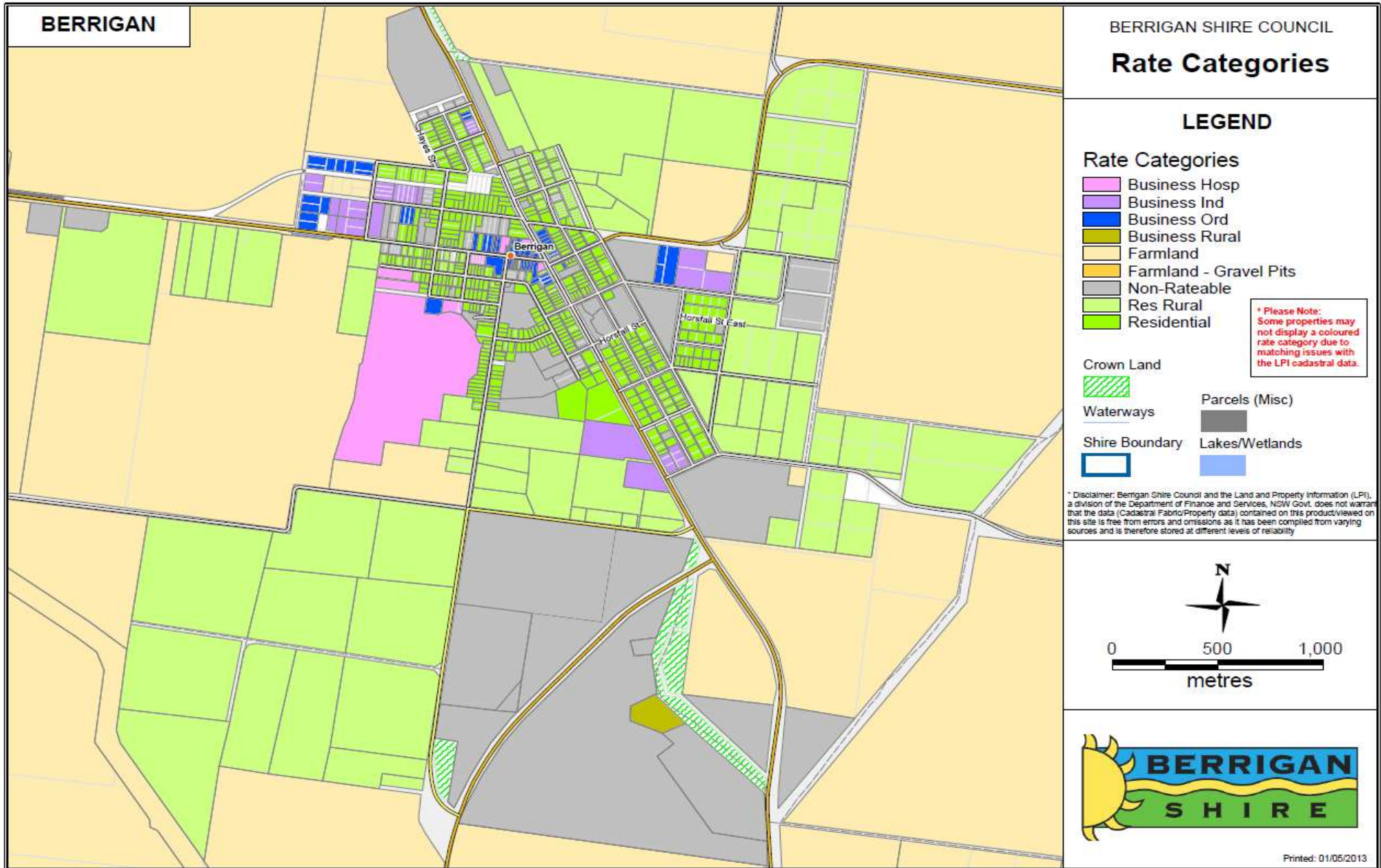
The Farmland rate applies to all farmland in the Shire.

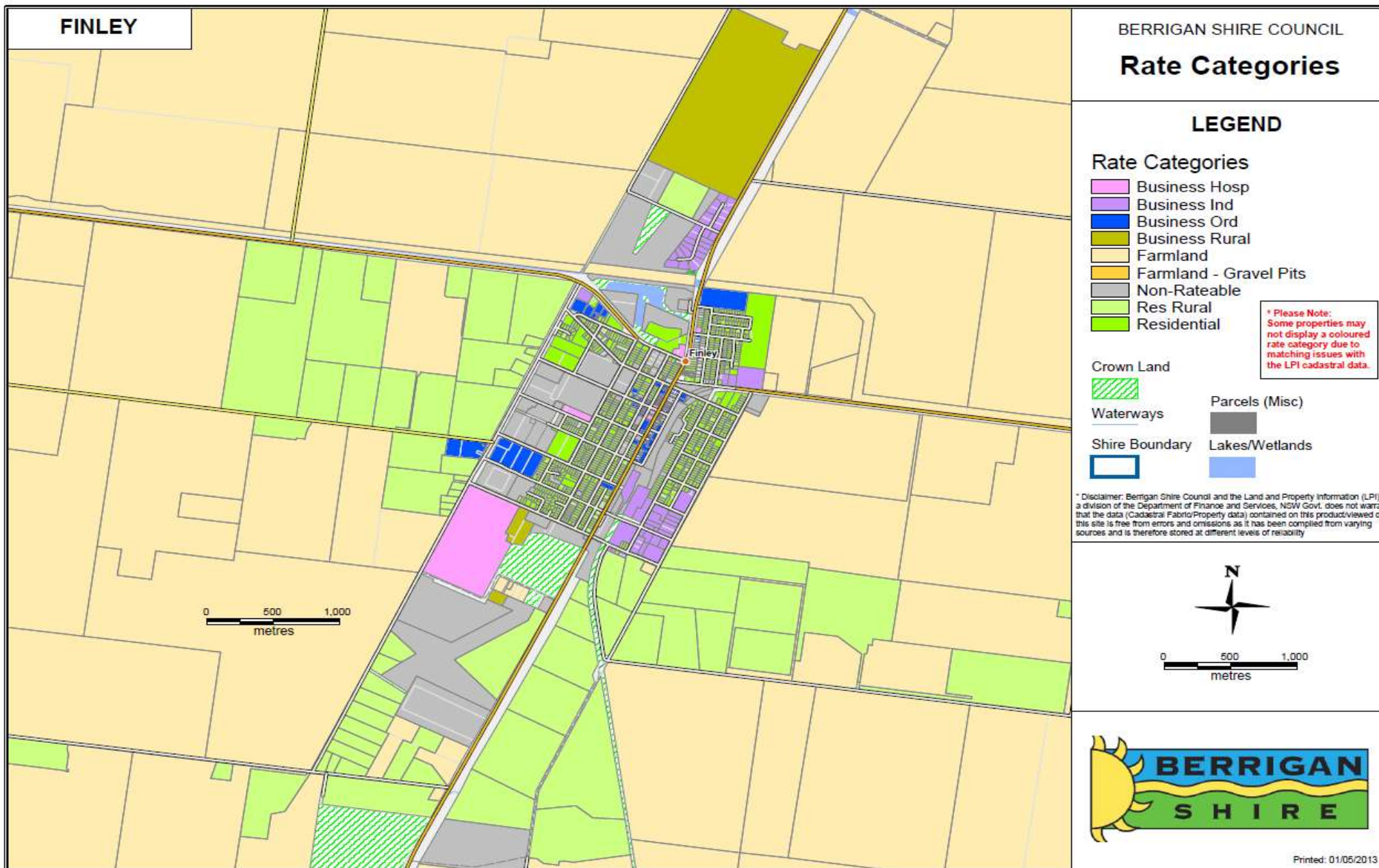
The Business rate varies by urban/town locations and the rate is applied to land categorised Business Ordinary, Business Hospitality, Business Rural. Each category has the same value as the residential rate of its urban/town location.

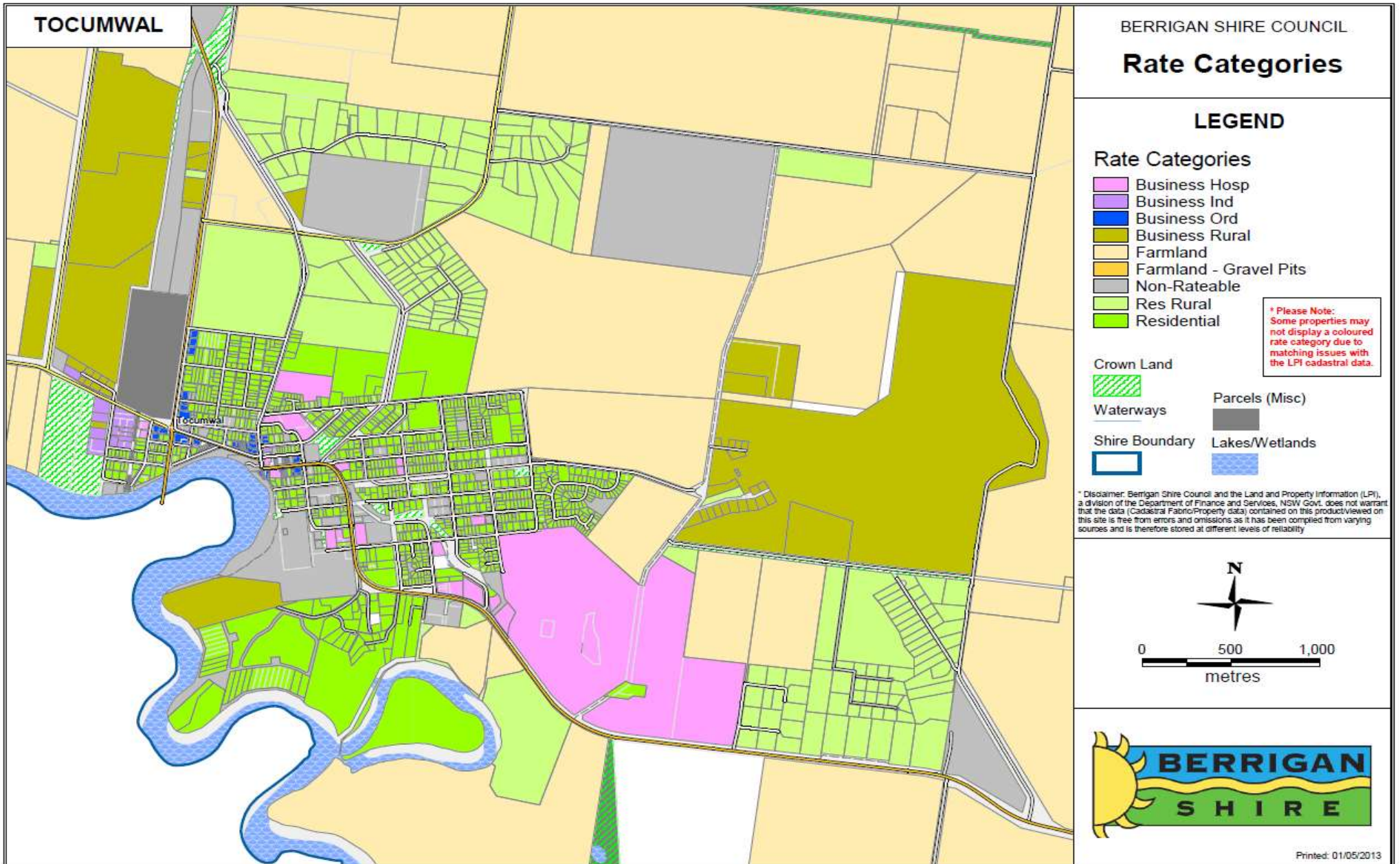
The average property in each town pays the same level of Ordinary Rate.











Waste and Stormwater Charges

Stormwater Management Service 2018/19

Service provided	2018/19 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 2018/19

Service provided	2018/19 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.	\$539.00	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.	\$115.00	2.6%
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.	\$154.00	2.6%

Waste Management Service Charges 2018/19

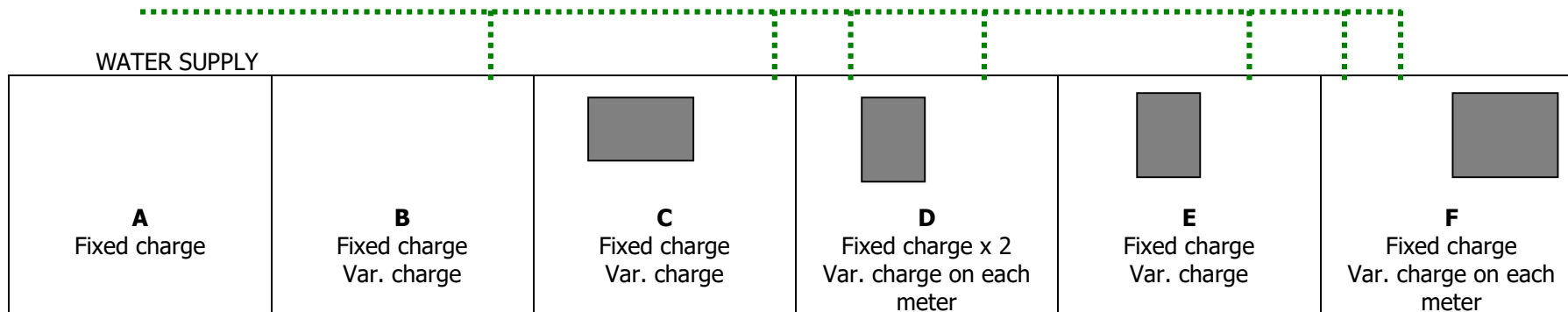
Service provided	2018/19 Fee (\$ per annum)	% Variation
Domestic Waste Collected 1 x Weekly pick up of 120 litre small garbage bin. (Green) 1 x Fortnightly pick up of 240 litre recycling bin. (Blue)	\$306.00	9.7%
Additional Service (Collected) 1 x Weekly pick up of 120 litre small garbage bin (Green)	\$192.00	2.5%
Uncollected (vacant charge) Charged on vacant land within the collection zone – no service is provided.	\$56.00	2.5%
Business / Non Residential Garbage Charge 1 x Weekly pick up of 240 litre big bin. (Green)	\$268.00	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)	\$414.00	7.8%
Recycling Collected 1 x Fortnightly pick up of 240 litre recycling bin. (Blue)	\$147.00	18.55%

Waste and Stormwater Charges

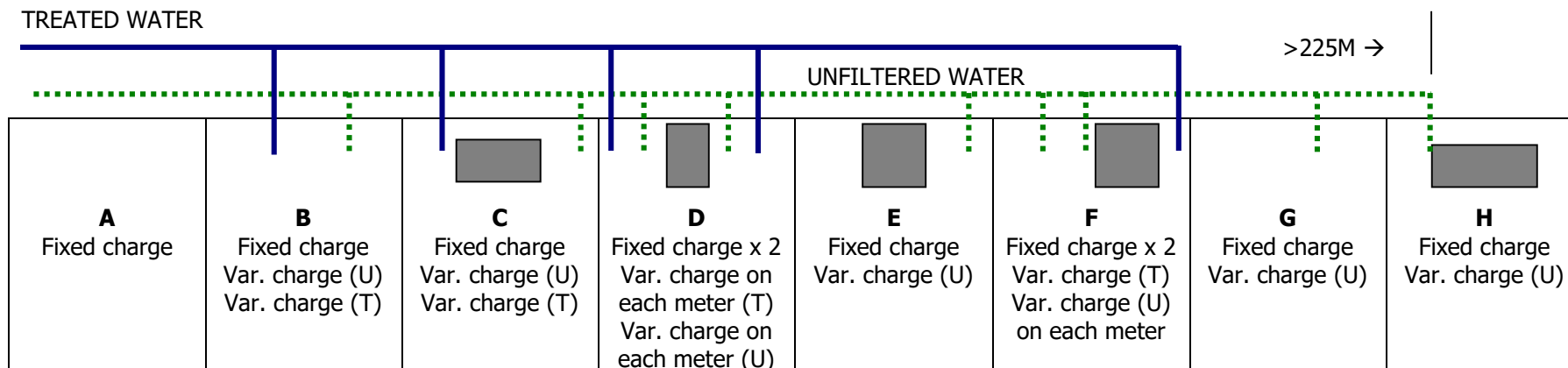
Water Access and Consumption Charges 2018/19



Service provided	2018/19 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	0%
Water Consumption Charges – Unfiltered (Barooga, Berrigan & Finley)	\$0.77 per kl (stage 4 restrictions in force) \$0.55 per kl (other restrictions in force) \$0.50 per kl (no restrictions)	6%
Water Consumption Charges – Treated (Barooga, Berrigan & Finley)	\$1.55 per kl (stage 4 restrictions in force) \$1.10 per kl (other restrictions in force) \$1.00 per kl (no restrictions)	6%
Water Consumption Charges – Treated (Tocumwal)	\$1.03 per kl (stage 4 restrictions in force) \$0.73 per kl (other restrictions in force) \$0.66 per kl (no restrictions)	6%

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 



Policy

Revenue Policy

Version 03

File Reference No:	25.138.1
Strategic Outcome:	Good government
Date of Adoption:	20/06/2018
Date for Review:	19/06/2019
Responsible Officer:	Director Corporate Services

POLICY STATEMENT

Clause 201 of the *Local Government (General) Regulation 2005* requires Berrigan Shire Council to prepare an annual statement of the Council's revenue policy

This policy provides information regarding the levying of Council's rates, its fees and charges and other major income sources.

Rates and charges provide Council with a major source of revenue to meet the cost of providing services to residents of the Shire.

1. PURPOSE

The rates and charges described below are levied to provide the net funding requirements of the programs and initiatives identified in the Annual Operational Plan 2018/19.

2. SCOPE

This policy covers the setting and levying of all Council rates, charges and fees for the financial year ending 30 June 2019.

3. OBJECTIVE

This policy is developed to assist the Council with the following Delivery Program 2017 – 2021 Objectives:

- 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance.

4. POLICY IMPLEMENTATION

Total revenue raised from the levying of land rates continues to be capped by the State Government with the Independent Pricing & Regulatory Tribunal (IPART) having developed a Local Government Cost Index (LGCI) for use in setting the maximum allowable increase in general income for local government. IPART has set the maximum allowable increase as 2.3% for the 2018/19 rating year.



Policy

1.1 Ordinary Rates

Section 494 of the *Local Government Act 1993* (LGA), requires Council to make and levy an Ordinary rate for each year on all rateable land in the local government area.

Ordinary rates are applied to properties based on applying an ad Valorem Rate-in-\$ to the independent land valuations provided by the NSW Department of Lands (Valuer General's Office).

Council is required to use the latest valuations received up until 30 June of the previous year for rating purposes in the current financial year. Shire-wide general revaluations are undertaken every 3 years.

Valuations, with a base date 01/07/2016, will be used for rating purposes for 01/07/2018 – 30/06/2019.

In accordance with Section 493 and 514 of the *Local Government Act 1993*, all parcels of rateable land within Councils boundaries have been declared to be within one of the following categories:

- Farmland
- Residential
- Business
- Mining

The determination of the sub category for each parcel of rateable land is in accordance with the definitions set out in Sections 515, 516, 517, 518, 518A, 519 and 529 of the *Local Government Act 1993*.

The applicable subcategories for each category are as follows:

1.1.1 Farmland subcategories

- Farmland – Berrigan
- Farmland – Barooga
- Farmland – Finley
- Farmland – Tocumwal
- Farmland – Gravel Pits

1.1.2 Residential subcategories

- Residential
- Residential – Barooga
- Residential – Berrigan
- Residential – Finley
- Residential – Tocumwal
- Residential Rural – Barooga
- Residential Rural – Berrigan



Policy

- Residential Rural – Finley
- Residential Rural – Tocumwal
- Residential – River Land Barooga
- Residential – River Land Tocumwal

1.1.3 *Business subcategories*

- Business Ordinary – Barooga
- Business Ordinary – Berrigan
- Business Ordinary – Finley
- Business Ordinary – Tocumwal
- Business Industrial – Berrigan
- Business Industrial – Finley
- Business Industrial – Tocumwal
- Business Industrial – Barooga
- Business Hospitality – Berrigan
- Business Hospitality – Barooga
- Business Hospitality – Finley
- Business Hospitality – Tocumwal
- Business Rural – Barooga
- Business Rural – Berrigan
- Business Rural – Finley
- Business Rural – Tocumwal

1.1.4 *Mining subcategories*

- Mining – Berrigan
- Mining – Barooga
- Mining – Finley
- Mining – Tocumwal

1.1.5 *Rating scenario*

The ordinary rates proposed by the Council for 2018-2019 contain a 2.3% increase, which is the increase determined by the Independent Pricing and Regulatory Tribunal (IPART).

The Ordinary rates table below illustrates the proposed rating scenario for Berrigan Shire Council. This information is based on the rating database up to June 2018.

FARMLAND

The Farmland rate is sub-categorised into regional districts, based on the urban/town locations. The farmland rate will be one ad Valorem rate shire wide.

Farmland – Ad Valorem Rate = \$0.0060522 in the dollar, based on the 2016 unimproved capital value of the property.



Policy

Estimated Total Yield of Farmland = \$1,840,268

(Farmland = 36.58% of the total yield)

RESIDENTIAL – BAROOGA

The Residential rate for Barooga is worked out on the basis that the average valued property in Barooga will pay the same as the average valued property in each town in the Shire. The Residential category may apply if the land is zoned or designated for residential purposes

Residential Barooga – Ad Valorem Rate = \$0.010739 in the dollar, based on the 2016 unimproved capital value of the property.

Estimated Total Yield of Residential Barooga = \$556,736

BUSINESS – BAROOGA

Land is categorised as Business-Barooga if it is of a business, commercial or industrial nature. Business- Barooga has four sub-categories: Business Industry, Business Ordinary, Business Hospitality and Business Rural Each category has the same ad Valorem as Residential Barooga.

Business Barooga – Ad Valorem = 0.010739 in the dollar, based on the 2016 unimproved capital value of the property.

Estimated total yield of Business Barooga = \$93,774.00

(Residential and Business Barooga = 12.66% of the total yield)

RESIDENTIAL – BERRIGAN

The Residential rate for Berrigan is worked out on the basis that the average valued property in Berrigan will pay the same as the average valued property in each town in the Shire. The Residential category may apply if the land is zoned or designated for residential purposes.

Residential Berrigan – Ad Valorem Rate = 0.034909 in the dollar, based on the 2016 unimproved capital value of the property.

Estimated total yield of Residential Berrigan = \$336,604

BUSINESS – BERRIGAN

Land is categorised as Business-Berrigan if it is of a business, commercial or industrial nature. Business- Berrigan has four sub-categories: Business Industry, Business Ordinary, Business Hospitality and Business Rural. Each category has the same ad Valorem as Residential Berrigan.



Policy

Business Berrigan – Ad Valorem = 0.034909 in the dollar, based on the 2016 unimproved capital value of the property.

Estimated total yield of Business Berrigan = \$77,628.00

(Residential and Business Berrigan = 8.06% of the total yield)

RESIDENTIAL – FINLEY

The Residential rate for Finley is worked out on the basis that the average valued property in Finley will pay the same as the average valued property in each town in the Shire. The Residential category may apply if the land is zoned or designated for residential purposes.

Residential Finley – Ad Valorem = \$0.027392 in the dollar, based on the 2016 unimproved capital value of the property.

Estimated total yield of Residential Finley = \$680,798

BUSINESS - FINLEY

Land is categorised as Business - Finley if it is of a business, commercial or industrial nature. Business - Finley has four sub-categories: Business Industry, Business Ordinary, Business Hospitality and Business Rural. Each category has the same ad Valorem as Residential Finley.

Business Finley – Ad Valorem = \$0.027392 in the dollar, based on the 2016 unimproved capital value of the property.

Estimated total yield of Business Finley = \$161,235

(Residential and Business Finley = 16.38% of the total yield)

RESIDENTIAL – TOCUMWAL

The Residential rate for Tocumwal is worked out on the basis that the average valued property in Tocumwal will pay the same as the average valued property in all towns shire wide. The Residential category may apply if the land is zoned or designated for residential purposes

Residential Tocumwal – Ad Valorem Rate = 0.011491 in the dollar, based on the unimproved capital value of the property.

Estimated total yield of Residential Tocumwal = \$757,648

Land is categorised as Business -Tocumwal if it is of a business, commercial or industrial nature. Business-Tocumwal has four sub-categories: Business Industry, Business Ordinary, Business Hospitality and Business Rural. Each category has the same ad Valorem as Residential Tocumwal



Policy

Business Tocumwal – Ad Valorem = 0.011491 in the dollar, based on the 2016 unimproved capital value of the property.

Estimated total yield of Business Tocumwal = \$192,133

(Residential and Business Tocumwal = 18.36% of the total yield)

RESIDENTIAL RURAL

The Residential Rural rate is a Residential sub-category and is based on the criteria provided by the LGA, it usually located outside a town category. The ad Valorem is less to reflect less use of town facilities. The ad Valorem is the same across the shire.

Residential Rural – Ad Valorem = \$0.006432 in the dollar, based on the 2016 unimproved capital value of the property.

Total yield of Residential Rural = \$349,425

(Residential Rural = 6.8% of the total yield)

RESIDENTIAL – Riverland Tocumwal

This is a sub-category of Residential and is for semi-rural properties that may not strictly fit Residential or Rural Residential criteria and will generally be less than the adjoining towns' rate.

Residential – Ad Valorem = \$0.0085978 in the dollar, based on the 2016 unimproved capital value of the property.

Total Yield of Residential = \$52,386.00

(Residential = 1.01% of the total yield)

1.2 Annual service and utility charges

1.2.1 ***Domestic Waste and Non-Domestic Waste Management Services***

Berrigan Shire Council intends to make the following charges for levying in 2017-2018 to meet the reasonable costs associated with the collection, disposal and recycling of waste in accordance with Sections 496, 501 and 504 of the *Local Government Act* 1993.



Policy

Berrigan Shire Council will levy annual charges for the following services:

2018/19 WASTE MANAGEMENT SERVICE CHARGES

SERVICE PROVIDED	2018/19 FEE (\$) PER ANNUM	ESTIMATED REVENUE 2018/19	% 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)	\$306.00	\$1,003,068	9.7%
Additional Service Collected 1 x Weekly Pick up of 120 litre small garbage bin (Green)	\$192.00	\$2,688	2.5%
Uncollected (vacant charge) Charged on vacant land within the collection zone – no service is provided.	\$56.00	\$14,224	2.5%
Business / Non Residential Garbage Charge 1 x Weekly pick up of 240 litre big bin. (Green)	\$268.00	\$65,124	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)	\$414.00	\$11,592	7.8%
Recycling Collected 1 x Fortnightly pick up of 240 litre recycling bin. (Blue)	\$147.00	\$4,263	18.55%

1.2.2 Sewer Charges

In accordance with the provisions of Section 535, 501 and 552 of the *Local Government Act* 1993, a special rate or charge relating to sewerage will be levied on all rateable land confined within the area shown on each of the Town Sewer Supply areas except:

- i) Land which is more than 75 metres from a sewer of the Council and is not connected to the sewer;



Policy

- ii) Land from which sewerage could not be discharged into any sewer of the Council.

Berrigan Shire Sewerage will operate as one entity and each rateable property in Barooga, Berrigan, Finley and Tocumwal will have the same sewerage supply charge applied as specified in Council's Annual Fees and Charges. In addition, a standard pedestal charge per cistern/water closet in excess of two will be raised on all rateable properties with more than 2 cisterns/water closets.

In special circumstances, an on-site low pressure sewer maintenance charge will apply to those properties connected to Council's sewer supply via a low-pressure sewer pump. The Council will maintain the pump in perpetuity subject to the owner of the property entering into an agreement for maintenance and paying the annual low- pressure charge.

These charges are specified in Council's Annual Fees and Charges.

- For non-rateable properties

A standard pedestal charge per cistern/water closet will be raised on all non-rateable properties connected to the sewerage supply.

- For rateable properties outside village boundaries

Rateable properties outside the existing village boundaries, and connected to the town sewer supply, will be charged the normal town sewer supply charges, including pedestal charges if applicable.

The Table below sets out the intended sewer charges for 2018/19:

2018/19 SEWER CHARGES

SERVICE PROVIDED	FEE PER ANNUM	ESTIMATED REVENUE	% VARIATION
Sewer Supply Charge Charged to all rateable land utilising the town sewer system or zoned residential and within 75m of Councils sewer system.	\$539.00	\$1,881,924	2.3%
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-	\$115.00	\$168,360	2.3%



Policy

rateable properties connected to the sewer supply			
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	\$16,350	3%

1.2.3 Stormwater Management Services

Under the provisions of Section 535 of the *Local Government Act 1993*, Council has resolved to levy a Stormwater Management Services Charge in accordance with Sections 496A of the *Local Government Act*, and clause 125A and clause 125AA, of the *Local Government (General) Regulation 2005*

This charge will be applicable for each non-vacant urban property, or all eligible properties for which the works or service is either provided or proposed to be provided.

2018/19 STORMWATER MANAGEMENT SERVICES

<u>SERVICE PROVIDED</u>	<u>FEE PER ANNUM</u>	<u>% VARIATION</u>
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%

Total Estimated Yield for Stormwater Management 2018/19 - \$73,325

1.2.4 Water Supply Charges

In accordance with the provisions of Section 501, 502, 535 and 552 of the *Local Government Act 1993*, Council has resolved that water supply charges be levied on all properties that

- i) Land that is supplied with water from a water pipe of the Council; or
- ii) Land that is situated within 225 metres of a water pipe of the Council, whether the land has a frontage or not to the public road (if any) in which the water pipe is laid, and confined within the area shown on each of the



Policy

Town Water Supply areas, even though the land is not actually supplied with water from any water pipe of the Council;

subject to, water being able to be supplied to some part of the land from a standpipe at least 1 metre in height from the ground level, if such a pipe were laid and connected to Council's main.

Except for those non-rateable properties described below:

Non-rateable State Government properties of non-commercial nature without a water connection and not using the service will not be levied an annual fixed Water Access Charge.

2018/19 WATER ACCESS AND CONSUMPTION CHARGES

SERVICE PROVIDED	FEE PER ANNUM	ESTIMATED REVENUE 2018/19	% 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 Appendix A)	\$523.00	\$2,048,591	0%
Water Consumption Charges – Unfiltered (Barooga, Berrigan & Finley)	\$0.77 per kl (stage 4 restrictions in force) \$0.55 per kl (other restrictions in force) \$0.50 per kl (no restrictions)		6%
Water Consumption Charges – Treated (Barooga, Berrigan & Finley)	\$1.55 per kl (stage 4 restrictions in force) \$1.10 per kl (other restrictions in force) \$1.00 per kl (no restrictions)		6%
Water Consumption Charges – Treated (Tocumwal)	\$1.03 per kl (stage 4 restrictions in force) \$0.73 per kl (other restrictions in force) \$0.66 per kl (no restrictions)		6%



Policy

Water meter reads are scheduled four (4) times a year with payment generally required thirty days (30) after the issue date of the account.

1.3 Payment of Rates and Service Charges

1.3.1 **Payment and due dates**

Berrigan Shire rates and charges are payable in full or by quarterly instalments in accordance with Section 562 of the *Local Government Act 1993*.

Annual Rates and charges notices are issued in July each year and are payable in four (4) instalments on 31 August, 30 November, 28 February and 31 May.

A rate notice, or rate instalment notice, is issued at least thirty (30) days before each instalment is due.

Water Consumption Notices are issued on a quarterly basis, approximately 30 days before the charge is due for payment.

Council may agree to enter into a payment plan with a person. The amount and frequency of the payments under the agreement are required to be acceptable to Council.

Council requires all ratepayers to pay their rates in full by the due date(s). However, some ratepayers experience genuine financial hardship and may consequently request Council to consider alternative arrangements in respect of the timing of their rate payments.

Such requests must be made prior to any recovery action being undertaken, including legal action.

1.3.2 **Concessions**

i) Pensioner Concessions

Section 575 of the *Local Government Act 1993*, provides for concessions on Council rates and charges for eligible pensioners. By virtue of Section 575, an eligible pensioner may apply to Council for annual concessions on a rate or charge of:

- Up to \$250.00 on all ordinary rates and charges for domestic waste management services
- Up to \$87.50 on annual water charges.
- Up to \$87.50 on annual sewer charges

Applications for concessions must be made in writing using the appropriate form available from Council's Rates Department.

The Council believes that the concession rates set by the NSW State Government are adequate, equitable and require no additional concession to be offered by the Council.



Policy

ii) Developer Concessions

Council may offer incentives in the form of rating waivers relative to annual water and sewerage charges to developers involved with multi-lot subdivisions. Applications for developer concessions are as follows:

- Written application should be submitted to the Council prior to 31st May for consideration at the June Meeting.
- Annual water and sewerage charges may be waived on the undeveloped lots of a subdivision, up to a maximum period of three (3) years, or until the lots are built upon, sold, leased or otherwise occupied (whichever is the sooner).
- No concessions under this section are given for Domestic Waste, Storm water, Pedestal or Water Consumption Charges.

1.3.3 **Hardship Provisions**

Ratepayers having difficulty meeting their commitments may be eligible for assistance and consideration.

All applications for assistance and consideration will be assessed as per the Council's adopted Hardship Policy.

1.3.4 **Recovery of Rates and Charges, Including Water Consumption Charges**

i) Reminder Notices

- If an instalment or charge is not paid within fourteen (14) days of the instalment or payment date, a reminder letter will be issued requesting payment within twenty one (21) days.
- If the debt remains unpaid after this time, a final notice will be issued giving fourteen (14) days to pay.
- If an instalment or charge amount of current defaulters are less than \$300.00, initial external recovery action may be deferred until outstanding amounts reach this amount, however this will be at the discretion of the Revenue Officer.
- If the debt remains unpaid, the debt may then be referred to Councils debt recovery agency.

ii) Recovery Action – Debt Recovery Agency Procedures

- The debt recovery agency will as soon as possible, after receipt of the referral from the Council, issue a letter of demand in relation to each overdue amount advising that the Council has referred the debt to the agency for collection and that payment is required.
- Following the expiration of the payment period, the debt collection agency will issue a solicitor's letter.



Policy

- Legal proceedings will then be commenced if these notices or letters are disregarded, or if arrangements are not adhered to, with the approval of the Revenue Officer.

Note 1: Legal action procedures will be undertaken within the guidelines of the Uniform Civil Procedure Rules and the NSW *Local Government Act*. All costs associated with debt recovery will be charged to the debtor. All costs awarded by the Court will be levied as a charge against the land.

Note 2: If legal action is commenced and costs incurred prior to a debtor applying under the Hardship Provisions, then such costs will be charged to the debtor and shall not be waived, unless under the direction of the General Manager.

iii) Arrangements to Repay Rates and Charges

- A ratepayer may enter into a weekly, fortnightly or monthly arrangement to repay the rates and charges with the Council or Council's debt collection agency with a view that the arrangement will have rates and charges paid in full within twelve (12) months. Normal interest charges apply to these arrangements.
- Council's Rates Department may enter into a longer term repayment arrangement if in their opinion a ratepayer's financial circumstances warrant this. Normal interest charges apply to these arrangements.
- Ratepayers are to be advised at the time of making a repayment arrangement that if an arrangement is dishonored or changed without prior Council approval, then recovery action may commence without further notice.

iv) Interest Charges

The Council increases overdue rates by the maximum allowable in accordance with Section 566 of the *Local Government Act* 1993.

Council may write off interest charges on overdue rates, in accordance with Section 567 of the *Local Government Act* 1993. Ratepayers seeking to have interest written off under hardship provisions are to submit a written application to Council's Rates Department.

v) Sale of Property for Overdue Rates

Under Section 713 of the *Local Government Act* 1993, the Council may:

- Sell any land (including vacant land) on which any rate or charge has remained unpaid for more than five (5) years from the date on which it became payable.
- Sell any vacant land on which any rate or charge has remained unpaid for more than one year, provided that the amount of such rates and charges are more than the land valuation it received from the NSW Valuer-General.



Policy

- Any sale will be carried out by public auction in accordance with the process outlined in the Local Government Act 1993.

1.4 User Fees and Charges

1.4.1 **Fee and Charge Setting Principles**

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 specific fee and charge setting principles as shown below apply.

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

1.4.2 **Fee setting 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 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.) will appear beside the various fees and charges in the Register of Fees and Charges. Where an asterisk



Policy

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 (General) Regulation 2005* – as disclosure could confer a commercial advantage on a competitor of the Council.

1.4.3 Goods and Services Tax

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.

1.4.4 Register of Fees and Charges

The complete Register of Fees and Charges is detailed in a separate document included in the 2018/19 Operational Plan.

1.5 Borrowings

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

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



Policy

Loan Redemption - 2018/19 to 2021/22

FUND	2018 / 2019	2019/2020	2020/2021	2021/2022
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	(\$30,065)	(\$25,774)	(\$21,250)	(\$17,4)
NETT COST	\$170,423	\$174,714	\$179,238	\$179,238
General	\$200,488	\$200,488	\$200,488	\$200,488

The external borrowing is a long term credit-foncier loan at fixed interest rate repayable by monthly instalments and secured against the Council's revenues.

The Local Infrastructure Renewal Scheme (LIRS) provides the Council a 3% per annum interest rate subsidy on eligible loans. For the LIRS drainage loan, this is between \$25,000 and \$38,000 per annum over the first four years. Claims are made six monthly.

RELATED POLICIES OR STRATEGIES

1.6 Legislation

- *Local Government Act 1993*
- Local Government (General) Regulation 1994

1.7 Council policies and guidelines

- Berrigan Shire 2027 (Community Strategic Plan)
- Berrigan Shire Council Delivery Program 2017 – 2021
- Berrigan Shire Council Annual Operational Plan 2017 - 2018
- User Fees and Charges Policy
- Hardship Policy

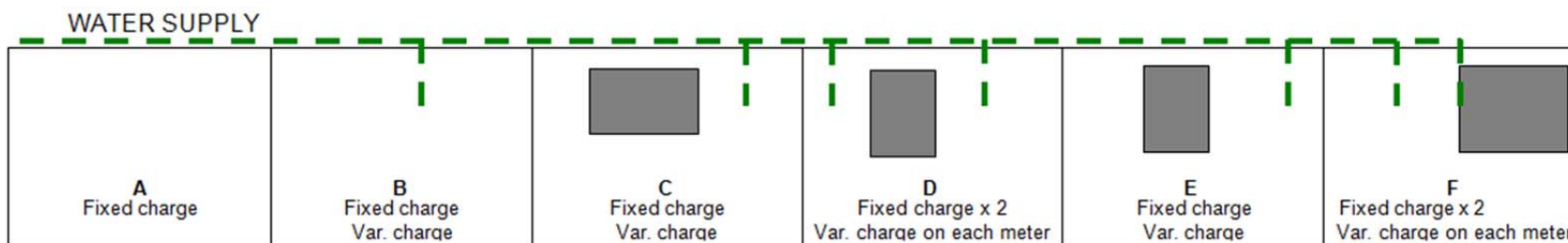


Policy

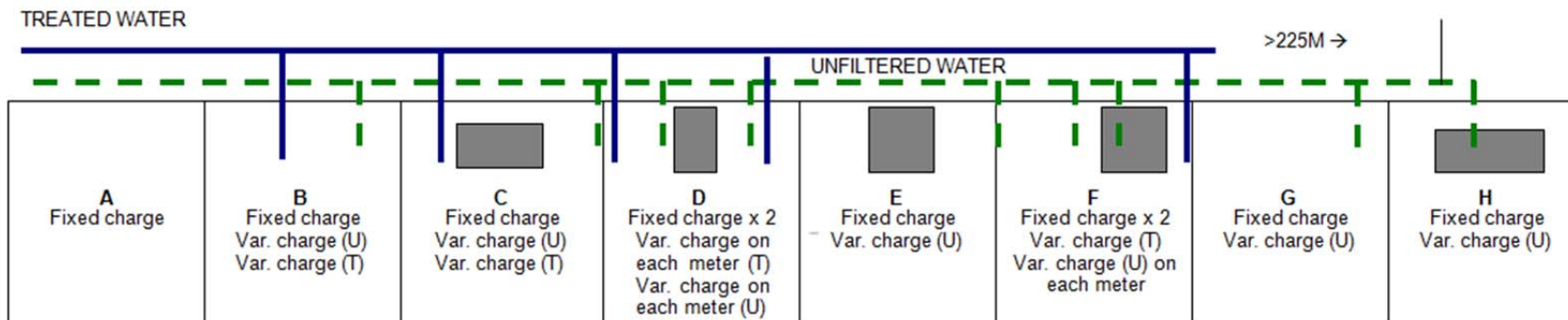
APPENDIX A

1. WHERE SINGLE SUPPLY IS AVAILABLE TO PROPERTY

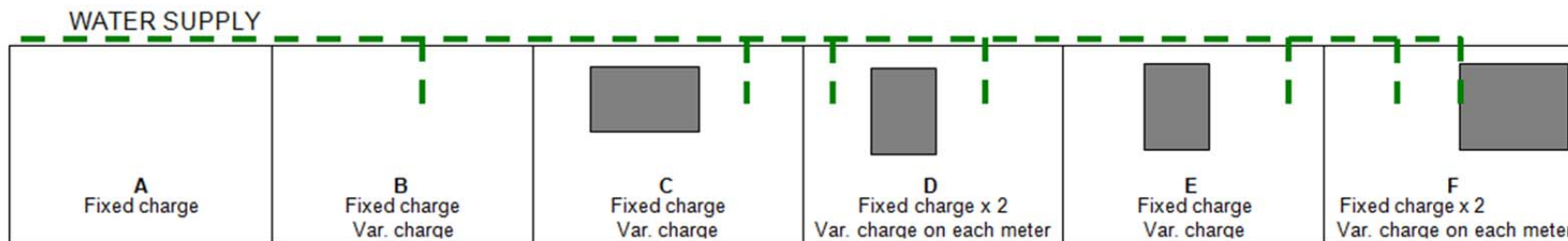
(Tocumwal) – Not including proposed new subdivisions outside village boundary



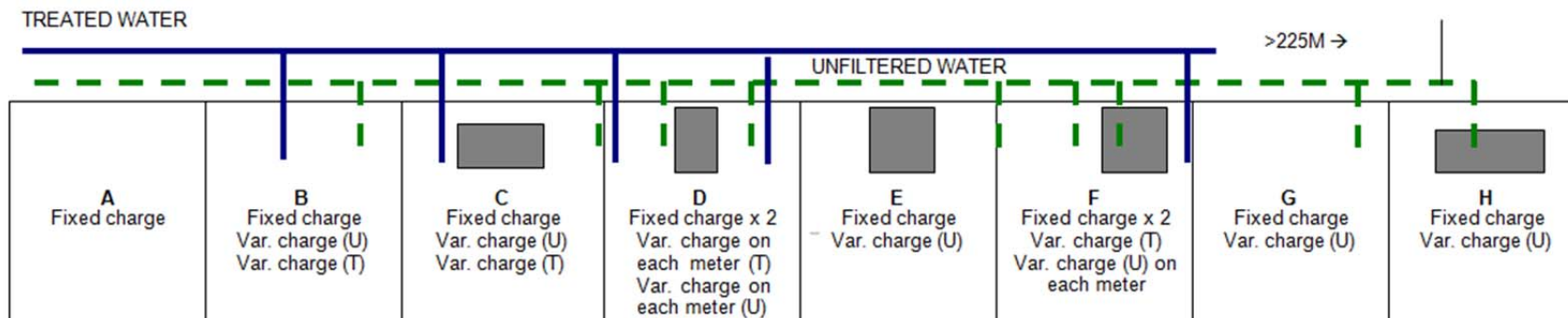
2. WHERE DUAL SUPPLY IS AVAILABLE TO PROPERTY (EXCEPT "H" – SINGLE AVAILABLE ONLY) (Barooga, Berrigan and Finley) – Not including proposed new subdivisions outside village boundary




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



**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

Fees and charges on next page

Berrigan Shire 2027



Fees and Charges 2018 - 2019

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 Strategic the third Community Plan developed by the Council 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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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 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	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	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	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	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee \$665 plus \$65 per additional lot						
Not including New Roads	1.2.2	\$330 plus \$53 per additional lot		Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee \$330 plus \$53 per additional lot						
Strata	1.2.3	\$330 plus \$65 per additional lot		Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee \$330 plus \$65 per additional lot						
Not including Physical Works	1.3	\$285.00	\$285.00	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
On-farm Water Storage 15ML (SEPP 52)	1.4	\$285.00	\$285.00	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
Involving Liquor Licences or Places of Public Entertainment	1.5	\$285.00	\$285.00	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
Pre-application Meeting Consulting Fee	1.6.1	Included in Charge Below		Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee Included in Charge Below						
\$0 to \$5,000	1.6.2	\$110.00	\$110.00	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	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	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee \$170 plus an additional \$3 for each \$1,000 or part thereof of the estimated cost						
\$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	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee \$352.00 plus an additional \$3.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$50,000						
\$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	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee \$1,160.00 plus an additional \$2.34 for each \$1,000 or part thereof by which the estimated cost exceeds \$250,000						
\$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	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee \$1,745.00 plus an additional \$1.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$500,000						
\$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	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee \$2,615.00 plus an additional \$1.44 for each \$1,000 or part thereof by which the estimated cost exceeds \$1,000,000						

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Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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Other Development Applications [continued]

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	\$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	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee \$15,875.00 plus an additional \$1.19 for each \$1,000 or part thereof by which the estimated cost exceeds \$10,000,000						

Development Control

Advertising

Advertised development – minimum	1.7.1	\$250.00	\$255.00	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
Advertised development – maximum	1.7.1	\$1,105.00	\$1,105.00	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
Designated development – maximum	1.7.2	\$2,220.00	\$2,220.00	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	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	Cost of normal Development Application plus an additional \$140 + \$320 for each integrated approval body or concurrence authority	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee Cost of normal Development Application plus an additional \$140 + \$320 for each integrated approval body or concurrence authority						
Designated development	1.7.4	Maximum of \$920 plus scheduled fee and cost of advertising	Maximum of \$920 plus scheduled fee and cost of advertising	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee Maximum of \$920 plus scheduled fee and cost of advertising						
Contaminated sites	1.7.5	As per 1.9 plus cost of independent assessment of submitted report	As per 1.9 plus cost of independent assessment of submitted report	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee As per 1.9 plus cost of independent assessment of submitted report						

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
No works	1.8.1	Max 50% original fee		Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee Max 50% original fee						
Dwelling less than \$100,000	1.8.2	\$190.00	\$190.00	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
\$0 to \$5000	1.8.3	\$55.00	\$55.00	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	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	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee \$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost						
\$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	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee \$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.						
\$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	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee \$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.						
\$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	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee \$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000						

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Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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Request to Review Determination [continued]

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	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee \$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						

Modification of Development Consent

Minor modifications – Section 4.55 (1) (Maximum)	1.9.1	\$71.00	\$71.00	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
Modifications involving minimal environmental impact – Section 4.55 (1A)	1.9.2	Maximum \$645 or 50% of original development application fee, whichever is the lesser		Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee Maximum \$645 or 50% of original development application fee, whichever is the lesser						
Other modifications – Section 4.55(2)	1.9.3	50% of original fee if under \$100 otherwise see – Request to review determination		Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
		Fee 50% of original fee if under \$100 otherwise see – Request to review determination						

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
Initial assessment, site inspection/report to Council	1.10.1	\$719.00	\$667.00	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	B	1
Minor LEP amendment following Council decision	1.10.2	\$1,685.00	\$1,562.00	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	B	1
Major LEP amendment plus additional cost for consultant to prepare environmental study plus planning proposal	1.10.3	\$4,359.00	\$4,042.00	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	B	1
Amendment to Development Control Plan	1.11	\$230 plus advertising		Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	B	1
			Fee \$230 plus advertising					

Certificates

Construction Certificates

New dwelling	2.1.1	\$343.00	\$350.00	Application	Y	Environmental Planning and Assessment Act 1979 EP&A Act	C	1
Dwelling Additions	2.1.2	\$215.00	\$219.00	Application	Y	Environmental Planning and Assessment Act 1979 EP&A Act	C	1
Structures ancillary to dwellings and farm sheds	2.1.3	\$102.00	\$104.00	Per Application	Y	Environmental Planning and Assessment Act 1979 EP&A Act	C	1
Commercial and industrial development less than 100m ²	2.1.4	\$343.00	\$350.00	Application	Y	Environmental Planning and Assessment Act 1979 EP&A Act	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	Environmental Planning and Assessment Act 1979 EP&A Act	C	1
			Fee \$338 + \$1.10 per additional m ²					

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Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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Construction Certificates [continued]

Subdivision – Per lot	2.1.6	\$153.00	\$156.00	Application	Y	Environmental Planning and Assessment Act 1979 EP&A Act	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	Environmental Planning and Assessment Act 1979 EP&A Act	C	1
		Fee 1% of estimated engineering const. cost plus GST						
Processing of variations to Building Code of Australia	2.1.8	\$338 per clause		Clause	Y	Environmental Planning and Assessment Act 1979 EP&A Act	C	1
		Fee \$338 per clause						
Modification of Construction Certificate	2.1.9	\$63 or 50% of original fee, whichever is greater		Application	Y	Environmental Planning and Assessment Act 1979 EP&A Act	C	1
		Fee \$63 or 50% of original fee, whichever is greater						

Compliance Certificates

Critical stage inspections	2.2.1	\$115.00	\$117.00	Application	Y	Environmental Planning and Assessment Act 1979 EP&A Act	C	1
Occupation certificate	2.2.2	\$115.00	\$117.00	Application	Y	Environmental Planning and Assessment Act 1979 EP&A Act	C	1
Subdivision Certificate	2.2.3	\$115.00	\$117.00	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	B	1

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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Complying Development Certificates

Class 10 buildings less than 100m ²	2.3.1	\$127.00	\$130.00	Application	Y	Environmental Planning and Assessment Act 1979 EP&A Act	C	1
Buildings less than 150m ² other than Class 10 buildings	2.3.2	\$191.00	\$195.00	Application	Y	Environmental Planning and Assessment Act 1979 EP&A Act	C	1
Buildings greater than 150m ² other than rural sheds	2.3.3	\$188 + \$1.10 per additional m ²		Application	Y	Environmental Planning and Assessment Act 1979 EP&A Act	C	1
		Fee \$188 + \$1.10 per additional m ²						
Rural sheds greater than 150m ²	2.3.4	\$250 maximum		Application	Y	Environmental Planning and Assessment Act 1979 EP&A Act	C	1
		Fee \$250 maximum						
Modification of Complying Development Certificate	2.3.5	\$62 or 50% of original fee, whichever is greater		Application	Y	Environmental Planning and Assessment Act 1979 EP&A Act	C	1
		Fee \$62 or 50% of original fee, whichever is greater						

