

# Berrigan Shire 2027



Long Term Financial Plan 2020 – 2030  
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 **Delivery Program**.

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## 1. INTRODUCTION

This review of the Council's **Long-term Financial Plan (LTFP) 2020 - 2030** 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 2020 – 2030** a critical element of which is the Council's **Long Term Financial Plan 2020 – 2030** together with the Council's **Asset Management Plans** and reviewed **Workforce Development Strategy (2017 – 2022)**. 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**, extended due to COVID19 pandemic **Delivery Program 2017 – 2022** 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 – 2022 **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 – 2022** 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

A review of the 2016 strategy has seen a fourth objective included. This will be formalised with the adoption of the **Financial Strategy 2020** later this year

4. Support the local economy

To achieve these objectives Council will:

<b>1.1</b>	<b>Prepare and review annually a Long Term Financial Plan with the aim of achieving the financial objectives identified in this strategy.</b>
<b>1.2</b>	Prepare Capital Expenditure Reviews, including an assessment of lifecycle costs, for all new and/or upgraded infrastructure assets – with the exception of upgrades of roads, water mains and sewer mains.
<b>1.3</b>	Resist the pressure to fund services that are the responsibility of other levels of government.
<b>1.4</b>	Retain control of urban water supply and sewer services.
<b>1.5</b>	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.
<b>1.6</b>	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 Centre should also be reviewed regularly.
<b>1.7</b>	Encourage and support the existing model of community provision and operation of sport, recreation and cultural infrastructure.
<b>1.8</b>	Actively lobby the State and Federal Governments to retain existing grant funding levels for road maintenance and upgrades.
<b>2.1</b>	Prepare and review its Asset Management Strategy and its Asset Management Plans for the Council's major infrastructure assets annually as part of annual budget preparation.
<b>2.2</b>	Prioritise the renewal of existing assets over the development and delivery of new services.
<b>2.3</b>	Implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where <ul style="list-style-type: none"> <li>○ There is an urgent need for the asset in the short term, or</li> <li>○ It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and</li> </ul>



	<ul style="list-style-type: none"> <li>○ The Council has access to a funding stream to meet its debt obligations without compromising its other activities.</li> </ul>
<b>3.1</b>	Formalise the Council's existing preference to put money aside for future capital works rather than borrowing, unless borrowing is supported by a business plan.
<b>3.2</b>	Maintain the existing Investment Policy settings prioritising preservation of capital over investment return.
<b>3.3</b>	Retire existing debt in line with existing loan repayment schedules. Once paid, quarantine the repayment stream to ensure it is not spent on routine operations.
<b>3.4</b>	Continue to actively recover outstanding rates debt as identified in the Council's Revenue Policy.
<b>3.5</b>	Set utility charges for water supply, sewer and waste management services at a level that delivers a return on those assets sufficient to ensure long term sustainability.
<b>3.6</b>	Consider seeking a Special Rates Variation where there is a clearly identified demand for new or significantly improved service levels. Consideration should also be given to the extended lead time and the cost involved in seeking a variation.
<b>4.1</b>	Invest in community and infrastructure assets which directly boost the local economy and create employment.

### 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 responsibilities of Crown Land reserve management.

## 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 2020/21 IPART determined a 2.6% increase in the Local Government Cost Index. For all LTFP scenarios the figure has been set 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 – 2022](#). 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, and not yet completed under the Stronger Country Communities Grant program.

## 5. REVENUE FORECASTS

The major sources of revenue for Council are:

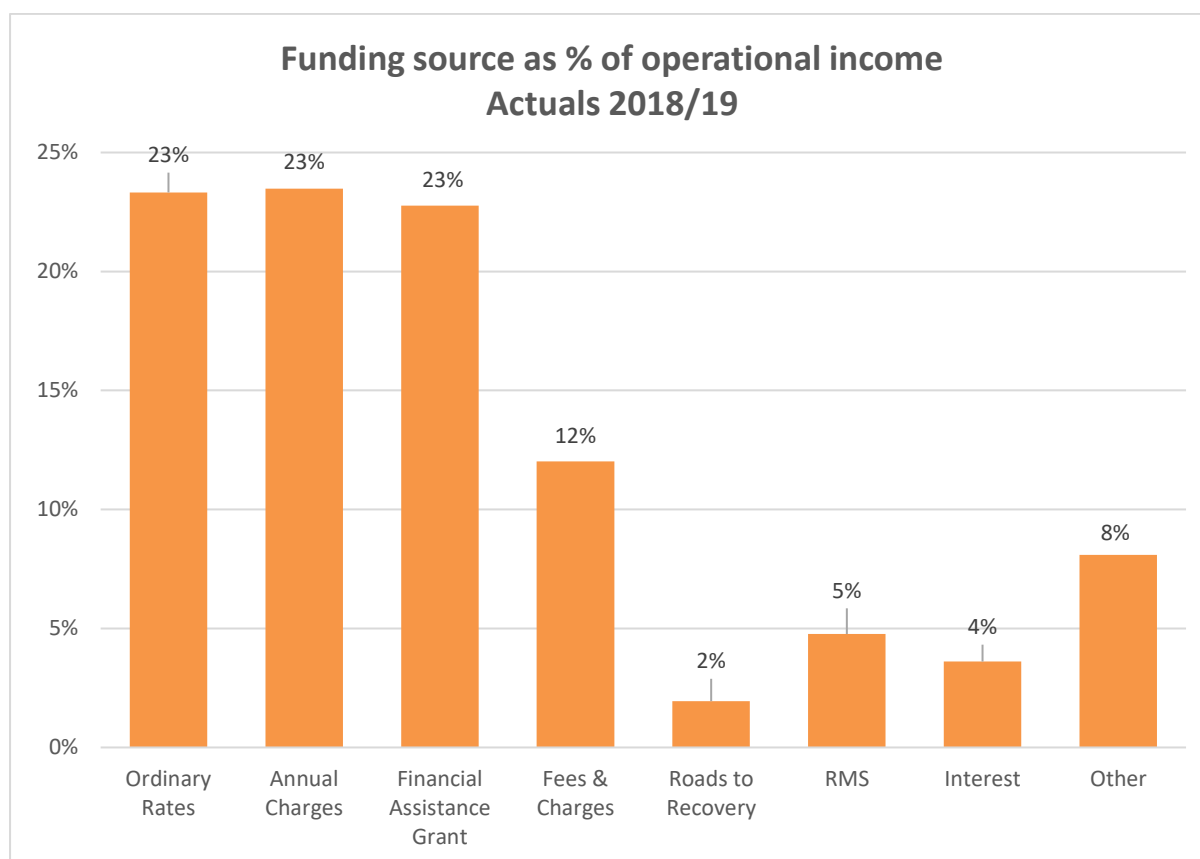
1. Rates and Annual Charges
2. User Charges and Fees
3. Interest and Investment Revenues
4. Other Revenues
5. Grants and contributions provided for Operating Purposes
6. Grants and contributions provided for Capital Purposes

Figure 1 shows the breakdown on Council's 2018/19 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 Operational Revenue 2018/19





## 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's base scenario assumes (Table 1) that Annual Charges will increase by 2.0% (2019/20), then continue to increase by approximately 2.0% per annum in 2020 – 2030.

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% (2019/20), then continue to increase by approximately 2.5% per annum in 2020 – 2030.

## 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 2020 – 2030 period. However, cash holdings will increase, increasing investment returns. There is the possibility that global conditions will deteriorate and once again influence local interest rates,

with the potential of further rate drops. This will need to continue to be closely monitored.

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 2019 – 2029.

#### 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 2% per year

This is consistent with the previous long term pattern of growth in Financial Assistance Grants and is a conservative position to take.

As part of the Local and State Government Road Safety Package announced in the 2019-20 Budget, the Australian Government has committed an additional \$100 million per year to the Roads to Recovery Program from 2019-20. From the 2013-2014 financial year to the 2022-2023 financial year, the Government will provide \$5.6 billion under the Roads to Recovery Program, with an on-going commitment of \$500 million each year following.

Councils share of the Roads to Recovery program is \$5,265,162 over the 5 year program - \$877,527 p.a. and has been included in this plan. This plan assumes the program will continue until 2028 and funding in years post 2023 has been estimated at pre 2019-20 levels (\$877,527 p.a.).

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.



## 5.1 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 2020 – 2030](#) 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.

Wage growth in the private sector has stagnated, and the local government sector is in the midst of negotiating the next Local Government (State) Award. In this context a 2.5% increase year on year over the life of the 10 year long term financial plan is simply a use of the last information to hand, and will need to be closely monitored.



## 5.1.2 Borrowing Costs

The Council currently has two significant outstanding loans (external) summarised in the table below:

### Outstanding Loans - 30 June 2019

Purpose	Amount	Term	Rate	Annual repayments	Due	Lender
LIRS Drainage	\$1,630,000	10 y	4.260%	\$200,488	Dec 2024	NAB
LCLI Subdivision Finley	\$1,000,000	10 y	2.320%	\$112,909	June 2029	ANZ

The interest cost of the LIRS drainage loan is partially offset by a 3% (300 basis point) interest rate subsidy from the NSW government under the Local Infrastructure Renewal Scheme (LIRS) program.

The interest cost of the Lewis Crescent loan is partially offset by a 50% interest rate subsidy from the NSW Government under the Low Cost Loans Initiative (LCLI) – Supporting Local Housing program.

The Council proposed to borrow the following amounts in 2019/20 but has not yet done so. The loans remain part of the Council's borrowing program and will be drawn down when required.

Interest rates and annual repayments are estimated and notional until confirmed at the date of draw down

Purpose	Amount	Term	Rate	Annual repayments	Due	Lender
Finley WTP	\$2,600,000	10 y	3.000%	\$302,878	June 2029	BSC Sewer
Miscellaneous projects	\$1,000,000	10 y	3.000%	\$116,491	June 2029	BSC Sewer
LCLI Barooga WTP	\$4,000,000	10 y	2.980%	\$448,577	June 2029	TBC

These loans have the following purposes:

### Internal Loan Funds (BSC Sewer)

- From the Sewer Fund to the Water Fund for the \$2.6m contribution towards the \$6.6m Finley Water Treatment Plant (WTP) replacement. A successful grant of \$4m under the Safe and Secure Water Program (SSWP) makes up the balance of the project funding. Repayments on this loan are expected to be \$303,000 per annum.

- From the Sewer Fund to its General Fund for \$1.0m to assist in meeting its obligations to complete various grant-funded and other projects – should additional funds be required. Repayments on this loan are expected to be \$116,000 per annum.

#### External Loan Funds

- The Council will fund the remediation and upgrade of the Barooga WTP through a subsidised loan under the NSW Government's Low Cost Loan Initiative (LCLI) - the same program funding the Lewis St works. The necessary \$4m loan will require additional annual repayments of approximately \$463,000

The use of loan funds for these works is in line with the Council's **Financial Strategy**.

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

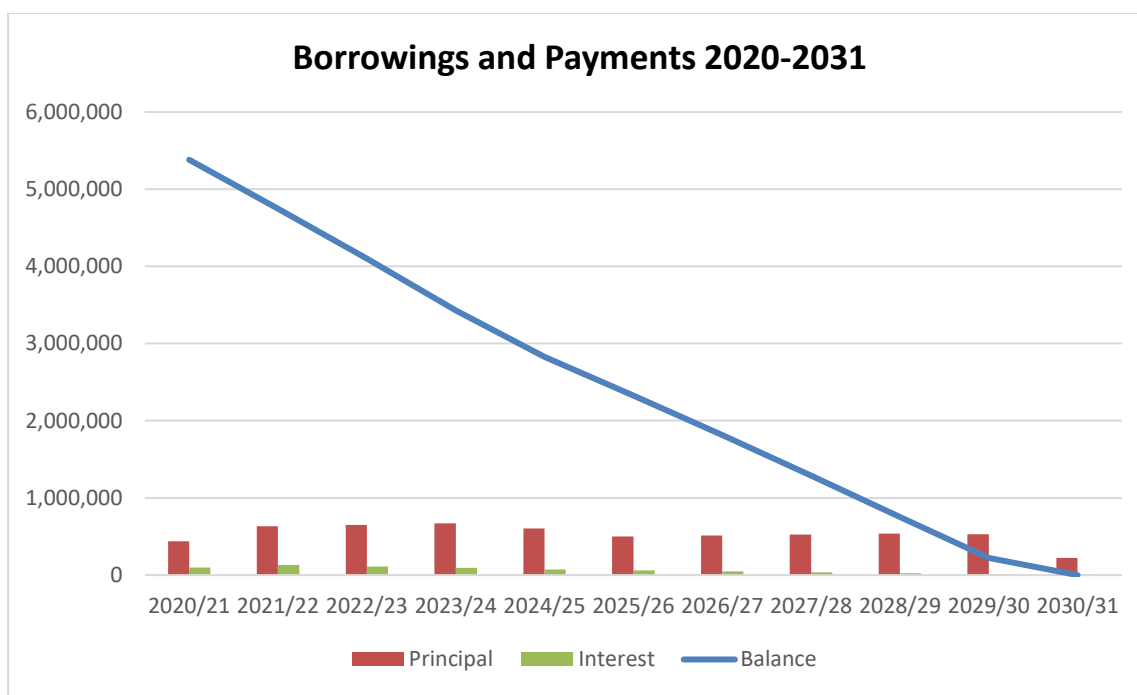
*Implement a **Borrowing Policy** that allows the Council to borrow only for the development of infrastructure where*

- 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*

Based on the current LTFP Council is in a position to make these repayments. It will however impact on the Council's financial freedom and flexibility over the term of the LTFP.

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

<b>FUND</b>	<b>30 JUNE 2020</b>	<b>30 JUNE 2021</b>	<b>30 JUNE 2022</b>	<b>30 JUNE 2023</b>
<b>General (payable)</b>	\$2,731,335	\$2,383,093	\$2,022,711	\$1,950,738
<b>Water (payable)</b>	\$-	\$6,308,810	\$5,715,071	\$4,821,893
<b>Sewer (Receivable)</b>	\$(912,860)	(\$3,310,647)	(\$2,988,197)	(\$2,656,000)
<b>NET TOTAL</b>	\$1,818,475	\$5,381,256	\$4,749,585	\$4,116,631



**Outstanding Loans and Redemptions** Total actual and proposed repayments of principal and interest for loans are as follows:

Fund	2019 / 2020	2020 / 2021	2021 / 2022	2022/23
General	\$432,742	\$432,742	\$432,742	\$432,742
Water	\$765,926	\$765,926	\$765,926	\$765,926
Sewer	\$0	\$0	\$0	\$0
<b>Sub Total</b>	<b>\$1,198,668</b>	<b>\$1,198,668</b>	<b>\$1,198,668</b>	<b>\$1,198,668</b>
Less Internal Borrowing	(\$419,369)	(\$419,369)	(\$419,369)	(\$419,369)
<b>TOTAL</b>	<b>\$779,299</b>	<b>\$779,299</b>	<b>\$779,299</b>	<b>\$779,299</b>
Less LIRS/LCLI subsidy	(\$97,314)	(\$86,209)	(\$74,600)	(\$62,438)
<b>NETT COST</b>	<b>\$681,985</b>	<b>\$693,091</b>	<b>\$704,699</b>	<b>\$716,861</b>

### 5.1.3 Materials and Contracts

The Council has not identified significant changes in this area over the term of the LTFP, other than spending associated with the capital works grant program. 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 the appropriate Notes to its Annual Financial Statements.

### 5.1.5 Other Expenses

The LFTP base case proposes that the expenses in this category will increase in general terms by 2.0% per year from 2020 - 2030.

While not included in the LFTP 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.

**Income statement:** The operating surplus before capital grants and contributions is forecast to increase to around \$2.26m until 2020/21 and moderately increase over the 10-year period to reach \$3.04m in 2029/30.

### 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 \$28.8m in June 2021 – to \$40.8m in June 2030. This increase is forecast with the Council's capital works program remaining within the bounds of \$3.609m to \$7.928m 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 2029/30 is mainly restricted for use in the Water and Sewer funds, Council's unrestricted cash will decrease over this period.

## 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 LFTP 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 LFTP. Moreover, subsequent reviews of the LFTP 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.

**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 \$28.7m in June 2021 – to \$40.8m in June 2030.

## 8. MODELLING

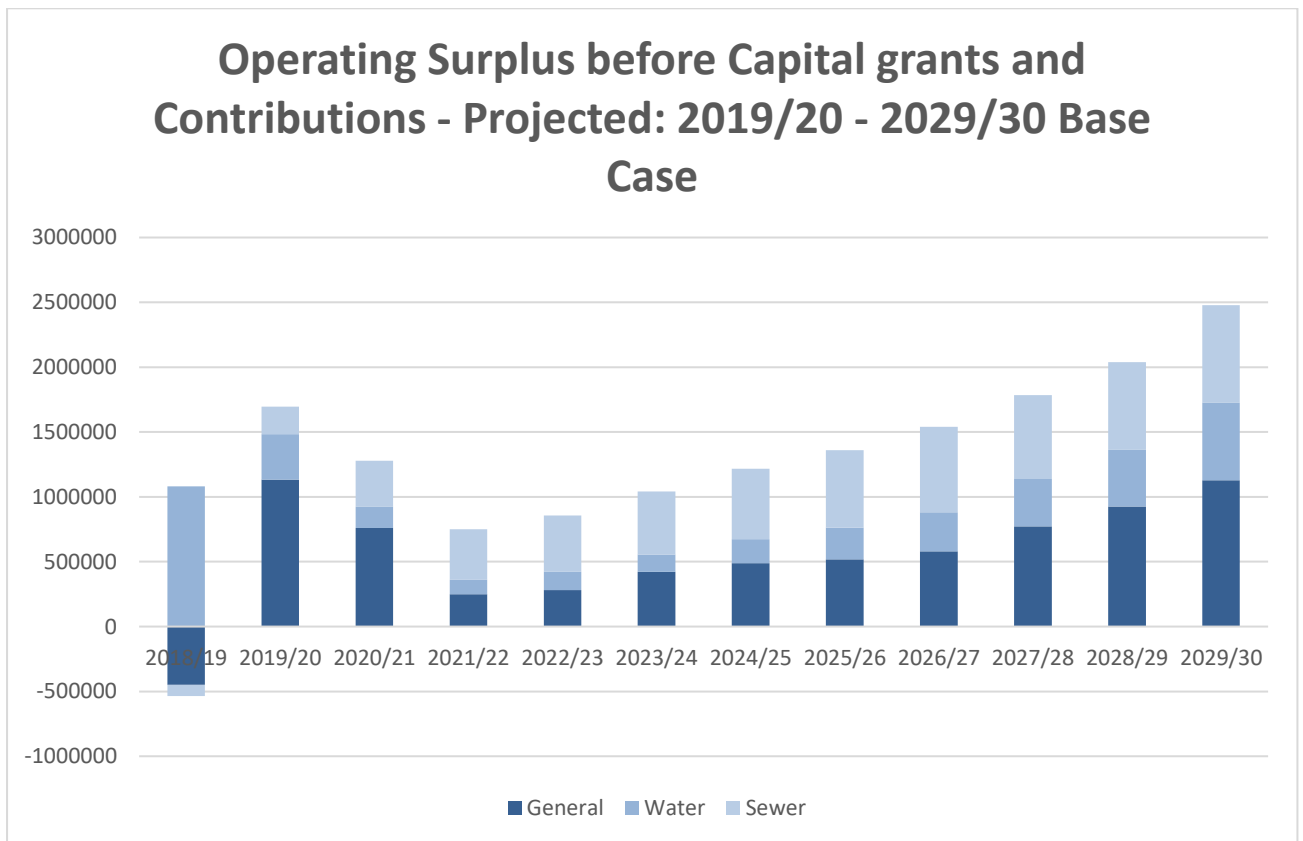
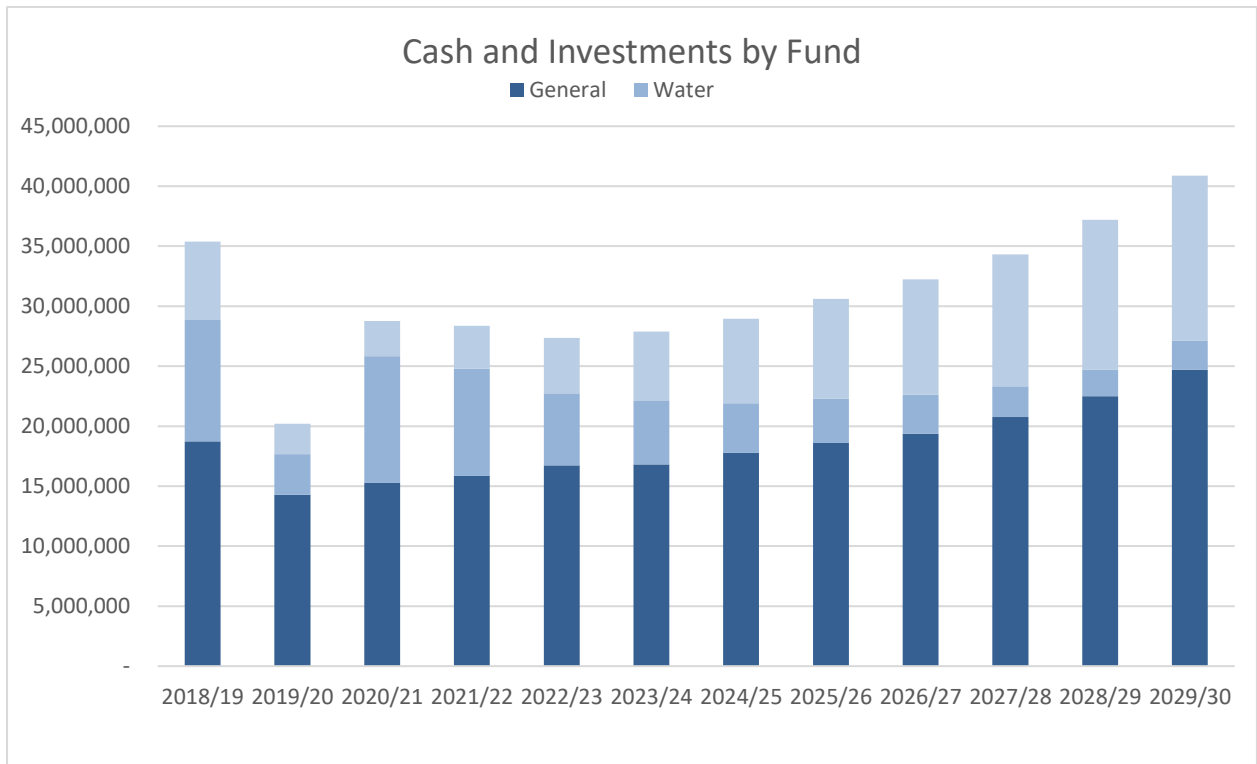
### Base Case Scenario: Scenario 1

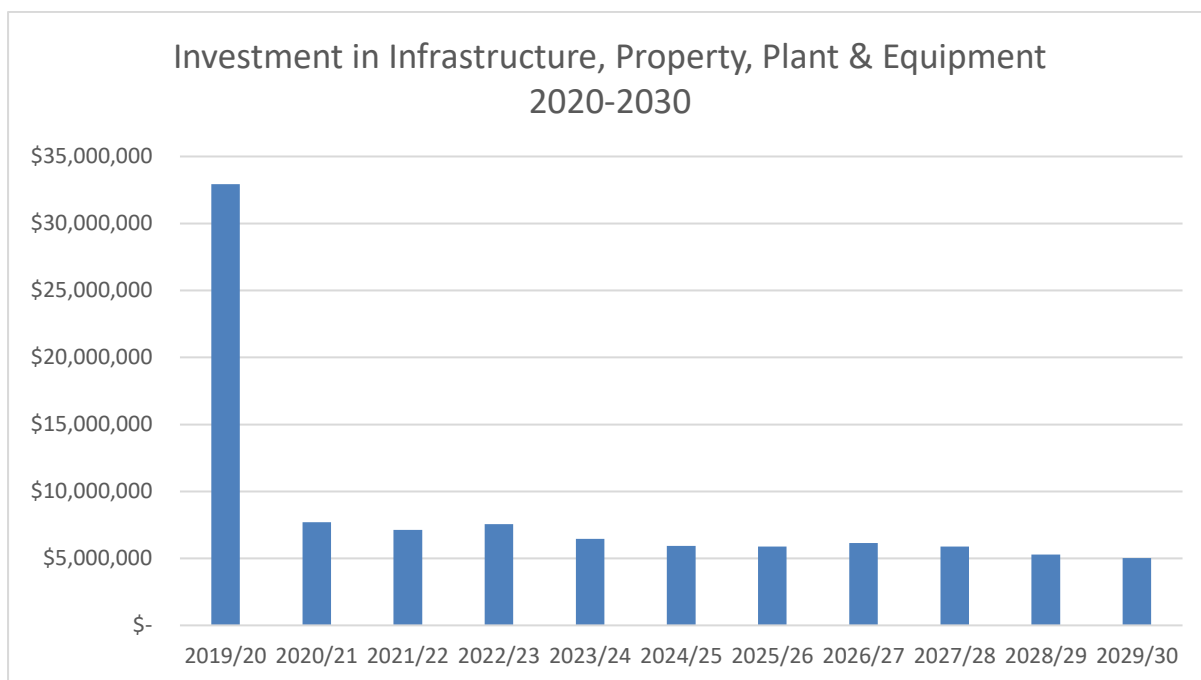
The base case scenario (Appendices 1 – 4) is that previously described in section 5 and is in part repeated as part of the modelling undertaken by Council Officers. The base case scenario reflects the expected financial outcomes from the Council's service delivery and policy settings set out in its 4-year **Delivery Program 2017 – 2021** and is for the LTFP projected until 2030. 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 COVID19 extended 5-year **Delivery Program 2017 – 2022**.

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 \$2.48m by 2029/30.

No new income streams are anticipated, although some modest growth in rateable properties as a result of growth predominately in Tocumwal and Barooga, and as a result of Council subdivision in Finley will help to grow the underlying rate base.





**Scenario 2 – Operation of the Tocomwal Foreshore development:**

Scenario 2 (Appendices 5 - 8) models the impact of the Council delivering, funding and operating the proposed new facilities included in Tocomwal 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

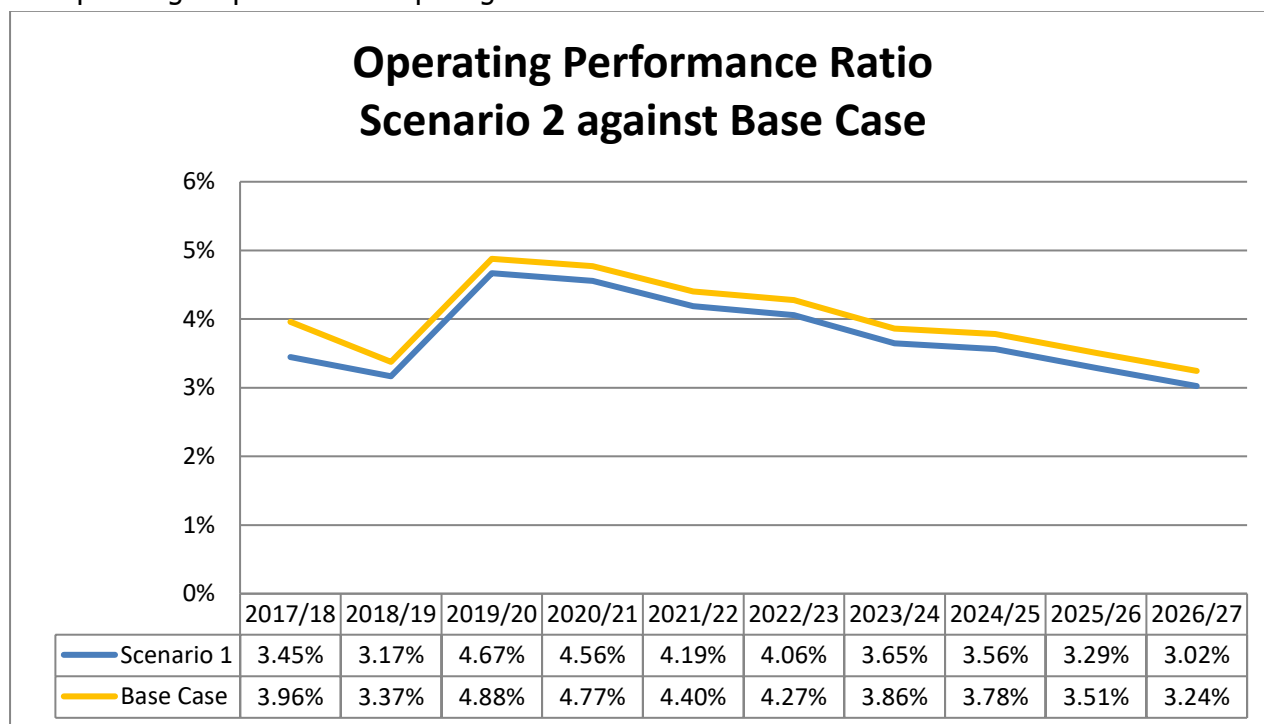
and contributions in the Council’s general fund is expected to remain in surplus each year, however, the surplus expected to be approximately \$30,000 to \$60,000 less year on year when compared to the base case.

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%

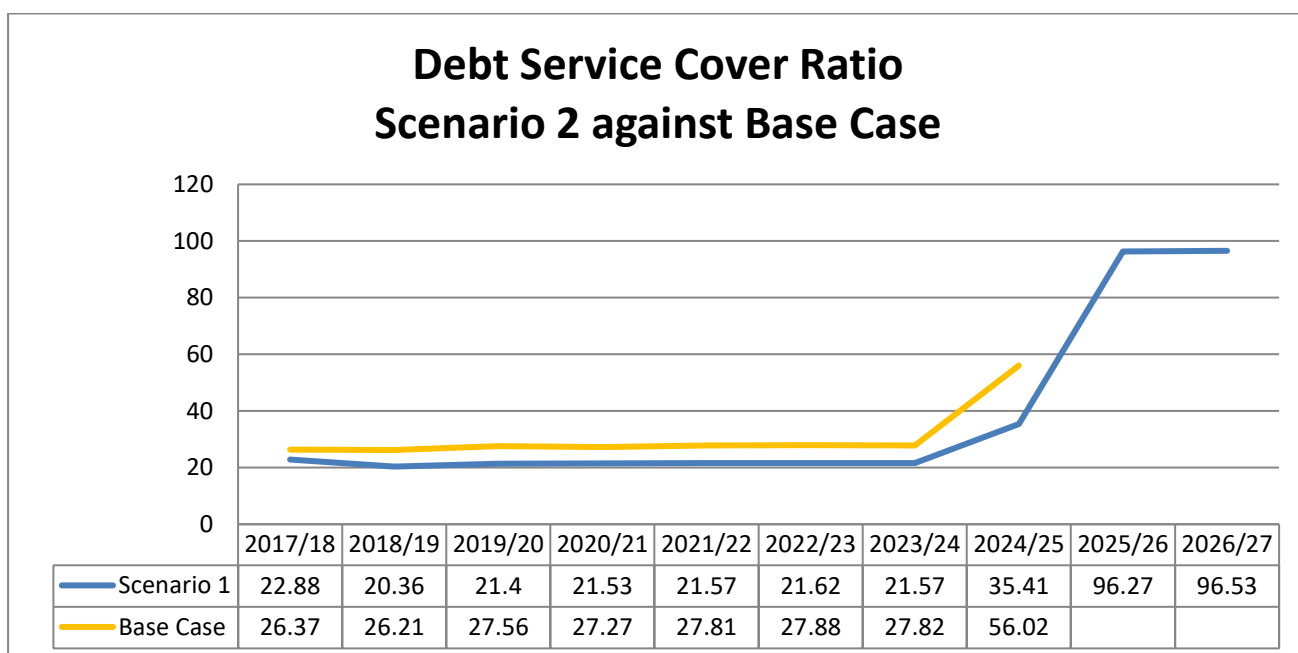
**Balance Sheet and Cash Flow**

**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 3 – Continuation of the Financial Assistance Grant pause:

Scenario 3 (Appendices 9 - 12) models the impact of the Federal Government electing to continue their three year "pause" on indexation of the Financial Assistance Grant (FAG) for a further four years.

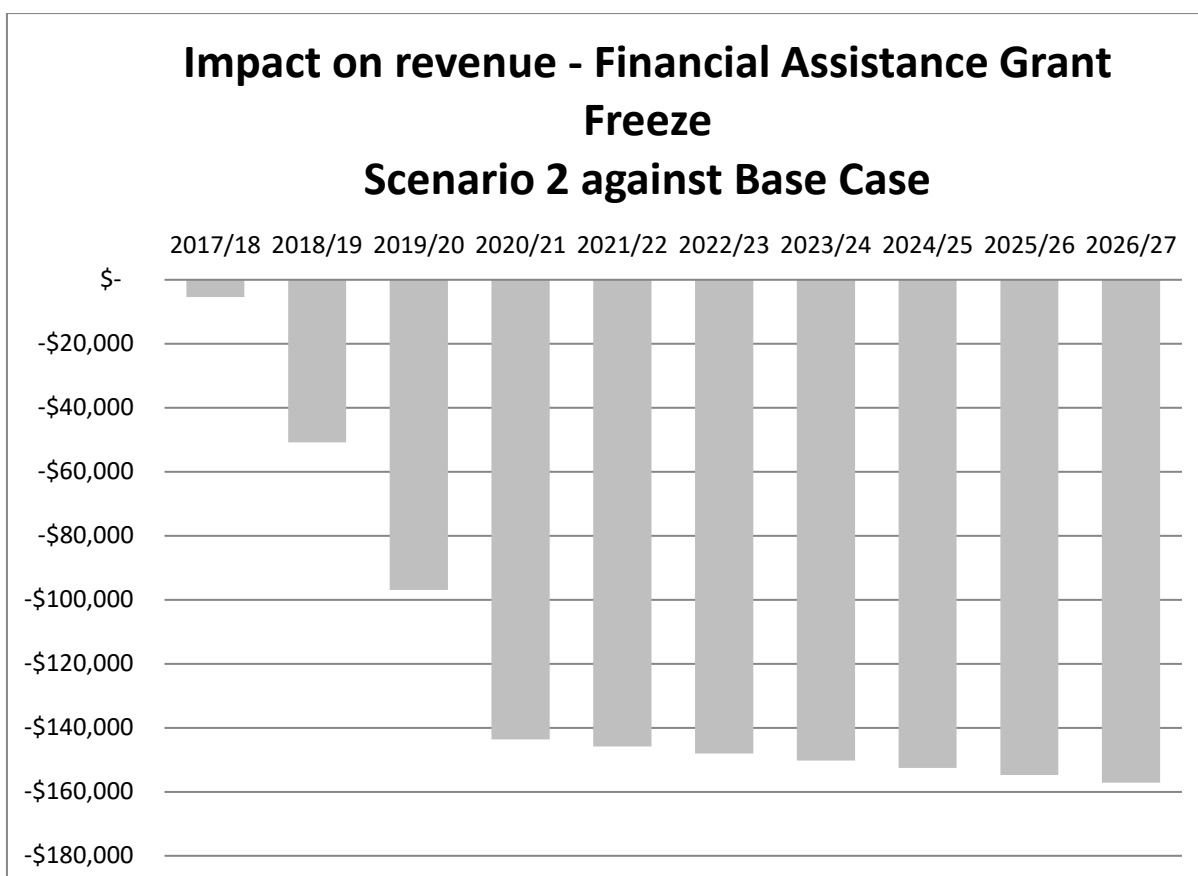
FAG is an untied payment made to Councils annually to assist them to deliver services essential to their community. In the case of Berrigan Shire, FAG totals over \$4m or nearly 20% of its overall budget.

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

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

The model for Scenario 2 includes two steps

1. Pausing the indexing of FAG for the period 2017/18 to 2020/21 – i.e. no increase in FAG is assumed
2. Reducing Council expenditure on services to cover all but \$30,000 of the shortfall



**Income statement:** Given the model for Scenario 2, the operating surplus before capital grants and contributions in the Council's general fund will be approximately \$30,000 to \$40,000 less year on year when compared to the base case.

However, income from FAG will have declined year on year, starting at \$50,800 in 2018/19 and increasing to \$157,105 in 2026/27. Over the life of this plan, revenue will have declined by \$1.2m

Absorbing this loss of revenue is not a sustainable long term position for the Council and costs must be cut to match expenditure. This model cuts expenditure by approximately \$100,000 to \$120,000 year-on-year from 2020/21 onwards.

Cutting expenditure means the Council will have to reduce services. Much of the Council's services are compulsory in

nature – i.e.: building regulation and road maintenance services that cannot be cut beyond a certain point.

To put this level of expenditure cut in context, it may be useful to consider the Berrigan Shire Library Service.

The library service has 73 hours of operation per week across its four branches. Cutting expenditure to this service by \$120,000 would require reducing this service's operating hours to around 50 hours of operation of week – i.e. each branch would be open for one less day per week. In the case of the Berrigan branch, this could mean the Berrigan library only open for Tuesday and for Saturday morning.

#### **Balance Sheet and Cash Flow**

**Statement:** Under Scenario 2, there would be little change in the Council's cash flow or balance sheet as it would

have reduced services to match its income.

However, had it failed to do so, its cash position would have declined by around

\$1m over the life of this plan, meaning Council's unrestricted cash holdings would be essentially static over that period.

## APPENDICIES

Appendix 1 – Reviewed (June 2020) Base Case Projected Income and Expenditure

Appendix 2 – Reviewed (June 2020) Base Case Projected Balance Sheet

Appendix 3 – Reviewed (June 2020) Base Case Projected Cash Flow

Appendix 4 – Reviewed (June 2019) 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

## Appendix IV - Base Case Financial Performance Indicators

## Berrigan Shire Council

10 Year Financial Plan for the Years ending 30 June 2027

## FINANCIAL PERFORMANCE INDICATORS

Scenario: Base Case

	Past Years				Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>New Note 13 Ratios</b>															
Operating Performance Ratio 1)					10.18%	4.73%	4.62%	5.96%	6.19%	6.23%	6.57%	6.75%	7.19%	7.46%	7.80%
Own Source Operating Revenue Ratio 1)					53.21%	56.61%	66.61%	65.64%	65.32%	66.05%	66.66%	66.96%	67.25%	67.52%	67.81%
Unrestricted Current Ratio	3.49	4.05	4.19	7.05	3.08	3.25	3.30	3.22	3.34	3.58	3.71	4.06	4.58	4.95	5.32
Debt Service Cover Ratio 1)					25.59	34.28	34.51	36.23	36.81	37.32	37.96	38.54	78.85	0.00	0.00
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	5.44%	5.05%	4.44%	3.53%	4.68%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%
Cash Expense Cover Ratio 1)					2.71	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TCorp Ratios</b>															
Operating Performance Ratio 2)					10.18%	4.73%	4.62%	5.96%	6.19%	6.23%	6.57%	6.75%	7.19%	7.46%	7.80%
Own Source Operating Revenue Ratio 2)					48.03%	51.04%	60.01%	59.14%	58.82%	59.43%	59.83%	59.89%	59.94%	59.98%	59.99%
Unrestricted Current Ratio					3.08	3.25	3.30	3.22	3.34	3.58	3.71	4.06	4.58	4.95	5.32
Debt Service Cover Ratio 2)					25.59	34.28	34.51	36.23	36.81	37.32	37.96	38.54	78.85	0.00	0.00
Capital Expenditure Ratio					2.30	1.73	1.06	1.07	1.12	0.82	0.81	0.75	0.72	0.71	0.70
Infrastructure Backlog Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Building & Infrastructure Renewals Ratio					0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash Expense Cover Ratio 2)					2.57	2.28	2.00	2.19	1.82	2.19	2.72	3.82	4.59	4.86	7.98
Interest Cover Ratio					131.47	132.83	152.32	187.21	233.01	305.95	458.28	889.23	6323.57	0.00	0.00

<b>Berrigan Shire Council</b>												
<b>10 Year Financial Plan for the Years ending 30 June 2027</b>												
<b>INCOME STATEMENT - CONSOLIDATED</b>												
<b>Scenario: Tocumwal Foreshore Operating Costs &amp; Loan</b>												
	<b>Actuals</b>	<b>Current Year</b>	<b>Projected Years</b>									
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	9,201	9,449	9,586	9,781	9,982	10,188	10,397	10,612	10,831	11,054	11,282	11,515
User Charges & Fees	2,367	1,694	1,669	1,691	1,714	1,738	1,762	1,786	1,812	1,838	1,861	1,888
Interest & Investment Revenue	722	617	720	745	760	784	811	863	929	1,001	1,070	1,154
Other Revenues	820	585	535	544	553	563	573	583	593	603	614	625
Grants & Contributions provided for Operating Purposes	7,993	8,591	6,250	6,307	6,647	6,712	6,777	6,843	6,910	6,978	7,052	7,128
Grants & Contributions provided for Capital Purposes	2,586	2,267	3,318	75	148	320	170	65	65	65	65	65
<b>Other Income:</b>												
Net gains from the disposal of assets	198	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>23,887</b>	<b>23,202</b>	<b>22,077</b>	<b>19,143</b>	<b>19,805</b>	<b>20,304</b>	<b>20,490</b>	<b>20,752</b>	<b>21,139</b>	<b>21,540</b>	<b>21,944</b>	<b>22,375</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	7,188	3,998	4,034	4,132	4,234	4,337	4,444	4,552	4,664	4,778	4,895	5,015
Borrowing Costs	87	61	52	45	39	32	24	17	9	1	-	0
Materials & Contracts	3,031	6,555	5,903	5,982	6,092	6,164	6,257	6,352	6,472	6,545	6,643	6,744
Depreciation & Amortisation	5,758	5,876	5,967	6,026	6,086	6,147	6,225	6,270	6,333	6,396	6,459	6,524
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,941	2,314	1,980	2,015	2,051	2,087	2,124	2,162	2,201	2,240	2,280	2,321
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>18,005</b>	<b>18,805</b>	<b>17,935</b>	<b>18,201</b>	<b>18,502</b>	<b>18,767</b>	<b>19,075</b>	<b>19,353</b>	<b>19,678</b>	<b>19,960</b>	<b>20,278</b>	<b>20,604</b>
<b>Operating Result from Continuing Operations</b>	<b>5,882</b>	<b>4,397</b>	<b>4,143</b>	<b>942</b>	<b>1,303</b>	<b>1,537</b>	<b>1,415</b>	<b>1,399</b>	<b>1,460</b>	<b>1,580</b>	<b>1,665</b>	<b>1,770</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>5,882</b>	<b>4,397</b>	<b>4,143</b>	<b>942</b>	<b>1,303</b>	<b>1,537</b>	<b>1,415</b>	<b>1,399</b>	<b>1,460</b>	<b>1,580</b>	<b>1,665</b>	<b>1,770</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>3,296</b>	<b>2,131</b>	<b>825</b>	<b>867</b>	<b>1,155</b>	<b>1,217</b>	<b>1,245</b>	<b>1,334</b>	<b>1,395</b>	<b>1,515</b>	<b>1,600</b>	<b>1,705</b>

Berrigan Shire Council 10 Year Financial Plan for the Years ending 30 June 2027 BALANCE SHEET - CONSOLIDATED Scenario: Tocumwal Foreshore Operating Costs & Loan												
	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	4,125	2,756	1,787	1,604	1,860	1,525	1,972	2,609	3,902	4,848	5,263	9,025
Investments	19,630	18,317	18,796	19,276	19,776	20,776	22,676	24,476	26,076	28,376	31,526	31,526
Receivables	1,230	1,297	1,287	1,283	1,304	1,331	1,364	1,393	1,427	1,466	1,506	1,548
Inventories	223	530	473	479	487	491	498	504	513	517	524	531
Other	27	71	61	62	63	64	65	66	67	68	69	70
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>25,235</b>	<b>22,970</b>	<b>22,405</b>	<b>22,704</b>	<b>23,489</b>	<b>24,187</b>	<b>26,574</b>	<b>29,048</b>	<b>31,985</b>	<b>35,276</b>	<b>38,889</b>	<b>42,701</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	79	79	79	79	79	79	79	79	79	79	108
Inventories	185	118	118	118	118	118	118	118	118	118	118	118
Infrastructure, Property, Plant & Equipment	215,802	223,433	227,722	228,061	228,450	229,143	228,022	226,792	225,160	223,372	221,455	219,444
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>215,987</b>	<b>223,630</b>	<b>227,919</b>	<b>228,259</b>	<b>228,647</b>	<b>229,340</b>	<b>228,220</b>	<b>226,990</b>	<b>225,358</b>	<b>223,570</b>	<b>221,653</b>	<b>219,671</b>
<b>TOTAL ASSETS</b>	<b>241,222</b>	<b>246,600</b>	<b>250,324</b>	<b>250,963</b>	<b>252,137</b>	<b>253,527</b>	<b>254,794</b>	<b>256,038</b>	<b>257,342</b>	<b>258,846</b>	<b>260,541</b>	<b>262,371</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	929	2,167	1,897	1,749	1,782	1,804	1,832	1,861	1,897	1,920	1,950	1,981
Borrowings	253	149	155	162	169	176	184	192	99	0	-	29
Provisions	2,641	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>3,823</b>	<b>4,964</b>	<b>4,701</b>	<b>4,559</b>	<b>4,599</b>	<b>4,629</b>	<b>4,665</b>	<b>4,702</b>	<b>4,645</b>	<b>4,569</b>	<b>4,599</b>	<b>4,659</b>
<b>Non-Current Liabilities</b>												
Payables	-	8	8	8	8	8	8	8	8	8	8	8
Borrowings	1,297	1,136	981	820	651	475	291	99	0	(0)	(0)	-
Provisions	354	346	346	346	346	346	346	346	346	346	346	346
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>1,651</b>	<b>1,491</b>	<b>1,336</b>	<b>1,174</b>	<b>1,005</b>	<b>829</b>	<b>645</b>	<b>453</b>	<b>354</b>	<b>354</b>	<b>354</b>	<b>354</b>
<b>TOTAL LIABILITIES</b>	<b>5,474</b>	<b>6,455</b>	<b>6,036</b>	<b>5,733</b>	<b>5,605</b>	<b>5,458</b>	<b>5,310</b>	<b>5,155</b>	<b>5,000</b>	<b>4,923</b>	<b>4,954</b>	<b>5,013</b>
<b>Net Assets</b>	<b>235,748</b>	<b>240,145</b>	<b>244,288</b>	<b>245,230</b>	<b>246,532</b>	<b>248,069</b>	<b>249,484</b>	<b>250,883</b>	<b>252,343</b>	<b>253,922</b>	<b>255,588</b>	<b>257,358</b>
<b>EQUITY</b>												
Retained Earnings	100,527	104,924	109,067	110,009	111,311	112,848	114,263	115,662	117,122	118,701	120,367	122,137
Revaluation Reserves	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221
Council Equity Interest	235,748	240,145	244,288	245,230	246,532	248,069	249,484	250,883	252,343	253,922	255,588	257,358
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>235,748</b>	<b>240,145</b>	<b>244,288</b>	<b>245,230</b>	<b>246,532</b>	<b>248,069</b>	<b>249,484</b>	<b>250,883</b>	<b>252,343</b>	<b>253,922</b>	<b>255,588</b>	<b>257,358</b>

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: Tocumwal Foreshore Operating Costs & Loan												
	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	9,275	9,328	9,580	9,771	9,972	10,178	10,387	10,601	10,820	11,043	11,271	11,504
User Charges & Fees	2,937	1,712	1,676	1,688	1,711	1,734	1,758	1,783	1,808	1,834	1,857	1,884
Interest & Investment Revenue Received	743	623	723	750	758	776	796	852	914	982	1,049	1,132
Grants & Contributions	10,579	10,857	9,588	6,382	6,795	7,032	6,947	6,908	6,975	7,043	7,117	7,193
Bonds & Deposits Received	10	-	-	-	-	-	-	-	-	-	-	-
Other	1,666	527	542	560	552	562	573	583	593	604	615	625
<b>Payments:</b>												
Employee Benefits & On-Costs	(7,279)	(3,930)	(4,026)	(4,305)	(4,234)	(4,337)	(4,444)	(4,552)	(4,664)	(4,778)	(4,895)	(5,015)
Materials & Contracts	(4,705)	(5,705)	(5,967)	(5,967)	(6,072)	(6,150)	(6,240)	(6,334)	(6,450)	(6,530)	(6,624)	(6,724)
Borrowing Costs	(29)	(61)	(52)	(45)	(39)	(32)	(24)	(17)	(9)	(1)	-	(0)
Bonds & Deposits Refunded	(53)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,943)	(2,256)	(1,994)	(2,014)	(2,050)	(2,086)	(2,123)	(2,161)	(2,200)	(2,240)	(2,280)	(2,321)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>11,201</b>	<b>11,095</b>	<b>9,910</b>	<b>6,821</b>	<b>7,394</b>	<b>7,676</b>	<b>7,631</b>	<b>7,664</b>	<b>7,788</b>	<b>7,956</b>	<b>8,110</b>	<b>8,278</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	1,513	70	320	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	330	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	164	459	346	399	456	314	249	289	281	291	291	291
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	148	-	0	0	0	-	0	-	-	0	-	0
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	(3,000)	(200)	(550)	(800)	(500)	(1,000)	(1,900)	(1,800)	(1,600)	(2,300)	(3,150)	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,068)	(13,966)	(10,602)	(6,765)	(6,930)	(7,154)	(5,354)	(5,329)	(4,981)	(4,899)	(4,833)	(4,804)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(79)	-	(1,000)	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(11,505)</b>	<b>(12,194)</b>	<b>(11,735)</b>	<b>(6,846)</b>	<b>(6,975)</b>	<b>(7,840)</b>	<b>(7,005)</b>	<b>(6,840)</b>	<b>(6,300)</b>	<b>(6,908)</b>	<b>(7,692)</b>	<b>(4,513)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	1,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(262)	(265)	(149)	(155)	(162)	(169)	(176)	(184)	(192)	(99)	(0)	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(262)</b>	<b>(265)</b>	<b>851</b>	<b>(155)</b>	<b>(162)</b>	<b>(169)</b>	<b>(176)</b>	<b>(184)</b>	<b>(192)</b>	<b>(99)</b>	<b>(0)</b>	<b>-</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(566)</b>	<b>(1,364)</b>	<b>(974)</b>	<b>(180)</b>	<b>258</b>	<b>(332)</b>	<b>450</b>	<b>640</b>	<b>1,296</b>	<b>949</b>	<b>418</b>	<b>3,765</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>4,691</b>	<b>4,125</b>	<b>2,761</b>	<b>1,787</b>	<b>1,607</b>	<b>1,865</b>	<b>1,532</b>	<b>1,982</b>	<b>2,622</b>	<b>3,917</b>	<b>4,866</b>	<b>5,284</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>4,125</b>	<b>2,761</b>	<b>1,787</b>	<b>1,607</b>	<b>1,865</b>	<b>1,532</b>	<b>1,982</b>	<b>2,622</b>	<b>3,917</b>	<b>4,866</b>	<b>5,284</b>	<b>9,049</b>
Cash & Cash Equivalents - end of the year	4,125	2,761	1,787	1,607	1,865	1,532	1,982	2,622	3,917	4,866	5,284	9,049
Investments - end of the year	19,630	18,317	18,796	19,276	19,776	20,776	22,676	24,476	26,076	28,376	31,526	31,526
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>23,755</b>	<b>21,077</b>	<b>20,583</b>	<b>20,883</b>	<b>21,641</b>	<b>22,308</b>	<b>24,658</b>	<b>27,098</b>	<b>29,993</b>	<b>33,243</b>	<b>36,810</b>	<b>40,575</b>
<b>Representing:</b>												
- External Restrictions	14,018	13,832	13,255	13,902	14,774	15,134	16,824	18,889	21,213	23,604	26,239	29,036
- Internal Restrictions	4,649	3,871	3,780	3,871	3,755	3,921	4,448	4,911	5,402	5,920	6,454	7,006
- Unrestricted	5,088	3,374	3,548	3,110	3,112	3,253	3,386	3,298	3,379	3,719	4,117	4,533
	<b>23,755</b>	<b>21,077</b>	<b>20,583</b>	<b>20,883</b>	<b>21,641</b>	<b>22,308</b>	<b>24,658</b>	<b>27,098</b>	<b>29,993</b>	<b>33,243</b>	<b>36,810</b>	<b>40,575</b>



**Berrigan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**EQUITY STATEMENT - CONSOLIDATED**  
**Scenario: Tocumwal Foreshore Operating Costs & Loan**

	Actuals	Current Year	Projected Years									
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Opening Balance</b>	231,081	235,748	240,145	244,288	245,230	246,532	248,069	249,484	250,883	252,343	253,922	255,588
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	(1,625)	-	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	410	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Income Recognised Directly in Equity</b>	<b>(1,215)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
b. Net Operating Result for the Year	5,882	4,397	4,143	942	1,303	1,537	1,415	1,399	1,460	1,580	1,665	1,770
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	<b>4,667</b>	<b>4,397</b>	<b>4,143</b>	<b>942</b>	<b>1,303</b>	<b>1,537</b>	<b>1,415</b>	<b>1,399</b>	<b>1,460</b>	<b>1,580</b>	<b>1,665</b>	<b>1,770</b>
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>235,748</b>	<b>240,145</b>	<b>244,288</b>	<b>245,230</b>	<b>246,532</b>	<b>248,069</b>	<b>249,484</b>	<b>250,883</b>	<b>252,343</b>	<b>253,922</b>	<b>255,588</b>	<b>257,358</b>

## Appendix VIII - Scenario 3 Financial Performance Indicators

## Berrigan Shire Council

10 Year Financial Plan for the Years ending 30 June 2027

## FINANCIAL PERFORMANCE INDICATORS

Scenario: Tocumwal Foreshore Operating Costs &amp; Loan

	Past Years				Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>New Note 13 Ratios</b>															
Operating Performance Ratio 1)					10.18%	4.40%	4.55%	5.87%	6.09%	6.13%	6.45%	6.62%	7.05%	7.31%	7.64%
Own Source Operating Revenue Ratio 1)					53.21%	56.66%	66.66%	65.69%	65.37%	66.10%	66.71%	67.00%	67.30%	67.57%	67.85%
Unrestricted Current Ratio	3.49	4.05	4.19	7.05	3.08	3.39	3.44	3.34	3.44	3.66	3.77	4.10	4.60	4.94	5.24
Debt Service Cover Ratio 1)					24.70	34.13	34.61	36.31	36.89	37.38	38.01	38.59	78.92		
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	5.44%	5.05%	4.44%	3.53%	4.68%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%
Cash Expense Cover Ratio 1)					2.71	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TCorp Ratios</b>															
Operating Performance Ratio 2)					10.18%	4.40%	4.55%	5.87%	6.09%	6.13%	6.45%	6.62%	7.05%	7.31%	7.64%
Own Source Operating Revenue Ratio 2)					48.03%	50.98%	59.93%	59.06%	58.73%	59.34%	59.74%	59.81%	59.85%	59.89%	59.90%
Unrestricted Current Ratio					3.08	3.39	3.44	3.34	3.44	3.66	3.77	4.10	4.60	4.94	5.24
Debt Service Cover Ratio 2)					24.70	34.13	34.61	36.31	36.89	37.38	38.01	38.59	78.92		
Capital Expenditure Ratio					2.30	1.72	1.06	1.06	1.11	0.82	0.80	0.74	0.72	0.70	0.69
Infrastructure Backlog Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Building & Infrastructure Renewals Ratio					0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash Expense Cover Ratio 2)					2.57	1.80	1.59	1.80	1.45	1.84	2.40	3.51	4.29	4.57	7.69
Interest Cover Ratio					131.47	132.26	152.72	187.64	233.48	306.47	458.94	890.26	6327.13	0.00	

## Appendix IX - Scenario 3 Income Statement

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
INCOME STATEMENT - CONSOLIDATED												
Scenario: Continuing Financial Assistance Grant Freeze												
	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	9,201	9,449	9,586	9,781	9,982	10,188	10,397	10,612	10,831	11,054	11,282	11,515
User Charges & Fees	2,367	1,694	1,669	1,691	1,714	1,738	1,762	1,786	1,812	1,838	1,861	1,888
Interest & Investment Revenue	722	617	720	745	760	784	811	863	929	1,001	1,070	1,154
Other Revenues	820	585	509	517	526	535	544	553	563	572	582	593
Grants & Contributions provided for Operating Purposes	7,993	8,591	6,245	6,256	6,550	6,568	6,631	6,695	6,760	6,826	6,897	6,971
Grants & Contributions provided for Capital Purposes	2,586	2,267	3,318	75	148	320	170	65	65	65	65	65
<b>Other Income:</b>												
Net gains from the disposal of assets	198	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>23,887</b>	<b>23,202</b>	<b>22,046</b>	<b>19,065</b>	<b>19,680</b>	<b>20,132</b>	<b>20,315</b>	<b>20,574</b>	<b>20,958</b>	<b>21,356</b>	<b>21,757</b>	<b>22,185</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	7,188	3,998	4,034	4,119	4,189	4,262	4,366	4,473	4,583	4,695	4,810	4,928
Borrowing Costs	87	61	52	45	39	32	24	17	9	1	-	-
Materials & Contracts	3,031	6,555	5,847	5,917	6,010	6,070	6,164	6,256	6,373	6,442	6,538	6,635
Depreciation & Amortisation	5,758	5,876	5,935	5,994	6,054	6,114	6,193	6,237	6,299	6,362	6,425	6,489
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,941	2,314	1,980	2,065	2,101	2,130	2,168	2,206	2,244	2,284	2,324	2,365
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>18,005</b>	<b>18,805</b>	<b>17,848</b>	<b>18,140</b>	<b>18,392</b>	<b>18,608</b>	<b>18,916</b>	<b>19,188</b>	<b>19,509</b>	<b>19,784</b>	<b>20,097</b>	<b>20,417</b>
<b>Operating Result from Continuing Operations</b>	<b>5,882</b>	<b>4,397</b>	<b>4,198</b>	<b>925</b>	<b>1,288</b>	<b>1,525</b>	<b>1,399</b>	<b>1,386</b>	<b>1,450</b>	<b>1,572</b>	<b>1,660</b>	<b>1,768</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>5,882</b>	<b>4,397</b>	<b>4,198</b>	<b>925</b>	<b>1,288</b>	<b>1,525</b>	<b>1,399</b>	<b>1,386</b>	<b>1,450</b>	<b>1,572</b>	<b>1,660</b>	<b>1,768</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>3,296</b>	<b>2,131</b>	<b>880</b>	<b>850</b>	<b>1,140</b>	<b>1,205</b>	<b>1,229</b>	<b>1,321</b>	<b>1,385</b>	<b>1,507</b>	<b>1,595</b>	<b>1,703</b>

<b>Berrigan Shire Council</b>												
<b>10 Year Financial Plan for the Years ending 30 June 2027</b>												
<b>BALANCE SHEET - CONSOLIDATED</b>												
<b>Scenario: Continuing Financial Assistance Grant Freeze</b>												
	<b>Actuals</b>	<b>Current Year</b>	<b>Projected Years</b>									
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	4,125	2,756	2,257	2,017	2,222	1,838	2,251	2,856	4,118	5,037	5,426	9,164
Investments	19,630	18,328	18,361	18,862	19,362	20,362	22,262	24,062	25,662	27,962	31,112	31,112
Receivables	1,230	1,297	1,277	1,272	1,293	1,320	1,353	1,383	1,417	1,456	1,497	1,540
Inventories	223	530	469	473	479	483	490	496	504	509	515	522
Other	27	71	61	62	63	63	64	65	67	67	68	69
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>25,235</b>	<b>22,981</b>	<b>22,424</b>	<b>22,686</b>	<b>23,420</b>	<b>24,067</b>	<b>26,421</b>	<b>28,862</b>	<b>31,769</b>	<b>35,032</b>	<b>38,619</b>	<b>42,407</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	79	79	79	79	79	79	79	79	79	79	79
Inventories	185	118	118	118	118	118	118	118	118	118	118	118
Infrastructure, Property, Plant & Equipment	215,802	223,433	227,753	228,125	228,546	229,271	228,169	226,958	225,344	223,576	221,679	219,688
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>215,987</b>	<b>223,630</b>	<b>227,951</b>	<b>228,322</b>	<b>228,743</b>	<b>229,469</b>	<b>228,367</b>	<b>227,155</b>	<b>225,542</b>	<b>223,774</b>	<b>221,876</b>	<b>219,885</b>
<b>TOTAL ASSETS</b>	<b>241,222</b>	<b>246,612</b>	<b>250,375</b>	<b>251,009</b>	<b>252,163</b>	<b>253,536</b>	<b>254,788</b>	<b>256,018</b>	<b>257,311</b>	<b>258,805</b>	<b>260,495</b>	<b>262,293</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	929	2,167	1,881	1,744	1,772	1,789	1,818	1,846	1,881	1,903	1,932	1,962
Borrowings	253	149	155	162	169	176	184	192	99	-	-	-
Provisions	2,641	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>3,823</b>	<b>4,964</b>	<b>4,685</b>	<b>4,555</b>	<b>4,590</b>	<b>4,614</b>	<b>4,651</b>	<b>4,686</b>	<b>4,629</b>	<b>4,552</b>	<b>4,581</b>	<b>4,611</b>
<b>Non-Current Liabilities</b>												
Payables	-	8	8	8	8	8	8	8	8	8	8	8
Borrowings	1,297	1,148	993	831	662	486	302	110	11	11	11	11
Provisions	354	346	346	346	346	346	346	346	346	346	346	346
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>1,651</b>	<b>1,502</b>	<b>1,347</b>	<b>1,185</b>	<b>1,017</b>	<b>841</b>	<b>657</b>	<b>465</b>	<b>366</b>	<b>366</b>	<b>366</b>	<b>366</b>
<b>TOTAL LIABILITIES</b>	<b>5,474</b>	<b>6,466</b>	<b>6,032</b>	<b>5,740</b>	<b>5,606</b>	<b>5,454</b>	<b>5,307</b>	<b>5,151</b>	<b>4,995</b>	<b>4,918</b>	<b>4,947</b>	<b>4,977</b>
<b>Net Assets</b>	<b>235,748</b>	<b>240,145</b>	<b>244,343</b>	<b>245,269</b>	<b>246,557</b>	<b>248,081</b>	<b>249,480</b>	<b>250,866</b>	<b>252,316</b>	<b>253,888</b>	<b>255,548</b>	<b>257,316</b>
<b>EQUITY</b>												
Retained Earnings	100,527	104,924	109,123	110,048	111,336	112,861	114,259	115,645	117,095	118,667	120,327	122,095
Revaluation Reserves	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221
Council Equity Interest	235,748	240,145	244,343	245,269	246,557	248,081	249,480	250,866	252,316	253,888	255,548	257,316
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>235,748</b>	<b>240,145</b>	<b>244,343</b>	<b>245,269</b>	<b>246,557</b>	<b>248,081</b>	<b>249,480</b>	<b>250,866</b>	<b>252,316</b>	<b>253,888</b>	<b>255,548</b>	<b>257,316</b>

## Appendix XI - Scenario 3 Cash Flow Statement

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: Continuing Financial Assistance Grant Freeze												
	Actuals	Current Year	2017/18					Projected Years				
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	9,275	9,328	9,580	9,771	9,972	10,178	10,387	10,601	10,820	11,043	11,271	11,504
User Charges & Fees	2,937	1,712	1,676	1,688	1,711	1,734	1,758	1,783	1,808	1,834	1,857	1,884
Interest & Investment Revenue Received	743	622	730	749	758	776	795	852	914	981	1,048	1,131
Grants & Contributions	10,579	10,857	9,562	6,331	6,698	6,888	6,801	6,760	6,825	6,891	6,962	7,036
Bonds & Deposits Received	10	-	-	-	-	-	-	-	-	-	-	-
Other	1,666	522	519	532	522	532	542	551	560	570	580	590
<b>Payments:</b>												
Employee Benefits & On-Costs	(7,279)	(3,930)	(4,026)	(4,291)	(4,189)	(4,262)	(4,366)	(4,473)	(4,583)	(4,695)	(4,810)	(4,928)
Materials & Contracts	(4,705)	(5,705)	(6,060)	(5,891)	(5,992)	(6,060)	(6,146)	(6,238)	(6,351)	(6,429)	(6,519)	(6,616)
Borrowing Costs	(29)	(61)	(52)	(45)	(39)	(32)	(24)	(17)	(9)	(1)	-	-
Bonds & Deposits Refunded	(53)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,943)	(2,256)	(1,989)	(2,064)	(2,100)	(2,130)	(2,167)	(2,205)	(2,243)	(2,283)	(2,323)	(2,364)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>11,201</b>	<b>11,089</b>	<b>9,940</b>	<b>6,781</b>	<b>7,342</b>	<b>7,625</b>	<b>7,580</b>	<b>7,614</b>	<b>7,740</b>	<b>7,911</b>	<b>8,066</b>	<b>8,237</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	1,502	517	299	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	330	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	164	459	346	399	456	314	249	289	281	291	291	291
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	148	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Purchase of Investment Securities	(3,000)	(200)	(550)	(800)	(500)	(1,000)	(1,900)	(1,800)	(1,600)	(2,300)	(3,150)	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,068)	(13,966)	(10,602)	(6,765)	(6,930)	(7,154)	(5,339)	(5,314)	(4,967)	(4,884)	(4,818)	(4,789)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(79)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(11,505)</b>	<b>(12,205)</b>	<b>(10,289)</b>	<b>(6,867)</b>	<b>(6,975)</b>	<b>(7,840)</b>	<b>(6,990)</b>	<b>(6,825)</b>	<b>(6,286)</b>	<b>(6,893)</b>	<b>(7,677)</b>	<b>(4,498)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(262)	(254)	(149)	(155)	(162)	(169)	(176)	(184)	(192)	(99)	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(262)</b>	<b>(254)</b>	<b>(149)</b>	<b>(155)</b>	<b>(162)</b>	<b>(169)</b>	<b>(176)</b>	<b>(184)</b>	<b>(192)</b>	<b>(99)</b>	<b>-</b>	<b>-</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(566)</b>	<b>(1,369)</b>	<b>(498)</b>	<b>(241)</b>	<b>205</b>	<b>(384)</b>	<b>413</b>	<b>605</b>	<b>1,262</b>	<b>918</b>	<b>389</b>	<b>3,738</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>4,691</b>	<b>4,125</b>	<b>2,756</b>	<b>2,257</b>	<b>2,017</b>	<b>2,222</b>	<b>1,838</b>	<b>2,251</b>	<b>2,856</b>	<b>4,118</b>	<b>5,037</b>	<b>5,426</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>4,125</b>	<b>2,756</b>	<b>2,257</b>	<b>2,017</b>	<b>2,222</b>	<b>1,838</b>	<b>2,251</b>	<b>2,856</b>	<b>4,118</b>	<b>5,037</b>	<b>5,426</b>	<b>9,164</b>
Cash & Cash Equivalents - end of the year	4,125	2,756	2,257	2,017	2,222	1,838	2,251	2,856	4,118	5,037	5,426	9,164
Investments - end of the year	19,630	18,328	18,361	18,862	19,362	20,362	22,262	24,062	25,662	27,962	31,112	31,112
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>23,755</b>	<b>21,083</b>	<b>20,619</b>	<b>20,879</b>	<b>21,584</b>	<b>22,200</b>	<b>24,514</b>	<b>26,918</b>	<b>29,781</b>	<b>32,999</b>	<b>36,538</b>	<b>40,276</b>
<b>Representing:</b>												
- External Restrictions	14,018	13,832	13,726	14,314	15,128	15,429	17,061	19,067	21,332	23,665	26,242	28,980
- Internal Restrictions	4,649	3,871	3,780	3,871	3,755	3,921	4,448	4,911	5,402	5,920	6,454	7,006
- Unrestricted	5,088	3,380	3,112	2,694	2,701	2,850	3,005	2,941	3,046	3,415	3,842	4,290
	<b>23,755</b>	<b>21,083</b>	<b>20,619</b>	<b>20,879</b>	<b>21,584</b>	<b>22,200</b>	<b>24,514</b>	<b>26,918</b>	<b>29,781</b>	<b>32,999</b>	<b>36,538</b>	<b>40,276</b>

**Berrigan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2027**  
**EQUITY STATEMENT - CONSOLIDATED**  
**Scenario: Continuing Financial Assistance Grant Freeze**

	Actuals	Current Year	Projected Years									
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Opening Balance</b>	231,081	235,748	240,145	244,343	245,269	246,557	248,081	249,480	250,866	252,316	253,888	255,548
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	(1,625)	-	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	410	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Income Recognised Directly in Equity</b>	<b>(1,215)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
b. Net Operating Result for the Year	5,882	4,397	4,198	925	1,288	1,525	1,399	1,386	1,450	1,572	1,660	1,768
<b>Total Recognised Income &amp; Expenses (c&amp;d)</b>	<b>4,667</b>	<b>4,397</b>	<b>4,198</b>	<b>925</b>	<b>1,288</b>	<b>1,525</b>	<b>1,399</b>	<b>1,386</b>	<b>1,450</b>	<b>1,572</b>	<b>1,660</b>	<b>1,768</b>
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
<b>Equity - Balance at end of the reporting period</b>	<b>235,748</b>	<b>240,145</b>	<b>244,343</b>	<b>245,269</b>	<b>246,557</b>	<b>248,081</b>	<b>249,480</b>	<b>250,866</b>	<b>252,316</b>	<b>253,888</b>	<b>255,548</b>	<b>257,316</b>

## Appendix XII - Scenario 3 Financial Performance Indicators

**Berrigan Shire Council**
**10 Year Financial Plan for the Years ending 30 June 2027**
**FINANCIAL PERFORMANCE INDICATORS**
**Scenario: Continuing Financial Assistance Grant Freeze**

	Past Years				Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>New Note 13 Ratios</b>															
Operating Performance Ratio 1)					10.18%	4.70%	4.48%	5.84%	6.08%	6.10%	6.44%	6.63%	7.08%	7.35%	7.70%
Own Source Operating Revenue Ratio 1)					53.21%	56.63%	66.79%	65.97%	65.79%	66.52%	67.14%	67.44%	67.73%	68.00%	68.29%
Unrestricted Current Ratio	3.49	4.05	4.19	7.05	3.08	3.25	3.29	3.20	3.31	3.55	3.67	4.01	4.52	4.88	5.25
Debt Service Cover Ratio 1)					25.59	34.25	34.37	36.08	36.66	37.14	37.78	38.37	78.51	0.00	0.00
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	5.44%	5.05%	4.44%	3.53%	4.68%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%
Cash Expense Cover Ratio 1)					2.71	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TCorp Ratios</b>															
Operating Performance Ratio 2)					10.18%	4.70%	4.48%	5.84%	6.08%	6.10%	6.44%	6.63%	7.08%	7.35%	7.70%
Own Source Operating Revenue Ratio 2)					48.03%	51.05%	60.17%	59.43%	59.23%	59.85%	60.26%	60.32%	60.36%	60.41%	60.42%
Unrestricted Current Ratio					3.08	3.25	3.29	3.20	3.31	3.55	3.67	4.01	4.52	4.88	5.25
Debt Service Cover Ratio 2)					25.59	34.25	34.37	36.08	36.66	37.14	37.78	38.37	78.51	0.00	0.00
Capital Expenditure Ratio					2.30	1.73	1.06	1.07	1.12	0.82	0.81	0.74	0.72	0.70	0.69
Infrastructure Backlog Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Building & Infrastructure Renewals Ratio					0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash Expense Cover Ratio 2)					2.57	2.28	2.00	2.17	1.77	2.13	2.65	3.74	4.50	4.76	7.90
Interest Cover Ratio					131.47	132.73	151.66	186.44	232.06	304.49	456.15	885.19	6295.76	0.00	0.00

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# Financial Strategy 2016

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OCT 2016

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Adopted 19 October 2016

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Version	Adoption date
v01	February 2012
v02	May 2016
v03	October 2016

## Executive Summary

The Financial Strategy has been prepared as part of Berrigan Shire Council's overall Integrated Planning and Reporting model. Along with the Asset Management Strategy, the Financial Strategy is designed to inform the preparation of the Council's Long Term Financial Plan (LTFP), itself a part of the Council's Resourcing Strategy.

The financial strategy provides guidance on the financial 'assumptions' or objectives that will guide the development of the LTFP. By establishing a financial strategy, the Council can demonstrate where it wishes to progress and the goals it wishes to achieve.

The Financial Strategy can be broken down into the following components:

- A brief review of the Council's current position – demographically, economically and financially
- A brief analysis of the Council's activities and future plans – especially the Community Strategic Plans and the Asset Management Plans.
- A set of financial objectives that the Council aims to achieve while delivering on its future plans
- Actions that will assist in meeting financial objectives
- A set of indicators and targets to measure progress against the objectives.

## Objectives

The Financial Strategy identifies three key objectives:

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

## Actions

To achieve these objectives, the Council has identified 17 core actions.

**Table 1 - Core actions**

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

## Performance Measures

Berrigan Shire Council will measure whether or not this strategy achieves its objectives using following indicators and performance measures

These measures have been selected as ones common across local government and able to be derived simply from the Council's existing financing reporting systems.

**Table 2 - Performance measures**

<b>Financial Objectives</b>	<b>Strategy</b>	<b>Possible Indicators</b>	<b>Performance Measures/Target</b>
1. Financial sustainability		Operating Performance Ratio	Greater than 0% across any five year period
		Unrestricted Current Ratio	At least 2x
		Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	To remain under 8% as at 30 June each year
2. Cost effective maintenance of infrastructure levels	effective of service	Building, Infrastructure & Other Structures Renewals Ratio	To remain over 100% on average over life of the LTFP.
		Infrastructure Backlog Ratio	To remain at less than 2% at all times
		Capital Expenditure Ratio	On average should be at least 100%
3. Financial capacity and freedom		Debt Service Cover Ratio	Greater than 2.00 x
		Cash Expense Cover Ratio	No less than three months cover

## General Principles

This financial strategy has been prepared to assist in the development of the Council's Community Strategic Plan (CSP), Long Term Financial Plan (LTFP) and other plans and strategies required under the Council's Integrated Planning and Reporting (IP&R) framework.

### Legislative requirements

The recent amendments to the *Local Government Act 1993* make it clear that Councils must apply the principles of sound financial management to its activities and operations. These principles have been incorporated into the Council's financial strategy

Sect 8A of the *Local Government Act 1993* states:

*The following principles of sound financial management apply to councils:*

*(a) Council spending should be responsible and sustainable, aligning general revenue and expenses.*

*(b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.*

*(c) Councils should have effective financial and asset management, including sound policies and processes for the following:*

- (i) performance management and reporting,*
- (ii) asset maintenance and enhancement,*
- (iii) funding decisions,*
- (iv) risk management practices.*

*(d) Councils should have regard to achieving intergenerational equity, including ensuring the following:*

- (i) policy decisions are made after considering their financial effects on future generations,*
- (ii) the current generation funds the cost of its services.*

### General assumptions

This strategy is necessarily based on the actions implicit in the Council's existing CSP and Workforce Development Plan – i.e. its current operating environment. These plans are due for review by the incoming Council however this strategy anticipates no significant change to either plan.

Any significant change to the Council's CSP or Workforce Development Plan, and therefore the aims and operations of the Council, will require a review of this strategy and/or the incorporation of appropriate scenario and/or sensitivity analysis.

## Where are we now?

Berrigan Shire is a rural community on the New South Wales and Victorian border with an economy based largely around irrigated agriculture and to a lesser extent, tourism. The Shire has an estimated population of 8,501, growing at just under 1% per annum.<sup>1</sup>

Berrigan Shire has four towns. The Murray River border towns of Tocumwal and Barooga support a range of tourism, leisure and lifestyle services while the "inland" towns of Berrigan and Finley service the surrounding dry land and irrigated farming districts.

Recent population growth has been in the Murray River border townships of Barooga and Tocumwal attracting families to lifestyle blocks and retirees from metropolitan Melbourne.

## NSW Treasury Corporation assessment

In 2013, the NSW Treasury Corporation (TCorp) prepared an independent Financial Assessment, Sustainability and Benchmarking Report on Berrigan Shire Council.<sup>2</sup>

The report made the following observation on the financial management of the Council.

*The Council has been well managed over the review period based on the following observations:*

- 1. Council has recorded near breakeven operating positions in most of the review years*
- 2. Most of its financial indicators were above benchmark indicating it had sufficient liquidity and able to service its debt*

When considering the Council's long term financial sustainability, TCorp made the following comments:

*TCorp believes Council is currently in a moderately Sustainable position. Council's operating position was in small surpluses or close to breakeven positions in the review period. It is forecast to report operating surpluses in the next 10 years with an adequate but declining level of liquidity.*

*In considering the longer term financial Sustainability of the Council we make the following comments:*

- 1. Council's current LTFP for its General Fund forecasts operating surpluses in most years of their forecast but this is expected to gradually decline. Operating revenue is forecast to increase at a lesser rate than operating expenses, but this may be at least partly due to conservative forecasting of revenue increases.*
- 2. Council will need to continue to improve its AMP so the community's view on the desired level of service can be collected and reflected in the AMP. This will then need*

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<sup>1</sup> <http://forecast.id.com.au/berrigan/home>. Retrieved 27 September 2016

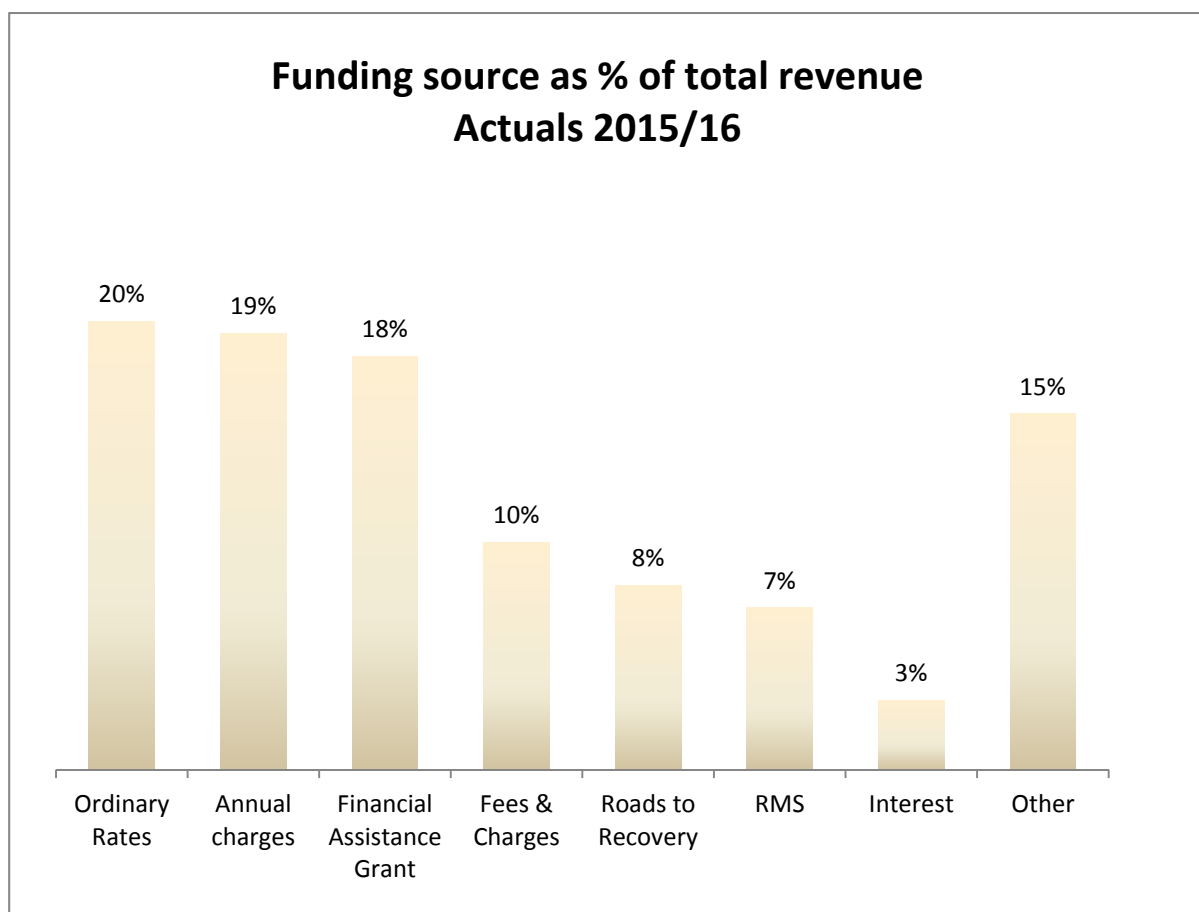
to be integrated with the LTFP. Council's first version of the Road, Streets and Bridges AMP was completed in October 2009 and it is now due for review.

3. Council is reliant on external sources of funding. Its long term Sustainability is dependent on continuing support from other levels of government. While significant changes in grants and contributions are not expected, a decrease in external sources of funding will impact Council as it has limited own revenue sources.

These observations and comments have been incorporated into the Council's Financial Strategy and other long term plans.

## Funding

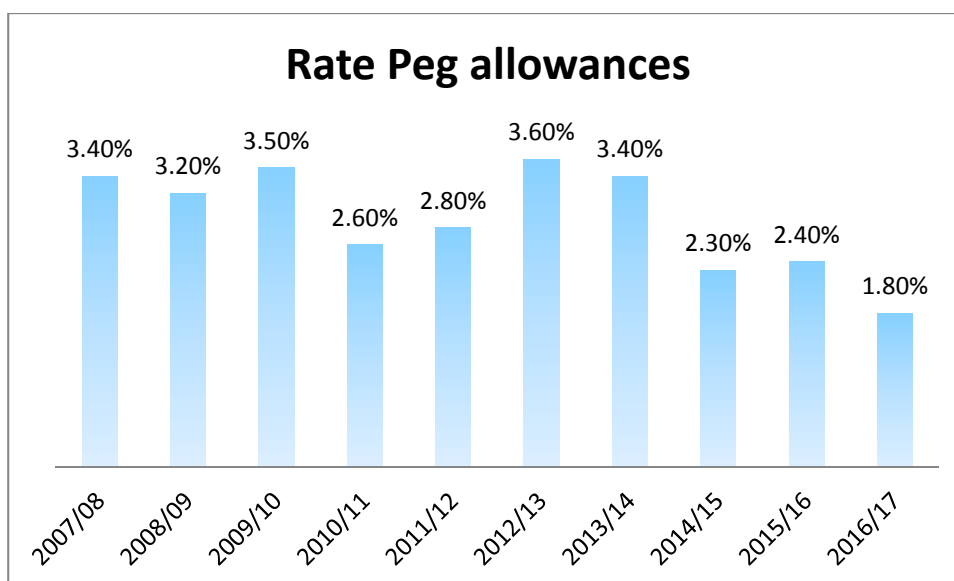
The following figures provide a summary of the source of Council's funds. Approximately 78% of Council's income is subject to rate pegging and external regulation or control. As a result, the Council does not have much discretion over the revenue it raises.



**Figure 1 - Funding Source as a percentage of total revenue**

Council does not anticipate significant growth in rateable properties. Growth in the Council's Ordinary Rate Revenue will need to come from Rate Peg increases set by the Independent Pricing and Regulatory Tribunal (IPART).

As seen in Figure 2, since 2002/03 Rate Peg allowances have ranged between permissible increases of 1.8% and 3.6%. The Council does not expect the Rate Peg to move much outside the lower end of this range.