Planning Certificates

Planning certificate – Section 10.7(2)	2.4.1	\$53.00	\$53.00	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1
Inclusion of advice on other relevant matters – Section 10.7(5)	2.4.2	\$80.00	\$80.00	Application	N	Environmental Planning and Assessment Act 1979 EP&A Act	A	1

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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	Application	N	-	A	1
Any other class of building	2.5.2	\$250.00	\$250.00	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	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	Application	N	-	A	1
Floor area of building or part not exceeding 200m ²	2.5.5	\$250.00	\$250.00	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 metres		Application	N	-	A	1
		Fee \$250 plus an additional 50 cents per square metres in addition to 200 square metres						
Exceeding 2,000 m ²	2.5.7	\$1,165 plus an additional \$0.075 per square metres in addition to 2,000 square metres		Application	N	-	A	1
		Fee \$1,165 plus an additional \$0.075 per square metres in addition to 2,000 square metres						
Copy of Building Certificate	2.6	\$13.00	\$13.00	Copy	N	-	A	1
Certificate as to notices (s735A LG Act 1993)	2.8	\$80.00	\$80.00	Application	N	Local Government Act 1993 LGA	A	1
Expedited provision of certificate (by arrangement)	2.9	\$23.00	\$21.00	Application	N	-	B	1

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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Information Service Fee

Written response	2.10.1	\$60.00	\$61.00	Application	Y	-	B	1
Written response and inspection	2.10.2	\$109.00	\$111.00	Application	Y	-	B	1
Dwelling entitlement enquiry fee	2.11	\$60.00	\$61.00	Application	Y	-	B	1
Duplicate Construction, Compliance, Occupation and Complying development Certificates	2.12	\$23.00	\$21.00	Application	N	-	B	1
Lodgement fee for all Part 4A certificates issued by private certifiers and kept by Council	2.13	\$36.00	\$36.00	Certificate	N	-	A	1

Local Activity and Road Act Applications

Local Activities (s68) – other than those with a specific fee	3.1	\$102.00	\$104.00	Application	N	Local Government Act 1993 LGA	B	1
Application to amend Local Activity Approval	3.2	\$44.00	\$45.00	Application	N	-	B	1
Required Local Activity Inspections	3.3	\$115.00	\$107.00	Application	N	-	B	1
Minor sewer works application fee	3.4	\$108.00	\$100.00	Application	N	-	B	1
Septic tank (new)	3.5	\$232.00	\$215.00	Application	N	-	B	1

Surveillance Fee

Hairdressers Beauty Salon	3.6.1	\$115.00	\$107.00	Application	N	-	B	1
Undertakers Mortuary	3.6.2	\$115.00	\$107.00	Application	N	-	B	1

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

Application	3.7.1	\$20.00	\$20.00	Application	N	-	A	1
Occupation	3.7.2	\$14.00	\$13.00	Week	N	-	B	1

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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Street Trading/Street Vending

Vehicle permit	3.8.1	\$110.00	\$112.00	Application	N	-	B	1
Footpath trading/Outdoor dining	3.8.2	\$55.00	\$50.00	Application	N	-	D	1
2 year permit								
Single free standing sign	3.8.3	\$22.00	\$20.00	Application	N	-	D	1
2 year permit								
Impounded Advertising Structure release fee	3.9	\$127.00	\$118.00	Structure	N	-	B	1

On Site Sewerage

Registration	3.10.1	\$31.00	\$31.00	Application	N	-	A	1
Inspection	3.10.2	\$115.00	\$107.00	Inspection	N	-	B	1
Water Connection application processing	3.11	\$67.00	\$67.00	Application	N	-	A	1

Development Services Administration

Certified copy of document, map or plan	4.1	\$53.00	\$53.00	Copy	N	-	A	1
Search for drainage diagram required under Conveyancing Act.	4.2	\$57.00	\$53.00	Diagram	N	-	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	Application	N	-	B	1
Per site (minimum \$110)								
Replacement approval	5.2	\$57.00	\$58.00	Application	N	-	B	1
E.g. in the name of the new operator								
Inspection of manufactured home/ Reinspection	5.3	\$79.00	\$81.00	Application	N	-	B	1

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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Environmental Health Services

Food Premises Administration Fee

Retail	6.1.1	\$55.00	\$56.00	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
		Fee Maximum \$148 Minimum \$74.30 plus \$37.09 maximum travelling expenses						
Issue of Improvement Notice – Food	6.3	\$333.00	\$333.00	Notice	N	-	A	3

Private and Commercial Swimming Pools

Swimming Pool Act 1992 & Regulation 2008

Application for exemption from barrier requirements	7.1	\$70.00	\$70.00	Application	N	Swimming Pools Act 1992 SPA	A	1
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Barrier Compliance Inspection

Initial inspection	7.2.1	\$150.00	\$151.00	Inspection	Y	Swimming Pools Act 1992 SPA	A	1
Reinspection	7.2.2	\$100.00	\$110.00	Inspection	Y	Swimming Pools Act 1992 SPA	A	1
Issue of compliance certificate	7.2.3	\$70.00	\$70.00	Application	N	Swimming Pools Act 1992 SPA	A	1

Companion Animals

Companion Animals Act 1998

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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Registration

Dog or cat (not desexed)	8.1.1	\$201.00	\$207.00	Lifetime	N	Companion Animals Act 1998 CAA	A	3
Clause 17 (1)(c)								
Dog or cat (desexed)	8.1.2	\$55.00	\$57.00	Lifetime	N	Companion Animals Act 1998 CAA	A	3
Clause 17 (1)(a)								
Dog or cat (desexed, owned by pensioner)	8.1.3	\$23.00	\$24.00	Lifetime	N	Companion Animals Act 1998 CAA	A	3
Clause 17 (1)(b)								
Animal Under 6 months not desexed	8.1.4	\$55.00	\$57.00	Lifetime	N	Companion Animals Act 1998 CAA	A	3
17(1)(a)								
Registered breeder	8.1.5	\$55.00	\$57.00	Lifetime	N	Companion Animals Act 1998 CAA	A	3
Clause 17 (1)(d)								
Dog or cat (desexed animal sold be eligible pound or shelter)	8.1.6	\$27.50	\$28.50	Lifetime	N	Companion Animals Act 1998 CAA	A	3
Clause 17 (1)(e)								
Assistance animal	8.1.7	\$0.00	\$0.00	Lifetime	N	Companion Animals Act 1998 CAA	A	3
Working dog (on property)	8.1.8	\$0.00	\$0.00	Lifetime	N	Companion Animals Act 1998 CAA	A	3
Sustenance and release	8.2	\$12.00	\$12.00	Per Day Per Animal	Y	Companion Animals Act 1998 CAA	B	3
Out of hours release	8.3	\$96.00	\$98.00	Instance	Y	Companion Animals Act 1998 CAA	B	3
Microchipping of impounded animals	8.4	\$96.00	\$98.00	Animal	Y	Companion Animals Act 1998 CAA	B	3

Stock Control

Impounding

Horse, mule, ass, cow (cow and calf up to 3 months), camel, goat or pig	9.1.1	\$27.00	\$28.00	Animal	N	-	B	3
Per animal – minimum \$100								
Rams, ewes, sheep /lambs	9.1.2	\$7.00	\$7.00	Animal	N	-	B	3
Per animal – minimum \$100								
Droving, walking or transportation fees	9.1.3	Ranger time and/or cartage costs		Instance	N	-	B	3
		Fee Ranger time and/or cartage costs + GST						

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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Sustenance

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

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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ENVIRONMENTAL SERVICES

Waste Management Facilities

Residential Waste (Within Berrigan Shire)

General	10.1.1	\$25.00	\$26.00	m3	Y	-	B	1
Rubbish bag	10.1.2	\$5.00	\$5.00	Each	Y	-	B	1
120l bin	10.1.3	\$5.00	\$5.00	Each	Y	-	B	1
240l bin	10.1.4	\$8.00	\$8.00	Each	Y	-	B	1
Car boot	10.1.5	\$12.00	\$12.00	Each	Y	-	B	1
Ute, van or trailer up to 1m2	10.1.6	\$25.00	\$26.00	Each	Y	-	B	1
Tandem trailer up to 2m2	10.1.7	\$50.00	\$50.00	Each	Y	-	B	1
Gas bottles (spiked and debunged)	10.1.8	\$0.00	\$0.00	Each	Y	-	D	1
Car tyres	10.1.9	\$10.00	\$10.00	Each	Y	-	B	1
Light truck tyres	10.1.10	\$14.00	\$14.00	Each	Y	-	B	1
Heavy truck tyres	10.1.11	\$23.00	\$23.00	Each	Y	-	B	1
Tractor tyres	10.1.12	\$135.00	\$138.00	Each	Y	-	B	1
Earthmover tyres	10.1.13	\$210.00	\$214.00	Each	Y	-	B	1
Chemical drums	10.1.14	\$16.00	\$16.00	m3	Y	-	B	1
Residential Waste – Asbestos (within Berrigan Shire)	10.1.15	\$330.00	\$340.00	m3	Y	-	B	1
Liquid bitumen waste	10.1.16	\$23.00	\$23.00	m3	Y	-	B	1
Car batteries, white goods, scrap steel and the like	10.1.17	\$0.00	\$0.00		Y	-	D	1
Green waste	10.1.18	\$0.00	\$0.00	Per m3	Y	-	D	1

Commercial Waste (Within Berrigan Shire)

General waste	10.2.1	\$49.00	\$50.00	Per m3	Y	-	C	1
Skip – 2m	10.2.2	\$33.00	\$33.00	Each	Y	-	C	1
Skip – 3m	10.2.3	\$49.00	\$50.00	Each	Y	-	C	1
Green waste	10.2.4	\$16.00	\$16.00	Per m3	Y	-	C	1
Cardboard	10.2.5	\$23.00	\$48.00	Per m3	Y	-	C	1
Asbestos	10.2.6	\$330.00	\$340.00	Per m3	Y	-	C	1

Waste (Outside Berrigan Shire)

Non Resident

General waste	10.3.1	\$100.00	\$102.00	Per m3	Y	-	C	1
Skip – 2m	10.3.2	\$56.00	\$58.00	Each	Y	-	C	1
Skip – 3m	10.3.3	\$84.00	\$86.00	Each	Y	-	C	1
Asbestos	10.3.4	\$630.00	\$640.00	Per m3	Y	-	C	1
Green waste	10.3.5	\$20.00	\$20.00	Per m3	Y	-	C	1
Cardboard	10.3.6	\$25.00	\$48.00	Per m3	Y	-	C	1

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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Other Tip Charges

Fridge de-gassing	10.4.1	\$5.00	\$5.00	Each	Y	-	B	1
Access to Landfill Outside Opening Hours (Minimum 2 hours)	10.5	\$304.50	\$380.40	Each	Y	-	B	1

Waste Collection

Domestic Waste

Standard service (1 x 120l Garbage Bin & 1 x 240l Recycling Bin)	11.1.1	\$279.00	\$306.00	Each	N	-	B	1
Additional 120l Garbage Bin	11.1.2	\$187.00	\$192.00	Each	N	-	B	1
Additional 240l Recycling Bin	11.1.3	\$124.00	\$147.00	Each	N	-	B	1
Uncollected	11.1.4	\$55.00	\$56.00	Each	N	-	B	1

Business Waste

1 x 240l Garbage Bin	11.2.1	\$261.00	\$268.00	Each	N	-	B	1
1 x 240l Garbage Bin & 1 x 240l Recycling Bin	11.2.2	\$384.00	\$414.00	Each	N	-	B	1

Town Water Supply

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

Consumption – Treated

BGA, BER, FIN Stage 4 restrictions	12.3.1	\$1.46	\$1.55	kL	N	-	B	3
BGA, BER, FIN Other restrictions	12.3.2	\$1.04	\$1.10	kL	N	-	B	3
BGA, BER, FIN No restrictions	12.3.3	\$0.94	\$1.00	kL	N	-	B	3
TOC, Stage 4 restrictions	12.3.4	\$0.97	\$1.03	kL	N	-	B	3
TOC Other restrictions	12.3.5	\$0.69	\$0.73	kL	N	-	B	3
TOC No Restrictions	12.3.6	\$0.62	\$0.66	kL	N	-	B	3

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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Consumption – Unfiltered

BGA, BER, FIN Stage 4 restrictions	12.4.1	\$0.73	\$0.77	kL	N	-	B	3
BGA, BER, FIN Other restrictions	12.4.2	\$0.52	\$0.55	kL	N	-	B	3
BGA, BER, FIN No restrictions	12.4.3	\$0.47	\$0.50	kL	N	-	B	3
Berrigan Sports Club for water bypassing the Council's treatment and reticulation system	12.5	\$0.03	\$0.03	kL	N	-	D	3
Consumption – Recreation reserves and public pools	12.6	1/10 of applicable consumption charge		kL	N	-	D	3
		Fee 1/10 of applicable consumption charge						

Connection – Tapping

100mm	12.7.1	\$7,610.00	\$7,060.00	Supply	N	-	B	3
80mm	12.7.2	\$4,970.00	\$4,610.00	Supply	N	-	B	3
50mm	12.7.3	\$2,440.00	\$2,260.00	Supply	N	-	B	3
40mm	12.7.4	\$1,660.00	\$1,540.00	Supply	N	-	B	3
32mm	12.7.5	\$1,130.00	\$1,050.00	Supply	N	-	B	3

Connection – Meter

1 x 20mm	12.8.1	\$315.00	\$292.00	Meter	N	-	B	3
2 x 20mm	12.8.2	\$492.00	\$456.00	Meter	N	-	B	3
1 x 25mm	12.8.3	\$355.00	\$329.00	Meter	N	-	B	3
2 x 25mm	12.8.4	\$553.00	\$513.00	Meter	N	-	B	3

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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Connection – Service

1 x 20mm	12.9.1	\$990.00	\$920.00	Meter	N	-	B	3
2 x 20mm	12.9.2	\$1,350.00	\$1,250.00	Meter	N	-	B	3
1 x 25mm	12.9.3	\$1,170.00	\$1,080.00	Meter	N	-	B	3
2 x 25mm	12.9.4	\$1,600.00	\$1,480.00	Meter	N	-	B	3
2 x Greater than 12m and less than 20m from main to property boundary	12.9.5	\$1,650.00	\$1,530.00		N	-	B	3
1 x Greater than 12m and less than 20m from main to property boundary	12.9.6	\$0.00	\$1,350.00		N	-	C	1
2 x Greater than 20m and less than 30m from property boundary	12.9.7	\$2,050.00	\$1,900.00		N	-	B	3
1 x Greater than 20m and less than 30m from property boundar	12.9.8	\$0.00	\$1,520.00		N	-	C	1
Reinstate Hydrant Marker Post	12.9.9	\$120.00	\$110.00		N	-	B	3
Relocate hydrant from driveway or footpath	12.9.9	\$1,910.00	\$1,770.00		N	-	B	
Relocate existing service (20mm) from driveway or footpath	12.9.10	\$0.00	\$607.50		N	-	C	1

Disconnection

20mm	12.10.1	\$71.00	\$66.00	Meter	N	-	B	3
2 x 20mm	12.10.2	\$112.00	\$104.00	Meter	N	-	B	3
3 x 20mm	12.10.3	\$147.00	\$136.00	Meter	N	-	B	3
Greater than 20mm	12.10.4	Direct costs plus indirect costs		Each	N	-	B	3
		<div style="border: 1px solid black; padding: 5px; width: fit-content; margin-left: auto; margin-right: auto;"> Fee Direct costs plus indirect costs + GST </div>						

Reading and Testing

Requested read (refundable if error found)	12.11.1	\$30.00	\$28.00	Property	N	-	B	3
Requested test (Refundable if error found)	12.11.2	\$122.00	\$113.00	Meter	N	-	B	3
Requested leakage inspection	12.11.3	\$61.00	\$57.00	Inspection	N	-	B	3

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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Filtered Water Supplied to Water Carters

Establishment fee	12.12.1	\$15.00	\$15.00	Application	N	-	B	3
Water supplied via standpipe – Treated	12.12.2	\$3.00	\$3.00	kL	N	-	B	3
Water supplied via standpipe – Unfiltered	12.12.3	\$0.00	\$1.50	kL	N	-	C	1
Delivery of water from standpipe	12.13	On application			N	-	B	3
			Fee					
			-					
Not Disclosed								

Sewer

Service charge	13.1	\$526.00	\$539.00	Year	N	-	B	1
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Pedestal Charge

Rate-able Third and subsequent pedestal/urinal	13.2.1	\$112.00	\$115.00	Urinal or Cistern	N	-	B	1
Non Rate-able Each pedestal/urinal	13.2.2	\$112.00	\$115.00	Urinal or Cistern	N	-	B	1
Low pressure sewer pump maintenance charge	13.3	\$150.00	\$154.00	Each	N	-	B	1

Connection

Y Junction < 3m deep (Also install Low Pressure Boundary Kit)	13.4.1	\$274.00	\$254.00	Service	N	-	B	1
Y Junction > 3m deep	13.4.2	\$543.00	\$504.00	Service	N	-	B	1
Full service < 3m deep	13.4.3	\$807.00	\$748.00	Service	N	-	B	1
Full service > 3m deep	13.4.4	\$1,624.00	\$1,506.00	Service	N	-	B	1
Disconnection	13.5	\$284.00	\$263.00	Application	N	-	B	1
Septage disposal	13.6	\$39.00	\$36.00	kL	N	-	B	1
Truck Wash	13.7	\$0.45	\$1.10	Minute	Y	-	C	1
Minimum charge \$4.50								

Stormwater Drainage

Stormwater Management Charge

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

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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Roads, Crossings and Private Works

Road opening permit	15.1	\$106.00	\$98.00	Application	N	-	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	\$114.00	\$106.00	Closure	N	-	B	1
Supply and installation of Rural Address sign	15.7	\$102.00	\$229.00	Sign	Y	-	B	1
Application for permanent road closure and report to Council	15.8	\$335.00	\$311.00	Application	N	-	B	1

Restricted Access Vehicle Routes

Application fee Class 1 & 3 permits	15.9.1	\$73.00	\$74.00	Application	N	-	B	1
Route assessment	19.9.2	Cost + 10%		Assessment	N	-	C	1
		Fee Cost + 10% + GST						
Structural assessment	15.9.3	Cost + 10% + GST		Assessment	Y	-	C	1
		Fee Cost + 10% + GST						

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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TECHNICAL SERVICES

Tocumwal Aerodrome

Access Charges

Property abutting Tocumwal Aerodrome containing one or more hangars	16.1.1	\$0.908191 per m2 of hangar space Maximum \$2,500 Minimum \$938 Min. Fee: \$852.73		Year	Y	-	D	4
		Fee \$0.88604 per m2 of hangar space Maximum \$2,439.80 Minimum \$915.20 Min. Fee: \$832.00						

Note: Aerodrome fees apply from 1 July 2018

Gliding Operations	16.1.2	\$1,394.00 in addition to Property abutting Tocumwal Aerodrome containing one or more hangars (16.1.1)		Year	Y	-	D	4
		Fee \$1,359.60 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	\$680.90	\$698.00	Year	Y	-	D	4
Regular commercial users 201 movements per year or more	16.1.4	\$1,338.70	\$1,372.00	Year	Y	-	D	4
Visiting flying schools	16.1.5	\$275.00	\$282.00	Week part thereof	Y	-	D	4

Aircraft Parking Fees (Powered and Unpowered)

Year	16.2.1	\$740.30	\$759.00	Aircraft	Y	-	D	4
Week	16.2.2	\$13.20	\$14.00	Aircraft	Y	-	D	4
Movement fees (Honesty box)	16.3	\$10.00	\$10.00	Movement	Y	-	D	4
Overweight aircraft use application	16.4	\$142.19	\$146.00	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	\$1,359.60	\$1,394.00	Year	Y	-	C	4
Training and practice (three days or part thereof)	16.5.2	\$69.08	\$71.00	Aircraft	Y	-	C	4
Other aviation and commercial use, events etc.	16.6	By negotiation		Each	Y	-	C	4
		Fee By negotiation						

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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CORPORATE SERVICES

Rating Services

Section 603 certificate	17.1	\$80.00	\$80.00	Application	N	-	A	2
Section 603 certificate – expedited service surcharge	17.2	\$25.00	\$23.00	Application	N	-	B	2
Certificate Reconciliation fee	17.3	\$25.00	\$23.00	Month	N	-	B	2

Rate Enquiry Fee

Written	17.4.1	\$25.00	\$23.00	Enquiry	N	-	B	2
Verbal	17.4.2	\$12.00	\$11.00	Enquiry	N	-	B	2

Computer Sales Advice

One property	17.5.1	\$30.00	\$28.00	Application	N	-	B	2
Up to 250 properties	17.5.2	\$50 + \$10 per 15 minutes staff time		Application	N	-	B	2
		Fee \$55 + \$11 per 15 minutes staff time						
Over 250 properties	17.5.3	\$60 + \$10 per 15 minutes staff time		Application	N	-	B	2
		Fee \$66 + \$11 per 15 minutes staff time						

Sales Listing for Registered Valuers

Supply of list	17.6.1	\$810.00	\$750.00	Supply	N	-	B	2
Additional staff time	17.6.2	\$22.00	\$20.00	15 minutes	N	-	B	2
Requested meter reading	17.7	\$30.00	\$28.00	Reading	N	-	B	2
Accrual of interest on rates and charges	17.8		7.50%	Per Annum	N	-	A	2
			Fee 7.50%					

Valuation or Ownership Enquiry

Verbal enquiry	17.9.1	\$8.00	\$7.00	Enquiry	N	-	B	2
Written enquiry	17.9.2	\$16.00	\$15.00	Enquiry	N	-	B	2
Extract from valuation book	17.9.3	\$16.00	\$15.00	Extract	N	-	B	2
Title search	17.1	\$25.00	\$23.00	Search	N	-	B	2
Reallocation of Electronic Payment	17.11	\$11.00	\$10.00	Each	N	-	B	2

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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Access to Information

Application fee	18.1	\$30.00	\$30.00	Application	N	Government Information (Public Access) Act 2009 GIPAA	A	2
Processing charge	18.2	\$30.00	\$30.00	Hour	N	Government Information (Public Access) Act 2009 GIPAA	A	2

Office Services

Returned cheque fee	19.1	\$17.00	\$16.00	Instance	N	-	B	2
Cancelled cheque fee	19.2	\$17.00	\$16.00	Instance	N	-	B	2

Maps

A1 with lots	19.3.1	\$39.00	\$36.00	Map	N	-	C	2
A1 with roads only	19.3.2	\$22.00	\$20.00	Map	N	-	C	2
A3 originals	19.3.3	\$17.00	\$16.00	Map	N	-	C	2
A3 Photocopy/Print	19.3.4	\$5.50	\$5.00	Map	N	-	C	2
A4 Photocopy/Print	19.3.5	\$3.30	\$3.00	Map	N	-	C	2
Custom map – up to A1 size	19.3.6	\$145.00	\$134.00	Map	N	-	C	2

Photocopying/Printing

A4	19.4.1	\$1.00	\$1.00	Page	Y	-	C	2
A3	19.4.2	\$2.00	\$2.00	Page	Y	-	C	2
Own paper	19.4.3	\$0.40	\$0.40	Page	Y	-	C	2

Faxing

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

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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COMMUNITY SERVICES

Community Facilities

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

Swimming Pools

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

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	\$9.00	Item	Y	-	B	3
Overdue notice	22.1.6	\$1.50	\$1.50	Notice	N	-	B	3
Overdue fee (per item)	22.1.7	\$0.15	\$0.15	Day	N	-	B	3
Replacement membership card	22.2	\$2.50	\$2.50	Issue	N	-	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	\$0.50	Page	Y	-	B	3

Fax

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

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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Laminating

A4	22.8.1	\$2.40	\$2.40	Page	Y	-	B	3
A3	22.8.2	\$3.60	\$3.60	Page	Y	-	B	3
Business card	22.8.3	\$1.20	\$1.20	Page	Y	-	B	3
USB device	22.9	\$11.00	\$12.00	Device	Y	-	C	3

Room Hire

Community Use (During Library Opening Hours)	22.10.1	\$0.00	\$0.00	Use	Y	-	D	3
Community Use (After Hours)	22.10.2	\$12.00	\$15.00	Use	Y	-	D	3
Commercial Use (Business and After Hours)	22.10.3	\$12.00	\$15.00	Per Hour	Y	-	B	3
Book club	22.11	\$50.00	\$50.00	Year	Y	-	B	3
Per person, Minimum \$500 per group								

Cemetery

Lawn Cemetery

Single interment (includes standard plaque)	23.1.1	\$2,120.00	\$2,290.00	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	\$2,314.00	\$2,499.00	Interment	Y	-	B	3
Second interment (additional 5 line plaque)	23.1.2.2	\$790.00	\$853.00	Interment	Y	-	B	3

Interment of Ashes

Placed concurrently with interment (includes 5 line plate)	23.1.3.1	\$259.00	\$280.00	Interment	Y	-	B	3
Placed in existing interment (includes additional 5 line plaque)	23.1.3.2	\$522.00	\$564.00	Interment	Y	-	B	3
Stillborn interment (at head of grave – no right of burial in grave)	23.1.4	\$246.00	\$266.00	Interment	Y	-	B	3
Outside normal hours surcharge	23.1.5	\$262.00	\$283.00	Interment	Y	-	B	3

Name	Item No.	Year 17/18 Fee (incl. GST)	Year 18/19 Fee (incl. GST)	Basis	GST	Leg	Policy ID	Strategic Outcomes
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General Section

Site reservation	23.2.1	\$299.00	\$323.00	Site	Y	-	B	3
General Section – Interment	23.2.2	\$63.00	\$68.00	Interment	Y	-	B	3
Stillborn interment (designated area or at foot of grave)	23.2.3	\$246.00	\$266.00	Interment	Y	-	B	3

Grave Digging – General section

Machine – ordinary hours	23.3.1	\$461.00	\$498.00	Interment	Y	-	B	3
Hand – ordinary hours	23.3.2	\$713.00	\$770.00	Interment	Y	-	B	3
Machine – not ordinary hours	23.3.3	\$673.00	\$727.00	Interment	Y	-	B	3
Hand – not ordinary hours	23.3.4	\$913.00	\$986.00	Interment	Y	-	B	3

Monumental Masonry

Permit to erect kerb and/or monument	23.3.1	\$39.00	\$38.00	Permit	N	-	B	3
Removal and reinstatement	23.3.2	\$246.00	\$266.00	Each	Y	-	B	3

Plaques

Standard single	23.4.1	\$625.00	\$675.00	Plaque	Y	-	B	3
Standard dual	23.4.2	\$854.00	\$922.00	Plaque	Y	-	B	3
Non-standard	23.4.3	Available on Application Fee Available on Application		Plaque	Y	-	B	3

Memorial Wall – Interment of Ashes

Reservation	23.5.1	\$213.00	\$230.00	Each	Y	-	B	3
Interment	23.5.2	\$1,043.00	\$1,126.00	Each	Y	-	B	3

Fee Name	Parent	Page
Index of all fees		
Other		
\$0 to \$5,000	[Other Development Applications]	8
\$0 to \$5000	[Request to Review Determination]	10
\$1,000,001 to \$10,000,000	[Other Development Applications]	8
\$1,000,001 to \$10,000,000	[Request to Review Determination]	10
\$250,001 to \$500,000	[Other Development Applications]	8
\$250,001 to \$500,000	[Request to Review Determination]	10
\$5,001 to \$250,000	[Request to Review Determination]	10
\$5,001 to \$50,000	[Other Development Applications]	8
\$50,001 to \$250,000	[Other Development Applications]	8
\$500,001 to \$1,000,000	[Other Development Applications]	8
\$500,001 to \$1,000,000	[Request to Review Determination]	10
1		
1 x 20mm	[Connection – Meter]	23
1 x 20mm	[Connection – Service]	24
1 x 240l Garbage Bin	[Business Waste]	22
1 x 240l Garbage Bin & 1 x 240l Recycling Bin	[Business Waste]	22
1 x 25mm	[Connection – Meter]	23
1 x 25mm	[Connection – Service]	24
1 x Greater than 12m and less than 20m from main to property boundary	[Connection – Service]	24
1 x Greater than 20m and less than 30m from property boundar	[Connection – Service]	24
100mm	[Connection – Tapping]	23
120l bin	[Residential Waste (Within Berrigan Shire)]	21
2		
2 x 20mm	[Connection – Meter]	23
2 x 20mm	[Connection – Service]	24
2 x 20mm	[Disconnection]	24
2 x 25mm	[Connection – Meter]	23
2 x 25mm	[Connection – Service]	24
2 x Greater than 12m and less than 20m from main to property boundary	[Connection – Service]	24
2 x Greater than 20m and less than 30m from property boundary	[Connection – Service]	24
20mm	[Disconnection]	24
240l bin	[Residential Waste (Within Berrigan Shire)]	21
3		
3 x 20mm	[Disconnection]	24
32mm	[Connection – Tapping]	23
4		
40mm	[Connection – Tapping]	23
5		
50mm	[Connection – Tapping]	23
8		
80mm	[Connection – Tapping]	23
A		
A1 with lots	[Maps]	29
A1 with roads only	[Maps]	29
A3	[Photocopying/Printing]	29
A3	[Laminating]	31
A3 originals	[Maps]	29
A3 Photocopy/Print	[Maps]	29
A4	[Photocopying/Printing]	29
A4	[Laminating]	31

Fee Name	Parent	Page
A [continued]		
A4 Photocopy/Print	[Maps]	29
Access charge (standard connection)	[Town Water Supply]	22
Access to Landfill Outside Opening Hours (Minimum 2 hours)	[Other Tip Charges]	22
Accrual of interest on rates and charges	[Sales Listing for Registered Valuers]	28
Additional 120l Garbage Bin	[Domestic Waste]	22
Additional 240l Recycling Bin	[Domestic Waste]	22
Additional sheets	[Fax]	30
Additional staff time	[Sales Listing for Registered Valuers]	28
Advertised development – maximum	[Advertising]	9
Advertised development – minimum	[Advertising]	9
Amendment to Development Control Plan	[Rezoning]	12
Animal Under 6 months not desexed	[Registration]	19
Any other class of building	[Building Certificates]	15
Application	[Temporary Occupation of Footpath by Fence or Hoarding During and Building Operation]	16
Application fee	[Access to Information]	29
Application fee Class 1 & 3 permits	[Restricted Access Vehicle Routes]	26
Application for approval to operate (LGA 1993)	[Caravan Parks, Camping Grounds and Manufactured Home Estates]	17
Application for exemption from barrier requirements	[Private and Commercial Swimming Pools]	18
Application for permanent road closure and report to Council	[Roads, Crossings and Private Works]	26
Application to amend Local Activity Approval	[Local Activity and Road Act Applications]	16
Asbestos	[Commercial Waste (Within Berrigan Shire)]	21
Asbestos	[Waste (Outside Berrigan Shire)]	21
Assistance animal	[Registration]	19
Attending stock on roads	[Sustenance]	20
B		
Berrigan Sports Club for water bypassing the Council's treatment and reticulation system	[Consumption – Unfiltered]	23
BGA, BER, FIN No restrictions	[Consumption – Treated]	22
BGA, BER, FIN No restrictions	[Consumption – Unfiltered]	23
BGA, BER, FIN Other restrictions	[Consumption – Treated]	22
BGA, BER, FIN Other restrictions	[Consumption – Unfiltered]	23
BGA, BER, FIN Stage 4 restrictions	[Consumption – Treated]	22
BGA, BER, FIN Stage 4 restrictions	[Consumption – Unfiltered]	23
Book club	[Room Hire]	31
Borrowing charge	[Borrowings]	30
Buildings greater than 150m2 other than rural sheds	[Complying Development Certificates]	14
Buildings less than 150m2 other than Class 10 buildings	[Complying Development Certificates]	14
Business card	[Laminating]	31
C		
Cancelled cheque fee	[Office Services]	29
Car batteries, white goods, scrap steel and the like	[Residential Waste (Within Berrigan Shire)]	21
Car boot	[Residential Waste (Within Berrigan Shire)]	21
Car tyres	[Residential Waste (Within Berrigan Shire)]	21
Cardboard	[Commercial Waste (Within Berrigan Shire)]	21
Cardboard	[Waste (Outside Berrigan Shire)]	21
Cattle, horse	[Sustenance]	20
Certificate as to notices (s735A LG Act 1993)	[Building Certificates]	15
Certificate Reconciliation fee	[Rating Services]	28
Certified copy of document, map or plan	[Development Services Administration]	17
Chemical drums	[Residential Waste (Within Berrigan Shire)]	21
Class 1 building or Class 10 building for each dwelling containing in the building or in any other building in the allotment	[Building Certificates]	15
Class 10 buildings less than 100m2	[Complying Development Certificates]	14
Commercial and industrial development equal to or greater than 100m2	[Construction Certificates]	12

Fee Name	Parent	Page
C [continued]		
Commercial and industrial development less than 100m ²	[Construction Certificates]	12
Commercial Use (Business and After Hours)	[Room Hire]	31
Community	[Food Premises Administration Fee]	18
Community Use (After Hours)	[Room Hire]	31
Community Use (During Library Opening Hours)	[Room Hire]	31
Conduct of events (including directly related training periods) Includes up to two events	[Aerobatics – In Accordance with the Tocumwal Aerodrome Management Plan]	27
Consumption – Recreation reserves and public pools	[Consumption – Unfiltered]	23
Contaminated sites	[Other]	9
Copy of Building Certificate	[Building Certificates]	15
Critical stage inspections	[Compliance Certificates]	13
Culvert crossings	[Roads, Crossings and Private Works]	26
Custom map – up to A1 size	[Maps]	29
D		
Delivery of water from standpipe	[Filtered Water Supplied to Water Carters]	25
Designated development	[Other]	9
Designated development – maximum	[Advertising]	9
Disconnection	[Connection]	25
Dog or cat (desexed animal sold be eligible pound or shelter)	[Registration]	19
Dog or cat (desexed)	[Registration]	19
Dog or cat (desexed, owned by pensioner)	[Registration]	19
Dog or cat (not desexed)	[Registration]	19
Droving, walking or transportation fees	[Impounding]	19
Duplicate Construction, Compliance, Occupation and Complying development Certificates	[Information Service Fee]	16
Dwelling Additions	[Construction Certificates]	12
Dwelling entitlement enquiry fee	[Information Service Fee]	16
Dwelling less than \$100,000	[Request to Review Determination]	10
E		
Earthmover tyres	[Residential Waste (Within Berrigan Shire)]	21
Entry	[Swimming Pools]	30
Establishment fee	[Filtered Water Supplied to Water Carters]	25
Exceeding 2,000 m ²	[Building Certificates]	15
Exceeding 200m ² but not exceeding 2,000 m ²	[Building Certificates]	15
Expedited provision of certificate (by arrangement)	[Building Certificates]	15
Extract from valuation book	[Valuation or Ownership Enquiry]	28
F		
First interment (includes standard plaque)	[Double Interment]	31
Floor area of building or part not exceeding 200m ²	[Building Certificates]	15
Food premises inspection fee	[Food Premises Administration Fee]	18
Footpath trading/Outdoor dining	[Street Trading/Street Vending]	17
Fridge de-gassing	[Other Tip Charges]	22
Full service < 3m deep	[Connection]	25
Full service > 3m deep	[Connection]	25
G		
Gas bottles (spiked and debunged)	[Residential Waste (Within Berrigan Shire)]	21
General	[Residential Waste (Within Berrigan Shire)]	21
General Section – Interment	[General Section]	32
General waste	[Commercial Waste (Within Berrigan Shire)]	21
General waste	[Waste (Outside Berrigan Shire)]	21
Gliding Operations	[Access Charges]	27
Gravel supply	[Roads, Crossings and Private Works]	26
Greater than \$10,000,000	[Other Development Applications]	9
Greater than \$10,000,000	[Request to Review Determination]	11
Greater than 20mm	[Disconnection]	24
Green waste	[Residential Waste (Within Berrigan Shire)]	21

Fee Name	Parent	Page
G [continued]		
Green waste	[Commercial Waste (Within Berrigan Shire)]	21
Green waste	[Waste (Outside Berrigan Shire)]	21
Gutter crossings	[Roads, Crossings and Private Works]	26
H		
Hairdressers Beauty Salon	[Surveillance Fee]	16
Hand – not ordinary hours	[Grave Digging – General section]	32
Hand – ordinary hours	[Grave Digging – General section]	32
Heavy truck tyres	[Residential Waste (Within Berrigan Shire)]	21
Horse, mule, ass, cow (cow and calf up to 3 months), camel, goat or pig	[Impounding]	19
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]	15
Impounded Advertising Structure release fee	[Street Trading/Street Vending]	17
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	[Building Certificates]	15
Including New Roads	[Subdivisions]	7
Inclusion of advice on other relevant matters – Section 10.7(5)	[Planning Certificates]	14
Initial assessment, site inspection/report to Council	[Rezoning]	12
Initial inspection	[Barrier Compliance Inspection]	18
Initial sheet	[Fax]	30
Inspection	[On Site Sewerage]	17
Inspection of manufactured home/ Reinspection	[Caravan Parks, Camping Grounds and Manufactured Home Estates]	17
Integrated development and development requiring concurrence	[Other]	9
Inter-library loan	[Borrowings]	30
Interment	[Memorial Wall – Interment of Ashes]	32
Internal transfer	[Borrowings]	30
Involving Liquor Licences or Places of Public Entertainment	[Subdivisions]	7
Issue of compliance certificate	[Barrier Compliance Inspection]	18
Issue of Improvement Notice – Food	[Food Premises Administration Fee]	18
L		
Lifeguards	[Swimming Pools]	30
Light truck tyres	[Residential Waste (Within Berrigan Shire)]	21
Liquid bitumen waste	[Residential Waste (Within Berrigan Shire)]	21
Local Activities (s68) – other than those with a specific fee	[Local Activity and Road Act Applications]	16
Lodgement fee for all Part 4A certificates issued by private certifiers and kept by Council	[Information Service Fee]	16
Low pressure sewer pump maintenance charge	[Pedestal Charge]	25
M		
Machine – not ordinary hours	[Grave Digging – General section]	32
Machine – ordinary hours	[Grave Digging – General section]	32
Major LEP amendment plus additional cost for consultant to prepare environmental study plus planning proposal	[Rezoning]	12
Microchipping of impounded animals	[Registration]	19
Minor LEP amendment following Council decision	[Rezoning]	12
Minor modifications – Section 4.55 (1) (Maximum)	[Modification of Development Consent]	11
Minor sewer works application fee	[Local Activity and Road Act Applications]	16
Modification of Complying Development Certificate	[Complying Development Certificates]	14
Modification of Construction Certificate	[Construction Certificates]	13
Modifications involving minimal environmental impact – Section 4.55 (1A)	[Modification of Development Consent]	11
Movement fees (Honesty box)	[Aircraft Parking Fees (Powered and Unpowered)]	27

Fee Name	Parent	Page
N		
New dwelling	[Construction Certificates]	12
No works	[Request to Review Determination]	10
Non Rate-able Each pedestal/urinal	[Pedestal Charge]	25
Non-standard	[Plaques]	32
Not including New Roads	[Subdivisions]	7
Not including Physical Works	[Subdivisions]	7
O		
Occupation	[Temporary Occupation of Footpath by Fence or Hoarding During and Building Operation]	16
Occupation certificate	[Compliance Certificates]	13
One property	[Computer Sales Advice]	28
On-farm Water Storage 15ML (SEPP 52)	[Subdivisions]	7
Online search	[Borrowings]	30
Other aviation and commercial use, events etc.	[Aerobatics – In Accordance with the Tocumwal Aerodrome Management Plan]	27
Other modifications – Section 4.55(2)	[Modification of Development Consent]	11
Other private works	[Roads, Crossings and Private Works]	26
Other properties	[Stormwater Management Charge]	25
Out of hours release	[Registration]	19
Outside normal hours surcharge	[Interment of Ashes]	31
Over 250 properties	[Computer Sales Advice]	28
Overdue fee (per item)	[Borrowings]	30
Overdue notice	[Borrowings]	30
Overweight aircraft use application	[Aircraft Parking Fees (Powered and Unpowered)]	27
Own paper	[Photocopying/Printing]	29
P		
Permit to erect kerb and/or monument	[Monumental Masonry]	32
Pig	[Sustenance]	20
Placed concurrently with interment (includes 5 line plate)	[Interment of Ashes]	31
Placed in existing interment (includes additional 5 line plaque)	[Interment of Ashes]	31
Planning certificate – Section 10.7(2)	[Planning Certificates]	14
Pre-application Meeting Consulting Fee	[Other Development Applications]	8
Print/Photocopy	[Borrowings]	30
Processing charge	[Access to Information]	29
Processing of variations to Building Code of Australia	[Construction Certificates]	13
Property abutting Tocumwal Aerodrome containing one or more hangars	[Access Charges]	27
Public access computers	[Borrowings]	30
Public halls	[Community Facilities]	30
R		
Rams, ewes, sheep /lambs	[Impounding]	19
Rate-able Third and subsequent pedestal/urinal	[Pedestal Charge]	25
Reallocation of Electronic Payment	[Valuation or Ownership Enquiry]	28
Receive	[Faxing]	29
Recreation reserves	[Community Facilities]	30
Registered breeder	[Registration]	19
Registration	[On Site Sewerage]	17
Regular commercial users 200 movements per year or less	[Access Charges]	27
Regular commercial users 201 movements per year or more	[Access Charges]	27
Reinspection	[Barrier Compliance Inspection]	18
Reinstate Hydrant Marker Post	[Connection – Service]	24
Relocate existing service (20mm) from driveway or footpath	[Connection – Service]	24
Relocate hydrant from driveway or footpath	[Connection – Service]	24
Removal and reinstatement	[Monumental Masonry]	32
Replacement approval	[Caravan Parks, Camping Grounds and Manufactured Home Estates]	17
Replacement membership card	[Borrowings]	30

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R [continued]		
Requested leakage inspection	[Reading and Testing]	24
Requested meter reading	[Sales Listing for Registered Valuers]	28
Requested read (refundable if error found)	[Reading and Testing]	24
Requested test (Refundable if error found)	[Reading and Testing]	24
Required Local Activity Inspections	[Local Activity and Road Act Applications]	16
Reservation	[Borrowings]	30
Reservation	[Memorial Wall – Interment of Ashes]	32
Residential Waste – Asbestos (within Berrigan Shire)	[Residential Waste (Within Berrigan Shire)]	21
Retail	[Food Premises Administration Fee]	18
Returned cheque fee	[Office Services]	29
Road opening permit	[Roads, Crossings and Private Works]	26
Route assessment	[Restricted Access Vehicle Routes]	26
Rubbish bag	[Residential Waste (Within Berrigan Shire)]	21
Rural sheds greater than 150m2	[Complying Development Certificates]	14
S		
Scanning	[Fax]	30
Search for drainage diagram required under Conveyancing Act.	[Development Services Administration]	17
Season ticket	[Swimming Pools]	30
Second interment (additional 5 line plaque)	[Double Interment]	31
Section 603 certificate	[Rating Services]	28
Section 603 certificate – expedited service surcharge	[Rating Services]	28
Send	[Faxing]	29
Septage disposal	[Connection]	25
Septic tank (new)	[Local Activity and Road Act Applications]	16
Service charge	[Sewer]	25
Sheep	[Sustenance]	20
Single Dwelling House and Additions	[Development Applications]	7
Single free standing sign	[Street Trading/Street Vending]	17
Single interment (includes standard plaque)	[Lawn Cemetery]	31
Site reservation	[General Section]	32
Skip – 2m	[Commercial Waste (Within Berrigan Shire)]	21
Skip – 2m	[Waste (Outside Berrigan Shire)]	21
Skip – 3m	[Commercial Waste (Within Berrigan Shire)]	21
Skip – 3m	[Waste (Outside Berrigan Shire)]	21
Standard dual	[Plaques]	32
Standard service (1 x 120l Garbage Bin & 1 x 240l Recycling Bin)	[Domestic Waste]	22
Standard single	[Plaques]	32
Stillborn interment (at head of grave – no right of burial in grave)	[Interment of Ashes]	31
Stillborn interment (designated area or at foot of grave)	[General Section]	32
Strata	[Subdivisions]	7
Strata title properties	[Stormwater Management Charge]	25
Structural assessment	[Restricted Access Vehicle Routes]	26
Structures ancillary to dwellings and farm sheds	[Construction Certificates]	12
Subdivision – Per lot	[Construction Certificates]	13
Subdivision Certificate	[Compliance Certificates]	13
Subdivision supervision fee for new work carried out by private contractors on future Council assets	[Construction Certificates]	13
Supply and installation of Rural Address sign	[Roads, Crossings and Private Works]	26
Supply of list	[Sales Listing for Registered Valuers]	28
Sustenance and release	[Registration]	19
T		
Tandem trailer up to 2m2	[Residential Waste (Within Berrigan Shire)]	21
Temporary road closure	[Roads, Crossings and Private Works]	26
Title search	[Valuation or Ownership Enquiry]	28
TOC No Restrictions	[Consumption – Treated]	22
TOC Other restrictions	[Consumption – Treated]	22

Fee Name	Parent	Page
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TOC, Stage 4 restrictions	[Consumption – Treated]	22
Tractor tyres	[Residential Waste (Within Berrigan Shire)]	21
Training and practice (three days or part thereof)	[Aerobatics – In Accordance with the Tocumwal Aerodrome Management Plan]	27
Truck Wash	[Connection]	25
U		
Uncollected	[Domestic Waste]	22
Undertakers Mortuary	[Surveillance Fee]	16
Up to 250 properties	[Computer Sales Advice]	28
USB device	[Laminating]	31
Ute, van or trailer up to 1m2	[Residential Waste (Within Berrigan Shire)]	21
V		
Vehicle permit	[Street Trading/Street Vending]	17
Verbal	[Rate Enquiry Fee]	28
Verbal enquiry	[Valuation or Ownership Enquiry]	28
Visiting flying schools	[Access Charges]	27
W		
Water Connection application processing	[On Site Sewerage]	17
Water restriction easement	[Town Water Supply]	22
Water supplied via standpipe – Treated	[Filtered Water Supplied to Water Carters]	25
Water supplied via standpipe – Unfiltered	[Filtered Water Supplied to Water Carters]	25
Week	[Aircraft Parking Fees (Powered and Unpowered)]	27
Wi-Fi hotspot	[Borrowings]	30
Working dog (on property)	[Registration]	19
Written	[Rate Enquiry Fee]	28
Written enquiry	[Valuation or Ownership Enquiry]	28
Written response	[Information Service Fee]	16
Written response and inspection	[Information Service Fee]	16
Y		
Y Junction < 3m deep (Also install Low Pressure Boundary Kit)	[Connection]	25
Y Junction > 3m deep	[Connection]	25
Year	[Aircraft Parking Fees (Powered and Unpowered)]	27

Section 4 – Annual Operational Plan Budget

Budget Summary & Comments

Projected Income and Expenditure
Statements

Projected Balance Sheet

Projected Cash Flow Statement

Annual Budget (Detail)

Capital Works Plan Summary

Budget Summary and Comments 2018/19

INTRODUCTION

The highlight of the 2018/19 budget is an ambitious infrastructure construction program largely funded through NSW grant programs.

Beginning in 2018 and continuing to 2020, the Council will construct the following projects with the assistance of the NSW government

- Tocumwal Foreshore Redevelopment - \$3.25m
- Construct Strathvale Road in Berrigan - \$1.1m
- Extend and refurbish Tocumwal Library - \$450,000
- New walking paths in Tocumwal - \$180,500
- New netball courts in Berrigan - \$210,900
- New skate park in Finley - \$211,800
- New "challenge" playground at Barooga - \$150,000

These projects are to be delivered over and above the Council's own works program. This may impact on the council's own works program and Council will need to commit to additional staff resources to deliver the program.

This will be a significant challenge for the Council; one that it is looking forward to meeting.

Rates and charges

An ordinary rate revenue increase of 2.3% has been included in the budget for

2018/19. 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 deducts 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 2018/19 rate peg, IPART calculated a 2.3% increase in the Local Government Cost Index.

Table 1 below provides a summary of recent rate increases

Budget Summary and Comments

The budget and the rate in the dollar have been based on property values provided by the Valuer-General as of May 2018. 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 \$118,512 gross (not taking into account pension

rebates and state subsidy) in 2018/19 when compared to the 2017/18 original budget.

The approximate effects of these permissible rate increases on average Ordinary rates, are shown in Table 2 below (as at May 2018)

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
2015-16	2.47%	-0.04%	-	2.4%
2016-17	1.78%	-	-	1.8%
2017-18	1.47%	-0.001%	-	1.5%
2018-19	2.30%	-	-	2.3%
2019-20 (assumed)	2.00%			

Table 3: Average Ordinary Rate by Category

Rate Category	2017/18 [^]	2018/19 [#]
Farmland	\$2,045	\$2,093
Residential Rural	\$639	\$654
Residential (other)	\$2,132	\$2,183
Urban/Town Properties	\$782	\$798

[^]as at June 2017 [#]as at May 2018

The total average residential annual Ordinary rates and charges, including water, sewer, domestic waste management/garbage and stormwater/drainage, will be \$2,183 for 2018/19 as compared to \$2,132 for 2017/18. This is an overall increase of rates and charges of \$51. Most Ordinary rates have increased by approximately 2.3% and utility charges have increased by between 2.5% and 3% but the Stormwater Charge has not changed.

Operating grants and investment income

The largest operating grant received by the Council is the Financial Assistance Grant (FAG). FAG is a grant received by every local government in Australia to assist with the delivery of core local government services. It is untied and can be used as each Council sees fit.

In 2017/18, the Federal Government paid 25% of the FAG in advance to all Councils. This will continue in 2018/19.

Budget Summary and Comments

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 2017/18 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 \$349,551 for 2018/19. While the average allocation is \$625,500 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 is projected to continue indefinitely.

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 2018/19 be kept at the 2017/18 rate of \$523.00 for the provision of water supply services. Instead Council will, for the first time in 7 years review the water consumption charges.

This budget, and the associated water charges, is based on an assumption that water restrictions will not be in place in 2018/19.

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 2018/19, under the prevailing water restriction stages, will be based on the tariffs shown in Table 4 below.

The consumption tariff charges had not changed since 2011/12; in 2018/19 the charges will rise by 6% as per Table 3.

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

Budget Summary and Comments

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 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: 2018/19 Water Consumption tariffs

Town	Water Supply Type	Tariff/Charge per KL		
		Stage 4	Other Stage	No Restrictions
Barooga/Berrigan/Finley	Treated	\$1.55	\$1.10	\$1.00
	Unfiltered	\$0.77	\$0.55	\$0.50
Tocumwal	Treated	\$1.03	\$0.73	\$0.66

Annual Sewerage Charges have been increased by around 2.5%, from \$526 to \$539. A 2.7% increase has also been applied to the Pedestal Charge. The Low Pressure Sewer Pump Maintenance Charge has increased from \$150 to \$154 per year.

For 2018/19 the Garbage Charges and the Domestic Waste Collection Charge will increase by approximately 2.5% plus a \$20 increase to cover increased costs of handling recyclables.

This raises the Domestic Waste Management Collected Charge from \$279 to \$306 per service. The Garbage Collection Charge from \$261 to \$268 per service and the Uncollected Charge for vacant residential blocks has been increased from \$55 to \$56 – a 1.82% increase.

The recycling charges will increase by 18.55% to \$147 for 2018/19. This increase is directly related to the increased costs relating to handling recyclables.

Business garbage will increase 2.5% to \$268 in 2018/19, a service inclusive of recycling increase 7.8% to \$414.

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 2018/19 to 2021/22 are shown in Table 4 on the following page:

Budget Summary and Comments

Table 5: Projected Consolidated Cash Result

Year	Result
2018/19	20,521
2019/20	9,338
2020/21	13,233
2021/22	15,616

This takes into account anticipated results for 2017/18 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 Councils ordinary 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:

- Commitments to essential programs such as levee maintenance and improvement, drainage improvement and town beautification programs
- Additional staff required to design and manage large scale grant funded 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. 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, and grant monies being successfully sought.

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

Budget Summary and Comments

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 2018/19 and each of the following years. This is based on the increases projected in the Local Government (State) Award 2017

These increases flow through to all staff overheads such as superannuation, worker's 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.

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 2.08% 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%.

These figures do not incorporate any potential internal loan to the water fund from the sewer fund to part finance works on the Finley and Barooga Water

Treatment Plants currently under consideration.

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.

The Council's ambitious infrastructure construction program sees this budget propose employing two new staff – one additional design engineer and one project manager – on a fixed term basis. This is expected to cost approximately \$378,000 in 2018/19, \$335,000 in 2019/20, reducing to \$200,000 in 2020/21 and then ending in 2021/22.

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 2018/19 are:

- UD parks & Gardens Truck
- Low Loader Float
- Scania Tipper
- Vibromax Roller
- Portable Traffic Lights

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 plant operations budget projects that net plant operations will deposit \$157,481 to the plant reserve in 2018/19.

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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.

Table 5 lists the budgeted contributions to each service to be made by the Council.

Table 6: Contributions - emergency services

Year	Amount
NSW Rural Fire Service	\$ 117,871
Fire and Rescue NSW	\$ 50,262
SES NSW	\$ 16,228
TOTAL	\$ 184,361

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 introduction of the National Disability Insurance Scheme saw the Council withdraw from direct provision of the Early Intervention service in 2017/18. Subsequently, the revenues and expenses associated with delivering this service have ceased. This function remains for duration of this 4-year delivery program for comparative purposes.

The Early Intervention (EI) service was 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.

This service is now provided in Berrigan Shire by Kurrajong Therapy Plus, based from the Council's Library and Early Intervention Centre in Finley.

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 \$50,000 in 2018/19 towards the construction of modular public toilet facilities at Berrigan and Tocumwal cemeteries.

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.

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Additional excavation of the landfill hole in Berrigan is also included at a cost of \$50,000 per year.

This budget also proposes the construction of a transfer station at Tocumwal at a cost of \$150,000, replacing the existing green waste landfill.

Charges have been generally indexed by 2.5% for the garbage collection and the domestic waste collected services. An additional \$20 per annum has been added to collection charges that include recycling to cover expected increases in recycling costs. This additional increase is as a result of uncertainty in global and national waste markets, the current re-negotiation of the ongoing shared waste contract with Moira Shire, along with the introduction in NSW of the Container Deposit scheme.

Stormwater Drainage

In 2015, the Council borrowed \$1.63m 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). Work on the those LIRS-funded drainage projects is now complete.

The Council expects to receive a subsidy under the LIRS scheme of \$30,065 in 2018/19. Further details on the LIRS loan are shown later in this report.

The Council has authority to apply a Stormwater Management Services Charge. The charge is expected to raise \$73,325 in 2018/19. 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 2018/19.

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 2018/19 and continuing in 2019/20, 2020/21 and 2021/22.

From this provision, in 2018/19 the Council proposes to raise and strengthen sections of Levee 5 at a cost of \$90,400. 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.

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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 program of replacement of water meters with \$625,000 set aside in 2018/19 on top of the \$350,000 already allocated. An additional \$150,000 will be spent upgrading the online instrumentation and telemetry at all four water treatment plants, \$200,000 to install automation systems and around \$350,000 of mains replacement will be undertaken.

Additionally, council intends to submit a grant application under the Safe and Secure Water Program to fund large scale capital refurbishments at the Finley and Barooga Water Treatment Plants. These grant funds are not currently included in the capital budget, and will need to be included once the grant is submitted.

While the Water Fund is currently debt-free Council will need to fund its share of works through reserves and/or an internal loan of \$1.5M from the Sewer Fund repayable over 5 years.

The water service is expected to make moderate surpluses over the remaining four-year period.

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 2018/19 include sewer main relining at Tocumwal as well as general sewer main upgrades and other replacements. A program of AC main renewals will start in 2018/19 at a cost of \$200,000 per year.

The Sewerage Fund is currently 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.

In 2019, the Council will expand the Tocumwal library to create additional space for library activities and provide an community central meeting space. The works are expected to cost \$250,000 and are fully funded by the NSW Government's Stronger Country Communities program.

An additional \$200,000 refurbishment and fit out program for the Tocumwal Library has been funded through the Public Libraries Infrastructure Grants Program.

Budget Summary and Comments

Community Amenities

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

Money set aside for the upgrade of the Finley School of Arts has been carried forward to 2018/19 while the design and approval process continues.

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.

2018/19 will see the Council undertake an ambitious construction program in this area with assistance from the NSW Government.

The major project in this area is the redevelopment of the Tocumwal Foreshore, with over \$3.25m of works proposed. This has been made possible by a \$2.1m grant from the NSW Government under the Regional Growth Environment and Tourism Fund.

The replacement of the Finley Skate Park at Rotary Park– proposed for some time – can finally go ahead thanks to grant of \$211,800 from the NSW Government's Stronger Country Communities Program.

Also funded under the Stronger Country Communities Program is the replacement of the netball courts and associated lighting at Berrigan Sportsground (\$203,000) and the construction of a "challenge" playground for older children at the Barooga foreshore (\$150,000).

A list of operating grants provided to volunteer committees of management is shown in Table 6.

Table 7: Facility operating grants 2018/19

Volunteer committee	Grant (\$)
Pools	
Berrigan	31,400
Finley	35,600
Tocumwal	31,400
TOTAL	98,400
Recreation Reserves	
Barooga	12,000
Berrigan	12,000
Finley	12,000
Finley Showgrounds	12,000
Tocumwal	12,000
TOTAL	60,000
Halls	
Berrigan	7,860
Finley	7,860
Tocumwal	4,280
TOTAL	20,000
Other	
Berrigan Conservation Group and Tidy Towns	3,860
GRAND TOTAL	\$182,260

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:

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- \$1.1m for construction of Strathvale Road as a heavy vehicle route
- \$225,000 over two years to extend clear zones on local roads
- \$685,000 for reconstruction of Bushfield Road
- \$205,000 for resheeting Ruwolts Road for 3.7km from the Corowa-Tocumwal Road.
- \$205,000 over two years for Crosbies Rd
- Construct and seal Town Beach Rd \$154,150 over two years

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.

Planning and consultation for proposals for Barooga and Berrigan is substantially complete and work is expected to start in 2018/19.

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 to the Aerodrome Works reserve annually to fund future works such as runway sealing.

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

Budget Summary and Comments

integrated "digital platform" showcasing visitor experiences.

- 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 Events Development Program is projected to continue through to 2019/20 with the Council contributing up to \$20,000 in top-up funding every second year. The amount contributed will vary depending on the amount the Council contributes to events in that year.

2018/19 is the second year of a three-year agreement for the Council to support the work of the Murray Regional 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, \$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 has developed a further four residential lots at its Finley St estate in Finley. These were 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

Budget Summary and Comments

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.

It is likely that Council will not have resources in 2018/19 to undertake discretionary private works due to the large capital works agenda.

Rates and Annual Charges Yields

The proposed yields from the Council Rates and Annual Charges are shown in Table 7 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 2017/18 yield shown is the actual figure levied last year. The 2018/19 figure is an estimate based on the rate increase proposed using land values as they exist in March 2018. The 2019/20, 2020/21 and 2021/22 figures are projections based on the 2018/19 estimates.

Table 8: Rates and Charges Yields 2018 to 2022

ORDINARY RATES					
% Increase-total nett ordinary rate revenue		2.3%	2%	2%	2%
Rate Category	2017/18	2018/19	2019/20	2020/21	2021/22
Farmland	\$1,840,268	\$1,879,653	\$1,917,246	\$1,955,590	\$1,994,702
Residential	\$54,836	\$52,386	\$53,433	\$54,501	\$55,591
Residential Rural	\$337,116	\$349,425	\$356,413	\$363,541	\$370,812
Res. River Land - Barooga	\$0	\$0	\$0	\$0	\$0
Res. River Land - Tocumwal	\$0	\$0	\$0	\$0	\$0
Residential - Barooga	\$544,471	\$556,736	\$567,870	\$579,227	\$590,812
Residential - Berrigan	\$330,465	\$336,604	\$343,336	\$350,202	\$357,206
Residential - Finley	\$667,658	\$680,798	\$694,413	\$708,301	\$722,467
Residential - Tocumwal	\$740,550	\$757,468	\$772,617	\$788,069	\$803,830
Business - Barooga	\$92,579	\$93,744	\$95,618	\$97,530	\$99,481
Business - Berrigan	\$73,365	\$77,628	\$79,540	\$81,130	\$82,753
Business - Finley	\$158,001	\$161,235	\$164,359	\$167,748	\$171,103
Business - Tocumwal	\$181,371	\$192,133	\$195,975	\$199,894	\$203,892
GROSS YIELD	\$5,020,680	\$5,137,810	\$5,240,820	\$5,345,733	\$5,452,648
Less Net Pension Rebate	-\$75,000	-\$75,000	-\$75,000	-\$75,000	-\$75,000
NET YIELD	\$4,945,680	\$5,062,810	\$5,165,820	\$5,270,733	\$5,377,648
WATER CHARGES					
% Increase - Access Charge		2.5%	2.5%	2.5%	2.5%
Access	\$2,007,360	\$2,049,544	\$2,100,983	\$2,153,708	\$2,207,750
Consumption	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
GROSS YIELD	\$2,757,360	\$2,799,544	\$2,850,983	\$2,903,708	\$2,957,750
Less Net Pension Rebate	-\$39,500	-\$39,500	-\$39,500	-\$39,500	-\$39,500
NET YIELD	\$2,717,860	\$2,760,044	\$2,811,483	\$2,864,208	\$2,918,250

Budget Summary and Comments

SEWER CHARGES					
% Increase		2.5%	2.5%	2.5%	2.5%
Sewerage	\$1,792,690	\$1,837,007	\$1,883,070	\$1,968,784	\$1,978,677
Pedestal	\$163,632	\$168,360	\$172,569	\$176,883	\$181,305
Low Pressure Sewer	\$8,374	\$16,350	\$16,759	\$17,178	\$17,607
GROSS YIELD	\$1,964,696	\$2,021,717	\$2,072,398	\$2,162,845	\$2,177,589
Less Net Pension Rebate	-\$38,500	-\$38,500	-\$38,500	-\$38,500	-\$38,500
NET YIELD	\$1,926,196	\$1,983,217	\$2,033,898	\$2,124,345	\$2,139,089
DOMESTIC WASTE, GARBAGE AND RECYCLING					
% Increase (*plus \$20 increase recycling)		2.5*%	2.5*%	2.5*%	2.5*%
Charge	2017/18	2018/19	2019/20	2020/21	2021/22
Domestic Waste/Recycling	\$891,045	\$1,007,331	\$1,032,514	\$1,058,327	\$1,084,785
Domestic Waste Uncollected	\$15,553	\$14,224	\$14,580	\$14,943	\$15,317
Garbage/Business Recycling	\$76,365	\$76,716	\$78,634	\$80,600	\$82,615
GROSS YIELD	\$982,963	\$1,098,271	\$1,125,728	\$1,153,870	\$1,182,717
Less Net Pension Rebate	-\$36,000	-\$36,000	-\$36,000	-\$36,000	-\$36,000
NET YIELD	\$946,963	\$1,062,271	\$1,089,728	\$1,117,870	\$1,146,717
STORMWATER MANAGEMENT					
No increase - fixed by regulation		0%	0%	0%	0%
GROSS YIELD	\$70,025	\$73,325	\$73,325	\$73,325	\$73,325
TOTAL – ALL RATES AND CHARGES					
	2017/18	2018/19	2019/20	2020/21	2021/22^
GROSS YIELD	\$10,795,724	\$11,130,667	\$11,363,254	\$11,639,481	\$11,844,029
Less Net Pension Rebate	-\$189,000	-\$189,000	-\$189,000	-\$189,000	\$189,000
NET YIELD	\$10,606,724	\$10,941,667	\$11,174,254	\$11,450,481	\$11,655,029

Loan Redemption and Borrowings

The Council currently has just the one outstanding loan as summarised in Table 8 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

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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 - 2018/19 to 2021/22

FUND	30 JUNE 2019	30 JUNE 2020	30 JUNE 2021	30 JUNE 2022
General	\$994,557	\$833,314	\$665,089	\$489,555
Water	\$0	\$0	\$0	\$0
Sewer	\$0	\$0	\$0	\$0
TOTAL	\$994,557	\$833,314	\$665,089	\$489,555

Total repayments of principal and interest would be as follows:

Table 11: Loan Redemption - 2018/19 to 2021/22

FUND	2018 / 2019	2019/2020	2020/2021	2021/2022
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	(\$30,065)	(\$25,774)	(\$21,250)	(\$16,422)
NETT COST	\$170,423	\$174,714	\$179,238	\$184,066

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

CHART 1: Outstanding Loans and Redemption – Consolidated

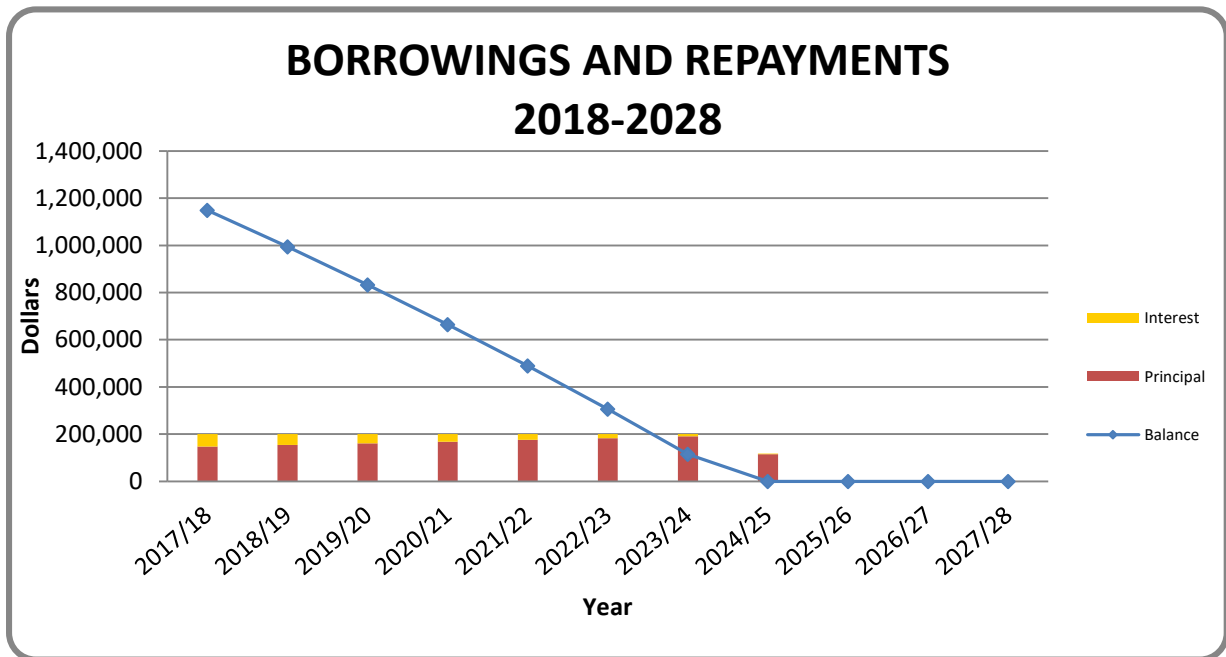


Chart 1 above shows the Council’s loans and proposed repayments over the next ten years.

Budget Summary and Comments

Proposed borrowing

The Council has no firm plans to borrow over the four year forecast period. This may be subject to review if the need or the opportunity arise. One item under consideration is to internally borrow \$1.5m from the Council's Sewer Fund for works to upgrade water treatment plants at Finley and Barooga.

Any decision by the Council to borrow will be based on the Council's Financial Strategy adopted in 2017 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.*

At present, the Council considers it has the capacity to borrow funds from its Sewer Fund if required, at a rate based on the rate charged for borrowings by NSW Treasury Corporation (TCorp). Any borrowing from the Council's sewer fund would require the support of the Minister for Local Government.

If Council were to choose to borrow, based on a quoted rate from TCorp of 3.0% per annum, a Credit-Foncier (principal and interest) loan of \$1.5m over 5 years would require annual repayments of \$325,000 per year.

The Council considers that given the Water Funds' debt-free status, this level of repayment is both sustainable and affordable.

Reserves

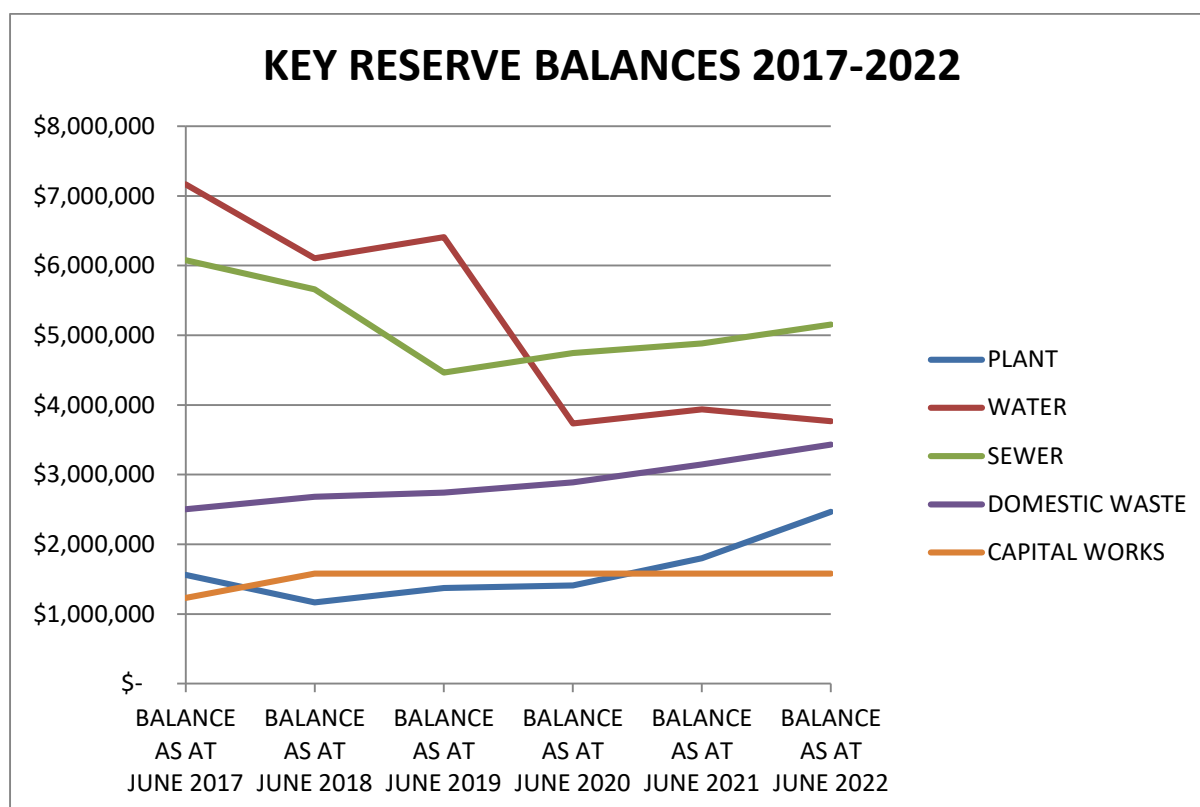
In this four-year plan, the Council expects to maintain or increase its overall cash reserves. Table 11 lists the Council's cash reserves and balances from 2017 to 2022.

Table 12: Projected Reserve Balances

BALANCE						
Reserve	June 2017	June 2018	June 2019	June 2020	June 2021	June 2022
PLANT	\$1,559,361	\$1,165,939	\$1,373,353	\$1,410,562	\$1,801,529	\$ 2,468,281
WATER	\$7,164,910	\$6,102,804	\$6,406,907	\$3,735,993	\$3,935,303	\$3,764,409
SEWER	\$6,079,084	\$5,658,535	\$4,462,824	\$4,743,192	\$4,881,099	\$5,152,249
DOMESTIC WASTE	\$2,500,956	\$2,684,275	\$2,743,675	\$2,890,328	\$3,147,892	\$3,430,658
EMPLOYEE LEAVE	\$388,800	\$388,800	\$388,800	\$388,800	\$388,800	\$388,800
EARLY INTERVENTION	\$138,982	\$-	\$-	\$-	\$-	\$-
CAPITAL WORKS	\$1,230,334	\$1,580,334	\$1,580,334	\$1,580,334	\$1,580,334	\$1,580,334
ECONOMIC DEVELOPMENT	\$-	\$-	\$-	\$-	\$-	\$-
CEMETERY	\$-	\$-	\$-	\$-	\$-	\$-
SALEYARDS	\$98,900	\$98,900	\$98,900	\$98,900	\$98,900	\$98,900
LEVEE BANK CONSTRUCTION	\$297,190	\$245,410	\$185,410	\$145,410	\$143,050	\$163,050
TOURISM EVENTS	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
AERODROME	\$164,579	\$409,429	\$459,429	\$509,429	\$559,429	\$609,429
INFORMATION TECH RESERVE	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000
RISK MANAGEMENT RESERVE	\$217,339	\$ 217,339	\$217,339	\$217,339	\$217,339	\$217,339

Chart 3 on the following page 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 be impacted over the four-year period with previous growth in the reserve used to fund capital works.

The Sewer Reserve will stabilise 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 Aerodrome sub-division. This budget takes a conservative approach and only recognises sales of developed property on receipt of funds.

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.
-

Projected Income and Expenditure Statement
Projected Balance Sheet
Projected Cash Flow

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2028
INCOME STATEMENT - CONSOLIDATED

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	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	2027/28 \$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	9,462	9,705	9,992	10,185	10,394	10,608	10,827	11,050	11,278	11,510	11,748	11,753
User Charges & Fees	3,127	1,988	1,697	1,720	1,744	1,768	1,792	1,818	1,844	1,867	1,894	1,894
Interest & Investment Revenue	725	772	731	753	784	818	877	948	1,037	1,121	1,241	1,271
Other Revenues	705	628	517	526	535	544	553	563	572	582	593	593
Grants & Contributions provided for Operating Purposes	9,944	4,729	6,214	6,552	6,616	6,680	6,745	6,810	6,877	6,950	7,024	7,025
Grants & Contributions provided for Capital Purposes	1,965	3,246	5,776	1,534	245	170	65	128	65	65	65	65
Other Income:												
Net gains from the disposal of assets	5	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	25,933	21,068	24,928	21,270	20,318	20,587	20,858	21,317	21,673	22,096	22,565	22,601
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,071	4,008	4,430	4,442	4,431	4,424	4,533	4,644	4,758	4,874	4,994	4,997
Borrowing Costs	72	52	45	39	32	24	17	9	1	-	-	-
Materials & Contracts	3,394	6,476	5,972	6,023	6,110	6,198	6,312	6,378	6,470	6,565	6,683	6,663
Depreciation & Amortisation	5,873	5,935	5,981	6,040	6,100	6,160	6,223	6,285	6,347	6,410	6,475	6,475
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,091	2,166	2,189	2,235	2,264	2,318	2,335	2,399	2,421	2,478	2,499	2,503
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	2	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,503	18,637	18,617	18,780	18,937	19,125	19,420	19,714	19,997	20,328	20,651	20,638
Operating Result from Continuing Operations	7,430	2,431	6,310	2,491	1,380	1,462	1,439	1,603	1,676	1,768	1,914	1,963
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	7,430	2,431	6,310	2,491	1,380	1,462	1,439	1,603	1,676	1,768	1,914	1,963
Net Operating Result before Grants and Contributions provided for Capital Purposes	5,465	(815)	534	957	1,135	1,292	1,374	1,475	1,611	1,703	1,849	1,898

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2028

BALANCE SHEET - CONSOLIDATED

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	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	2027/28 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	5,730	1,482	82	168	522	185	641	1,816	1,710	1,010	3,559	6,240
Investments	23,000	20,774	21,043	18,729	19,364	20,493	19,990	21,489	23,609	26,481	26,481	26,481
Receivables	1,862	1,453	1,661	1,389	1,413	1,443	1,481	1,521	1,561	1,594	1,633	1,652
Inventories	218	572	522	526	533	540	551	555	563	571	582	579
Other	60	98	92	93	94	96	97	98	100	101	103	103
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	30,870	24,379	23,400	20,904	21,926	22,756	22,759	25,481	27,543	29,758	32,358	35,055
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	185	30	30	30	30	30	30	30	30	30	30	30
Infrastructure, Property, Plant & Equipment	223,130	233,341	240,662	245,219	245,431	245,916	247,200	245,920	245,462	245,052	244,400	243,660
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	223,315	233,371	240,692	245,249	245,461	245,946	247,230	245,950	245,492	245,082	244,430	243,690
TOTAL ASSETS	254,185	257,751	264,092	266,153	267,387	268,702	269,989	271,431	273,035	274,840	276,788	278,745
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	533	1,785	1,701	1,721	1,741	1,767	1,796	1,825	1,849	1,883	1,914	1,908
Income received in advance	191	233	212	215	217	220	223	225	228	231	234	234
Borrowings	148	155	162	169	176	184	192	99	-	-	-	-
Provisions	2,604	2,582	2,582	2,582	2,582	2,582	2,582	2,582	2,582	2,582	2,582	2,582
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,476	4,754	4,656	4,686	4,716	4,753	4,793	4,731	4,659	4,696	4,729	4,724
Non-Current Liabilities												
Payables	-	2	2	2	2	2	2	2	2	2	2	2
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,149	981	1,110	651	475	291	99	-	-	-	-	-
Provisions	405	427	427	427	427	427	427	427	427	427	427	427
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,554	1,410	1,539	1,080	904	720	528	429	429	429	429	429
TOTAL LIABILITIES	5,030	6,164	6,196	5,766	5,619	5,473	5,321	5,160	5,088	5,124	5,158	5,153
Net Assets	249,155	251,586	257,897	260,387	261,768	263,230	264,668	266,271	267,947	269,715	271,629	273,592
EQUITY												
Retained Earnings	107,957	110,388	116,699	119,189	120,570	122,032	123,470	125,073	126,749	128,517	130,431	132,394
Revaluation Reserves	141,198	141,198	141,198	141,198	141,198	141,198	141,198	141,198	141,198	141,198	141,198	141,198
Council Equity Interest	249,155	251,586	257,897	260,387	261,768	263,230	264,668	266,271	267,947	269,715	271,629	273,592
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	249,155	251,586	257,897	260,387	261,768	263,230	264,668	266,271	267,947	269,715	271,629	273,592

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2028												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: Base Case												
	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	9,437	9,643	9,979	10,176	10,385	10,599	10,817	11,040	11,268	11,500	11,738	11,753
User Charges & Fees	2,828	2,424	1,765	1,715	1,738	1,762	1,786	1,812	1,837	1,861	1,887	1,894
Interest & Investment Revenue Received	685	817	729	749	774	808	859	928	1,019	1,108	1,225	1,252
Grants & Contributions	11,909	7,975	11,990	8,086	6,861	6,850	6,810	6,938	6,942	7,015	7,089	7,090
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	1,556	659	526	527	538	542	552	560	571	580	590	593
Payments:												
Employee Benefits & On-Costs	(7,833)	(3,964)	(4,410)	(4,437)	(4,431)	(4,423)	(4,527)	(4,638)	(4,752)	(4,868)	(4,988)	(4,997)
Materials & Contracts	(4,012)	(5,672)	(6,018)	(6,013)	(6,099)	(6,182)	(6,301)	(6,362)	(6,461)	(6,548)	(6,671)	(6,666)
Borrowing Costs	(72)	(52)	(45)	(39)	(32)	(24)	(17)	(9)	(1)	-	-	-
Bonds & Deposits Refunded	(6)	-	-	-	-	-	-	-	-	-	-	-
Other	(2,200)	(2,137)	(2,191)	(2,234)	(2,284)	(2,317)	(2,335)	(2,398)	(2,420)	(2,477)	(2,499)	(2,503)
Net Cash provided (or used in) Operating Activities	12,292	9,694	12,325	8,531	7,470	7,613	7,644	7,871	8,002	8,172	8,372	8,416
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	2,776	255	2,592	-	302	1,888	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	48	140	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	369	721	404	546	254	349	246	251	241	360	358	310
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	79	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(3,370)	(550)	(524)	(278)	(635)	(1,431)	(1,385)	(1,500)	(2,120)	(2,872)	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(7,560)	(16,867)	(13,706)	(11,143)	(6,566)	(6,995)	(7,752)	(5,256)	(6,131)	(6,360)	(6,181)	(6,045)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
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	(10,434)	(13,781)	(13,571)	(8,282)	(6,948)	(7,774)	(7,003)	(6,505)	(8,009)	(8,872)	(5,823)	(5,735)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(253)	(161)	(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	(253)	(161)	(155)	(162)	(169)	(176)	(184)	(192)	(99)	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	1,605	(4,248)	(1,401)	86	353	(337)	456	1,175	(106)	(700)	2,549	2,681
plus: Cash, Cash Equivalents & Investments - beginning of year	4,125	5,730	1,482	82	168	522	185	641	1,816	1,710	1,010	3,559
Cash & Cash Equivalents - end of the year	5,730	1,482	82	168	522	185	641	1,816	1,710	1,010	3,559	6,240
Cash & Cash Equivalents - end of the year	5,730	1,482	82	168	522	185	641	1,816	1,710	1,010	3,559	6,240
Investments - end of the year	23,000	20,774	21,043	18,729	19,364	20,493	19,990	21,489	23,609	26,481	26,481	26,481
Cash, Cash Equivalents & Investments - end of the year	28,730	22,257	21,125	18,897	19,886	20,677	20,631	23,305	25,319	27,491	30,041	32,721
Representing:												
- External Restrictions	17,263	15,978	15,161	12,911	13,500	13,889	12,994	14,672	15,799	17,464	19,328	21,121
- Internal Restrictions	4,505	4,415	4,498	4,525	4,926	5,329	6,042	6,974	7,660	8,058	8,418	8,938
- Unrestricted	6,962	1,864	1,466	1,461	1,460	1,459	1,595	1,659	1,860	1,969	2,294	2,662
	28,730	22,257	21,125	18,897	19,886	20,677	20,631	23,305	25,319	27,491	30,041	32,721

Annual Budget & Capital Works

CAPITAL WORKS PLAN SUMMARY 2018-19

		FINAL ADOPTED 2017-18	ORIGINAL 2018-19 AS ADOPTED 2017-18	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total		(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
AERODROME								
	AERODROME EXPENDITURE	(50,000)	(125,000)	(125,000)	(50,000)	(50,000)	(50,000)	(50,000)
	AERODROME INCOME	-	75,000	75,000	-	-	-	-
AERODROME Total		(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
BUSINESS DEVELOPMENT								
	BUSINESS DEVELOPMENT EXPENSE	(20,000)	-	-	-	-	-	-
	BUSINESS DEVELOPMENT INCOME	-	-	-	-	-	-	-
BUSINESS DEVELOPMENT Total		(20,000)	-	-	-	-	-	-
CEMETERIES								
	CEMETERIES EXPENDITURE	(50,000)	(55,000)	(55,000)	-	(5,000)	-	(5,000)
CEMETERIES Total		(50,000)	(55,000)	(55,000)	-	(5,000)	-	(5,000)
COMMUNITY AMENITIES								
	COMMUNITY AMENITIES EXPENDITURE	(171,500)	-	-	-	-	-	-
	COMMUNITY AMENITIES INCOME	-	-	-	-	-	-	-
COMMUNITY AMENITIES Total		(171,500)	-	-	-	-	-	-
CORPORATE SERVICES								
	CORPORATE SERVICES EXPENDITURE	(85,000)	-	(50,000)	-	-	-	-
	CORPORATE SERVICES INCOME	-	-	-	-	-	-	-
CORPORATE SERVICES Total		(85,000)	-	(50,000)	-	-	-	-
DEPOT								
	DEPOT EXPENDITURE	(20,000)	-	(31,000)	-	-	-	-
DEPOT Total		(20,000)	-	(31,000)	-	-	-	-
DOMESTIC WASTE								
	DOMESTIC WASTE EXPENDITURE	(209,000)	(215,000)	(225,000)	(79,000)	(75,000)	(99,000)	(70,000)
	DOMESTIC WASTE INCOME	-	-	-	-	-	-	-
DOMESTIC WASTE Total		(209,000)	(215,000)	(225,000)	(79,000)	(75,000)	(99,000)	(70,000)
DRAINAGE								
	DRAINAGE EXPENDITURE	(295,100)	(177,000)	(222,000)	(30,000)	(65,000)	(80,000)	(50,000)
	DRAINAGE INCOME	4,040	-	-	-	-	-	-
DRAINAGE Total		(291,060)	(177,000)	(222,000)	(30,000)	(65,000)	(80,000)	(50,000)
EMERGENCY SERVICES								
	EMERGENCY SERVICES EXPENDITURE	-	-	-	-	-	-	-
EMERGENCY SERVICES Total		-	-	-	-	-	-	-
HOUSING								
	HOUSING EXPENDITURE	(35,000)	-	-	-	-	-	-

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19 AS ADOPTED 2017-18	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
SHIRE ROADS							
FOOTPATHS EXPENDITURE	(137,000)	(158,200)	(331,700)	(95,000)	(30,000)	(10,000)	(10,000)
FOOTPATHS INCOME	20,000	40,000	220,500	25,000	-	-	-
KERB & GUTTER EXPENDITURE	-	-	-	-	-	-	-
KERB & GUTTER INCOME	-	-	-	-	-	-	-
R2R GRANT	355,378	349,551	349,551	625,500	625,500	625,500	625,500
RMS WORKS EXPENDITURE	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
RMS WORKS INCOME	350,000	350,000	350,000	350,000	350,000	350,000	350,000
RURAL ROADS CONSTRUCTION EXPENDITURE	(759,000)	(1,300,000)	(2,312,000)	(969,750)	(1,235,000)	(910,000)	(1,079,000)
RURAL ROADS CONSTRUCTION INCOME	-	-	908,000	-	-	-	-
RURAL ROADS SEALED - RESEALS EXPENDITURE	(148,614)	(84,179)	(84,179)	(197,933)	(514,000)	(529,000)	(545,000)
RURAL ROADS SEALED - RESEALS INCOME	-	-	-	-	-	-	-
RURAL ROADS UNSEALED - RESHEET EXPENDITURE	(559,000)	(534,000)	(255,000)	(612,000)	(210,000)	(549,000)	(310,000)
RURAL ROADS UNSEALED - RESHEET INCOME	-	-	-	-	-	-	-
TOWNSCAPE WORKS EXPENDITURE	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
TOWNSCAPE WORKS INCOME	-	-	-	-	-	-	-
URBAN ROADS - RESEALS EXPENDITURE	(92,528)	(48,340)	(76,326)	(283,326)	(166,000)	(171,000)	(176,000)
URBAN ROADS CONSTRUCTION EXPENDITURE	(202,000)	(97,000)	(178,000)	(230,150)	(213,000)	(253,000)	(213,000)
URBAN ROADS CONSTRUCTION INCOME	-	-	-	-	-	-	-
SHIRE ROADS Total	(1,602,764)	(1,912,168)	(1,839,154)	(1,817,659)	(1,822,500)	(1,876,500)	(1,787,500)
TOURISM SERVICES							
TOURISM SERVICES EXPENDITURE	-	-	-	-	-	-	-
TOURISM SERVICES INCOME	-	-	-	-	-	-	-
TOURISM SERVICES Total	-	-	-	-	-	-	-
TOWN PROJECTS							
KERB & GUTTER EXPENDITURE	(219,000)	(189,000)	(72,000)	(170,000)	(130,000)	(130,000)	(130,000)
KERB & GUTTER INCOME	-	35,000	-	75,000	65,000	65,000	65,000
TOWN PROJECTS Total	(219,000)	(154,000)	(72,000)	(95,000)	(65,000)	(65,000)	(65,000)
WATER							
WATER EXPENDITURE	(928,000)	(602,000)	(4,813,000)	(3,299,000)	(464,000)	(1,194,000)	(2,639,000)
WATER Total	(928,000)	(602,000)	(4,813,000)	(3,299,000)	(464,000)	(1,194,000)	(2,639,000)
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
FUND SUMMARY							
GENERAL FUND	(4,757,412)	(3,400,918)	(3,509,904)	(3,067,909)	(2,772,250)	(2,933,250)	(2,621,000)
WATER FUND	(928,000)	(602,000)	(4,813,000)	(3,299,000)	(464,000)	(1,194,000)	(2,639,000)
SEWER FUND	(600,000)	(490,000)	(760,000)	(825,000)	(1,015,000)	(570,000)	(575,000)
	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
	-	-	-	-	-	-	-

CAPITAL WORKS PLAN DETAIL 2018-19

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
AERODROME							
AERODROME INCOME							
TOCUMWAL							
Grant Funds	-	-	-	-	-	-	-
From Reserve	-	75,000	75,000	-	-	-	-
Murray Border Flying Club Contribution & Loan	-	-	-	-	-	-	-
TOCUMWAL Total	-	75,000	75,000	-	-	-	-
AERODROME INCOME Total	-	75,000	75,000	-	-	-	-
AERODROME EXPENDITURE							
TOCUMWAL							
Runway 18-36 Bitumen binder	-	-	-	-	-	-	-
Runway 18-36 Heavy Patch to repair failed pavement	-	(75,000)	(75,000)	-	-	-	-
To Reserve	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Subdivision	-	-	-	-	-	-	-
Murray Border Flying Club Kitchen Reno	-	-	-	-	-	-	-
TOCUMWAL Total	(50,000)	(125,000)	(125,000)	(50,000)	(50,000)	(50,000)	(50,000)
AERODROME EXPENDITURE Total	(50,000)	(125,000)	(125,000)	(50,000)	(50,000)	(50,000)	(50,000)
AERODROME Total	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
DRAINAGE							
DRAINAGE INCOME							
BAROOGA							
Various	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
Various	-	-	-	-	-	-	-
BERRIGAN Total	-	-	-	-	-	-	-
FINLEY							
Murray St - Warmatta to Wolamai	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
TOCUMWAL							
Various	-	-	-	-	-	-	-
Morris St - Toc Rec Reserve - Contrib	4,040	-	-	-	-	-	-
TOCUMWAL Total	4,040	-	-	-	-	-	-
DRAINAGE INCOME Total	4,040	-	-	-	-	-	-
DRAINAGE EXPENDITURE							
BAROOGA							
To be determined	-	-	-	-	-	-	-

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
Takari St	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
Drummond St - Railway to Drohan St	-	-	-	-	-	-	-
Harris St - Flynn St to Hayes St	-	-	-	-	-	-	-
Barooga St - Horsfall to Nangunia St	-	-	-	-	-	-	-
Nangunia St - Jerilderie to Barooga St	-	-	-	-	-	-	-
Denison St - Horsfall to Nangunia	-	-	-	-	-	-	-
Barooga St - Nangunia to Orr St	-	-	-	-	-	-	-
Denison St - Horsfall to Orr St - West Side	-	-	-	-	-	-	-
Cobram St / Waverly Rd - earth drain to west	(20,000)	-	-	-	-	-	-
Barooga St / Denison St - regrade table drains	(20,000)	-	-	-	-	-	-
Jerilderie St (SH20) Horsfall St to Nangunia St	-	-	-	-	-	-	-
Jerilderie St - Nangunia St to Orr St	-	-	-	-	-	-	-
Osborne St	-	-	-	-	-	-	-
Corcoran St	-	-	(45,000)	-	-	-	-
BERRIGAN Total	(40,000)	-	(45,000)	-	-	-	-
FINLEY							
Denison St - Wollamai St to Warmatta St	(75,000)	-	-	-	-	-	-
Finley St Detention Basin	-	-	-	-	-	-	-
McAllister St - Headford St to Osbourne St	(50,000)	-	-	-	-	-	-
Tocumwal St - Wollamai St to Warmatta St	(75,000)	-	-	-	-	-	-
Tocumwal St Tuppal St to Wollamai St	-	(75,000)	(75,000)	-	-	-	-
Murray St - Warmatta to Wolamai	-	-	-	-	-	-	-
Tongs St - Pipe drain in front of cemetery	-	(87,000)	(87,000)	-	-	-	-
FINLEY Total	(200,000)	(162,000)	(162,000)	-	-	-	-
TOCUMWAL							
Deniliquin Rd - Replace brick K&G Cowley to Duff ST	-	-	-	-	-	-	-
Bruton St - Extension Jerilderie St North & Charlotte St	-	-	-	-	-	-	-
Bruton St - Extension to Charlotte St	-	-	-	-	-	-	-
Bruton St - Kerb connection	-	-	-	(15,000)	-	-	-
Bruton St - End existing kerb to Bruce Birrell Dr	-	-	-	-	-	-	-
Bruton St - Lane 961 to Parkes St - Sth side	-	-	-	-	-	-	-
Morris St - Toc Rec Reserve	(10,100)	-	-	-	-	-	-
Brown St	-	-	-	-	-	(30,000)	-
TOCUMWAL Total	(10,100)	-	-	(15,000)	-	(30,000)	-
UNGROUPE							
To be determined	-	-	-	-	(50,000)	(50,000)	(50,000)
Upgrade Telemetry System	(30,000)	-	-	-	-	-	-
Replace Electrical cabinets	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	-	-
UNGROUPE Total	(45,000)	(15,000)	(15,000)	(15,000)	(65,000)	(50,000)	(50,000)
DRAINAGE EXPENDITURE Total	(295,100)	(177,000)	(222,000)	(30,000)	(65,000)	(80,000)	(50,000)

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
DRAINAGE Total	(291,060)	(177,000)	(222,000)	(30,000)	(65,000)	(80,000)	(50,000)
LEVEE BANKS							
LEVEE BANK INCOME							
UNGROUPED							
Transfer from Reserve	163,280	149,200	149,200	60,000	90,000	52,360	30,000
Grant Funds	40,000	-	-	-	20,000	105,000	-
Seppelts Income	-	-	-	20,000	160,000	-	-
UNGROUPED Total	203,280	149,200	149,200	80,000	270,000	157,360	30,000
LEVEE BANK INCOME Total	203,280	149,200	149,200	80,000	270,000	157,360	30,000
LEVEE BANK EXPENDITURE							
UNGROUPED							
Transfer to Reserve	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Levee 1 - 9800-10467	-	-	-	-	-	-	-
Levee 1 - 1390-2500	-	-	-	-	-	-	-
Levee 1 - 4675-5700	(41,000)	-	-	-	-	-	-
Levee 1 - 7580-8435	(34,200)	-	-	-	-	-	-
Levee 1 - 9100-9650	(22,000)	-	-	-	-	-	-
Levee 1 - 10548-10700	(6,080)	-	-	-	-	-	-
Levee 3 - 220M	-	(8,800)	(8,800)	-	-	-	-
Levee 5 2260M	-	(90,400)	(90,400)	-	-	-	-
Levee 1 - 9800-10467	-	-	-	-	-	-	-
Levee 1 - 10850-11412	-	-	-	-	(30,000)	(157,360)	-
Levee 5a	-	-	-	-	-	-	-
Barooga Township Levee	-	-	-	-	-	-	-
Seppelts Levee	-	-	-	(30,000)	(240,000)	-	-
Tree removal Full length of levee	(50,000)	(50,000)	(50,000)	(20,000)	-	-	-
Levee Works - Geotech	-	-	(30,000)	-	-	-	-
UNGROUPED Total	(203,280)	(199,200)	(229,200)	(100,000)	(320,000)	(207,360)	(50,000)
LEVEE BANK EXPENDITURE Total	(203,280)	(199,200)	(229,200)	(100,000)	(320,000)	(207,360)	(50,000)
LEVEE BANKS Total	-	(50,000)	(80,000)	(20,000)	(50,000)	(50,000)	(20,000)
TOWN PROJECTS							
KERB & GUTTER INCOME							
BAROOGA							
Takari St	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
Drummond St - Railway to Drohan St	-	-	-	-	-	-	-
Harris St - Flynn St to Hayes St	-	-	-	-	-	-	-
Barooga St - Horsfall to Nangunia St	-	28,000	-	-	-	-	-
Nangunia St - Jerilderie to Barooga St	-	7,000	-	-	-	-	-
Denison St - Horsfall to Nangunia	-	-	-	-	-	-	-

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
Barooga St - Nangunia to Orr St	-	-	-	-	-	-	-
Denison St - Horsfall to Orr St - West Side	-	-	-	28,000	-	-	-
Jerilderie St (SH20) Horsfall St to Nangunia St	-	-	-	-	-	-	-
Jerilderie St - Nangunia St to Orr St	-	-	-	-	-	-	-
Osborne St	-	-	-	-	-	-	-
Corcoran St	-	-	-	-	-	-	-
BERRIGAN Total	-	35,000	-	28,000	-	-	-
FINLEY							
Denison St - Wollamai St to Warmatta St	-	-	-	-	-	-	-
Tocumwal St - Wollamai St to Warmatta St	-	-	-	-	-	-	-
Tocumwal St Tuppal St to Wollamai St	-	-	-	-	-	-	-
McAllister St - Headford St to Osborne St	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
TOCUMWAL							
Deniliquin Rd - Replace brick K&G Cowley to Duff ST	-	-	-	-	-	-	-
Bruton St - End existing kerb to Bruce Birrell Dr	-	-	-	17,000	-	-	-
Bruton St - Lane 961 to Parkes St - Sth side	-	-	-	30,000	-	-	-
Brown St	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	-	47,000	-	-	-
UNGROUPED							
To be determined	-	-	-	-	65,000	65,000	65,000
UNGROUPED Total	-	-	-	-	65,000	65,000	65,000
KERB & GUTTER INCOME Total	-	35,000	-	75,000	65,000	65,000	65,000
KERB & GUTTER EXPENDITURE							
BAROOGA							
Takari St	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
Drummond St - Railway to Drohan St	-	-	-	-	-	-	-
Harris St - Flynn St to Hayes St	-	-	-	-	-	-	-
Barooga St - Horsfall to Nangunia St	-	(60,000)	-	-	-	-	-
Nangunia St - Jerilderie to Barooga St	-	(32,000)	-	-	-	-	-
Denison St - Horsfall to Nangunia	-	-	-	-	-	-	-
Barooga St - Nangunia to Orr St	-	-	-	-	-	-	-
Denison St - Horsfall to Orr St - West Side	-	-	-	(60,000)	-	-	-
Jerilderie St (SH20) Horsfall St to Nangunia St	-	-	-	-	-	-	-
Jerilderie St - Nangunia St to Orr St	-	-	-	-	-	-	-
Osborne St	-	-	-	-	-	-	-
Corcoran St	-	-	-	-	-	-	-
BERRIGAN Total	-	(92,000)	-	(60,000)	-	-	-
FINLEY							

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
Denison St - Wollamai St to Warmatta St	(72,000)	-	-	-	-	-	-
McAllister St - Headford St to Osbourne St	(75,000)	-	-	-	-	-	-
Tocumwal St - Wollamai St to Warmatta St	(72,000)	-	-	-	-	-	-
Tocumwal St Tuppal St to Wollamai St	-	(72,000)	(72,000)	-	-	-	-
FINLEY Total	(219,000)	(72,000)	(72,000)	-	-	-	-
TOCUMWAL							
Deniliquin Rd - Replace brick K&G Cowley to Duff ST	-	(25,000)	-	-	-	-	-
Bruton St - End existing kerb to Bruce Birrell Dr	-	-	-	(40,000)	-	-	-
Bruton St - Lane 961 to Parkes St - Sth side	-	-	-	(70,000)	-	-	-
Brown St	-	-	-	-	-	-	-
TOCUMWAL Total	-	(25,000)	-	(110,000)	-	-	-
UNGROUPED							
To be determined	-	-	-	-	(130,000)	(130,000)	(130,000)
UNGROUPED Total	-	-	-	-	(130,000)	(130,000)	(130,000)
KERB & GUTTER EXPENDITURE Total	(219,000)	(189,000)	(72,000)	(170,000)	(130,000)	(130,000)	(130,000)
TOWN PROJECTS Total	(219,000)	(154,000)	(72,000)	(95,000)	(65,000)	(65,000)	(65,000)
SEWERAGE							
SEWERAGE EXPENDITURE							
BAROOGA							
Desilt Primary Pond	-	-	-	-	(50,000)	-	-
Desilt sludge lagoon	-	-	-	-	-	-	-
Main Sewer upgrades	-	-	-	-	-	-	-
Other Minor Repairs / Replacements	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(20,000)	(20,000)
Upgrade Pump Station	(30,000)	(30,000)	(20,000)	(20,000)	(20,000)	-	(20,000)
Replace Electrical cabinets	(10,000)	(10,000)	(10,000)	-	(15,000)	-	-
BAROOGA Total	(50,000)	(50,000)	(40,000)	(30,000)	(95,000)	(20,000)	(40,000)
BERRIGAN							
Desilt Primary Pond	-	-	-	-	-	-	-
Other Minor Repairs / Replacements	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Pond Fencing	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	-	-
Sewer replacement	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Trickle Filter Arm Upgrade	-	-	-	-	-	-	(15,000)
Fencing	-	-	-	-	(20,000)	-	-
Refurbish irrigation area	-	(15,000)	(15,000)	-	-	-	-
Replace Electrical cabinets	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	-	-
Replace Digester roof	(25,000)	-	-	-	-	-	-
Upgrade digester	-	-	(50,000)	(50,000)	-	-	-
Upgrade Pump Station - refurbish concrete works	-	-	-	(30,000)	-	-	(30,000)
New Inlet works	-	-	-	-	-	-	-
Pump/valve replacement (STP)	-	-	-	-	-	-	-
Truck Wash Avdata pump & electrical	-	-	-	-	(15,000)	-	-
BERRIGAN Total	(100,000)	(90,000)	(140,000)	(155,000)	(110,000)	(50,000)	(95,000)