**Figure 2 - Rate Peg allowances**

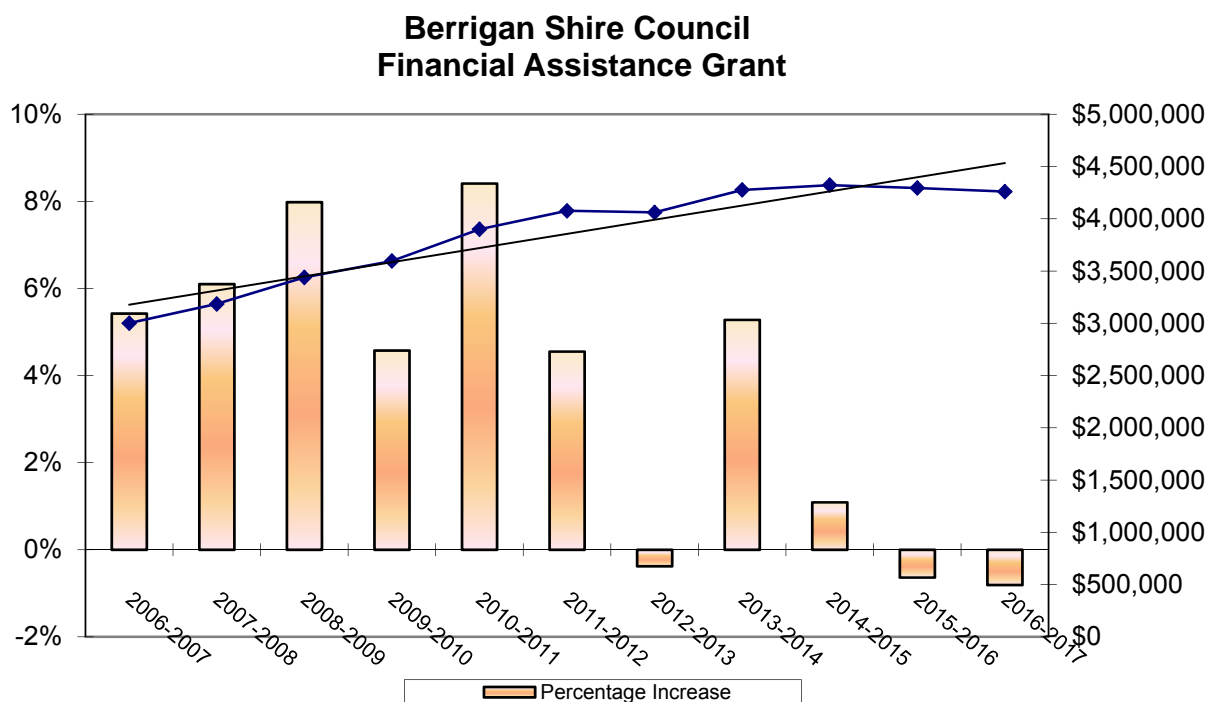
The Office of Local Government (OLG) and the Independent Pricing and Regulatory Tribunal (IPART) have proposed some changes to the rating system in place across NSW local government. This includes a move to a Capital Improved Valuation (CIV) rating method and other changes to concessions and collection methods.

These proposed changes are unlikely to change the amount of revenue raised by the Council or offer the Council more discretion in setting its own rates and charges and as such this strategy assumes that the current rating system in place will continue until 2016/27.

Berrigan Shire Council has little control over the amount of Financial Assistance Grant (FAG) it receives, with a complex formula distributing the state-wide amount set by the Federal Government across NSW Councils. In 2014/15, the Federal Government announced a three-year “pause” in FAG indexation, which has had the effect of reducing the Council’s untied revenue available for discretionary expenditure. The effect of the “pause” can be seen clearly in Figure 3 below.

While the “pause” expires in 2017/18, it is unlikely that growth in FAG will be as consistent as it was in the 2000s and early 2010s.





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

Berrigan Shire Council uses Roads to Recovery (R2R) (7%) and Roads and Maritime Services (RMS) funding (8%) to maintain its extensive rural and urban road network. Any reduction in the amount of these grants will significantly impact the Council's ability to maintain its existing road infrastructure service levels.

The Federal Government in particular has increased funding for programs such as R2R in recent years as part of the general trend to reduce general purpose unpaid grants and increase tied funds for projects such as road construction. The Council expects this trend to continue – meaning capital works on roads will continue to increase while other projects such as upgrades of community facilities may be left behind unless specific grant funding can be found.

Approximately 19% of Council's is derived from its utility services and investments. Utility charges for water supply, sewer and waste management services are set at a level that delivers a return on those assets.

Interest and investment income makes up around 3% of the Council's total revenue. The Council traditionally takes a conservative approach to investment income. Berrigan Shire Council's *Investment Policy 2015* makes the following statement.

*Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. [...] Investments are expected to achieve a market average rate of return in line with the Council's risk tolerance.*

The Council is a “price-taker” with regard to its investment returns with interest rates determined by the market. At present, the vast majority of the Council’s investments are in Term Deposits with institutions under the oversight of the Australian Prudential Regulation Authority. The Council also has some of its short term funds in New South Wales Treasury Corporation (TCorp) investment products. The Council plans to take advantage of other TCorp products, especially with some of its longer term investments – in order to take advantage of better returns.

Interest rates and investment returns are at historic lows and the Council expects this will continue in the short to medium term, depressing investment income from historic highs seen between 2010 and 2012. On the other hand, the amount of cash reserves available to the Council to invest continues to increase, especially in the Council’s water and sewer funds.

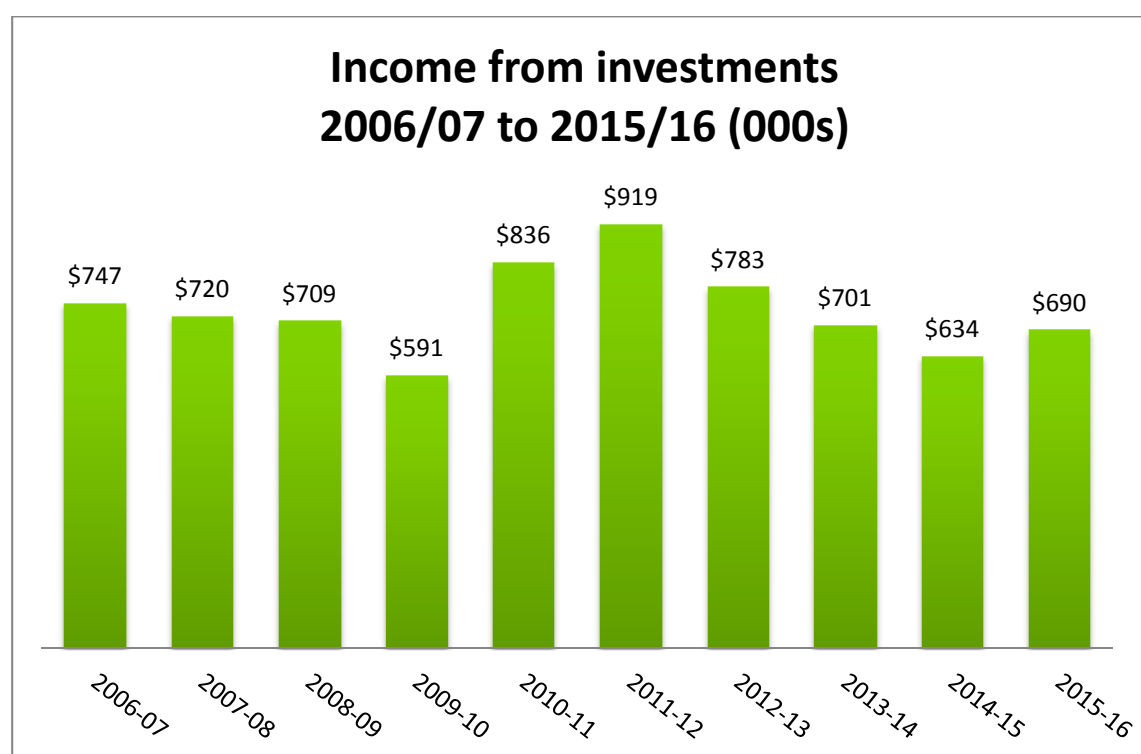


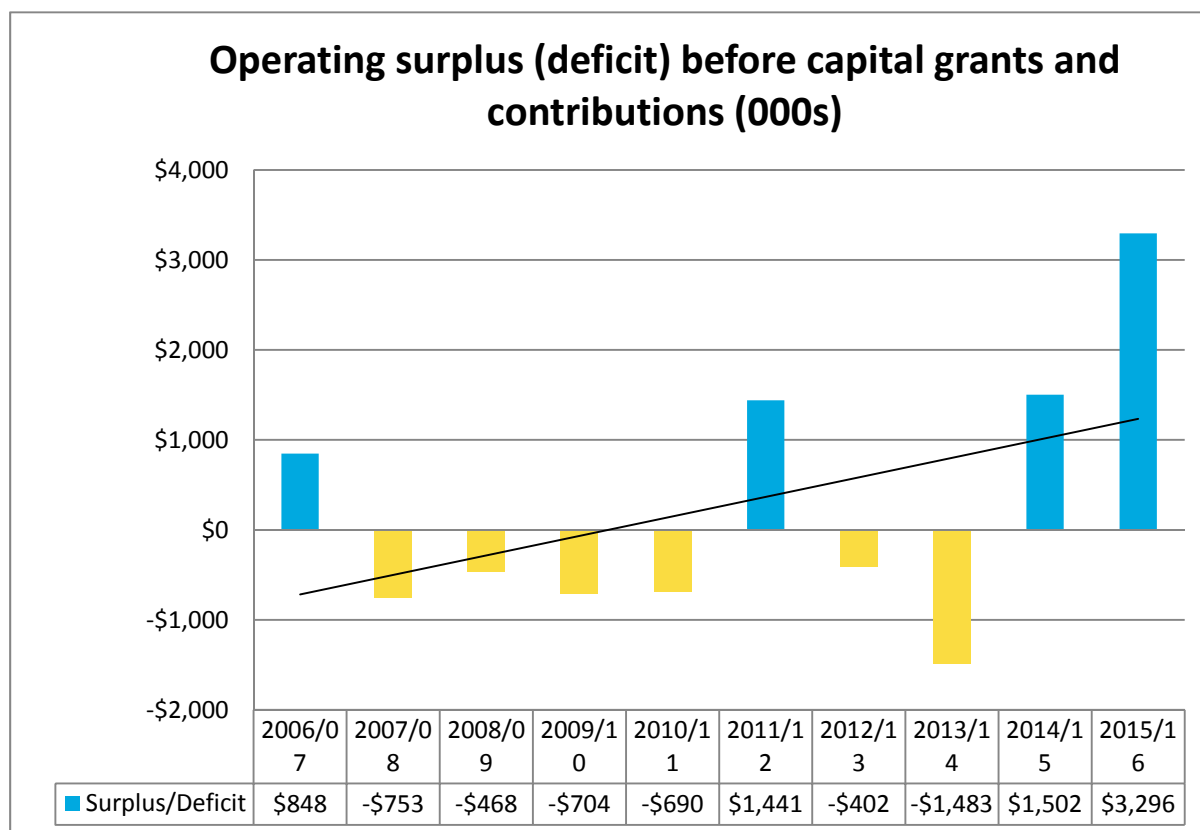
Figure 4 - Investment income 2006/07 to 2015/16. Source: Note 3, Annual Financial Statements

### Operating results

Since 2007/08 – when the Council started to bring its previously acquired infrastructure assets and subsequent depreciation to account – the Council has gradually improved its operating position to move from small operating deficits to moderate operating surpluses as can be seen by the trend line in Figure 5 below. The exception to this rule was between 2011/12 and 2013/14 when the accounting treatment for advance payments of FAG artificially distorted the operating results – firstly positively and later negatively.

The improvement to the Council’s operating result has been the result of the Council

1. Recovering costs where possible for services.
2. Minimising exposure to losses from commercial activities
3. Minimising duplication of facilities where possible.



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

### Working capital

At 30 June 2015, the Council had \$6.0 million in unrestricted working capital. The Council's unrestricted working capital are those funds available to meet its future spending requirements after making allowance for any restrictions in place over the use of such working capital.

Unrestricted working capital is required not just for future infrastructure works but also to meet items such as staff leave entitlements and to allow a buffer for day-to-day Council operations.

Since 2007/08 the Council has steadily increased and then maintained its unrestricted working capital.

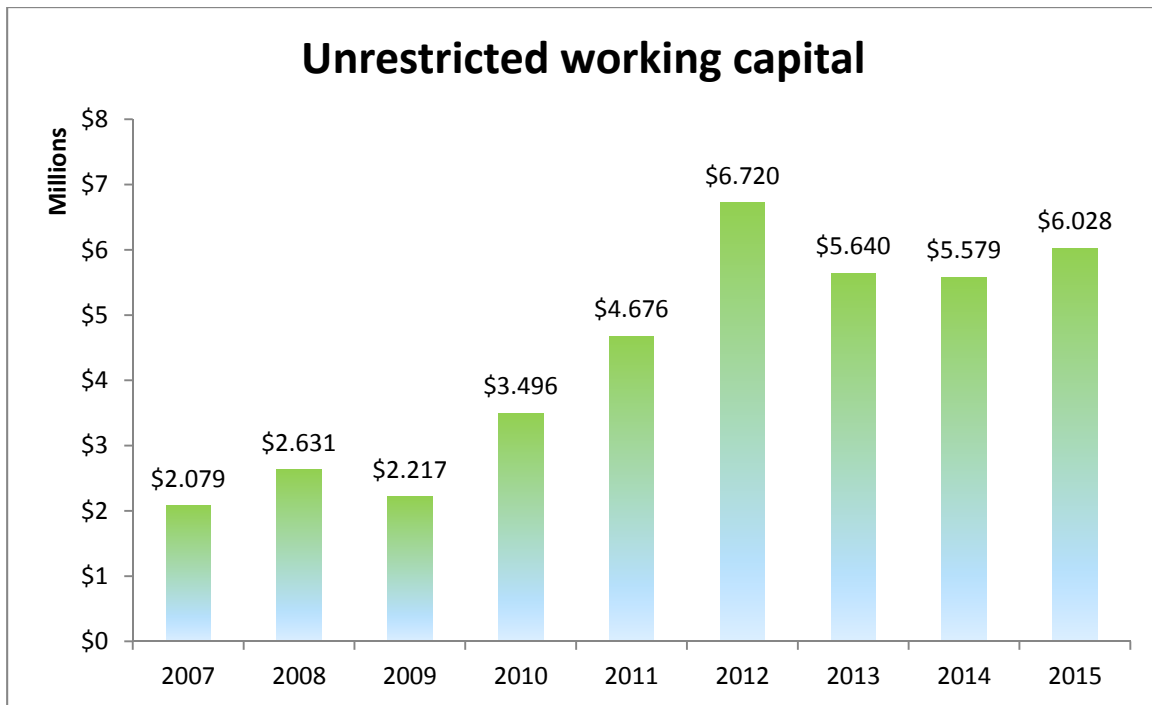


Figure 6 - Working Capital. Source: Auditors reports – Annual Financial Statements

### Expenses

The chart below provides a summary of the Council’s operating expenses by type. Employee costs, Materials and Contracts, and Depreciation make up the majority of the Council’s operating costs.

As can be seen, the largest expenditure item for the Council is employee costs – overwhelmingly consisting of wages and salaries.

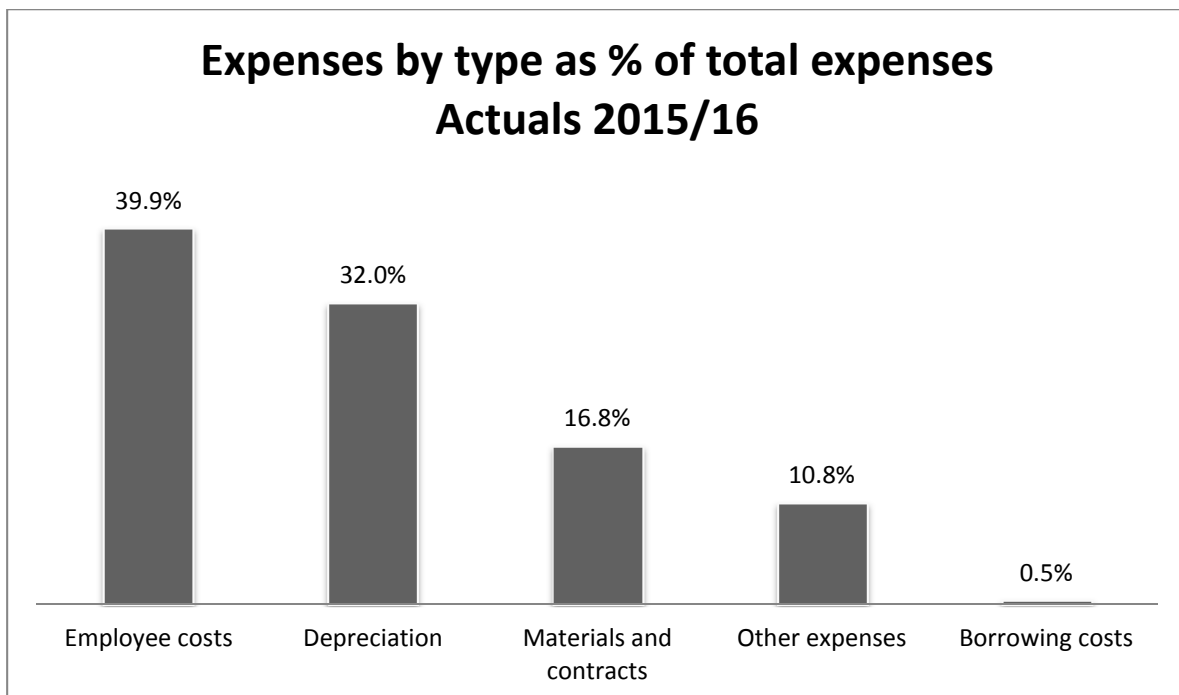


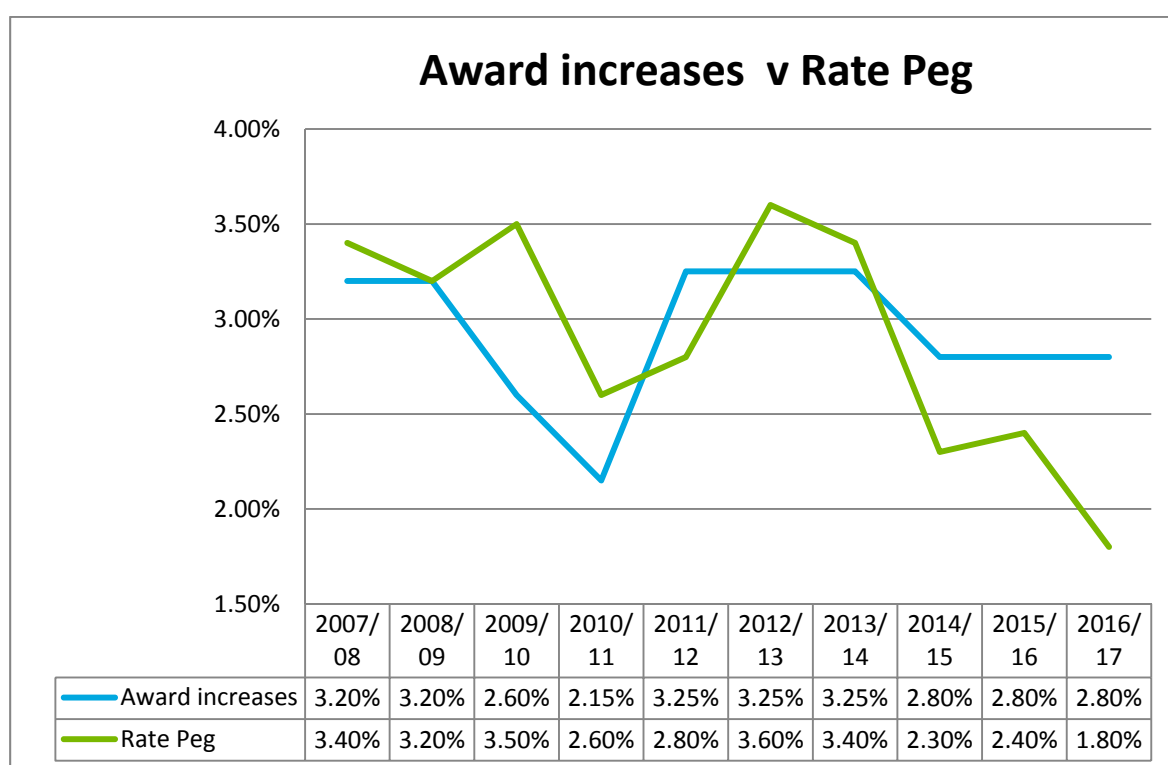
Figure 7 - Expenditure by type. Source: 2015/16 Income Statement

The Council’s wages and salaries expense is influenced by two major factors:

- The number of staff employed
- The wage and salary rates payable

The Council’s Workforce Development Plan does not identify any significant increase in staff numbers and the Council’s Community Strategic Plan does not identify any new services likely to require additional staff. As such, this strategy assumes that staff numbers will remain static

Berrigan Shire Council operates under the *NSW Local Government Award 2014*. The Award sets out the annual increase in wage rates and salaries that the Council is obliged to pay its workforce. The annual increase has been agreed for 2016/17 and negotiations for the 2018 Local Government Award are underway.



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

Note that in general, the net amount received from the Council general rate peg allowance is not sufficient to meet its additional wages and salary expense. The Council expects wages and salaries to increase by around 2.5% per annum in the medium term.

Materials and contracts will increase as a result of inflation. The Reserve Bank has indicated that its medium-term target for inflation is between 2-3% on average, as measured by the Consumer Price Index.<sup>3</sup> Given the unique cost pressures on local government, for the Council’s purposes the Local

<sup>3</sup> <http://www.rba.gov.au/inflation/> Retrieved 27 September 2016

Government Cost Index prepared by IPART provides a more specific measure of inflation as it affects this Council.<sup>4</sup> The Council estimates that its costs will increase by around 1% more than CPI.

On the revenue side, the Council makes the assumption that the rate peg will continue to be set in reference to the Local Government Cost Index (i.e. a measure of inflation). It also makes the assumption that – post-“pause” – FAG will be increased more-or-less in line with inflation.

Depreciation expense is simply a method of allocating the cost of assets across multiple accounting periods (i.e. financial years) and as such is discussed in detail in the Asset Management section below.

## Asset condition

One method of assessing the condition of the Council’s assets is to measure how much the Council asset has been depreciated down from its “as new” condition. This gives a rough guide as to how much of the original service potential or productive capacity remains in the asset.

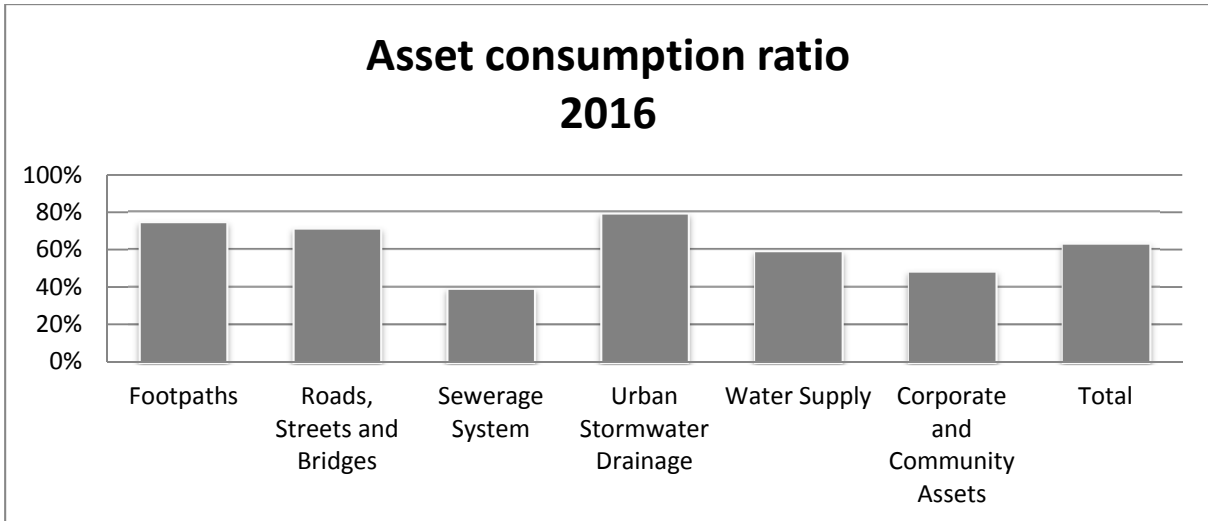
This measurement is done by dividing the written down value of the asset (the fair value of the asset less accumulated depreciation) by the fair value of the asset. This is called the Asset Consumption Ratio.

The Asset Consumption ratios of Council’s assets at 30 June 2016 are shown below. The Asset Consumption Ratio shows the average proportion of “as new condition” left in assets by comparing the “written down” value of the Council’s assets – replacement cost less the depreciation charged to the asset over time – against the replacement of the Council’s assets. An asset with a 100% ratio is in “brand new” condition while one at 0% has been fully depreciated over time.

As Figure 10 shows, asset classes where the Council has recently spent much effort renewing and/or expanding (such as stormwater drainage) perform better on this ratio than asset classes where much of the class have been in place for some time (such as the sewer system, parts of which were installed in the 1940s).

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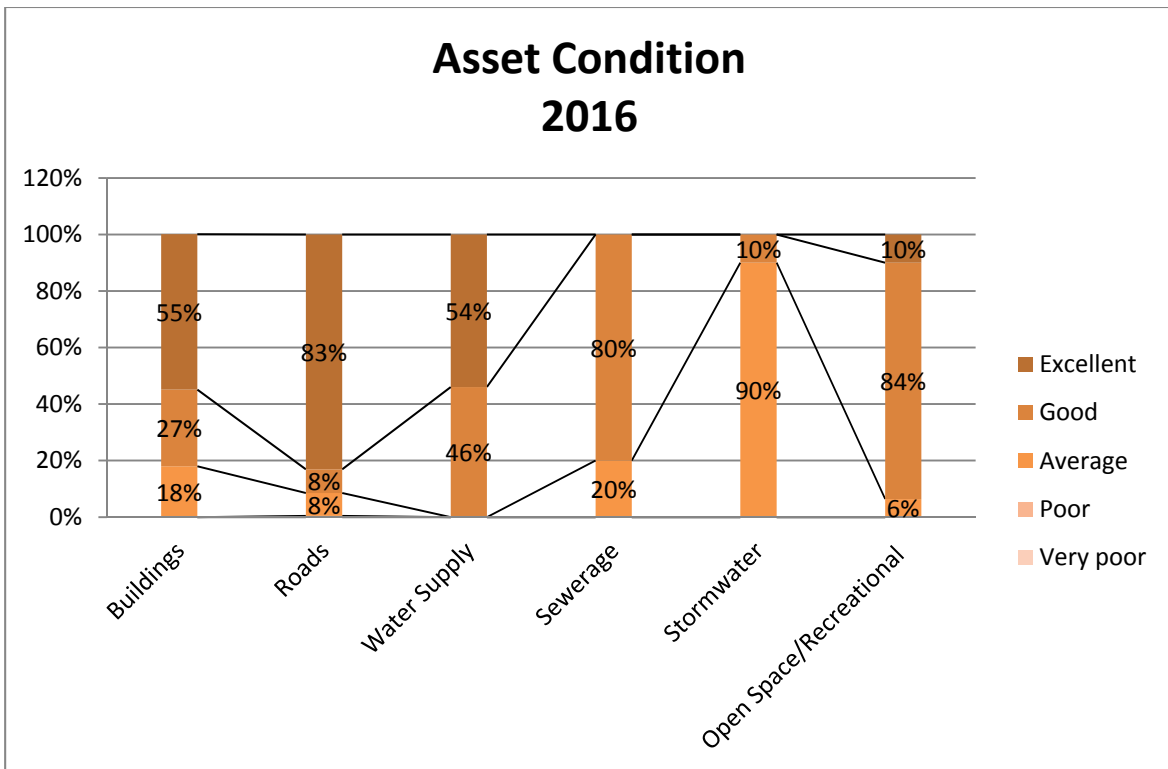
<sup>4</sup> <https://www.ipart.nsw.gov.au/files/sharedassets/website/shared-files/local-government-cost-index-lgci-council-cost-survey-2015/fact-sheet-reweighting-of-local-government-cost-index-19-september-2016.pdf>  
Retrieved 27 September 2016



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

Another method of measuring the condition of the Council’s assets is to make a technical assessment of their condition using measures such as number of faults or breaks along with some professional judgement.

A technical assessment of the condition of the Council’s infrastructure assets is shown in the chart below. These condition ratings have been derived from the ratings shown in Special Schedule 7 of the 2015/16 Financial Statements. Special Schedule 7 is based on a self-assessment of the condition of the Council’s asset base by Council’s Technical Services team.



**Figure 10 - Asset condition by type**

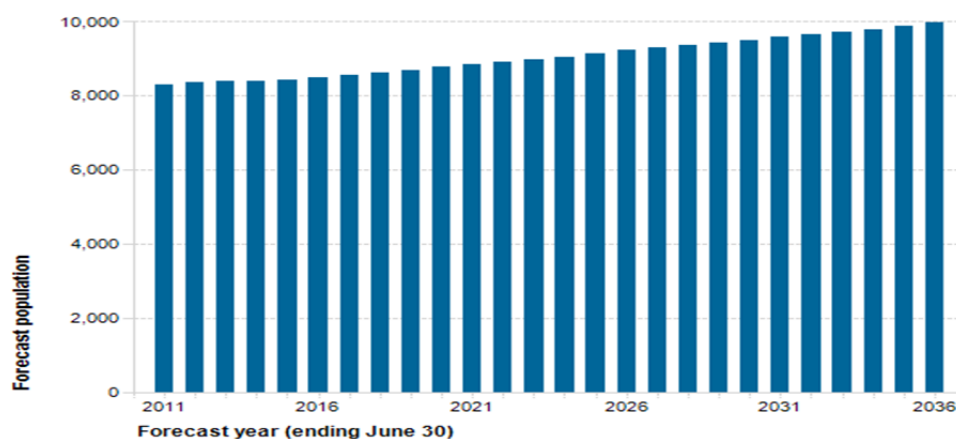
## Where are we going?

### Population growth

Berrigan Shire is expected to continue growing at a modest rate with the Shire population in 2026 expected to be around 9,224.<sup>5</sup> Population growth will be mainly in the south of the Shire, along the Murray River in Tocumwal and Barooga. Population growth in the northern towns of Berrigan and Finley will be minor.

#### Forecast population

Berrigan Shire



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



Figure 11 - Forecast population - .id

The population profile of the Shire will be an ageing one with 31.0% of the population aged over 65 in 2026. Consequently, consideration is being given by Council to how the delivery of its current activities and services will be influenced by the needs of an ageing population.

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

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

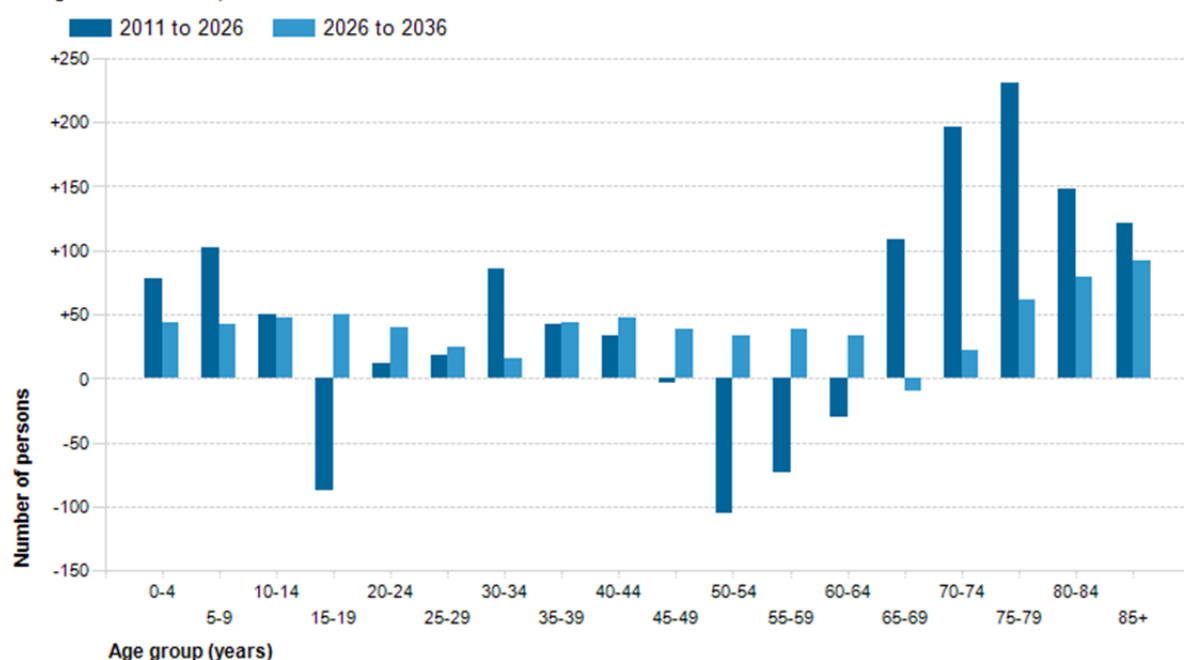
Figure 12 - Liveability and Healthy Ageing Strategy themes and outcomes. Source: Berrigan Shire Liveability and Healthy Ageing Strategy 2013

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



## Forecast change in age structure - 5 year age groups

Berrigan Shire - Total persons



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
<b>1.Sustainable Natural and Built Landscapes</b>	<p>1.1 Support sustainable use of our natural resources and built landscapes</p> <p>1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife</p> <p>1.3 Connect and protect our communities</p>	<p>Water, sewerage and drainage</p> <p>Local roads and paths</p> <p>Land use planning and development</p>
<b>2. Good Government</b>	<p>2.1 Berrigan Shire 2022 objectives and strategies inform Council planning and community led projects</p> <p>2.2 Ensure effective governance by Council of Council operations and reporting</p> <p>2.3 Strengthen strategic relationships and partnerships with community, business and government</p>	<p>Council governance, enterprise risk management and business operations</p> <p>Community Planning</p>
<b>3. Supported and Engaged Communities</b>	<p>3.1 Create safe, friendly and accessible communities</p> <p>3.2 Support community engagement through life-long learning, culture and recreation</p>	<p>Libraries and community services</p> <p>Parks and reserves</p> <p>Environmental health</p> <p>Animal Control</p>
<b>4. Diverse and Resilient Business</b>	<p>4.1 Invest in local job creation, retention and innovation</p> <p>4.2 Strong and diverse local economy</p> <p>4.3 Diversify and promote local tourism</p> <p>4.4 Connect local, regional and national road, rail and aviation infrastructure</p>	<p>Business and economic development</p>

These activities and services all require the Council:

- To be financially sustainable
- To cost effectively maintain existing infrastructure service levels and increase them when opportunities arise
- To retain sufficient financial flexibility to undertake new projects and/or activities as desired.

*Berrigan Shire 2023* does not indicate any major change in direction or significant new activity for the Council.

## Asset planning

The development of this Financial Strategy is also informed by the Council's *Asset Management Strategy*. The *Asset Management Strategy* was first adopted by the Council in January 2012 is reviewed annually.

The *Asset Management Strategy* has the following aim:

***To ensure adequate provision is made for the long-term management and replacement of major technical and physical assets, (including land and property).***

In line with this aim, the objectives of the Council's *Asset Management Strategy* include:

- *Ensuring that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment.*
- *Establishing processes that integrate asset management and community strategic planning with Council corporate and long-term financial planning.*
- *Creating an environment where all Council employees take an integral part in overall management of Council assets by creating and sustaining asset management awareness throughout the Council.*
- *Meeting legislative requirements for asset management.*
- *Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.*
- *Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.*

The *Asset Management Strategy* review in April 2016 was based on the outlook that:

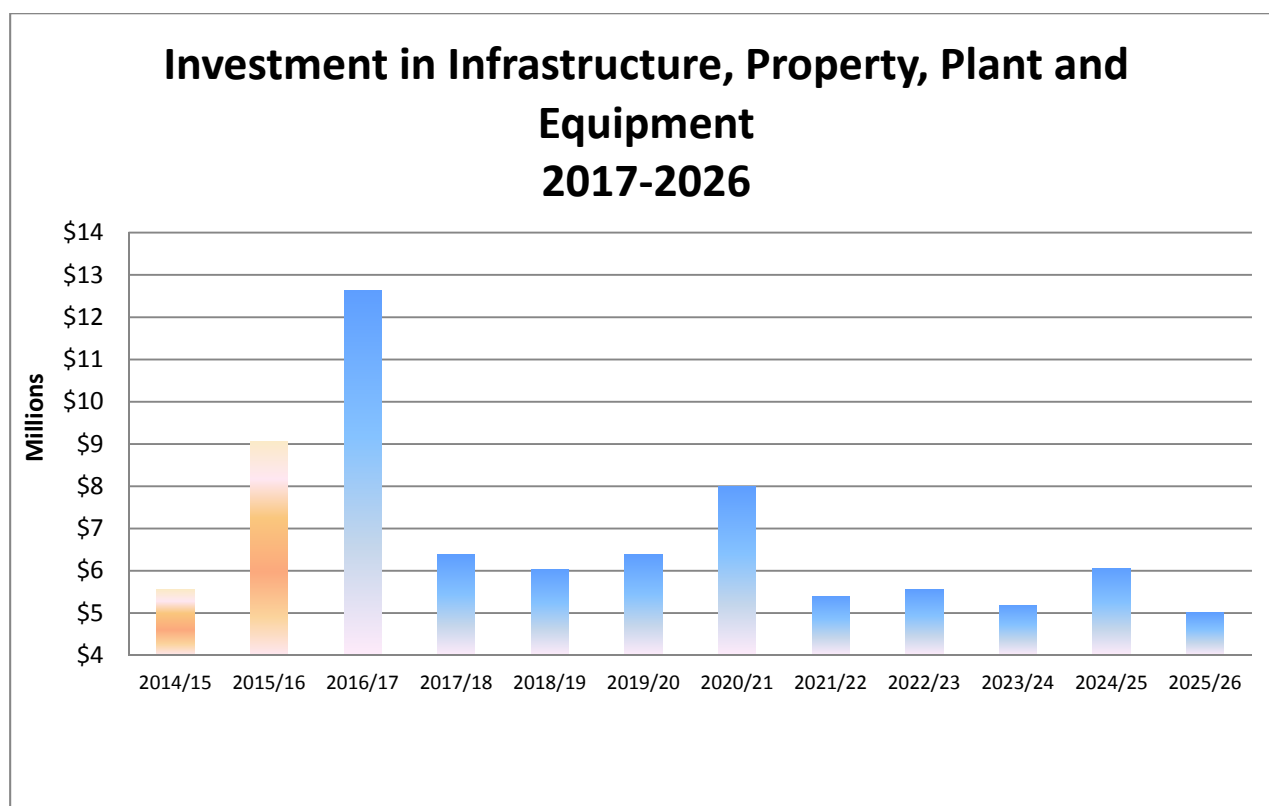
1. **Council is able to maintain current service levels for the next ten years at current funding levels.**
2. **Council is able to fund current infrastructure life cycle cost at current levels of service and available revenue.**

This outlook is supported by, and incorporated into, the Council's various *Asset Management Plans* and then incorporated into this strategy and the Council's Long Term Financial Plan.

The Council has the following *Asset Management Plans*

1. Footpaths
2. Roads, Streets and Bridges
3. Sewerage System
4. Urban Stormwater Drainage
5. Water Supply
6. Corporate and Community Services

The Council’s proposed investment in Infrastructure, Property Plant and Equipment for the period 2014/15 to 2025/26 – based on its Asset Management Plans – is shown in Figure 9 below. Note that a significant change in the Asset Management Plans will require a review of this strategy.



- **Figure 14 - Investment in IPPE 2017-26. Source: Berrigan Shire Council Long Term Financial Plan Cash Flow Statement**

## Assumptions and scenarios

When preparing its Long Term Financial Plan, the Council is obliged to make a series of assumptions about future events that will have an impact on the Council’s financial position. These assumptions are based on the analysis of the Council’s position shown above.

These assumptions are as follows

1. Inflation, as measured by the Local Government Cost Index will average 2.5% per annum
2. Wages growth will average 2.5% per annum, after the expiration of the current mandated award wage rate increases.
3. Staffing levels will remain static
4. The rate peg will increase by the rate of inflation as measured by the Local Government Cost Index
5. The number of rateable properties will remain static
6. User charges and other fees and charges will increase by the rate of inflation, as will operating grants and contributions.
7. Financial Assistance Grant will increase by the rate of inflation as measured by the Local Government Cost Index

8. Roads to Recovery (or an analogous program) will continue until 2026
9. Investment returns will average around 3% per annum.

The Council considers that its current environment is reasonably stable at present and these assumptions are unlikely to change materially over the next 10 years. However, the Council may include other scenarios in its Long Term Financial Plan where these assumptions are varied.

These scenarios may model changes in the Council's overall strategic direction – i.e. analysing the impact of the Council taking on or relinquishing a key function or facility.

Alternatively the scenario modelling may be as a result of an underlying change in its operating environment – i.e. to consider the impact of greater than expected wages growth or inflation.

## What is our financial direction?

The medium to long term financial outcomes to be achieved by this strategy are:

### 1. Financial sustainability

Berrigan Shire will be financially sustainable if its infrastructure capital and its financial capital are able to be maintained over the long term.

A financially sustainable Berrigan Shire will be able to manage likely developments and unexpected financial shocks in future periods without having at some time to introduce economically significant or socially destabilising income or expenditure adjustments.

Financial sustainability is determined by comparing the Council's long-term financial capacity with its long-term financial requirements.

- **Financial capacity** is the sum total of the financial resources (operating and capital) that a Council can mobilise through its (present and prospective) revenue-raising and financing policies.
- **Financial requirements** is the sum total of the spending (operating and capital) that is necessary to meet the Council's present obligations and expected future functions, pressures and shocks.

Maintaining Berrigan Shire's financial capital will require the Council to return to a position where it is making operating surpluses before capital grants and contributions. Achieving an operating breakeven position or better on average over time is likely to generate sufficient funds to enable renewal or replacement of the Council's existing assets

### 2. Sufficient financial capacity and freedom to undertake new projects and activities if desired.

As community expectations, wants and needs change Berrigan Shire Council needs to retain sufficient financial capacity and flexibility to ensure that it can cater for those changes.

As listed above, the Council's financial capacity is the sum total of the financial resources that a Council can mobilise through its revenue-raising and financing policies. As well as obvious items such as rates and charges, grants and fees, this includes:

- Cash reserves
- Borrowing capacity
- Discretionary funds (i.e. funds not committed to other specific projects and activities)

In simple terms retaining financial capacity is about ensuring the Council has the ability to access funds as it requires. This means limiting its commitments to new activities with on-going costs, minimising the costs of servicing debt and putting aside funds for future projects

### **3. Cost effective maintenance – and improvement where possible – of service level standards for infrastructure assets.**

One of local government's roles is to provide facilities and services to communities that cannot be or are not provided by the private or for-profit sector. In the case of local government, these services are largely physical infrastructure-based services and facilities such as:

- transportation (roads, footpaths etc.);
- public health (water, sewer, waste management, cemeteries, drainage etc.);
- recreational (pools, parks, sporting fields);
- cultural (buildings etc.).

Maintaining the level of service for infrastructure-based services such as the above requires the Council to maintain its physical productive capacity – that is “Is the Council's infrastructure – in an overall sense – in a position to deliver the same level of service at the end of the period as it was at the beginning of the period?”

When building new community assets, the Council should consider the decommissioning of community assets that may be superseded by the new asset. It is not in the interest of the Council or the community to needlessly duplicate community assets, multiplying maintenance and renewal costs.

The Council should also consider (and regularly review) if the services and facilities it offers the public actually address the community's needs and/or desires, and if they do – do they do so in an efficient and effective way. Communities change and their needs change too – Council should be prepared to shift their mix of facilities and services to meet these changes.

As a general rule, the level of service supplied by infrastructure assets is a function of their age – provided that the assets are maintained in a reasonable fashion. Therefore, a systematic replacement and renewal program for these assets is the key to ensuring service level standards are maintained.

## **How are we going to get there?**

### **Actions**

To achieve its financial objectives, Berrigan Shire Council has identified a range of specific actions and activities aligned with Berrigan Shire 2023. These will be used in the preparation of the Council's Long Term Financial Plan

Table 4 - Actions

<b>Berrigan Shire 2023 and Financial Strategy Actions</b>
<b>2. Good Government</b>
<i>2.2 Ensure effective governance by Council of Council operations and reporting</i>
2.2.2 Council operations support ethical, transparent and accountable corporate governance

<b>Financial Strategy Objectives</b>	<b>Actions</b>
1. Financial sustainability	<p><b>1.1 Prepare and review annually a Long Term Financial Plan with the aim of achieving the financial objectives identified in this strategy.</b></p> <p>Using a ten year financial planning horizon allows the Council to take into account the longer term consequences of current decision making. It also allows for consideration of short term fluctuations etc.</p> <p>A minimum 10 year Long Term Financial Plan is a component of the Council's resourcing strategy, a core requirement of the new Integrated Planning and Reporting Model</p> <p><b>1.2 Prepare Capital Expenditure Reviews, including an assessment of lifecycle costs, for all new and/or upgraded infrastructure assets – with the exception of upgrades of roads, water mains and sewer mains.</b></p> <p>When making decisions regarding new and upgraded infrastructure it is important that the costs of operating, maintaining and replacing that infrastructure is taken into account. A sustainable Council only takes on obligations that it can afford to meet</p> <p><b>1.3 Resist the pressure to fund services that are the responsibility of other levels of government.</b></p> <p>While cost-shifting is often inevitable, the Council will resist this where possible and certainly will not look to take on obligations properly belonging to other levels of government without a corresponding funding stream.</p> <p>The Council's response to inadequate service delivery from other levels of government will not be to take on these obligations itself but to act as an advocate for the community to the NSW and Federal governments.</p> <p><b>1.4 Retain control of urban water supply and sewer services.</b></p> <p>The Council will continue to resist plans to remove control of its urban water supply and sewer services. Berrigan Shire Council runs</p>



Financial Strategy Objectives	Actions
	<p>these services in an efficient and effective manner.</p> <p>These services share the cost of running the Council’s governance, corporate and financial services. Losing these services will significantly financially disadvantage Berrigan Shire Council with little if any benefit to the local community.</p> <p><b>1.5 Recognise that funding for renewal and upgrading of sport, recreation and cultural infrastructure requires a combination of Council funding and community support and preferably some contribution from other levels of government.</b></p> <p>Berrigan Shire Council does not have the capacity to fund the replacement and upgrade of this recreational, sporting and cultural infrastructure (Recreation Reserves, Community Halls, etc.) without support from the community and ideally other levels of government.</p> <p>Without funding assistance from the community and/or other levels of government, the Council cannot responsibly consider upgrade and replacement of these assets</p> <p><b>1.6 Seek methods of achieving a return (or at least minimise ratepayer subsidy) on business activities such as the Finley Saleyards, 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.</b></p> <p>Berrigan Shire Council has made significant progress over the past ten years in limiting its exposure to loss-making commercial enterprises. The Finley Saleyards, the 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><b>1.7 Encourage and support the existing model of community provision and operation of sport, recreation and cultural infrastructure.</b></p> <p>Berrigan Shire Council relies on a volunteer-driven model to provide services such as sporting fields, public swimming pools and</p>

Financial Strategy Objectives	Actions
	<p>community halls.</p> <p>Without the in-kind support of these volunteers, the community would be required to choose between service level reductions or rate increases.</p> <p>Cultural change and increasing regulatory burdens have seen this volunteer model come under some stress in recent years. The Council will conduct a range of activities to support, retain and attract volunteers to assist in supplying these services.</p> <p><b>1.8 Actively lobby the State and Federal Governments to retain existing grant funding levels for road maintenance and upgrades.</b></p> <p>Without the retention of existing levels of RMA and R2R funding, the Council cannot continue to maintain its existing road service levels.</p>
<p>2. Cost effective maintenance of infrastructure service levels</p>	<p><b>2.1 Prepare and review its Asset Management Strategy and its Asset Management Plans for the Council’s major infrastructure assets annually as part of annual budget preparation.</b></p> <p>The Council reviews its Asset Management Strategy annually and has prepared Asset Management Plans for all its major classes of assets.</p> <p>The Council’s major expenditure items relate to replacement and upgrading of its infrastructure assets. It is important that the Council continues to review its asset plans and strategies as circumstances change.</p> <p><b>2.2 Prioritise the renewal of existing assets over the development and delivery of new assets and services.</b></p> <p>A sustainable Council ensures it can fund its existing range of services before taking on new obligations. The challenge is to be able to manage community expectations on sustainable service levels.</p> <p>In addition, the Council should consider if the construction of a new asset, especially a new community facility, effectively supersedes an existing facility that could be considered for decommissioning.</p> <p><b>2.3 Regularly review the suitability and/or usage of community services and facilities and consider alternate delivery methods.</b></p> <p>As the Berrigan Shire community changes so do its needs and desires. It is important the Council regularly review the suitability</p>

Financial Strategy Objectives	Actions
	<p>and usage of these services and facilities to ensure its limited resources are best used to meet community needs.</p> <p><b>2.4 Implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where</b></p> <ul style="list-style-type: none"> <li>a) <b>There is an urgent need for the asset in the short term, or</b></li> <li>b) <b>It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and</b></li> <li>c) <b>The Council has access to a funding stream to meet its debt obligations without compromising its other activities.</b></li> </ul> <p>This has been traditionally the Council’s preference and adoption of a policy will formalise this process.</p> <p>In effect, this will mean that borrowing will be largely be restricted to functions such as urban water supply, sewer and waste management where the Council retains some control over its future revenues. It may also be an appropriate funding tool for land development in limited circumstances.</p> <p>The policy will still allow for the possibility of borrowing for other services where borrowing is identified as the cheaper whole-of-life funding option or immediate construction allows the Council to access an opportunity that would otherwise be missed. Interest subsidies may influence any decision to borrow.</p> <p>The Council now has the opportunity to cheaper finance via NSW Treasury Corporation which may make borrowing a more attractive option in the future.</p> <p>Finally, if community support can be demonstrated, the policy borrowing for the replacement of recreational, sporting and community assets where it can be tied to additional funding from a Special Rates Variation.</p>
<p>3. Financial capacity and freedom</p>	<p><b>3.1 Formalise the Council’s existing preference to put money aside for future capital works, rather than borrow.</b></p> <p>Saving for new infrastructure rather than borrowing has been the Council’s traditional preference. It minimises the burden placed on future generations and allows the Council to retain some financial capacity and flexibility.</p> <p>For a Council with moderate population and revenue growth such as Berrigan Shire, there is unlikely to be immediate pressure to construct new or upgraded assets in a time frame that does not allow for the required funds to be put aside.</p> <p>Interest subsidy schemes such as the Local Infrastructure Renewal Scheme (LIRS) and access to finance via NSW Treasury Corporation</p>

Financial Strategy Objectives	Actions
	<p>will make borrowing for renewal of community infrastructure a viable option.</p> <p><b>3.2 Maintain the existing Investment Policy settings prioritising preservation of capital over investment return.</b></p> <p>Chasing revenue growth from investments necessarily adds to the risk levels borne by the Council. Berrigan Shire Council has historically sought to avoid investment risk through the use of relatively safe investment products such as Term Deposits and through a diverse investment portfolio.</p> <p>Again, access to NSW Treasury Corporation products may allow the Council to access higher-yield investments for long-term cash reserves</p> <p><b>3.3 Retire existing debt in line with existing loan repayment schedules. Once paid, quarantine the repayment stream freed up to fund future capital renewal projects or specifically identified programs.</b></p> <p>Retirement of existing debt frees up additional funds to spend on other services. However, it is important that these newly freed-up funds continue to be allocated to the replacement or upgrade of infrastructure and not lost in the pool of recurrent funding. This could include funding the repayment of new loans to fund infrastructure renewal in line with Objective 2.3.</p> <p>Identifying funding streams for future replacement of assets is good financial discipline and assists the Council's sustainability and financial flexibility.</p> <p><b>3.4 Continue to actively recover outstanding rates debt as identified in the Council's Revenue Policy.</b></p> <p>The Council has an active and successful debt recovery process and this will continue. This assists the Council to maintain an adequate level of working capital.</p> <p><b>3.5 Set utility charges for water supply, sewer and waste management services at a level that delivers a return on those assets sufficient to ensure long term sustainability.</b></p> <p>The Council is unlikely to be eligible for funding assistance for replacement or upgrade of its assets for these services and will need to generate sufficient funds from its own sources to do so. Making a return on these assets will generate sufficient funds to ensure the sustainability of these services.</p>

Financial Strategy Objectives	Actions
	<p>A necessary corollary of this action is that revenues generated from these assets should be reasonably predictable. This means targets such as raising at least 50% of its water revenue from variable user charges may not always be appropriate.</p> <p><b>3.6 Consider seeking a Special Rates Variation where there is a clearly identified demand for new or significantly improved service levels.</b></p> <p>While Berrigan Shire Council’s preferred approach will be to live within its means where possible, it is of course required to respond to community demand.</p> <p>Where the community has clearly identified that is willing to pay for increased levels of service, the Council will consider applying for a Special Rate Variation to fund this. This will only occur after considering and exhausting all other actions as identified above.</p>

## How will we know if we are on course?

Berrigan Shire Council will measure its progress against its three desired outcomes by tracking performance against a set of key performance measures. The Australian Local Government Planning Ministers Council’s National Financial Sustainability Frameworks defined performance measures as “signals used to convey the directions being taken by the Council and to assess whether or not desired outcomes are being achieved.

Effective performance indicators:

- Measure those factors which define financial sustainability
- Are relatively few in number
- Are based on information that is readily available and reliable.

Performance measures cannot and should not try and measure everything but rather should be pitched at a reasonably high level. They should be used as a guide as to where to look for reasons behind any differences and trends and to identify specific areas for further analysis.

The Council has chosen to base its performance measures on data that can be found in its Annual Financial Statements. While this is necessarily a “broad-bush” approach, it has the advantages of not requiring the additional work and expense involved in data-gathering and analysis. Data from the Annual Financial Statements is transparent, audited and reasonably consistent from Council to Council.

The measures below have been selected as they are common across local government in NSW.

- Operating Performance Ratio
- Unrestricted Current Ratio
- Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage
- Building, Infrastructure & Other Structures Renewals Ratio

- Infrastructure Backlog Ratio
- Capital Expenditure Ratio
- Debt Service Cover Ratio
- Cash Expense Cover Ratio

The Council has a role in determining which of these measures (or other measures not listed here) will be adopted to track progress against the objectives of this strategy.

**Table 5 - Performance measures for objectives**

<b>Financial Objectives</b>	<b>Strategy</b>	<b>Possible Indicators</b>
1. Financial sustainability		Operating Performance Ratio  Unrestricted Current Ratio  Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage
2. Cost effective maintenance of infrastructure levels	effective service	Building, Infrastructure & Other Structures Renewals Ratio  Infrastructure Backlog Ratio  Capital Expenditure Ratio
3. Financial capacity and freedom		Debt Service Cover Ratio  Cash Expense Cover Ratio

- See Appendix for description of indicator and indicative targets

## Appendix

Table 6 - Specific performance measures

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
1. Operating Performance Ratio	The percentage by which income (excluding capital grants) varies from expenses	The operating performance ratio is the operating surplus (or deficit) before capital grants expressed as a percentage of total expenses	Operating surplus/deficit divided by operating expenditure.  <u>2015/16 actual</u> Operating surplus = \$3.3 M Operating expenses = \$18.0 M  <b>Operating Surplus Ratio =</b> [3.3/ 18.0) = 18.3%	An operating performance ratio greater than 0% across any five year period
	<b>What does it mean?</b>	A positive value indicates the Council is meeting its operating expenses, including depreciation.  A negative value indicates the Council needs to reduce its expenses or raise additional revenue to be sustainable in the long term.		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
2. Unrestricted Current Ratio	The ratio between current assets and current liabilities – not including those assets and liabilities held for a specific purpose	This measure is the Council's current assets (i.e. liquid assets) expressed as a ratio of its current liabilities (i.e. short term debts) –	Current assets (less all external restrictions.) divided by current liabilities  <u>2015/16 actual</u> Current Assets = \$10.7 M Current liabilities = \$1.5 M  <b>Operating Surplus</b> = 7.0x	An Unrestricted Current Ratio of at least 2x
	<b>What does it mean?</b>	<p>If the Council is not maintaining its current assets at the at least the level of its current assets it may not be able to pay its debts and other obligations as and when they fall due.</p> <p>It means that the Council's obligations over the next 12 months exceed the funds available to pay them as they fall due. If the Council's current liabilities exceed its current assets and the Long Term Financial Plan does not provide a proposal to turn this around, it is inevitable that the Council will face a cash flow crisis in the future.</p> <p>The position would come to a head when a major obligation was required to be paid and the Council would be required to borrow to meet this obligation – increasing its debt and reducing its financial flexibility.</p>		



Indicator	Description	Comment	Calculation (\$M)	Indicative Target
3. Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	What rates, annual charges are owing to the Council as a proportion of its total rates and annual charges revenue.	Indicates the amount of rates and changes outstanding as a percentage of total rates and charges.	<p>Rates, annual and extra charges outstanding divided by rates, annual and extra charges, expressed as a percentage</p> <p><u>2015/16 actual</u>            Rates, annual and extra charges outstanding = \$0.35 M            Rates, annual and extra charges = \$9.7 M</p> <p><b>Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage = 3.5 %</b></p>	Outstanding rates, annual and extra charges percentage to remain under 8% as at 30 June each year
	<b>What does it mean?</b>	<p>This indicator identifies how well the Council collects its outstanding rates, annual and extra charges</p> <p>A result of greater than 8% per year – if unchecked – would lead to Council facing potential cash flow problems in the future due to a lack of working capital.</p>		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
4. Building, Infrastructure & Other Structures Renewals Ratio	The amount spent on asset renewals expressed as a percentage of depreciation and impairment.	Indicates the extent to which Council is renewing its asset base	Asset renewals on buildings, infrastructure and other structures divided by depreciation, amortisation and impairment expressed as a percentage  <u>2015/16 actual</u> Asset renewals on buildings, infrastructure and other structures = \$6.24 M depreciation, amortisation and impairment = \$4.44M  <b>Building, Infrastructure &amp; Other Structures Renewals Ratio = 140.51%</b>	Building, Infrastructure & Other Structures Renewals Ratio to remain over 100% on average over life of the LTFP.  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  The Council should consider its performance on this measure over no shorter than a 10 year period and preferably longer.
	<b>What does it mean?</b>	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.  A measure below 100% indicates that the Council's asset base is depreciating faster than the Council is able to renew it.  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.		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
5. Infrastructure Backlog Ratio	The cost to bring the Council's assets to a satisfactory condition as a proportion of its overall assets.	An overall indicator the standard of the Council's assets. Provides a measure of the amount of work that is required to bring its assets to an acceptable standard	<p>Estimated cost to bring Assets to a Satisfactory Condition divided by the total Value of Infrastructure, Building, Other Structures and depreciable Land Improvement assets, expressed as a percentage</p> <p><u>2015/16 actual</u> Estimated cost to bring Assets to a Satisfactory Condition = \$NIL Total Value of Infrastructure, Building, Other Structures and depreciable Land Improvement assets = \$197 M</p> <p><b>Interest Cover Ratio = 0%</b></p>	Infrastructure Backlog Ratio to remain at less than 2% at all times
	<b>What does it mean?</b>	<p>This indicator is a general guide to the condition of the Council assets.</p> <p>This indicator tends to reflect the Council's performance against the Building, Infrastructure &amp; Other Structures Renewals Ratio over time, If that ratio is consistently under 100%, the Infrastructure Backlog Ratio will increase. Conversely, reducing the Infrastructure Backlog Ratio tends to require maintaining the Building, Infrastructure &amp; Other Structures Renewals Ratio at greater than 100% over time</p> <p>If this ratio is over 2% and growing, it indicates that the Council needs to either put more effort into renewing its assets (perhaps requiring rate increases to fund) or reconsider what standard of asset the community feels is acceptable</p>		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
6. Capital Expenditure Ratio	The ratio of expenditure on capital assets and annual depreciation.	Indicates whether the Council is replacing or renewing non-financial assets at the same rate that its overall stock of assets is wearing out for the period	Capital expenditure divided by annual depreciation expense.  <u>2015/16 actual</u> Capital expenditure = \$8.99M Depreciation expense = \$5.76 M  <b>Capital Expenditure Ratio = 1.56x</b>	Target to be set having regard to the relative age and replacement/renewal profile of the Council's asset portfolio. On average should be at least 100% provided Council wishes to maintain level of service
	<b>What does it mean?</b>	<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><b>Debt Service Cover Ratio = 25.62 x</b></p>	Debt service ratio is greater than 2.00 x
	<b>What does it mean?</b>	<p>This ratio seeks to highlight if the Council is generating sufficient cash to meet its debt obligations</p> <p>A ratio of less than 2.00 x, unless addressed, may see the Council struggle to raise sufficient cash to pay its debt obligations without selling realisable assets.</p> <p>The Council currently has a low level of indebtedness and its Long Term Financial Strategy does not seek to change this.</p>		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
8. Cash Expense Cover Ratio	How many months work of operating expenses can the Council meet with its existing holdings of cash	Measures the number of months a Council can continue paying for its immediate expenses without additional cash inflow	<p>Cash and Cash Equivalents and Term Deposits divided by payments from cash flow of operating and financing activities x 12</p> <p><u>2015/16 actual</u></p> <p>Cash and Cash Equivalents and Term Deposits = \$23.8 M Payments from cash flow of operating and financing activities = \$1.19 M</p> <p>Cash Expense Cover Ratio = <b>20 months</b></p>	Cash Expense Cover Ratio is to be no less than three months
	<b>What does it mean?</b>	<p>This ratio seeks to highlight the Council's ability to meet a short term revenue and/or cash flow shock and continue to operate.</p> <p>A ratio of less than three months could see the Council struggling to meet expenses on a periodic basis without having to borrow. Rates instalments and Financial Assistance Grants tend to paid in three-monthly cycles.</p>		



**Asset Management Strategy 2020**  
**Resourcing Strategy 2020 - 2030**

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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 2019 Council's infrastructure assets have a gross carrying value of \$341,818 million, land and land improvements \$10,839 million, all other assets \$21,799 million for a total asset gross carrying amount of \$374,456 million

The **Asset Management Strategy** is to enable Council to show:

- ✓ How its asset portfolio will meet the service delivery needs of its community into the future,
- ✓ What Council's asset management policies are to be achieved, and
- ✓ Ensure the integration of Council's asset management with its long term strategic plan.<sup>1</sup>

Adopting this **Asset Management Strategy** will assist council in meeting the requirements of national sustainability frameworks, New South Wales Local Government Act 1993 and the services needed by the community in a financially sustainable manner.

The **Asset Management Strategy** is prepared following a review of the Council's service delivery practices, financial sustainability indicators, asset management maturity and fit with Council's vision for the future outlined in the Berrigan Shire Community Strategic Plan – **Berrigan Shire 2027**. The strategy outlines an asset management improvement plan detailing a program of tasks to be completed and resources required to bring council to a minimum 'core' level of asset maturity and competence.

## Strategy Outlook

1. Council is able to maintain current service levels for the next ten years at current funding levels. This is dependent on maintenance, in real terms, of existing funding streams including Roads to Recovery funding and community contributions for maintenance and replacement of recreation facilities. There is also no capacity to improve assets to meet adopted levels of service in some areas.
2. Council is able to fund current infrastructure life cycle cost at current levels of service and available revenue. This is dependent on maintenance, in real terms, of existing funding streams including Roads to Recovery funding and community contributions for maintenance and replacement of recreation facilities. There is also no capacity to improve assets to meet adopted levels of service in some areas.
3. Council's current asset management maturity is approaching 'core' level and investment is needed to continue to improve information management, lifecycle management and service management.

<sup>1</sup> LGPMC, 2009, Framework 2 *Asset Planning and Management*, p 4.

## Asset management strategies

Table 1: Asset Management Strategies

No.	Strategy	Desired Outcome
1	Long Term Financial Planning informs the development of Annual budgets	The long term implications of Council services are considered in annual budget deliberations
2	Develop and conduct in accordance with Asset Management Accounting and Asset Management Policy reviews of 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	Sustainability of funding model to provide Council services
4	Integrate review and update LTFP with the finalisation of Annual Budget	Council and the community are aware of changes to service levels and costs arising from budget decisions
5	Report on Council's infrastructure assets in accordance with Special Schedule 7	Financial sustainability information is available for Council and the community
6	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
7	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 and Council's Asset Management Policies
8	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
9	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.<sup>2</sup>

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

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

- ✓ A strategic longer-term plan covering, as a minimum, the term of office of the councillors and:
  - bringing together asset management and long term financial plans,
  - demonstrating how council intends to resource the plan, and
  - consulting with communities on the plan
- ✓ Annual budget showing the connection to the strategic objectives, and
- ✓ Annual report with:
  - explanation to the community on variations between the budget and actual results,
  - any impact of such variances on the strategic longer-term plan,
  - report of operations with review on the performance of the council against strategic objectives.<sup>4</sup>

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

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

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<sup>2</sup> LGPMC, 2009, Framework 2 Asset Planning and Management, p 2.

<sup>3</sup> LGPMC, 2009, Framework 3 Financial Planning and Reporting, pp 2-3.

<sup>4</sup> LGPMC, 2009, Framework 3 Financial Planning and Reporting, pp 4-5.

The Shire's **Asset Management Strategy** is to enable Council to show:

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

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

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

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

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<sup>5</sup> LGPMC, 2009, *Framework 2 Asset Planning and Management*, p 4.

<sup>6</sup> LGPMC, 2009, *Framework 2 Asset Planning and Management*, p 4.

## 1.1 Legislation

This **Asset Management Strategy** has been developed cognisant of the context of local government service delivery, legislative reform and the legislative and regulatory requirements of Commonwealth and State legislation.

The Council has a legislative compliance policy which outlines the commitment to compliance with applicable legislation.

The following table provides a summary of but is not limited to the relevant legislation and requirements upon Council.

**Table 2: Legislative Framework**

<b>Legislation</b>	<b>Requirements</b>
<i>Local Government Act 1993</i>  <i>Local Government (General) Regulation 2005</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 &amp; 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



Legislation	Requirements
<i>Food Act 2003</i>	Standard of Food Preparation Areas
<i>National Construction Code of Australia (Vol 1,2,3)</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.
<i>Civil Liability Act 2002</i>	Safety of Public

## 1.2 Asset Management Planning Process

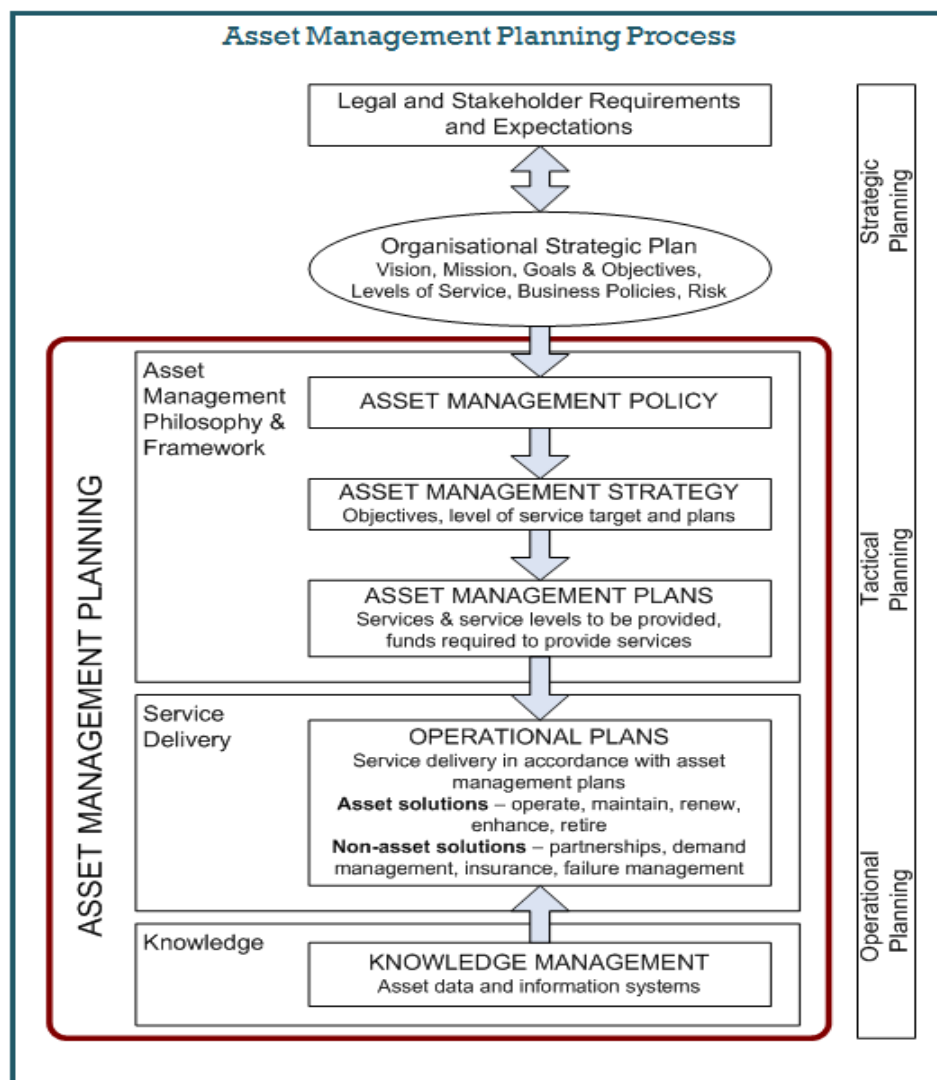


Figure 1: Asset Management Planning Process

Asset management planning is a comprehensive process which ensures that assets are managed and maintained in a way that is affordable. Moreover, the infrastructure or asset optimises the affordability and economic delivery of services. In turn, affordable service levels can only be determined by assessing Council's financial sustainability under scenarios with different proposed service levels.

Asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic plan, developing an asset

management policy, strategy, asset management plan and operational plans, linked to a long-term financial plan with a funding plan.<sup>7</sup>

## 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

<sup>7</sup> 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 2018/19 Financial Statements.

Table 4: Replacement Cost of Assets 30 June 2019

Asset Class	Replacement Cost (\$,000)
Buildings	42,405
Roads Network (inc Kerb, Bridges, Footpaths)	172,315
Water Network	48,607
Sewer Network	42,597
Stormwater Drainage	23,175
Open Space / Recreational	12,719

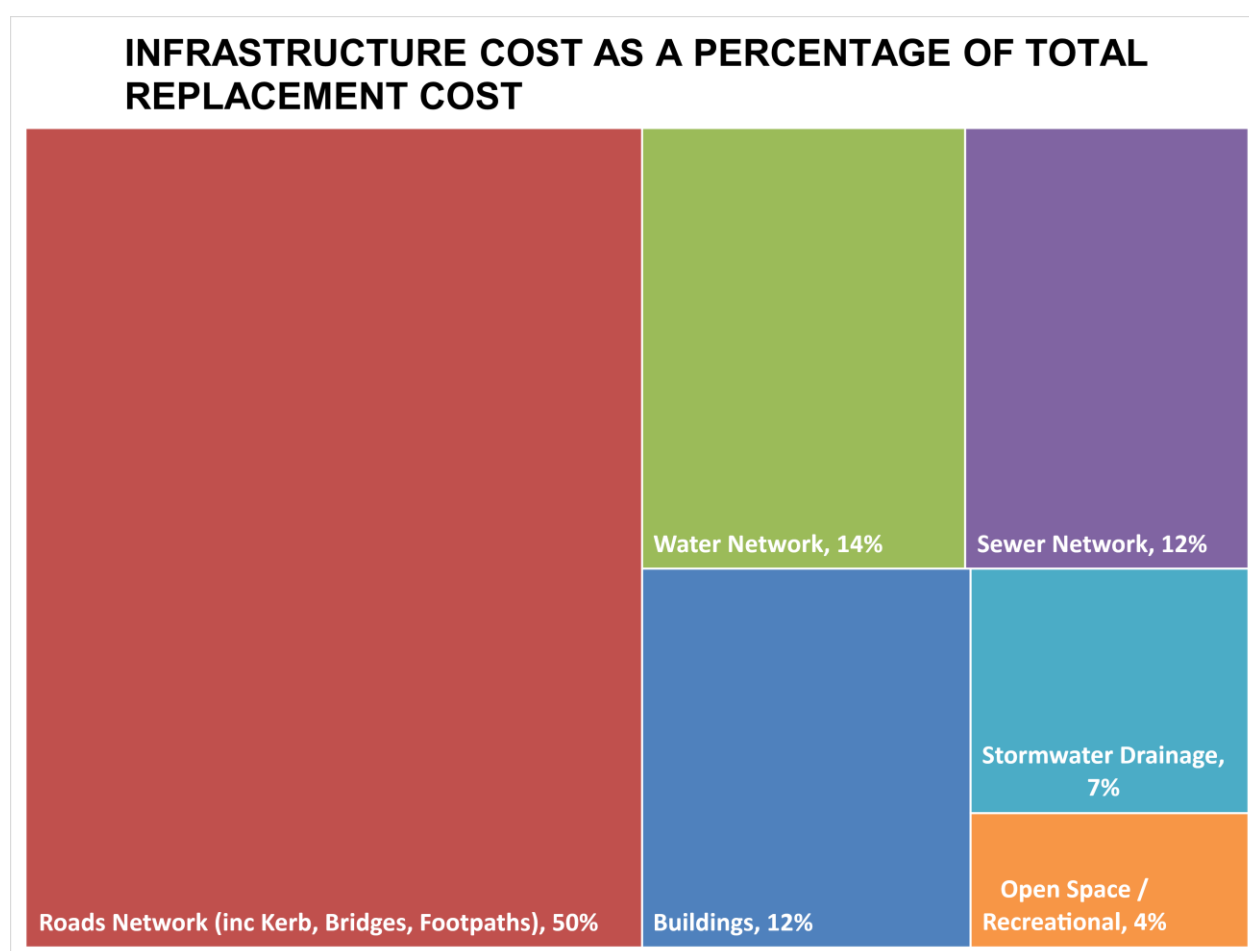


Figure 2: Assets as % of Replacement Cost

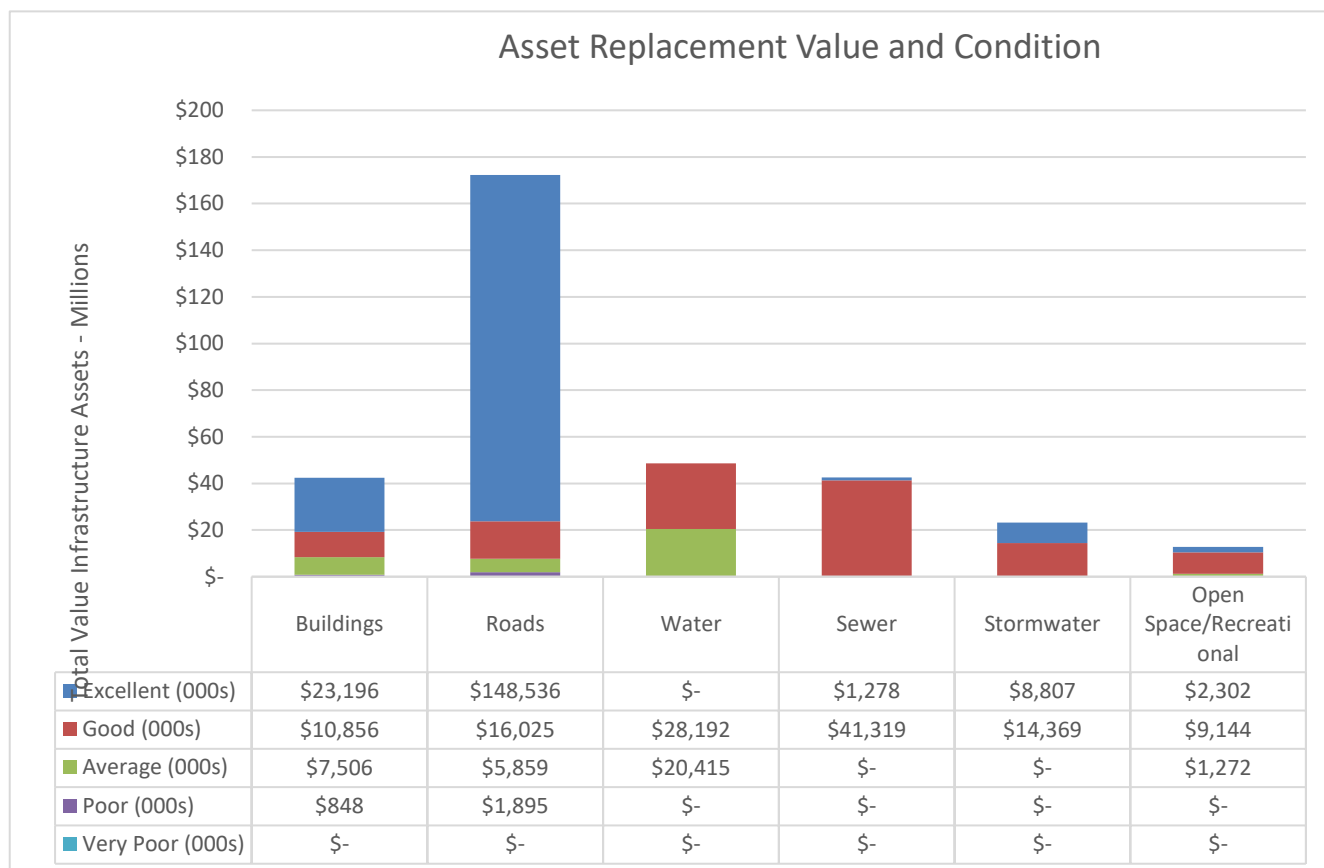


Figure 3: Asset Replacement Value and Condition

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.

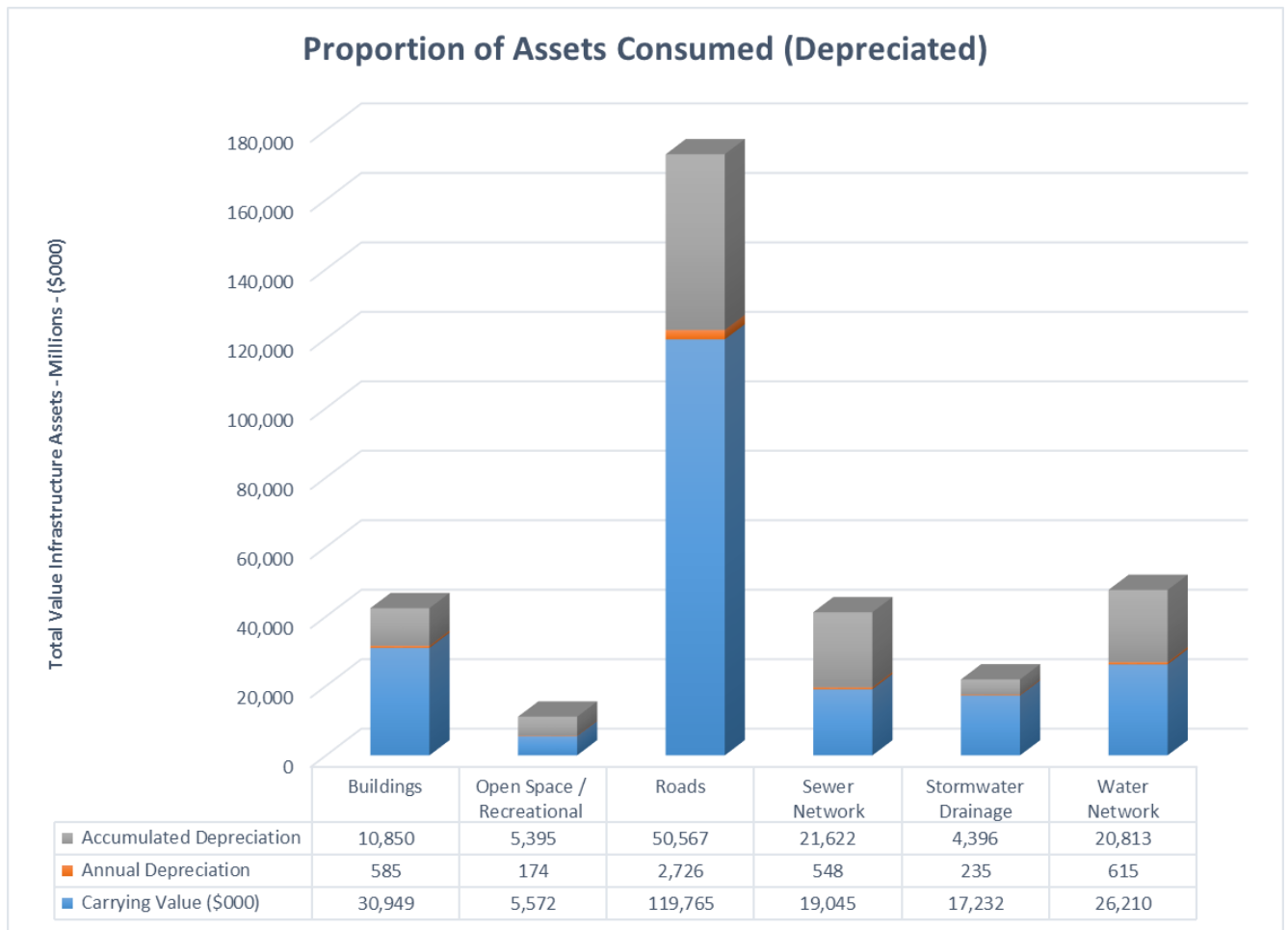


Figure 4: Proportion of Assets Consumed (Depreciated)

### 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 (2020) review of this [Asset Management Strategy](#) the life cycle cost for the services covered in this asset management plan is shown in the following table. The costs shown in the following table are based on actual **2017/18** expenditure on operations and maintenance.

	2017/18 Operations & Maintenance Expenditure	Life Cycle Costs		Life Cycle Expenditure		Life Cycle Gap	
		2017/18 Annual Depreciation	Life Cycle Cost	Capital Renewal Expense (\$/yr)	Life Cycle Expense (\$/yr)	(\$/year)	Life Cycle Sustainabilit y Index
Asset Class	A	B	C ( A + B)	D	E (A + D )	E - C	
Buildings	495	585	1,080	34	529	551	0.49
Roads	1,905	2,726	4,631	5,935	7,840	3,209	1.69
Water Network	1,134	615	1,749	10	1,144	605	0.65
Sewer Network	809	548	1,357	293	1,102	255	0.81
Stormwater Drainage	118	235	353	8	126	227	0.36
Open Space / Recreational	82	174	256	615	697	441	2.72
	4,543	4,883	9,426	6,895	11,438	2,012	1.21
NB – Buildings had \$282K in new infrastructure spending in 2017/18							
NB - Stormwater drainage had \$339K in new infrastructure spending in 2017/18				* 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
- Project Manager

### 3.5 Financial & Asset Management Core Competencies

The National Frameworks on Asset Planning and Management and Financial Planning and Reporting define 10 elements. Eleven (11) core competencies have been developed from these elements 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.

## 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 2020 and Asset Management Accounting Policy 2019 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 financial plan and Community 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 2020* 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 in accordance with Asset Management Accounting and Asset Management Policy reviews of 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	Sustainability of funding model to provide Council services
4	Integrate review and update LTFP with the finalisation of Annual Budget	Council and the community are aware of changes to service levels and costs arising from budget decisions
5	Report on Council's infrastructure assets in accordance with Special Schedule 7	Financial sustainability information is available for Council and the community
6	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
7	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 and Council's Asset Management Policies
8	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
9	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 <a href="#">Berrigan Shire 2027</a> priority projects and the Council's 4-year <a href="#">Delivery Program</a>	Staff with asset management responsibilities identify role and the function of an asset in the achievement of <a href="#">Berrigan Shire 2027</a> priority projects	Asset Management Plans reflect <a href="#">Berrigan Shire 2027</a> priority projects and services included in the Council's 4-year <a href="#">Delivery Program</a>	Director Technical Services Director Corporate Services	As required	Ongoing
	Improve horizontal and vertical integration of council's suite of IP&R documents	Financially sustainable management of Council Assets	Director Technical Services Director Corporate Services Finance Manager	Asset Management Training  Integration of Finance and Asset Management Systems	Ongoing
	Include state of Assets reporting in Annual Report	Community is informed about the State & Financial Sustainability of Council Assets	Director Technical Services Strategic and Social Planning Coordinator Finance Manager	Cost Neutral	Ongoing

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost / Other resources	Commencing
2. Resourcing Strategy and Asset Management Strategy development and coordination	Resource Strategy integrates the Long Term Financial Plan (LTFP) with the relevant AMP.	Resourcing Strategy that meets IPR legislative requirements	General Manager Director Technical Services Finance Manager	Strategic and Social Planning Coordinator	Ongoing
	Asset Management Strategy describes risks of current maturity of the Council's management of assets as well as service levels that can be achieved by resourcing strategy	Maturity of Asset Management systems and processes is maintained in accordance with the Council's Asset Management Policy	Director Technical Services	Training and Development  Asset Management Systems and Software	Ongoing
	Community – service users are engaged in reviewing and updating the Council's Asset Management Plan's and Asset Management Strategy.	Asset management is informed by users experience and expectations	Director Technical Services  Strategic and Social Planning Coordinator	Finance Manager  Asset Management Team	Ongoing
	Accurate and timely review of Asset Management Plans informs Council decision making	Council decision making is informed by community expectations and the risks /costs associated with the financial sustainability and operation of an asset	Director Technical Services Director Corporate Services		Ongoing
3. Integration with Long Term Financial Plan (LTFP)	Annual desktop review of Long Term Financial Plan includes revised expenditure projections for Asset Management Plans reviewed and adopted in the preceding year	Sustainable funding model to provide Council services	Director Technical Services Director Corporate Services (Corporate Services AMP)	Finance Manager	Ongoing

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost / Other resources	Commencing
	Report to the Council by CEO on development and implementation of <b>Asset Management Strategy, AM Plans and Long Term Financial Plans</b>	Audit Committee and Council oversight of resource allocation and performance	General Manager	Finance Manager Asset Management Team	
4. Knowledge and Information Management	Responsibilities for asset management are identified and incorporated into staff position description	Key positions and personnel are aware of and responsible for management of Council assets in accordance with this Strategy and Council Policy	Director Corporate Services	Workforce Development Strategy and Action Plan	Ongoing
5. Community Engagement	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 93 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*;
- An updated summary profile of the Shire's workforce and analysis of future requirements as at February 2019; 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

Council's **Workforce Management Strategy and Action Plan**, recognises that New South Wales Local Government is a rapidly changing milieu and that the focus of Council and recent local government reform is on council performance. And that Council performance is related to the skills, knowledge and experience of the Council's workforce which requires monitoring to ensure that we continuously improve the delivery and performance of the Council's facilities and services.