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
FINLEY							
Desilt Primary Pond	-	-	-	(80,000)	-	-	-
Desilt sludge lagoon	-	(15,000)	(15,000)	-	-	-	-
Gravel Pond Banks	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	-	-
Main Sewer upgrades	-	-	-	-	-	-	-
Other Minor Repairs / Replacements	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Pond Fencing	-	-	-	-	-	(20,000)	-
Refurbish concrete work	(60,000)	(30,000)	(20,000)	-	-	(20,000)	(20,000)
Truck wash AVDATA pump	-	-	-	-	-	-	-
Upgrade Pump Station	(10,000)	(10,000)	(10,000)	(10,000)	(30,000)	-	-
Replace Electrical cabinets	-	(15,000)	(15,000)	-	(15,000)	-	-
Replace Digester roof	(25,000)	-	-	-	-	-	-
New Inlet works	-	-	-	-	(250,000)	-	-
Effluent recycling facility	-	-	-	-	-	(20,000)	-
Upgrade Digester	-	-	-	-	-	(50,000)	(50,000)
Control Panel STP	-	-	-	-	-	-	-
Odour investigation and mitigation	-	-	(50,000)	(50,000)	-	-	-
FINLEY Total	(135,000)	(110,000)	(150,000)	(180,000)	(335,000)	(140,000)	(100,000)
TOCUMWAL							
Bypass Line & Control Valve on S Dam outlet	-	-	-	-	-	-	-
Main Sewer upgrades	-	-	-	-	-	-	-
Other Minor Repairs / Replacements	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Refurbish concrete work	-	-	(20,000)	-	-	(20,000)	(20,000)
Trickle Filter Arm Upgrade	(40,000)	-	-	-	-	-	-
Sewer Main Relining	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	-	-
New Drying Bed	-	-	-	(50,000)	(50,000)	-	-
Fence Replacement	(15,000)	(15,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Replace Mixer Unit	-	-	-	(20,000)	-	-	-
Replace Electrical cabinets	-	(15,000)	(15,000)	-	(15,000)	-	-
Construct Access Wise Court PS	(40,000)	-	-	-	-	-	-
TOCUMWAL Total	(215,000)	(150,000)	(175,000)	(210,000)	(205,000)	(60,000)	(60,000)
UNGROUPED							
Unallocated	-	-	-	-	-	-	-
Upgrade amenities at STP's	(10,000)	(10,000)	-	-	-	(30,000)	-
Upgrade of Telemetry Sewer	(40,000)	(30,000)	(5,000)	-	(20,000)	(20,000)	(20,000)
Sewer Pump Replacements	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(40,000)
Low Pressure Pump Replacements	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Various Non-Capital Expenses (removed 14/15)	-	-	-	-	-	-	-
AC Main Renewals	-	-	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
UNGROUPED Total	(100,000)	(90,000)	(255,000)	(250,000)	(270,000)	(300,000)	(280,000)
SEWERAGE EXPENDITURE Total	(600,000)	(490,000)	(760,000)	(825,000)	(1,015,000)	(570,000)	(575,000)
SEWERAGE Total	(600,000)	(490,000)	(760,000)	(825,000)	(1,015,000)	(570,000)	(575,000)

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
WATER							
WATER EXPENDITURE							
BAROOGA							
CCTV Survey interior towers	(20,000)	-	-	-	-	-	-
Main water reticulation	-	-	-	-	-	-	-
Terracing at WTP	-	-	-	-	-	-	-
Main water replacement	(15,000)	(10,000)	-	-	-	-	-
pH and Cl Control systems	-	-	-	-	-	-	-
Expansion of Barooga WTP	-	-	(850,000)	(850,000)	-	-	-
Upgrade WTP Instrumentation	(20,000)	-	-	-	-	-	-
Construct 1ML Filtered Water Reservoir	-	-	-	-	-	(800,000)	-
Paint exterior Water Towers	-	-	-	-	-	-	-
BAROOGA Total	(55,000)	(10,000)	(850,000)	(850,000)	-	(800,000)	-
BERRIGAN							
Main water reticulation	-	-	-	-	-	-	-
Other Minor Repairs / Replacements	(25,000)	(30,000)	-	-	-	-	-
Water main replacement	(100,000)	(50,000)	-	-	-	-	-
Online Instrumentation upgrade	(40,000)	-	-	-	-	-	-
WTP Fence Replacement	(20,000)	(20,000)	(20,000)	(20,000)	-	-	-
Static Mixer (100mm)	-	-	(30,000)	-	-	-	-
Upgrade Treatmetn Process (DAFF)	-	-	-	-	-	-	(2,200,000)
BERRIGAN Total	(185,000)	(100,000)	(50,000)	(20,000)	-	-	(2,200,000)
FINLEY							
Treated Water HL Pumps - Mech & Elec	-	-	-	-	-	-	-
Water main reticulation	(60,000)	(50,000)	-	-	-	-	-
Raw Water LL Pumps	-	-	-	-	-	-	-
New Clarifier to replace settling ponds	-	-	-	-	-	-	-
Upgrade Alum Dosing	(30,000)	-	-	-	-	-	-
Finley Lake Erosion Control	(20,000)	-	-	-	-	-	-
Online Instrumentation upgrade	(40,000)	-	-	-	-	-	-
WTP Fence Replacement	(15,000)	(15,000)	(15,000)	(15,000)	-	-	-
Upgrade Treatment Process (DAFF)	-	-	(2,000,000)	(2,000,000)	-	-	-
Construct Raw Water Trunk Main to Tongs St	-	-	-	-	-	-	-
Major Repair FIN Water Tower Leak	-	-	(140,000)	-	-	-	-
FINLEY Total	(165,000)	(65,000)	(2,155,000)	(2,015,000)	-	-	-
TOCUMWAL							
Chlorine Dosing system	(10,000)	(10,000)	(20,000)	(20,000)	-	-	-
Other Minor Repairs / Replacements	(25,000)	(25,000)	-	-	-	-	-
Refurbish no#1 floc tank	-	-	-	-	-	-	-
Replace compressor	-	(20,000)	-	(20,000)	-	(20,000)	(20,000)
Water main replacement	(20,000)	(20,000)	-	-	-	-	-
Water main reticulation	-	-	-	-	-	-	-
Enclose Daff plant	(30,000)	-	-	-	-	-	-
Upgrade on-line instrumentation	(40,000)	-	-	-	-	-	-
Upgrade Chemical dosing system	-	-	-	-	(50,000)	-	-

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
Upgrade WTP, Pump Station and Flouridation plant	-	-	-	-	-	-	-
TOCUMWAL Total	(125,000)	(75,000)	(20,000)	(40,000)	(50,000)	(20,000)	(20,000)
UNGROUPED							
Chemical Pump replacement	(30,000)	-	(10,000)	(10,000)	(10,000)	(10,000)	(15,000)
Major Pump Replacement	-	-	(40,000)	-	(40,000)	-	(40,000)
Minor plant replacement	-	-	-	-	-	-	-
Office Equip / Furniture	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Meter / cybal replacement	(314,000)	(318,000)	(964,000)	-	-	-	-
Everblue Centralised Meter Reading	-	-	-	-	-	-	-
WHS Upgrades	(10,000)	(10,000)	(10,000)	-	-	-	-
Telemetry Upgrade	(40,000)	(20,000)	(150,000)	-	-	-	-
Water Laboratory equipment	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Automation for Quality Control	-	-	(200,000)	-	-	-	-
Replacement of AC Watermains	-	-	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
Other minor watermain renewals	-	-	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
UNGROUPED Total	(398,000)	(352,000)	(1,738,000)	(374,000)	(414,000)	(374,000)	(419,000)
WATER EXPENDITURE Total	(928,000)	(602,000)	(4,813,000)	(3,299,000)	(464,000)	(1,194,000)	(2,639,000)
WATER Total	(928,000)	(602,000)	(4,813,000)	(3,299,000)	(464,000)	(1,194,000)	(2,639,000)
MOTOR VEHICLE							
MOTOR VEHICLE SALES							
UNGROUPED							
Motor vehicle sales	130,000	130,000	130,000	130,000	130,000	130,000	130,000
UNGROUPED Total	130,000	130,000	130,000	130,000	130,000	130,000	130,000
MOTOR VEHICLE SALES Total	130,000	130,000	130,000	130,000	130,000	130,000	130,000
MOTOR VEHICLE PURCHASES							
UNGROUPED							
Motor vehicle purchases	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
UNGROUPED Total	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
MOTOR VEHICLE PURCHASES Total	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
MOTOR VEHICLE Total	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)
PUBLIC WORKS							
PUBLIC WORKS UTILITY PURCHASE							
UNGROUPED							
Public Works Utility Purchase	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(70,000)
UNGROUPED Total	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(70,000)
PUBLIC WORKS UTILITY PURCHASE Total	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(70,000)
PUBLIC WORKS UTILITY INCOME							

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
UNGROUPED							
Public Works Utility Sales	39,000	39,000	39,000	39,000	39,000	39,000	40,000
UNGROUPED Total	39,000	39,000	39,000	39,000	39,000	39,000	40,000
PUBLIC WORKS UTILITY INCOME Total	39,000	39,000	39,000	39,000	39,000	39,000	40,000
PUBLIC WORKS PLANT PURCHASE							
UNGROUPED							
Public Works Plant Purchase	(793,000)	(695,000)	(750,000)	(1,100,000)	(472,000)	(620,000)	(246,000)
UNGROUPED Total	(793,000)	(695,000)	(750,000)	(1,100,000)	(472,000)	(620,000)	(246,000)
PUBLIC WORKS PLANT PURCHASE Total	(793,000)	(695,000)	(750,000)	(1,100,000)	(472,000)	(620,000)	(246,000)
PUBLIC WORKS PLANT INCOME							
UNGROUPED							
Public Works Plant Sales	177,000	230,000	235,000	376,500	85,000	180,000	75,500
UNGROUPED Total	177,000	230,000	235,000	376,500	85,000	180,000	75,500
PUBLIC WORKS PLANT INCOME Total	177,000	230,000	235,000	376,500	85,000	180,000	75,500
PUBLIC WORKS Total	(645,750)	(494,750)	(544,750)	(753,250)	(416,750)	(469,750)	(200,500)
MINOR PLANT							
MINOR PLANT PURCHASE							
UNGROUPED							
Minor Plant Purchase	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
UNGROUPED Total	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MINOR PLANT PURCHASE Total	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MINOR PLANT INCOME							
UNGROUPED							
Minor Plant Sales	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
MINOR PLANT INCOME Total	-	-	-	-	-	-	-
MINOR PLANT Total	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
DOMESTIC WASTE							
DOMESTIC WASTE INCOME							
BERRIGAN							
Install Weighbridge	-	-	-	-	-	-	-
BERRIGAN Total	-	-	-	-	-	-	-
DOMESTIC WASTE INCOME Total	-	-	-	-	-	-	-
DOMESTIC WASTE EXPENDITURE							

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
BERRIGAN							
New Landfill hole	(50,000)	(45,000)	(50,000)	(55,000)	(60,000)	(65,000)	(70,000)
New Mesh Fence 3.6m	-	(5,000)	(15,000)	(15,000)	(15,000)	(15,000)	-
Rehabilitation of exhausted landfill areas	-	(5,000)	-	-	-	(10,000)	-
Concrete crushing	-	-	-	-	-	-	-
Crushed rock for tracks	(4,000)	-	-	(4,000)	-	(4,000)	-
Install Weighbridge	-	-	-	-	-	-	-
Purchase Compaction Equipment	(150,000)	-	-	-	-	-	-
New Landfill Investigations	-	-	-	-	-	-	-
BERRIGAN Total	(204,000)	(55,000)	(65,000)	(74,000)	(75,000)	(94,000)	(70,000)
FINLEY							
Rehabilitation of exhausted landfill areas	-	(5,000)	(5,000)	-	-	-	-
FINLEY Total	-	(5,000)	(5,000)	-	-	-	-
TOCUMWAL							
New Fence	-	(5,000)	(5,000)	-	-	-	-
Transfer Station Reserve	-	-	-	-	-	-	-
Construct Transfer Station Tocumwal	-	(150,000)	(150,000)	-	-	-	-
TOCUMWAL Total	-	(155,000)	(155,000)	-	-	-	-
UNGROUPED							
Purchase of Bins	(5,000)	-	-	(5,000)	-	(5,000)	-
UNGROUPED Total	(5,000)	-	-	(5,000)	-	(5,000)	-
DOMESTIC WASTE EXPENDITURE Total	(209,000)	(215,000)	(225,000)	(79,000)	(75,000)	(99,000)	(70,000)
DOMESTIC WASTE Total	(209,000)	(215,000)	(225,000)	(79,000)	(75,000)	(99,000)	(70,000)
LIBRARIES							
LIBRARIES INCOME							
TOCUMWAL							
SCCF - Library Extension Grant	-	-	250,000	-	-	-	-
PLIGP - Library	-	-	200,000	-	-	-	-
TOCUMWAL Total	-	-	450,000	-	-	-	-
LIBRARIES INCOME Total	-	-	450,000	-	-	-	-
LIBRARIES EXPENDITURE							
BAROOGA							
Painting	-	-	(15,000)	-	-	-	-
BAROOGA Total	-	-	(15,000)	-	-	-	-
BERRIGAN							
To be determined	-	-	-	-	-	-	-
BERRIGAN Total	-	-	-	-	-	-	-
FINLEY							

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
Roof Restoration	-	-	-	-	-	-	-
Repairs Carpark	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
TOCUMWAL							
SCCF - Extension	-	-	(250,000)	-	-	-	(150,000)
Library Refurbishment	-	-	(200,000)	-	-	-	-
TOCUMWAL Total	-	-	(450,000)	-	-	-	(150,000)
LIBRARIES EXPENDITURE Total	-	-	(465,000)	-	-	-	(150,000)
LIBRARIES Total	-	-	(15,000)	-	-	-	(150,000)
CORPORATE SERVICES							
CORPORATE SERVICES INCOME							
UNGROUPED							
To be determined	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
CORPORATE SERVICES INCOME Total	-	-	-	-	-	-	-
CORPORATE SERVICES EXPENDITURE							
BAROOGA							
To be determined	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
Asset Software Project	(85,000)	-	(50,000)	-	-	-	-
BERRIGAN Total	(85,000)	-	(50,000)	-	-	-	-
FINLEY							
To be determined	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
TOCUMWAL							
To be determined	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	-	-	-	-	-
CORPORATE SERVICES EXPENDITURE Total	(85,000)	-	(50,000)	-	-	-	-
CORPORATE SERVICES Total	(85,000)	-	(50,000)	-	-	-	-
COMMUNITY AMENITIES							
COMMUNITY AMENITIES INCOME							
UNGROUPED							
To be determined	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
DEPOT							
DEPOT EXPENDITURE							
BAROOGA							
To be determined	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
Installation of Storage Container	-	-	-	-	-	-	-
Depot Carport Repairs/Parking Shelter/cover sign area	(20,000)	-	(31,000)	-	-	-	-
BERRIGAN Total	(20,000)	-	(31,000)	-	-	-	-
FINLEY							
To be determined	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
TOCUMWAL							
Wash Bay	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	-	-	-	-	-
DEPOT EXPENDITURE Total	(20,000)	-	(31,000)	-	-	-	-
DEPOT Total	(20,000)	-	(31,000)	-	-	-	-
PUBLIC HALLS							
PUBLIC HALLS EXPENDITURE							
BAROOGA							
To be determined	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
Renew Stormwater Disposal	-	-	-	-	-	-	-
CWA Hall replace Front & side doors	-	-	-	-	-	(20,000)	-
Memorial Hall Ceiling Repairs	-	-	-	-	-	-	-
BERRIGAN Total	-	-	-	-	-	(20,000)	-
FINLEY							
Refurbishment School of Arts Hall	(180,000)	-	-	-	-	-	-
Refurbishment School of Arts Hall - extra	(29,000)	-	-	-	-	-	-
FINLEY Total	(209,000)	-	-	-	-	-	-
TOCUMWAL							
Repaint Hall interior & stage area	-	-	-	-	-	-	-
Memorial Hall paint interior main hall & toilets	-	-	-	-	-	-	-
Upgrade Electrical	(5,000)	-	-	-	-	-	-
Replace rear doors/jambs	(2,500)	-	-	-	-	-	-
Install flooring/storage under stage	(5,000)	-	-	-	-	-	-
Fence rear car park	(2,000)	-	-	-	-	-	-
TOCUMWAL Total	(14,500)	-	-	-	-	-	-

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
TOCUMWAL							
To be determined	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	-	-	-	-	-
TOURISM SERVICES EXPENDITURE Total	-	-	-	-	-	-	-
TOURISM SERVICES Total	-	-	-	-	-	-	-
CEMETERIES							
CEMETERIES EXPENDITURE							
BAROOGA							
Modular Toilet	(25,000)	-	-	-	-	-	-
BAROOGA Total	(25,000)	-	-	-	-	-	-
BERRIGAN							
Modular Toilet	-	(25,000)	(25,000)	-	-	-	-
BERRIGAN Total	-	(25,000)	(25,000)	-	-	-	-
FINLEY							
Finley Cemetery kerb & gutter	-	-	-	-	-	-	-
Modular Toilet	(25,000)	-	-	-	-	-	-
FINLEY Total	(25,000)	-	-	-	-	-	-
TOCUMWAL							
Modular Toilet	-	(25,000)	(25,000)	-	-	-	-
TOCUMWAL Total	-	(25,000)	(25,000)	-	-	-	-
UNGROUPED							
Plinth Additions	-	(5,000)	(5,000)	-	(5,000)	-	(5,000)
UNGROUPED Total	-	(5,000)	(5,000)	-	(5,000)	-	(5,000)
CEMETERIES EXPENDITURE Total	(50,000)	(55,000)	(55,000)	-	(5,000)	-	(5,000)
CEMETERIES Total	(50,000)	(55,000)	(55,000)	-	(5,000)	-	(5,000)
RECREATION							
SWIMMING POOLS EXPENDITURE							
BERRIGAN							
Painting of Pool	-	-	-	-	-	-	-
Non-slip Concourse Painting	(10,000)	-	-	-	-	-	-
Garden Shed	-	-	-	-	-	-	-
Automate watering system	(2,000)	-	-	-	-	-	-
BERRIGAN Total	(12,000)	-	-	-	-	-	-
FINLEY							
Painting of Pool	(40,000)	-	-	-	-	-	-
Non-slip Concourse Painting	(10,000)	-	-	-	-	-	-
FINLEY Total	(50,000)	-	-	-	-	-	-

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
TOCUMWAL							
Painting of Pool	-	-	-	-	-	-	-
Refurbish interior	-	(20,000)	(20,000)	-	-	-	-
TOCUMWAL Total	-	(20,000)	(20,000)	-	-	-	-
SWIMMING POOLS EXPENDITURE Total	(62,000)	(20,000)	(20,000)	-	-	-	-
RECREATION RESERVES INCOME							
BERRIGAN							
SCCF - Replace and Upgrade Netball Courts	-	-	182,934	-	-	-	-
SCCF - Contribution Replace and Upgrade Netball Courts	-	-	20,000	-	-	-	-
BERRIGAN Total	-	-	202,934	-	-	-	-
TOCUMWAL							
Rec Reserve Toilet Renovation Contribution & Loan	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	-	-	-	-	-
RECREATION RESERVES INCOME Total	-	-	202,934	-	-	-	-
RECREATION RESERVES EXPENDITURE							
BAROOGA							
Develop Horse Day Yards	(4,700)	-	-	-	-	-	-
BAROOGA Total	(4,700)	-	-	-	-	-	-
BERRIGAN							
Paint old change rooms/rotunda	(5,000)	-	-	-	-	-	-
Contribution Ride on Mower	(6,000)	-	-	-	-	-	-
SCCF - Replace and Upgrade Netball Courts	-	-	(210,934)	-	-	-	-
BERRIGAN Total	(11,000)	-	(210,934)	-	-	-	-
FINLEY							
To be determined	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
TOCUMWAL							
Recreation Reserve Toilet Renovation	-	-	-	-	-	-	-
Construction Retaining wall Cricket Nets	(7,200)	-	-	-	-	-	-
TOCUMWAL Total	(7,200)	-	-	-	-	-	-
RECREATION RESERVES EXPENDITURE Total	(22,900)	-	(210,934)	-	-	-	-
PARKS & RECREATION INCOME							
BAROOGA							
SCCF - Challenge Playground	-	-	150,000	-	-	-	-
BAROOGA Total	-	-	150,000	-	-	-	-
FINLEY							

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
FINLEY							
To be determined	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
UNGROUPED							
To be determined	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
URBAN ROADS CONSTRUCTION INCOME Total	-	-	-	-	-	-	-
URBAN ROADS CONSTRUCTION EXPENDITURE							
BAROOGA							
To be determined	-	-	-	-	-	-	-
Takari St	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
Drummond St - Railway to Drohan St	-	-	-	-	-	-	-
Harris St - Flynn St to Hayes St	-	-	-	-	-	-	-
To be determined	-	-	-	-	-	-	-
Barooga St - Horsfall to Nangunia St	-	(40,000)	-	-	-	-	-
Nangunia St - Jerilderie to Barooga St	-	(16,000)	-	-	-	-	-
Denison St - Horsfall to Nangunia	-	-	-	-	-	-	-
Barooga St - Nangunia to Orr St	-	-	-	-	-	-	-
Denison St - Horsfall to Orr St - West Side	-	-	-	-	-	(40,000)	-
Jerilderie St (SH20) Horsfall St to Nangunia St	-	-	-	-	-	-	-
Jerilderie St - Nangunia St to Orr St	-	-	-	-	-	-	-
Osborne St	-	-	-	-	-	-	-
Corcoran St	-	-	-	-	-	-	-
BERRIGAN Total	-	(56,000)	-	-	-	(40,000)	-
FINLEY							
Denison St - Wollamai St to Warmatta St	(41,000)	-	-	-	-	-	-
McAllister St - Headford St to Osbourne St	(120,000)	-	-	-	-	-	-
To be determined	-	-	-	-	-	-	-
Tocumwal St - Wollamai St to Warmatta St	(41,000)	-	-	-	-	-	-
Tocumwal St Tuppal St to Wollamai St	-	(41,000)	(41,000)	-	-	-	-
FINLEY Total	(202,000)	(41,000)	(41,000)	-	-	-	-
TOCUMWAL							
Deniliquin Rd - Replace brick K&G Cowley to Duff ST	-	-	-	-	-	-	-
Bruton St - End existing kerb to Bruce Birrell Dr	-	-	-	-	-	-	-
Bruton St - Lane 961 to Charlotte St	-	-	-	(60,000)	-	-	-
Town Beach Road - Construct & Seal	-	-	(137,000)	(17,150)	-	-	-
Brown St	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	(137,000)	(77,150)	-	-	-

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
UNGROUPED							
To be determined	-	-	-	(153,000)	(213,000)	(213,000)	(213,000)
UNGROUPED Total	-	-	-	(153,000)	(213,000)	(213,000)	(213,000)
URBAN ROADS CONSTRUCTION EXPENDITURE Total	(202,000)	(97,000)	(178,000)	(230,150)	(213,000)	(253,000)	(213,000)
URBAN ROADS - RESEALS EXPENDITURE							
BAROOGA							
Wiruna St 102-560	-	(3,514)	(3,514)	-	-	-	-
Amaroo Ave 00-456	-	-	-	(10,395)	-	-	-
Banker St 00-262	-	-	-	(10,080)	-	-	-
Barinya At 392-839	-	-	-	(10,490)	-	-	-
Buchanans Rd 1321-1451	-	-	-	(5,040)	-	-	-
Hughes st - 189-326	-	-	(8,386)	-	-	-	-
Lawson Dve 00-129	-	-	-	(3,374)	-	-	-
McFarland St 00-452	-	-	-	(12,604)	-	-	-
Nangunia St 183-428	-	(2,832)	(2,832)	-	-	-	-
Stillards Crt	-	-	-	(7,889)	-	-	-
Franks Rd	-	-	(3,600)	-	-	-	-
BAROOGA Total	-	(6,346)	(18,332)	(59,872)	-	-	-
BERRIGAN							
Barooga St 985-1385	(21,665)	-	-	-	-	-	-
Davis St 296-668	-	-	-	(12,264)	-	-	-
Drohan St 263-429	-	(3,549)	(3,549)	-	-	-	-
Drummond St 593-653	-	(1,337)	(1,337)	-	-	-	-
Drummond St 00-265	(10,297)	-	-	-	-	-	-
Flynn St 86-480	-	-	-	(8,554)	-	-	-
Harris St 00-144	(2,520)	-	-	-	-	-	-
Hayes St	-	-	-	(5,271)	-	-	-
Horsfall St 00-277	-	-	-	(4,557)	-	-	-
Osborne St SH20 to Barooga St	-	-	-	-	-	-	-
Mitchell St 125-251	(6,626)	-	-	-	-	-	-
Stafford ST 00-270	-	-	-	(5,408)	-	-	-
Cobram St	-	-	(6,000)	-	-	-	-
BERRIGAN Total	(41,108)	(4,886)	(10,886)	(36,054)	-	-	-
FINLEY							
Hill St 0-70	-	-	-	-	-	-	-
Hill St 70-392	-	-	-	-	-	-	-
Hills St 392-492	-	-	-	-	-	-	-
Mc Allister St 0-216	-	-	-	-	-	-	-
Mc Allister St 216-679	-	-	-	-	-	-	-
Murray Hut Dr 0-125	-	-	-	-	-	-	-
Murray St 1725-2025	-	-	-	-	-	-	-
Tuppall St 0-114	-	-	-	-	-	-	-
Tuppall St 114-389	-	-	-	-	-	-	-
Tuppall St full length	-	-	-	-	-	-	-

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
Wollamai St 00-552	-	-	-	(26,915)	-	-	-
Wells St 1295-1557	(5,499)	-	-	-	-	-	-
Wells St 1088-1295	-	-	-	(6,024)	-	-	-
Mc Allister St 679-914	-	-	-	(4,900)	-	-	-
McDonald Crt	-	-	-	(2,580)	-	-	-
Townsend St 995-1255	-	-	-	(7,186)	-	-	-
Tocumwal St 930-1156	-	-	-	-	-	-	-
Murray St (Mary Lawson Parking)	-	-	-	-	-	-	-
Murray St 1030-1800 & 00-220	-	(23,398)	(23,398)	-	-	-	-
Burton St	-	-	-	(4,774)	-	-	-
Coree St 477-1382	-	-	-	(52,469)	-	-	-
Denison St 466-1409	-	-	-	-	-	-	-
Denison St 1409-1619	-	-	-	(13,202)	-	-	-
Endeavour St 00-391	-	-	-	(8,222)	-	-	-
Finley St 00-480	(10,336)	-	-	-	-	-	-
Howe St 877-1563	-	-	-	-	-	-	-
Howe St 1563-1707	-	-	-	-	-	-	-
Howe St 1800-2030	-	-	-	(8,292)	-	-	-
Scoullar St	-	-	-	-	-	-	-
Scoullar St 926-1028	-	-	-	-	-	-	-
Tongs St 1002-1118	-	-	-	(2,993)	-	-	-
Tongs st 1268-1524	(5,453)	-	-	-	-	-	-
Ulupna St 411-452	-	-	-	-	-	-	-
Warramatta St 1077-1329	-	-	-	-	-	-	-
FINLEY Total	(21,288)	(23,398)	(23,398)	(137,557)	-	-	-
TOCUMWAL							
Browne St 125-223	-	-	-	-	-	-	-
Charlotte St 463-613	-	-	-	-	-	-	-
Barker St 130-187 & 263-402	-	-	-	(6,633)	-	-	-
Beasly Crt	-	-	-	-	-	-	-
Boyd St 934-1161	-	(9,625)	(9,625)	-	-	-	-
Bridge St	-	-	-	-	-	-	-
Browne St 00-102	-	-	-	(2,489)	-	-	-
Calaway St 458-696	-	-	-	-	-	-	-
Deniliquin Rd 00-290	(9,422)	-	-	-	-	-	-
Deniliquin Rd 410-585	-	-	-	-	-	-	-
Charlotte St 323-463	-	-	-	(3,049)	-	-	-
Deniliquin St 240-410, 585-823 & 1302-1498	-	-	-	(19,240)	-	-	-
Falkiner St 00-798	-	-	-	-	-	-	-
Golf Links Dr 00-229	-	-	-	-	-	-	-
Hannah St 287-442	(3,357)	-	-	-	-	-	-
Hennessy St 1281-1442	-	-	-	-	-	-	-
Hiles Crt	-	-	-	(2,202)	-	-	-
Hill St 00-494	-	-	-	-	-	-	-
Jerilderie St 00-885	-	-	-	(16,230)	-	-	-
Kelly St 00-436	-	-	-	-	-	-	-
Murray St 1030-1800	(17,353)	-	-	-	-	-	-

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UNGROUPED							
Town Entry	-	-	-	-	(80,000)	(80,000)	(80,000)
Flagpoles Town entries	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	(80,000)	(80,000)	(80,000)
TOWNSCAPE WORKS EXPENDITURE Total	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
RURAL ROADS UNSEALED - RESHEET INCOME							
UNGROUPED							
To be determined	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
RURAL ROADS UNSEALED - RESHEET INCOME Total	-	-	-	-	-	-	-
RURAL ROADS UNSEALED - RESHEET EXPENDITURE							
UNGROUPED							
Alexanders Rd From End of Bitumen to Old Toc Berrigan Rd	-	-	-	-	(60,000)	-	-
Burkes Rd from Plumptions Rd to Lawlors Rd	-	-	-	(100,000)	-	-	-
Clearviews Rd from Yarrawonga Rd to End	-	-	-	(77,000)	-	-	-
Craigs Rd from MR363 to Back Barooga Rd	(170,000)	-	-	-	-	-	-
Ednies Rd from Yarrawonga Rd to End	-	-	-	-	-	-	-
Ennals Rd from MR550 to Stock Route Rd 2.2km	-	-	-	-	-	-	-
Hayfields Rd from 500m East of Edgecombe Rd 2.7 km East	-	-	-	-	-	-	-
Hayfileds Rd from SH17 to Edgcombe Rd 4.5km	(50,000)	-	-	-	-	-	-
Hogans Rd from Miechels Rd to 1.1km North	-	-	-	-	-	-	-
Jones Rd from fullers Rd to 3.7 south	(40,000)	(50,000)	(50,000)	(50,000)	-	-	-
Kilmarnock Rd 400 East of Thorntons Rd to 1.3km	-	-	-	(42,000)	-	-	-
Laffeys Rd from Coldwells Rd to Ennals Rd	-	-	-	(90,000)	-	-	-
Lawlors Rd from Thorntons Rd to 1.6k East	-	-	-	(64,000)	-	-	-
McDonalds Rd from Larkins Rd to Boundary	-	-	-	-	(110,000)	-	-
Miechels Rd from SH17 to 3.1km West	-	-	-	(139,000)	-	-	-
Ngwae Rd from stock route re to end	-	-	-	-	-	-	-
Ruwolts Rd from MR550 to 3.7km South	-	(205,000)	(205,000)	-	-	-	-
Sandhills Rd from SH20 to Pyles Rd	(194,000)	-	-	-	-	-	-
Shands Rd - 3.8 km North of Rockcliffs Rd to Shire Boundary	-	(50,000)	-	(50,000)	-	-	-
Stock Route Rd from 440m East of 1st Grade to 1.7km East	-	-	-	-	-	-	-
Sullivans Rd from Cruickshanks Rd to Pyles Rd 2.5km	-	-	-	-	-	-	-
To be determined	-	-	-	-	-	(320,000)	(310,000)
Wait a while Rd from SH20 to Ryans Rd	(105,000)	-	-	-	-	-	-
Winters Rd from MR363 to 1.5km East	-	-	-	-	(40,000)	-	-
Womboin Rd from MR 363 to Nolans Rd	-	(121,000)	-	-	-	(121,000)	-
Womboin Rd from MR550 to Kennedy's Rd	-	(108,000)	-	-	-	(108,000)	-
Yuba Rd from SH20 to sheepkiller Rd	-	-	-	-	-	-	-
UNGROUPED Total	(559,000)	(534,000)	(255,000)	(612,000)	(210,000)	(549,000)	(310,000)
RURAL ROADS UNSEALED - RESHEET EXPENDITURE Total	(559,000)	(534,000)	(255,000)	(612,000)	(210,000)	(549,000)	(310,000)
RURAL ROADS SEALED - RESEALS INCOME							

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Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
UNGROUPED							
To be determined	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
RURAL ROADS SEALED - RESEALS INCOME Total	-	-	-	-	-	-	-
RURAL ROADS SEALED - RESEALS EXPENDITURE							
UNGROUPED							
Cobram Rd	-	-	-	-	-	-	-
Coldwells Rd	-	-	-	-	-	-	-
Kellys Rd Fin	(4,977)	-	-	-	-	-	-
Unallocated	-	-	-	-	(514,000)	(356,250)	(545,000)
Logie Brae Rd	(34,468)	-	-	-	-	-	-
Melrose Rd 4950-7250	-	-	-	(48,300)	-	-	-
Oakenfall Rd 0-3924	-	-	-	(57,684)	-	-	-
Old Toc Rd 1907-2913	(19,366)	-	-	-	-	-	-
Piney Rd 0-3390	(54,803)	-	-	-	-	-	-
South Coree Rd 0-1742	-	(40,250)	(40,250)	-	-	-	-
Woolshed Rd 13307-15180	-	(43,929)	(43,929)	-	-	-	-
Old Toc Rd 2913-4306	-	-	-	-	-	-	-
Piney Rd 00 to 2400	-	-	-	-	-	-	-
South Coree Rd 2459-3708	-	-	-	-	-	-	-
Seppelts Rd 00 to 60m	-	-	-	-	-	-	-
Snell Rd 00-1299	-	-	-	(27,265)	-	-	-
Sullivans rd 2660-5873	-	-	-	(41,608)	-	-	-
Woolshed Rd 40-2562	-	-	-	-	-	-	-
Broughans Rd - west end 1400m	-	-	-	-	-	-	-
Dalglish Rd	-	-	-	(23,076)	-	-	-
Draytons Rd - Yarrawonga to Warmatta	-	-	-	-	-	-	-
Various Intersections Ashfaltering	(35,000)	-	-	-	-	-	-
Piney Rd - Shoulder widening	-	-	-	-	-	(172,750)	-
UNGROUPED Total	(148,614)	(84,179)	(84,179)	(197,933)	(514,000)	(529,000)	(545,000)
RURAL ROADS SEALED - RESEALS EXPENDITURE Total	(148,614)	(84,179)	(84,179)	(197,933)	(514,000)	(529,000)	(545,000)
RURAL ROADS CONSTRUCTION INCOME							
UNGROUPED							
Fixing Country Roads - Silo Rd	-	-	-	-	-	-	-
Fixing Country Roads - Strathvale Rd	-	-	908,000	-	-	-	-
UNGROUPED Total	-	-	908,000	-	-	-	-
RURAL ROADS CONSTRUCTION INCOME Total	-	-	908,000	-	-	-	-
RURAL ROADS CONSTRUCTION EXPENDITURE							
UNGROUPED							
Back Barooga Rd 700m to 4000 south of Carramar Rd	-	-	-	-	-	-	-
Barnes Rd - Logie Brae Rd to Maxwells Rd	-	(240,000)	-	-	-	(375,000)	-
Barnes Rd - Maxwell Rd to South Coree Rd	(140,000)	(65,000)	(65,000)	-	-	-	-

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
RMS WORKS EXPENDITURE							
UNGROUPED							
Various Main Roads	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
UNGROUPED Total	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
RMS WORKS EXPENDITURE Total	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
R2R GRANT							
UNGROUPED							
To be determined	355,378	349,551	349,551	625,500	625,500	625,500	625,500
UNGROUPED Total	355,378	349,551	349,551	625,500	625,500	625,500	625,500
R2R GRANT Total	355,378	349,551	349,551	625,500	625,500	625,500	625,500
KERB & GUTTER INCOME							
BAROOGA							
To be determined	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
To be determined	-	-	-	-	-	-	-
BERRIGAN Total	-	-	-	-	-	-	-
FINLEY							
To be determined	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
TOCUMWAL							
To be determined	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	-	-	-	-	-
UNGROUPED							
To be determined	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
KERB & GUTTER INCOME Total	-	-	-	-	-	-	-
KERB & GUTTER EXPENDITURE							
BAROOGA							
To be determined	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
To be determined	-	-	-	-	-	-	-
BERRIGAN Total	-	-	-	-	-	-	-
FINLEY							
To be determined	-	-	-	-	-	-	-

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
FINLEY Total	-	-	-	-	-	-	-
TOCUMWAL							
To be determined	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	-	-	-	-	-
UNGROUPED							
To be determined	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
KERB & GUTTER EXPENDITURE Total	-	-	-	-	-	-	-
FOOTPATHS INCOME							
BAROOGA							
Takari Street Nangunia to Snell Rd	-	-	-	-	-	-	-
Nangunia St - Botanical Gardens to Takari St	-	30,000	30,000	-	-	-	-
Lawson Dve - Buchanans Rd to Hay St	-	-	-	-	-	-	-
Nangunia St - Russell Crt, Beatrice Crt connections	-	-	-	-	-	-	-
BAROOGA Total	-	30,000	30,000	-	-	-	-
BERRIGAN							
Carter St - Jerilderie to Barooga St	-	-	-	-	-	-	-
BERRIGAN Total	-	-	-	-	-	-	-
FINLEY							
Corree St Headford to Tongs	20,000	-	-	-	-	-	-
Murray St - Headford to Osborne	-	-	-	-	-	-	-
Tongs St - Coree St to Murray St	-	10,000	10,000	-	-	-	-
FINLEY Total	20,000	10,000	10,000	-	-	-	-
TOCUMWAL							
Bruton St End of Path to Anthony Av	-	-	-	-	-	-	-
Hennesy St Charlotte to Hannah St	-	-	-	-	-	-	-
Hutsons Rd Hannah to Lane	-	-	-	-	-	-	-
Jerilderie St Nth	-	-	-	25,000	-	-	-
SCCF - Extension Path Network	-	-	180,500	-	-	-	-
TOCUMWAL Total	-	-	180,500	25,000	-	-	-
UNGROUPED							
Provision of Pram Crossings	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
FOOTPATHS INCOME Total	20,000	40,000	220,500	25,000	-	-	-
FOOTPATHS EXPENDITURE							
BAROOGA							
Takari St Nangunia St to Snell St	-	-	-	-	-	-	-
Nangunia St - Botanical Gardens to Takari St	-	(63,200)	(63,200)	-	-	-	-

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
Lawson Dve - Buchanans Rd to Hay St	-	-	-	-	-	-	-
Nangunia St - Russell Crt, Beatrice Crt connections	-	-	-	-	-	-	-
BAROOGA Total	-	(63,200)	(63,200)	-	-	-	-
BERRIGAN							
Carter St - Jerilderie to Barooga St	-	-	-	-	-	-	-
Drummond St - Chanter to Corcoran	-	-	-	-	-	-	-
Finley St Detention Basin	-	(20,000)	-	-	(20,000)	-	-
Hayes Park Toilets Footpath	-	-	(3,000)	-	-	-	-
BERRIGAN Total	-	(20,000)	(3,000)	-	(20,000)	-	-
FINLEY							
Corree St Headford to Tongs	(42,000)	-	-	-	-	-	-
Murray St - Headford to Osbourne	-	-	-	-	-	-	-
Tong St walking Track	-	(10,000)	(10,000)	-	-	-	-
Tongs St - Coree St to Murray St	-	(30,000)	(30,000)	-	-	-	-
FINLEY Total	(42,000)	(40,000)	(40,000)	-	-	-	-
TOCUMWAL							
Bruton St End of Path to Anthony Av	-	-	-	-	-	-	-
Hennesy St Charlotte to Hannah St	-	-	-	-	-	-	-
Hutsons Rd Hannah to Lane	-	-	-	-	-	-	-
Walking track to Pumps beach	-	-	-	-	-	-	-
Jerilderie St Nth	-	-	-	(60,000)	-	-	-
SCCF - Walking track to Quicks Rd / Babingtons / MR550	(60,000)	-	(180,500)	-	-	-	-
TOCUMWAL Total	(60,000)	-	(180,500)	(60,000)	-	-	-
UNGROUPED							
Provision of Pram Crossings	-	-	-	-	-	-	-
Street Lighting in Towns	-	-	(10,000)	-	-	-	-
New Footpaths / replace existing	(35,000)	(35,000)	(35,000)	(35,000)	(10,000)	(10,000)	(10,000)
UNGROUPED Total	(35,000)	(35,000)	(45,000)	(35,000)	(10,000)	(10,000)	(10,000)
FOOTPATHS EXPENDITURE Total	(137,000)	(158,200)	(331,700)	(95,000)	(30,000)	(10,000)	(10,000)
SHIRE ROADS Total	(1,602,764)	(1,912,168)	(1,839,154)	(1,817,659)	(1,822,500)	(1,876,500)	(1,787,500)
BUSINESS DEVELOPMENT							
BUSINESS DEVELOPMENT INCOME							
FINLEY							
Finley Subdivision works	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
BUSINESS DEVELOPMENT INCOME Total	-	-	-	-	-	-	-
BUSINESS DEVELOPMENT EXPENSE							
BERRIGAN							
Caravan Park reseal internal roads	(20,000)	-	-	-	-	-	-

	FINAL ADOPTED 2017-18	ORIGINAL 2018-19	PROPOSED 2018-19	2019-20	2020-21	2021-22	2022-23
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)
BERRIGAN Total	(20,000)	-	-	-	-	-	-
FINLEY							
Finley Subdivision works	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
BUSINESS DEVELOPMENT EXPENSE Total	(20,000)	-	-	-	-	-	-
BUSINESS DEVELOPMENT Total	(20,000)	-	-	-	-	-	-
Grand Total	(6,285,412)	(4,492,918)	(9,082,904)	(7,191,909)	(4,251,250)	(4,697,250)	(5,835,000)

ANNUAL BUDGET DETAIL 2018-19 to 2022-23

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
GOVERNANCE							
GOVERNANCE EXPENSE							
1001-0315 MAYORAL VEHICLE EXPENSES	(22,338)	(22,338)	(22,785)	(23,240)	(23,705)	(24,179)	(24,663)
1001-0320 MAYORAL ALLOWANCE	(25,602)	(25,602)	(26,114)	(26,636)	(27,169)	(27,712)	(28,267)
1001-0325 COUNCILLORS ALLOWANCES	(92,106)	(92,106)	(93,948)	(95,827)	(97,744)	(99,698)	(101,692)
1001-0334 TELEPHONE - COUNCILLORS	(8,262)	(3,262)	(8,427)	(8,596)	(8,768)	(8,943)	(9,124)
1001-0335 COUNCILLORS EXPENSES	(49,836)	(48,836)	(50,584)	(51,343)	(52,113)	(52,895)	(53,688)
1001-0336 CIVIC FUNCTIONS / PRESENTATION	(2,400)	(7,900)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)
1001-0337 DONATIONS	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1001-0338 ADMIN MANAGEMENT PLAN EXPENSES	(1,000)	(2,020)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1001-0340 INSURANCE - COUNCILLORS	(5,200)	(21,930)	(5,304)	(5,410)	(5,518)	(5,629)	(5,741)
1001-0344 MEMBERSHIP FEES	(2,040)	(2,040)	(2,081)	(2,122)	(2,165)	(2,208)	(2,251)
1001-0345 SUBSCRIPTION SHIRE ASSOCIATION	(25,704)	(25,704)	(26,218)	(26,742)	(27,277)	(27,824)	(28,379)
1001-0346 ADMIN AUDIT FEES	(25,375)	(47,055)	(46,756)	(47,143)	(47,535)	(47,932)	(48,336)
1001-0347 ELECTION EXPENSES	-	-	(60,000)	(15,000)	(15,000)	(15,000)	(15,000)
1001-0348 COMMUNITY SURVEY	-	-	-	-	-	-	(25,000)
1001-0349 COMMUNITY REPORT	(3,000)	(2,100)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
1001-0509 EQUIP/FURN - COUNCILLORS <= \$5,000	(2,000)	(1,000)	(2,000)	(2,000)	(5,000)	(2,000)	(2,000)
1002-0350 COMMUNITY WORKS - GENERAL	(2,000)	(4,934)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
1002-0355 COMMUNITY WORKS - GST FREE	-	-	-	-	-	-	-
1002-0370 COMMUNITY WORKS - AUST. DAY CO	(3,000)	(4,296)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
1002-0400 COMMUNITY GRANTS SCHEME	(4,000)	-	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
1005-0108 ADMIN SALARIES - GM SALARY PAC	(231,900)	(231,900)	(255,100)	(261,477)	(268,014)	(274,714)	(281,583)
1006-0107 ADMIN SALARIES - GM SUPPORT	(172,400)	(172,400)	(182,300)	(186,858)	(191,529)	(196,318)	(201,225)
1007-0118 ADMIN GM VEHICLE OPERATING EXP	(22,277)	(22,277)	(22,722)	(23,177)	(23,640)	(24,113)	(24,595)
1008-0125 ADMIN CONFERENCES/SEMINARS	(2,500)	-	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
1008-0126 ADMIN GM TRAVEL EXPENSES	-	(2,545)	-	-	-	-	-
1001-0350 FIT 4 FUTURE BUSINESS CASE	-	-	-	-	-	-	-
1008-0124 MANAGEMENT TEAM PROGRAM	-	(50,000)	(50,000)	-	-	-	-
GOVERNANCE REVENUE							
1100-1305 DONATIONS	-	4,000	-	-	-	-	-
1100-1350 OTHER REVENUES	-	-	-	-	-	-	-
	(703,940)	(787,245)	(873,239)	(794,471)	(814,077)	(828,065)	(870,444)
CORPORATE SUPPORT							
CORPORATE SUPPORT EXPENSE							
1010-0102 ADMIN SALARIES - ACCOUNTING	(276,443)	(275,943)	(277,000)	(283,924)	(291,022)	(298,298)	(305,755)
1010-0103 ADMIN SALARIES - HUMAN RESOURC	(76,465)	(76,465)	(79,600)	(81,590)	(83,630)	(85,720)	(87,863)