In the next four-years, the Council will continue the delivery of its current range of services, 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 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 93 staff is compares favourably to similar sized Group 10 Councils. Other than investing in technology and training, the Council has few options and limited capacity with its current program of services to manage operational constraints. Where it can without compromising services the Council does control operational costs and constraints through vacancy control.

Budgetary constraints in the context of this workforce management plan 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 the **Workforce Management Plan** to actions; that increase the strategic, the asset management, financial literacy and leadership capabilities of Councillors, non-finance staff and Council volunteers. Increasing the financial and asset management literacy of Councillors, non-finance staff and Council volunteers ensures that decision-making about continued investment in assets is strategic and considers the full-cost (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.

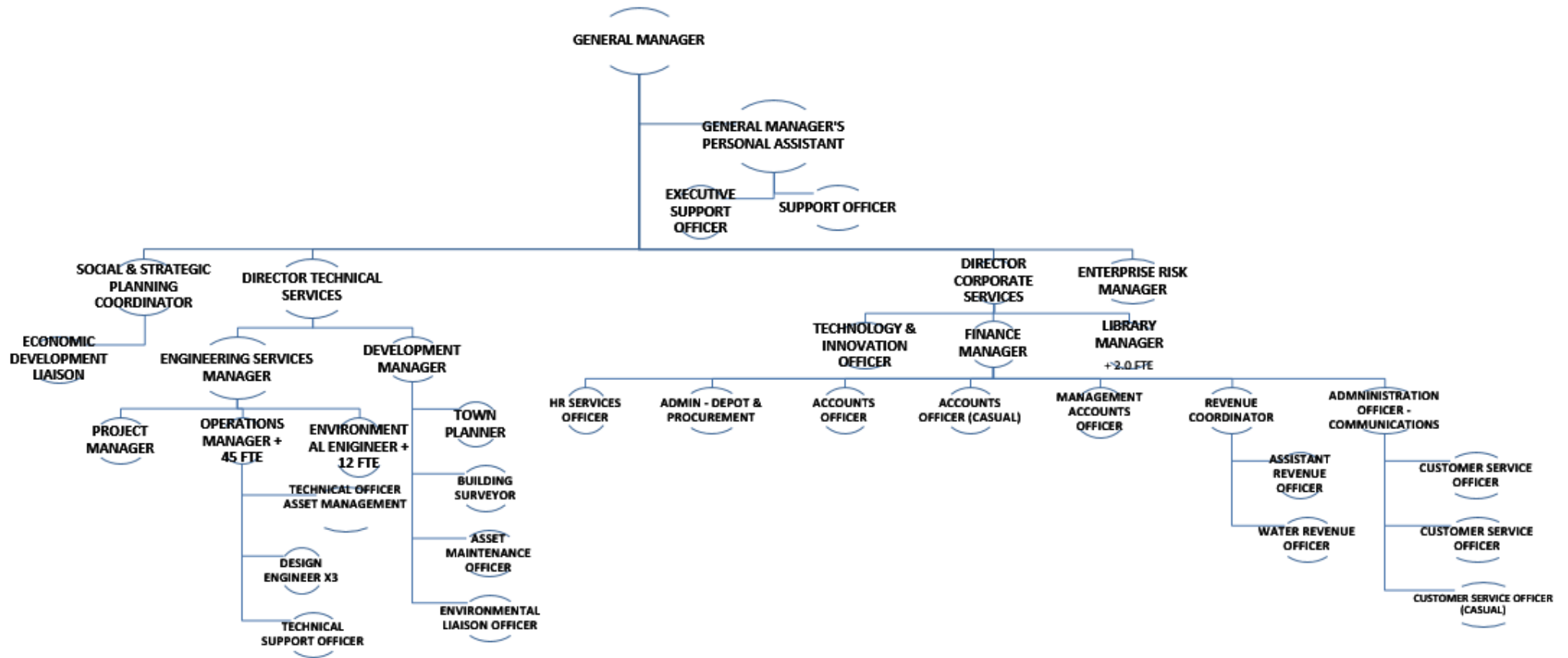
<b>CSP Strategic Outcome</b>	<b>CSP Strategic Objective</b>	<b>Council Activities and Services</b>	<b>Professional &amp; Technical Skills</b>
<b>1. Sustainable Natural and Built Landscapes</b>	1.1 Support sustainable use of our natural resources and built landscapes 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife 1.3 Connect and protect our communities	Stormwater Council roads, paths, levees Land use planning and development Waste Weed Control	Engineering & Surveying Statutory and Land Use Planning Project Management Building Control
<b>2. Good Government</b>	2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting 2.2 Strengthen strategic relationships and partnerships with community, business and government	Council governance, enterprise risk management, plant and business operations Community planning	Strategic Planning / Corporate Planning Finance Accounting Risk Management Human Resource Management Asset Management Information & Records Management Partnerships and network development
<b>3. Supported and Engaged Communities</b>	3.1 Create safe, friendly and accessible communities 3.2 Support community engagement through life-long learning, culture and recreation	Libraries and community services Parks, reserves, recreation facilities Cemeteries Water and Sewerage Environmental health Animal Control Emergency Services	Information Studies (Libraries) Open Space Planning & Management Engineering and Design Public Safety Environmental Health Social Planning
<b>4. Diverse and Resilient Business</b>	4.1 Invest in local job creation, retention and innovation 4.2 Strong and diverse local economy 4.3 Diversify and promote local tourism 4.4 Connect local, regional and national road, rail and aviation infrastructure	Business, industry & economic development Tocumwal Aerodrome Tourism and events promotion Sale yards	Economic Development & Planning Marketing Business Development

Table 1: CSP Strategic Outcomes and Council Activities

In addition to providing an overview of the integration of **Berrigan Shire 2027** strategic outcomes and Council activities this table describes also the breadth of professional, technical and managerial competencies inherent in the provision of Council services and the implementation of its 4-year Delivery Program.

Organisational Structure

Figure 1





## Council Workforce

In February 2019, there were 93 persons employed by Berrigan Shire Council. This number fluctuates throughout the year and is the result of the employment of casual staff such as pool lifeguards. As with previous years, the majority of Council employees are men employed on a full-time basis by contrast, women are more likely to be employed on a part-time or casual basis.

	Council Governance	Corporate Services	Technical Services	EFT	Full-time	Trainee	Part-time	Casual	Total
Male	1	4	60	65	64	1	0	0	65
Female	5	16	1	22	20	0	1	1	22
<b>Total</b>	<b>6</b>	<b>20</b>	<b>61</b>	<b>87</b>	<b>84</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>87</b>

Table 2: Profile of Council Workforce

The median age of a Council employee in February 2019 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 7-year period. The most common single 5-year age group for Council employees has changed. The 60 – 65 years of age cohort, comprises 16% of the Council's employees: displacing, the 46 – 50 years cohort as the most common single 5-year age group.

By contrast, 22 employees were aged under 36 years of which over three quarters of these are women.

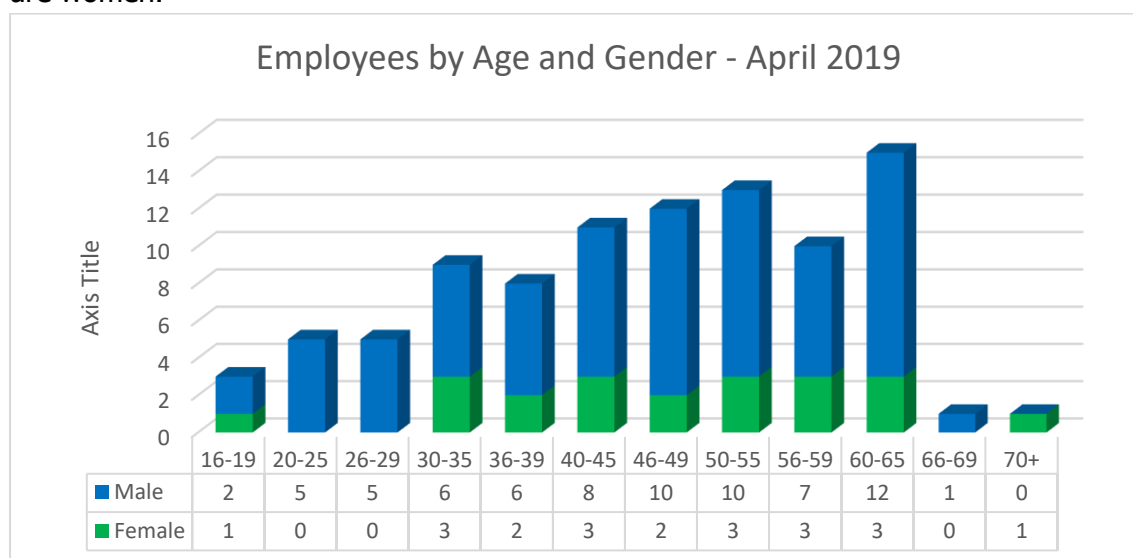


Figure 1: Employees x Age & Gender

The average Council employee has been working with the Council for ten years moreover, the Council for 20-years or more have employed 21% of Council employees.

On the other hand, 42% 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.

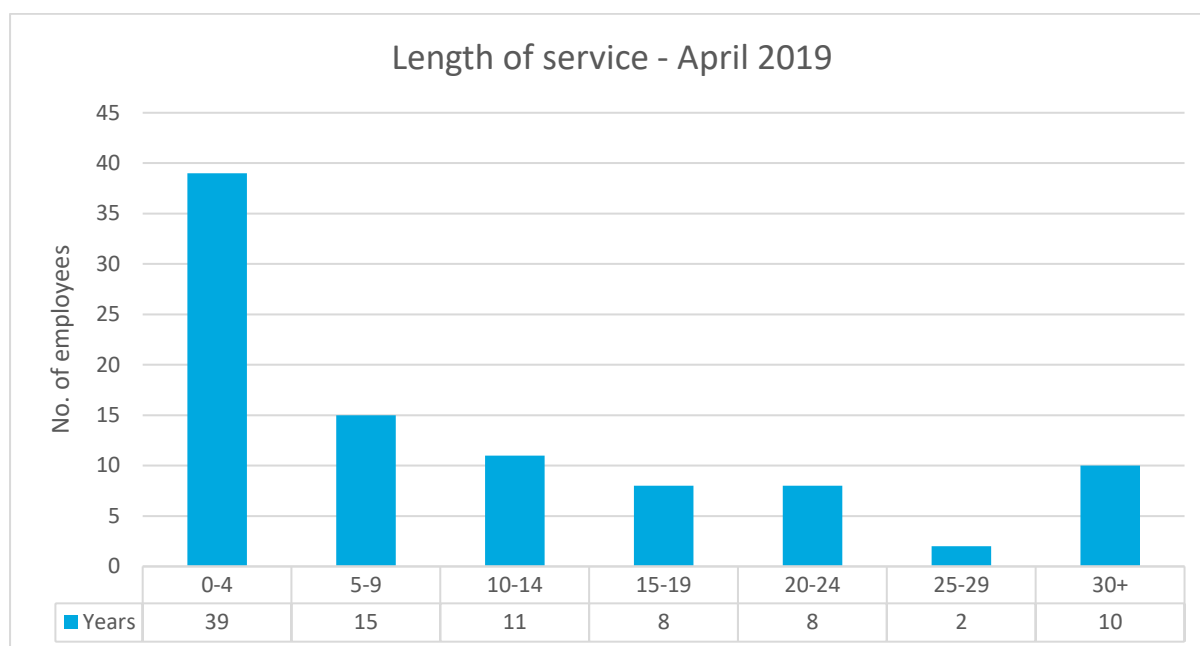


Figure 2: Length of Service

### Skills Shortages

In the past four-years' the 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 with consideration by this Plan given 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:

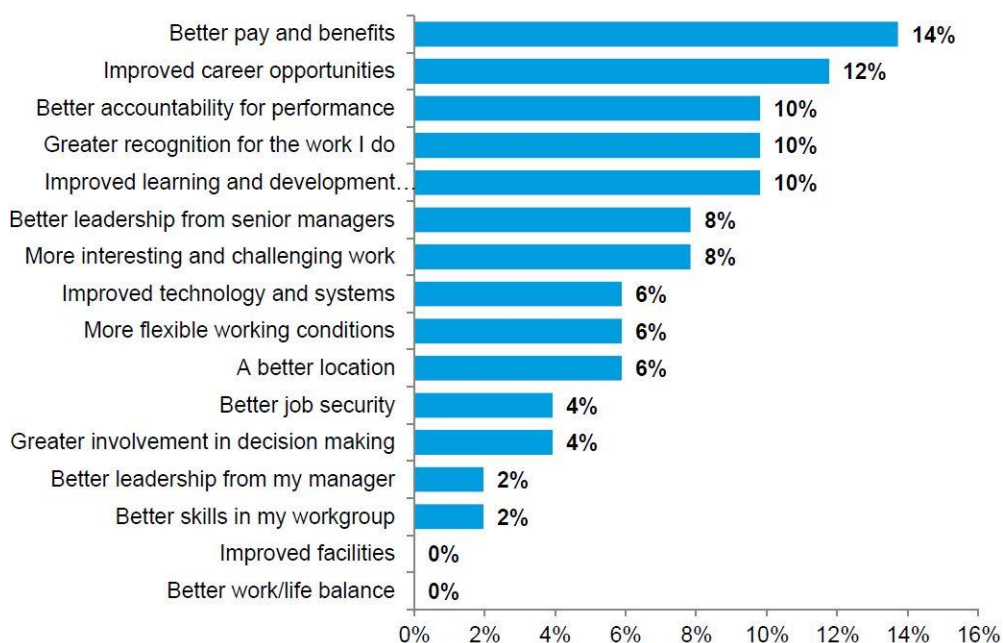
- Better accountability for performance (10%);
- Greater recognition for the work I do (10%);
- Improved learning and development opportunities (10%);
- Better leadership from senior managers (8%); and
- More interesting and challenging work (8%).

Figure 3: 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.

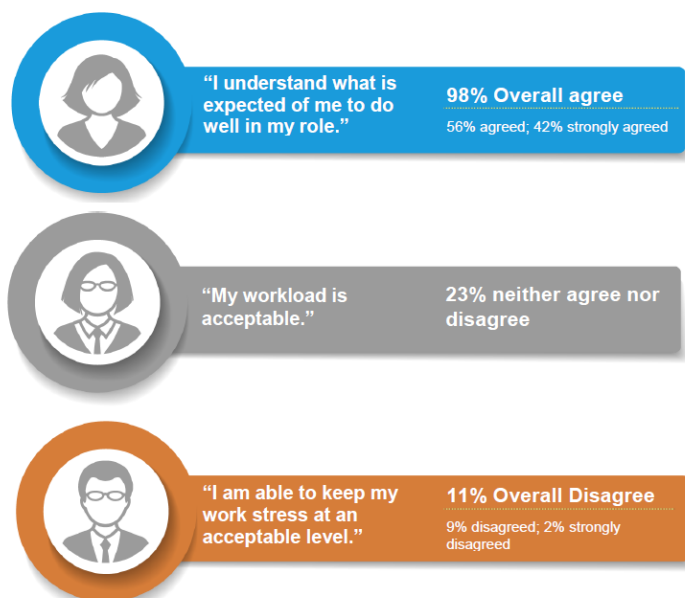
Survey questions and their supporting rationale are included as an appendix.

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%



## 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.



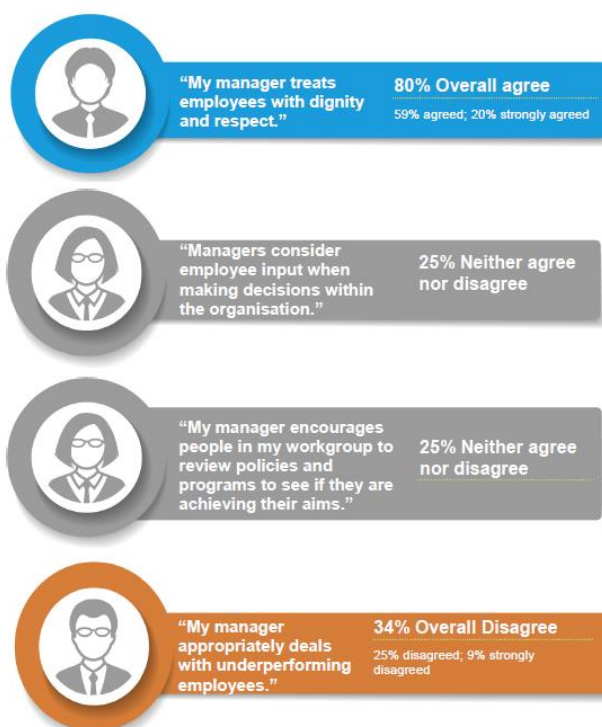
Figure 5: People Matter Survey Topline Result - Workgroup

## Recruitment The Organisation

Within local government and business more generally organizations' 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 organizations' 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 6: People Matter Survey Topline Result - Organisation



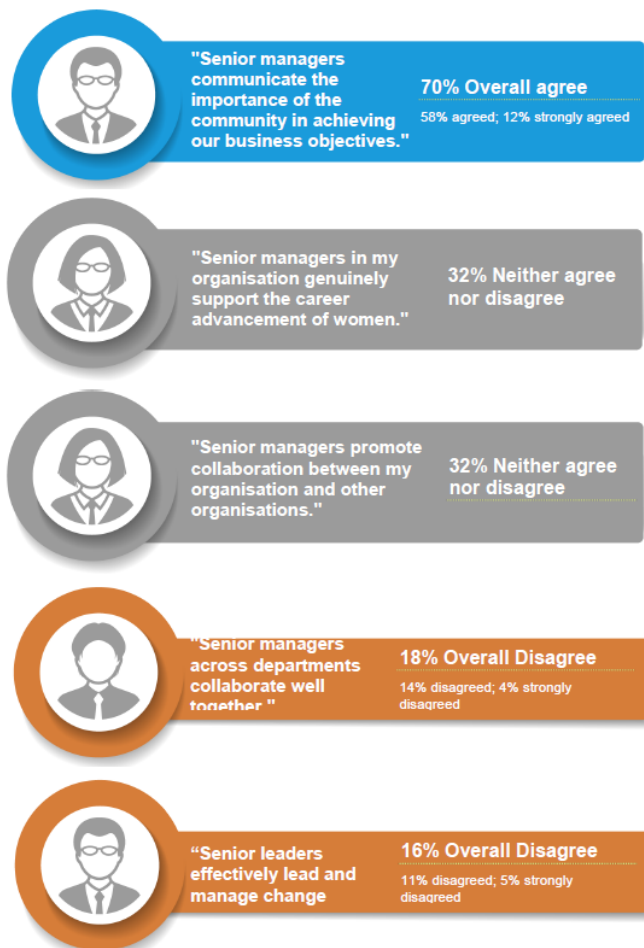
## Retention Their Manager and Their Senior Manager

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 7: 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 8: 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





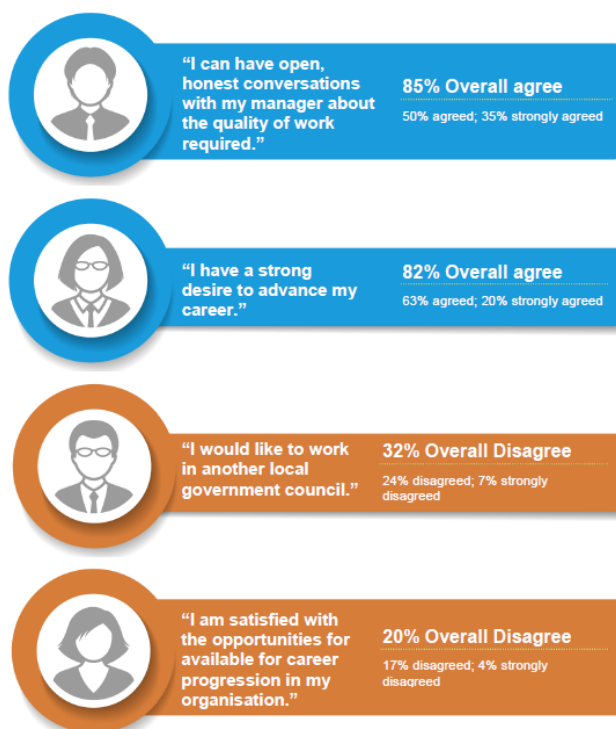
## Issues for Berrigan Shire Council

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 particular, these issues inform planning for and consideration of the medium to long-term workforce requirements of the Council's **Delivery Program**. Informing the actions that the 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 10: People Matter Survey Top Line Results - Organisation



common with other organisations that operate within ageing communities there are also a number of issues related to corporate knowledge, succession planning, work health and safety, and transition to retirement that require consideration and planning. Depending on the physical requirements of the position and the skill set required there is with the Council recognition that some positions are generic and amenable to job re-design with no impact upon service delivery. On the other hand there are also a number of positions where there is limited scope or indeed organisational capacity within Council for other staff to undertake tasks / or alternative tasks and or to acquire the necessary skills and experience associated with the role.

- **Employment of young people** – Council has, in general, accepts the notion that in order to attract and retain young people that opportunities should be provided by way of scholarships and traineeships. While it will continue to offer traineeships, as and when vacancies arise it will do so after testing the market for trained staff. On the otherhand, the Council remains committed to its scholarship program. The results of which have not necessarily directly benefit the Council through subsequent employment but which promote Local Government and rural communities to younger generation of professionals.
- **Changing nature of work and impact of regulation** – Regulation and the changing nature of work is placing increased demands upon the technical knowledge, analytic, and literacy skills of Council employees in a wide range of positions. Moreover, this is particularly evident in roles where these skills were previously either not needed or a priority e.g: Water Supply and Distribution staff.
- **Section 355 Committee management of Council facilities and community assets** – Section 355 Committee's within their delegation manage or control the day to day operations of Council / community assets with a replacement value of \$24 million. Regulation and the changing nature of volunteering is placing increased demands upon Council arrangements for the management of these assets and volunteer involvement in Section 355 Committees. These issues are now being addressed through the implementation of the Shire's *Volunteer Strategy and Action Plan 2012 – 2016*.
- **Staff survey results** – staff survey results provide an insight into workforce development issues related to staff training, attraction and retention that are in the direct control of Council and its executive management team. Key survey results include:
  - 98% of surveyed employees 'understand what is expected of me to do well in my role'
  - 88% of surveyed employees agree overall that 'my team works collaboratively to achieve its objectives'
  - 85% of surveyed employees agree overall that 'I can have open, honest conversations with my manager about the quality of work required'
  - 90% of surveyed employees agree overall that 'My organisation strives to earn and sustain a high level of public trust'; and that
  - 86% of survey employees agree that 'Age is not a barrier to success in my organisation'.

## **Work Force Management & Development Plan Implementation**

The Shire's Executive Management Team is responsible for identifying the resources (human, financial and technical) required to implement the following Workforce Development Action Plan.

Council managers and supervisors remain responsible for coordinating the Plan's implementation in the areas of their expertise and for monitoring and ensuring that training developed in response to legislative and technological change is relevant and effective.

The Workforce Development Action Plan includes actions where the issues identified are:

1. In the direct control of Council; or
2. Issues that Council as an employer does not control but can influence.



## Strategic Outcome 2

### Good government

## Workforce Development Action Plan-Attract and Recruit

<b>Berrigan Shire 2027 Strategic Outcome</b>	<b>2.0</b>	<b>Good Government</b>
<b>Berrigan Shire 2027 Objective</b>	2.1.3	Council operations and financial management support ethical, transparent and accountable corporate governance
<b>Delivery Program Objective</b>	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
<b>Workforce Development Outcome</b>		<b>Attract and Recruit</b>
<b>Workforce Development Objective</b>	2.1.3.5.1	Identify, attract and recruit an appropriately qualified and flexible workforce.

<b>What is the issue?</b>	<b>Op. Plan Ref No.</b>	<b>What will we do about it?</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	17/18	18/19	19/20	20/21
A decline in the Shire's working population.	2.1.3.5.1.1	In partnership with our communities market and promote the lifestyle and liveability of our communities to attract local government and other professionals with families. Utilise liveability marketing material in job advertisements on Council's webpage.	Increased awareness of services and facilities by new residents / employees and prospective employees	Community Survey Results 2016  Staff survey 2016  Information obtained from job applicants.	EDL/ERM	✓	✓	✓	✓
Employment of young people	2.1.3.5.1.2	Continue Council support of <ul style="list-style-type: none"> <li>CSU Accommodation Scholarship</li> <li>Traineeships</li> </ul>	Young people will have the opportunity of remaining close to home while studying	Report in Annual Report	DCS	✓	✓	✓	✓

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
	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	✓	✓		
	2.1.3.5.1.4	Develop traineeship program by establishing role/s targeted at school leavers/students for both indoor and outdoor workplaces.	Increase in employment of local youth, and interest in working for Council.	Report in Annual Report	ERM				✓
	2.1.3.5.1.5	Establish school education program to showcase Council construction activities	Improved image of Council workers, and activities; Increased interest in working for Council.	No. of education programs completed; Report in Annual Report	ERM				✓
Ability to employ a wider range of skilled staff (FFF Improvement Plan Actions)	2.1.3.5.1.6	In partnership with our communities market and promote the lifestyle, liveability of our communities to attract local government and other professionals with families Utilise liveability marketing material in job advertisements on Council's webpage.	Increased awareness of services and facilities by new residents / employees and prospective employees	Survey / Poll of prospective applicants re: their information requirements	EDL/ERM	✓	✓	✓	✓
	2.1.3.5.1.7	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	✓	✓	✓	✓
	2.1.3.5.1.8	Establish traineeship position and program for Water and Sewer Operations	Succession planning for Water and Sewer Operations	Employment of Trainee Water and Sewer Operator, and completion of	DTS	✓		✓	✓

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
				Water Operator training.					
	2.1.3.5.1.9	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	✓	✓	✓	✓
	2.1.3.5.1.10	Expand advertising resources, and improve Council job advertisements	Increase in quality applicants for vacancies.	No. of applicants; No. of interviews conducted for positions; Information from applicants.	ERM				✓
Location and Competitiveness	2.1.3.5.1.11	Monitor local government remuneration packages and identify regional benchmarks prior to recruitment and advertising vacancies	Competitive Remuneration	Through participation in Statewide Benchmarking surveys; Comparative information obtained through data on salary software programs	DCS/ERM	✓	✓	✓	✓

### Workforce Development Action Plan - Retention

<b>Berrigan Shire 2027 Strategic Outcome</b>	2.0	<b>Good Government</b>
<b>Berrigan Shire 2027 Objective</b>	2.2	Council operations support ethical, transparent and accountable corporate governance
<b>Delivery Program Objective</b>	2.1.3.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 - 2021
<b>Workforce Development Outcome</b>		<b>Retention</b>
<b>Workforce Development Objective</b>	2.1.3.5.2	Increase the engagement and retention of Council's professional and technically skilled workforce.

<b>What is the issue?</b>	<b>Operational Plan Reference No.</b>	<b>What will we do about it?</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	17/18	18/19	19/20	20/21
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	GM DTS 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	✓	✓	✓	✓



<b>What is the issue?</b>	Operational Plan Reference No.	<b>What will we do about it?</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	17/18	18/19	19/20	20/21
Management and Operations	2.1.3.5.2.4	Increased awareness and improved access by all staff to the publication of Weekly Issues, and Council newsletter	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 FM	✓	✓	✓	✓

### Workforce Development Action Plan – Training and Skills

<b>Berrigan Shire 2027 Strategic Outcome</b>	2.0	<b>Good Government</b>
<b>Berrigan Shire 2027 Objective</b>	2.2	Council operations support ethical, transparent and accountable corporate governance
<b>Delivery Program Objective</b>	2.1.3.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 - 2021
<b>Workforce Development Outcome</b>		<b>Training and Development</b>
<b>Workforce Development Objective</b>	2.1.3.5.3	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 ERM	✓	✓	✓	✓
	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 of employees as carers and as they age.	Competent and skilled workforce	Gap analysis Job Re-design Annual Report Disability Inclusion Plan	DCS DTS ERM			✓	
Changing nature of work and the impact of new technologies	2.1.3.5.3.5	Identify, as part of training plans and Capability Framework assessments, 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 Review of Capability Framework Performance Assessments	DCS DTS ERM Managers		✓	✓	✓
	2.1.3.5.3.6	Develop opportunities to enhance organisational learning through multi-disciplinary or cross team collaboration under the "day in the life" program	Enhanced knowledge and understanding of new technologies and work practices	No. of participants multi-disciplinary or cross team collaborations	DCS DTS ERM		✓		✓
Knowledge, creativity and innovation (FFF Improvement Plan)	2.1.3.5.3.7	Encourage and support staff through performance management system and Capability Framework to identify and pursue technology and innovation in their field	Organisational learning and knowledge transfer	Gap Analysis Review of Capability Framework Performance Assessments	DCS DTS ERM	✓		✓	

<b>What is the issue?</b>	Operational Plan Reference No.	<b>What will we do about it?</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	17/18	18/19	19/20	20/21
Advanced skills in strategic planning and policy	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 Review of Capability Framework Performance Assessments	DCS DTS ERM		✓		✓

## **Appendix – People Matter Survey Results Berrigan Shire Council 2016**

# Berrigan Shire 2027



Delivery Program 2017 - 2022

## 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 – 2022

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 – 2022** 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

# Delivery Program 2017 - 2022

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Cr Matthew Hannan  
Mayor  
Berrigan Shire Council

## Mayor's Message

The Council's [Delivery Program 2017 – 2022](#) is the result of the hard work of the Council and Council Officers. We are now into the fourth year of what is now a 5-year Delivery Program, due to the postponement of the September 2020 Council Elections due to the Covid19 pandemic. The Council's Delivery Program was reviewed by the Council at its Annual Workshop and is monitored by the Council and through its 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.
- Completing the redevelopment of Tocumwal's Foreshore Reserve's work which will see the long awaited construction of a new riverside café restaurant and visitor centre connecting the River to the town.
- Reviewing with our communities [Berrigan Shire 2027](#) projects and initiatives.
- Marketing and promoting the lifestyle and liveability of our communities with a focus on marketing our events through the production of high quality videos.
- 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 a material change in how the Council delivers the goods and services expected by our communities. There is, however a renewed focus on planning the 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 the core services provided.

The Council is committed to reporting on a 6-monthly basis the Council's progress toward achieving the works described by its [Delivery Program 2017 – 2022](#). Reporting to our community through audio recordings and publication of the Minutes of Council meeting our monthly Bulletins, social media, also the publication in plain English an accessible version of our Annual Report. Reporting that is in addition to the full version of the Council's Annual Report published online and available at all our libraries.

## Delivery Program 2017 - 2022

# Councillors 2016 - 2021



**Top (Left to Right)** Councillor

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

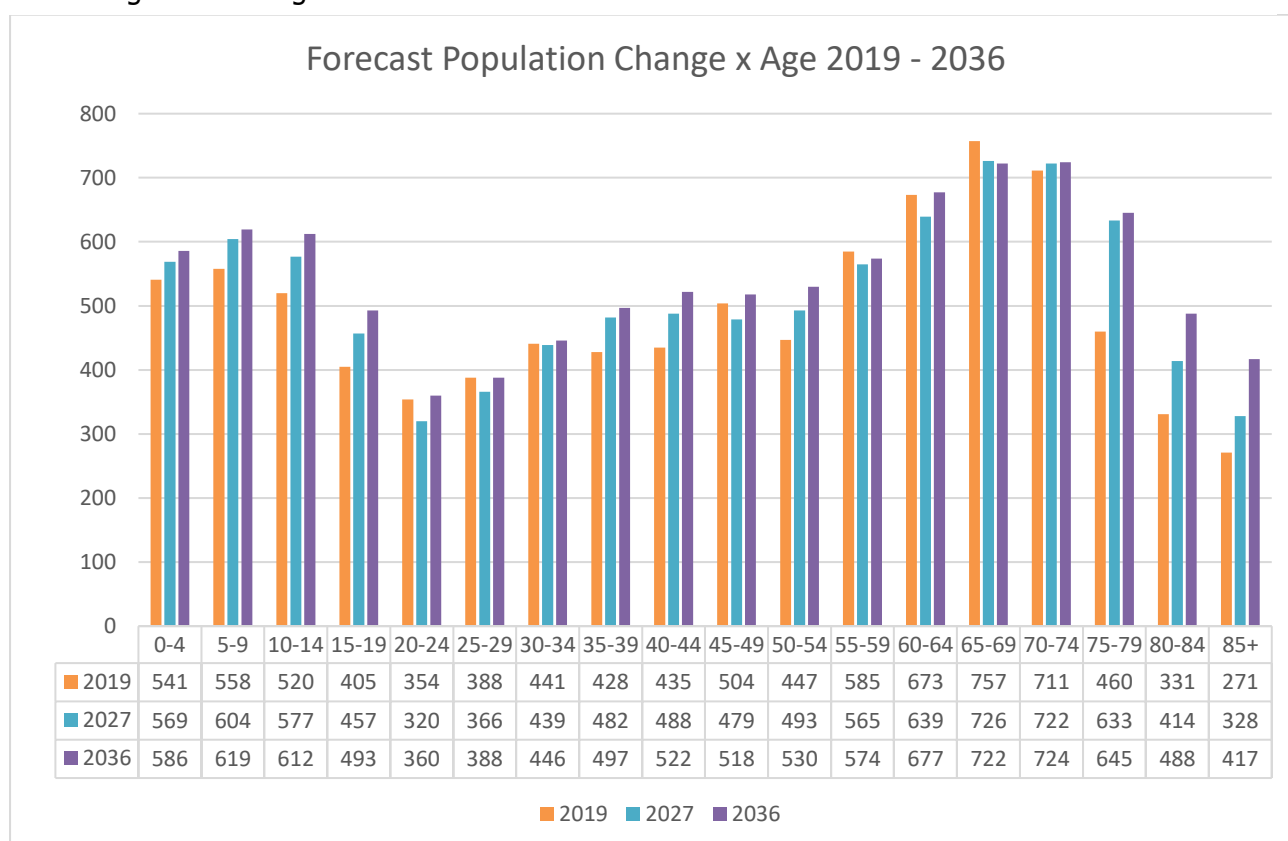
## Delivery Program 2017 - 2022

### 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
- The impact of COVID-19 Pandemic and 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 8,416) 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 service also 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.

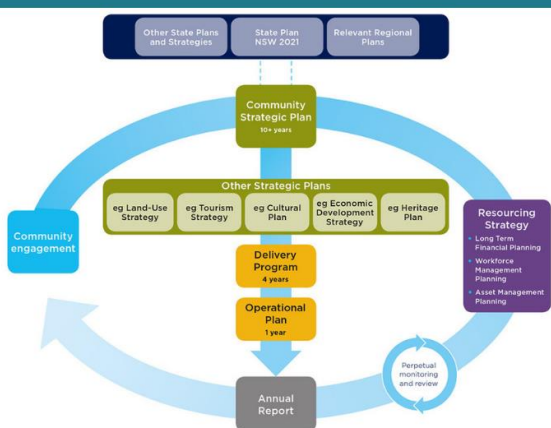
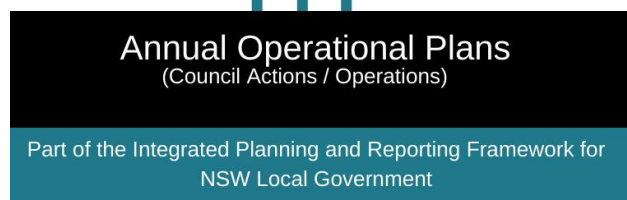
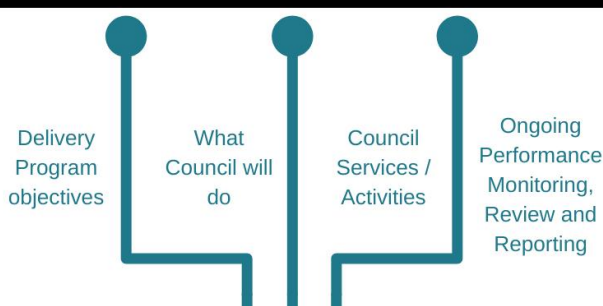
Council meetings are open and Ordinary Council Meetings are held in the Council Chambers at Berrigan, 56 Chanter Street, on the third Wednesday of the month. The Council's Strategy and Policy meeting is held on the Wednesday two weeks prior to an Ordinary Council Meeting. All meetings are recorded electronically with recordings of meetings accessed via the Council's website.

Council Strategy and Policy 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 - 2022](#), operational and financial management.

<b>Glossary of Council Services: What the Council Does</b>		
<b>CSP: Strategic Outcome</b>	<b>Service</b>	<b>Activities</b>
<b>Sustainable natural and built landscapes</b>	Housing	Planning and building control
	Environment	Stormwater, street cleaning, noxious weed control
	Sewerage Services	Sewer System
	Mining, Manufacturing and Construction	Quarries
	Transport and Communication	Roads and footpaths, street lighting, aerodrome
<b>Good government</b>	Administration	General Administration charges and costs associated with delivering services
	Governance	Councillors fees and expenses, elections, meetings and Association fees
<b>Supported and engaged communities</b>	Public Order and Safety	Fire protection, SES
	Health	Food control, Domestic animal control
	Community Amenities	Public toilets, Cemeteries
	Community Services & Education	Early Intervention Services, Social Planning
	Water Supplies	Town Water
	Recreation and Culture	Libraries, Recreation Reserves, Swimming Pools, Public Halls and Parks
<b>Diverse and resilient business</b>	Economic Affairs	Caravan Park, Sale yard, Tourism and Economic Development



# Council's Planning and Monitoring Framework



The NSW Local Government Integrated Planning and Reporting Framework underpins the Council's planning. A framework based on 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 – 2022** 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 **Delivery Program** is developed from the Shire Council's 10-year **Resourcing Strategy**. It includes the Shire's Asset Management Plans, **Workforce Development Plan 2017 – 2021** and rolled forward **Long Term Financial Plan 2020 – 2030**. Our Asset Management Plans describe and estimate the resources needed by the Council to achieve service levels and community expectations. These 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 that the 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 revised **Delivery Program 2017- 2022** 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

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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.

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### 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

**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.**

**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.

## Delivery Program: Measures and Indicators

CSP Outcome	Sustainable Natural & Built Landscapes	
	Monitoring Measure	Indicators
	Development Control	<ul style="list-style-type: none"> <li>● Development decisions reflect Local Environment Plan &amp; Land Use Strategy</li> <li>● Satisfaction rating Development Services</li> </ul>
	Heritage	<ul style="list-style-type: none"> <li>● Heritage Register</li> <li>● The heritage values and character of significant buildings is assessed</li> <li>● BSC Heritage Grants Program</li> <li>● Council activities and community projects enhance visual amenity and the attractiveness of natural and built landscapes</li> </ul>
	Visual Amenity	<ul style="list-style-type: none"> <li>● Visual impact of new development and its relationship to surrounding landscape is assessed</li> <li>● Council activities and community projects enhance visual amenity and the attractiveness of natural and built landscapes</li> </ul>

## Sustainable natural and built landscapes

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

<b>Strategic Objective</b>	1.1 Support sustainable use of our natural resources and built landscapes
<b>Delivery Program Objectives</b>	<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>
<b>Monitoring Measures</b>	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	21/22
1.1.1.1	Local Environment Plan (LEP) reflects community values and aspirations	Local Environment Plan	Development decisions reflect Local Environment Plan & Land Use Strategy	The LEP is gazetted by the Minister	Development Manager / Environmental Services	✓	✓	✓	✓	✓
1.1.1.1.1	Review of LEP is informed by community values and aspirations and legislation	Local Environment Plan is informed by community values and aspirations	Satisfaction rating Development Services	The LEP is gazetted by the Minister	Development Manager / Environmental Services				✓	

Delivery Program Objective: 1.1.1 Coordinate strategic land-use planning										
Monitoring Measure: Development Control										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
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	21/22
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	21/22
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	✓	✓	✓	✓	✓

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	21/22
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	✓	✓	✓	✓	✓

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

<b>Delivery Program Objective: 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife</b>										
<b>Monitoring Measure: Environmental Reserves</b>										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
1.2.1.1	Deliver weed management and control services	Council delivery of the Shire's weed management and control program/s	Annual Report	Weed infestation within the Shire is controlled and / or manageable	Director Technical Services				✓	✓

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	21/22
1.2.1.1.1	Implement Weed Action Plan 2020 - 2024	Delivery of the Shire's weed eradication and control program/s	Quarterly Reporting of Weed Action Plan	Weed infestation within the Shire is eradicated and / or manageable	Director Technical Services			✓	✓	✓
1.2.1.2	Participation in roadside vegetation enhancement projects when external funds become available	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	✓	✓	✓	✓	✓

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	21/22
1.2.1.4	Monitor and undertake as required the control and management of pests	Environmental harms caused by pests will be reduced	Annual report of pest management activities	Harms caused by pests is minimised	Development Manager	✓	✓	✓	✓	✓

<b>Strategic Objective</b>	1.3 Connect and protect our communities
<b>Delivery Program Objectives</b>	1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning 1.3.2 Manage and landfill, recycling and waste disposal
<b>Monitoring Measures</b>	Asset Management & Waste

<b>Delivery Program Objective: 1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning</b>										
<b>Monitoring Measure: Asset Management</b>										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
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	21/22
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%		✓	✓	✓	✓	✓



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	21/22
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	✓	✓	✓		✓
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			✓	✓	✓

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	21/22
1.3.1.4	Continue remediation Tocomwal Foreshore Levee	Remediation works prevents inundation of Tocomwal 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 <a href="#">Transport Asset Management Plan</a> 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 <a href="#">Berrigan Shire Council Waste Plan</a>	Sustainable management of Berrigan Shire Council Waste Management facilities and services	Quarterly reporting and monitoring of KPIs in accordance with <a href="#">Berrigan Shire Council Waste Plan</a>	Waste Plan targets and services are delivered	Environmental Engineer	✓	✓	✓	✓
1.3.2.1.1	Reduce waste in landfill		Diversion targets set out in the <a href="#">Berrigan Shire Council Waste Plan</a>	100% of Diversion targets set out in <a href="#">Berrigan Shire Council Waste Plan</a> 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 2017-22 Year 4	Delivery Program 2021-22 Year 5	Delivery Program 2022-25 Year 1	Delivery Program 2022-25 Year 2
	2020/21 Forecast \$	2021/22 Forecast \$	22/23 Forecast \$	23/24 Forecast \$
Capital expenditures	4,183,674	3,693,650	3,425,100	4,747,331
Capital source of funds	1,298,862	1,022,887	1,107,527	1,397,527
<b>Net Capital funds results</b>	<b>(2,884,813)</b>	<b>(2,670,763)</b>	<b>(2,317,573)</b>	<b>(3,349,804)</b>
Operating expenditure	11,194,527	11,636,608	12,184,443	12,389,203
Operating source of funds	7,141,196	7,234,117	7,352,243	7,522,660
<b>Net Operating result</b>	<b>(4,053,331)</b>	<b>(4,402,491)</b>	<b>(4,832,200)</b>	<b>(4,866,543)</b>
Net funds / surplus (Deficit)	(6,938,144)	(7,073,254)	(7,149,773)	(8,216,347)



## Good government

The development of a Delivery Program linked to a 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.

### Why is this important?

Good government is about making good decisions over time. Decisions, which consider that what we do today, will influence 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  
2019/20

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-five years to measure how Shire residents and local business rate the performance of the council. Since 1994 independent research company, providing the Council with a consistent format for assessing the Council’s performance has conducted this survey. The Council uses this survey to inform its decision-making about which Council services are important to residents and local business and the actions the Council needs to take to improve the overall level of community satisfaction with the delivery of the services provided by the Council.

**Monitoring this measure, therefore, contributes toward measurement of the Council’s Delivery Program and monitoring the impact of the Council’s and our communities Berrigan Shire 2027 projects and initiatives.**

## Delivery Program: Measure and Indicators

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



<b>Strategic Objective</b>	2.1 <b>Berrigan Shire 2027</b> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting
<b>Delivery Program Objectives</b>	2.1.1 Council operations, partnerships and coordination or resources contribute toward implementation of <b>Berrigan Shire 2027</b> 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance
<b>Monitoring Measures</b>	Satisfaction, Partnerships, Council governance, Organisational Capacity, Integrated Planning and Reporting

**Delivery Program Objective:** 2.1.1 Council operations, partnerships and coordination or resources contribute toward implementation of **Berrigan Shire 2027**

**Monitoring Measure:** Partnerships, Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
2.1.1.1	Promote and support the engagement of Shire residents, local business and agencies in the development, implementation & review of <b>Berrigan Shire 2027</b>	Co-production of local services	No. of new projects and partnerships  Surveys and feedback from participants / partners	Projects undertaken are completed  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	21/22
2.1.2.1	Provide facilities and support including financial to elected Council	The leadership skills, experience and knowledge of Councillors is used	Council Meeting Attendance Conference and workshop attendance	Council Minutes and Annual Report publish information on Councillor Meeting, Conference & Workshop Attendance	General Manager	✓	✓	✓	✓	✓
2.1.2.2	Implement and further develop the Berrigan Shire Integrated Management System	Standardised documentation and review of Council operations	Procedures developed in accordance with Action Plan; Workplace Inspections; Internal Audits	The system is in place and being audited annually	Enterprise Risk Manager	✓	✓	✓	✓	✓
2.1.2.3	Implement 2015 – 2019 Fit for the Future Improvement Plan	A sustainable Council	Fit for the Future Benchmarks	All actions are implemented	Director Corporate Services	✓	✓			

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance										
Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
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	Customer survey  Complaints system	Customer requests addressed	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	21/22
		corporate services response								
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 <a href="#">Corporate Services Strategic Plan 2017 - 2021</a>	Strategic management and prioritization of the resourcing and staffing requirements Corporate Services	Organisational Capacity indicators	Plan adopted by the Council	Finance Manager  Director Corporate Services			✓	✓	✓

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance										
Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
2.1.3.4.1	Corporate Services service review will prioritise systems upgrade of record keeping and customer data systems	Compliance with State Record Management Standards	Systems upgrades	Systems are upgraded	Finance Manager  Director Corporate	✓	✓	✓	✓	✓
2.1.3.5	Manage human resource and workforce development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 – 2021	A workforce with the competencies needed to implement the Shire's 4-year Delivery Program	Workforce Development Plan is implemented  Staff Surveys	Workforce Development Plan implemented  No key position is vacant for longer than six months	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	21/22
2.1.3.5.1	Promote and facilitate a diverse and inclusive workplace for current and prospective employees	A workforce that is inclusive	Staff 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			✓	✓	✓
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	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  Strategic and Social Planning Coordinator			✓	✓	✓

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	21/22
2.1.3.5.3	Continue the development of Volunteer Management system addressing workplace and health and safety issues tasks will include:  Review Volunteer Policy and Procedures  Developing consultation mechanisms  Training for Volunteers	Safer workplace for volunteers	Number of activities undertaken	100% of volunteers have attended information and training sessions	Enterprise Risk Manager  Director Corporate Services	✓	✓	✓	✓	✓
2.1.3.5.5	As part of the volunteer Management System prioritise	Monetised value of volunteer effort – Council Committees	Committees prepare Annual	Committee Data submitted and data collated	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	21/22
	development of a system to track the monetised value of volunteer work – Council facilities	recorded and reported	Return of Volunteer Hours							
2.1.3.6	Provide information technology and associated support for Council operations	Efficient operation of Information Technology Systems supporting other Council services	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	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	21/22
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 plant and equipment	Ongoing maintenance and renewal of Council plant and equipment	Capital Works Budget Reporting	Plant Renewal occurs as part of Annual Capital Works Plan	Director Technical Services	✓	✓	✓	✓	✓

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

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
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	Suite of forecast id.data is used to inform Council planning and submissions	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	21/22
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 2017-22 Year 4	Delivery Program 2021-22 Year 5	Delivery Program 2022-25 Year 1	Delivery Program 2022-25 Year 2
	2020/21 Forecast \$	2021/22 Forecast \$	22/23 Forecast \$	23/24 Forecast \$
Capital expenditures	(1,003,770)	(1,172,770)	(874,020)	(754,020)
Capital source of funds	414,000	359,000	240,500	251,000
Net Capital funds results	<b>(589,770)</b>	<b>(813,770)</b>	<b>(633,520)</b>	<b>(503,020)</b>
Operating expenditure	(2,284,088)	(2,134,162)	(2,632,937)	(2,674,545)
Operating source of funds	14,156,189	14,401,613	14,653,064	14,907,873
Net Operating result	<b>11,872,102</b>	<b>12,267,451</b>	<b>12,020,127</b>	<b>12,233,329</b>
Net funds / surplus (Deficit)	11,282,332	11,453,681	11,386,607	11,730,309



## Supported and engaged communities

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Supported and engaged communities' welcome new members and value the wellbeing of all residents and the social connections that connect people to each other and place.

Community wellbeing is fostered through every day involvement in community activities.

Community resources are also equitably used to improve community health, individual wellbeing and to celebrate community creativity and innovation – past, present and future.

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### Why is this important?

Safe, accessible and inclusive communities are child and older person friendly.

Healthy child and youth development is facilitated in communities that are safe, inclusive and welcoming.

Older people, disabled and mobility impaired residents and visitors also experience improved quality of life and wellbeing in communities that are safe, inclusive and welcoming.

Communities that facilitate all age healthy lifestyles reduce demand upon health services, provide lifestyle choice as an option for younger families and foster opportunities for community engagement.

Lifelong learning, cultural expression and recreational activities provide opportunities for people with a diverse range of interests and backgrounds to become involved and engaged in their local communities. The sharing of their knowledge; skills, resources and experiences enriches and strengthens the social connections that are fundamental to community wellbeing and sustainability. In previous years' the Shire experienced an increasing trend toward more families and young people leaving the Shire. Some of our schools report a decline in enrolments while others an increase and as our workforce ages the inward migration of older residents increases demand for social support services.

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

<b>Strategic Objective</b>	3.1 Create safe, friendly and accessible communities
<b>Delivery Program Objectives</b>	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
<b>Monitoring Measures</b>	Community Events, Community Health & Wellbeing , Lifelong Learning and Culture, Environmental Health and Safety, Open Space Management & Recreation

Delivery Program Objective: 3.1.1 Build communities that are home to more families and young people										
Monitoring Measures: Community events, Community Health and Wellbeing										
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	21/22
3.1.1.1	Support and promote the healthy development and wellbeing of children and young people	Local projects and programs are established to support and promote the healthy development and wellbeing of children and young people	Project participant and facility user surveys  Value of Volunteer Hrs Council sponsored projects supporting	Reports to Council provide feedback on participant survey results <ul style="list-style-type: none"> <li>• Kids Fest</li> <li>• Youth Week</li> </ul>	Director Corporate Services	✓	✓	✓	✓	✓



Delivery Program Objective: 3.1.1 Build communities that are home to more families and young people										
Monitoring Measures: Community events, Community Health and Wellbeing										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
			families, young people / children	Annual Report to council re: Volunteer Hours / Management facilities: Pools, & Recreation Reserves						
3.1.1.2	Implement <b>Children and Families Strategy</b>	Local projects and services support the attraction and retention of families and young people	<b>Children and Families Strategy</b> developed	Families and children report satisfaction with facilities and services provided	Strategic & Social Planning Coordinator	✓	✓	✓	✓	✓
3.1.1.2.1	Review <b>Children and Families Strategy</b>	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	<b>Children and Families Strategy</b> reviewed and adopted by the Council	Families and children report satisfaction with facilities and services provided	Strategic & Social Planning Coordinator			✓		

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	21/22
		services required and used by local families and their children								

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	21/22
3.1.2.2	Implement <b>Liveability and Healthy Ageing Strategy (DIAP)</b>	Council facilities and services support older residents health, mobility and their economic / social participation in community life	<b>Liveability and Healthy Ageing Strategy</b> is implemented	Council adopts and implements <b>Liveability and Healthy Ageing Strategy and Action Plan (DIAP) 2018-2022</b>	Strategic & Social Planning Coordinator		✓	✓	✓	
3.1.2.3	Provide recreation facilities which support active lifestyle and ageing place	Council recreation facilities support active lifestyle and ageing place	Strategic Management Plans developed for high value recreational assets	<b>Corporate and Community Services Asset Management Plan</b> reviewed	Director Corporate Services	✓	✓	✓	✓	

Delivery Program Objective: <b>3.1.3</b> Strengthen the inclusiveness and accessibility of our community										
Monitoring Measures: Community events, Health and Wellbeing										
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	21/22
3.1.3.1	Promote the social and economic wellbeing of Shire residents and the inclusiveness of our communities through social planning and community development activities	Annual program of community development activities implemented	No. of activities held  Reports to Council  Participant Surveys	Based on participant surveys  <ul style="list-style-type: none"> <li>• Youth Week</li> <li>• International Womens' Day</li> <li>• Childrens' Week</li> </ul> Participant numbers are maintained and or increased  Participants/ Survey high levels of satisfaction	Strategic & Social Planning Coordinator	✓	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services										
Monitoring Measures: Environmental Health and Safety										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
3.1.4.1	Develop an <b>Integrated Water Cycle Management Strategy</b>	Strategy will guide and inform the management of the Council's Water Business	Range of indicators to be identified in the Strategy	Strategy is adopted by the Council	Environmental Engineer Director Technical Services	✓	✓	✓	✓	✓
3.1.4.2	Ensure potable water network is safe and functional	Water networks are managed to maximise operational functions	Compliance with established Public Health drinking water standards	Supporting Operational Plan actions are undertaken and the outcome reported T: 100%	Environmental Engineer	✓	✓	✓	✓	✓

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	21/22
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 i.e.: making an operating surplus and generating sufficient cash to meet future capital works	Director Corporate Services	✓	✓	✓	✓	✓
3.1.4.3	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	✓	✓	✓	✓	✓

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	21/22
3.1.4.3.1	Develop and implement inspection programs: <ul style="list-style-type: none"> <li>• Food premises</li> <li>• Building works</li> <li>• Water/Sewerage treatment</li> <li>• Fire safety/ hazard reduction</li> <li>• Swimming pools</li> <li>• Trade waste</li> </ul>	Food premises, building works, water and sewerage treatment and fire safety/hazard reduction services meet standards	Delivery Program Report No. inspections completed x type  No program inspections not completed x type	Inspection programs result in safer and healthier premises	Development Manager	✓	✓	✓	✓	✓
3.1.4.4	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	✓	✓	✓	✓	✓

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	21/22
3.1.4.4.1	Provide and maintain local emergency operations centres	Fit for purpose LEOC's	LEOC's found fit for purpose during emergencies and/or training operations	In the event of an emergency LEOC's provide 'fit for purpose' emergency operations centres	Director Technical Services	✓	✓	✓	✓	✓
3.1.4.5	Develop and maintain local cemeteries and associated infrastructure	Cemeteries progressively developed to meet demand  Routine maintenance conducted	Graves available  Work undertaken	Sufficient gravesites exist in the cemeteries to meet 5+ years of estimated demand  Cemetery Maintenance agreements with service clubs maintained & reviewed	Director Corporate Services	✓	✓	✓	✓	✓



Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services										
Monitoring Measures: Environmental Health and Safety										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
3.1.4.6	Control and promote responsible ownership of companion animals	Negative impacts & disturbance caused by companion animals reduced	Customer Service Complaints  No. Registered Companion Animals	Education of community results in minimal impacts from companion animals	Development Manager	✓	✓	✓	✓	

Delivery Program Objective: <b>3.2.1</b> 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	21/22
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"> <li>• Patronage</li> <li>• Borrowings</li> </ul> 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	✓	✓	✓	✓	✓

Delivery Program Objective: <b>3.2.1</b> 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	21/22
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	✓	✓	✓	✓	✓

Delivery Program Objective: <b>3.2.1</b> 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	21/22
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	✓	✓	✓	✓	✓

Delivery Program Objective: <b>3.2.2</b> 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	21/22
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 Landscape Master plan projects are implemented	Strategic and Social Planning Coordinator	✓	✓	✓	✓	✓

Delivery Program Objective: <b>3.2.2</b> 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	21/22
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 2017-22 Year 4	Delivery Program 2021-22 Year 5	Delivery Program 2022-25 Year 1	Delivery Program 2022-25 Year 2
	2020/21 Forecast \$	2021/22 Forecast \$	22/23 Forecast \$	23/24 Forecast \$
Capital expenditures	(150,470)	(73,060)	(78,517)	(73,979)
Capital source of funds	(769,415)	(1,112,686)	(219,640)	(226,802)
Net Capital funds results	<b>(919,885)</b>	<b>(1,185,746)</b>	<b>(298,157)</b>	<b>(300,781)</b>
Operating expenditure	(7,259,728)	(7,287,974)	(7,366,979)	(7,452,254)
Operating source of funds	4,840,039	5,208,885	4,354,564	4,401,084
Net Operating result	<b>(2,419,689)</b>	<b>(2,079,089)</b>	<b>(3,012,415)</b>	<b>(3,051,170)</b>
Net funds / surplus (Deficit)	(3,339,574)	(3,264,835)	(3,310,572)	(3,351,951)





## Diverse and resilient business

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Local job creation driven by investment in innovation (new products/services) is needed to retain and attract skilled professionals and young people.

Rural communities that offer lifestyle and professional opportunities are more successful in attracting and retaining a skilled workforce.

A strong local economy is a buffer against globally exposed commodity agribusiness during drought or economic downturn.

Tourism is a competitive industry sector with the drivers for growth being: a diverse range of local / regional experiences supported by contemporary marketing and promotion.

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### Why is this important?

Research commissioned by Regional Development Australia – Murray 2010 (a shift share analysis) suggests that targeted investment by business and government in employment growth drivers is needed to create jobs and promote innovation. Council's website publishes for businesses and residents business LGA specific shift share analysis (2013) data that can be used by local business to determine the competitiveness of their industry and product.

Construction, transport, health, aged care and community services will create more jobs if there is industry support for investment in centres of excellence, local training and research.

The Shire's **Delivery Program** is characterised by actions and projects that support collaborative planning, shared resourcing, water security, and also the regional branding and promotion (VIC/NSW) needed to realise the potential of its: national freight infrastructure projects; local innovation and value added agricultural product development. The Council's **Delivery Program** recognises that the levers and drivers of growth: marketing, communication technologies, supply chains and access to markets for local business and industries are Victorian based.

Our lifestyle, climate, existing sporting facilities and proximity to Melbourne presents micro-business development opportunities capable of generating higher levels of local investment, retained retail, goods and services spending. Similarly, cross-border Tourist or Visitor Economy initiatives increase the attractiveness of the VIC/NSW Murray Region as a Destination and encourage visitors to stay longer.

## Strategic Objectives

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

## Delivery Program Objectives

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

### Headline Indicator

### Target:

Regional Institute Australia

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

<b>Strategic Objective</b>	4.1 Strengthen and diversify the local economy and invest in local job creation and innovation
<b>Delivery Program Objectives</b>	4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs 4.1.2 Support local enterprise through local economic and industry development initiatives and projects
<b>Monitoring Measures</b>	Economic & Industry Development

**Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs**

**Monitoring Measure: Economic & Industry Development**

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	21/22
4.1.1.1	Complete review and implement <b>Berrigan Shire Economic Development Plan 2017 - 2021</b>	Economic Development Plan developed	Adopted by Council and implemented	Annual Report to Council of the Plan's status and implementation	Economic and Industry Development Liaison	✓	✓	✓	✓	✓
4.1.1.2	Develop industry profiles informed by strategic analysis of local conditions and relative competitive advantages	Conditions that support or inhibit the comparative growth and competitiveness of local business are identified	Profiles published	Industry reports using data to enhance operations and attract investment	Economic and Industry Development Liaison	✓	✓	✓	✓	✓

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	21/22
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	✓	✓	✓	✓	✓
4.1.1.4	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	21/22
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	No. of nominations received	Local business and industry	Economic and Industry	✓	✓	✓	✓	

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	21/22
		industry recognised by peers	Attendance at awards	support Awards	Development Liaison					

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

<b>Delivery Program Objective: 4.2.1 Implement the Berrigan Shire Tourism Strategy</b>										
<b>Monitoring Measure: Tourism and Events</b>										
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
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	Visitor numbers increase	Director Technical Services	✓	✓	✓	✓	✓



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	21/22
4.2.1.2	Partner with industry and other levels of government on securing investment needed for <b>Ports of the Murray and Murray River Adventure Trail</b>	New Visitor Experiences	Investment by other levels of Government and Industry in <b>Ports of the Murray and Murray River Adventure Trail Projects</b>	<b>Ports of the Murray and Murray River Adventure Trail Projects</b> are funded	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	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	21/22
4.2.2.1	Membership of regional tourism boards established to increase visitation and economic activity in the Murray Region of NSW and Murray River towns	Regional and interstate marketing and promotion of the Shire's tourism products and services	Participation in Regional Tourism Boards  Value of projects undertaken by that Regional Board that promote Murray River towns as a Destination	Councillor and staff attendance at Regional Tourism Board Meetings	Economic and Industry Development Liaison	✓	✓	✓	✓	✓

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

**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	21/22
4.3.1.1	Develop business case for the development of hardstand and serviced truck parking Tocumwal, Berrigan and Finley	Improved safety and services for transport and logistics industries	Business Case developed and costed	Funding is secured for identified projects	Economic and Industry Development Liaison	✓	✓	✓	✓	✓
4.3.1.2	Lobby for upgrade of rail facilities, associated with Tocumwal rail line incl. line to Shepparton and Melbourne Ports	Increased use of Tocumwal inter-modal facility	Investment by government in facilities	Funding is committed by Victorian and Commonwealth Governments	Economic and Industry Development Liaison				✓	✓

Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure										
Monitoring Measure: Freight Infrastructure & Projects										
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
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 <a href="#">Tocumwal Aerodrome Management Plan</a> .	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	21/22
4.3.1.4.1	Review the <b>Tocumwal Aerodrome Management Plan</b>	A new Management Plan is developed for the Tocumwal Aerodrome	Adopted by Council and implemented	Annual Report to Council of the Plan's status and implementation	Director Technical Services				✓	✓
4.3.1.4.2	Maintain the Tocumwal Aerodrome	Maintained in accordance with <b>Corporate and Community Services Asset Management Plan</b>	Satisfactory results from CASA inspections for continuation of Aerodrome registration	Annual Report is presented to Council on Aerodrome Operations  CASA issue compliant assessment of Aerodrome Operations and Management  Tocumwal Aerodrome maintains its registration	Director Technical Services	✓	✓	✓	✓	

## Diverse and resilient business

## Diverse and resilient business – 4-year financial forecast

	Delivery Program 2017-22 Year 4	Delivery Program 2021-22 Year 5	Delivery Program 2022-25 Year 1	Delivery Program 2022-25 Year 2
	2020/21 Forecast \$	2021/22 Forecast \$	22/23 Forecast \$	23/24 Forecast \$
Capital expenditures	(350,000)	(50,000)	(50,000)	(50,000)
Capital source of funds	150,000	-	-	-
Net Capital funds results	<b>(200,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>
Operating expenditure	(1,153,390)	(1,189,787)	(1,186,522)	(1,223,612)
Operating source of funds	370,828	376,381	382,037	387,804
Net Operating result	<b>(782,562)</b>	<b>(813,406)</b>	<b>(804,485)</b>	<b>(835,808)</b>
Net funds / surplus (Deficit)	(982,562)	(863,406)	(854,485)	(885,808)



## 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

<b>Berrigan Shire Council</b> <b>10 Year Financial Plan for the Years ending 30 June</b> <b>2024</b> <b>INCOME STATEMENT - CONSOLIDATED</b> <b>Scenario: Base Case</b>						
	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>						
<b>Revenue:</b>						
Rates & Annual Charges	10,235,000	10,348,884	10,532,575	10,776,316	11,025,612	11,280,589
User Charges & Fees	2,571,000	1,888,469	1,743,700	1,767,728	1,792,359	1,817,601
Interest & Investment Revenue	772,000	699,570	751,953	787,203	810,000	800,704
Other Revenues	1,217,000	1,235,392	575,503	585,427	595,580	605,969
Grants & Contributions provided for Operating Purposes	6,589,000	7,873,762	7,528,555	7,173,523	7,264,745	7,357,563
Grants & Contributions provided for Capital Purposes	3,569,000	7,915,455	982,083	691,995	460,238	643,799
<b>Other Income:</b>						
Net gains from the disposal of assets	-	265,695	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>24,953,000</b>	<b>30,227,227</b>	<b>22,114,368</b>	<b>21,782,192</b>	<b>21,948,533</b>	<b>22,506,226</b>
<b>Expenses from Continuing Operations</b>						

<b>Berrigan Shire Council</b> <b>10 Year Financial Plan for the Years ending 30 June</b> <b>2024</b> <b>INCOME STATEMENT - CONSOLIDATED</b> <b>Scenario: Base Case</b>						
	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$
Employee Benefits & On-Costs	8,581,000	4,592,686	4,848,554	4,952,294	5,073,959	5,198,630
Borrowing Costs	53,000	71,360	186,075	258,505	226,718	194,059
Materials & Contracts	3,119,000	7,310,467	6,415,143	6,609,478	6,729,731	6,701,420
Depreciation & Amortisation	6,081,000	6,040,261	6,100,464	6,160,349	6,222,678	6,284,717
Impairment of investments	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-
Other Expenses	2,353,000	2,600,486	2,304,422	2,359,526	2,378,387	2,443,025
Interest & Investment Losses	-	-	-	-	-	-
Net Losses from the Disposal of Assets	651,000	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>20,838,000</b>	<b>20,615,261</b>	<b>19,854,657</b>	<b>20,340,150</b>	<b>20,631,473</b>	<b>20,821,851</b>
<b>Operating Result from Continuing Operations</b>	<b>4,115,000</b>	<b>9,611,966</b>	<b>2,259,712</b>	<b>1,442,042</b>	<b>1,317,060</b>	<b>1,684,375</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>4,115,000</b>	<b>9,611,966</b>	<b>2,259,712</b>	<b>1,442,042</b>	<b>1,317,060</b>	<b>1,684,375</b>

Berrigan Shire Council 10 Year Financial Plan for the Years ending 30 June 2024						
INCOME STATEMENT - CONSOLIDATED						
Scenario: Base Case	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$
Net Operating Result before Grants and Contributions provided for						
Capital Purposes	546,000	1,696,511	1,277,629	750,047	856,822	1,040,576

## Projected Balance Sheet

**Berrigan Shire Council**  
**10 Year Financial Plan for the years ending**  
**30 June 2024**  
**BALANCE SHEET – CONSOLIDATED**  
**Scenario: Base Case**

	<b>Actuals 2018/19</b>	<b>Current Year 2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>ASSETS</b>						
<b>Current Assets</b>						
Cash & Cash Equivalents	7,378,000	513,862	8,583,277	7,390,528	5,662,132	5,661,860
Investments	28,000,000	19,681,386	20,181,386	20,981,386	21,681,386	22,220,030
Receivables	1,753,000	1,759,831	1,603,623	1,638,080	1,676,047	1,704,036
Inventories	289,000	2,564,231	2,176,629	2,257,524	2,301,596	2,272,058
Other	37,000	159,269	137,015	141,670	143,852	143,729
Non-current assets classified as "held for sale"	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>37,457,000</b>	<b>24,678,579</b>	<b>32,681,930</b>	<b>32,409,187</b>	<b>31,465,013</b>	<b>32,001,714</b>
<b>Non-Current Assets</b>						
Investments	-	-	-	-	-	-
Receivables	-	-	-	-	-	-
Inventories	185,000	47,674	47,674	47,674	47,674	47,674
Infrastructure, Property, Plant & Equipment	244,930,000	271,347,528	272,536,392	273,133,991	274,218,186	274,130,023
Investments Accounted for using the equity method	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	221,150	221,150	221,150	221,150	221,150
Other	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>245,115,000</b>	<b>271,616,352</b>	<b>272,805,216</b>	<b>273,402,815</b>	<b>274,487,010</b>	<b>274,398,847</b>
<b>TOTAL ASSETS</b>	<b>282,572,000</b>	<b>296,294,932</b>	<b>305,487,146</b>	<b>305,812,002</b>	<b>305,952,023</b>	<b>306,400,561</b>
<b>LIABILITIES</b>						
<b>Current Liabilities</b>						

Please refer to Operational Plan 2020/21 for Year 1 Forecast

**Berrigan Shire Council**  
**10 Year Financial Plan for the years ending**  
**30 June 2024**  
**BALANCE SHEET – CONSOLIDATED**  
**Scenario: Base Case**

	Actuals 2018/19	Current Year 2019/20	2020/21	2021/22	2022/23	2023/24
	\$	\$	\$	\$	\$	\$
Bank Overdraft	-	-	-	-	-	-
Payables	837,000	2,113,483	1,876,208	1,934,881	1,965,408	1,969,712
Income received in advance	235,000	332,759	268,196	271,526	274,937	278,432
Borrowings	161,000	438,095	1,179,188	1,210,977	1,243,636	1,192,654
Provisions	2,337,000	2,347,770	2,347,770	2,347,770	2,347,770	2,347,770
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>3,570,000</b>	<b>5,232,108</b>	<b>5,671,363</b>	<b>5,765,153</b>	<b>5,831,751</b>	<b>5,788,569</b>
<b>Non-Current Liabilities</b>						
Payables	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-
Borrowings	833,000	3,292,628	9,785,876	8,574,899	7,331,263	6,138,609
Provisions	425,000	414,230	414,230	414,230	414,230	414,230
Investments Accounted for using the equity method	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>1,258,000</b>	<b>3,706,858</b>	<b>10,200,105</b>	<b>8,989,129</b>	<b>7,745,493</b>	<b>6,552,838</b>
<b>TOTAL LIABILITIES</b>	<b>4,828,000</b>	<b>8,938,966</b>	<b>15,871,468</b>	<b>14,754,282</b>	<b>13,577,243</b>	<b>12,341,407</b>
<b>Net Assets</b>	<b>277,744,000</b>	<b>287,355,966</b>	<b>289,615,678</b>	<b>291,057,720</b>	<b>292,374,779</b>	<b>294,059,154</b>
<b>EQUITY</b>						
Retained Earnings	118,423,000	128,034,966	130,294,678	131,736,720	133,053,779	134,738,154
Revaluation Reserves	159,321,000	159,321,000	159,321,000	159,321,000	159,321,000	159,321,000
	-	-	-	-	-	-
Council Equity Interest	277,744,000	287,355,966	289,615,678	291,057,720	292,374,779	294,059,154
Minority Equity Interest	-	-	-	-	-	-

Please refer to Operational Plan 2020/21 for Year 1 Forecast

**Berrigan Shire Council**  
**10 Year Financial Plan for the years ending**  
**30 June 2024**  
**BALANCE SHEET – CONSOLIDATED**  
**Scenario: Base Case**

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$
<b>Total Equity</b>	<b>277,744,000</b>	<b>287,355,966</b>	<b>289,615,678</b>	<b>291,057,720</b>	<b>292,374,779</b>	<b>294,059,154</b>

## Projected Cash Flow Statement

Berrigan Shire Council

10 Year Financial Plan for the Years ending

30 June 2024

CASH FLOW STATEMENT – CONSOLIDATED

Scenario: Base Case

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$
<b>Cash Flows from Operating Activities</b>						
<b>Receipts:</b>						
Rates & Annual Charges	9,949,000	10,527,659	10,524,920	10,765,626	11,014,673	11,269,395
User Charges & Fees	3,254,000	2,040,088	1,781,376	1,760,125	1,784,566	1,809,614
Interest & Investment Revenue Received	708,000	826,600	739,471	775,679	796,854	799,356
Grants & Contributions	10,158,000	15,789,217	8,510,638	7,865,518	7,724,983	8,001,362
Bonds & Deposits Received	26,000	-	-	-	-	-
Other	1,988,000	868,895	649,610	584,115	592,902	602,005
<b>Payments:</b>						
Employee Benefits & On-Costs	(8,584,000)	(4,693,494)	(4,831,235)	(4,947,081)	(5,068,616)	(5,193,153)
Materials & Contracts	(3,364,000)	(8,431,396)	(6,259,881)	(6,641,567)	(6,750,802)	(6,672,932)
Borrowing Costs	(46,000)	(71,360)	(186,075)	(258,505)	(226,718)	(194,059)
Bonds & Deposits Refunded	-	-	-	-	-	-
Other	(2,326,000)	(2,600,486)	(2,304,422)	(2,359,526)	(2,378,387)	(2,443,025)
<b>Net Cash provided (or used in) Operating Activities</b>	11,763,000	14,255,723	8,624,403	7,544,386	7,489,454	7,978,561
<b>Cash Flows from Investing Activities</b>						
<b>Receipts:</b>						

**Berrigan Shire Council**  
**10 Year Financial Plan for the Years ending**  
**30 June 2024**  
**CASH FLOW STATEMENT – CONSOLIDATED**  
**Scenario: Base Case**

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$
Sale of Investment Securities	-	8,318,614	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-
Sale of Real Estate Assets	302,000	238,046	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	282,000	519,481	414,000	359,000	240,500	251,000
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	0	1	-	-
Sale of Disposal Groups	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-
<b>Payments:</b>						
Purchase of Investment Securities	(2,000,000)	-	(500,000)	(800,000)	(700,000)	(538,644)
Purchase of Investment Property	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(8,542,000)	(32,932,725)	(7,703,327)	(7,116,948)	(7,547,373)	(6,447,553)
Purchase of Real Estate Assets	(238,000)	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-



**Berrigan Shire Council****10 Year Financial Plan for the Years ending  
30 June 2024****CASH FLOW STATEMENT – CONSOLIDATED**

Scenario: Base Case

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$
Deferred Debtors & Advances Made	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(10,196,000)</b>	<b>(23,856,584)</b>	<b>(7,789,327)</b>	<b>(7,557,947)</b>	<b>(8,006,873)</b>	<b>(6,735,197)</b>
<b>Cash Flows from Financing Activities</b>						
<b>Receipts:</b>						
Proceeds from Borrowings & Advances	-	3,000,000	8,000,000	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-
<b>Payments:</b>						
Repayment of Borrowings & Advances	(156,000)	(263,276)	(765,661)	(1,179,188)	(1,210,977)	(1,243,636)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(156,000)</b>	<b>2,736,724</b>	<b>7,234,339</b>	<b>(1,179,188)</b>	<b>(1,210,977)</b>	<b>(1,243,636)</b>

## Berrigan Shire Council

10 Year Financial Plan for the Years ending

30 June 2024

## CASH FLOW STATEMENT – CONSOLIDATED

Scenario: Base Case

	Actuals 2018/19 \$	Current Year 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	1,411,000	(6,864,138)	8,069,414	(1,192,749)	(1,728,396)	(272)
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	5,967,000	7,378,000	513,862	8,583,277	7,390,528	5,662,132
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>7,378,000</b>	<b>513,862</b>	<b>8,583,277</b>	<b>7,390,528</b>	<b>5,662,132</b>	<b>5,661,860</b>
Cash & Cash Equivalents - end of the year	7,378,000	513,862	8,583,277	7,390,528	5,662,132	5,661,860
Investments - end of the year	28,000,000	19,681,386	20,181,386	20,981,386	21,681,386	22,220,030
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>35,378,000</b>	<b>20,195,248</b>	<b>28,764,662</b>	<b>28,371,914</b>	<b>27,343,517</b>	<b>27,881,890</b>
<b>Representing:</b>						
- External Restrictions	21,353,000	17,555,682	18,314,533	18,591,131	20,065,029	21,758,737
- Internal Restrictions	5,784,925	5,843,961	6,370,786	6,709,431	7,448,151	8,135,124
- Unrestricted	8,240,075	(3,204,394)	4,079,344	3,071,351	(169,663)	(2,011,971)
	<b>35,378,000</b>	<b>20,195,248</b>	<b>28,764,662</b>	<b>28,371,914</b>	<b>27,343,517</b>	<b>27,881,890</b>

## Budget x Outcome 4-Year Forecast

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
	(6,918,144)	(7,123,254)	(7,149,773)	(8,216,347)
0015-0226 MR226 NANGUNIA ST & HUGHES ST	-	-	-	-
0015-0356 MR356 BERRIGAN - OAKLANDS RD	-	-	-	-
0015-0363 MR363 BERRIGAN - BAROOGA RD	-	-	-	-
0015-0550 MR550 TOCUMWAL - MULWALA RD	-	-	-	-
0015-0564 MR564 BERRIGAN - JERILDERIE RD	-	-	-	-
0015-0999 RTA MR BLOCK GRANT BUDGET ONLY	(706,000)	(706,000)	(706,000)	(706,000)
0015-9999 Block Grant - UNSPENT FUNDS	-	-	-	-
1412-0205 PURCHASE OF BINS	-	-	-	-
1412-0512 BERRIGAN & FINLEY TIP - CRUSHED ROCK	-	-	-	-
1412-0526 TOC - NEW FENCE	-	-	-	-
1412-0527 BGN - NEW LANDFILL HOLE	-	-	-	-
1412-0528 BERRIGAN TIP - FENCE	-	-	-	-
1412-0530 REHAB EXHAUSTED LANDFILLS	-	-	-	-
1412-0531 CONCRETE CRUSHING	-	-	-	-
1412-0532 BGN - COMPACTION EQUIPMENT	-	-	-	-
1412-0533 TOC - TRANSFER STATION	-	-	-	-
1412-0534 BGN - TRANSFER STATION	-	-	-	-
1412-0535 COMPULSORY AQUISITION CROWN LA	-	-	-	-
1417-0546 RETENTION POND - RIV HWY FIN	-	-	-	-
1417-0555 CRAWFORD SUBDIV DRAIN TO TOC SEWER	-	-	-	-
1417-0825 LIRS - EAST RIVERINA HWY	-	-	-	-
1417-0828 FINLEY ST DETENTION BASIN	-	-	-	-

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
1417-0830 BRUTON ST ELEC & PIPEWORK	-	-	-	-
1417-0833 DRUMMOND ST RAILWAY TO DROHAN	-	-	-	-
1417-0834 ENDEVOUR ST NEW PUMP STATION	-	-	-	-
1417-0835 MURRAY ST WARMATTA TO WOLAMAI	-	-	-	-
1417-0837 TUPPAL ST FINLEY	-	-	-	-
1417-0839 TOC TOWN ENTRY - DEAN ST	-	-	-	-
1417-0840 CORCORAN ST RISING MAIN	-	-	-	-
1417-0841 JERILDERIE ST HORSFALL TO NANG	-	-	-	-
1417-0842 JERILDERIE ST - NANGUNIA TO ORR	-	-	-	-
1417-0843 BRUTON ST - EXT JERILDERIE NTH	-	-	-	-
1417-0845 MCALLISTER St - HEADFORD TO OSB	-	-	-	-
1417-0846 JERSEY ST - CHANTER TO TUPPAL	-	-	-	-
1417-0847 DEAN ST RMS WORKS	-	-	-	-
1417-0848 COBRAM ST - WAVERLY RD - DRAIN	-	-	-	-
1417-0849 BAROOGA-DENISON ST TABLE DRAIN	-	-	-	-
1417-0850 DENISON - WOLLAMAI TO WARMATTA	-	-	-	-
1417-0852 TOCUMWAL ST- WOLLAMAI TO WARMATTA	-	-	-	-
1417-0853 MORRIS ST- TOC REC RESERVE	-	-	-	-
1417-0854 DRAINAGE TELEMETRY UPGRADE	-	-	-	-
1417-0855 DRAINAGE ELECTRICAL CABINETS	-	-	-	-
1417-0856 TOCUMWAL ST - TUPPAL TO WOLLAMAI	-	-	-	-
1417-0857 TONGS ST CEMETERY PIPE DRAIN	-	-	-	-
1417-0858 BAROOGA ST & ORR ST DRAINAGE	-	-	-	-
1417-0859 DENISON ST - HORSFALL/NANGUNIA	-	-	-	-
1417-0860 BRUTON ST - KERB CONNECTION	-	-	-	-
1417-0861 JERILDERIE ST NTH - BRUTON ST	-	-	-	-

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
1417-0862 HANNAH ST - CALAWAY TO END	-	-	-	-
1418-0500 LEVEE - TOC FORESHORE WORKS	-	-	-	-
1418-0501 LEVEE 1 - 4675-5700	-	-	-	-
1418-0502 LEVEE 1 - 7580-8435	-	-	-	-
1418-0503 LEVEE 1 -9100-9650	-	-	-	-
1418-0504 LEVEE 1 - 10548-10700	-	-	-	-
1418-0505 LEVEE TREE WORKS REMOVAL	-	-	-	-
1418-0506 LEVEE 3 - 220M	-	-	-	-
1418-0507 LEVEE 5 - 2260M	-	-	-	-
1418-0508 LEVEE WORKS - GEOTECH	-	-	-	-
1418-0509 SEPPELTS LEVEE	-	-	-	-
1418-0932 JERSEY ST PRECINCT - LEVEE	-	-	-	-
1610-0512 PUMP REPLACEMENT	-	-	-	-
1610-0526 SEWER MAIN UPGRADES - TOCUMWAL	-	-	-	-
1610-0527 UPGRADE AMENITIES AT ALL STP	-	-	-	-
1610-0550 BGN - STP FENCE	-	-	-	-
1610-0551 TOC - FENCE REPLACEMENT	-	-	-	-
1610-0552 FIN - STP FENCE	-	-	-	-
1610-0580 BGA SEWER MAIN UPGRADE	-	-	-	-
1610-0590 BGN SEWER MAIN UPGRADES	-	-	-	-
1610-0595 FIN SEWER MAIN UPGRADES	-	-	-	-
1610-0600 TOC SEWER MAIN UPGRADES	-	-	-	-
1610-0610 AC MAIN RENEWALS	-	-	-	-
1610-0621 BGA UPGRADE PUMP STATION	-	-	-	-
1610-0655 BGN UPGRADE PUMP STATIONS	-	-	-	-
1610-0658 SPARE PUMPS FOR LOW PRESS SYS	-	-	-	-

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
1610-0705 FIN UPGRADE PUMP STATIONS	-	-	-	-
1610-0707 SEAL ACCESS TO STW & TRUCK WAS	-	-	-	-
1610-0708 TOC-REFURBISH CONCRETE WORK	-	-	-	-
1610-0743 UPGRADE SEWER TELEMETRY	-	-	-	-
1610-0852 IMPROVE EMBANKMENT OF THE PONDS	-	-	-	-
1610-0881 BGN - REFURBISH CONCRETE WORK, TRICKLE FILTER, STP, CHANNEL	-	-	-	-
1610-0882 BGN - REPLACE PUMP STATION LIDS, INSTALL HOLDING BRACKETS	-	-	-	-
1610-0883 FIN - GRAVEL POND BANKS	-	-	-	-
1610-0884 FIN - REFURBISH CONCRETE WORK	-	-	-	-
1610-0890 BGA-DESILT PRIMARY POND	-	-	-	-
1610-0891 BGN-DESILT SLUDGE LAGOON	-	-	-	-
1610-0892 BGA-MINOR REPAIR/REPLACE	-	-	-	-
1610-0893 BGN-MINOR REPAIR/REPLACE	-	-	-	-
1610-0895 FIN-MINOR REPAIR/REPLACE	-	-	-	-
1610-0897 TOC-MINOR REPAIR/REPLACE	-	-	-	-
1610-0898 BGN - POND FENCING	-	-	-	-
1610-0899 FIN - DESILT PRIMARY POND	-	-	-	-
1610-0900 FIN - UPGRADE PUMP STATION	-	-	-	-
1610-0901 NEW DRYING BED	-	-	-	-
1610-0902 BGA - REPLACE ELECTRICAL CABINET	-	-	-	-
1610-0903 BGN - REPLACE DIGESTOR ROOF	-	-	-	-
1610-0904 FIN - REPLACE DIGESTOR ROOF	-	-	-	-
1610-0905 BGN - REPLACE ELECTRICAL CABINET	-	-	-	-
1610-0906 TOC - TRICKLE FILTER ARM	-	-	-	-
1610-0907 TOC - ACCESS WISE COURT PS	-	-	-	-