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1010-0104 ADMIN SALARIES - REVENUE COLLE	(169,900)	(169,400)	(181,000)	(185,525)	(190,163)	(194,917)	(199,790)
1010-0105 ADMIN SALARIES - CUSTOMER SERV	(156,300)	(155,800)	(217,500)	(222,936)	(228,510)	(234,223)	(240,079)
1010-0106 ADMIN SALARIES - INFO. TECHNOL	(88,126)	(87,626)	(99,700)	(102,192)	(104,746)	(107,366)	(110,050)
1010-0109 ADMIN SALARIES - DCS SALARY PA	(181,630)	(181,130)	(181,200)	(185,730)	(190,373)	(195,133)	(200,011)
1010-0119 ADMIN DCS VEHICLE OPERATING EX	(22,277)	(22,277)	(22,722)	(23,177)	(23,640)	(24,113)	(24,595)
1010-0120 ADMIN STAFF TRAINING	(14,285)	(16,785)	(24,571)	(14,862)	(15,159)	(15,463)	(15,772)
1010-0121 ADMIN CONSULTANTS	-	-	-	-	-	-	-
1010-0130 ADMIN FRINGE BENEFITS TAX	(12,240)	(12,240)	(12,485)	(12,735)	(12,989)	(13,249)	(13,514)
1010-0135 ADMIN JC TAX FBT ACCOUNT	-	-	-	-	-	-	-
1010-0140 ADMIN STAFF UNIFORM ALLOWANCE	(7,650)	(7,650)	(7,803)	(7,959)	(8,118)	(8,281)	(8,446)
1010-0144 ADMIN ADVERTS	(10,200)	(10,200)	(10,404)	(10,612)	(10,824)	(11,041)	(11,262)
1010-0146 ADMIN NEWSLETTER ADVERTS	(31,722)	(31,722)	(32,356)	(33,004)	(33,664)	(34,337)	(35,024)
1010-0155 ADMIN WRITE OFF BAD DEBTS	(2,040)	(2,040)	(2,081)	(2,123)	(2,165)	(2,208)	(2,252)
1010-0160 ADMIN BANK & GOVT CHARGES	(2,538)	(2,500)	(2,576)	(2,614)	(2,653)	(2,693)	(2,734)
1010-0162 BANK FEES - GST INCLUSIVE	(26,898)	(23,848)	(27,301)	(27,711)	(28,126)	(28,548)	(28,967)
1010-0165 ADMIN OFFICE CLEANING	(34,211)	(34,211)	(34,724)	(35,245)	(35,773)	(36,310)	(36,854)
1010-0170 ADMIN COMPUTER MTCE	(20,300)	(20,300)	(20,605)	(20,914)	(21,227)	(21,546)	(21,869)
1010-0175 ADMIN SOFTWARE LICENCING	(126,875)	(126,875)	(133,778)	(135,710)	(137,671)	(139,661)	(141,680)
1010-0185 LESS: CHARGED TO OTHER FUNDS	376,515	299,900	299,900	299,900	299,900	299,900	299,900
1010-0190 ADMIN ELECTRICITY	(19,380)	(19,380)	(19,768)	(20,163)	(20,566)	(20,978)	(21,397)
1010-0194 ADMIN INSUR - PUBLIC LIABILITY	(133,259)	(130,646)	(135,924)	(138,643)	(141,416)	(144,244)	(147,129)
1010-0195 ADMIN INSUR - OTHER	(28,254)	(25,963)	(28,819)	(29,396)	(29,983)	(30,584)	(31,195)
1010-0197 ADMIN RISK MANAGEMENT SIGNAGE	(400)	(500)	(400)	(400)	(400)	(400)	(400)
1010-0198 ADMIN RISK MANAGEMENT OP EXP	(1,817)	(2,817)	(1,844)	(1,872)	(1,900)	(1,928)	(1,957)
1010-0199 ADMIN RISK MANAGEMENT	(50,750)	(49,650)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
1010-0200 ADMIN LEGAL EXPENSES INCL. GST	(5,000)	(5,689)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1010-0202 ADMIN LEGAL EXPEN - DEBT/COLL	(60,900)	(70,860)	(61,814)	(62,740)	(63,681)	(64,637)	(65,607)
1010-0205 ADMIN POSTAGE	(16,240)	(30,000)	(29,984)	(30,231)	(30,482)	(30,737)	(30,995)
1010-0206 CHARGE FOR INTERNET RATES PAYM	(508)	(508)	(515)	(523)	(531)	(539)	(547)
1010-0207 ADMIN LEGAL EXPENSES-GST FREE	(2,000)	(9,019)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
1010-0208 SALE OF LAND FOR UNPAID RATES	-	-	-	-	-	-	-
1010-0210 ADMIN PRINTING/STATIONERY	(41,818)	(41,818)	(42,445)	(43,082)	(43,728)	(44,384)	(45,050)
1010-0215 ADMIN TELEPHONE	(24,888)	(24,888)	(25,386)	(25,894)	(26,411)	(26,940)	(27,478)
1010-0220 ADMIN VALUATION FEES	(40,800)	(40,800)	(41,616)	(42,449)	(43,297)	(44,163)	(45,047)
1010-0225 ADMIN SUBSCRIPTIONS	(3,248)	(5,140)	(3,297)	(3,346)	(3,396)	(3,447)	(3,499)
1010-0230 ADMIN OFFICE BLDG MTCE	(12,180)	(17,684)	(12,363)	(12,548)	(12,736)	(12,927)	(13,121)
1010-0245 ADMIN OFFICE GROUNDS MTCE	(8,628)	(8,628)	(8,757)	(8,888)	(9,022)	(9,157)	(9,294)
1010-0250 ADMIN OFFICE EQUIPMENT MTCE	(26,898)	(18,898)	(27,301)	(27,711)	(28,126)	(28,548)	(28,976)
1010-0265 ADMIN SUNDRY OPERATING EXPENSE	(5,000)	(6,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1010-0266 ADMIN CHRISTMAS PARTY EXPENSE	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
1010-0270 ASSET REVALUATION EXPENSE	(15,000)	(25,750)	(5,151)	(5,228)	(5,307)	(5,386)	(5,467)
1010-0296 WEB PAGE MAINTENANCE & TRAININ	(3,045)	(2,000)	(3,091)	(1,000)	(1,000)	(1,000)	(1,000)
1010-0297 CORP SERVICES ADMIN CHARGES	(508,537)	(509,700)	(527,300)	(527,273)	(527,244)	(527,215)	(527,186)

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1010-0298 LESS: RENTAL CONTRIBUTIONS	120,800	120,000	120,000	120,000	120,000	120,000	120,000
1010-0299 LESS: CHARGED TO OTHER FUNDS	1,838,459	1,841,000	1,841,000	1,841,000	1,841,000	1,841,000	1,841,000
1010-0500 CORPORATE SERVICES EQUIPMENT	(15,000)	(15,000)	(15,000)	(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)	(50,000)	(50,000)
1010-0504 EQUIP/FURN - CORP. SERVICES <=	(5,000)	(2,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1200-2502 CORP SERVICES OFFICE EQUIPMENT DEPCN	(48,985)	(48,985)	(49,475)	(49,970)	(50,469)	(50,974)	(51,484)
1200-2504 CORP SERVICES OFFICE DEPCN	(41,208)	(41,208)	(41,620)	(42,036)	(42,457)	(42,882)	(43,301)
SHIREOFFICECAPEXP SHIRE OFFICE CAPITAL EXPENDITURE	(85,000)	-	(50,000)	-	-	-	-
1200-2027 RISK MANAGEMENT TRANSFER TO RESERVE	-	-	-	-	-	-	-
1200-2028 INFO TECH TRANSFER TO RESERVE	-	-	-	-	-	-	-
1010-0163 BANK FEES - GST FREE	-	(3,050)	-	-	-	-	-
1010-0505 SERVER UPGRADE	-	(70,000)	-	-	-	-	-
CORPORATE SUPPORT REVENUE							
1200-1500 CORP SUPPORT SUNDRY REVENUE	-	2,134	-	-	-	-	-
1200-1600 REVENUE - GIPA	-	95	-	-	-	-	-
1200-1670 INSURANCE REBATE	20,000	-	20,000	20,000	20,000	20,000	20,000
1200-1680 WORKCOVER INCENTIVE PAYMENTS	-	20,386	-	-	-	-	-
1200-1814 RATES CERTIFICATE S603 - GST FREE	22,000	22,000	22,000	22,000	22,000	22,000	22,000
1200-1815 URGENT RATE S603 CERT INCL GST	260	409	260	260	260	260	260
1200-1829 RECOVER BANK CHARGES - DISHONOUR FEES	-	17	-	-	-	-	-
1200-1870 LEGAL COSTS RECOVERED	50,225	20,225	51,481	52,768	54,087	55,439	56,825
1200-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	-	-	-	-	-	-	-
1500-1001 CENTS ROUNDING	-	-	-	-	-	-	-
9500-1844 INTEREST - O/S DEBTORS GST FREE	-	1,382	-	-	-	-	-
SHIREOFFICECAPINC SHIRE OFFICE CAPITAL INCOME	-	-	-	-	-	-	-
1200-1927 RISK MANAGEMENT TRANSFER FROM RESERVE	-	-	-	-	-	-	-
1200-1928 INFO TECH TRANSFER FROM RESERVE	-	-	-	-	-	-	-
1200-1954 OLG Grant - ESPL Funding	-	18,407	-	-	-	-	-
	(92,584)	(194,638)	(268,635)	(245,028)	(284,359)	(324,578)	(365,662)
TECHNICAL SERVICES							
TECHNICAL SERVICES EXPENSE							
1011-0103 TECH SERVICES SALARIES - WORK	(131,303)	(154,218)	(121,470)	(124,507)	(127,619)	(130,810)	(134,080)
1011-0104 TECH SERVICES SALARIES - ENV.S	(132,430)	(132,430)	(136,100)	(139,502)	(142,990)	(146,565)	(150,228)
1011-0105 TECH SERVICES SALARIES - EXE.	(514,800)	(514,800)	(772,740)	(792,059)	(691,860)	(609,157)	(624,385)
1011-0109 TECH SERVICES SALARIES - DTS S	(225,200)	(225,200)	(223,100)	(228,678)	(234,395)	(240,255)	(246,261)
1011-0113 TECH SERVICE W/E VEHICLE OP EX	(22,277)	(22,277)	(22,722)	(23,177)	(23,640)	(24,113)	(24,595)
1011-0114 TECH SERVICE ENV VEHICLE OP EX	(22,277)	(22,277)	(22,722)	(23,177)	(23,640)	(24,113)	(24,595)
1011-0115 TECH SERVICE EXE VEHICLE OP EX	(44,554)	(40,363)	(93,445)	(61,354)	(62,281)	(48,226)	(49,191)
1011-0119 TECH SERVICE DTS VEHICLE OP EX	(22,277)	(22,277)	(22,722)	(23,177)	(23,640)	(24,113)	(24,595)

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1011-0120 LESS: CHARGED TO OTHER FUNDS/S	1,179,500	1,167,700	1,167,700	1,167,700	1,167,700	1,167,700	1,167,700
1011-0125 TECH SERVICES ADMIN CHARGES	(169,392)	(158,000)	(158,000)	(158,027)	(158,056)	(158,085)	(158,114)
1011-0135 TECH SERVICES STAFF TRAINING	(15,300)	(31,576)	(15,606)	(15,917)	(16,235)	(16,562)	(16,896)
1011-0137 STAFF RELOCATION EXPENSES	-	-	-	-	-	-	-
1011-0140 TECH SERVICES CONFERENCES/SEMI	(3,570)	(3,570)	(3,641)	(3,714)	(3,789)	(3,864)	(3,942)
1011-0141 TECH SERVICES - INSURANCE	(3,264)	-	(3,329)	(3,396)	(3,464)	(3,533)	(3,604)
1011-0142 TECH SERVICES EXP -ADVERTISING	(2,040)	(32,931)	(2,081)	(2,122)	(2,165)	(2,208)	(2,252)
1011-0143 TECH SERVICES TELEPHONE	(7,140)	(7,140)	(7,283)	(7,428)	(7,577)	(7,729)	(7,883)
1011-0145 TECH SERVICES OFFICE EXPENSES	(5,075)	(6,048)	(5,151)	(5,228)	(5,311)	(5,386)	(5,467)
1011-0146 TECH SERVICES - CONSULTANCY	-	-	-	-	-	-	-
1011-0147 TECH SERV EQUIPMENT MTCE	(2,538)	(1,538)	(2,576)	(2,614)	(2,653)	(2,693)	(2,734)
1011-0152 OCCUPATIONAL HEALTH & SAFETY E	(3,045)	(3,045)	(3,091)	(3,137)	(3,184)	(3,234)	(3,280)
1011-0160 DEPOT OPERATIONAL EXPENSES	(12,789)	(19,893)	(12,981)	(13,176)	(13,373)	(13,574)	(13,777)
1011-0161 DEPOT OP. EXPENSES- INSURANCE	(4,080)	(3,806)	(4,162)	(4,245)	(4,330)	(4,416)	(4,505)
1011-0162 DEPOT OP. EXPENSES-ELECTRICITY	(16,116)	(15,116)	(16,438)	(16,767)	(17,102)	(17,444)	(17,793)
1011-0163 DEPOT OP. EXPENSES - TELEPHONE	(559)	(559)	(572)	(584)	(595)	(607)	(619)
1011-0165 DEPOT BLDG MTCE	(4,060)	(6,379)	(14,121)	(4,183)	(4,245)	(4,309)	(4,374)
1011-0170 DEPOT GROUNDS MTCE	(4,060)	(6,793)	(4,121)	(4,183)	(4,245)	(4,309)	(4,374)
1011-0171 DEPOT AMENITIES CLEANING	(6,000)	(6,560)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
1011-0504 EQUIP/FURN - TECH. SERVICES <=	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)
1011-0505 EQUIP/FURN - TECH. SERVICES >=	(30,000)	(17,000)	(5,000)	(10,000)	(10,000)	(10,000)	(10,000)
1011-0525 LAND & BUILD DEPOT - BERRIGAN	-	(355)	-	-	-	-	-
1011-0535 LAND & BUILD DEPOT - FINLEY	-	-	-	-	-	-	-
1300-2502 TECH SERVICES OFFICE EQUIPMENT DEPCN	(5,353)	(5,353)	(5,407)	(5,461)	(5,515)	(5,570)	(5,626)
1310-2502 DEPOT EQUIPMENT DEPCN	(707)	(707)	(714)	(721)	(728)	(736)	(743)
1310-2504 DEPOT DEPCN	(27,169)	(27,169)	(27,441)	(27,715)	(27,992)	(28,272)	(28,555)
DEPOTCAPEXP DEPOT CAPITAL EXPENDITURE	(20,000)	-	(31,000)	-	-	-	-
TECHNICAL SERVICES REVENUE							
1300-1500 TECH SERV SUNDRY INCOME - INCL GST	-	1,076	-	-	-	-	-
1300-1502 OHS INCENTIVE PAYMENT	-	-	-	-	-	-	-
1300-1800 ROAD OPENING PERMIT FEES	3,000	4,544	3,000	3,000	3,000	3,000	3,000
1300-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	-	-	-	-	-	-	-
DEPOTCAPINC DEPOT CAPITAL INCOME	-	-	-	-	-	-	-
	(275,895)	(315,080)	(574,056)	(540,569)	(456,944)	(376,201)	(408,789)
PLANT SERVICES							
PLANT SERVICES EXPENSE							
1011-0240 PLANT SERVICES ADMIN CHARGES	(68,210)	(71,300)	(71,300)	(71,300)	(71,300)	(71,300)	(71,300)
1011-0515 MOTOR VEHICLE PURCHASES	(320,000)	(44,474)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
1011-0545 PUBLIC WORKS PLANT PURCHASE	(793,000)	(1,359,975)	(750,000)	(1,100,000)	(472,000)	(620,000)	(246,000)

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1011-0546 PUBLIC WORKS UTILITY PURCHASE	(68,750)	(185,451)	(68,750)	(68,750)	(68,750)	(68,750)	(70,000)
1011-0550 PURCHASE MINOR PLANT	(33,000)	(20,017)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
1015-0000 PLANT EXPENSES	(1,126,843)	(1,116,194)	(1,143,745)	(1,160,902)	(1,178,315)	(1,195,990)	(1,213,930)
1020-0100 PLANT WORKSHOP EXPENSES	(30,298)	(54,254)	(30,752)	(31,214)	(31,682)	(32,157)	(32,639)
1020-0101 PLANT WORKSHOP EXP - TELEPHONE	(581)	(581)	(593)	(605)	(617)	(629)	(642)
1020-0102 PLANT WORKSHOP EXP - INSURANCE	-	-	-	-	-	-	-
1020-0103 PLANT WORKSHOP EXP - VEHICLE	(22,277)	(22,277)	(22,722)	(23,177)	(23,640)	(24,113)	(24,595)
1025-0150 PLANT INSURANCE PREMIUMS	(2,652)	(1,888)	(2,705)	(2,759)	(2,814)	(2,871)	(2,928)
1030-0160 MINOR PLANT OPERATING EXPENSES	(17,458)	(17,458)	(17,720)	(17,986)	(18,255)	(18,529)	(18,807)
1035-0170 TOOLS PURCHASES	(7,917)	(7,917)	(8,036)	(8,156)	(8,279)	(8,403)	(8,529)
1320-2026 PLANT SERVICES TRANSFER TO RESERVE	-	-	(207,414)	(37,209)	(390,968)	(355,510)	(642,592)
1320-2500 PLANT DEPCN	(490,860)	(490,860)	(495,769)	(500,726)	(505,734)	(510,791)	(515,899)
1320-2550 DEPRECIATION - MOTOR VEHICLES	(270,377)	(270,377)	(273,081)	(275,812)	(278,570)	(281,355)	(284,169)
1320-2010 PLANT HIRE INCOME COUNCIL WORKS	2,030,000	2,030,000	2,163,473	2,217,560	2,250,824	2,284,586	2,318,855
1020-0104 PLANT WORKSHOP E-TAG CLEARING	-	(13)	-	-	-	-	-
PLANT SERVICES REVENUE							
1320-1200 GAIN ON DISPOSAL - PLANT & EQUIPMENT	-	38,500	-	-	-	-	-
1320-1201 GAIN ON DISPOSAL - MOTOR VEHICLE	-	8,155	-	-	-	-	-
1320-1203 PUBLIC MOTOR VEHICLE DISPOSAL	177,000	138,500	235,000	376,500	85,000	180,000	75,500
1320-1204 PUBLIC WORKS UTILITY DISPOSAL	39,000	39,000	39,000	39,000	39,000	39,000	40,000
1320-1205 MOTOR VEHICLE DISPOSAL	130,000	146,482	130,000	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	46,125	46,125	47,278	48,460	49,672	50,913	52,186
1320-1825 STAFF PRIVATE USE FUEL CHARGES	9,225	9,225	9,456	9,692	9,934	10,183	10,437
1320-1856 PLANT REGO. & GREENSLIP REFUND	-	1,140	-	-	-	-	-
1320-1857 PLANT INSURANCE CLAIM REFUND	-	-	-	-	-	-	-
1320-1926 PLANT REPLACE TRANSFER FROM RESERVE	8,386	393,422	-	-	-	-	-
1320-1950 PLANT FUEL TAX CREDIT SCHEME	51,250	51,250	52,531	53,845	55,191	56,570	57,985
1320-4010-0000 PLANT DEPCN CONTRA	761,237	761,237	768,849	776,538	784,303	792,146	800,068
1320-1202 MOTOR VEHICLE DISPOSAL	-	-	-	-	-	-	-
	0	0	-	(0)	(0)	-	(0)
OVERHEAD							
OVERHEAD EXPENSE							
1050-0010 WAGES SALARY POLICY SYSTEM BAC	-	-	-	-	-	-	-
1050-0020 WAGES PERFORMANCE BONUS PAYMEN	(73,390)	(46,527)	(75,225)	(77,105)	(79,033)	(81,009)	(83,034)
1050-0040 ANNUAL LEAVE - WORKS / WAGES	(249,485)	(249,485)	(255,722)	(262,115)	(268,668)	(275,385)	(282,269)
1050-0060 PUBLIC HOLIDAY - WORKS / WAGES	(140,630)	(140,630)	(144,146)	(147,749)	(151,443)	(155,229)	(159,110)
1050-0080 LONG SERVICE LEAVE - WAGES	(104,755)	(104,755)	(107,374)	(110,059)	(112,810)	(115,630)	(118,521)

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1050-0100 SICK LEAVE - WORKS / WAGES	(104,653)	(104,653)	(107,269)	(109,951)	(112,699)	(115,517)	(118,405)
1050-0115 RDO - PAYROLL SUSPENSE	-	(6,569)	-	-	-	-	-
1050-0118 TIME IN LIEU - SUSPENSE	-	-	-	-	-	-	-
1050-0120 BEREAVEMENT LEAVE - WAGES	(2,972)	(3,877)	(3,047)	(3,123)	(3,201)	(3,281)	(3,363)
1050-0150 WAGES LEAVE WITHOUT PAY	-	(63)	-	-	-	-	-
1050-0170 RURAL FIRE SERVICE LVE - WAGES	-	(126)	-	-	-	-	-
1050-0180 WAGES ACCIDENT PAY TO EMPLOYEE	-	-	-	-	-	-	-
1050-0185 WAGES ACCIDENT EXPENSE BY EMPL	-	-	-	-	-	-	-
1050-0220 WAGES MEDICAL EXPENSES	-	(1,571)	-	-	-	-	-
1050-0320 WAGES SUPERANNUATION - LG RET	-	(62,309)	-	-	-	-	-
1050-0340 WAGES SUPERANNUATION - LG ACC	(266,090)	(337,653)	(272,742)	(279,561)	(286,550)	(293,714)	(301,057)
1050-0380 WAGES WORKER COMPENSAT INSUR -	(178,704)	(178,704)	(182,278)	(185,924)	(189,642)	(193,435)	(197,304)
1050-0400 WAGES IN LIEU OF NOTICE	-	-	-	-	-	-	-
1050-0440 WAGES PROTECTIVE/SAFETY CLOTHI	(37,332)	(36,363)	(38,079)	(38,840)	(39,617)	(40,409)	(41,218)
1050-0720 WAGES OTHER TRAINING EXPENSES	(44,166)	(45)	(45,049)	(45,950)	(46,869)	(47,807)	(48,763)
1050-0730 WAGES OCCUPATIONAL HEALTH & SA	-	(5,045)	-	-	-	-	-
1050-0735 WAGES TQM / CONTINUOUS IMPROVE	-	-	-	-	-	-	-
1050-0750 EAP CONSULTATION EXPENSE	-	(390)	-	-	-	-	-
1050-0770 WAGES STAFF TRAINING - GENERAL	(18,768)	(58,083)	(19,143)	(19,526)	(19,917)	(20,315)	(20,721)
1050-0780 WAGES OTHER MEETINGS	-	-	-	-	-	-	-
1050-0790 WORKPLACE INVESTIGATION	-	(3,150)	-	-	-	-	-
1055-0030 STORES OPERATING COSTS	(96,453)	(96,453)	(98,864)	(101,336)	(103,869)	(106,466)	(109,127)
1055-0040 STOCK FREIGHT ONCOST EXPENSE	-	(2,000)	-	-	-	-	-
1055-0050 UNALLOCATED STORE COST VARIATI	-	(624)	-	-	-	-	-
1070-0040 ANNUAL LEAVE - ADMIN / STAFF	(236,538)	(236,538)	(241,269)	(246,094)	(251,016)	(256,036)	(261,157)
1070-0060 PUBLIC HOLIDAY - ADMIN / STAFF	(133,416)	(133,416)	(136,084)	(138,806)	(141,582)	(144,414)	(147,302)
1070-0080 LONG SERVICE LEAVE - STAFF	(99,450)	(99,450)	(101,439)	(103,468)	(105,537)	(107,648)	(109,801)
1070-0100 SICK LEAVE - ADMIN / STAFF	(99,450)	(99,450)	(101,439)	(103,468)	(105,537)	(107,648)	(109,801)
1070-0120 BEREAVEMENT LEAVE - STAFF	(2,856)	(2,856)	(2,913)	(2,971)	(3,034)	(3,091)	(3,153)
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	-	(3,284)	-	-	-	-	-
1070-0320 STAFF SUPERANNUATION - LG RET	-	(69,948)	-	-	-	-	-
1070-0340 STAFF SUPERANNUATION - LG ACC	(292,535)	(88,715)	(299,848)	(307,345)	(315,028)	(322,904)	(330,977)
1070-0380 STAFF WORKER COMPENSAT INSUR -	(170,340)	(170,340)	(173,747)	(177,222)	(180,766)	(184,381)	(188,069)
1070-0390 STAFF RELOCATION EXPENSES	-	-	-	-	-	-	-
1070-0400 STAFF REDUNDANCY PAYMENT	-	-	-	-	-	-	-
1070-0410 STAFF JURY DUTY EXPENSE	-	-	-	-	-	-	-
STAFFRECOVERY STAFF ONCOST OVERHEAD RECOVERY	1,039,447	1,041,571	1,053,613	1,074,685	1,123,944	1,153,588	1,184,006
WAGESRECOVERY WAGES ONCOST OVERHEAD RECOVERY	1,312,536	1,298,451	1,352,064	1,385,928	1,392,874	1,420,731	1,449,146
1070-0155 SUSPENSION WITH PAY	-	(12,956)	-	-	-	-	-

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
OVERHEAD REVENUE							
1400-1230 LSL CONTRIBUTIONS TRANSFERRED EMPS	-	6,005	-	-	-	-	-
1400-1500 ACCIDENT PAY RECOUP	-	-	-	-	-	-	-
1400-1510 WORKERS COMPENSATION INSURANCE REFUND	-	10,001	-	-	-	-	-
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	(49,274)	(46,537)	(50,262)	(51,267)	(52,292)	(53,338)	(54,405)
1110-0110 CONTRIBUTION RURAL FIRE FUND	(115,560)	(107,870)	(117,871)	(120,229)	(122,633)	(125,086)	(127,587)
1110-0155 RURAL FIRE BRIGADES BLDG MTCE	(1,015)	(1,015)	(1,030)	(1,046)	(1,061)	(1,077)	(1,093)
1110-0160 FIRE BRIGADE ADMIN CHARGES	-	(800)	(800)	(800)	(800)	(800)	(800)
1110-0204 RURAL FIRE TRAINING OTHER	-	-	-	-	-	-	-
1110-0205 RFS RADIO MTCE	-	(644)	-	-	-	-	-
1110-0210 RFS STATION SHED MTCE	(1,000)	(5,161)	(1,015)	(1,030)	(1,045)	(1,061)	(1,077)
1110-0215 RFS VEHICLE MTCE	-	-	-	-	-	-	-
1110-0230 RFS MAINTENANCE & OTHER	-	-	-	-	-	-	-
1110-0240 RFS TELEPHONE	-	-	-	-	-	-	-
1110-0245 RFS ELECTRICTY & GAS	-	-	-	-	-	-	-
1110-0250 RFS VEHICLE INSURANCE	-	(313)	-	-	-	-	-
1110-0255 RFS SHEDS & OTHER INSURANCE	(1,530)	(1,359)	(1,561)	(1,592)	(1,624)	(1,656)	(1,689)
1110-0260 RURAL FIRE ERS/PAGING	-	-	-	-	-	-	-
1110-0265 RURAL FIRE SUNDRY EXPENSES	-	-	-	-	-	-	-
1110-0290 RFS EXPENDITURE	-	-	-	-	-	-	-
1114-0105 CONTRIBUTION NSW SES	(15,910)	(12,917)	(16,228)	(16,553)	(16,884)	(17,221)	(17,566)
1114-0110 SES OPERATING EXPENSES	-	(2,397)	-	-	-	-	-
1114-0112 SES OP. EXPENSES-ELECTRICITY	-	(716)	-	-	-	-	-
1114-0113 SES OPERATING EXP - TELEPHONE	-	(377)	-	-	-	-	-
1114-0114 SES OP. EXPENSES - INSURANCE	-	(3,480)	-	-	-	-	-
1114-0125 TOC SEARCH & RESCUE BLDG MTCE	(565)	(2,328)	(574)	(582)	(591)	(600)	(609)
2120-2500 FIRE PROTECTION PLANT DEPCN	-	-	-	-	-	-	-
2120-2504 RURAL FIRE BRIGADE BLDG DEPCN	(3,687)	(3,687)	(3,723)	(3,761)	(3,798)	(3,836)	(3,875)
2400-2504 SES DEPCN	(10,302)	(10,302)	(10,405)	(10,509)	(10,614)	(10,720)	(10,828)

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
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)	-	64,800	-	-	-	-	-
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	13,989	13,989	14,128	14,270	14,412	14,556	14,702
2400-1704 INCOME - SES REIMBURSEMENT	-	-	-	-	-	-	-
EMERGCAPINC EMERGENCY SERVICES CAPITAL INCOME	-	-	-	-	-	-	-
	(184,854)	(121,114)	(189,341)	(193,099)	(196,930)	(200,839)	(204,827)
OTHER COMMUNITY SERVICES							
OTHER COMMUNITY SERVICES EXPENSE							
1313-0105 YOUTH WEEK GRANT & CONTRIBUTIO	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
1313-0111 SR SUICIDE PREVENTION GROUP	(500)	(500)	(500)	(500)	(500)	(500)	(500)
1313-0115 PORTSEA CAMP EXPENSES	(2,000)	(1,486)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
1313-0120 COMMUNITY PLANNING - SALARY	(163,590)	(180,590)	(166,700)	(170,867)	(175,139)	(179,518)	(184,005)
1313-0121 COMMUNITY PLANNING ADVERTISING	(1,915)	(1,915)	(1,944)	(1,973)	(2,003)	(2,033)	(2,063)
1313-0122 COMMUNITY PLANNING - TRAINING	(2,244)	(2,244)	(2,289)	(2,335)	(2,381)	(2,429)	(2,478)
1313-0123 COMMUNITY PLANNING - VEHICLE EXPENSE	(22,277)	(22,277)	(22,722)	(23,177)	(23,640)	(24,113)	(24,595)
1313-0124 COMMUNITY PLANNING - TELEPHONE	(816)	(1,500)	(832)	(849)	(866)	(883)	(901)
1313-0125 COMMUNITY PLANNING - OP EXPENSES	(2,040)	(2,040)	(2,081)	(2,122)	(2,165)	(2,208)	(2,253)
1313-0131 YOUTH DEVELOPMENT	-	(13,626)	-	-	-	-	-
1421-0105 FINLEY TIDY TOWNS EXPENSE	-	-	-	-	-	-	-
1421-0120 BERRIGAN CONSERVATION GROUP EX	(4,000)	(16,705)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
1715-0111 AGEING STRATEGY	-	-	-	-	-	-	-
1715-0113 MENS HEALTH WEEK	(1,000)	(727)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1715-0115 SOUTH WEST ARTS INC.	(8,280)	(8,364)	(8,446)	(8,615)	(8,787)	(8,963)	(9,142)
1715-0117 TARGETED CULTURAL ACTIVITIES	(1,000)	(416)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
1715-0119 INTERNATIONAL WOMENS DAY	(2,500)	(5,073)	(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)	(10,000)	(10,000)
1715-0130 TOCUMWAL RAILWAY STATION LEASE	(200)	(673)	(200)	(200)	(200)	(200)	(200)
1715-0110 CHILDREN'S WEEK ACTIVITIES	(2,000)	(2,313)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
1715-0118 DISABILITY INCLUSION PLAN		(2,000)	-				
OTHER COMMUNITY SERVICES REVENUE							
3100-1840 PORTSEA CAMP DEPOSITS	2,000	1,635	2,000	2,000	2,000	2,000	2,000

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
3100-1855 Youth Services Donations - GST Free	-	-	-	-	-	-	-
3100-1950 YOUTH WEEK GRANT REVENUE	1,200	1,200	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	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	5,000	5,000
6330-1500 CULTURAL ACTIVITIES INCOME	-	-	-	-	-	-	-
6330-1600 INTERNATIONAL WOMENS DAY INCOME	500	2,400	500	500	500	500	500
6330-1951 INTERNATIONAL WOMENS DAY GRANT	-	-	-	-	-	-	-
6330-1601 MARKETING & PROMOTION FUND	-	-	-	-	-	-	-
6330-1602 COMMUNITY MENTAL HEALTH PROJECTS	-	-	-	-	-	-	-
6330-1603 DISABILITY INCLUSION PLANNING INCOME	-	2,000	-	-	-	-	-
	(215,662)	(260,214)	(222,514)	(227,438)	(232,481)	(237,647)	(242,937)
CEMETERY							
CEMETERY EXPENSE							
1419-0106 CEMETERY OP. EXP - TELEPHONE	(510)	(1,000)	(520)	(530)	(540)	(550)	(560)
1419-0107 CEMETERY OP.EXPS - ELECTRICITY	(1,530)	(1,530)	(1,560)	(1,590)	(1,620)	(1,650)	(1,680)
1419-0108 CEMETERY OP EXP - INSURANCE	(30)	(20)	(30)	(30)	(30)	(30)	(30)
1419-0110 CEMETERY MAINTENANCE	(28,460)	(30,460)	(28,915)	(29,365)	(29,809)	(30,248)	(30,681)
1419-0112 CEMETERY BURIAL EXPENSES	(32,540)	(32,540)	(33,074)	(33,602)	(34,124)	(34,640)	(35,150)
1419-0114 CEMETERY HONORARIUMS	(17,314)	(17,314)	(17,627)	(17,935)	(18,240)	(18,542)	(18,839)
1419-0116 CEMETERY PLAQUES	(32,540)	(32,540)	(33,074)	(33,602)	(34,124)	(34,640)	(35,150)
1419-0500 FINLEY CEMETERY - INSTALL SPRINKLERS	-	-	-	-	-	-	-
1419-0515 CEMETERY PLYNTHS	-	(20,000)	-	-	-	-	-
3850-2026 CEMETERY TRANSFER TO RESERVE	-	-	-	-	-	-	-
3850-2500 CEMETERY LAND IMPROVEMENTS DEPCN	(410)	(410)	(420)	(431)	(440)	(452)	(462)
3850-2518 CEMETERY DEPCN	(4,514)	(4,514)	(4,427)	(4,339)	(4,251)	(4,161)	(4,071)
CEMETERYCAPEX CEMETERY CAPITAL EXPENDITURE	(50,000)	-	(55,000)	-	(5,000)	-	(5,000)
1419-0117 CEMETERY - FLOWER BOXES	-	-	-	-	-	-	-
1419-0517 BGA CEMETERY FENCING	-	-	-	-	-	-	-
1419-0516 TOC CEMETERY WALL NICHES	-	-	-	-	-	-	-
1419-0518 CEMETERY - FINLEY KERB & GUTT	-	(11,800)	-	-	-	-	-
1419-0111 CEMETERY TOILET MAINTENCE	(12,000)	(4,986)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)
1419-0519 BGA CEMETERY - MODULAR TOILET	-	(27,950)	-	-	-	-	-
1419-0520 FIN CEMETERY - MODULAR TOILET	-	(26,574)	-	-	-	-	-
CEMETERY REVENUE							
3850-1812 CEMETERY CHARGES - SHIRE INCLUDING G	113,625	93,625	116,316	119,074	121,900	124,798	127,769
3850-1815 CEMETERY CHARGES - PLAQUES	8,200	8,200	8,405	8,615	8,831	9,051	9,278
3850-1816 CEMETERY CHARGES - MONUMENTS	-	-	-	-	-	-	-
3850-1926 CEMETERY TRANSFER FROM RESERVE	-	-	-	-	-	-	-

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
3850-1813 Cemetery Charges - Shire GST Free	-	-	-	-	-	-	-
3850-1817 CEMETERY SUNDRY INCOME	-	114	-	-	-	-	-
	(58,023)	(109,699)	(73,926)	(17,735)	(21,447)	(15,064)	(18,576)
EARLY INTERVENTION							
EARLY INTERVENTION EXPENSE							
1314-0130 EARLY INT EQUIP & PROGS STATE	(2,030)	-	(0)	(0)	-	-	-
1314-0131 EARLY INT - ELECTRICITY	(979)	-	0	0	-	-	-
1314-0132 EARLY INT - TELEPHONE	(1,020)	-	(0)	(0)	-	-	-
1314-0133 EARLY INT - ADMIN CHARGE	(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	-	-	-	-	-	-	-
1314-0215 EARLY INT - SALARY/ALLOWANCE	(118,812)	(0)	(0)	0	-	-	-
1314-0225 EARLY INT - TRAVEL ALLOWANCE	(4,692)	-	0	0	-	-	-
1314-0505 EQUIP/FURN - EARLY INT <= \$50	(354)	-	-	-	-	-	-
2850-2504 CHILD HEALTH CTR BUILD DEPCN	(6,716)	(6,716)	-	-	-	-	-
3200-2026 EARLY INTERVENTION TRANSFER TO RESERVE	-	-	-	-	-	-	-
3200-2502 EARLY INTERVENTION DEPRECIATION EXPE	(6,717)	(6,717)	-	-	-	-	-
1314-0150 EARLY INT - ECICP THERAPY	-	-	-	-	-	-	-
3200-2675 EI - TRANSFER KURRAJONG WARATAH	-	(58,838)	-	-	-	-	-
EARLY INTERVENTION REVENUE							
3200-1854 EARLY INT - CONTRIBUTION	-	-	-	-	-	-	-
3200-1855 EARLY INT - DONATIONS GST FREE	-	-	-	-	-	-	-
3200-1926 EARLY INT TRANSFER FROM RESERVE	18,713	138,982	-	-	-	-	-
3200-1950 DADHC GRANT (INC GST)	140,616	-	0	0	-	-	-
3200-1951 EARLY INTERVENTION AUST GRANT	-	-	-	-	-	-	-
3200-1957 FNSW GRANT - BJC NETWORK	-	-	-	-	-	-	-
3200-1958 EARLY INT ECIA NSW GRANT SIBLINGS	-	-	-	-	-	-	-
3200-1956 NSW DEPT ED - ISP GRANT	-	-	-	-	-	-	-
	-	66,711	(0)	0	-	-	-
HOUSING							
HOUSING EXPENSE							
1410-0125 HOUSING 27 DAVIS BLDG MTCE	(2,030)	(2,030)	(2,060)	(2,091)	(2,123)	(2,155)	(2,187)
1410-0126 HOUSING 27 DAVIS ST - RATES	(2,233)	(2,173)	(2,267)	(2,301)	(2,335)	(2,370)	(2,406)
1410-0127 HOUSING 27 DAVIS ST -INSURANCE	(1,122)	(807)	(1,144)	(1,167)	(1,191)	(1,214)	(1,239)

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1410-0130 HOUSING GREENHILLS BLDG MTCE	(2,538)	(9,391)	(2,576)	(2,614)	(2,653)	(2,693)	(2,734)
1410-0131 HOUSING GREENHILLS - INSURANCE	(622)	(487)	(635)	(647)	(660)	(673)	(687)
1410-0140 HOUSING 7 CARTER ST BLDG MTCE	(2,030)	(2,030)	(2,060)	(2,091)	(2,123)	(2,155)	(2,187)
1410-0141 HOUSING 7 CARTER ST - RATES	(1,827)	(1,872)	(1,854)	(1,882)	(1,910)	(1,939)	(1,968)
1410-0147 HOUSING 7 CARTER ST - INSURANC	(735)	(395)	(750)	(765)	(779)	(796)	(810)
1410-0150 PROPERTY SERVICES ADMIN CHARGE	(7,433)	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)
3550-2504 HOUSING DEPRECIATION	(9,393)	(9,393)	(9,487)	(9,582)	(9,678)	(9,774)	(9,872)
HOUSINGCAPEXP HOUSING CAPITAL EXPENDITURE	(35,000)	-	-	-	-	-	-
1410-0500 AERODROME HOUSE REFURBISH		(30,000)	-	-	-	-	-
HOUSING REVENUE							
3550-1826 GENERAL - RENT ON COUNCIL HOUSES	16,257	12,257	16,663	17,079	17,506	17,944	18,393
3550-1827 HOUSING CAPITAL INCOME	-	-	-	-	-	-	-
HOUSINGCAPINC HOUSING CAPITAL INCOME	-	-	-	-	-	-	-
	(48,706)	(54,121)	(13,970)	(13,861)	(13,746)	(13,625)	(13,497)
ENVIRONMENTAL SERVICES							
ENVIRONMENTAL SERVICES EXPENSE							
1111-0105 DOG ACT EXPENSES	(38,316)	(41,316)	(40,000)	(40,611)	(41,231)	(41,861)	(42,501)
1111-0106 DOG ACT EXPENSES - TELEPHONE	(612)	(612)	(624)	(637)	(649)	(662)	(676)
1111-0108 COMPANION ANIMAL DLG REGISTRAT	(6,090)	(6,090)	(6,181)	(6,274)	(6,368)	(6,464)	(6,561)
1111-0109 POUND OPERATION SALARIES & ALL	(28,674)	(28,674)	(30,000)	(30,458)	(30,925)	(31,398)	(31,879)
1111-0110 POUNDS ACT EXPENSES	(19,529)	(24,529)	(20,000)	(20,301)	(20,608)	(20,919)	(21,234)
1111-0111 POUNDS ACT EXPS - INSURANCE	(184)	(145)	(187)	(191)	(195)	(199)	(203)
1111-0112 POUNDS ACT EXP. - ADVERTISING	(204)	(204)	(208)	(212)	(216)	(221)	(225)
1111-0113 POUNDS ACT EXPENSE - TELEPHONE	(306)	(306)	(312)	(318)	(325)	(331)	(338)
1111-0115 DOG POUND MTCE	(1,117)	(1,117)	(1,133)	(1,150)	(1,168)	(1,185)	(1,203)
1111-0125 STOCK POUND MTCE	(508)	(528)	(515)	(523)	(531)	(539)	(547)
1111-0505 ANIMAL CONTROL CAPITAL WORKS	-	-	-	-	-	-	-
1210-0190 HEALTH ADMINISTRATION ADMIN CH	(97,976)	-	-	-	-	-	-
1211-0105 COMMUNITY SHARPS DISPOSAL	-	(110)	-	-	-	-	-
1212-0105 FOOD CONTROL	-	-	-	-	-	-	-
1213-0105 PEST CONTROL	-	-	-	-	-	-	-
1213-0106 PEST CONTROL - BIRDS	(500)	(500)	(500)	(500)	(500)	(500)	(500)
1214-0105 CONTRIB CENTRAL MURRAY COUNTY	(124,731)	(125,892)	(201,000)	(274,213)	(277,456)	(280,766)	(284,141)
1215-0105 MEMORIAL PARK TOILET BLDG MTCE	(1,015)	(1,015)	(1,030)	(1,046)	(1,061)	(1,077)	(1,093)
1215-0120 TOY LIBRARY BLDG MTCE	-	-	-	-	-	-	-
1215-0130 FIN SECONDHAND SHOP INSURANCE	(469)	(382)	(479)	(488)	(498)	(508)	(518)
1411-0110 ENV. SERV SALARIES & ALLOWANCE	(413,178)	(413,178)	(480,900)	(492,923)	(505,246)	(517,877)	(530,823)
1411-0120 ENV. SERV VEHICLE OPERATING EX	(44,554)	(44,554)	(45,445)	(46,354)	(47,281)	(48,226)	(49,191)
1411-0125 ENV. SERV STAFF TRAINING	(12,240)	(17,086)	(12,485)	(12,735)	(12,989)	(13,249)	(13,514)

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1411-0130 ENV. SERV CONFERENCES/SEMINARS	(5,040)	(5,040)	(5,141)	(5,243)	(5,348)	(5,455)	(5,564)
1411-0135 ENV. SERV OFFICE EXPENSES	(5,583)	(3,452)	(5,666)	(5,751)	(5,838)	(5,925)	(6,014)
1411-0136 ENV. SERV ADVERTISING EXPENSES	(2,774)	(8,823)	(2,830)	(2,886)	(2,944)	(3,003)	(3,063)
1411-0137 ENV. SERV OFFICE EXP-TELEPHONE	(2,040)	(1,015)	(2,081)	(2,122)	(2,165)	(2,208)	(2,252)
1411-0140 BUILDING SURVEYOR ACCREDITATION	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
1411-0145 ENV. SERV LEGAL EXPENSES	(5,000)	(11,369)	(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)	(2,000)	(2,000)
1411-0150 COMMUNITY CLEAN-UP EXPENSE	-	(2,102)	-	-	-	-	-
1411-0170 ASBESTOS MANAGEMENT PROGRAM	-	-	-	-	-	-	-
1411-0180 BLDG MTCE PROGRAM	(16,240)	(16,240)	(16,484)	(16,731)	(16,982)	(17,237)	(17,495)
1411-0190 LESS: CHARGED TO OTHER FUNDS	484,300	455,300	455,300	455,300	455,300	455,300	455,300
1411-0195 ENV. SERV ADMIN CHARGES	(102,715)	(103,500)	(103,500)	(103,500)	(103,500)	(103,500)	(103,500)
1810-0190 BUILDING CONTROL ADMIN CHARGES	(238,001)	(238,500)	(238,500)	(238,500)	(238,500)	(238,500)	(238,500)
ENVSERVICESCAPEXP ENVIRONMENTAL SERVICES CAPITAL EXPENDITURE	-	-	-	-	-	-	-
1411-0186 DA TRACKING PROJECT	-	(2,400)	-	-	-	-	-
1411-0187 ELECTRONIC HOUSING PROJECT	(2,500)	-	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
1411-0160 SUBDIVISION SUPERVISION	-	(4,901)	-	-	-	-	-
2200-2502 ANIMAL CONTROL EQUIPMENT DEPCN	(859)	(429)	(867)	(876)	(885)	(893)	(902)
2200-2504 ANIMAL CONTROL BLDG DEPCN	-	(619)	-	-	-	-	-
ENVIRONMENTAL SERVICES REVENUE							
2200-1500 COMP ANIMALS MICROCHIP FEES INCL GST	410	410	420	431	442	453	464
2200-1810 COMPANION ANIMAL REGISTRATION FEES	5,330	6,498	5,463	5,600	5,740	5,883	6,030
2200-1811 COMPANION ANIMAL DLG REIMBURSEMENTS	8,000	8,279	8,200	8,405	8,615	8,831	9,051
2200-1815 IMPOUNDING DOG FEES & FINES GST FREE	5,125	5,860	5,253	5,384	5,519	5,657	5,798
2200-1829 IMPOUNDING FINES & COSTS	2,153	2,153	2,206	2,261	2,318	2,376	2,435
2200-1896 SALES OF ANIMALS	-	-	-	-	-	-	-
2700-1812 FOOD CONTROL FEES	3,280	3,280	3,362	3,446	3,532	3,621	3,711
2750-1812 Insect/Vermin/Pest Control Fees	-	-	-	-	-	-	-
3600-1200 ENVIRONMENTAL SERVICES FINES INCOME	-	-	-	-	-	-	-
3600-1501 PLANNING ADVERT FEES - GST FREE	3,101	3,101	3,178	3,258	3,339	3,423	3,508
3600-1502 ENV. SERV SUNDRY INCOME - INCL GST	718	7,560	735	754	773	792	812
3600-1503 DRAINAGE DIAGRAMS - GST FREE	14,863	14,863	15,234	15,615	16,005	16,405	16,816
3600-1504 ON-SITE SEWAGE FEES - GST FREE	3,075	3,075	3,152	3,231	3,311	3,394	3,479
3600-1505 LGA LOCAL ACTIVITY FEE - GST FREE	8,713	8,713	8,930	9,154	9,382	9,617	9,857
3600-1506 FOOTPATH TRADING PERMIT FEES	1,128	1,128	1,156	1,185	1,214	1,245	1,276
3600-1507 Env. Serv Sundry Income - Ex. GST	-	3,605	-	-	-	-	-
3600-1812 PLANNING CERTIFICATE S149 - GST FREE	20,500	20,500	21,013	21,538	22,076	22,628	23,194
3600-1813 URGENT PLAN S149 CERT INCL GST	513	585	525	538	552	566	580
3600-1814 CONSTRUCTION CERTIFICATE FEES	18,450	18,450	18,911	19,384	19,869	20,365	20,874
3600-1815 COMPLYING DEVELOPMENT FEES -INCL GST	11,275	11,275	11,557	11,846	12,142	12,446	12,757
3600-1816 DEVELOPMENT APPLICATION FEES - APPLI	71,750	71,750	73,544	75,382	77,267	79,199	81,179
3600-1817 COMPLIANCE CERT. INSPECT - INCL. GST	46,125	46,125	47,278	48,460	49,672	50,913	52,186

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
3600-1818 SUBDIV. SUPERVISION FEE - INCL. GST	98	1,000	105	108	110	113	116
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	1,333	1,333	1,366	1,400	1,435	1,471	1,508
6910-1755 PLANFIRST LEVY COMMISSION	308	308	315	323	331	339	348
6910-1760 S735A / S121ZP NOTICES GST FREE	3,075	3,075	3,152	3,231	3,311	3,394	3,479
6910-1812 BUILD CERTIFICATE FEES (\$149/D)	500	1,250	500	500	500	500	500
ENVSERVICESCAPINC ENVIRONMENTAL SERVICES CAPITAL INCOME	-	-	-	-	-	-	-
3600-1508 PLANNING ADVERT FEE - GST FREE	-	725	-	-	-	-	-
	(461,832)	(409,427)	(537,713)	(620,309)	(633,154)	(646,272)	(659,680)
DOMESTIC WASTE MANAGEMENT							
DOMESTIC WASTE MANAGEMENT EXPENSE							
1412-0105 DWM ADMIN CHARGES	(213,670)	(214,200)	(214,200)	(214,200)	(214,200)	(214,200)	(214,200)
1412-0140 COLLECTION EXPENSES - CONTRACT	(208,380)	(208,380)	(261,505)	(264,678)	(267,898)	(271,167)	(274,484)
1412-0141 DWM WASTE COLLECTION FEE EXP	(129,413)	(129,413)	(131,354)	(133,324)	(135,324)	(137,354)	(139,414)
1412-0142 CONTRACT SUPERVISION FEES (MOI	(6,192)	(6,192)	(6,284)	(6,378)	(6,474)	(6,572)	(6,670)
1412-0150 TIP OPERATION EXPENSES - TOC	(119,770)	(135,645)	(121,567)	(123,390)	(125,241)	(127,120)	(129,026)
1412-0151 TOC TIP OP EXPS - INSURANCE	(3,774)	(1,925)	(3,849)	(3,926)	(4,005)	(4,085)	(4,167)
1412-0155 TIP OPERATIONS EXPENSES - BGN	(150,829)	(150,851)	(153,092)	(155,388)	(157,719)	(160,084)	(162,486)
1412-0156 BGN TIP OP. EXPS - INSURANCE	(3,774)	(2,176)	(3,849)	(3,927)	(4,005)	(4,085)	(4,167)
1412-0157 TIP OP. EXPS BGN - ELECTRICITY	(4,080)	(4,080)	(4,162)	(4,245)	(4,330)	(4,416)	(4,505)
1412-0158 TIP OPERATIONS TELEPHONE	(938)	(938)	(957)	(976)	(996)	(1,016)	(1,036)
1412-0160 RECYCLE CENTRE OPERATIONS EXPE	(53,186)	(62,300)	(53,984)	(54,794)	(55,616)	(56,450)	(57,296)
1412-0161 RECYCLE CENTRE - INSURANCE	(4,080)	(2,964)	(4,162)	(4,245)	(4,330)	(4,416)	(4,505)
1412-0162 RECYCLABLES COLLECTION EXPENSE	(165,141)	(165,141)	(167,617)	(170,132)	(172,684)	(175,274)	(177,903)
1412-0165 FINLEY RECYCLE CENTRE BLDG MTC	(203)	(203)	(206)	(209)	(212)	(215)	(219)
1412-0167 BERRIGAN TIP BLDG MTCE	(508)	(1,008)	(515)	(523)	(531)	(539)	(547)
1412-0185 DRUMMUSTER OPERATIONAL EXPENDI	(4,364)	(4,364)	(4,430)	(4,496)	(4,564)	(4,632)	(4,702)
1412-0505 PURCHASE OF BINS	(5,000)	(10,000)	(5,000)	(5,000)	-	-	-
1412-0506 FINLEY TIP - FENCING AROUND BI	-	-	-	-	-	-	-
1412-0512 BERRIGAN & FINLEY TIP - CRUSHED ROCK	-	(8,250)	-	-	-	-	-
3670-2026 DWM TRANSFER TO RESERVE	(16,797)	(183,319)	(59,400)	(146,653)	(257,563)	(256,158)	(308,449)
3670-2500 NON DOMESTIC WASTE BUILDINGS DEPCN	(101)	(101)	(102)	(103)	(104)	(105)	(106)
3670-2502 NON DOMESTIC WASTE LAND IMPROVMENTS DEPCN	(13,736)	(13,736)	(13,873)	(14,012)	(14,152)	(14,294)	(14,437)
3670-2504 DOMESTIC WASTE DEPCN	(6,363)	(6,363)	(6,427)	(6,491)	(6,556)	(6,621)	(6,687)
3670-2505 DOMESTIC WASTE REMEDIATION - DEPCN	(5,656)	(5,656)	(5,713)	(5,770)	(5,827)	(5,886)	(5,945)
WASTEMGMTCAPEXP WASTE MANAGEMENT CAPITAL EXPENDITURE	(209,000)	-	(225,000)	(79,000)	(75,000)	(99,000)	(70,000)