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
1610-0908 BGN - REFURBISH IRRIGATION AREA	-	-	-	-
1610-0909 BGN - UPGRADE DIGESTOR	-	-	-	-
1610-0910 FIN - DESILT SLUDGE LAGOON	-	-	-	-
1610-0911 FIN - REPLACE ELECTRICAL CABIN	-	-	-	-
1610-0912 FIN-ODOR INVESTIGATE/ MITIGATE	-	-	-	-
1610-0913 TOC - REPLACE ELECTRICAL CABIN	-	-	-	-
1610-0932 JERSEY ST PRECINCT - Sewer	-	-	-	-
1610-0933 TOC SEWER MAIN RELINING	-	-	-	-
1610-0934 TOCUMWAL REPLACE MIXER UNIT	-	-	-	-
1612-0501 FIN TRUCKWASH RESTART NSW	-	-	-	-
1905-0100 TOWN ENTRY - BAROOGA	-	-	-	-
1905-0200 TOWN ENTRY - BERRIGAN	-	-	-	-
1905-0300 TOWN ENTRY - FINLEY	-	-	-	-
1905-0400 TOWN ENTRY - TOCUMWAL	-	-	-	-
1910-0187 RESEAL BRUCE BIRREL DR TOC	-	-	-	-
1910-0244 RESEAL FRANKS RD BGA	-	-	-	-
1910-0316 RESEAL DENISON ST FIN	-	-	-	-
1910-0338 RESEAL MURRAY ST	-	-	-	-
1910-0357 R/S McALLISTER ST 216-679	-	-	-	-
1910-0364 RESEAL HILL ST TOC 0- 70	-	-	-	-
1910-0365 RESEAL HILL ST TOC 70-392	-	-	-	-
1910-0366 RESEAL HILL ST TOC 392-492	-	-	-	-
1910-0576 RESEAL BROWNE ST TOC	-	-	-	-
1910-0619 RESEAL SNELL RD - BURKIN/MR550	-	-	-	-
1910-0623 RESEAL WIRUNA ST - BGA	-	-	-	-
1910-0632 RESEAL HUGHES ST - BGA	-	-	-	-



SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
1910-0633 RESEAL NANGUNIA ST BGA	-	-	-	-
1910-0635 RESEAL VICTORIA AVE - BGA	-	-	-	-
1910-0702 RESEAL BAROOGA ST BGN	-	-	-	-
1910-0705 RESEAL COBRAM ST BGN	-	-	-	-
1910-0708 RESEAL DAVIS ST	-	-	-	-
1910-0711 RESEAL DROHAN ST BGN	-	-	-	-
1910-0712 RESEAL DRUMMOND ST BGN 00-265	-	-	-	-
1910-0713 RESEAL FLYNN ST - STAFFORD/DRO	-	-	-	-
1910-0716 RESEAL HAYES ST - STAFFORD/DRO	-	-	-	-
1910-0723 RESEAL MITCHELL ST BGN	-	-	-	-
1910-0724 RESEAL MOMALONG ST BGN	-	-	-	-
1910-0728 RESEAL STAFFORD ST BGN 00-270	-	-	-	-
1910-0750 RESEAL CHANTER ST BGN PARKLANE	-	-	-	-
1910-0809 RESEAL DENISON ST FIN 466-1409	-	-	-	-
1910-0813 RESEAL FINLEY ST FINLEY	-	-	-	-
1910-0821 RESEAL MCALLISTER ST FIN	-	-	-	-
1910-0822 RESEAL MURRAY ST FIN PARKLANES	-	-	-	-
1910-0823 RESEAL MURRAY ST - WELLS/SCHOU	-	-	-	-
1910-0825 RESEAL OBSORNE ST - HOWE/FINLE	-	-	-	-
1910-0827 RESEAL TOCUMWAL ST FINLEY	-	-	-	-
1910-0828 RESEAL TONGS ST FINLEY	-	-	-	-
1910-0829 RESEAL TOWNSEND ST HOWE/FINLEY	-	-	-	-
1910-0833 RESEAL WELLS ST FINLEY	-	-	-	-
1910-0838 RESEAL OSBOURNE - BAROOGA ST	-	-	-	-
1910-0839 RESEAL TUPPAL ST	-	-	-	-
1910-0857 RESEAL ULUPNA ST FIN 411-452	-	-	-	-

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
1910-0907 RESEAL BEASLEY CRT TOC	-	-	-	-
1910-0911 RESEAL BROWN ST TOC 00-102	-	-	-	-
1910-0917 RESEAL DENILQUIN ST TOC	-	-	-	-
1910-0924 RESEAL HANNAH ST TOC	-	-	-	-
1910-0925 RESEAL HENNESSY ST TOC	-	-	-	-
1910-0937 RESEAL MURRAY ST TOC	-	-	-	-
1910-0942 RESEAL SUGDEN ST TOC	-	-	-	-
1910-0979 RESEAL BOYD ST	-	-	-	-
1910-0980 RESEAL CALAWAY ST TOC	-	-	-	-
1910-0981 RESEAL BALL CRT TOC	-	-	-	-
1911-0009 RESEAL COLDWELLS RD - HILL/BAR	-	-	-	-
1911-0010 RESEAL COLDWELLS RD 3621-MR363	-	-	-	-
1911-0062 RESEAL CROSBIES RD - BRIDGE	-	-	-	-
1911-0071 RESEAL SULLIVANS RD 2660-5873	-	-	-	-
1911-0108 RESEAL DALGLIESHS RD	-	-	-	-
1911-0111 RESEAL SOUTH COREE RD -1832STH	-	-	-	-
1911-0115 RESEAL BROOCKMANN'S RD	-	-	-	-
1911-0156 RESEAL VARIOUS INTERSECTIONS A	-	-	-	-
1911-0159 RESEAL KELLYS RD	-	-	-	-
1911-0187 BUS STOP CNR BRUCE BIRRELL DR	-	-	-	-
1911-0209 RESEAL BURMA RD 00-1.3	-	-	-	-
1911-0212 RESEAL COBRAM RD	-	-	-	-
1911-0218 RESEAL WOOLSHED RD 17950-18059	-	-	-	-
1911-0223 RESEAL DRAYTONS RD - 1.24W/YAR	-	-	-	-
1911-0224 RESEAL DRAYTONS RD - 2.61 WEST	-	-	-	-
1911-0302 RESEAL WOOLSHED ROAD 40-2562	-	-	-	-

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
1911-0303 RESEAL TUPPAL ROAD	-	-	-	-
1911-0307 RESEAL LOGIE BRAE RD	-	-	-	-
1911-0308 RESEAL MELROSE RD 4950-7250	-	-	-	-
1911-0309 RESEAL MURRAY ST TOCUMWAL	-	-	-	-
1911-0310 RESEAL OAKENFALL RD 0-3924	-	-	-	-
1911-0311 RESEAL OLD TOC RD 1907-2913	-	-	-	-
1911-0312 RESEAL PINEY RD 4576-6594	-	-	-	-
1911-0313 RESEAL PINEY RD 00-2400	-	-	-	-
1911-0314 RESEAL STH COREE RD 2459-3708	-	-	-	-
1911-0315 RESEAL STH COREE RD 0-1742	-	-	-	-
1911-0565 RESEAL BROUGHANS RD WEST END	-	-	-	-
1911-0619 RESEAL SNELL RD 00-1299	-	-	-	-
1912-0003 RESHEET ENNAL RD	-	-	-	-
1912-0020 RESHEET RUWOLTS RD	-	-	-	-
1912-0021 RESHEET STOCK ROUTE ROAD	-	-	-	-
1912-0035 RESHEET CRAIGS RD	-	-	-	-
1912-0039 RESHEET CLEARVIEWS RD	-	-	-	-
1912-0051 RESHEET SHANDS RD	-	-	-	-
1912-0059 RESHEET LAWLORS RD-THORNT/1.6E	-	-	-	-
1912-0066 RESHEET WAIT-A-WHILE RD	-	-	-	-
1912-0071 RESHEET SULLIVANS RD	-	-	-	-
1912-0073 RESHEET DUNCANS RD	-	-	-	-
1912-0093 RESHEET MARDENOORA RD	-	-	-	-
1912-0100 RESHEET SANDHILLS RD-PINEY/BOX	-	-	-	-
1912-0113 RESHEET MARANTELLIS RD	-	-	-	-
1912-0138 RESHEET HAYFIELDS RD	-	-	-	-

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
1912-0181 RESHEET BURKES RD-PLUMPT/LAWLO	-	-	-	-
1912-0184 RESHEET JONES RD - FULLERS/3.7	-	-	-	-
1912-0201 RESHEET BOXWOOD RD	-	-	-	-
1912-0211 RESHEET KILMARNOCK RD	-	-	-	-
1912-0214 RESHEET SPRING ROAD	-	-	-	-
1912-0216 RESHEET LOWER RIVER ROAD	-	-	-	-
1912-0218 RESHEET NGAWA RD	-	-	-	-
1912-0237 RESHEET PHILLIPS RD	-	-	-	-
1912-0242 RESHEET EDNIES RD YARRAWONGA	-	-	-	-
1912-0714 RESHEET GREGGERYS ROAD	-	-	-	-
1913-0552 HARRIS ST - FLYNN ST HAYES ST	-	-	-	-
1913-0553 LANE 961 - BRUTON ST BAROOGA	-	-	-	-
1913-0554 CHANTER ST - RAILWAY TO JERSEY	-	-	-	-
1913-0703 BRUNKER ST	-	-	-	-
1913-0706 WILLIAM ST - HAMPDEN ST TO EAS	-	-	-	-
1913-0807 CORREE ST - MEDIAN STRIPS	-	-	-	-
1913-0820 DENISON ST - WOLLAMAI TO WARMATTA	-	-	-	-
1913-0823 DRUMMOND ST-RAILWAY TO DROHAN	-	-	-	-
1913-0825 TONGS ST - HAMILTON TO 400M	-	-	-	-
1913-0827 TOCUMWAL ST - FINLEY	-	-	-	-
1913-0841 JERILDERIE ST- HORSFALL TO NANG	-	-	-	-
1913-0842 JERILDERIE ST - NANGUNIA TO ORR	-	-	-	-
1913-0845 MCALLISTER ST - HEADFORD TO OSB	-	-	-	-
1913-0856 DC1 SCOLLAR STREET - EXTENSIO	-	-	-	-
1913-0912 BRUTON STREET TOCUMWAL	-	-	-	-
1913-0915 COBRAM ST TOCUMWAL RECONSTRUCT	-	-	-	-

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
1913-0924 HANNAH ST - CALAWAY TO END	-	-	-	-
1913-0931 JERILDERIE ST NTH - BRUTON ST	-	-	-	-
1913-0932 JERSEY ST - CHANTER - TUPPAL	-	-	-	-
1913-0934 TOWN BEACH RD - TOC	-	-	-	-
1914-0062 CROSBIES RD 0.1/2.7	-	-	-	-
1914-0077 BUSHFILEDS RD 00-5KM	-	-	-	-
1914-0090 BARNES RD-MAXWELL TO STH COREE	-	-	-	-
1914-0092 PINEY RD - BENDS SECTION	-	-	-	-
1914-0094 MELROSE RD 9637/10653	-	-	-	-
1914-0095 PEPPERTREE RD 3.5/4.2	-	-	-	-
1914-0110 WOOLSHED RD 2.4/2.9 & 3.5/4.8	-	-	-	-
1914-0112 MAXWELLS RD - LARKINS/RIV HWAY	-	-	-	-
1914-0123 OLD ADCOCKS RD BROWNS RD TO ROCKS	-	-	-	-
1914-0216 LOWER RIVER RD CAUSEWAYS	-	-	-	-
1914-0300 HEAVY PATCHING (BUDGET ONLY)	-	-	-	-
1914-0316 YARRAWONGA RD 00 to 2676	-	-	-	-
1914-0317 YARRAWONGA RD 20607-22607	-	-	-	-
1914-0576 BROWNS RD - SH17 TO OLD ADCOCK	-	-	-	-
1914-0577 THORBURNS RD - MR550 TO MARION	-	-	-	-
1914-0584 BROUGHANS RD - 3500M to 5500M	-	-	-	-
1914-0587 PLUMPTON RD - TONGS TO HUESTONS	-	-	-	-
1914-0588 LOWER RIVER RD	-	-	-	-
1914-0589 SILO RD - TUPPAL RD TO SH17	-	-	-	-
1914-0590 TUPPAL RD - LEVEE SECT	-	-	-	-
1914-0591 WOOLSHED RD 65M STH CARRUTHERS	-	-	-	-
1914-0592 YARRAWONGA RD 23608-23710	-	-	-	-

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
1914-0593 CROSBIES RD	-	-	-	-
1914-0594 CROSBIES RD 01.-2.7	-	-	-	-
1914-0595 CROSBIES RD 4.4-5.7	-	-	-	-
1914-0597 HOWE ST - TONGS TO PLUMPTONS	-	-	-	-
1914-0598 JAMES CRT - LOWER RIVER RD	-	-	-	-
1914-0599 PEPPERTREE RD - WOOLSHED RD	-	-	-	-
1914-0600 STRATHVALE RD - MR356-MR564	-	-	-	-
1914-0601 WOOLSHED RD 2819-4789	-	-	-	-
1915-0176 RURAL ADDRESSING EXPENSE	-	-	-	-
1915-0513 CLEARZONES - ROADSIDE HAZARD	-	-	-	-
1916-0671 HUSTONS RD TOC	-	-	-	-
1916-0822 MURRAY ST - HEADFORD TO OSBORNE (TP)	-	-	-	-
1916-0826 DRUMMOND ST RAILWAY-DROHAN ST	-	-	-	-
1916-0838 TOC TOWN ENTRIES - DEAN ST	-	-	-	-
1916-0839 HAMPDEN ST & MURRAY HUT DR	-	-	-	-
1916-0841 JERILDERIE ST - HORSFALL TO NA	-	-	-	-
1916-0842 JERILDERIE ST - NANGUNIA TO OR	-	-	-	-
1916-0845 MCALLISTER ST - HEADFORD TO OS	-	-	-	-
1916-0846 DENISON ST - WOLLAMAI- WARMATT	-	-	-	-
1916-0847 TOCUMWAL ST - WOLLAMAI-WARMATT	-	-	-	-
1916-0848 TOCUMWAL ST - TIPPAL TO WOLLAMAI	-	-	-	-
1916-0849 HUGHES ST BGA SUBDIVISION	-	-	-	-
1916-0850 BRUTON ST - EXISTING/BRUCE BIR	-	-	-	-
1916-0851 BRUTON ST - LANE 961/PARKES ST	-	-	-	-
1916-0852 JERIDERIE ST NTH - BRUTON ST	-	-	-	-
1916-0853 HANNAH ST - CALAWAY TO EXISTIN	-	-	-	-

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
1916-0932 JERSEY ST CHANTER - TUPPAL	-	-	-	-
1917-0517 STREET FURNITURE - VARIOUS	(4,000)	(4,000)	(4,000)	(4,000)
1917-0541 NEW FOOTPATHS - VARIOUS LOCATIONS	(10,000)	(10,000)	(10,000)	(10,000)
1917-0554 FOOTPATH PROVISION OF PRAM CRO	-	-	-	-
1917-0609 COLLIE ST BGA TO LAWSON DRIVE	-	-	-	-
1917-0664 MURRAY ST HEADFORD TO OSBOURNE	-	-	-	-
1917-0665 BRUTON ST END TO ANTHONY AVE	-	-	-	-
1917-0667 LAWSON DR BGA	-	-	-	-
1917-0668 NANGUNIA ST BGA	-	-	-	-
1917-0669 CARTER ST BGN	-	-	-	-
1917-0670 COREE ST FIN	-	-	-	-
1917-0671 HUTSONS RD TOC	-	-	-	-
1917-0672 WALKING TRACK TO PUMPS BEACH	-	-	-	-
1917-0673 WALKING TRACK - QUICKS RD	-	-	-	-
1917-0674 TOCUMWAL WALKING PATH SCCF1	-	-	-	-
1917-0675 HAYES ST BGN	-	-	-	-
1917-0676 TONGS WALKING TRACK - FIN	-	-	-	-
1917-0677 TONGS ST - COREE TO MURRAY FIN	-	-	-	-
1917-0678 RACECOURSE RD BGN WALKING TRAC	-	-	-	-
1917-0679 DAWE AVE FINLEY	-	-	-	-
1917-0680 DONALDSON ST FIN - DAWE/SCHOUL	-	-	-	-
1917-0681 SCHOULLAR ST FIN	-	-	-	-
1917-0807 COREE ST FINLEY TONGS-MCNAMARA	-	-	-	-
1917-0910 BRIDGE ST TOCUMWAL	-	-	-	-
1917-0932 JERSEY ST PRECINCT - Footpath	-	-	-	-
1956-1000 RTA REGIONAL ROAD REPAIR BUDGET	(350,000)	(350,000)	(350,000)	(350,000)

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
1956-1012 MR550 REHAB/WIDEN 80.226 - 81.22	-	-	-	-
1956-1013 MR356 REHAB/WIDEN 30.00-32.51	-	-	-	-
1956-1014 MR356 REHAB/WIDEN 17781-17361	-	-	-	-
1956-1016 MR226 FLOOD REPAIR	-	-	-	-
1956-1017 MR363 REHAB 8.937-9.93	-	-	-	-
1956-1018 MR363 REHAB 24.813-25.529	-	-	-	-
1956-1019 MR564 4047-4714	-	-	-	-
1956-1020 MR363 REHAB WIDEN 10504-11454	-	-	-	-
1956-1021 MR564 REHAB 12.25-14.48	-	-	-	-
2013-0932 JERSEY ST PRECINCT - Electrics	-	-	-	-
5110-2500 Internal Loans Drawdown	-	-	-	-
DRAINAGECAPEXP DRAINAGE CAPITAL WORKS EXPENDITURE	(302,000)	(47,000)	(15,000)	-
FOOTPATHSCAPEXP FOOTPATHS CAPITAL EXPENDITURE	(168,000)	(95,000)	(70,000)	(60,000)
K&GCAPEXP KERB & GUTTER CAPITAL EXPENDITURE	(185,000)	(211,000)	(63,000)	-
LEVEECAPEXP LEVEE BANK CAPITAL EXPENDITURE	(300,000)	(207,360)	(50,000)	(340,000)
RURALCONSCAPEXP RURAL SEALED CONSTRUCTION CAPITAL EXPENDITURE	(915,174)	(890,000)	(930,000)	(2,030,000)
RURALSEALEDCAPEXP RURAL SEALED RESEALS CAPITAL EXPENDITURE	(259,000)	(404,750)	(586,000)	(463,000)
RURALUNSEALEDCAPEXP RURAL UNSEALED RESHEET CAPITAL EXPENDITURE	(439,000)	(356,000)	(310,100)	(287,831)
SEWERCAPEXP SEWERAGE SERVICES CAPITAL EXPENDITURE	60,000	-	-	-
TOWNSCAPECAPEXP TOWNSCAPE WORKS CAPITAL EXPENDITURE	(50,000)	(50,000)	(50,000)	(100,000)



SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
URBANCONSCAPEXP URBAN ROADS CONSTRUCTION CAPITAL EXPENDITURE	(330,000)	(73,000)	(25,000)	(120,000)
URBANRESEALCAPEXP URBAN RESEALS CAPITAL EXPENDITURE	(140,500)	(190,540)	(186,000)	(192,500)
WASTEMGMTCAPEXP WASTE MANAGEMENT CAPITAL EXPENDITURE	(15,000)	(99,000)	(70,000)	(84,000)
	1,298,862	1,022,887	1,107,527	1,397,527
3750-1616 Contrib-Morris St Drainage - Toc Rec	-	-	-	-
3750-1700 LIRS - URBAN S/W LOAN PROCEEDS	-	-	-	-
3750-1950 DRAINAGE - SH17 RIVERINA HWY	-	-	-	-
3750-1951 ENDEVOUR ST CONSTRUCT PUMP STATION	-	-	-	-
3750-1952 DRAINAGE MURRAY ST WARMATTA TO WOLAMI	-	-	-	-
3750-1953 TUPPAL ST FINLEY - RMS FUNDING	-	-	-	-
3750-1954 DRAINAGE - RMS SH20 Finley	-	-	-	-
3750-1955 RMS - STORMWATER DRAINAGE DEAN ST TOC	-	-	-	-
3800-1951 CAPITAL WORKS INCOME - LEVEE BANKS	-	-	-	-
3800-1952 CAPITAL WORKS INCOME - SEPPELTS	-	-	-	-
3800-1953 NATIONAL DISASTER RELIEF ASSISTANCE GRANT	-	-	-	-
3800-1954 TOC LEVEE - CLUBGRANT	-	-	-	-
5110-1950 ALTERNATE ENERGY SUPPLY GRANT	-	-	-	-
5280-1950 Restart NSW Fixing Country Truckwash	-	-	-	-
7060-1950 DC1 DROUGHT COMMUNITIES PROGRAM - Scollour St	-	-	-	-

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	158,126	310,312	382,089	(341,709)
7100-1951 R2R ROADS TO RECOVERY GRANT	1,316,291	877,527	877,527	877,527
7100-1957 Fixing Country Roads Grant	-	-	-	-
7300-1600 KERB & GUTTER REFUND	-	-	-	-
7300-1601 K&G BUCHANANS RD - WIRUNA TO HUGHES	-	-	-	-
7300-1650 K&G KELLY ST - CHARLOTTE TO EMILY	-	-	-	-
7300-1663 K&G Buchanans Rd -Gunnamara - Wiruna	-	-	-	-
7300-1664 K&G - Tuppal St Roundabout to Bridge	-	-	-	-
7300-1666 K & G DRUMMOND ST RAILWAY TO DROHAN	-	-	-	-
7300-1668 K & G Jerilderie St - Horsfall to Na	-	-	-	-
7300-1669 K & G Jerilderie St - Nangunia to Or	-	-	-	-
7300-1670 K& G Jersey St	-	-	-	-
7300-1671 K&G JERILDERIE ST HORSFALL TO ORR	-	-	-	-
7300-1672 K&G CHANTER ST TOC	-	-	-	-
7300-1673 K&G DEAN ST TOC	-	-	-	-
7300-1675 K&G Bruton St - end kerb/Bruce Birre	-	-	-	-
7300-1676 K&G Bruton St - Lane961 to Parkes St	-	-	-	-
7300-1677 K&G Hannah St - Calaway to existing	-	-	-	-
7300-1951 K&G - RMS Funding	-	-	-	-
7500-1657 F/PATH MURRAY ST-BRUTON TO MURRAY HA	-	-	-	-
7500-1658 F/PATH LAWSON DR	-	-	-	-
7500-1660 F/PATH NANGUNIA ST BGA	-	-	-	-
7500-1661 F/PATH CARTER ST BGN	-	-	-	-
7500-1662 F/PATH CORREE ST FIN	-	-	-	-

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
7500-1663 F/PATH TONGS ST BGA COREE TO MURRAY	-	-	-	-
7500-1844 Footpath Barooga St Murray - Morris	-	-	-	-
7500-1845 Footpath Jerilderie St Momalong - PO	-	-	-	-
7500-1846 Footpath Corcoran Sth to Drummond	-	-	-	-
7500-1848 Footpath Int Drummond Chanter St	-	-	-	-
7500-1852 Footpath Tuppall St Murray to Tocumwa	-	-	-	-
7500-1854 Footpath Takari St Nangunia Snell Rd	-	-	-	-
7500-1855 Walking Cycling Track	-	-	-	-
7500-1857 Footpath Buchanans Rd Hughes to Laws	-	-	-	-
7500-1860 Footpath Bruton St end to Anthony Av	-	-	-	-
7500-1861 Footpath Hennesy St Charlotte to Han	-	-	-	-
7500-1862 Footpath Jersey St Chanter to Tuppall	-	-	-	-
7500-1863 Footpath Cobram St Berrigan	-	-	-	-
7500-1864 Footpath Dawe Ave Finley	-	-	-	-
7500-1865 Footpath Donaldson St Finley	-	-	-	-
7500-1866 Footpath Schoullar St Finley	-	-	-	-
7500-1950 FOOTPATHS - RTA FUNDING PAMP	-	-	-	-
7500-1951 Footpath Grant Incomce - SCCF1	-	-	-	-
7780-1950 RTA - BUS BAY GRANT REVENUE	-	-	-	-
7780-1952 DEPT TRANSPORT CPTIGS BUS STOP GRANT	-	-	-	-
7830-1950 RMS REHABILITATION WORKS FUNDING	175,000	175,000	175,000	175,000
DRAINAGECAPINC DRAINAGE CAPITAL WORKS INCOME	-	-	-	-
FOOTPATHSCAPINC FOOTPATHS CAPITAL INCOME	48,000	35,000	-	-
K&GAPINC KERB & GUTTER CAPITAL INCOME	56,000	73,000	30,000	-

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
LEVEECAPINC LEVEE BANK CAPITAL INCOME	298,571	157,360	-	210,000
RMSCAPINCOME - PART 7810-1950 BLOCK GRANT	350,000	350,000	350,000	350,000
RURALCONSCAPINC RURAL SEALED CONSTRUCTION CAPITAL INCOME	-	-	-	-
RURALSEALEDAPINC RURAL SEALED RESEALS CAPITAL INCOME	-	-	-	-
RURALUNSEALEDAPINC RURAL UNSEALED RESHEET CAPITAL INCOME	-	-	-	-
SEWERCAPINC SEWERAGE SERVICES CAPITAL INCOME	(945,000)	(710,000)	(395,000)	(290,000)
TOWNSCAPECAPINC TOWNSCAPE WORKS CAPITAL INCOME	-	-	-	-
URBANCONSCAPINC URBAN ROADS CONSTRUCTION CAPITAL INCOME	-	-	-	-
URBANRESEALCAPINC URBAN RESEALS CAPITAL INCOME	-	-	-	-
WASTEMGMTAPINC WASTE MANAGEMENT CAPITAL INCOME	-	65,000	70,000	75,000
	(4,103,332)	(4,452,491)	(4,832,200)	(4,866,543)
	(11,244,527)	(11,686,608)	(12,184,443)	(12,389,203)
0011-0000 RURAL SEALED ROADS - MAINTENANCE	(423,272)	(429,621)	(436,065)	(442,606)
0013-0000 RURAL UNSEALED ROADS - MAINTENANCE	(603,173)	(612,221)	(621,404)	(630,725)
0021-0000 OTHER URBAN SEALED ROADS - MAINTENANCE	(720,650)	(731,460)	(742,432)	(753,568)
0023-0000 OTHER URBAN UNSEALED ROADS - MAINTENANCE	(45,675)	(46,360)	(47,055)	(47,761)
1214-0100 EXCLUDE PREVENT INVASIVE SPECIES	-	-	-	-

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
1214-0105 CONTRIB CENTRAL MURRAY COUNTY	(277,456)	(280,766)	(284,141)	(287,584)
1214-0200 ERRADICATE CONTAIN INVASIVE SPECIES	-	-	-	-
1214-0300 Reduce Impact Ivasive Species	-	-	-	-
1214-0400 Capacity Building	-	-	-	-
1214-0600 Noxious Weeds Depot Finley	-	-	-	-
1411-0110 ENV. SERV SALARIES & ALLOWANCE	(605,600)	(620,740)	(636,259)	(652,165)
1411-0120 ENV. SERV VEHICLE OPERATING EX	(47,281)	(48,226)	(49,191)	(50,175)
1411-0125 ENV. SERV STAFF TRAINING	(12,989)	(13,249)	(13,514)	(13,784)
1411-0130 ENV. SERV CONFERENCES/SEMINARS	(5,348)	(5,455)	(5,564)	(5,676)
1411-0135 ENV. SERV OFFICE EXPENSES	(5,838)	(5,925)	(6,014)	(6,104)
1411-0136 ENV. SERV ADVERTISING EXPENSES	(2,944)	(3,003)	(3,063)	(3,124)
1411-0137 ENV. SERV OFFICE EXP-TELEPHONE	(2,165)	(2,208)	(2,252)	(2,297)
1411-0140 BUILDING SURVEYOR ACCREDITATION	(3,000)	(3,000)	(3,000)	(3,000)
1411-0145 ENV. SERV LEGAL EXPENSES	(5,000)	(5,000)	(5,000)	(5,000)
1411-0146 ENV. SERV CONSULTANCY	(2,000)	(2,000)	(2,000)	(2,000)
1411-0150 COMMUNITY CLEAN-UP EXPENSE	-	-	-	-
1411-0160 SUBDIVISION SUPERVISION	-	-	-	-
1411-0186 DA TRACKING PROJECT	(2,500)	(2,500)	(2,500)	(2,500)
1411-0187 ELECTRONIC HOUSING PROJECT	-	-	-	-
1411-0188 LOCAL STRATEGIC PLANNING STATEMENTS	-	-	-	-
1411-0190 LESS: CHARGED TO OTHER FUNDS	455,300	455,300	455,300	455,300
1411-0195 ENV. SERV ADMIN CHARGES	(103,500)	(103,500)	(103,500)	(103,500)
1412-0105 DWM ADMIN CHARGES	(214,200)	(214,200)	(214,200)	(214,200)
1412-0140 COLLECTION EXPENSES - CONTRACT	(269,407)	(273,450)	(277,552)	(281,715)
1412-0141 DWM WASTE COLLECTION FEE EXP	(135,324)	(137,354)	(139,414)	(141,505)
1412-0142 CONTRACT SUPERVISION FEES (MOI	(6,474)	(6,572)	(6,670)	(6,770)

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	<b>158,126</b>	<b>310,312</b>	<b>382,089</b>	<b>(341,709)</b>
1412-0150 TIP OPERATION EXPENSES - TOC	(125,241)	(127,120)	(129,026)	(130,962)
1412-0151 TOC TIP OP EXPS - INSURANCE	(4,005)	(4,085)	(4,167)	(4,250)
1412-0155 TIP OPERATIONS EXPENSES - BGN	(199,854)	(202,851)	(205,894)	(208,982)
1412-0156 BGN TIP OP. EXPS - INSURANCE	(4,005)	(4,085)	(4,167)	(4,250)
1412-0157 TIP OP. EXPS BGN - ELECTRICITY	(4,330)	(4,416)	(4,505)	(4,595)
1412-0158 TIP OPERATIONS TELEPHONE	(996)	(1,016)	(1,036)	(1,057)
1412-0160 FIN RECYCLE CENTRE OP EXPE	(55,616)	(56,450)	(57,296)	(58,156)
1412-0161 RECYCLE CENTRE - INSURANCE	(4,330)	(4,416)	(4,505)	(4,595)
1412-0162 RECYCLABLES COLLECTION EXPENSE	(172,684)	(175,274)	(177,903)	(180,572)
1412-0165 FINLEY RECYCLE CENTRE BLDG MTC	(212)	(215)	(219)	(222)
1412-0167 BERRIGAN TIP BLDG MTCE	(531)	(539)	(547)	(555)
1412-0185 DRUMMUSTER OPERATIONAL EXPENDI	(4,564)	(4,632)	(4,702)	(4,772)
1412-0200 DWM & RECYCLE LEGAL FEES	-	-	-	-
1414-0105 STREET & GUTTER CLEANING	(176,505)	(179,152)	(181,840)	(184,567)
1414-0110 RUBBISH COLLECTION BEACH AREAS	(35,343)	(35,874)	(36,412)	(36,958)
1416-0110 STORM WATER DRAINAGE MTCE	(105,075)	(156,651)	(158,251)	(109,875)
1416-0111 STORMWATER DRAIN - ELECTRICITY	(19,484)	(19,873)	(20,271)	(20,676)
1416-0112 STORMWATER DRAINAGE RATES	-	-	-	-
1416-2410 LIRS - US/W DRAINAGE INTEREST	(31,675)	(24,454)	(16,605)	(8,690)
1416-2411 LIRS - US/W DRAINAGE PRINCIPAL	(168,814)	(176,035)	(183,883)	(191,798)
1418-0110 LEVEE BANKS MTCE	(53,068)	(53,864)	(54,672)	(55,492)
1418-0130 MURRAY DARLING ASSOCIATION	(2,165)	(2,208)	(2,252)	(2,297)
1418-0140 LEVEE BANKS ADMIN CHARGES	(40,400)	(40,400)	(40,400)	(40,400)
1610-0105 SEWERAGE ADMIN CHARGE - ADMINI	(183,900)	(183,900)	(183,900)	(183,900)
1610-0106 SEWER ADMIN CHARGE - ENGINEERI	(278,100)	(278,100)	(278,100)	(278,100)
1610-0117 SEWERAGE SERVICE - RENTAL CONT	(45,000)	(45,000)	(45,000)	(45,000)

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	<b>158,126</b>	<b>310,312</b>	<b>382,089</b>	<b>(341,709)</b>
1610-0155 SEWER WRITE OFF BAD DEBTS	(1,000)	(1,000)	(1,000)	(1,000)
1610-0400 OCCUPATIONAL HEALTH & SAFETY	-	-	-	-
1610-0504 OFFICE EQUIP/FURN NON CAPITAL	(500)	(500)	(500)	(500)
1611-0109 RECREATION FACILITIES DONATION	(900)	(900)	(900)	(900)
1611-0110 SEWER TREATMENT - OP EXP - BGA	(8,241)	(8,365)	(8,490)	(8,618)
1611-0111 SEWER TREATMENT BGA INSURANCE	(325)	(331)	(338)	(345)
1611-0112 SEWER TREATMENT-BGA ELECTRICIT	-	-	-	-
1611-0113 SEWER TREATMENT -BGA TELEPHONE	(162)	(166)	(169)	(172)
1611-0125 SEWER TREATMENT - OP EXP - BGN	(91,569)	(92,943)	(94,337)	(95,752)
1611-0126 SEWER TREATMENT - BGN ELECTRICITY	-	-	-	-
1611-0127 SEWER TREATMENT -BGN INSURANCE	(4,113)	(4,196)	(4,279)	(4,365)
1611-0128 SEWER TREATMENT BGN -TELEPHONE	(3,464)	(3,533)	(3,604)	(3,676)
1611-0129 SEWER - EFFLUENT RE-USE - BGN	(5,731)	(5,817)	(5,905)	(5,993)
1611-0140 SEWER TREATMENT - OP EXP - FIN	(99,649)	(101,144)	(102,661)	(104,201)
1611-0141 SEWER TREATMENT -FIN INSURANCE	(4,221)	(4,306)	(4,392)	(4,480)
1611-0142 SEWER TREATMENT-FIN ELECTRICIT	(16,507)	(16,837)	(17,174)	(17,517)
1611-0143 SEWER TREATMENT FIN- TELEPHONE	(379)	(386)	(394)	(402)
1611-0144 SEWER - EFFLUENT RE-USE - FIN	(6,580)	(6,679)	(6,779)	(6,881)
1611-0155 SEWER TREATMENT - OP EXP - TOC	(112,253)	(113,937)	(115,646)	(117,381)
1611-0156 SEWER TREATMENT -TOC INSURANCE	(4,438)	(4,527)	(4,617)	(4,710)
1611-0157 SEWER TREATMENT-TOC ELECTRICIT	(22,082)	(22,523)	(22,974)	(23,433)
1611-0158 SEWER TREATMENT -TOC TELEPHONE	(617)	(629)	(642)	(655)
1611-0159 SEWER - EFFLUENT RE-USE - TOC	(22,819)	(23,162)	(23,509)	(23,862)
1611-0170 RETIC - OP EXP - BGA	(13,071)	(13,267)	(13,466)	(13,668)
1611-0171 RETIC OP EXP ELECTRICITY -BGA	(20,133)	(20,536)	(20,947)	(21,366)
1611-0185 RETIC - OP EXP - BGN	(32,534)	(33,022)	(33,517)	(34,020)

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	<b>158,126</b>	<b>310,312</b>	<b>382,089</b>	<b>(341,709)</b>
1611-0186 RETIC OP EXP - ELECTRICITY BGN	(16,669)	(17,003)	(17,343)	(17,690)
1611-0200 RETIC - OP EXP - FIN	(37,059)	(37,614)	(38,179)	(38,751)
1611-0201 RETIC OP EXP ELECTRICITY - FIN	(19,159)	(19,542)	(19,933)	(20,332)
1611-0215 RETIC - OP EXP - TOC	(32,520)	(33,008)	(33,503)	(34,006)
1611-0216 RETIC OP EXP ELECTRICITY - TOC	(23,056)	(23,517)	(23,987)	(24,467)
1611-0230 PUMPING STATIONS OP EXP BGA	(92,539)	(93,927)	(95,336)	(96,766)
1611-0231 PUMPING STATIONS OP EXP BGN	(41,368)	(41,988)	(42,618)	(43,257)
1611-0232 PUMPING STATIONS OP EXP FIN	(58,712)	(59,593)	(60,487)	(61,394)
1611-0233 PUMPING STATIONS OP EXP TOC	(70,993)	(72,058)	(73,139)	(74,236)
1611-0234 LOW PRESSURE SYSTEM - BGA	(10,818)	(10,980)	(11,145)	(11,312)
1611-0235 LOW PRESSURE SYSTEM - BGN	(4,245)	(4,309)	(4,374)	(4,439)
1611-0236 LOW PRESSURE SYSTEM - FIN	(3,078)	(3,124)	(3,171)	(3,219)
1611-0237 LOW PRESSURE SYSTEM - TOC	(9,977)	(10,126)	(10,278)	(10,433)
1611-0250 SEWERAGE CONNECTIONS - SHIRE	(16,663)	(16,913)	(17,167)	(17,425)
1611-0300 TRADE WASTE MANAGMENT	-	-	-	-
1611-0340 SEWER SAMPLING / MONITORING	(8,703)	(8,834)	(8,966)	(9,101)
1611-0341 RAISING OF SEWER MANHOLD LIDS	(15,708)	(15,944)	(16,183)	(16,426)
1611-0342 TOCUMWAL CCTV	(40,756)	(41,368)	(41,988)	(42,618)
1612-0105 BANK & GOVT CHARGES	(8,118)	(8,281)	(8,446)	(8,615)
1612-0155 BGN TRUCK WASH OPERATING EXPEN	(593)	(601)	(610)	(620)
1612-0156 BGN TRUCK WASH ELECTRICITY	(628)	(640)	(653)	(666)
1612-0157 BGN TRUCK WASH - TELEPHONE	(390)	(397)	(405)	(414)
1612-0160 BGN TRUCK WASH MTCE	(1,168)	(1,185)	(1,203)	(1,221)
1612-0170 FIN TRUCK WASH OPERATING EXPEN	(5,582)	(5,666)	(5,751)	(5,837)
1612-0171 FIN TRUCK WASH - ELECTRICITY	(2,273)	(2,319)	(2,365)	(2,412)
1612-0172 FIN TRUCK WASH - TELEPHONE	(476)	(486)	(496)	(505)



SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	<b>158,126</b>	<b>310,312</b>	<b>382,089</b>	<b>(341,709)</b>
1612-0175 FIN TRUCK WASH MTCE	(2,123)	(2,155)	(2,187)	(2,220)
1612-0182 FIN TRUCK WASH AVDATA PUMP	-	-	-	-
1810-0190 BUILDING CONTROL ADMIN CHARGES	(238,500)	(238,500)	(238,500)	(238,500)
1912-0121 FIRE BREAKS - RURAL UNSEALED R	-	-	-	-
1916-0105 K&G MTCE & REPAIRS	(16,451)	(66,698)	(66,948)	(17,203)
1917-0105 FOOTPATH MTCE & REPAIRS	(15,920)	(16,159)	(16,402)	(16,648)
1918-0105 STREET LIGHTING - Operations	(82,076)	(83,718)	(85,392)	(87,100)
1918-0106 STREET LIGHTING - ELECTRICITY	(153,705)	(156,779)	(159,915)	(163,113)
1918-0515 STREET LIGHTING IN TOWNS	-	-	-	-
1919-0105 ROADS & INFRASTRUCTURE ADMIN C	(1,017,600)	(1,017,600)	(1,017,600)	(1,017,600)
1922-0105 BUS SHELTERS ROUTINE MTCE & RE	(1,592)	(1,616)	(1,640)	(1,665)
3670-2026 DWM TRANSFER TO RESERVE	(275,997)	(278,238)	(334,156)	(347,772)
3670-2500 NON DOMESTIC WASTE BUILDINGS DEPCN	(104)	(105)	(106)	(107)
3670-2502 NON DOMESTIC WASTE LAND IMPROVMENTS DEPCN	(14,152)	(14,294)	(14,437)	(14,581)
3670-2504 DOMESTIC WASTE DEPCN	(6,556)	(6,621)	(6,687)	(6,755)
3670-2505 DOMESTIC WASTE REMEDIATION - DEPCN	(5,827)	(5,886)	(5,945)	(6,004)
3750-2512 STORMWATER DRAINAGE DEPCN	(219,359)	(220,629)	(223,768)	(226,006)
3800-2026 LEVEE BANK CONSTRUCTION TRANSFER TO RESERVE	(50,000)	(50,000)	(50,000)	(50,000)
5110-2026 SEWER SERVICES TRANSFER TO RESERVE	(417,974)	(645,018)	(1,020,688)	(1,194,887)
5110-3700 Internal Loan 395 Receivable-Current	89,774	92,488	95,283	98,163
5110-3750 Loan 390 Receivable - Current	233,412	240,467	247,735	255,222
5210-2550 SEWER MAINS RETIC - DEPCN	(383,150)	(386,982)	(390,852)	(394,760)
5240-2550 SEWER TREATMENT WORKS - DEPCN	(214,885)	(217,034)	(219,204)	(221,396)
5250-2500 SEWER PLANT & EQUIP DEPCN	(20,812)	(21,020)	(21,230)	(21,443)