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1412-0529 FIN TIP FENCE	-	-	-	-	-	-	-
1412-0530 REHAB EXHAUSTED LANDFILLS	-	(8,000)	-	-	-	-	-
1412-0527 BGN - NEW LANDFILL HOLE	-	(47,572)	-	-	-	-	-
1412-0528 BERRIGAN TIP - FENCE	-	(16,067)	-	-	-	-	-
1412-0531 CONCRETE CRUSHING	-	(38,670)	-	(80,000)	-	-	-
1412-0532 BGN - COMPACTION EQUIPMENT	-	(150,000)	-	-	-	-	-
DOMESTIC WASTE MANAGEMENT REVENUE							
3660-1000 DWM CHARGES COLLECTED	891,045	911,045	1,007,331	1,032,514	1,058,327	1,084,785	1,111,905
3660-1020 DWM CHARGES UNCOLLECTED	15,553	15,553	14,224	14,580	14,943	15,317	15,701
3660-1080 LESS - DWM CHARGES WRITTEN OFF	(2,050)	(2,050)	(2,101)	(2,154)	(2,207)	(2,263)	(2,319)
3660-1081 Less - Non-DWM Charges Written Off	-	-	-	-	-	-	-
3660-1082 LESS - DWM CHARGES D/DEBT EXPENSE	(1,025)	(1,025)	(1,051)	(1,077)	(1,104)	(1,131)	(1,160)
3660-1095 LESS DWM CHARGES PENSION REBATE	(78,413)	(71,815)	(80,373)	(82,382)	(84,442)	(86,553)	(88,717)
3660-1500 DWM TIPPING FEES	184,500	403,960	189,113	193,840	198,686	203,653	208,745
3660-1505 DWM WASTE COLLECTION TIP FEE CONTRA	165,716	165,716	169,859	174,106	178,458	182,920	187,493
3660-1950 DWM CHARGES PENSION SUBSIDY	40,500	39,498	40,500	40,500	40,500	40,500	40,500
3670-1000 BUSINESS GARBAGE CHARGES	76,365	76,410	76,716	78,634	80,600	82,615	84,680
3670-1500 NON-DOMESTIC WASTE TIPPING FEES	-	1,615	-	-	-	-	-
3670-1502 SALE OF SCRAP METAL	4,000	9,843	4,000	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	1,000	1,000	1,000
3670-1506 DRUMMUSTER REIMBURSEMENTS	1,600	1,600	1,600	1,600	1,600	1,600	1,600
3670-1507 SALE OF BATTERIES	308	308	315	323	331	339	348
3670-1926 GARBAGE TRANSFER FROM RESERVE	-	-	-	-	-	-	-
3670-4310 DWM DEPCN CONTRA	25,856	25,856	26,115	26,376	26,639	26,906	27,175
WASTEMGMTCAPINC WASTE MANAGEMENT CAPITAL INCOME	-	-	-	-	-	-	-
3670-1508 RAMROC CRC REIMBURSEMENT	-	-	-	-	-	-	-
	-	-	-	(0)	(0)	0	(0)
STORMWATER DRAINAGE							
STORMWATER DRAINAGE EXPENSE							
1416-0110 STORM WATER DRAINAGE MTCE	(100,485)	(78,855)	(101,992)	(103,522)	(105,075)	(106,651)	(108,251)
1416-0111 STORMWATER DRAIN - ELECTRICITY	(18,360)	(18,360)	(18,727)	(19,102)	(19,484)	(19,873)	(20,271)
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)	(51,739)	(45,431)	(38,796)	(31,675)	(24,454)	(16,605)
1416-2411 LIRS - US/W DRAINAGE PRINCIPAL	(148,749)	(148,749)	(155,057)	(161,692)	(168,814)	(176,035)	(183,883)
1417-0525 PRINCIPAL-DRAINAGE INTLOAN 385	-	-	-	-	-	-	-
1417-0530 LOAN 387 PRINCIPAL - CURRENT	-	-	-	-	-	-	-

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1417-0540 REMODEL LOCO DAM	-	-	-	-	-	-	-
1417-0541 RILEY COURT STORMWATER DETENTION BASIN	-	-	-	-	-	-	-
1417-0546 RETENTION POND - RIV HWY FIN	-	(4,000)	-	-	-	-	-
1417-0551 CONSTRUCT PUMP STATION TOC GOLF	-	-	-	-	-	-	-
1417-0554 CHANTER ST - RAILWAY TO JERSEY	-	-	-	-	-	-	-
1417-0555 CRAWFORD SUBDIV DRAIN TO TOC SEWER	-	(6,091)	-	-	-	-	-
1417-0677 WILLIAM ST - HAMPDEN TO EAST	-	-	-	-	-	-	-
1417-0822 MURRAY ST - HEADFORD TO OSBORNE (TP)	-	-	-	-	-	-	-
1417-0825 LIRS - EAST RIVERINA HWY	-	(530)	-	-	-	-	-
1417-0826 LIRS - FLYNN ST AREA	-	-	-	-	-	-	-
1417-0827 FLYNN ST AREA	-	-	-	-	-	-	-
1417-0828 FINLEY ST DETENTION BASIN	-	(145,515)	-	-	-	-	-
1417-0829 WILLIAM ST CROSS CONNECTION	-	-	-	-	-	-	-
1417-0830 BRUTON ST ELEC & PIPEWORK	-	(150,000)	-	-	-	-	-
1417-0831 GEORGE ST-DEAN ST PUMP STATION	-	-	-	-	-	-	-
3750-2512 STORMWATER DRAINAGE DEPCN	(212,908)	(212,908)	(215,037)	(217,187)	(219,359)	(220,629)	(223,768)
DRAINAGECAPEXP DRAINAGE CAPITAL WORKS EXPENDITURE	(295,100)	-	(222,000)	(30,000)	(65,000)	(80,000)	(50,000)
1417-0833 DRUMMOND ST RAILWAY TO DROHAN	-	(90,133)	-	-	-	-	-
1417-0834 ENDEVOUR ST NEW PUMP STATION	-	(5)	-	-	-	-	-
1417-0835 MURRAY ST WARMATTA TO WOLAMAI	-	(22,300)	-	-	-	-	-
1417-0836 LANE 961 BRUTON ST BGA ST NTH	-	-	-	-	-	-	-
1417-0839 TOC TOWN ENTRY - DEAN ST	-	(6,716)	-	-	-	-	-
1417-0837 TUPPAL ST FINLEY	-	(946)	-	-	-	-	-
1417-0838 MAY LAWSON CROSS CONNECTION	-	-	-	-	-	-	-
1417-0824 GEORGE ST PUMPSTATION	-	-	-	-	-	-	-
1417-0840 CORCORAN ST RISING MAIN	-	(14,117)	-	-	-	-	-
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	-	-	-	-	-	-	-
1417-0844 BRUTON ST - EXT TO CHARLOTTE	-	-	-	-	-	-	-
1417-0845 MCALLISTER St - HEADFORD TO OSB	-	(7,135)	-	-	-	-	-
1417-0846 JERSEY ST - CHANTER TO TUPPAL	-	(11,208)	-	-	-	-	-
1417-0847 DEAN ST RMS WORKS	-	(8,914)	-	-	-	-	-
1417-0848 COBRAM ST - WAVERLY RD - DRAIN	-	(20,000)	-	-	-	-	-
1417-0849 BAROOGA-DENISON ST TABLE DRAIN	-	(20,000)	-	-	-	-	-
1417-0850 DENISON - WOLLAMAI TO WARMATTA	-	(75,000)	-	-	-	-	-
1417-0851 MCALLISTER-HEADFORD - OSBOURNE	-	-	-	-	-	-	-
1417-0852 TOCUMWAL ST- WOLLAMAI WARMATTA	-	(75,000)	-	-	-	-	-
1417-0853 MORRIS ST- TOC REC RESERVE	-	(10,100)	-	-	-	-	-
1417-0854 DRAINAGE TELEMETRY UPGRADE	-	(3,680)	-	-	-	-	-
1417-0855 DRAINAGE ELECTRICAL CABINETS	-	(15,000)	-	-	-	-	-
STORMWATER DRAINAGE REVENUE							

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1500-5105 UNSPENT LOAN PROCEEDS LIRS	-	-	-	-	-	-	-
3750-1000 STORMWATER / DRAINAGE CHARGE	71,850	72,813	73,325	73,325	73,325	73,325	73,325
3750-1080 DRAINAGE CHARGE - WRITE OFFS	(500)	(500)	(500)	(500)	(500)	(500)	(500)
3750-1200 CONTRIBUTIONS TO WORKS	-	-	-	-	-	-	-
3750-1500 ELECTRICITY CHARGES REFUND	-	-	-	-	-	-	-
3750-1501 SECT 94 CONT. DRAINAGE - BAROOGA	-	3,446	-	-	-	-	-
3750-1502 SECT 94 CONT. DRAINAGE - BERRIGAN	-	-	-	-	-	-	-
3750-1503 SECT 94 CONT. DRAINAGE - FINLEY	-	2,242	-	-	-	-	-
3750-1504 SECT 94 CONT. DRAINAGE - TOCUMWAL	-	-	-	-	-	-	-
3750-1700 LIRS - URBAN S/W LOAN PROCEEDS	-	-	-	-	-	-	-
3750-1701 LIRS INTEREST SUBSIDY	34,112	34,112	30,065	25,774	21,250	16,422	11,246
3750-1926 SECT 94 CONT. DRAINAGE-RESERVE TRANS	-	-	-	-	-	-	-
3750-1950 MURRAY ST - HEADFORD TO OSBRORNE RMS FUNDING	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-
3750-1955 RMS - STORMWATER DRAINAGE DEAN ST TOC	-	-	-	-	-	-	-
3750-1616 Contrib-Morris St Drainage - Toc Rec	-	4,040	-	-	-	-	-
	(717,839)	(1,094,348)	(655,354)	(471,700)	(515,331)	(538,395)	(518,708)
ENVIRONMENTAL PROTECTION							
ENVIRONMENTAL PROTECTION EXPENSE							
1418-0110 LEVEE BANKS MTCE	(50,750)	(50,750)	(51,511)	(52,287)	(53,068)	(53,864)	(54,672)
1418-0130 MURRAY DARLING ASSOCIATION	(2,040)	(2,455)	(2,081)	(2,122)	(2,165)	(2,208)	(2,252)
1418-0140 LEVEE BANKS ADMIN CHARGES	(39,036)	(40,400)	(40,400)	(40,400)	(40,400)	(40,400)	(40,400)
3800-2026 LEVEE BANK CONSTRUCTION TRANSFER TO RESERVE	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
LEVEECAPEXP LEVEE BANK CAPITAL EXPENDITURE	(153,280)	-	(179,200)	(50,000)	(270,000)	(157,360)	-
1418-0500 LEVEE - TOC FORESHORE WORKS	-	(40,000)	-	-	-	-	-
1418-0501 LEVEE 1 - 4675-5700	-	(41,000)	-	-	-	-	-
1418-0502 LEVEE 1 - 7580-8435	-	(34,200)	-	-	-	-	-
1418-0503 LEVEE 1 -9100-9650	-	(22,000)	-	-	-	-	-
1418-0504 LEVEE 1 - 10548-10700	-	(6,080)	-	-	-	-	-
1418-0505 LEVEE TREE WORKS REMOVAL	-	(10,000)	-	-	-	-	-
ENVIRONMENTAL PROTECTION REVENUE							
3800-1500 FEES - MANAGEMENT OF ROAD RESERVES	-	-	-	-	-	-	-
3800-1926 LEVEE BANK CONSTRUCTION TRANSFER FROM RESERVE	163,280	101,780	149,200	110,000	90,000	52,360	30,000
3800-1951 CAPITAL WORKS INCOME - LEVEE BANKS	40,000	40,000	-	-	20,000	105,000	-

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
3800-1952 CAPITAL WORKS INCOME - SEPPELTS	-	-	-	20,000	160,000	-	-
3800-1953 NATIONAL DISASTER RELIEF ASSISTANCE GRANT	-	-	-	-	-	-	-
LEVEECAPINC LEVEE BANK CAPITAL INCOME	-	-	-	-	-	-	-
3800-1954 TOC LEVEE - CLUBGRANT	-	61,500	-	-	-	-	-
	(91,826)	(93,605)	(173,992)	(64,809)	(145,633)	(146,472)	(117,324)
WATER SUPPLIES							
WATER SUPPLIES EXPENSE							
1510-0105 WATER ADMIN CHARGES - ADMINIST	(246,627)	(246,700)	(246,700)	(246,700)	(246,700)	(246,700)	(246,700)
1510-0106 WATER ADMIN CHARGE - ENGINEERI	(319,859)	(320,100)	(320,100)	(320,100)	(320,100)	(320,100)	(320,100)
1510-0117 WATER SUPPLIES - RENTAL CONTRI	(72,480)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
1510-0125 PROV BAD & DOUBTFUL DEBTS	(5,000)	(5,000)	(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)	(2,500)	(2,500)
1510-0170 WATER DELIVERY EXPENSES	(32,480)	(32,480)	(32,967)	(33,462)	(33,964)	(34,473)	(34,990)
1510-0200 WATER LEGAL EXPENSES	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1510-0500 WATER SUPPLIES PRINCIPAL ON LO	-	-	(282,405)	(290,940)	(299,734)	(308,793)	(318,129)
1510-0504 OFFICE EQUIP/FURN NON CAPITAL	(1,320)	(6,047)	(1,339)	(1,359)	(1,380)	(1,400)	(1,421)
1510-0505 OFFICE EQUIP/FURN - ENG WATER	(2,500)	(9,000)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
1510-0506 SUBSCRIPTIONS & MEMBERSHIPS	(9,384)	(14,794)	(9,572)	(9,763)	(9,958)	(10,158)	(10,361)
1510-0507 TELEMENTRY UPGRADE - WATER	-	(40,000)	-	-	-	-	-
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)	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1510-0560 MAINS RETIC - BGA	-	(21,350)	-	-	-	-	-
1510-0561 BGA - REPAINT INTERIOR WTP	-	(3,654)	-	-	-	-	-
1510-0564 BGA - MAJOR PUMP REPLACEMENT	-	(175,023)	-	-	-	-	-
1510-0565 MAINS RETIC - BGN	-	(118,405)	-	-	-	-	-
1510-0570 MAINS RETIC - FIN	-	(78,414)	-	-	-	-	-
1510-0575 MAINS RETIC - TOC	-	(43,775)	-	-	-	-	-
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	-	(4,477)	-	-	-	-	-
1510-0652 REPLACEMENT OF MINOR PLANT	-	-	-	-	-	-	-
1510-0657 BGN - OTHER MINOR REPAIR/REPLACEMENTS	-	(25,000)	-	-	-	-	-
1510-0661 TOC - REPLACE COMPRESSOR	-	-	-	-	-	-	-
1510-0662 TOC - OTHER MINOR REPAIR/REPLACEMENT	-	(25,000)	-	-	-	-	-
1510-0665 TOC-CHLORINE DOSING SYSTEM	-	(10,000)	-	-	-	-	-
1510-0877 TERRACING AT WTP BGA	-	-	-	-	-	-	-
1510-0878 LOW LIFT PUMP MECH & ELEC BGN	-	-	-	-	-	-	-
1510-0879 HL PUMP MECH & ELEC FIN	-	-	-	-	-	-	-

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1510-0880 CHEMICAL PUMP REPLACEMENT	-	(41,679)	-	-	-	-	-
1511-0109 REC FACIL DONATION & OTHER COSTS	(1,581)	(2,559)	(1,613)	(1,645)	(1,678)	(1,711)	(1,746)
1511-0110 METER READING - BGN SHIRE	(69,629)	(75,629)	(70,673)	(71,734)	(72,810)	(73,902)	(75,010)
1511-0111 METER READING PRINTING & POSTA	(13,702)	(17,702)	(13,908)	(14,117)	(14,328)	(14,543)	(14,761)
1511-0113 METER READING TELEPHONE	(755)	(755)	(770)	(785)	(801)	(817)	(833)
1511-0130 PURCHASE OF WATER - BGA	(13,702)	(34,702)	(13,908)	(14,117)	(14,328)	(14,543)	(14,761)
1511-0135 PURCHASE OF WATER - BGN	(40,802)	(79,385)	(41,415)	(42,036)	(42,667)	(43,307)	(43,956)
1511-0140 PURCHASE OF WATER - FIN	(53,288)	(86,373)	(54,087)	(54,898)	(55,722)	(56,557)	(57,406)
1511-0145 PURCHASE OF WATER - TOC	(12,992)	(12,992)	(13,187)	(13,385)	(13,585)	(13,789)	(13,996)
1511-0150 WATER TREATMENT - OP EXP - BGA	(146,363)	(135,000)	(148,558)	(150,787)	(153,049)	(155,344)	(157,675)
1511-0151 WATER TREATMENT-BGA ELECTRICIT	(40,800)	(40,800)	(41,616)	(42,448)	(43,297)	(44,163)	(45,047)
1511-0152 WATER TREATMENT -BGA TELEPHONE	(3,774)	(3,774)	(3,849)	(3,926)	(4,005)	(4,085)	(4,167)
1511-0153 WATER TREATMENT -BGA INSURANCE	(11,016)	(10,939)	(11,236)	(11,461)	(11,690)	(11,924)	(12,163)
1511-0165 WATER TREATMENT - OP EXP - BGN	(149,814)	(141,000)	(152,061)	(154,342)	(156,657)	(159,007)	(161,392)
1511-0166 WATER TREATMENT-BGN ELECTRICIT	(20,400)	(20,400)	(20,808)	(21,224)	(21,649)	(22,082)	(22,523)
1511-0167 WATER TREATMENT -BGN TELEPHONE	(3,774)	(3,774)	(3,849)	(3,926)	(4,005)	(4,085)	(4,167)
1511-0168 WATER TREATMENT BGN- INSURANCE	(8,325)	(7,289)	(8,492)	(8,662)	(8,835)	(9,012)	(9,192)
1511-0180 WATER TREATMENT - OP EXP - FIN	(165,953)	(180,000)	(168,442)	(170,968)	(173,533)	(176,136)	(178,778)
1511-0182 WATER TREATMENT FIN-INSURANCE	(14,178)	(13,283)	(14,462)	(14,751)	(15,046)	(15,347)	(15,654)
1511-0183 WATER TREATMENT-FIN ELECTRICIT	(40,800)	(40,800)	(41,616)	(42,448)	(43,297)	(44,163)	(45,047)
1511-0184 WATER TREATMENT -FIN TELEPHONE	(959)	(959)	(978)	(998)	(1,017)	(1,038)	(1,059)
1511-0195 WATER TREATMENT - OP EXP - TOC	(200,970)	(150,000)	(180,000)	(182,700)	(185,440)	(188,222)	(191,045)
1511-0196 WATER TREATMENT -TOC TELEPHONE	(918)	(918)	(936)	(955)	(974)	(994)	(1,014)
1511-0197 WATER TREATMENT-TOC ELECTRICIT	(51,000)	(36,000)	(52,020)	(53,060)	(54,122)	(55,204)	(56,308)
1511-0198 WATER TREATMENT-TOC -INSURANCE	(16,524)	(15,469)	(16,854)	(17,192)	(17,535)	(17,886)	(18,244)
1511-0230 PUMPING STATIONS - OP EXP BGA	(27,710)	(27,710)	(28,125)	(28,547)	(28,975)	(29,410)	(29,851)
1511-0231 PUMPING STATIONS - OP EXP BGN	(15,530)	(15,984)	(15,762)	(15,999)	(16,239)	(16,482)	(16,730)
1511-0232 PUMPING STATIONS OP EXP FIN	(17,458)	(17,458)	(17,720)	(17,986)	(18,255)	(18,529)	(18,807)
1511-0233 PUMPING STATIONS OP EXP TOC	(13,195)	(12,741)	(13,393)	(13,594)	(13,798)	(14,005)	(14,215)
1511-0270 RETIC & METERS - OP EXP - BGA	(26,593)	(20,593)	(26,992)	(27,397)	(27,808)	(28,225)	(28,648)
1511-0285 RETIC & METERS - OP EXP - BGN	(62,829)	(60,108)	(63,771)	(64,727)	(65,698)	(66,684)	(67,684)
1511-0300 RETIC & METERS - OP EXP - FIN	(73,588)	(72,610)	(75,000)	(76,125)	(77,267)	(78,426)	(79,603)
1511-0315 RETIC & METERS - OP EXP - TOC	(43,341)	(49,341)	(46,000)	(46,690)	(47,390)	(48,101)	(48,822)
1511-0316 RETIC & METERS - INSURANCE	-	-	-	-	-	-	-
1511-0320 CYBLES MAINTENANCE	(102)	(102)	(103)	(105)	(106)	(108)	(109)
1511-0330 WATER NEW CONNECTIONS (INC MET	(38,824)	(38,824)	(45,000)	(45,675)	(46,360)	(47,056)	(47,761)
1511-0340 WATER SAMPLING / MONITORING	(10,658)	(13,379)	(12,000)	(12,180)	(12,363)	(12,549)	(12,737)
1511-0355 WATER SUPPLY INTEREST ON LOANS	-	-	(42,898)	(34,362)	(25,568)	(16,509)	(7,176)
1511-0397 INSTALLATION OF RPZ	-	-	-	-	-	-	-
1512-0105 BANK & GOVT CHARGES	(7,752)	(7,600)	(7,907)	(8,065)	(8,226)	(8,391)	(8,559)
1512-0130 HOUSING TOC WATER BLDG MTCE	(2,588)	(2,588)	(2,627)	(2,666)	(2,706)	(2,747)	(2,788)
1512-0131 HOUSING TOC WATER INSURANCE	(806)	-	(822)	(838)	(855)	(872)	(890)
1512-0152 INSTALLATION OF RCD'S	-	-	-	-	-	-	-

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
4110-1509 WATER SUNDRY INCOME - INC GST	2,000	2,000	2,000	2,000	2,000	2,000	2,000
4110-1511 LEGAL COST RECOVERY	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
4110-1512 PRIVATE WORKS INCOME - WATER	500	500	500	500	500	500	500
4110-1601 SECT. 64 CONT. WATER - BGA	-	12,319	-	-	-	-	-
4110-1602 SECT. 64 CONT. WATER - BER	-	3,736	-	-	-	-	-
4110-1603 SECT. 64 CONT. WATER - FIN	-	2,246	-	-	-	-	-
4110-1604 SECT. 64 CONT. WATER - TOC	-	-	-	-	-	-	-
4110-1611 SECT. 64 CONT. WATER PURCHASE - BGA	-	-	-	-	-	-	-
4110-1612 SECT. 64 CONT. WATER PURCHASE - BER	-	4,800	-	-	-	-	-
4110-1613 SECT. 64 CONT. WATER PURCHASE - FIN	-	7,318	-	-	-	-	-
4110-1614 SECT. 64 CONT. WATER PURCHASE - TOC	-	-	-	-	-	-	-
4110-1840 INTEREST ON INVESTMENTS	186,563	186,563	198,309	200,008	205,008	210,134	233,299
4110-1926 WATER TRANSFER FROM RESERVE	57,543	1,062,106	-	2,670,914	-	494,372	1,884,021
4110-1927 SECT 64 CONT. - TRANSFER TO RESERVE	-	-	-	-	-	-	-
4110-1951 WATER CHARGES PENSION SUBSIDY	48,000	46,301	48,000	48,000	48,000	48,000	48,000
4110-1954 GRANT - DROUGHT WORKS	-	-	-	-	-	-	-
4240-4710 WATER DEPCN CONTRA	626,705	626,705	632,972	639,302	645,695	652,152	658,673
WSCAPINC WATER SUPPLIES CAPITAL INCOME	-	-	-	-	-	-	-
4110-1955 GRANT - SAFE & SECURE WATER	-	-	3,050,000	-	-	-	-
4110-1700 WATER LOAN PROCEEDS	-	-	1,500,000	-	-	-	-
	(0)	(0)	-	0	0	0	0
SEWERAGE SERVICES							
SEWERAGE SERVICES EXPENSE							
1610-0105 SEWERAGE ADMIN CHARGE - ADMINI	(183,821)	(183,900)	(183,900)	(183,900)	(183,900)	(183,900)	(183,900)
1610-0106 SEWER ADMIN CHARGE - ENGINEERI	(277,007)	(278,100)	(278,100)	(278,100)	(278,100)	(278,100)	(278,100)
1610-0117 SEWERAGE SERVICE - RENTAL CONT	(48,320)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
1610-0155 SEWER WRITE OFF BAD DEBTS	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1610-0504 OFFICE EQUIP/FURN NON CAPITAL	(500)	(500)	(500)	(500)	(500)	(500)	(500)
1610-0512 PUMP REPLACEMENT	-	(58,677)	-	-	-	-	-
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	-	(14,014)	-	-	-	-	-
1610-0590 BGN SEWER MAIN UPGRADES	-	(59,257)	-	-	-	-	-
1610-0595 FIN SEWER MAIN UPGRADES	-	-	-	-	-	-	-
1610-0600 TOC SEWER MAIN UPGRADES	-	(99,193)	-	-	-	-	-
1610-0621 BGA UPGRADE PUMP STATION	-	(7,615)	-	-	-	-	-
1610-0652 REPLACEMENT OF MINOR PLANT	-	-	-	-	-	-	-
1610-0655 BGN UPGRADE PUMP STATIONS	-	(5,037)	-	-	-	-	-
1610-0658 SPARE PUMPS FOR LOW PRESS SYS	-	(2,564)	-	-	-	-	-

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1610-0705 FIN UPGRADE PUMP STATIONS	-	(10,000)	-	-	-	-	-
1610-0707 SEAL ACCESS TO STW & TRUCK WAS	-	(8,709)	-	-	-	-	-
1610-0708 TOC-REFURBISH CONCRETE WORK	-	(43,630)	-	-	-	-	-
1610-0743 UPGRADE SEWER TELEMENTRY	-	(40,000)	-	-	-	-	-
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	-	(10,000)	-	-	-	-	-
1610-0884 FIN - REFURBISH CONCRETE WORK	-	(120,000)	-	-	-	-	-
1610-0887 TOC - PUMP STATIONS UPGRADE	-	-	-	-	-	-	-
1610-0888 TOC - CRUSHED ROCK ON PS ACCESS AREAS	-	-	-	-	-	-	-
1610-0892 BGA-MINOR REPAIR/REPLACE	-	(10,000)	-	-	-	-	-
1610-0893 BGN-MINOR REPAIR/REPLACE	-	(10,650)	-	-	-	-	-
1610-0896 FIN-POND FENCING	-	-	-	-	-	-	-
1610-0897 TOC-MINOR REPAIR/REPLACE	-	-	-	-	-	-	-
1611-0109 RECREATION FACILITIES DONATION	(900)	(1,052)	(900)	(900)	(900)	(900)	(900)
1611-0110 SEWER TREATMENT - OP EXP - BGA	(7,765)	(7,765)	(7,881)	(7,999)	(8,119)	(8,241)	(8,365)
1611-0111 SEWER TREATMENT BGA INSURANCE	(306)	(226)	(312)	(318)	(325)	(331)	(338)
1611-0113 SEWER TREATMENT -BGA TELEPHONE	(153)	(153)	(156)	(159)	(162)	(166)	(169)
1611-0125 SEWER TREATMENT - OP EXP - BGN	(86,275)	(89,500)	(87,569)	(88,883)	(90,216)	(91,569)	(92,943)
1611-0127 SEWER TREATMENT -BGN INSURANCE	(3,876)	(2,995)	(3,954)	(4,033)	(4,113)	(4,196)	(4,279)
1611-0128 SEWER TREATMENT BGN -TELEPHONE	(3,264)	(3,264)	(3,329)	(3,396)	(3,464)	(3,533)	(3,604)
1611-0129 SEWER - EFFLUENT RE-USE - BGN	(5,481)	(5,481)	(5,563)	(5,647)	(5,731)	(5,817)	(5,905)
1611-0140 SEWER TREATMENT - OP EXP - FIN	(93,888)	(95,153)	(95,296)	(96,725)	(98,176)	(99,649)	(101,144)
1611-0141 SEWER TREATMENT -FIN INSURANCE	(3,978)	(2,911)	(4,058)	(4,139)	(4,221)	(4,306)	(4,392)
1611-0142 SEWER TREATMENT-FIN ELECTRICIT	(15,555)	(10,569)	(15,866)	(16,183)	(16,507)	(16,837)	(17,174)
1611-0143 SEWER TREATMENT FIN- TELEPHONE	(357)	(2,557)	(364)	(371)	(379)	(386)	(394)
1611-0144 SEWER - EFFLUENT RE-USE - FIN	(6,293)	(13,977)	(6,387)	(6,483)	(6,580)	(6,679)	(6,779)
1611-0155 SEWER TREATMENT - OP EXP - TOC	(105,763)	(110,149)	(107,349)	(108,960)	(110,594)	(112,253)	(113,937)
1611-0156 SEWER TREATMENT -TOC INSURANCE	(4,182)	(3,321)	(4,266)	(4,351)	(4,438)	(4,527)	(4,617)
1611-0157 SEWER TREATMENT-TOC ELECTRICIT	(20,808)	(20,808)	(21,224)	(21,649)	(22,082)	(22,523)	(22,974)
1611-0158 SEWER TREATMENT -TOC TELEPHONE	(581)	(581)	(593)	(605)	(617)	(629)	(642)
1611-0159 SEWER - EFFLUENT RE-USE - TOC	(21,823)	(31,455)	(22,150)	(22,482)	(22,819)	(23,162)	(23,509)
1611-0170 RETIC - OP EXP - BGA	(7,359)	(12,000)	(12,500)	(12,688)	(12,878)	(13,071)	(13,267)
1611-0171 RETIC OP EXP ELECTRICITY -BGA	(18,972)	(30,972)	(19,351)	(19,738)	(20,133)	(20,536)	(20,947)
1611-0185 RETIC - OP EXP - BGN	(30,653)	(30,653)	(31,113)	(31,579)	(32,053)	(32,534)	(33,022)
1611-0186 RETIC OP EXP - ELECTRICITY BGN	(15,708)	(15,708)	(16,022)	(16,343)	(16,669)	(17,003)	(17,343)
1611-0200 RETIC - OP EXP - FIN	(34,916)	(30,916)	(35,440)	(35,971)	(36,511)	(37,059)	(37,614)
1611-0201 RETIC OP EXP ELECTRICITY - FIN	(18,054)	(18,054)	(18,415)	(18,783)	(19,159)	(19,542)	(19,933)
1611-0215 RETIC - OP EXP - TOC	(21,315)	(31,315)	(31,100)	(31,566)	(32,040)	(32,520)	(33,008)
1611-0216 RETIC OP EXP ELECTRICITY - TOC	(21,726)	(21,726)	(22,161)	(22,604)	(23,056)	(23,517)	(23,987)
1611-0230 PUMPING STATIONS OP EXP BGA	(87,189)	(78,300)	(88,496)	(89,824)	(91,171)	(92,539)	(93,927)

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1611-0231 PUMPING STATIONS OP EXP BGN	(38,976)	(30,680)	(39,561)	(40,154)	(40,756)	(41,368)	(41,988)
1611-0232 PUMPING STATIONS OP EXP FIN	(55,318)	(40,732)	(56,147)	(56,989)	(57,844)	(58,712)	(59,593)
1611-0233 PUMPING STATIONS OP EXP TOC	(66,889)	(81,100)	(67,892)	(68,910)	(69,944)	(70,993)	(72,058)
1611-0234 LOW PRESSURE SYSTEM - BGA	(6,598)	(13,000)	(10,500)	(10,658)	(10,818)	(10,980)	(11,145)
1611-0235 LOW PRESSURE SYSTEM - BGN	(4,060)	(9,060)	(4,121)	(4,183)	(4,245)	(4,309)	(4,374)
1611-0236 LOW PRESSURE SYSTEM - FIN	(2,944)	(7,944)	(2,988)	(3,032)	(3,078)	(3,124)	(3,171)
1611-0237 LOW PRESSURE SYSTEM - TOC	(9,541)	(8,900)	(9,684)	(9,829)	(9,977)	(10,126)	(10,278)
1611-0250 SEWERAGE CONNECTIONS - SHIRE	(15,936)	(15,936)	(16,175)	(16,417)	(16,663)	(16,913)	(17,167)
1611-0340 SEWER SAMPLING / MONITORING	(8,323)	(18,544)	(8,448)	(8,575)	(8,703)	(8,834)	(8,966)
1611-0341 RAISING OF SEWER MANHOLD LIDS	(15,022)	(12,189)	(15,247)	(15,476)	(15,708)	(15,944)	(16,183)
1611-0342 TOCUMWAL CCTV	(38,976)	(55,947)	(39,561)	(40,154)	(40,756)	(41,368)	(41,988)
1611-0344 INSTALLATION OF RPZ	-	-	-	-	-	-	-
1612-0105 BANK & GOVT CHARGES	(7,650)	(7,500)	(7,803)	(7,959)	(8,118)	(8,281)	(8,446)
1612-0155 BGN TRUCK WASH OPERATING EXPEN	(558)	(558)	(567)	(575)	(584)	(593)	(601)
1612-0156 BGN TRUCK WASH ELECTRICITY	(592)	(592)	(603)	(616)	(628)	(640)	(653)
1612-0157 BGN TRUCK WASH - TELEPHONE	(367)	(367)	(375)	(382)	(390)	(397)	(405)
1612-0160 BGN TRUCK WASH MTCE	(1,117)	(1,189)	(1,133)	(1,150)	(1,168)	(1,185)	(1,203)
1612-0170 FIN TRUCK WASH OPERATING EXPEN	(3,654)	(6,113)	(3,709)	(3,764)	(3,821)	(3,878)	(3,936)
1612-0171 FIN TRUCK WASH - ELECTRICITY	(2,142)	(1,892)	(2,185)	(2,229)	(2,273)	(2,319)	(2,365)
1612-0172 FIN TRUCK WASH - TELEPHONE	(449)	(449)	(458)	(467)	(476)	(486)	(496)
1612-0175 FIN TRUCK WASH MTCE	(2,030)	(2,755)	(2,060)	(2,091)	(2,123)	(2,155)	(2,187)
1612-0180 INSTALLATION OF RCD's	-	-	-	-	-	-	-
5110-2026 SEWER SERVICES TRANSFER TO RESERVE	(107,345)	-	(7,767)	(280,367)	(137,908)	(633,422)	(687,538)
5110-3700 Internal Loan 385 Receivable-Current	-	-	282,405	290,940	299,734	308,793	318,127
5110-3750 Loan 387 Receivable - Current	-	-	(1,500,000)	-	-	-	-
5210-2550 SEWER MAINS RETIC - DEPCN	(371,882)	(371,882)	(375,601)	(379,357)	(383,150)	(386,982)	(390,852)
5240-2550 SEWER TREATMENT WORKS - DEPCN	(208,565)	(208,565)	(210,651)	(212,757)	(214,885)	(217,034)	(219,204)
5250-2500 SEWER PLANT & EQUIP DEPCN	(20,200)	(20,200)	(20,402)	(20,606)	(20,812)	(21,020)	(21,230)
5250-2502 SEWER EQUIPMENT DEPCN	(10,605)	(10,605)	(10,711)	(10,818)	(10,926)	(11,036)	(11,146)
5280-2500 TRUCKWASH - DEPCN	(51)	(51)	(51)	(52)	(52)	(53)	(53)
SEWERCAPEXP SEWERAGE SERVICES CAPITAL EXPENDITURE	(600,000)	-	(760,000)	(825,000)	(1,015,000)	(570,000)	(575,000)
1610-0895 FIN-MINOR REPAIR/REPLACE	-	(15,000)	-	-	-	-	-
1610-0580 BGA SEWER MAIN UPGRADE	-	-	-	-	-	-	-
1612-0181 BGN TRUCK WASH AVDATA PUMP	-	-	-	-	-	-	-
1612-0182 FIN TRUCK WASH AVDATA PUMP	-	(142)	-	-	-	-	-
1612-0500 TOC WASH BAY	-	-	-	-	-	-	-
1610-0890 BGA-DESILT PRIMARY POND	-	(25,000)	-	-	-	-	-
1610-0891 BGN-DESILT SLUDGE LAGOON	-	(32,065)	-	-	-	-	-
1610-0550 BGN - STP FENCE	-	(9,319)	-	-	-	-	-
1610-0898 BGN - POND FENCING	-	(24,400)	-	-	-	-	-
1610-0899 FIN - DESILT PRIMARY POND	-	(50,000)	-	-	-	-	-
1610-0900 FIN - UPGRADE PUMP STATION	-	(7,203)	-	-	-	-	-
1610-0901 NEW DRYING BED	-	(38,978)	-	-	-	-	-

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1610-0551 TOC - FENCE REPLACEMENT		(14,614)	-	-	-	-	-
1610-0902 BGA - REPLACE ELECTRICAL CABINET		(10,000)	-	-	-	-	-
1610-0903 BGN - REPLACE DIGESTOR ROOF		(25,000)	-	-	-	-	-
1610-0904 FIN - REPLACE DIGESTOR ROOF		(25,000)	-	-	-	-	-
1610-0905 BGN - REPLACE ELECTRICAL CABINET		(15,000)	-	-	-	-	-
1610-0906 TOC - TRICKLE FILTER ARM		(40,000)	-	-	-	-	-
1610-0907 TOC - ACCESS WISE COURT PS		(40,000)	-	-	-	-	-
1612-0501 FIN TRUCKWASH RESTART NSW		(462,513)	-	-	-	-	-
1610-0400 OCCUPATIONAL HEALTH & SAFETY		(1,174)	-	-	-	-	-
1610-0552 FIN - STP FENCE		(12,067)	-	-	-	-	-
1611-0112 SEWER TREATMENT-BGA ELECTRICIT		(250)	-	-	-	-	-
1611-0126 SEWER TREATMENT - BGN ELECTRICITY		(4,000)	-	-	-	-	-
SEWERAGE SERVICES REVENUE							
5110-1000-0001 SEWER CHARGES - BGA	433,007	484,667	443,832	454,928	466,301	477,958	489,907
5110-1000-0002 SEWER CHARGES - BGN	260,676	260,892	267,193	273,873	280,720	287,738	294,931
5110-1000-0003 SEWER CHARGES - FIN	560,166	559,588	574,170	588,524	603,237	618,317	633,775
5110-1000-0004 SEWER CHARGES - TOC	646,524	638,022	662,687	679,254	696,235	713,641	731,482
5110-1000-0005 SEWER CHARGES - NON RATEABLE	61,449	61,824	62,985	64,560	66,174	67,828	69,524
5110-1000-0006 SEWER CHARGES - LOW PRESSURE SEWER CHG	8,374	8,374	16,350	16,759	17,178	17,607	18,047
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)	(2,000)	(2,000)	(2,000)
5110-1082 LESS SEWER CHARGES D/DEBT EXPENSE	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)
5110-1095 LESS SEWER PENSION REBATE - SHIRE	(86,000)	(81,099)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)
5110-1500 SEWER CONNECTION FEES - GST FREE	10,250	10,250	10,506	10,769	11,038	11,314	11,597
5110-1501 SEWER SUNDRY INCOME - INC.GST	-	5,728	-	-	-	-	-
5110-1502 DISPOSAL OF SEPTAGE INCOME	4,100	14,630	4,203	4,308	4,415	4,526	4,639
5110-1503 SEWER SUNDRY INCOME - GST FREE	1,000	1,000	1,000	1,000	1,000	1,000	1,000
5110-1504 TOC SEWER EFFLUENT REUSE	1,640	1,640	1,681	1,723	1,766	1,810	1,856
5110-1505 BGN SEWER EFFLUENT REUSE	-	-	-	-	-	-	-
5110-1601 SECT. 64 CONT. SEWER - BGA	-	3,472	-	-	-	-	-
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	-	-	42,898	34,362	25,568	16,509	7,176
5110-1750 LOAN 387 INTEREST INCOME	-	-	-	-	-	-	-
5110-1840 INTEREST ON INVESTMENTS	187,959	187,959	192,658	197,474	207,711	219,854	239,495
5110-1926 SEWER TRANSFER FROM RESERVE	-	420,549	1,203,477	-	-	-	-
5110-1928 SECT 64 CONT SEWER RESERVE TRANSFER	-	0	-	-	-	-	-
5110-1950 ALTERNATE ENERGY SUPPLY GRANT	-	-	-	-	-	-	-
5110-1951 SEWER CHARGES PENSION SUBSIDY	47,500	44,605	47,500	47,500	47,500	47,500	47,500
5210-4810 SEWER DEPCN CONTRA	611,303	611,303	617,416	623,590	629,826	636,124	642,485

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
5280-1500 TRUCK WASH (AVDATA) INCOME	5,125	15,174	5,253	5,384	5,519	5,657	5,798
SEWERCAPINC SEWERAGE SERVICES CAPITAL INCOME	-	-	-	-	-	-	-
5280-1950 Restart NSW Fixing Country Truckwash		315,455	-	-	-	-	-
	(0)	-	-	0	0	(0)	(0)
PUBLIC LIBRARIES							
PUBLIC LIBRARIES EXPENSE							
1710-0105 LIBRARY BLDG MTCE - BGA	(1,015)	(814)	(1,030)	(1,046)	(1,061)	(1,077)	(1,093)
1710-0120 LIBRARY BLDG MTCE - BGN	(1,015)	(1,417)	(1,030)	(1,046)	(1,061)	(1,077)	(1,093)
1710-0125 LIBRARY BLDG MTCE - FINLEY	(2,030)	(1,929)	(2,060)	(2,091)	(2,123)	(2,155)	(2,187)
1710-0140 LIBRARY BLDG MTCE - TOC	(1,015)	(914)	(1,030)	(1,046)	(1,061)	(1,077)	(1,093)
1710-0145 LIBRARY OFFICE FURN/EQUIP MTCE	(10,150)	(6,233)	(10,302)	(10,457)	(10,614)	(10,773)	(10,934)
1710-0150 LIBRARY ADMIN CHARGES	(111,276)	(111,500)	(111,500)	(111,500)	(111,500)	(111,500)	(111,500)
1710-0165 LIBRARY PRINTING & STATIONERY	(812)	(161)	(824)	(837)	(849)	(862)	(875)
1710-0166 LIBRARY ADVERTISING	(510)	(510)	(520)	(531)	(541)	(552)	(563)
1710-0175 LIBRARY SUNDRY EXPENSES	(2,030)	(6,733)	(2,060)	(2,091)	(2,123)	(2,155)	(2,187)
1710-0180 LIBRARY SALARIES & ALLOWANCES	(267,062)	(265,057)	(211,000)	(216,275)	(221,682)	(227,224)	(232,905)
1710-0190 LIBRARY TRAVEL & ALLOWANCES	(3,060)	(3,791)	(3,121)	(3,184)	(3,247)	(3,312)	(3,378)
1710-0192 LIBRARY STAFF TRAINING	(4,590)	(6,410)	(4,682)	(4,775)	(4,871)	(4,968)	(5,068)
1710-0194 LIBRARY CONFERENCES & SEMINARS	(1,020)	(1,020)	(1,040)	(1,061)	(1,082)	(1,104)	(1,126)
1710-0195 LIBRARY RATES	(9,541)	(7,347)	(9,684)	(9,829)	(9,977)	(10,126)	(10,278)
1710-0196 LIBRARY INSURANCE	(14,178)	(10,991)	(14,462)	(14,751)	(15,046)	(15,347)	(15,654)
1710-0197 LIBRARY SOFTWARE OP COSTS	(10,150)	(10,442)	(10,302)	(10,457)	(10,614)	(10,773)	(10,934)
1710-0200 LIBRARY BOOKS MTCE	(2,030)	(2,030)	(2,060)	(2,091)	(2,123)	(2,155)	(2,187)
1710-0210 LIBRARY ELECTRICITY	(21,930)	(20,163)	(22,369)	(22,816)	(23,272)	(23,738)	(24,212)
1710-0211 LIBRARY CONNECTIVITY	(6,090)	(7,771)	(6,181)	(6,274)	(6,368)	(6,464)	(6,561)
1710-0215 LIBRARY CLEANING	(11,673)	(19,421)	(11,848)	(12,025)	(12,206)	(12,389)	(12,575)
1710-0230 LIBRARY PURCHASE OF PERIODICAL	(2,550)	(5,949)	(2,601)	(2,653)	(2,706)	(2,760)	(2,815)
1710-0234 LIBRARY YOUTH ACTIVITES	(500)	(500)	(500)	(500)	(500)	(500)	(500)
1710-0235 LIBRARY SPEC. PROJ. OPERATING	(8,300)	(15,197)	(8,300)	(8,300)	(8,300)	(8,300)	(8,300)
1710-0236 INTER LIBRARY LOAN FEES	(200)	(200)	(200)	(200)	(200)	(200)	(200)
1710-0239 LIBRARY BOOKS CLUBS	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1710-0242 SENIORS WEEK EXPENSES	(600)	(600)	(600)	(600)	(600)	(600)	(600)
1710-0243 ONLINE DATABASE SUBSCRIPTIONS	(12,688)	(12,688)	(12,878)	(13,071)	(13,268)	(13,466)	(13,669)
1710-0244 LITERARY LUNCH/WRITING FESTIVAL	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(999)	(1,000)
1710-0245 TECH SAVY SENIORS GRANT EXP	-	(466)	-	-	-	-	-
1710-0246 BROADBAND FOR SENIORS	-	-	-	-	-	-	-
1710-0525 LIBRARY PURCHASE OF BOOKS	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
1710-0530 LIBRARY OTHER ASSETS	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
1710-0532 LIBRARY AUDIO VISUAL / CDS	(8,000)	(4,731)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
1710-0535 LIBRARY PURCHASE OF E-BOOKS	(3,108)	(1,346)	(3,113)	(3,110)	(3,110)	(3,110)	(3,110)

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
6100-2502 LIBRARY EQUIPMENT DEPCN	(8,989)	(8,989)	(9,079)	(9,170)	(9,261)	(9,354)	(9,448)
6100-2504 LIBRARY BLDG DEPCN	(64,640)	(64,640)	(65,286)	(65,939)	(66,599)	(67,265)	(67,937)
6100-2518 LIBRARY BOOKS DEPCN	(21,665)	(21,665)	(21,881)	(22,100)	(22,321)	(22,544)	(22,770)
LIBRARYCAPEXP LIBRARIES CAPITAL EXPENDITURE	-	-	(465,000)	-	-	-	-
1710-0500 LIBRARY CAR PARK UPGRADE	-	(10,000)	-	-	-	-	-
1710-0170 LIBRARY TELEPHONE	(3,366)	(3,086)	(3,433)	(3,502)	(3,572)	(3,643)	(3,716)
1710-0171 LIBRARY POSTAGE	-	(899)	-	-	-	-	-
PUBLIC LIBRARIES REVENUE							
6100-1501 LIBRARY SUNDRY INCOME INCL GST	2,500	2,500	2,500	2,500	2,500	2,500	2,500
6100-1502 FRIENDS OF THE LIBRARY	500	500	500	500	500	500	500
6100-1503 LIBRARY ROOM HIRE CHARGES	300	871	300	300	300	300	300
6100-1820 LIBRARY FEES INCLUDING GST	3,075	3,075	3,152	3,231	3,311	3,394	3,479
6100-1821 LIBRARY FINES GST FREE	1,025	1,025	1,051	1,077	1,104	1,131	1,160
6100-1822 INTER LIBRARY LOAN FEES	205	205	209	215	221	227	231
6100-1823 BERRIGAN SHIRE BOOK CLUBS	1,025	1,025	1,051	1,077	1,104	1,131	1,160
6100-1827 SALE OF DENISON STREET BUILDING	-	-	-	-	-	-	-
6100-1950 LIBRARY SERVICE GRANTS	31,000	31,765	31,000	31,000	31,000	31,000	31,000
6100-1951 LIBRARY LOCAL SPECIAL PROJECTS GRANT	7,000	8,094	7,000	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	-	-	-	-	-	-	-
LIBRARYCAPINC LIBRARIES CAPITAL INCOME	-	-	450,000	-	-	-	-
6100-1504 LIBRARY DONATION	-	500	-	-	-	-	-
	(600,153)	(617,050)	(562,213)	(555,428)	(563,818)	(572,386)	(581,138)
COMMUNITY AMENITIES							
COMMUNITY AMENITIES EXPENSE							
1420-0000 PUBLIC CONVENIENCE CLEANING	(139,766)	(149,766)	(141,862)	(143,987)	(146,150)	(148,343)	(150,568)
1420-0001 PUBLIC CONVENIENCES BLDG MTCE	(20,000)	(10,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
1420-0111 BGA BOTANICAL GARDENS TOILETS	-	-	-	-	-	-	-
1420-0113 PUBLIC CONVEN. - ELECTRICITY	(4,080)	(4,080)	(4,162)	(4,245)	(4,330)	(4,416)	(4,506)
1420-0114 PUBLIC CONVENIENCES -INSURANCE	(2,856)	(1,367)	(2,913)	(2,971)	(3,031)	(3,091)	(3,153)
1420-0125 PUBLIC CONVENIENCES RENTAL FIN	(8,729)	(8,729)	(8,860)	(8,993)	(9,128)	(9,265)	(9,404)
1714-0105 BERRIGAN HALL BLDG MTCE	(2,030)	(2,030)	(2,060)	(2,091)	(2,123)	(2,155)	(2,187)

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1714-0106 BERRIGAN HALL RISK MGT	-	-	-	-	-	-	-
1714-0111 BERRIGAN HALL - INSURANCE	(8,466)	(6,617)	(8,635)	(8,808)	(8,984)	(9,164)	(9,347)
1714-0112 BERRIGAN HALL GRANT	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)
1714-0122 FINLEY MEMORIAL HALL BLDG MTCE	(2,132)	(2,132)	(2,163)	(2,196)	(2,229)	(2,262)	(2,296)
1714-0123 FIN MEMORIAL HALL - INSURANCE	(12,240)	(9,586)	(12,485)	(12,735)	(12,989)	(13,249)	(13,514)
1714-0124 FIN MEMORIAL HALL - GRANT	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)
1714-0125 TOCUMWAL HALL BLDG MTCE	(2,132)	(16,632)	(2,163)	(2,196)	(2,229)	(2,262)	(2,296)
1714-0130 TOCUMWAL HALL - INSURANCE	(6,834)	(5,303)	(6,971)	(7,110)	(7,252)	(7,397)	(7,545)
1714-0142 TOCUMWAL HALL GRANT	(4,280)	(4,280)	(4,280)	(4,280)	(4,280)	(4,280)	(4,280)
1714-0145 RETREAT HALL BLDG MTCE	(1,015)	(1,015)	(1,030)	(1,046)	(1,061)	(1,077)	(1,093)
1714-0150 RETREAT HALL - INSURANCE	(2,958)	(1,469)	(3,017)	(3,078)	(3,139)	(3,202)	(3,266)
1714-0151 RETREAT HALL GRANT EXPENDITURE	-	-	-	-	-	-	-
1714-0167 BGN CWA HALL BLDG MTCE	(1,014)	(1,014)	(1,030)	(1,046)	(1,061)	(1,077)	(1,093)
1714-0168 BGN CWA HALL - INSURANCE	(826)	(677)	(843)	(860)	(877)	(894)	(912)
1715-0135 TOCUMWAL RAILWAY BLDG MTCE	(1,015)	(1,015)	(1,030)	(1,046)	(1,061)	(1,077)	(1,093)
1715-0137 TOC RAILWAY STATION INSURANCE	(1,326)	(1,407)	(1,353)	(1,380)	(1,407)	(1,435)	(1,464)
1715-0138 FINLEY RAILWAY BLDG MTCE	-	(440)	-	-	-	-	-
1715-0140 COMMUNITY AMENITIES ADMIN CHAR	(82,115)	(83,100)	(83,100)	(83,100)	(83,100)	(83,100)	(83,100)
3900-2504 PUBLIC CONVENIENCES DEPCN	(31,916)	(31,916)	(32,235)	(32,558)	(32,883)	(33,212)	(33,544)
6200-2504 PUBLIC HALLS DEPRECIATION	(179,275)	(179,275)	(181,068)	(182,878)	(184,707)	(186,554)	(188,420)
COMMAMENCAPEX COMMUNITY AMENITIES CAPITAL EXPENDITURE	(171,500)	-	-	-	-	-	-
HALLSCAPEXP PUBLIC HALLS CAPITAL EXPENDITURE	(223,500)	-	-	-	-	(20,000)	-
1714-0170 PUBLIC HALLS VARIOUS	-	(2,767)	-	-	-	-	-
1316-0375 SENIOR CITZ - RATES	-	-	-	-	-	-	-
1714-0501 BGN MEMORIAL HALL - CEILING	-	-	-	-	-	-	-
1714-0502 BGA COMMUNITY HALL FURNITURE	-	-	-	-	-	-	-
1714-0119 FIN SCHOOL OF ARTS REFURB	-	(388,255)	-	-	-	-	-
1718-0224 MASTER PLAN CREEK WALK	-	(4,500)	-	-	-	-	-
1718-0227 RAILWAY PARK TOILETS	-	(150,000)	-	-	-	-	-
1718-0228 FINLEY LAKE TOILETS	-	(7,100)	-	-	-	-	-
1718-0229 SWING BRIDGE DECK REPAIR	-	(5,000)	-	-	-	-	-
1316-0345 SENIOR CITIZEN CTR - INSURANCE	-	(449)	-	-	-	-	-
1714-0143 TOCUMWAL HALL CLUB GRANT	-	(1,527)	-	-	-	-	-
1316-0125 SENIOR CITIZENS CTR - BLDG MTC	-	(3,324)	-	-	-	-	-
COMMUNITY AMENITIES REVENUE							
6200-1951 Lalaly Hall Volunteer Grant	-	-	-	-	-	-	-
6200-1952 RETREAT HALL VOLUNTEER GRANT	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
6200-1956 TOCUMWAL MEMORIAL HALL CLUB GRANTS		1,527	-	-	-	-	-
	(925,725)	(1,098,965)	(536,980)	(542,324)	(547,741)	(573,232)	(558,801)
RECREATION							
RECREATION EXPENSE							
1717-0110 BAROOGA SPORTS COMP- INSURANCE	(6,630)	(5,729)	(6,763)	(6,898)	(7,036)	(7,177)	(7,320)
1717-0112 BAROOGA SPORTS COMP GRANT	(11,618)	(11,618)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
1717-0113 RECREATION FACILITIES DONATION	(7,140)	(7,140)	(7,283)	(7,428)	(7,577)	(7,729)	(7,883)
1717-0120 BAROOGA SPORTS COMP BLDG MTCE	(5,075)	(5,075)	(5,151)	(5,228)	(5,307)	(5,386)	(5,467)
1717-0121 BGA SPORTS COMP RISK M'MENT	-	-	-	-	-	-	-
1717-0130 BERRIGAN SPORTS COMP INSURANCE	(11,220)	(8,461)	(11,444)	(11,673)	(11,907)	(12,145)	(12,388)
1717-0132 BERRIGAN SPORTS COMP GRANT	(10,751)	(10,751)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
1717-0140 BERRIGAN SPORTS COMP BLDG MTCE	(2,132)	(2,132)	(2,163)	(2,196)	(2,229)	(2,262)	(2,296)
1717-0141 BGN SPORTS COMP RISK M'MENT	-	-	-	-	-	-	-
1717-0150 FINLEY REC RESERVE - INSURANCE	(10,914)	(6,323)	(11,132)	(11,355)	(11,582)	(11,814)	(12,050)
1717-0152 FINLEY REC RESERVE GRANT	(11,444)	(11,444)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
1717-0155 FIN REC RES PLAYGROUND MTCE	(670)	(670)	(680)	(690)	(701)	(711)	(722)
1717-0160 FINLEY REC RESERVE BLDG MTCE	(2,538)	(2,538)	(2,576)	(2,614)	(2,653)	(2,693)	(2,734)
1717-0161 FIN REC RESERVE RISK M'MENT	-	-	-	-	-	-	-
1717-0170 FINLEY SHOW GROUND - INSURANCE	(6,120)	(8,683)	(6,242)	(6,367)	(6,495)	(6,624)	(6,757)
1717-0172 FINLEY SHOW GROUND GRANT	(11,715)	(11,715)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
1717-0180 FINLEY SHOW GROUNDS BLDG MTCE	(2,538)	(3,624)	(3,691)	(2,614)	(2,653)	(2,693)	(2,734)
1717-0181 FINLEY SHOW GROUND RISK M'MENT	-	-	-	-	-	-	-
1717-0191 TOC REC RESERVE - INSURANCE	(11,526)	(8,894)	(11,757)	(11,992)	(12,231)	(12,476)	(12,726)
1717-0192 TOC REC RESERVE GRANT	(11,363)	(11,363)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
1717-0194 TOC REC RES PLAYGROUND MTCE	(670)	(670)	(680)	(690)	(701)	(711)	(722)
1717-0200 TOC REC RESERVE BLDG MTCE	(2,030)	(2,030)	(2,060)	(2,091)	(2,123)	(2,155)	(2,187)
1717-0201 TOC REC RESERVE RISK M'MENT	-	(6,060)	-	-	-	-	-
1718-0000 PARKS & GARDENS MAINTENANCE	(366,618)	(366,618)	(372,117)	(377,699)	(383,365)	(389,115)	(394,952)
1718-0050 FINLEY - LOCO DAM PARK	-	(5,000)	-	-	-	-	-
1718-0116 MINOR PARKS GARDEN ELECTRICITY	(19,380)	(19,380)	(19,768)	(20,163)	(20,566)	(20,978)	(21,397)
1718-0117 MINOR PARK & GARDENS INSURANCE	(796)	(1,471)	(812)	(828)	(844)	(861)	(878)
1718-0185 ALEXANDER GARDEN COMPETITION	(609)	(609)	(618)	(627)	(637)	(646)	(656)
1718-0201 ROTARY PARK PLAYGROUND	-	-	-	-	-	-	-
1718-0207 TOCUMWAL BOAT RAMP IMPROVEMENTS	-	(9)	-	-	-	-	-
1718-0215 FINLEY SKATE PARK	-	(50,000)	-	-	-	-	-
1718-0220 TOCUMWAL SKATE PARK	-	(490)	-	-	-	-	-
1718-0225 BGA BOTANICAL GARDENS TOILETS	-	(200)	-	-	-	-	-
6500-2500 RECREATION RESERVES PLANT & EQUIPMENT DEPCN	(707)	(707)	(714)	(721)	(728)	(736)	(743)
6500-2502 RECREATION RESERVES OTHER STRUCTURES DEPCN	(96,758)	(96,758)	(97,726)	(98,703)	(99,690)	(100,687)	(101,694)
6500-2518 RECREATION RESERVES BUILDINGS DEPCN	(272,397)	(272,397)	(275,121)	(277,872)	(280,651)	(283,457)	(286,292)

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
6600-2500 PARKS & GARDENS DEPCN	(11,211)	(11,211)	(11,323)	(11,436)	(11,551)	(11,666)	(11,783)
6600-2518 PARKS & GARDENS DEPCN	(70,801)	(70,801)	(71,509)	(72,224)	(72,946)	(73,676)	(74,413)
PARKSCAPEXP PARKS AND RECREATION AREAS CAPITAL EXPENDITURE	(3,253,875)	-	(1,018,800)	(1,414,000)	-	-	-
RECRESERVECAPEXP RECREATION RESERVES CAPITAL EXPENDITURE	(22,900)	-	-	-	-	-	-
1717-0228 BGN - REC RES CRICKET NETS	-	-	-	-	-	-	-
1718-0110 TREE WORKS - BGN	-	-	-	-	-	-	-
1718-0111 TREE WORKS - BGA	-	-	-	-	-	-	-
1718-0112 TREE WORKS - TOC	-	-	-	-	-	-	-
1718-0113 TREE WORKS - FIN	-	-	-	-	-	-	-
1718-0230 TOC FORESHORE CONSULTANT	-	(32,005)	-	-	-	-	-
1717-0229 TOC - REC RES TOILETS RENO	-	(8,523)	-	-	-	-	-
1717-0230 BGN POWER UPGRADE PRMF	-	(11,122)	-	-	-	-	-
1718-0226 HAYES PARK TOILETS REFURB	-	-	-	-	-	-	-
1717-0231 FINLEY NETBALL PRMF	-	-	-	-	-	-	-
1718-0500 TOC FORESHORE STAGED DEVELOP	-	(3,253,875)	-	-	-	-	-
1718-0060 TOC CREEK WALK HONORIARIUM	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
1717-0232 BGA - HORSE DAY YARDS	-	(4,700)	-	-	-	-	-
1717-0233 BGN - PAINT OLD CHANGE-ROTUNDA	-	(5,000)	-	-	-	-	-
1717-0234 BGN - CONTRIB RIDE ON MOWER	-	-	-	-	-	-	-
1717-0235 TOC-CRICKET NET RETAINING WALL	-	(7,200)	-	-	-	-	-
1718-0231 LIONS PARK TOC CBP UPGRADE	-	(50,000)	-	-	-	-	-
1718-0099 PARKS & GARDEN EXP SHIRE	-	-	-	-	-	-	-
RECREATION REVENUE							
6500-1315 TOCUMWAL FOOTBALL NETBALL CLUB LEASE	513	513	525	538	552	566	580
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	-	-	-	-	-	-	-
6500-1965 BGN SPORTS GROUND DEMO & NEW SHED	-	-	-	-	-	-	-
6600-1501 SECT.94 PUBLIC OPEN SPACE BAROOGA	-	1,320	-	-	-	-	-
6600-1502 SECT.94 PUBLIC OPEN SPACE BERRIGAN	-	-	-	-	-	-	-
6600-1503 SECT.94 PUBLIC OPEN SPACE FINLEY	-	660	-	-	-	-	-
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	-	-	-	-	-	-	-

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
6600-1961 FINLEY LAKE GRANT	-	-	-	-	-	-	-
PARKSCAPINC PARKS AND RECREATION AREAS CAPITAL INCOME	2,426,937	-	943,800	1,414,000	-	-	-
RECRESERVECAPINC RECREATION RESERVES CAPITAL INCOME	-	-	202,934	-	-	-	-
6500-1964 FINLEY REC RESERVE PROJECT IN-KIND	-	-	-	-	-	-	-
6600-1962 TOC SKATE PARK	-	-	-	-	-	-	-
6600-1560 CLUB GRANTS CAT-3 TOC SKATE PARK	-	-	-	-	-	-	-
6500-1966 BGN SPORTSGROUND PRMF GRANT	-	-	-	-	-	-	-
6500-1967 FIN RECREATION RESERVE PRMF GRANT	-	(19,630)	-	-	-	-	-
6600-1600 TOC REC RES TOILET RENO CONTRIBUTION	-	-	-	-	-	-	-
6600-1601 TOC FORESHORE COMMITTEE CONTRIB	-	300,000	-	-	-	-	-
6600-1700 TOC FOREWSHORE LOAN PROCEEDS	-	-	-	-	-	-	-
6600-1963 TOC FORESHORE GRANT	-	2,126,937	-	-	-	-	-
6600-1964 LIONS PARK CBP UPGRADE	-	15,000	-	-	-	-	-
6500-1963 FINLEY SHOWGROUND GRANT	-	-	1,115	-	-	-	-
6600-1701 TOC FORESHORE DRAWDOWN WORKING CAPITAL	-	-	-	-	-	-	-
	(1,816,696)	(1,969,996)	(853,756)	(993,571)	(1,005,621)	(1,017,832)	(1,030,214)
SWIMMING POOL							
SWIMMING POOL EXPENSE							
1716-0105 SWIMMING POOL GRANTS - BGN	(31,400)	(31,400)	(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)	(35,600)	(35,600)
1716-0109 SWIMMING POOL GRANTS - TOC	(31,400)	(31,400)	(31,400)	(31,400)	(31,400)	(31,400)	(31,400)
1716-0114 BERRIGAN POOL LIFEGUARDS PAYS	(25,746)	(25,746)	(28,080)	(28,782)	(29,502)	(30,239)	(30,995)
1716-0115 BER SWIMMING POOL OPERATE EXP.	(26,390)	(26,390)	(26,786)	(27,188)	(27,595)	(28,009)	(28,430)
1716-0116 BER SWIMMING POOL INSURANCE	(1,224)	(1,021)	(1,248)	(1,273)	(1,299)	(1,325)	(1,351)
1716-0117 FIN SWIMMING POOL OPERATE EXP.	(26,390)	(26,390)	(26,786)	(27,188)	(27,595)	(28,009)	(28,430)
1716-0118 FINLEY POOL LIFEGUARDS PAYS	(33,662)	(33,662)	(36,240)	(37,146)	(38,075)	(39,027)	(40,002)
1716-0119 TOC SWIMMING POOL OPERATE EXP.	(17,425)	(17,425)	(17,686)	(17,952)	(18,221)	(18,494)	(18,772)
1716-0120 FIN SWIMMING POOL INSURANCE	(1,500)	(1,181)	(1,530)	(1,561)	(1,592)	(1,624)	(1,656)
1716-0121 TOCUMWAL POOL LIFEGUARDS PAYS	(25,742)	(25,742)	(28,080)	(28,781)	(29,502)	(30,239)	(30,995)
1716-0122 POOL LIFEGUARD UNIFORMS/ROSTER	(3,605)	(3,605)	(3,695)	(3,787)	(3,882)	(3,979)	(4,078)
1716-0123 TOC POOL INSURANCE	(1,200)	(856)	(1,224)	(1,248)	(1,273)	(1,299)	(1,325)
1716-0135 SWIMMING POOL BLDG MTCE - BGN	(5,125)	(5,125)	(5,202)	(5,280)	(5,359)	(5,440)	(5,520)
1716-0137 SWIMMING POOL BLDG MTCE - FINL	(5,125)	(5,125)	(5,202)	(5,280)	(5,359)	(5,440)	(5,521)
1716-0139 SWIMMING POOL BLDG MTCE - TOCU	(5,125)	(5,125)	(5,202)	(5,280)	(5,359)	(5,440)	(5,521)
1716-0150 SWIMMING POOLS - RISK M'MENT	-	(1,844)	-	-	-	-	-
1716-0155 POOL WATER TREATMENT EXPENSES	(36,386)	(39,107)	(36,931)	(37,485)	(38,048)	(38,616)	(39,198)
1716-0156 SUPERVISOR SALARY	(23,174)	-	(23,753)	(24,347)	(24,956)	(25,580)	(26,219)
1716-0505 SWIMMING POOL CAPITAL - BERRIG	-	(16,900)	-	-	-	-	-
1716-0510 SWIMMING POOL CAPITAL - FINLEY	-	(60,000)	-	-	-	-	-
1716-0515 SWIMMING POOL CAPITAL - TOCUMWAL	-	-	-	-	-	-	-

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
6400-2500 SWIMMING POOL OTHER STRUCTURES DEPCN	(67,230)	(67,230)	(67,902)	(68,581)	(69,267)	(69,960)	(70,659)
6400-2504 SWIMMING POOL BUILDINGS DEPCN	(13,216)	(13,216)	(13,348)	(13,481)	(13,616)	(13,752)	(13,890)
POOLCAPEXP SWIMMING POOLS CAPITAL EXPENDITURE	(62,000)	-	(20,000)	-	-	-	-
1716-0520 BGN - PRMF Grant Expenditure	-	(200)	-	-	-	-	-
SWIMMING POOL REVENUE							
6400-1828 USER CHARGES - SWIMMING POOLS	70,725	70,725	72,493	74,305	76,163	78,067	80,019
6400-1829 RECOVERIES FOR LIFEGUARDS	79,146	79,146	81,125	83,153	85,232	87,362	89,546
6400-1950 SWIMMING POOL GRANT RLCIP Rd 3	-	-	-	-	-	-	-
POOLCAPINC SWIMMING POOLS CAPITAL INCOME	-	-	-	-	-	-	-
6400-1951 BGN POOL PRMF GRANT	-	-	-	-	-	-	-
	(328,794)	(324,419)	(293,677)	(275,583)	(277,504)	(279,443)	(281,398)
QUARRIES & PITS							
QUARRIES & PITS EXPENSE							
1812-0105 PINE LODGE PIT OPERATING EXPEN	(87,899)	(87,899)	(89,217)	(90,556)	(91,914)	(93,293)	(94,692)
6920-2505 QUARRIES & PIT REMEDIATION - DEPCN	(2,929)	(2,929)	(2,959)	(2,988)	(3,018)	(3,048)	(3,078)
6920-2508 QUARRIES - DEPCN	(505)	(505)	(510)	(515)	(520)	(526)	(531)
QUARRIES & PITS REVENUE							
6920-1500 PINE LODGE PIT REVENUE	91,333	88,290	92,686	94,059	95,452	96,867	98,301
6920-1505 PINE LODGE PIT REVENUE CONTRA	-	-	-	-	-	-	-
6920-1510 OTHER GRAVEL PITS REVENUE	-	3,043	-	-	-	-	-
	-	-	-	-	-	-	-
SHIRE ROADS							
SHIRE ROADS EXPENSE							
0011-0000 RURAL SEALED ROADS - MAINTENANCE	(404,782)	(439,673)	(410,854)	(417,017)	(423,272)	(429,621)	(436,065)
0013-0000 RURAL UNSEALED ROADS - MAINTENANCE	(576,825)	(656,825)	(585,477)	(594,259)	(603,173)	(612,221)	(621,404)
0021-0000 OTHER URBAN SEALED ROADS - MAINTENANCE	(549,318)	(556,387)	(557,558)	(565,921)	(574,410)	(583,026)	(591,772)
0023-0000 OTHER URBAN UNSEALED ROADS - MAINTENANCE	(63,945)	(63,945)	(64,904)	(65,878)	(66,866)	(67,869)	(68,887)
1414-0105 STREET & GUTTER CLEANING	(168,795)	(168,795)	(171,326)	(173,896)	(176,505)	(179,152)	(181,840)
1414-0110 RUBBISH COLLECTION BEACH AREAS	(33,800)	(58,800)	(34,306)	(34,821)	(35,343)	(35,874)	(36,412)
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)	-	-	-	-	-

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
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	-	-	-	-	-	-	-
1911-0156 RESEAL VARIOUS INTERSECTIONS A	-	(40,000)	-	-	-	-	-
1911-0159 RESEAL KELLYS RD	-	(9,954)	-	-	-	-	-
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	-	(16,180)	-	-	-	-	-
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	-	-	-	-	-	-	-
1913-0552 HARRIS ST - FLYNN ST HAYES ST	-	(8,876)	-	-	-	-	-
1913-0554 CHANTER ST - RAILWAY TO JERSEY	-	(25,369)	-	-	-	-	-
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	-	(873)	-	-	-	-	-
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	-	(44,207)	-	-	-	-	-
1915-0150 LGSA - ROADSIDE VEGETATION PRO	-	-	-	-	-	-	-
1915-0176 RURAL ADDRESSING EXPENSE	-	(50)	-	-	-	-	-
1915-0513 CLEARZONES - ROADSIDE HAZARD	-	(75,000)	-	-	-	-	-
1916-0105 K&G MTCE & REPAIRS	(15,733)	(23,840)	(15,968)	(16,208)	(16,451)	(16,698)	(16,948)
1916-0554 CHANTER ST-RAILWAY TO JERSEY	-	-	-	-	-	-	-
1916-0640 WILLIAM ST - HAMPDEN TO EAST	-	-	-	-	-	-	-
1916-0822 MURRAY ST - HEADFORD TO OSBORNE (TP)	-	(4,135)	-	-	-	-	-
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	(15,225)	(23,459)	(15,453)	(15,685)	(15,920)	(16,159)	(16,402)
1917-0517 STREET FURNITURE - VARIOUS	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
1917-0541 NEW FOOTPATHS - VARIOUS LOCATIONS	(10,000)	(39,599)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
1917-0554 FOOTPATH PROVISION OF PRAM CRO	-	(747)	-	-	-	-	-
1917-0619 TUPPAL RD - BRIDGE TO NEWELL H	-	-	-	-	-	-	-
1917-0648 TAKARI ST NANGUNIA ST TO SNELL	-	-	-	-	-	-	-
1917-0650 2 KERB INT DRUMMND & CHANTER	-	-	-	-	-	-	-
1917-0651 COBRAM ST-RACECOURSE TO TOWN	-	-	-	-	-	-	-

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1917-0653 2 KERB RAMP INT TUPPAL & COREE	-	-	-	-	-	-	-
1917-0654 2 KERB RAMP INT TUPPAL&TOCUMWA	-	-	-	-	-	-	-
1917-0656 TUPPAL ST MURRAY TO TOCUMWAL	-	-	-	-	-	-	-
1917-0658 MURRAY-BOAT RAMP TO DENILQUIN	-	-	-	-	-	-	-
1917-0659 TUPPAL RD PATH END - BRIDGE ST	-	-	-	-	-	-	-
1918-0105 STREET LIGHTING - Operations	(77,342)	(77,342)	(78,889)	(80,467)	(82,076)	(83,718)	(85,392)
1918-0106 STREET LIGHTING - ELECTRICITY	(144,840)	(144,840)	(147,737)	(150,692)	(153,705)	(156,779)	(159,915)
1918-0107 INSTALLATION POWER CABLING UN	-	-	-	-	-	-	-
1918-0515 STREET LIGHTING IN TOWNS	-	-	(20,000)	-	-	-	-
1919-0105 ROADS & INFRASTRUCTURE ADMIN C	(1,017,116)	(1,017,600)	(1,017,600)	(1,017,600)	(1,017,600)	(1,017,600)	(1,017,600)
1922-0105 BUS SHELTERS ROUTINE MTCE & RE	(1,523)	(1,523)	(1,545)	(1,569)	(1,592)	(1,616)	(1,640)
7060-2510 DEPCN - URBAN ROADS SEALED	(418,847)	(418,847)	(423,035)	(427,266)	(431,538)	(435,854)	(440,212)
7070-2510 DEPCN - URBAN ROADS UNSEALED	-	-	-	-	-	-	-
7100-2510 DEPCN - RURAL SEALED ROADS	(1,323,706)	(1,323,706)	(1,336,943)	(1,350,312)	(1,363,816)	(1,377,454)	(1,391,228)
7100-2610 DEPCN - RURAL BRIDGES	(30,199)	(30,199)	(30,501)	(30,806)	(31,114)	(31,425)	(31,739)
7150-2510 DEPCN - REGIONAL ROADS	(449,955)	(449,955)	(454,455)	(458,999)	(463,589)	(468,225)	(472,907)
7150-2610 DEPCN - REGIONAL BRIDGES	(61,206)	(61,206)	(61,818)	(62,436)	(63,061)	(63,691)	(64,328)
7200-2510 DEPCN - RURAL UNSEALED ROADS	-	-	-	-	-	-	-
7300-2510 KERB & GUTTER DEPCN	(169,377)	(169,377)	(171,071)	(172,781)	(174,509)	(176,254)	(178,017)
7500-2510 FOOTPATH DEPCN	(66,155)	(66,155)	(66,817)	(67,485)	(68,160)	(68,841)	(69,530)
FOOTPATHSCAPEXP FOOTPATHS CAPITAL EXPENDITURE	(137,000)	-	(331,700)	(95,000)	(30,000)	(10,000)	(10,000)
K&GCAPEXP KERB & GUTTER CAPITAL EXPENDITURE	(219,000)	-	(72,000)	(170,000)	(130,000)	(130,000)	(130,000)
RURALCONSCAPEXP RURAL SEALED CONSTRUCTION CAPITAL EXPENDITURE	(759,000)	-	(2,312,000)	(969,750)	(1,235,000)	(910,000)	(1,079,000)
RURALSEALEDCAPEXP RURAL SEALED RESEALS CAPITAL EXPENDITURE	(148,614)	-	(84,179)	(197,933)	(514,000)	(529,000)	(545,000)
RURALUNSEALEDCAPEXP RURAL UNSEALED RESHEET CAPITAL EXPENDITURE	(559,000)	-	(255,000)	(612,000)	(210,000)	(549,000)	(310,000)
TOWNSCAPECAPEXP TOWNSCAPE WORKS CAPITAL EXPENDITURE	(80,000)	-	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
URBANCONSCAPEXP URBAN ROADS CONSTRUCTION CAPITAL EXPENDITURE	(92,528)	-	(76,326)	(283,326)	(166,000)	(171,000)	(176,000)
URBANRESEALCAPEXP URBAN RESEALS CAPITAL EXPENDITURE	(202,000)	-	(178,000)	(230,150)	(213,000)	(253,000)	(213,000)
1905-0100 TOWN ENTRY - BAROOGA	-	(40,000)	-	-	-	-	-
1905-0200 TOWN ENTRY - BERRIGAN	-	(11,027)	-	-	-	-	-
1905-0300 TOWN ENTRY - FINLEY	-	(163,385)	-	-	-	-	-
1905-0400 TOWN ENTRY - TOCUMWAL	-	(130,000)	-	-	-	-	-
1914-0186 SILO RD - Newell Hwy to Tuppal	-	-	-	-	-	-	-
1911-0187 BUS STOP CNR BRUCE BIRREL DR	-	-	-	-	-	-	-
1911-0303 RESEAL TUPPAL ROAD	-	(5,807)	-	-	-	-	-
1915-0150 LGSA - ROADSIDE VEGETATION PROJECT	-	-	-	-	-	-	-
1910-0836 RESEAL NANGUNIA WIRUNA ST 455	-	-	-	-	-	-	-
1910-0837 RESEAL RILEY CRT 0-105	-	-	-	-	-	-	-
1910-0838 RESEAL OSBOURNE - BAROOGA ST	-	-	-	-	-	-	-
1910-0839 RESEAL TUPPAL ST	-	(5,000)	-	-	-	-	-
1910-0840 RESEAL HEADFORD ST MURRAY-ARCH	-	-	-	-	-	-	-
1910-0841 RESEAL HEADFORD ST OSBOUR-TONG	-	-	-	-	-	-	-
1910-0843 RESEAL CHARLOTTE ST 752-871	-	-	-	-	-	-	-

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1910-0844 RESEAL SHORT ST 59-350	-	-	-	-	-	-	-
1913-0553 LANE 961 - BRUTON ST BAROOGA	-	-	-	-	-	-	-
1913-0706 WILLIAM ST - HAMPDEN ST TO EAST	-	(12,073)	-	-	-	-	-
1913-0823 DRUMMOND ST-RAILWAY TO DROHAN	-	(36,958)	-	-	-	-	-
1914-0588 LOWER RIVER RD	-	(394,982)	-	-	-	-	-
1914-0589 SILO RD - TUPPAL RD TO SH17	-	(21,500)	-	-	-	-	-
1914-0590 TUPPAL RD - LEVEE SECT	-	(404,173)	-	-	-	-	-
1914-0591 WOOLSHED RD 65M STH CARRUTHERS	-	-	-	-	-	-	-
1911-0307 RESEAL LOGIE BRAE RD	-	(36,661)	-	-	-	-	-
1911-0308 RESEAL MELROSE RD 4950-7250	-	(33,684)	-	-	-	-	-
1911-0309 RESEAL MURRAY ST TOCUMWAL	-	(160)	-	-	-	-	-
1911-0310 RESEAL OAKENFALL RD 0-3924	-	(50,230)	-	-	-	-	-
1911-0311 RESEAL OLD TOC RD 1907-2913	-	(38,366)	-	-	-	-	-
1911-0315 RESEAL STH COREE RD 8320-8777	-	-	-	-	-	-	-
1911-0316 RESEAL YARRAWONGA RD 0-2676	-	-	-	-	-	-	-
1912-0088 RESHEET MCALLISTERS ROAD	-	-	-	-	-	-	-
1912-0241 RESHEET ADCOCKS RD LANGUNYAH	-	-	-	-	-	-	-
1912-0242 RESHEET EDNIES RD YARRAWONGA	-	-	-	-	-	-	-
1916-0826 DRUMMOND ST RAILWAY-DROHAN ST	-	(16,250)	-	-	-	-	-
1917-0661 BUCHANANS RD HUGHES ST-LAWSON	-	-	-	-	-	-	-
1917-0662 DRUMMOND ST CHANTER-CORCORAN	-	-	-	-	-	-	-
1917-0663 COBRAM ST ALEXANDER TO SOUTH	-	-	-	-	-	-	-
1917-0664 MURRAY ST HEADFORD TO OSBOURNE	-	(41,742)	-	-	-	-	-
1917-0665 BRUTON ST END TO ANTHONY AVE	-	(88,000)	-	-	-	-	-
1910-0842 RESEAL BAROOGA ST NTH 203-337	-	-	-	-	-	-	-
7150-2620 DEPCN - CULVERTS	(19,039)	(19,039)	(19,229)	(19,421)	(19,615)	(19,812)	(20,010)
1913-0824 HAMPDEN ST & MURRAY HUT DR	-	-	-	-	-	-	-
1913-0825 TONGS ST - HAMILTON TO 400M	-	(7,406)	-	-	-	-	-
1914-0595 BACK BAROOGA RD STH CARRAMAR	-	-	-	-	-	-	-
1914-0597 HOWE ST - TONGS TO PLUMPTONS	-	(5,677)	-	-	-	-	-
1914-0598 JAMES CRT - LOWER RIVER RD	-	(41,760)	-	-	-	-	-
1914-0599 PEPPERTREE RD - WOOLSHED RD	-	(108,526)	-	-	-	-	-
1916-0838 TOC TOWN ENTRIES - DEAN ST	-	(36,026)	-	-	-	-	-
1916-0839 HAMPDEN ST & MURRAY HUT DR	-	(2,187)	-	-	-	-	-
1910-0818 RESEAL HOWE ST FINLEY	-	-	-	-	-	-	-
1911-0062 RESEAL CROSBIES RD - BRIDGE	-	-	-	-	-	-	-
1912-0045 RESHEET AUBURN MOMALONG RD	-	-	-	-	-	-	-
1912-0073 RESHEET DUNCANS RD	-	(20,825)	-	-	-	-	-
1911-0127 RESEAL OLD TOC BER RD	-	-	-	-	-	-	-
1916-0837 TUPPAL ST FINLEY	-	-	-	-	-	-	-
1910-0316 RESEAL DENISON ST FIN	-	(49,900)	-	-	-	-	-
1910-0336 RESEAL SCOULLAR ST (OSBOURNE)	-	-	-	-	-	-	-
1910-0576 RESEAL BROWNE ST TOC	-	(1,572)	-	-	-	-	-

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1910-0822 RESEAL MURRAY ST FINLEY	-	-	-	-	-	-	-
1910-0823 RESEAL MURRAY ST (MARY LAWSON)	-	-	-	-	-	-	-
1910-0827 RESEAL TOCUMWAL ST FINLEY	-	(14,035)	-	-	-	-	-
1910-0832 RESEAL WARMATTA ST FIN	-	-	-	-	-	-	-
1910-0857 RESEAL ULUPNA ST FINLEY	-	(2,769)	-	-	-	-	-
1910-0907 RESEAL BEASLY CRT TOC	-	-	-	-	-	-	-
1910-0910 RESEAL BRIDGE ST TOC	-	-	-	-	-	-	-
1910-0917 RESEAL DENILQUIN ST TOC	-	(6,198)	-	-	-	-	-
1910-0923 RESEAL GOLF LINKS DR TOC	-	-	-	-	-	-	-
1910-0925 RESEAL HENNESSY ST TOC	-	(4,898)	-	-	-	-	-
1910-0933 RESEAL KELLY ST TOC	-	-	-	-	-	-	-
1910-0980 RESEAL CALAWAY ST TOC	-	(4,670)	-	-	-	-	-
1913-0621 TAKARI ST BGA	-	-	-	-	-	-	-
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	-	(120,000)	-	-	-	-	-
1914-0587 PLUMPTON RD - TONGS TO HUESTONS	-	(20,714)	-	-	-	-	-
1914-0592 YARRAWONGA RD	-	(15,341)	-	-	-	-	-
1914-0593 CROSBIES RD	-	(313,484)	-	-	-	-	-
1911-0009 RESEAL COLDWELLS RD	-	(2,884)	-	-	-	-	-
1911-0212 RESEAL COBRAM RD	-	(18,349)	-	-	-	-	-
1911-0223 RESEAL DRAYTONS RD	-	-	-	-	-	-	-
1911-0302 RESEAL WOOLSHED ROAD 40-2562	-	(57,657)	-	-	-	-	-
1911-0312 RESEAL PINEY RD 4576-6594	-	(32,109)	-	-	-	-	-
1911-0313 RESEAL PINEY RD 00-2400	-	(54,803)	-	-	-	-	-
1911-0314 RESEAL STH COREE RD 2459-3708	-	(64,284)	-	-	-	-	-
1911-0565 BROUGHANS RD -WEST END	-	-	-	-	-	-	-
1912-0003 RESHEET ENNAL RD	-	-	-	-	-	-	-
1912-0025 RESHEET YUBA RD	-	-	-	-	-	-	-
1912-0071 RESHEET SULLIVANS RD	-	(70,000)	-	-	-	-	-
1912-0086 RESHEET MCDONALDS RD	-	-	-	-	-	-	-
1912-0114 RESHEET COULTERS RD	-	-	-	-	-	-	-
1912-0138 RESHEET HAYFIELDS RD	-	(67,258)	-	-	-	-	-
1912-0144 RESHEET HOGANS RD	-	-	-	-	-	-	-
1916-0840 TAKARI ST BGA	-	-	-	-	-	-	-
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	-	(100,000)	-	-	-	-	-
1916-0932 JERSEY ST CHANTER - TUPPAL	-	(91)	-	-	-	-	-
1917-0666 HENNESSY ST CHARLOTTE TO HANNAH	-	-	-	-	-	-	-
1917-0667 LAWSON DR BGA	-	(39,920)	-	-	-	-	-
1917-0668 NANGUNIA ST BGA	-	(38,000)	-	-	-	-	-
1917-0669 CARTER ST BGN	-	(12,000)	-	-	-	-	-

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1917-0670 COREE ST FIN	-	(84,000)	-	-	-	-	-
1917-0671 HUTSONS RD TOC	-	(35,000)	-	-	-	-	-
1917-0672 WALKING TRACK TO PUMPS BEACH	-	(10,410)	-	-	-	-	-
1914-0316 YARRAWONGA RD 00 to 2676	-	(370,613)	-	-	-	-	-
1911-0007 RESEAL BACK BAROOGA RD - MR550	-	-	-	-	-	-	-
1910-0979 RESEAL BOYD ST	-	-	-	-	-	-	-
1914-0123 OLD ADCOCKS RD BROWNS RD TO ROCKS	-	-	-	-	-	-	-
1914-0182 BROWNS RD	-	-	-	-	-	-	-
1912-0023 RESHEET NOLANS RD	-	-	-	-	-	-	-
1912-0024 RESHEET ERINDALE RD	-	-	-	-	-	-	-
1912-0167 RESHEET WINTERS ROAD	-	-	-	-	-	-	-
1913-0932 JERSEY ST - CHANTER - TUPPAL	-	(570)	-	-	-	-	-
1912-0137 RESHEET CANALLA RD	-	-	-	-	-	-	-
1910-0702 RESEAL BAROOGA ST BGN	-	(12,187)	-	-	-	-	-
1910-0712 RESEAL DRUMMOND ST BGN	-	(8,372)	-	-	-	-	-
1910-0715 RESEAL HARRIS ST BGN	-	-	-	-	-	-	-
1910-0723 RESEAL MITCHELL ST BGN	-	(3,768)	-	-	-	-	-
1910-0813 RESEAL FINLEY ST FINLEY	-	(6,474)	-	-	-	-	-
1910-0828 RESEAL TONGS ST FINLEY	-	(4,182)	-	-	-	-	-
1910-0833 RESEAL WELLS ST FINLEY	-	(3,727)	-	-	-	-	-
1910-0924 RESEAL HANNAH ST TOC	-	(3,357)	-	-	-	-	-
1910-0937 RESEAL MURRAY ST TOC	-	(10,440)	-	-	-	-	-
1913-0827 TOCUMWAL ST - WOLLAMAI-WARMATTA	-	-	-	-	-	-	-
1914-0090 BARNES RD-MAXWELL TO STH COREE	-	(362,476)	-	-	-	-	-
1914-0092 PINEY RD - BENDS SECTION	-	(114,000)	-	-	-	-	-
1912-0035 RESHEET CRAIGS RD	-	(170,000)	-	-	-	-	-
1912-0066 RESHEET WAIT-A-WHILE RD	-	(25,000)	-	-	-	-	-
1912-0184 RESHEET JONES RD	-	(27,009)	-	-	-	-	-
1916-0846 DENISON ST - WOLLAMAI- WARMATT	-	(72,000)	-	-	-	-	-
1916-0847 TOCUMWAL ST - WOLLAMAI-WARMATT	-	(34,000)	-	-	-	-	-
1917-0673 WALKING TRACK TO QUICKS RD	-	(60,000)	-	-	-	-	-
1912-0093 RESHEET MARDENOORA RD	-	(59,761)	-	-	-	-	-
1912-0113 RESHEET MARANTELLIS RD	-	(3,301)	-	-	-	-	-
1912-0201 RESHEET BOXWOOD RD	-	(12,490)	-	-	-	-	-
1913-0703 BRUNKER ST	-	(79,000)	-	-	-	-	-
1912-0237 RESHEET PHILLIPS RD	-	(741)	-	-	-	-	-
1914-0600 STRATHVALE RD - MR356-MR564	-	(14,541)	-	-	-	-	-
1912-0100 RESHEET SANDHILLS RD	-	(98,060)	-	-	-	-	-
SHIRE ROADS REVENUE							
7100-1500 RURAL ADDRESSING INCOME	-	-	-	-	-	-	-
7100-1550 ROADS SUNDRY INCOME	-	-	-	-	-	-	-
7100-1950 RURAL LOCAL ROADS GRANT (RLR) (FAG)	1,296,907	676,144	1,316,361	1,336,106	1,356,148	1,376,490	1,397,137

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
7100-1951 R2R ROADS TO RECOVERY GRANT	355,378	656,189	349,551	625,500	625,500	625,500	625,500
7100-1953 RFS HAZARD REDUCTION GRANT	10,150	10,150	10,302	10,457	10,614	10,773	10,934
7100-1954 RMS DISASTER RECOVERY FUNDING - FLOOD DAMAGE	-	265,030	-	-	-	-	-
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	-	-	-	-	-	-	-
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 DENILQUIN & JERILDERIE STS BICYCLE	-	-	-	-	-	-	-
7500-1655 F/PATH DENILQUIN RD- DEAN TO COWLEY	-	-	-	-	-	-	-
7500-1656 F/PATH DENILQUIN 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	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
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	-	-	-	-	-	-	-
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	-	1,565	-	-	-	-	-
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	-	-	-	-	-	-	-
7500-1950 FOOTPATHS - RTA FUNDING PAMP	-	-	-	-	-	-	-
7780-1950 RTA - BUS BAY GRANT REVENUE	-	-	-	-	-	-	-
7780-1952 DEPT TRANSPORT CPTIGS BUS STOP GRANT	-	2,000	-	-	-	-	-
7900-1950 STREET LIGHTING SUBSIDY	46,000	46,000	46,000	46,000	46,000	46,000	46,000
FOOTPATHSCAPINC FOOTPATHS CAPITAL INCOME	20,000	-	220,500	25,000	-	-	-
K&GCAPINC KERB & GUTTER CAPITAL INCOME	-	-	-	75,000	65,000	65,000	65,000
RURALCONSCAPINC RURAL SEALED CONSTRUCTION CAPITAL INCOME	-	-	908,000	-	-	-	-
RURALSEALEDAPINC RURAL SEALED RESEALS CAPITAL INCOME	-	-	-	-	-	-	-
RURALUNSEALEDAPINC RURAL UNSEALED RESHEET CAPITAL INCOME	-	-	-	-	-	-	-
TOWNSCAPECAPINC TOWNSCAPE WORKS CAPITAL INCOME	-	-	-	-	-	-	-
URBANCONSCAPINC URBAN ROADS CONSTRUCTION CAPITAL INCOME	-	-	-	-	-	-	-
URBANRESEALCAPINC URBAN RESEALS CAPITAL INCOME	-	-	-	-	-	-	-
7100-1957 Fixing Country Roads Grant	-	-	-	-	-	-	-
7100-1958 RMS SAFER ROADS PROGRAM	-	-	-	-	-	-	-
7300-1666 K & G DRUMMOND ST RAILWAY TO DROHAN	-	1,400	-	-	-	-	-
7300-1667 K & G HARRIS ST FLYNN TO HAYES ST	-	-	-	-	-	-	-
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	-	19,982	-	-	-	-	-
7500-1861 Footpath Hennesy St Charlotte to Han	-	-	-	-	-	-	-

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
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	-	9,860	-	-	-	-	-
7500-1661 F/PATH CARTER ST BGN	-	-	-	-	-	-	-
7500-1662 F/PATH CORREE ST FIN	-	40,000	-	-	-	-	-
7500-1663 F/PATH HUTSONS TOC	-	16,000	-	-	-	-	-
7500-1658 F/PATH LAWSON DR	-	17,000	-	-	-	-	-
7500-1862 Footpath Jersey St Chanter to Tuppal	-	3,591	-	-	-	-	-
7300-1668 K & G Jerilderie St - Horsfall to Na	-	40,000	-	-	-	-	-
7500-1863 Footpath Cobram St Berrigan	-	142	-	-	-	-	-
7300-1670 K&G Jersey St	-	20,000	-	-	-	-	-
7300-1671 K&G JERILDERIE ST HORSFALL TO ORR	-	13,184	-	-	-	-	-
7300-1672 K&G CHANTER ST TOC	-	5,009	-	-	-	-	-
	(6,090,435)	(8,806,679)	(6,237,977)	(6,257,615)	(6,271,053)	(6,364,126)	(6,314,677)
AERODROMES							
AERODROMES EXPENSE							
1920-0115 BGN AERODROME GROUNDS MTCE	(2,030)	(3,530)	(2,060)	(2,091)	(2,123)	(2,155)	(2,187)
1920-0170 TOC AERODROME OPERATING EXPENS	(60,900)	(50,679)	(61,814)	(62,741)	(63,682)	(64,637)	(65,607)
1920-0171 TOC AERODROME - INSURANCE	(1,326)	(532)	(1,353)	(1,380)	(1,407)	(1,435)	(1,464)
1920-0172 LIBERATOR INSURANCE	(112)	(77)	(113)	(116)	(119)	(122)	(122)
1920-0175 TOC AERODROME BLDG MTCE	(3,045)	(5,164)	(3,091)	(3,137)	(3,184)	(3,232)	(3,280)
1920-0184 TOC AERO RUNWAY 18-36 HEAVY PA	-	(37,977)	-	-	-	-	-
1920-0187 TOC AERO PERIMETER AND TAXIWAY	-	-	-	-	-	-	-
1920-0190 AERODROME SUBDIVISION WORKS	-	(77,721)	-	-	-	-	-
1920-0200 AERODROME ADMIN CHARGES	(25,990)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)
7700-2026 AERODROME TRANSFER TO RESERVE	(50,000)	(244,850)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
7700-2500 AERODROME EQUIPMENT DEPCN	-	-	-	-	-	-	-
7700-2504 AERODROME BLDG DEPCN	(9,090)	(9,090)	(9,181)	(9,273)	(9,365)	(9,459)	(9,554)
7700-2510 AERODROME RUNWAY DEPCN	(21,008)	(21,008)	(21,218)	(21,430)	(21,645)	(21,861)	(22,080)
7700-2520 AERODROME LAND IMPROVEMENTS DEPCN	(404)	(404)	(408)	(412)	(416)	(420)	(425)
AERODROMECAPEXP AERODROME CAPITAL WORKS EXPENDITURE	-	-	(75,000)	-	-	-	-
1920-0195 AERODROME MBFC KITCHEN RENO	-	-	-	-	-	-	-
1911-0183 TOC AERO RUNWAY 927 BITUMEN	-	-	-	-	-	-	-
AERODROMES REVENUE							
7700-1500 AERODROME SUNDRY INCOME TOC	6,500	6,500	6,500	6,500	6,500	6,500	6,500
7700-1502 AERODROME USER FEES INCOME	15,375	15,375	15,759	16,153	16,557	16,971	17,395
7700-1827 AERODROME - SALE OF LAND	-	139,688	-	-	-	-	-
7700-1926 AERODROME TRANSFER FROM RESERVE	-	-	75,000	-	-	-	-
AERODROMEAPINC AERODROME CAPITAL WORKS INCOME	-	-	-	-	-	-	-

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
7700-1600 AERODROME MBFC CONTRIBUTION	-	-	-	-	-	-	-
7700-1951 AERODROME CAPITAL GRANT	-	83,730	-	-	-	-	-
7700-1829 AERODROME - GST MARGIN REFUND	-	-	-	-	-	-	-
7700-1828 AERODROME - SALE OF LAND (MARGIN)	-	110,343	-	-	-	-	-
	(152,030)	(121,396)	(152,979)	(153,927)	(154,884)	(155,850)	(156,824)
CAR PARKING							
CAR PARKING EXPENSE							
7750-2504 PARKING AREAS - DEPRECIATION EXPENSE	(7,604)	(7,604)	(7,608)	(7,612)	(7,616)	(7,620)	(7,625)
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	-	3,930	-	-	-	-	-
	(7,604)	(3,674)	(7,608)	(7,612)	(7,616)	(7,620)	(7,625)
RMS							
RMS EXPENSE							
0015-0226 MR226 NANGUNIA ST & HUGHES ST	-	(17,789)	-	-	-	-	-
0015-0356 MR356 BERRIGAN - OAKLANDS RD	-	(59,745)	-	-	-	-	-
0015-0363 MR363 BERRIGAN - BAROOGA RD	-	(70,772)	-	-	-	-	-
0015-0550 MR550 TOCUMWAL - MULWALA RD	-	(102,369)	-	-	-	-	-
0015-0564 MR564 BERRIGAN - JERILDERIE RD	-	(16,062)	-	-	-	-	-
0015-0999 RTA MR BLOCK GRANT BUDGET ONLY	(706,000)	(69,746)	(706,000)	(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	-	-	-	-	-	-	-
1956-1000 RTA REGIONAL ROAD REPAIR BUDGET	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
1956-1012 MR550 REHAB/WIDEN 80.226 - 81.22	-	-	-	-	-	-	-
1956-1013 MR356 REHAB/WIDEN 30.00-32.51	-	(236,017)	-	-	-	-	-
1956-1014 MR356 REHAB/WIDEN 17781-17361	-	-	-	-	-	-	-
0015-9999 Block Grant - UNSPENT FUNDS	-	-	-	-	-	-	-
1956-1011 MR550 REHAB/WIDEN 22.7-24.3	-	-	-	-	-	-	-
1956-1015 MR550 REHAB 22.7-24.3	-	-	-	-	-	-	-

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
1956-1016 MR226 FLOOD REPAIR		(4,684)	-	-	-	-	-
1956-1017 MR363 REHAB 8.937-9.93		(15,232)	-	-	-	-	-
1956-1018 MR363 REHAB 24.813-25.529		(113,584)	-	-	-	-	-
RMS REVENUE							
7810-1950 RTA - M&I PROGRAM - BLOCK GRANT	531,000	531,000	531,000	531,000	531,000	531,000	531,000
7830-1950 RTA REHABILITATION WORKS FUNDING	175,000	175,000	175,000	175,000	175,000	175,000	175,000
RMSCAPINCOME - PART 7810-1950 BLOCK GRANT	350,000	350,000	350,000	350,000	350,000	350,000	350,000
	-	-	-	-	-	-	-
CARAVAN PARKS							
CARAVAN PARKS EXPENSE							
2011-0105 TOC CARAVAN PARK OPERATING EXP	-	(830)	-	-	-	-	-
2011-0108 TOC CARAVAN PARK INSURANCE EXP	(2,142)	(1,674)	(2,185)	(2,229)	(2,273)	(2,319)	(2,365)
2011-0120 BGN CARAVAN PARK OPERATING EXP	(507)	(2,140)	(516)	(522)	(531)	(538)	(547)
2011-0125 BGN CARAVAN PARK - INSURANCE	(510)	(392)	(520)	(531)	(541)	(552)	(563)
2011-0126 BGN CARAVAN PARK DONATIONS EXP	(5,075)	-	-	-	-	-	-
2011-0135 BGN CARAVAN PARK BLDG MTCE	(2,030)	(522)	(2,060)	(2,091)	(2,123)	(2,155)	(2,187)
8200-2504 CARAVAN PARK DEPCN	(10,151)	(10,151)	(10,252)	(10,355)	(10,458)	(10,563)	(10,668)
2011-0500 BGN -CARAVAN PARK RESEAL ROADS		(20,000)	-	-	-	-	-
CARAVAN PARKS REVENUE							
8200-1890 TOC CARAVAN PARK LEASE	38,000	38,000	38,000	38,000	38,000	38,000	38,000
8200-1895 BGN CARAVAN PARK LEASE	-	-	-	-	-	-	-
	17,585	2,291	22,467	22,272	22,074	21,873	21,670
TOURISM & AREA PROMOTION							
TOURISM & AREA PROMOTION EXPENSE							
2012-0120 TOC TOURISM INFO OPERATING EXP	-	-	-	-	-	-	-
2012-0122 TOC TOURISM INFO BLDG MTCE	-	(459)	-	-	-	-	-
2012-0124 TOC TOURISM INFO - INSURANCE	-	(711)	-	-	-	-	-
2012-0196 TOURISM STRATEGIC PLAN	-	(100,254)	(40,000)	(40,000)	(50,000)	(50,000)	(50,000)
2012-0197 REGIONAL TOURISM CONTRIBUTION - MRTB	(14,103)	(14,103)	(14,385)	(14,672)	(14,966)	(15,265)	(15,570)
2012-0198 TOURISM INITIATIVES	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
2012-0199 TOURISM ADMIN CHARGES	(32,462)	(33,100)	(33,100)	(33,100)	(33,100)	(33,100)	(33,100)
2012-0200 TOURISM EVENTS GRANTS	(20,000)	(35,870)	-	(20,000)	-	(20,000)	-
8300-2026 TOURISM EVENTS TRANSFER TO RESERVE	-	-	-	-	-	-	-
8300-2504 TOURISM INFO DEPCN	(9,545)	(9,545)	(9,640)	(9,736)	(9,834)	(9,932)	(10,031)
TOURISMCAPEXP TOURISM CAPITAL EXPENDITURE	-	-	-	-	-	-	-

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GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
2012-0300 TOC TOURISM INFO CENTRE	-	(1,772)	-	-	-	-	-
2012-0250 EVENT MARKETING TOOLS	(5,000)	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
2012-0191 PHOTOGRAPHY-TOURISM GUIDE/WEB	-	-	-	-	-	-	-
2012-0251 SPORTS EVENT PROGRAM	-	(10,000)	(10,000)	-	-	-	-
TOURISM & AREA PROMOTION REVENUE							
8300-1890 TOC TOURISM INFO - RENT	-	-	-	-	-	-	-
8300-1926 TOURISM EVENTS TRANSFER FROM RESERVE	-	-	-	-	-	-	-
TOURISMCAPIINC TOURISM CAPITAL INCOME	-	-	-	-	-	-	-
8350-1500 TOC INFO CENTRE INCOME	-	-	-	-	-	-	-
8350-1501 TOC INFO CNTR GST FREE INCOME	-	-	-	-	-	-	-
	(92,110)	(226,814)	(123,125)	(133,508)	(123,900)	(144,297)	(124,701)
BUSINESS DEVELOPMENT							
BUSINESS DEVELOPMENT EXPENSE							
1213-0108 FRUIT FLY MITIGATION STRATEGY	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
2013-0119 MURRAY HUME BUSINESS ENTERPRISE	-	-	-	-	-	-	-
2013-0120 TOCUMWAL INTER-MODEL PRECINCT PROJECT	-	-	-	-	-	-	-
2013-0205 ECONOMIC DEVELOPMENT OFFICER	(116,850)	(116,850)	(129,900)	(133,148)	(136,477)	(139,889)	(143,386)
2013-0210 ECONOMIC DEVEL. STAFF TRAINING/CONFERENCES	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
2013-0240 ECON. DEV. OFFICER OFFICE EXPENSES	(1,000)	(1,200)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
2013-0241 ECON. DEV. OFFICER - TELEPHONE	(816)	(816)	(833)	(848)	(866)	(883)	(901)
2015-0106 STUDENT ACCOMMODATION SPONSORSHIP	(4,000)	(4,000)	(4,001)	(4,000)	(4,000)	(4,000)	(4,000)
2015-0107 CONTRIBUTION TO RAMROC	(15,708)	(14,809)	(16,023)	(16,343)	(16,669)	(17,003)	(17,343)
2015-0120 Murray Darling Confernce bid	-	-	-	-	-	-	-
2015-0165 BUSINESS & ENVIRONMENT AWARDS	(18,360)	-	(18,727)	(19,102)	(19,484)	(19,873)	(20,271)
2015-0180 BUSINESS DEVELOPMENT ADMIN CHA	(98,336)	(98,600)	(98,600)	(98,600)	(98,600)	(98,600)	(98,600)
2015-0181 NSW RURAL DOCTORS NETWORK BURS	(3,300)	(3,000)	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)
2016-0120 RISK MANAGEMENT - TRAINING	(3,570)	(3,570)	(3,641)	(3,714)	(3,789)	(3,864)	(3,942)
2016-0205 RISK MANAGEMENT - SALARIES	(116,850)	(116,850)	(117,771)	(120,716)	(123,734)	(126,827)	(129,997)
2016-0241 RISK MANAGEMENT - TELEPHONE	(1,020)	(1,020)	(1,040)	(1,061)	(1,082)	(1,104)	(1,126)
2016-0242 RISK MANAGEMENT - VEHICLE	(22,277)	(22,277)	(20,429)	(20,827)	(21,231)	(21,644)	(22,064)
8400-2027 ECONOMIC DEVELOPMENT TRANSFER TO RESERVE	-	-	-	-	-	-	-
2015-0108 TAFE BOOK SCHOLORSHIP	-	(500)	-	-	-	-	-
2013-0122 MURRAY DARLING BASIN SPEAK UP	-	(1,000)	-	-	-	-	-
2013-0208 EDO - TRAVEL COSTS	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
2015-0188 REGIONAL CAREERS FORUM	(6,120)	(6,120)	(6,242)	(6,367)	(6,495)	(6,624)	(6,757)
2013-0220 ECON DEV. WEBSITE SUBSCRIPTION ID DATA	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
2015-0105 INDUSTRIAL & BUSINESS DEVELOPMENT	(23,853)	(23,853)	(24,210)	(24,573)	(24,942)	(25,316)	(25,696)
2015-0529 FIN SUBDIVISION - LEWIS CR	-	(90,278)	-	-	-	-	-
2015-0109 LOCAL GOVERNMENT SCHOLORSHIP	-	(598)	-	-	-	-	-

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
2015-0189 COBRAM & DIS FOODBANK DONATION		-	(5,000)				
BUSINESS DEVELOPMENT REVENUE							
8400-1503 FHS-CAREERS FORUM REVENUE	-	-	-	-	-	-	-
8400-1505 BUSINESS & ENVIRONMENT AWARD DONATION	1,538	-	1,576	1,615	1,656	1,697	1,738
8400-1506 BUSINESS & ENVIRONMENT AWARD INCOME	4,613	-	4,729	4,846	4,967	5,091	5,220
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	-	-	-	-	-	-	-
	(457,909)	(537,341)	(476,412)	(479,138)	(487,045)	(495,139)	(503,425)
BENDIGO BANK							
BENDIGO BANK EXPENSE							
2017-0120 BENDIGO BANK AGENCY TRAINING		(3,000)	-	-	-	-	-
2017-0205 BENDIGO BANK AGENCY		(50,000)	-	-	-	-	-
BENDIGO BANK REVENUE							
8850-1330 BENDIGO BANK AGENCY COMMISSIONS		10,000	-	-	-	-	-
8850-1800 BENDIGO BANK SUNDRY INCOME		-	-	-	-	-	-
		(43,000)	-	-	-	-	-
SALEYARDS							
SALEYARDS EXPENSE							
2014-0115 SALEYARD OTHER OPERATING EXPEN	(2,030)	(2,030)	(2,060)	(2,091)	(2,123)	(2,155)	(2,187)
2014-0120 SALEYARD EQUIP MTCE	(102)	(102)	(103)	(105)	(106)	(108)	(109)
2014-0122 SALEYARD - INSURANCE	(8,976)	(7,319)	(9,156)	(9,339)	(9,525)	(9,716)	(9,910)
2014-0130 SALEYARD BLDG MTCE	(1,015)	(1,015)	(1,030)	(1,046)	(1,061)	(1,077)	(1,093)
2014-0145 SALEYARD ADMIN CHARGES	(3,246)	(3,400)	(3,400)	(3,400)	(3,400)	(3,400)	(3,400)
2014-0538 PUMP REPLACEMENT	(5,100)	(5,100)	(5,202)	(5,306)	(5,412)	(5,520)	(5,631)
8600-2026 SALEYARDS TRANSFER TO RESERVE	-	-	-	-	-	-	-
8600-2502 SALEYARD OFFICE EQUIP DEPCN	(1,818)	(1,818)	(1,836)	(1,855)	(1,873)	(1,892)	(1,911)
8600-2504 SALEYARD DEPCN	(90,698)	(90,698)	(91,605)	(92,521)	(93,446)	(94,381)	(95,325)
SALEYARDS REVENUE							
8600-1926 SALEYARD TRANSFER FROM RESERVE	-	-	-	-	-	-	-
8600-4310 SALEYARD DEPCN CONTRA	92,516	92,516	93,441	94,376	95,319	96,273	97,235

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
	(20,469)	(18,966)	(20,951)	(21,287)	(21,627)	(21,976)	(22,331)
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	(2,903)	(3,596)	(2,946)	(2,991)	(3,036)	(3,081)	(3,127)
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	15,216	15,216	15,597	15,986	16,386	16,796	17,216
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	-	-	-	-	-
BUSINESSDEVCAPINC BUSINESS DEVELOPMENT CAPITAL WORKS INCOME	-	-	-	-	-	-	-
8710-1200 REAL ESTATE - GAIN ON DISPOSAL	-	-	-	-	-	-	-
8720-3800 INVENTORY - HELD FOR SALE	-	-	-	-	-	-	-
	(7,687)	11,620	12,651	12,995	13,350	13,715	14,089
PRIVATE WORKS							
PRIVATE WORKS EXPENSE							
2019-0155 WRITE OFF BAD DEBTS - P/WORKS	(3,060)	(3,060)	(3,121)	(3,184)	(3,247)	(3,312)	(3,378)
2020-0000 S/DR TECH SERV (BUDGET)	(40,600)	(69,135)	(41,208)	(41,827)	(42,455)	(43,091)	(43,738)
2030-0000 S/DR - CORP SERV (BUDGET)	(7,590)	(7,990)	(8,201)	(8,834)	(9,489)	(10,167)	(10,868)
PRIVATE WORKS REVENUE							
8900-1501 PRIVATE WORKS TECH SERVICES INCOME	44,075	44,075	45,177	46,307	47,464	48,651	49,867
8900-1504 PRIVATE WORKS INCOME - SIGNS	-	-	-	-	-	-	-
8900-1505 PRIVATE WORKS TECH SERVICES GST FREE	-	32,535	-	-	-	-	-
8900-1511 PRIVATE WORKS CORP SERVICES INCOME	6,150	2,150	6,302	6,461	6,623	6,788	6,958
8900-1515 PRIVATE WORKS CORP SERVICES GST FREE	1,025	1,425	1,051	1,077	1,104	1,131	1,159
	-	-	-	-	-	-	-

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
RATE							
RATE REVENUE							
9100-1000 ORDINARY RATES - FARMLAND	1,840,268	1,840,268	1,911,513	1,935,455	1,964,393	1,993,857	2,023,764
9100-1001 ORDINARY RATES - RESIDENTIAL RURAL	337,116	337,116	347,985	352,294	357,560	362,923	368,367
9100-1002 ORDINARY RATES - RESIDENTIAL BGA	543,640	543,640	555,645	562,401	570,805	579,367	588,057
9100-1003 ORDINARY RATES - RESIDENTIAL BGN	328,405	328,405	344,219	348,600	353,813	359,120	364,507
9100-1004 ORDINARY RATES - RESIDENTIAL FIN	665,697	665,697	687,288	695,803	706,204	716,796	727,548
9100-1005 ORDINARY RATES - RESIDENTIAL TOC	742,268	742,268	748,963	757,849	769,170	780,706	792,417
9100-1006 ORDINARY RATES - BUSINESS BGA	92,483	92,483	97,790	99,054	100,536	102,044	103,574
9100-1007 ORDINARY RATES - BUSINESS BGN	72,986	72,986	79,166	80,233	81,434	82,655	83,895
9100-1008 ORDINARY RATES - BUSINESS FIN	159,775	159,775	176,139	178,573	181,248	183,967	186,726
9100-1009 ORDINARY RATES - BUSINESS TOC	181,792	181,792	201,937	204,760	207,828	210,945	214,109
9100-1010 ORDINARY RATES - RESIDENTIAL	55,092	55,092	57,174	57,888	58,754	59,635	60,530
9100-1080 LESS ORDINARY RATES WRITTEN OFF	(4,568)	(4,568)	(4,741)	(4,800)	(4,872)	(4,945)	(5,019)
9100-1082 LESS ORDINARY RATES D/DEBT EXPENSE	(9,643)	(9,643)	(10,009)	(10,134)	(10,286)	(10,440)	(10,597)
9100-1083 LESS:FARMLAND RATE CAPPING WRITE OFF	-	-	-	-	-	-	-
9100-1085 LESS SMALL BALANCES WRITTEN OFF	(507)	(507)	(527)	(533)	(541)	(549)	(558)
9100-1095 LESS ORDINARY RATE PENSION REBATE	(181,818)	(176,125)	(185,730)	(185,533)	(185,529)	(185,529)	(185,529)
9100-1500 INTEREST EXTRA CHARGES ON RATES	37,925	63,234	39,745	40,640	41,654	42,695	43,763
9300-1950 ORDINARY RATES PENSION SUBSIDY	100,000	98,889	102,274	102,045	102,041	102,041	102,041
	4,960,911	4,990,802	5,148,831	5,214,596	5,294,211	5,375,288	5,457,596
FINANCIAL ASSISTANCE GRANT							
FINANCIAL ASSISTANCE GRANT							
9200-1950 FINANCIAL ASSISTANCE GRANT (FAG)	3,027,540	1,578,316	3,120,119	3,167,156	3,214,905	3,263,374	3,312,574
	3,027,540	1,578,316	3,120,119	3,167,156	3,214,905	3,263,374	3,312,574
INTEREST ON INVESTMENTS							
INTEREST ON INVESTMENTS							
9400-1840 INTEREST - AT CALL ACCOUNT	-	-	-	-	-	-	-
9400-1842 INTEREST - TERM DEPOSITS	292,356	298,345	300,000	315,000	330,000	345,000	360,000
9400-1843 INTEREST - OTHER	-	34,524	-	-	-	-	-
	292,356	332,869	300,000	315,000	330,000	345,000	360,000
DEPRECIATION CONTRA							
DEPRECIATION CONTRA							
DEPNCONTRA ACCUMULATED DEPCN GL/JC CONTRA A/C	3,790,031	3,790,031	3,827,733	3,865,809	3,904,268	3,942,191	3,982,342

Job / GL and Description	2017/18 ORIGINAL BUDGET	REVISED MAR 17-18 BUDGET	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST
GRAND TOTAL	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309
EIDPCNCONTRA EI DEPRECIATION CONTRA	13,433	13,433	-	-	-	-	-
HACCDEPNCONTRA HACC DEPRECIATION CONTRA	-	-	-	-	-	-	-
	3,803,464	3,803,464	3,827,733	3,865,809	3,904,268	3,942,191	3,982,342
BALANCE BROUGHT FORWARD							
BALANCE BROUGHT FORWARD							
BALANCE BROUGHT FORWARD	382,454	6,031,727	437,140	20,521	9,338	13,233	15,616
	382,454	6,031,727	437,140	20,521	9,338	13,233	15,616
WORKING CAPITAL CONTRA							
WORKING CAPITAL CONTRA REVENUE							
DEFICITCONTRA DEFICIT WORKING CAPITAL CONTRA	-	826,938	-	-	-	-	-
	-	826,938	-	-	-	-	-
Grand Total	(866,464)	436,946	20,521	9,338	13,233	15,616	162,309

MINUTES OF THE GENERAL MEETING OF THE RIVERINA AND MURRAY REGIONAL ORGANISATION OF COUNCILS (RAMROC), HELD IN THE IAN GILBERT ROOM OF THE MURRUMBIDGEE COUNCIL ADMINISTRATION CENTRE AT JERILDERIE ON FRIDAY 18TH MAY 2018 AT 10.00 AM

PRESENT

Albury City:	Cr Kevin Mack (RAMROC Chairperson) Mr Frank Zaknich
Balranald:	Apology
Berrigan:	Cr Daryll Morris Mr Rowan Perkins
Carrathool:	Cr Peter Laird Ms Joanne Treacy
Edward River:	Cr Norm Brennan Mr Adam McSwain
Federation:	Cr Patrick Bourke Mr Adrian Butler
Griffith City:	Cr John Dal Broi Mr Brett Stonestreet
Hay:	Cr Mick Rutledge Ms Amanda Spalding
Leeton:	Cr Paul Maytom Ms Jackie Kruger
Murray River:	Cr Chris Bilkey Mr Des Bilske
Murrumbidgee:	Cr Ruth McRae Mr Craig Moffitt
Narrandera:	Cr David Fahey Mr George Cowan
Wentworth:	Apology
RAMROC	Mr Ray Stubbs (Executive Officer)

MEETING GUESTS:

Ms Genevieve Fleming – Chair Destination Riverina Murray
Mr Richie Robinson – Exec Officer Destination Riverina Murray
Ms Wendy Greiner – Chair Murray Regional Tourism Board
Mr Mark Francis – Exec Officer Murray Regional Tourism

The Chairperson welcomed Mayors and General Managers to the meeting and in particular he welcomed Cr Daryll Morris of Berrigan Shire representing the Mayor.

MRRR 2 - APOLOGIES

Cr Bill Sheaffe (Mayor Hay Shire), Cr Neville Kschenka (Mayor Narrandera Shire), Cr Melisa Hederics (Mayor), Cr Susan Nichols and Mr Peter Kozlowski (Wentworth Shire), Cr Matt Hannan (Mayor Berrigan Shire), Cr Leigh Byron (Mayor) and Mr Michael Kitzelmann (Balranald Shire), Mr Austin Evans MP, Ms Bronnie Taylor MLC, and Ms Trudi McDonald (Regional Co-ordinator Department Premier and Cabinet)

**RESOLVED that the apologies be received and accepted
(Moved Griffith and Hay)**

MRRR 3 – MINUTES OF RAMROC MEETING HELD AT JERILDERIE ON WEDNESDAY 14th FEBRUARY 2018

**RESOLVED that the Minutes of the RAMROC Meeting held at Jerilderie on Wednesday 14th February 2018 be confirmed
(Moved Griffith and seconded Murray River)**

MRRR 4 – MATTERS ARISING FROM MINUTES OF 14TH FEBRUARY 2018 MEETING

The Executive Officer verbally updated the meeting on the current status of the Southern Lights LED and Smart Controls Street Lighting Project – a joint initiative of RAMROC, REROC, CENTROC, Canberra Region JO and Broken Hill City.

MRRR 5 – PRESENTATION BY DESTINATION RIVERINA MURRAY CHAIR GENEVIEVE FLEMING AND EXECUTIVE OFFICER RICHIE ROBINSON AND MURRAY REGIONAL TOURISM CHAIR WENDY GREINER AND EXECUTIVE OFFICER MARK FRANCIS

This presentation was made later in the meeting at 11.30 am – refer to details later in these Minutes

MRRR 6 - EXECUTIVE OFFICER'S REPORT**ITEM 6.1 - JOINT ORGANISATIONS PROCLAMATION AND PROPOSED ACTIONS**

Consideration was given to the Executive Officer's report in relation to the Governor's Proclamation on 11th May 2018 for the establishment of the Riverina and Murray Joint Organisation (RAMJO).

The meeting also discussed the proclamation of other Joint Organisations across the Riverina Murray region, as well as the winding up of RAMROC as an organisation as from the end of the current financial year on 30th June 2018.

The meeting agreed that a workshop of the RAMJO Mayors and General Managers would be held this afternoon, to consider a range of matters that require decision prior to the first formal meeting of RAMJO.

RESOLVED

1. That the Executive Officer's report be received

2. That the RAMROC Board formally resolve the following:-

- **To formally wind up and terminate the RAMROC S.355 Agreement as at 30th June 2018, being the end of the current 2017-2018 annual budget period;**
- **To propose to the new Riverina and Murray Joint Organisation (RAMJO) that the remaining period of the Executive Officer's RAMROC Employment Contract, scheduled to terminate on 1st October 2018, be replaced by the appointment of the RAMROC**

Executive Officer as the Interim Executive Officer of the new Joint Organisation from 1st July 2018 to 31st October 2018 under the same employment remuneration and performance provisions as currently apply. Thereafter that the Interim Executive Officer position be continued on a month to month basis at the discretion of the JO Board, pending the advertising and appointment of a new fixed term Executive Officer position;

- To propose to the new JO Board that it task the Interim Executive Officer with establishing the operations and requirements of the new Joint Organisation as from 1st July 2018, as well as the winding up the operational and financial affairs of RAMROC and the transitioning of specific contractual arrangements, functions and activities to the new JO, including the following:-
 - a. managing the two consultancy contractual arrangements for the Murray Waste Group Coordinator and the Riverina Waste Group Coordinator;
 - b. arranging for the sale of RAMROC assets, or transfer of those assets to the new JO, including motor vehicle, IT equipment and mobile phones and office furniture;
 - c. closing RAMROC bank accounts, credit cards and ABN registration etc;
 - d. settling of all debts and other liabilities out of the assets of the RAMROC Committee and arranging for the balance of monetary assets to be distributed to the current RAMROC Member Councils, in accordance with the S.355 Agreement (this distribution is based on each Council's percentage of current year membership contributions);
 - e. making administrative arrangements with EPA for the ongoing funding and contractual operations of the Murray Waste Group and the Riverina Waste Group and any other contractual agreements or MOUs in place at the time of termination (e.g. the LGP Memorandum of Understanding and the Procurement Australia Memorandum of Understanding),
 - f. arranging for the continuation of the work of the Officer Working Groups;
 - f. finalising 2017-2018 Financial Statements and commissioning of the final Audit Report;
 - g. notifying the Minister for Local Government, Commonwealth and State Government Ministers, Agencies and Local members, as well as other stakeholder organisations.

3. That the Riverina and Murray Joint Organisation (RAMJO) establishment matters (i.e. before the first JO meeting, at the first JO meeting and after the first JO meeting), as identified in the EO's report be referred to an implementation workshop of Mayors and General Managers of RAMJO following the conclusion of the RAMROC Board meeting
(Moved Griffith and seconded Leeton)

FURTHER RESOLVED that in relation to dot point (d) above regarding the distribution of net assets to the RAMROC Member Councils under the Section 355 Agreement, that it be recommended to each of the RAMJO Member Councils that they consider contributing those distribution funds back to RAMJO in order to supplement the funding of RAMJO operations commencing on 1st July 2018
(Moved Griffith and seconded Leeton)

FURTHER RESOLVED that the matter of increased RAMJO membership be the subject of review by the RAMJO Board at the appropriate time following commencement of its operations
(Moved Albury and seconded Federation)

ITEM 6.2 - COUNCILS' PROCUREMENT OF GOODS AND SERVICES

The Executive Officer reported on the current status of negotiations with Local Government Procurement in relation to the LGP{ Group Rebate Scheme and also on separate negotiations with Procurement Australia for a 2 year trial MOU for a rebate scheme regarding PA Contract purchases by Member Councils.

RESOLVED that the Executive Officer's report be adopted and that it be recommended to the new joint Organisation RAMJO that the trial 2 year Memorandum of Understanding with Procurement Australia be proceeded with to commence during July 2018.

(Moved Murray River and seconded Leeton)

ITEM 6.3 – MURRAY DARLING BASIN PLAN PRODUCTIVITY AND ROYAL COMMISSIONS

Consideration was given to written and verbal reports presented by the Executive Officer in relation to RAMROC's submissions made in respect of the Murray Darling Basin Plan, firstly the Productivity Commission's 5 year review of the Basin Plan implementation, and secondly the South Australian Royal Commission's Inquiry into the legislative provisions of the 2007 Water Act and the MD Basin Plan.

RESOLVED that the written and verbal reports by the Executive Officer be received and endorsed (Moved Griffith and seconded Federation)

ITEM 6.4 - POTENTIAL FOR SOLAR SAVER ENERGY PROGRAM FOR RAMROC COMMUNITIES

The Chair and Executive Officer reported on the potential for RAMJO and its Member Councils to implement a bulk Solar Saver Energy Program across the region, similar in nature to other solar energy programs being undertaken by Councils and communities throughout the eastern States. Particular reference was made to schemes underway in Darebin Council in Melbourne and in the Shoalhaven region of NSW.

RESOLVED

That it be recommended to the Riverina and Murray Joint Organisation (RAMJO) that it carry out a feasibility study into the potential for a bulk Councils' sponsored program of solar energy installation for residents, small businesses and industries, school and other organisations across the region in partnership with the Member Councils

(Moved Leeton and seconded Federation)

FURTHER RESOLVED that it be recommended to RAMJO that the Chair and Interim Executive Officer make appropriate representations to the NSW Minister for Energy and Utilities the Hon Don Harwin MLC, in relation to the importance of de-regulation of the energy industry and the potential for State Government financial assistance towards the cost of commissioning the proposed feasibility study into the Solar Saver Energy Program

(Moved Federation and seconded Leeton)

ITEM 6.5 – NSW CONTAINER DEPOSIT SCHEME – LOCAL GOVERNMENT SHARE OF REVENUE GENERATED BY MATERIAL RECOVERY FACILITIES (MRFs)

The Executive Officer reported on the legislative provisions of the NSW Container Deposit Scheme in relation to negotiations for the sharing of revenue generated through the kerbside recycling of eligible containers by Material Recovery facilities (MRFs), these sharing agreements between Councils and MRFs to be finalised by 1st December 2018. The RAMROC Waste Groups will fund the commissioning of expert assistance for Councils participating in negotiations for CDS revenue sharing and also for assistance, where requested by Councils, in negotiating new or extended kerbside recycling contracts.

RESOLVED

That the RAMROC Board endorse the action taken to date and the proposed invitation of Requests for Proposals to provide expert assistance to Member Councils in relation to Council and MRF negotiations for sharing of revenue for the processing of eligible containers, as well as for Councils negotiating new or amended kerbside recycling contracts

(Moved Griffith and seconded Federation)

MRRR 7 - RAMROC QUARTERLY FINANCIAL STATEMENTS FOR PERIOD ENDED 31ST MARCH 2018

The RAMROC Quarterly Financial Statements for the General Account, Murray Waste Group Account and the Riverina Waste Group Account were submitted to the meeting for consideration.

The Financial Statements indicate that the expenditure and Income items are still well on track with the 2017-2018 Budget Estimates.

Recommendation

That the Quarterly Financial Statements for RAMROC Accounts as at 31st March 2018 be received and adopted

(Moved Federation and seconded Leeton)

MRRR 8 - RAMROC WORKING GROUP MINUTES

The following RAMROC Working Group Meeting Minutes were set out in the meeting agenda papers, for consideration and endorsement of actions taken by the Groups.

- 8.1 RAMROC Engineers Group – meeting of 14th February 2018
- 8.2 Riverina Waste Management Group Meeting – meeting of 28th February 2018
- 8.3 RAMROC Planners Group – meeting of 15th March 2018
- 8.4 RAMROC General Managers Group – meeting of 20th April 2018

RESOLVED that the various Working Group Minutes be received and noted and that the actions taken therein be endorsed.

(Moved Griffith and seconded Murrumbidgee)

MRRR 9 – GENERAL BUSINESS MATTERS

Item 9.1 – Silverleaf Nightshade Infestations in the Region

Cr Paul Maytom advised of a Silverleaf Nightshade infestation that has become a serious weed problem in Leeton Shire. He requested that the Executive Officer seek information regarding the management and control of this weed and take this matter up with the NSW Noxious Weeds Advisory Committee and with the Minister for Primary Industries the Hon Niall Blair MLC.

Item 9.2 – Qantas Pilot Academy

Narrandera Shire raised the issue of EOIs sought by Qantas for the training of pilots and suggested that a region wide collaborative approach could be beneficial. However, it was agreed that as individual Councils have already registered their interest with Qantas and that these EOIs are already under consideration, that the time for an alternative region wide approach is no longer appropriate.

MRRR 5 – PRESENTATION BY DESTINATION RIVERINA MURRAY CHAIR GENEVIEVE FLEMING AND EXECUTIVE OFFICER RICHIE ROBINSON AND MURRAY REGIONAL TOURISM CHAIR WENDY GREINER AND EXECUTIVE OFFICER MARK FRANCIS

At 11.30 am, the Chairpersons and CEOs of Destination Riverina Murray and Murray Regional Tourism gave a comprehensive presentation to the meeting, supported by informative Powerpoint slides which will be distributed to the Member Councils with these Minutes.

The RAMROC Chairman Cr Kevin Mack also gave a very informative Powerpoint presentation of slides prepared by Juddy Roller Cultural Agency, which demonstrates the potential to develop a Silos Arts Touring Trail for the Riverina Murray region. It was agreed that this tourism opportunity be taken up with the NSW Minister for Tourism and Major Events the Hon Adam Marshall MP seeking the possibility of State Government funding assistance.

There being no further business, the RAMROC meeting concluded at 12.50 pm



SUMMARY OF DISCUSSION POINTS REGARDING NEW JOINT ORGANISATION ARRANGEMENTS

HELD AT JERILDERIE ON FRIDAY 18TH MAY 2018 AT 1.30 PM

In attendance were as the Mayors (or their representatives) and General Managers of the nine Joint Organisation Member Councils. On an observer basis were Carrathool and Narrandera Shire Councils .

Issue (in black) and Decision (in red)

1. A decision as to whether the new JO wishes to elect a non-voting Chairperson or a voting Chairperson for the statutory two year period. If a non-voting Chairperson is proposed to be elected, in due course the Member Council from which the non-voting Chairperson has been elected will then appoint a voting representative to the Board

That RAMJO have a voting Chairperson

2. A decision as to whether the new JO intends to elect a Deputy Chairperson

That RAMJO elect a Deputy Chairperson for a two year period

3. A decision as to whether the new JO proposes to pay an annual allowance to the Chairperson (OLG advises that there is still no provision in the Legislation or Regulations to pay an annual allowance, although RAMROC had proposed that such a provision be included, based on the additional workload that will be placed on the Chairperson position and in line with the provisions that apply to Mayors and County Council Chairpersons. Notwithstanding, there appears to be no legal barrier to a JO making an annual allowance payment if it decides to do so)

That RAMJO pay an annual allowance to the Chairperson

4. A decision as to whether the General Managers of the Member Councils will be appointed as non-voting representatives of the Board (which would then entitle General Managers to speak at Board Meetings, but not to have a vote)

That General Managers of JO Member Councils be appointed as non-voting representatives

5. Mayors collectively nominating in writing to the OLG Chief Executive a person to be appointed as the Returning Officer for the first election of the JO Board Chairperson (and Deputy Chairperson if one is to be appointed)

That it be recommended to OLG that Frank Zaknich General Manager at Albury City Council be appointed as the Returning Officer

6. Mayors collectively nominating in writing to the OLG Chief Executive the date, time and place for the first Board Meeting (the Chief Executive will convene the first meeting of the JO)

That the Interim Executive Officer liaise with Councils and OLG to set the date of the first Board Meeting

7. The preparation of an Agenda and Business Paper for the first meeting of the JO

That the Interim Executive Officer and Frank Zaknich liaise to prepare the Agenda and Business Paper for the first JO meeting

8. The preparation of a draft Joint Organisation Charter, for adoption at the first meeting of the JO
That the Interim Executive Officer prepare in line with the OLG Guideline Template
9. The JO's intentions regarding the selection of an Interim Executive Officer, to be appointed at the first meeting (a Joint Organisation may appoint an Interim Executive Officer for up to 12 months without advertising and merit selection – for example this can be the ROC EO, or the GM of a Member Council with the approval of that Council)
That Ray Stubbs Executive Officer of RAMROC be recommended to the first meeting to be appointed as the JO's Interim Executive Officer from 1st July 2018 to 31st October 2018 and thereafter on a month to month basis as required
10. The preparation of Draft Delegations to the Executive Officer position, to be formally adopted at the first JO meeting
That the Interim Executive Officer prepare the Draft Delegations for adoption at the first meeting
11. The preparation of a Draft Code of Conduct and Administrative Procedures, to be formally adopted at the first meeting
That the Interim Executive Officer prepare the draft Code of Conduct and Administrative Procedures for adoption at the first meeting
12. The preparation of a proposed Panel of Conduct Reviewers, to be approved at the first meeting of the JO
That the JO appoint the current RAMROC list of regional Panel of Conduct Reviewers at the first meeting
13. The preparation of a Draft Code of Meeting Practice, to be ratified at the first meeting, for the purpose of further consultation with Member Councils
That the Interim Executive Officer prepare the draft Code of Meeting Practice for ratification at the first JO meeting
14. The preparation of a Draft Expenses and Facilities Policy to be ratified at the first meeting, for the purpose of further consultation with Member Councils
That the Interim Executive Officer prepare the draft Expenses and Facilities Policy for ratification at the first JO Meeting
15. Proposed office location for the new JO
That it be recommended to the first meeting that the office location be at Albury City Council on arrangements to be negotiated (noting that RAMROC has its HQ and Executive Officer at ACC)
16. Financial Management arrangements
That it be recommended that the JO continue to use Murray River Council to undertake the accounting functions (as currently exists with RAMROC)
17. 2018-2019 Annual Budget and Council Contributions
That it be recommended to the JO that the annual membership contributions by Member Councils continue to be on the same basis as currently exists for RAMROC Member Councils (i.e. a base amount and then on a per capita basis)



CERTIFICATE OF APPRECIATION

Awarded to

Shire of Berrigan

Thank you for your kind donation towards our Presentation Evening

The 2017 recipient of the
JT Rossiter Citizenship Award was Mathilda Noble

The College appreciates your support in recognising the students for the efforts
they have made throughout the year

Dianne Ferguson
Presentation Evening Organiser

**MINUTES OF LOCAL EMERGENCY MANAGEMENT COMMITTEE MEETING
HELD ON 1st JUNE 2018 IN THE BERRIGAN SHIRE COUNCIL CHAMBERS,
56 CHANTER STREET, BERRIGAN COMMENCING AT 10:00AM**

Meeting was chaired by – Fred Exton LEMO – Berrigan Shire

Present

Fred Exton	LEMO Berrigan Shire Council
Myles Humphries	D/LEMO (Berrigan Shire Council)
Insp. Paul Huggett	NSW Police (Deniliquin)
Scott Fullerton	REMO (NSW Police)
Sgt Paul Jones	LEOCON - NSW Police (Tocumwal)
Insp. Andrew Gray	NSW RFS
Jinette Graham	NSW SES Berrigan D/Controller
Josephine Cusack	D/Team Leader (Red Cross)
Des Bradley	Team Leader (Red Cross)
Daryl Manson	NSW Fire and Rescue

Invitees

Matthew Clarke	Berrigan Shire Council
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1. Apologies

Justin Greatorex	NSW SES Berrigan Local Controller
Kris Weiss	NSW SES
Craig McIntyre	NSW SES D/RegCon-MYR
John Shaw	Moira Shire Council
Leonie Dawes	Moira Shire Council
Patrick Westwood	NSW RFS
Greydn Davis	NSW RFS

Moved: Jinette Graham
Seconded: Paul Hugger

2. CONFIRMATION OF MINUTES of last meeting held on 2nd March 2018

Correction- NSW SES Berrigan Unit has been renamed NSW SES Tocumwal Unit

Moved: Paul Hugger
Seconded: Daryll Manson

2. BUSINESS ARISING FROM THE MINUTES

- Nil

3. AGENCY REPORTS

- **SES** – (JG) As per report: MVA – 2 jobs, GLR – 3 jobs, Storm Jobs – 1
- **Fire and Rescue** – (DM) Fire Calls – 111 across 3 stations, Home Fire Safety Checks – 108, Report to be submitted. Tocumwal Brigade has been active with first responder call outs
- **Ambulance- NTR.**
- **Rural Fire Service-** (AG) All regional staffing positions have been filled. Ongoing planning for Hazard Reduction is underway across the region. Staff are contacting local high schools, including Finley seeking participation in NSW RFS Secondary School Program. Berrigan LGA responded to 37 Incidents since the last meeting. 12th April 2018 provided a challenge to RFS resources with 21 fires confirmed in a 4 hour period. Approx. 500 fire fighters with 100 trucks and 3 aircraft including CFA teams deployed to Mulwala and Gerogery. Major fires at Kiliarny and West Kiliarny between Berrigan and Mulwala, burnt 3500 Ha, with over 400 stock lost, fencing, fodder and grain bladders destroyed
- **Police** – (PH) staff recruiting is ongoing. Confirmation of “Strawberry Fields” music event on 16-18 November at a proposed new site west of Tocumwal.
- **Red Cross** – (JC/DB/KJ) Upcoming volunteer training for Corowa (November 2018 and Wagga (October). Evacuation Centre Exercise in Narrandera (March 2018) had been cancelled due to Tathra fires. OEM committed to fund an additional six evacuation centre exercises across the state during 2018. All EM volunteers now required to undertake Working With Children (WWC) checks by 30th June 2018.
- **Berrigan Shire Council** –

LEMO advises that Deputy LEMO, Myles Humphries has resigned from Berrigan Shire effective 6th July, 2018. Myles’ support and assistance in his role as Deputy LEMO has been greatly appreciated. Matthew Clarke will take on the role of Deputy LEMO.

MOTION:

That the LEMC move a vote of thanks to Myles for his commitment to the role as D/LEMO while employed with Berrigan Shire Council

Moved: Fred Exton

Seconded: Paul Jones

- **REMO** – (SF)
 1. Regional EM Planning: Riverina Murray Regional EM Plan Parts One & Two were regionally approved at the Riverina Murray REMC Meeting conducted in Albury on the 28th of March.
 2. An emergency planning workshop was also conducted in association with the March meeting of the Riverina Murray REMC, the emergency risk

management workshop focused on hazards that may require regional operational response and recovery control structures. The output from the workshop will be used to further develop Part Three of the Regional EM Plan and its various Consequence Management Guides (CMGs).

3. Riverina Murray REMC endorsed the Region EM Training Program for the 2017-2018 financial year. OEM have advised that the bid process has changed and they are currently considering the following training program for Riverina Murray Region.

Training Course	Activity No	Location	Dates	Manager
Introduction to EM	1819/TBA	Griffith EOC	14 Aug 2018	Scott Fullerton
Emergency Op Centre Concepts	1819/TBA	Griffith EOC	15 Aug 2018	Scott Fullerton
Introduction to EM	1819/TBA	Albury EOC	11 Sept 2018	Owen Plowman
Emergency Op Centre Concepts	1819/TBA	Albury EOC	12 Sept 2018	Owen Plowman
Evacuation Management	1819/TBA	Wagga Wagga EOC	25 & 26 th Sept	Owen Plowman
Manage Emergencies	1819/TBA	Wagga Wagga	TBA	NSW OEM

4. Note: Online training prerequisites can be completed at the NSW Office of Emergency Management website: www.emergency.nsw.gov.au - follow the links to Training Program/NSW EM Overview.
5. The Riverina Murray Regional Rescue Committee hosted a Heavy Vehicle Rescue Exercise in Wagga Wagga on May 20th. This exercise focussed on a number of Rescue stands in heavy vehicle stabilisation, hazmat and patient extrication from heights. The exercise culminated in a heavy vehicle exercise to stabilise and extricate a patient from an overturned truck. This allowed response agencies to gain valuable knowledge of the complications involved in heavy vehicle rescue.
6. Land Rescue reforms: Moulamein RFS have now completed RCR training and accreditation with approx. 17 members successfully completing the training. They expect to be coming on line in June or July 2018.
7. Rescue Unit Inspections for the 2018 calendar year are currently being planned by NSW PF EMU in consultation with Regional Rescue Committees. Dates and locations for Riverina Murray based rescue unit inspections will be released in due course.
8. REMOs can conduct a briefing on the NSW EM Arrangements and LGA EM responsibilities to Council meetings if respective LEMCs consider this would be of benefit to local elected officials. REMOs have carried out presentations at Balranald and Edward River LGA
9. Riverina Murray REMC & RRC Meetings 3 of 2017-2018 will be conducted on Wednesday the 25th of July at the Wagga Wagga EOC/BOSC-RFS complex located at 208 Fernleigh Road

- **Local Lands Services (LLS)- NTR**

4. CORRESPONDENCE

Inwards

- Email for John Hand: Re support for grant to upgrade kitchen facilities at Finley RS Club

Proceedings in Brief

The request lapsed due to a lack of support from LEMC members

Outwards

- Nil

5. EVENTS

- Strawberry Fields: 16-18 November, 2018

6. UPDATE OF EMERGENCY CONTACT DETAILS –

The contact list was circulated and amended by members.

7. GENERAL BUSINESS

1. The REMO asked if "ORICA" staff had contacted Council to undertake a Major Hazard Facility exercise as per planning requirements. Consensus was that a desktop exercise is likely to be held at the Tocumwal site before December 2018.
2. The committee noted an application to Council for the construction and subsequent operation of a large solar farm (500Mw) on the western side of Finley.

8. NEXT MEETING – 5th October 2018, 10am, Berrigan Shire Council Chambers, incorporating the Rescue Sub Committee.

There being no further business the LEMC meeting closed at 10.50am.

9. Rescue Sub Committee Meeting

There being no business for the Rescue Sub Committee, this meeting closed at 10:52am. The D/LEMO advised the LEOCON that a template containing RSC minutes would be forwarded to his email address.

Mr Matt Hansen
Director Corporate Services
Berrigan Shire Council
56 Chanter St Berrigan
NSW 2712

14 June 2018

Hello Matt

Re: Review of Payroll Issue December 2016

I have completed my review of the payroll processing error as requested.

1. Instructions

You asked that we *undertake an investigation and prepare a report into payroll irregularities which occurred in late 2016*. The irregularities relate to payments made to Rowan Perkins, Fred Exton and Matthew Hansen (the executives, GM, DTS, DCS).

During that period, a processing error saw all deductions (both post-tax and pre-tax) for the three executives cancelled. Subsequent "corrections" have created further complications undermining confidence that either the payroll system data or the amounts actually paid are correct and in line with the contracted amounts.

The Council requested we undertake:

1. A reconciliation of GM, DTS, DCS pays with the contracts and authorised deductions. Identification of any differences and recommendations to correct differences if required.
2. An investigation of the circumstances around the errors and recommendation for suitable internal controls.

2. Background

In November 2016 the council paid all eligible staff an annual bonus determined in accordance with policy. All staff, excluding the GM, DTS and DCS, are eligible for the bonus (of between 0% and 3%).

In making the payment to the staff, it is done as a separate pay run. To facilitate this, the payroll officer must go into the system (Practical) and "suspend" all deductions, other than tax withheld, that would apply to the employee in a normal pay run. This is done by manually over-riding the deductions that the system would otherwise apply – ie re-state the standard deductions to \$0. At the next pay run, that "suspension" automatically releases, and the standard payroll deductions are reinstated. There were some employees who received a \$0 bonus. The suspension process was adequate to account for their situation.

As the 3 Executives were not eligible for a bonus and wouldn't be included in that special pay run, I am advised that restrictions in Practical means the payroll officer was not able to simply suspend the normal payroll and its deductions, but instead had to "cancel" these employees deductions. While intended as a one payroll only adjustment, the process involved required the payroll officer to actually change the standard deductions that would normally apply back to \$0. Their situation is different because as well as the pay diversion type deductions (eg additional salary sacrificed superannuation, or rates payment) these executives also receive some other pre-tax fringe benefit allowances from the council as part of their overall salary package.

Because this action results in an actual change to their standard deductions in the payroll Masterfile system, it does not automatically reverse for the next pay (ie – if not manually reversed it's a permanent change). The payroll officer should have gone back into the Masterfile record and reinstated the deductions before the next normal pay run.

In the next normal pay run (Pay Run 12), all other staff were paid correctly because their deductions had automatically been reinstated, coming off a temporary over-ride "suspension". But as the 3 executives standard deductions had been permanently deleted from the system, it was necessary to manually reinstate their standard deductions before the pay was processed. This did not occur.

The effect was that these three executives received their gross pay, without any deductions being made, or any changes made to reflect their benefit concessions (eg motor vehicles). The tax deducted was also higher, as no allowance was made for the pre-tax allowances that form part of their package.

3. Corrective Action

I am advised that the limitations to the Practical software system, designed to prevent manipulation I would suggest, made it impossible to simply reverse the error and reprocess it. This has contributed to the confusion and difficulty in correcting the identified error.

Instead, in an attempt to compensate for the error, the following occurred;

- The three executives repaid to the Council the total net pay amount that each received into their bank accounts in pay run 12. The tax deducted had already been remitted to the ATO.
- An additional pay run (number 13) was processed which was entirely limited to posting to the payroll system the payroll deductions that should have occurred in pay run 12, and to recognise that the executives had repaid the gross pay they had received.
- Unfortunately, to avoid a doubling up in the payroll system, the additional pay run 13 was necessarily posted in the council ledger to a Payroll Clearing account. This included the refund of the gross and the deductions and tax withheld. As the tax had already been remitted to the ATO, this further tax amount that the system calculated was not to be remitted, and that is why it was posted to a Clearing Account.

4. Post Rectification Reconciliation

At the end of the 2016/17 financial year, some 6 months after the processing referred to above, the Finance Manager undertook a reconciliation of the payroll system to the job cost system (the general ledger) and an Out of Balance amount was detected. There was also still a negative amount in the Payroll Clearing account relating to the reversing transaction processed for pay run 13, and this needed to be cleared.

The logical solution seemed to be that a journal to offset these two amounts would correctly resolve the issue.

At the same time the Payroll Officer and Finance Manager prepared the PAYG Withholding Certificates and reconciled these to the actual amount of tax paid to the ATO. At that time, it was concluded that the PAYGW certificates overstated the amount of tax that had been remitted to the ATO on behalf of the executives. With the assistance of the software supplier, new certificates were prepared with a lesser tax deducted amount shown which now equated to the amount that had been remitted to the ATO.

The effect of this was that while the payrolls during the year, after various corrective actions, now showed the correct pay and deductions for the executives, it was realised that one period's tax deduction had not been remitted to the ATO. This means that the executives have not actually received the benefit of the tax withheld from their pay when they lodged their 2017 tax returns (effectively increasing their assessed tax payable).

5. Findings

It is only now that a fresh perspective has been applied by RSD Audit that the effect of the above actions is;

- The payroll system correctly recorded that tax had been withheld in accordance with their packages.
- One period's tax has not been remitted to the ATO on their behalf.
- As a result, given the fact that the recorded tax deduction did not get recorded in the revised PAYGW certificate, the benefit of that tax deduction has not been credited to the executives.
- In normal circumstances, if a tax deduction of an employee had been understated, the flow on effect would be that their Net Pay would have been higher. However, this did not occur as the payroll system still recorded the tax deduction.

I note from our review that the cause of the error was the failure by the payroll officer to reinstate the standard deductions of the executives after the processing of the bonus pay run, and before pay run 12 was processed.

I also note that based on the advice I have received about the Practical system (which I have not independently verified) the protections built into the system have the unintended consequence that if a payroll error occurs, and isn't identified before the actual payroll is processed, it is very difficult to reverse.

In an attempt to isolate the corrective actions from the payroll system, the repayment and the tax withheld amounts were accounted for through the Clearing Account. It is noted that the repayment by the executives could not in any case have been processed through the payroll system. The repayment of the net pays by the executives, while well intentioned contributed to the difficulty in subsequent accounting.

6. Superannuation

There was a consideration that, as for the tax payment, that the superannuation contributions may not have been fully remitted. The Finance Manager noted that the superannuation payments remitted to the employee's superannuation funds had been confirmed at year end to the superannuation fund. If there had been a difference between the recorded amount in Practical and the records of the superannuation funds, the superannuation fund would have raised an alert.

However, as for the tax withheld, the superannuation withheld for the period in question was also posted to the Clearing account and wasn't remitted to the respective superannuation funds. As a consequence, the benefit received by the executives was less than their package for that year, even though the payroll system records them as receiving that benefit.

7. Recommendations

a. Correct the underpayment to the three executives

Based on the conclusions, it is apparent that the three executives have not been remunerated fully according to their packages. As it is now past 30 June of the relevant tax year, and the individuals have now lodged their tax returns and been credited with the lesser amount of tax paid to the ATO by the Council, the correction should be made by a creditors system payment to the executives. It should be processed through the creditors system, not the payroll system because the tax amount has already been included in the payroll system in 2016/17. A payment should be made for the period's superannuation as well.

Consideration of the effect on superannuation limits could mean this payment of the superannuation contribution should be held over until the 2019 tax year.

The total of the tax and superannuation amounts to be paid to the officers (or their superannuation fund) is;

- GM	\$2,744.33
- DTS	\$1,945.09
- DOC	\$1,872.39

b. Payroll Processing Controls Improvement

This was quite an unusual situation, and it is not of a nature that would be normally anticipated. Accordingly, it's not surprising that internal controls didn't prevent it. However, the error was quickly identified. While the correction of the error wasn't 100% effective, I don't believe this indicates any particular opportunities to improve the system. It may be argued that the inflexibility of the Practical system, making a simple reversal impossible, is an area for further exploration, but we have not in fact examined this. In any case, I suggest that Practical would argue that the prevention of reversals is an important internal control.

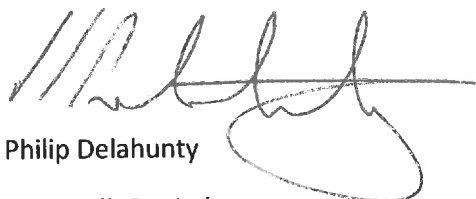
As the issue stemmed from a manual processing error (the payroll officer not reinstating the standard deductions of the executives) we are advised that better documentation of the processing actions required has been developed. However, while we support this, we note that it remains a manual process, and the risk of the officer failing to follow a process remains.

An important supervisory control currently in place over the payroll function is - The Finance Manager does a comparison (called a Validation) of each staff members pay from one period to the next to identify changes. This process allows her to identify the changes between pays, and to review those changes to satisfy herself they are appropriate (eg over-time or changes in pay rates). At the time of this bonus payment, the categories of each employee's pay that was examined as part of this validation didn't extend to the deductions.

Since the issue arose the Finance Manager has added "deductions" to the items examined. I commend her for that action, and I do not have any further recommendations.

Should you wish to discuss this matter further, please do not hesitate to contact me.

Regards



Philip Delahunty
RSD Audit Pty Ltd