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
5250-2502 SEWER EQUIPMENT DEPCN	(10,926)	(11,036)	(11,146)	(11,257)
5280-2500 TRUCKWASH - DEPCN	(52)	(53)	(53)	(54)
7060-1615 DEVELOPER CONTRIBUTION - ASSETS	-	-	-	-
7060-2510 DEPCN - URBAN ROADS SEALED	(431,538)	(435,854)	(440,212)	(444,615)
7070-2510 DEPCN - URBAN ROADS UNSEALED	-	-	-	-
7100-2510 DEPCN - RURAL SEALED ROADS	(1,363,816)	(1,377,454)	(1,391,228)	(1,405,141)
7100-2610 DEPCN - RURAL BRIDGES	(31,114)	(31,425)	(31,739)	(32,057)
7150-2510 DEPCN - REGIONAL ROADS	(463,589)	(468,225)	(472,907)	(477,636)
7150-2610 DEPCN - REGIONAL BRIDGES	(63,061)	(63,691)	(64,328)	(64,971)
7150-2620 DEPCN - CULVERTS	(19,615)	(19,812)	(20,010)	(20,210)
7200-2510 DEPCN - RURAL UNSEALED ROADS	-	-	-	-
7300-2510 KERB & GUTTER DEPCN	(174,509)	(176,254)	(178,017)	(179,797)
7500-2510 FOOTPATH DEPCN	(68,160)	(68,841)	(69,530)	(70,225)
7750-2504 PARKING AREAS - DEPRECIATION EXPENSE	(7,616)	(7,620)	(7,625)	(7,629)
	7,141,196	7,234,117	7,352,243	7,522,660
2800-1500 WEEDS ACTION PLAN GRANT	62,000	62,000	62,000	62,000
3600-1501 PLANNING ADVERT FEES - GST FREE	3,339	3,423	3,508	3,596
3600-1502 ENV. SERV SUNDRY INCOME - INCL GST	773	792	812	832
3600-1503 DRAINAGE DIAGRAMS - GST FREE	16,005	16,405	16,816	17,236
3600-1504 ON-SITE SEWAGE FEES - GST FREE	3,311	3,394	3,479	3,566
3600-1505 LGA LOCAL ACTIVITY FEE - GST FREE	9,382	9,617	9,857	10,104
3600-1506 FOOTPATH TRADING PERMIT FEES	1,214	1,245	1,276	1,308
3600-1507 Env. Serv Sundry Income - Ex. GST	-	-	-	-
3600-1508 PLANNING ADVERT FEE - GST FREE	-	-	-	-
3600-1812 PLANNING CERTIFICATE S149 - GST FREE	22,076	22,628	23,194	23,774

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
3600-1813 URGENT PLAN S149 CERT INCL GST	552	566	580	594
3600-1814 CONSTRUCTION CERTIFICATE FEES	19,869	20,365	20,874	21,396
3600-1815 COMPLYING DEVELOPMENT FEES -INCL GST	12,142	12,446	12,757	13,076
3600-1816 DEVELOPMENT APPLICATION FEES - APPLI	77,267	79,199	81,179	83,208
3600-1817 COMPLIANCE CERT. INSPECT - INCL. GST	49,672	50,913	52,186	53,491
3600-1818 SUBDIV. SUPERVISION FEE - INCL. GST	110	113	116	119
3600-1819 COMPLIANCE CERT INSP GST FREE	-	-	-	-
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	1,060,393	1,086,902	1,114,075	1,141,927
3660-1020 DWM CHARGES UNCOLLECTED	14,970	15,344	15,729	16,122
3660-1080 LESS - DWM CHARGES WRITTEN OFF	(2,211)	(2,267)	(2,323)	(2,381)
3660-1081 Less - Non-DWM Charges Written Off	-	-	-	-
3660-1082 LESS - DWM CHARGES D/DEBT EXPENSE	(1,106)	(1,133)	(1,162)	(1,191)
3660-1095 LESS DWM CHARGES PENSION REBATE	(84,607)	(86,722)	(88,890)	(91,112)
3660-1500 DWM TIPPING FEES	198,686	203,653	208,745	213,963
3660-1505 DWM WASTE COLLECTION TIP FEE CONTRA	178,458	182,920	187,493	192,180
3660-1950 DWM CHARGES PENSION SUBSIDY	40,500	40,500	40,500	40,500
3660-1952 NSW RECYCLING RELIEF FUND	-	-	-	-
3670-1000 BUSINESS GARBAGE CHARGES	80,757	82,776	84,845	86,966
3670-1500 NON-DOMESTIC WASTE TIPPING FEES	-	-	-	-
3670-1502 SALE OF SCRAP METAL	4,000	4,000	4,000	4,000
3670-1503 SALE OF RECYCLABLES	-	-	-	-

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
3670-1505 DRUMMUSTER REVENUE	1,000	1,000	1,000	1,000
3670-1506 DRUMMUSTER REIMBURSEMENTS	1,600	1,600	1,600	1,600
3670-1507 SALE OF BATTERIES	331	339	348	357
3670-1508 RAMROC CRC REIMBURSEMENT	-	-	-	-
3670-1926 GARBAGE TRANSFER FROM RESERVE	-	-	-	-
3670-4310 DWM DEPCN CONTRA	26,639	26,906	27,175	27,447
3750-1000 STORMWATER / DRAINAGE CHARGE	73,476	73,476	73,476	73,476
3750-1080 DRAINAGE CHARGE - WRITE OFFS	(500)	(500)	(500)	(500)
3750-1200 CONTRIBUTIONS TO WORKS	-	-	-	-
3750-1501 SECT 94 CONT. DRAINAGE - BAROOGA	-	-	-	-
3750-1502 SECT 94 CONT. DRAINAGE - BERRIGAN	-	-	-	-
3750-1503 SECT 94 CONT. DRAINAGE - FINLEY	-	-	-	-
3750-1504 SECT 94 CONT. DRAINAGE - TOCUMWAL	-	-	-	-
3750-1701 LIRS INTEREST SUBSIDY	21,250	16,422	11,246	5,794
3750-1926 SECT 94 CONT. DRAINAGE-RESERVE TRANS	-	-	-	-
3800-1500 FEES - MANAGEMENT OF ROAD RESERVES	-	-	-	-
3800-1926 LEVEE BANK CONSTRUCTION TRANSFER FROM RESERVE	90,000	52,360	30,000	50,000
5110-1000-0001 SEWER CHARGES - BGA	496,612	509,027	521,753	534,797
5110-1000-0002 SEWER CHARGES - BGN	285,261	292,394	299,702	307,195
5110-1000-0003 SEWER CHARGES - FIN	598,461	613,422	628,758	644,476
5110-1000-0004 SEWER CHARGES - TOC	724,850	742,972	761,547	780,585
5110-1000-0005 SEWER CHARGES - NON RATEABLE	75,424	77,311	79,244	81,225
5110-1000-0006 SEWER CHARGES - LOW PRESSURE SEWER CHG	17,212	17,642	18,082	18,535

SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	158,126	310,312	382,089	(341,709)
5110-1000-0007 SEWER VOLUME CHARGE - NONRESIDENTIAL	-	-	-	-
5110-1000-0009 SEWER TRADE WASTE CHARGES	-	-	-	-
5110-1080 LESS SEWER CHARGES WRITTEN OFF	(2,000)	(2,000)	(2,000)	(2,000)
5110-1082 LESS SEWER CHARGES D/DEBT EXPENSE	(3,500)	(3,500)	(3,500)	(3,500)
5110-1095 LESS SEWER PENSION REBATE - SHIRE	(86,000)	(86,000)	(86,000)	(86,000)
5110-1500 SEWER CONNECTION FEES - GST FREE	11,038	11,314	11,597	11,887
5110-1501 SEWER SUNDRY INCOME - INC.GST	-	-	-	-
5110-1502 DISPOSAL OF SEPTAGE INCOME	4,415	4,526	4,639	4,755
5110-1503 SEWER SUNDRY INCOME - GST FREE	1,000	1,000	1,000	1,000
5110-1504 TOC SEWER EFFLUENT REUSE	1,766	1,810	1,856	1,902
5110-1505 BGN SEWER EFFLUENT REUSE	-	-	-	-
5110-1601 SECT. 64 CONT. SEWER - BGA	-	-	-	-
5110-1602 SECT. 64 CONT. SEWER - BER	-	-	-	-
5110-1603 SECT. 64 CONT. SEWER - FIN	-	-	-	-
5110-1604 SECT. 64 CONT. SEWER - TOC	-	-	-	-
5110-1700 INTEREST INCOME - INTERNAL LOAN 395	26,717	24,007	21,208	18,328
5110-1750 LOAN 390 INTEREST INCOME	69,465	62,411	55,143	47,655
5110-1840 INTEREST ON INVESTMENTS	207,711	219,854	239,495	266,494
5110-1926 SEWER TRANSFER FROM RESERVE	-	-	-	-
5110-1928 SECT 64 CONT SEWER RESERVE TRANSFER	-	-	-	-
5110-1951 SEWER CHARGES PENSION SUBSIDY	47,500	47,500	47,500	47,500
5210-4810 SEWER DEPCN CONTRA	629,826	636,124	642,485	648,910
5280-1500 TRUCK WASH (AVDATA) INCOME	5,519	5,657	5,798	5,943
6910-1500 BUILD CONTROL SUNDRY INCOME	-	-	-	-
6910-1750 LONG SERVICE CORP LEVY COMMISSION	1,435	1,471	1,508	1,545
6910-1755 PLANFIRST LEVY COMMISSION	331	339	348	357

<b>SUSTAINABLE NATURAL AND BUILT ENVIRONMENTS</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	<b>158,126</b>	<b>310,312</b>	<b>382,089</b>	<b>(341,709)</b>
6910-1760 S735A / S121ZP NOTICES GST FREE	3,311	3,394	3,479	3,566
6910-1812 BUILD CERTIFICATE FEES (S149/D)	500	500	500	500
7100-1500 RURAL ADDRESSING INCOME	-	-	-	-
7100-1550 ROADS SUNDRY INCOME	-	-	-	-
7100-1950 RURAL LOCAL ROADS GRANT (RLR) (FAG)	1,455,380	1,484,487	1,514,177	1,544,460
7100-1953 RFS HAZARD REDUCTION GRANT	10,614	10,773	10,934	11,098
7100-1954 RMS DISASTER RECOVERY FUNDING - FLOOD DAMAGE	-	-	-	-
7100-1955 LGSA GRANT - ROADSIDE VEGETATION	-	-	-	-
7100-1956 Connected Corridor Project Funding	-	-	-	-
7100-1958 RMS SAFER ROADS PROGRAM	-	-	-	-
7150-1950 RAMROC Weed Control Funding	-	-	-	-
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	-	-	-	-
7810-1950 RMS - M&I PROGRAM - BLOCK GRANT	531,000	531,000	531,000	531,000
7900-1950 STREET LIGHTING SUBSIDY	46,000	46,000	46,000	46,000

<b>GOOD GOVERNMENT</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	11,282,332	11,453,681	11,386,607	11,730,309
	<b>(589,770)</b>	<b>(813,770)</b>	<b>(633,520)</b>	<b>(503,020)</b>
1001-0315 MAYORAL VEHICLE EXPENSES	(23,705)	(24,179)	(24,663)	(25,156)
1001-0320 MAYORAL ALLOWANCE	(27,169)	(27,712)	(28,267)	(28,832)
1001-0325 COUNCILLORS ALLOWANCES	(97,744)	(99,698)	(101,692)	(103,726)
1001-0334 TELEPHONE - COUNCILLORS	(8,768)	(8,943)	(9,124)	(9,304)
1001-0335 COUNCILLORS EXPENSES	(52,113)	(52,895)	(53,688)	(54,493)
1001-0336 CIVIC FUNCTIONS / PRESENTATION	(2,400)	(2,400)	(2,400)	(2,400)
1001-0337 DONATIONS	(1,000)	(1,000)	(1,000)	(1,000)
1001-0338 ADMIN MANAGEMENT PLAN EXPENSES	(1,000)	(1,000)	(1,000)	(1,000)
1001-0340 INSURANCE - COUNCILLORS	(5,518)	(5,629)	(5,741)	(5,856)
1001-0344 MEMBERSHIP FEES	(2,165)	(2,208)	(2,251)	(2,297)
1001-0345 SUBSCRIPTION SHIRE ASSOCIATION	(27,277)	(27,824)	(28,379)	(28,947)
1001-0346 ADMIN AUDIT FEES	(47,535)	(47,932)	(48,336)	(48,747)
1001-0347 ELECTION EXPENSES	(15,000)	(15,000)	(15,000)	(15,000)
1001-0348 COMMUNITY SURVEY	-	-	(25,000)	-
1001-0349 COMMUNITY REPORT	(3,000)	(3,000)	(3,000)	(3,000)
1001-0509 EQUIP/FURN - COUNCILLORS <= \$5,000	(5,000)	(2,000)	(2,000)	(2,000)
1002-0350 COMMUNITY WORKS - GENERAL	(2,000)	(2,000)	(2,000)	(2,000)
1002-0370 COMMUNITY WORKS - AUST. DAY CO	(3,000)	(3,000)	(3,000)	(3,000)
1002-0400 COMMUNITY GRANTS SCHEME	(4,000)	(4,000)	(4,000)	(4,000)

<b>GOOD GOVERNMENT</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	11,282,332	11,453,681	11,386,607	11,730,309
1005-0108 ADMIN SALARIES - GM SALARY PAC	(270,400)	(277,160)	(284,089)	(291,191)
1006-0107 ADMIN SALARIES - GM SUPPORT	(181,100)	(185,627)	(190,268)	(195,025)
1007-0118 ADMIN GM VEHICLE OPERATING EXP	(23,640)	(24,113)	(24,595)	(25,087)
1008-0124 MANAGEMENT TEAM PROGRAM	-	-	-	-
1008-0125 ADMIN CONFERENCES/SEMINARS	(2,500)	(2,500)	(2,500)	(2,500)
1008-0126 ADMIN GM TRAVEL EXPENSES	-	-	-	-
1010-0102 ADMIN SALARIES - ACCOUNTING	(318,200)	(326,155)	(334,309)	(342,667)
1010-0103 ADMIN SALARIES - HUMAN RESOURC	(72,300)	(74,107)	(75,960)	(77,859)
1010-0104 ADMIN SALARIES - REVENUE COLLE	(184,700)	(189,318)	(194,051)	(198,902)
1010-0105 ADMIN SALARIES - CUSTOMER SERV	(227,600)	(233,290)	(239,122)	(245,100)
1010-0106 ADMIN SALARIES - INFO. TECHNOL	(104,800)	(107,420)	(110,106)	(112,859)
1010-0109 ADMIN SALARIES - DCS SALARY PA	(194,800)	(199,670)	(204,662)	(209,779)
1010-0119 ADMIN DCS VEHICLE OPERATING EX	(23,640)	(24,113)	(24,595)	(25,088)
1010-0120 ADMIN STAFF TRAINING	(15,159)	(15,463)	(15,772)	(16,087)
1010-0130 ADMIN FRINGE BENEFITS TAX	(12,989)	(13,249)	(13,514)	(13,784)
1010-0135 ADMIN JC TAX FBT ACCOUNT	-	-	-	-
1010-0140 ADMIN STAFF UNIFORM ALLOWANCE	(8,118)	(8,281)	(8,446)	(8,615)
1010-0144 ADMIN ADVERTS	(10,824)	(11,041)	(11,262)	(11,487)
1010-0146 ADMIN NEWSLETTER ADVERTS	(33,664)	(34,337)	(35,024)	(35,724)
1010-0152 WORK HEALTH & SAFETY	(7,493)	(7,680)	(7,872)	(8,069)
1010-0155 ADMIN WRITE OFF BAD DEBTS	(2,165)	(2,208)	(2,252)	(2,297)



<b>GOOD GOVERNMENT</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	11,282,332	11,453,681	11,386,607	11,730,309
1010-0160 ADMIN BANK & GOVT CHARGES	(2,653)	(2,693)	(2,734)	(2,775)
1010-0162 BANK FEES - GST INCLUSIVE	(28,126)	(28,548)	(28,967)	(29,411)
1010-0163 BANK FEES - GST FREE	-	-	-	-
1010-0165 ADMIN OFFICE CLEANING	(35,773)	(36,310)	(36,854)	(37,407)
1010-0170 ADMIN COMPUTER MTCE	(21,227)	(21,546)	(21,869)	(22,197)
1010-0175 ADMIN SOFTWARE LICENCING	(146,106)	(148,223)	(150,370)	(152,551)
1010-0185 LESS: CHARGED TO OTHER FUNDS	299,900	299,900	299,900	299,900
1010-0190 ADMIN ELECTRICITY	(20,566)	(20,978)	(21,397)	(21,825)
1010-0194 ADMIN INSUR - PUBLIC LIABILITY	(141,416)	(144,244)	(147,129)	(150,071)
1010-0195 ADMIN INSUR - OTHER	(29,983)	(30,584)	(31,195)	(31,819)
1010-0197 ADMIN RISK MANAGEMENT SIGNAGE	(400)	(400)	(400)	(400)
1010-0198 ADMIN RISK MANAGEMENT OP EXP	(1,900)	(1,928)	(1,957)	(1,987)
1010-0199 ADMIN RISK MANAGEMENT	(25,000)	(25,000)	(25,000)	(25,000)
1010-0200 ADMIN LEGAL EXPENSES INCL. GST	(5,000)	(5,000)	(5,000)	(5,000)
1010-0202 ADMIN LEGAL EXPEN - DEBT/COLL	(63,681)	(64,637)	(65,607)	(66,591)
1010-0205 ADMIN POSTAGE	(30,482)	(30,737)	(30,995)	(31,258)
1010-0206 CHARGE FOR INTERNET RATES PAYM	(531)	(539)	(547)	(555)
1010-0207 ADMIN LEGAL EXPENSES-GST FREE	(2,000)	(2,000)	(2,000)	(2,000)
1010-0210 ADMIN PRINTING/STATIONERY	(43,728)	(44,384)	(45,050)	(45,726)
1010-0215 ADMIN TELEPHONE	(26,411)	(26,940)	(27,478)	(28,028)
1010-0220 ADMIN VALUATION FEES	(43,297)	(44,163)	(45,047)	(45,948)
1010-0225 ADMIN SUBSCRIPTIONS	(3,396)	(3,447)	(3,499)	(3,552)
1010-0230 ADMIN OFFICE BLDG MTCE	(12,736)	(12,927)	(13,121)	(13,318)

<b>GOOD GOVERNMENT</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	11,282,332	11,453,681	11,386,607	11,730,309
1010-0245 ADMIN OFFICE GROUNDS MTCE	(9,022)	(9,157)	(9,294)	(9,434)
1010-0250 ADMIN OFFICE EQUIPMENT MTCE	(28,126)	(28,548)	(28,976)	(29,411)
1010-0265 ADMIN SUNDRY OPERATING EXPENSE	(5,000)	(5,000)	(5,000)	(5,000)
1010-0266 ADMIN CHRISTMAS PARTY EXPENSE	(7,000)	(7,000)	(7,000)	(7,000)
1010-0270 ASSET REVALUATION EXPENSE	(5,307)	(5,386)	(5,467)	(5,550)
1010-0280 CROWN LANDS MANGEMENT EXP	-	-	-	-
1010-0296 WEB PAGE MAINTENANCE & TRAININ	(1,000)	(1,000)	(1,000)	(1,000)
1010-0297 CORP SERVICES ADMIN CHARGES	(527,244)	(527,215)	(527,186)	(527,154)
1010-0298 LESS: RENTAL CONTRIBUTIONS	120,000	120,000	120,000	120,000
1010-0299 LESS: CHARGED TO OTHER FUNDS	1,841,000	1,841,000	1,841,000	1,841,000
1011-0103 TECH SERVICES SALARIES - WORK	(264,200)	(270,805)	(277,575)	(284,515)
1011-0104 TECH SERVICES SALARIES - ENV.S	(192,300)	(197,108)	(202,035)	(207,086)
1011-0105 TECH SERVICES SALARIES - EXE.	(617,700)	(633,143)	(648,971)	(665,195)
1011-0106 TECH SERVICES SALARIES - PROJECT MGR	(172,500)	(176,813)	(181,233)	(185,764)
1011-0109 TECH SERVICES SALARIES - DTS S	(217,200)	(222,630)	(228,196)	(233,901)
1011-0113 TECH SERVICE W/E VEHICLE OP EX	(23,640)	(24,113)	(24,595)	(25,087)
1011-0114 TECH SERVICE ENV VEHICLE OP EX	(23,640)	(24,113)	(24,595)	(25,087)
1011-0115 TECH SERVICE EXE VEHICLE OP EX	(62,281)	(48,226)	(49,191)	(50,175)
1011-0116 TECH SERVICES PROJECT MGR VEHICLE OP EX	-	-	-	-
1011-0119 TECH SERVICE DTS VEHICLE OP EX	(23,640)	(24,113)	(24,595)	(25,087)
1011-0120 LESS: CHARGED TO OTHER FUNDS/S	1,167,700	1,167,700	1,167,700	1,167,700

<b>GOOD GOVERNMENT</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	11,282,332	11,453,681	11,386,607	11,730,309
1011-0125 TECH SERVICES ADMIN CHARGES	(158,056)	(158,085)	(158,114)	(158,146)
1011-0135 TECH SERVICES STAFF TRAINING	(16,235)	(16,562)	(16,896)	(17,233)
1011-0137 STAFF RELOCATION EXPENSES	-	-	-	-
1011-0140 TECH SERVICES CONFERENCES/SEMI	(3,789)	(3,864)	(3,942)	(4,020)
1011-0141 TECH SERVICES - INSURANCE	(3,464)	(3,533)	(3,604)	(3,676)
1011-0142 TECH SERVICES EXP - ADVERTISING	(2,165)	(2,208)	(2,252)	(2,297)
1011-0143 TECH SERVICES TELEPHONE	(7,577)	(7,729)	(7,883)	(8,041)
1011-0145 TECH SERVICES OFFICE EXPENSES	(5,311)	(5,386)	(5,467)	(5,549)
1011-0146 TECH SERVICES - CONSULTANCY	-	-	-	-
1011-0147 TECH SERV EQUIPMENT MTCE	(2,653)	(2,693)	(2,734)	(2,775)
1011-0150 TECH SERVICES - AERIAL IMAGING	-	-	-	-
1011-0152 WORK HEALTH & SAFETY E	(3,184)	(3,234)	(3,280)	(3,330)
1011-0160 DEPOT OPERATIONAL EXPENSES	(13,373)	(13,574)	(13,777)	(13,984)
1011-0161 DEPOT OP. EXPENSES- INSURANCE	(4,330)	(4,416)	(4,505)	(4,595)
1011-0162 DEPOT OP. EXPENSES- ELECTRICITY	(17,102)	(17,444)	(17,793)	(18,149)
1011-0163 DEPOT OP. EXPENSES - TELEPHONE	(595)	(607)	(619)	(632)
1011-0165 DEPOT BLDG MTCE	(4,245)	(4,309)	(4,374)	(4,439)
1011-0170 DEPOT GROUNDS MTCE	(10,149)	(10,302)	(10,457)	(10,613)
1011-0171 DEPOT AMENITIES CLEANING	(6,000)	(6,000)	(6,000)	(6,000)
1011-0240 PLANT SERVICES ADMIN CHARGES	(71,300)	(71,300)	(71,300)	(71,300)
1015-0000 PLANT EXPENSES	(1,178,315)	(1,195,990)	(1,213,930)	(1,232,139)
1020-0100 PLANT WORKSHOP EXPENSES	(55,824)	(56,662)	(57,512)	(58,374)

<b>GOOD GOVERNMENT</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	11,282,332	11,453,681	11,386,607	11,730,309
1020-0101 PLANT WORKSHOP EXP - TELEPHONE	(617)	(629)	(642)	(655)
1020-0103 PLANT WORKSHOP EXP - VEHICLE	(23,640)	(24,113)	(24,595)	(25,087)
1020-0104 PLANT WORKSHOP E-TAG CLEARING	-	-	-	-
1025-0150 PLANT INSURANCE PREMIUMS	(2,814)	(2,871)	(2,928)	(2,987)
1030-0160 MINOR PLANT OPERATING EXPENSES	(18,255)	(18,529)	(18,807)	(19,089)
1035-0170 TOOLS PURCHASES	(8,279)	(8,403)	(8,529)	(8,657)
1050-0010 WAGES SALARY POLICY SYSTEM BAC	-	-	-	-
1050-0020 WAGES PERFORMANCE BONUS PAYMEN	(79,033)	(81,009)	(83,034)	(85,110)
1050-0040 ANNUAL LEAVE - WORKS / WAGES	(268,668)	(275,385)	(282,269)	(289,326)
1050-0060 PUBLIC HOLIDAY - WORKS / WAGES	(151,443)	(155,229)	(159,110)	(163,088)
1050-0080 LONG SERVICE LEAVE - WAGES	(112,810)	(115,630)	(118,521)	(121,484)
1050-0100 SICK LEAVE - WORKS / WAGES	(112,699)	(115,517)	(118,405)	(121,365)
1050-0115 RDO - PAYROLL SUSPENSE	-	-	-	-
1050-0120 BEREAVEMENT LEAVE - WAGES	(3,201)	(3,281)	(3,363)	(3,447)
1050-0150 WAGES LEAVE WITHOUT PAY	-	-	-	-
1050-0170 RURAL FIRE SERVICE LVE - WAGES	-	-	-	-
1050-0180 WAGES ACCIDENT PAY TO EMPLOYEE	-	-	-	-
1050-0220 WAGES MEDICAL EXPENSES	-	-	-	-
1050-0320 WAGES SUPERANNUATION - LG RET	-	-	-	-
1050-0340 WAGES SUPERANNUATION - LG ACC	(286,550)	(293,714)	(301,057)	(309,336)

<b>GOOD GOVERNMENT</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	11,282,332	11,453,681	11,386,607	11,730,309
1050-0380 WAGES WORKER COMPENSAT INSUR -	(189,642)	(193,435)	(197,304)	(201,250)
1050-0440 WAGES PROTECTIVE/SAFETY CLOTHI	(39,617)	(40,409)	(41,218)	(42,042)
1050-0720 WAGES OTHER TRAINING EXPENSES	(46,869)	(47,807)	(48,763)	(49,738)
1050-0730 WAGES OCCUPATIONAL HEALTH & SA	-	-	-	-
1050-0750 EAP CONSULTATION EXPENSE	-	-	-	-
1050-0770 WAGES STAFF TRAINING - GENERAL	(19,917)	(20,315)	(20,721)	(21,136)
1050-0780 WAGES OTHER MEETINGS	-	-	-	-
1050-0790 WORKPLACE INVESTIGATION	-	-	-	-
1055-0030 STORES OPERATING COSTS	(102,100)	(104,653)	(107,269)	(109,951)
1055-0040 STOCK FREIGHT ONCOST EXPENSE	(10,250)	(10,506)	(10,769)	(11,038)
1055-0050 UNALLOCATED STORE COST VARIATI	-	-	-	-
1070-0040 ANNUAL LEAVE - ADMIN / STAFF	(251,016)	(256,036)	(261,157)	(266,380)
1070-0060 PUBLIC HOLIDAY - ADMIN / STAFF	(141,582)	(144,414)	(147,302)	(150,248)
1070-0080 LONG SERVICE LEAVE - STAFF	(105,537)	(107,648)	(109,801)	(111,997)
1070-0100 SICK LEAVE - ADMIN / STAFF	(105,537)	(107,648)	(109,801)	(111,997)
1070-0120 BEREAVEMENT LEAVE - STAFF	(3,034)	(3,091)	(3,153)	(3,216)
1070-0140 MATERNITY LEAVE - Staff	-	-	-	-
1070-0145 PAID PARENTAL LEAVE	-	-	-	-
1070-0155 SUSPENSION WITH PAY	-	-	-	-
1070-0160 STAFF PAID SPECIAL LEAVE	-	-	-	-
1070-0180 STAFF ACCIDENT PAY TO EMPLOYEE	-	-	-	-
1070-0220 STAFF MEDICAL EXPENSES	-	-	-	-

<b>GOOD GOVERNMENT</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	11,282,332	11,453,681	11,386,607	11,730,309
1070-0320 STAFF SUPERANNUATION - LG RET	-	-	-	-
1070-0340 STAFF SUPERANNUATION - LG ACC	(315,028)	(322,904)	(330,977)	(340,078)
1070-0380 STAFF WORKER COMPENSAT INSUR -	(180,766)	(184,381)	(188,069)	(191,831)
1070-0390 STAFF RELOCATION EXPENSES	-	-	-	-
1200-2027 RISK MANAGEMENT TRANSFER TO RESERVE	-	-	-	-
1200-2028 INFO TECH TRANSFER TO RESERVE	(50,000)	(50,000)	(50,000)	(50,000)
1200-2502 CORP SERVICES OFFICE EQUIPMENT DEPCN	(50,469)	(50,974)	(51,484)	(51,999)
1200-2504 CORP SERVICES OFFICE DEPCN	(42,457)	(42,882)	(43,301)	(43,744)
1300-2502 TECH SERVICES OFFICE EQUIPMENT DEPCN	(5,515)	(5,570)	(5,626)	(5,682)
1310-2502 DEPOT EQUIPMENT DEPCN	(728)	(736)	(743)	(750)
1310-2504 DEPOT DEPCN	(27,992)	(28,272)	(28,555)	(28,840)
1320-2010 PLANT HIRE INCOME COUNCIL WORKS	2,250,824	2,284,586	2,318,855	2,353,638
1320-2026 PLANT SERVICES TRANSFER TO RESERVE	(466,825)	(241,005)	(618,720)	(586,973)
1320-2500 PLANT DEPCN	(505,734)	(510,791)	(515,899)	(521,058)
1320-2550 DEPRECIATION - MOTOR VEHICLES	(278,570)	(281,355)	(284,169)	(287,011)
1410-0125 HOUSING 27 DAVIS BLDG MTCE	(2,123)	(2,155)	(2,187)	(2,220)
1410-0126 HOUSING 27 DAVIS ST - RATES	(2,335)	(2,370)	(2,406)	(2,442)
1410-0127 HOUSING 27 DAVIS ST - INSURANCE	(1,191)	(1,214)	(1,239)	(1,264)
1410-0130 HOUSING GREENHILLS BLDG MTCE	(2,653)	(2,693)	(2,734)	(2,775)

<b>GOOD GOVERNMENT</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	11,282,332	11,453,681	11,386,607	11,730,309
1410-0131 HOUSING GREENHILLS - INSURANCE	(660)	(673)	(687)	(701)
1410-0140 HOUSING 7 CARTER ST BLDG MTCE	(2,123)	(2,155)	(2,187)	(2,220)
1410-0141 HOUSING 7 CARTER ST - RATES	(1,910)	(1,939)	(1,968)	(1,998)
1410-0147 HOUSING 7 CARTER ST - INSURANC	(779)	(796)	(810)	(825)
1410-0150 PROPERTY SERVICES ADMIN CHARGE	(7,800)	(7,800)	(7,800)	(7,800)
3550-2504 HOUSING DEPRECIATION	(9,678)	(9,774)	(9,872)	(9,971)
STAFFRECOVERY STAFF ONCOST OVERHEAD RECOVERY	1,132,425	1,162,282	1,192,917	1,225,929
WAGESRECOVERY WAGES ONCOST OVERHEAD RECOVERY	1,392,874	1,420,731	1,449,146	1,478,129
	14,156,189	14,401,613	14,653,064	14,907,873
1100-1305 DONATIONS	-	-	-	-
1100-1350 OTHER REVENUES	-	-	-	-
1200-1500 CORP SUPPORT SUNDRY REVENUE	-	-	-	-
1200-1600 REVENUE - GIPA	-	-	-	-
1200-1670 INSURANCE REBATE	20,000	20,000	20,000	20,000
1200-1680 WORKCOVER INCENTIVE PAYMENTS	-	-	-	-
1200-1814 RATES CERTIFICATE S603 - GST FREE	22,000	22,000	22,000	22,000
1200-1815 URGENT RATE S603 CERT INCL GST	260	260	260	260
1200-1829 RECOVER BANK CHARGES - DISHONOUR FEES	-	-	-	-

<b>GOOD GOVERNMENT</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	11,282,332	11,453,681	11,386,607	11,730,309
1200-1830 RECOVER BANK CHARGES - BANK ERROR	-	-	-	-
1200-1870 LEGAL COSTS RECOVERED	54,087	55,439	56,825	58,246
1200-1927 RISK MANAGEMENT TRANSFER FROM RESERVE	-	-	-	-
1200-1928 INFO TECH TRANSFER FROM RESERVE	-	-	-	-
1200-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	-	-	-	-
1200-1951 CROWN LANDS MANAGEMENT GRANT	-	-	-	-
1200-1954 OLG Grant - ESPL Funding	-	-	-	-
1300-1500 TECH SERV SUNDRY INCOME - INCL GST	-	-	-	-
1300-1502 OHS INCENTIVE PAYMENT	-	-	-	-
1300-1800 ROAD OPENING PERMIT FEES	3,000	3,000	3,000	3,000
1300-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	-	-	-	-
1320-1500 PLANT SERVICES SUNDRY INCOME	-	-	-	-
1320-1823 STAFF PRIVATE USE CAR HIRE	49,672	50,913	52,186	53,491
1320-1825 STAFF PRIVATE USE FUEL CHARGES	9,934	10,183	10,437	10,698
1320-1856 PLANT REGO. & GREENSLIP REFUND	-	-	-	-
1320-1857 PLANT INSURANCE CLAIM REFUND	-	-	-	-
1320-1926 PLANT REPLACE TRANSFER FROM RESERVE	-	-	-	-
1320-1950 PLANT FUEL TAX CREDIT SCHEME	55,191	56,570	57,985	59,434



<b>GOOD GOVERNMENT</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	11,282,332	11,453,681	11,386,607	11,730,309
1320-4010-0000 PLANT DEPCN CONTRA	784,303	792,146	800,068	808,068
1400-1230 LSL CONTRIBUTIONS TRANSFERRED EMPS	-	-	-	-
1400-1500 ACCIDENT PAY RECOUP	-	-	-	-
1400-1510 WORKERS COMPENSATION INSURANCE REFUND	-	-	-	-
1400-1550 ONCOSTS STAFF TRAINING REFUND	-	-	-	-
1400-1600 SUPERANNUATION ACC SCHEME REFUND	-	-	-	-
1400-1950 ONCOSTS STAFF TRAINING SUBSIDY	-	-	-	-
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	17,506	17,944	18,393	18,853
9100-1000 ORDINARY RATES - FARMLAND	1,982,746	2,022,401	2,062,848	2,104,106
9100-1001 ORDINARY RATES - RESIDENTIAL RURAL	369,592	376,983	384,523	392,214
9100-1002 ORDINARY RATES - RESIDENTIAL BGA	588,132	599,895	611,892	624,130
9100-1003 ORDINARY RATES - RESIDENTIAL BGN	354,594	361,686	368,920	376,298

<b>GOOD GOVERNMENT</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	11,282,332	11,453,681	11,386,607	11,730,309
9100-1004 ORDINARY RATES - RESIDENTIAL FIN	719,689	734,083	748,765	763,740
9100-1005 ORDINARY RATES - RESIDENTIAL TOC	796,565	812,496	828,746	845,321
9100-1006 ORDINARY RATES - BUSINESS BGA	99,652	101,645	103,677	105,751
9100-1007 ORDINARY RATES - BUSINESS BGN	81,255	82,880	84,538	86,229
9100-1008 ORDINARY RATES - BUSINESS FIN	169,644	173,037	176,497	180,027
9100-1009 ORDINARY RATES - BUSINESS TOC	202,778	206,834	210,971	215,191
9100-1010 ORDINARY RATES - RESIDENTIAL	56,150	57,273	58,419	59,587
9100-1080 LESS ORDINARY RATES WRITTEN OFF	(4,995)	(5,095)	(5,197)	(5,302)
9100-1082 LESS ORDINARY RATES D/DEBT EXPENSE	(2,052)	(2,093)	(2,135)	(2,177)
9100-1083 LESS:FARMLAND RATE CAPPING WRITE OFF	-	-	-	-
9100-1085 LESS SMALL BALANCES WRITTEN OFF	(555)	(566)	(578)	(589)
9100-1095 LESS ORDINARY RATE PENSION REBATE	(185,730)	(185,730)	(185,730)	(185,730)
9100-1500 INTEREST EXTRA CHARGES ON RATES	41,757	42,801	43,872	44,969
9200-1950 FINANCAL ASSISTANCE GRANT (FAG)	3,534,473	3,605,162	3,677,265	3,750,810
9300-1950 ORDINARY RATES PENSION SUBSIDY	102,274	102,274	102,274	102,274
9400-1840 INTEREST - AT CALL ACCOUNT	-	-	-	-
9400-1842 INTEREST - TERM DEPOSITS	330,000	345,000	360,000	375,000
9400-1843 INTEREST - OTHER	-	-	-	-

<b>GOOD GOVERNMENT</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	11,282,332	11,453,681	11,386,607	11,730,309
9500-1844 INTEREST - O/S DEBTORS GST FREE	-	-	-	-
DEPNCONTRA ACCUMULATED DEPCN GL/JC CONTRA A/C	3,904,268	3,942,191	3,982,342	4,021,975

SUPPORTED AND ENGAGED COMMUNITIES	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
	<b>(1,089,885)</b>	<b>(1,185,746)</b>	<b>(298,157)</b>	<b>(300,781)</b>
1419-0118 CEMETERY - FINLEY KERB & GUTTER	-	-	-	-
1419-0515 CEMETERY PLYNTHS	-	-	-	-
1419-0517 BGA CEMETERY - FENCING	-	-	-	-
1419-0518 CEMETERY - FINLEY KERB & GUTT	-	-	-	-
1419-0519 BGA CEMETERY - MODULAR TOILET	-	-	-	-
1419-0520 FIN CEMETERY - MODULAR TOILET	-	-	-	-
1419-0521 TOC CEMETERY - MODULAR TOILET	-	-	-	-
1419-0522 BGN CEMETERY - MODULAR TOILET	-	-	-	-
1510-0503 WATER LABORATORY EQUIPMENT	-	-	-	-
1510-0505 OFFICE EQUIP/FURN - ENG WATER	(2,500)	(2,500)	(2,500)	(2,500)
1510-0507 TELEMENTRY UPGRADE - WATER	-	-	-	-
1510-0513 BGN - SOLAR AT PUMPSTATION	-	-	-	-
1510-0560 MAINS RETIC - BGA	-	-	-	-
1510-0561 BGA - REPAINT INTERIOR WTP	-	-	-	-
1510-0562 FIN - REPAIR WATER TOWER LEAK	-	-	-	-
1510-0563 REPLACE AC WATER MAINS	-	-	-	-
1510-0564 MAJOR PUMP REPLACEMENT	-	-	-	-
1510-0565 MAINS RETIC - BGN	-	-	-	-
1510-0566 MAINS RETIC - BGN COBRAM ST	-	-	-	-
1510-0567 MAINS RETIC - BGN JERILDERIE ST	-	-	-	-
1510-0570 MAINS RETIC - FIN	-	-	-	-
1510-0575 MAINS RETIC - TOC	-	-	-	-
1510-0576 MAINS RETIC - TOC ANZAC AVE	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
1510-0577 MAINS RETIC - TOC DENILIQUN RD	-	-	-	-
1510-0578 TOC HILSON ST	-	-	-	-
1510-0579 MAINS RETIC - TOC MURRAY ST	-	-	-	-
1510-0615 FIN - FILTERED & UNFILTERED MAIN TONGS/HOWE STS	-	-	-	-
1510-0652 REPLACEMENT OF MINOR PLANT	-	-	-	-
1510-0657 BGN - OTHER MINOR REPAIR/REPLACEMENTS	-	-	-	-
1510-0662 TOC - OTHER MINOR REPAIR/REPLACEMENT	-	-	-	-
1510-0665 TOC-CHLORINE DOSING SYSTEM	-	-	-	-
1510-0668 FIN - CLARIFIER REPLACE PONDS	-	-	-	-
1510-0669 METER CYBAL REPLACEMENT	-	-	-	-
1510-0880 CHEMICAL PUMP REPLACEMENT	-	-	-	-
1510-0882 WATER MAIN REPLACEMENT	-	-	-	-
1510-0883 BGA - UPGRADE WTP INSTRUMENTS	-	-	-	-
1510-0884 BGN -ONLINE INSTRUMENT UPGRADE	-	-	-	-
1510-0885 BGN - WTP FENCE REPLACEMENT	-	-	-	-
1510-0886 FIN - UPGRADE ALUM DOSING	-	-	-	-
1510-0887 FIN - LAKE EROSION CONTROL	-	-	-	-
1510-0888 FIN - ONLINE INSTRUMENTATION	-	-	-	-
1510-0889 FIN - WTP FENCE REPLACEMENT	-	-	-	-
1510-0890 TOC - ENCLOSE DAFF PLANT	-	-	-	-
1510-0891 TOC-UPGRADE ONLINE INSTRUMENTS	-	-	-	-
1510-0892 BGA-CCTV SURVEY INTERIOR TOWER	-	-	-	-
1510-0893 STANDPIPE STATION UPGRADES	-	-	-	-
1510-0894 BGA - EXPANSION WTP	-	-	-	-
1510-0895 BGN - STATIC MIXER	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
1510-0896 FIN - UPGRADE WTP (DAFF)	-	-	-	-
1510-0897 AUTOMATION QUALITY CONTROL	-	-	-	-
1510-0898 REPLACE COMPRESSOR TOCUMWAL	-	-	-	-
1511-0398 AUTOMATE CENTRALISED METER READ	-	-	-	-
1710-0500 LIBRARY CAR PARK UPGRADE	-	-	-	-
1710-0501 BGA - REPAINTING LIBRARY	-	-	-	-
1710-0505 TOC - LIBRARY EXTENSION SCCF1	-	-	-	-
1710-0510 TOC - LIBRARY EXTENSION FITOUT	-	-	-	-
1710-0525 LIBRARY PURCHASE OF BOOKS	(25,000)	(25,000)	(25,000)	(25,000)
1710-0530 LIBRARY OTHER ASSETS	(4,000)	(4,000)	(4,000)	(4,000)
1710-0532 LIBRARY AUDIO VISUAL / CDS	(8,000)	(8,000)	(8,000)	(8,000)
1710-0535 LIBRARY PURCHASE OF E-BOOKS	(3,110)	(3,110)	(3,110)	(3,109)
1714-0119 FIN SCHOOL OF ARTS REFURB	-	-	-	-
1714-0503 BGN CWA HALL DOORS	-	-	-	-
1714-0504 BGN MEMORIAL HALL A/C & STAGE	-	-	-	-
1714-0505 TOC HISTORICAL AERO MUSEUM THAM	-	-	-	-
1716-0505 SWIMMING POOL CAPITAL - BERRIG	-	-	-	-
1716-0506 BGN - SWIMMING POOL SCCF2	-	-	-	-
1716-0510 SWIMMING POOL CAPITAL - FINLEY	-	-	-	-
1716-0515 SWIMMING POOL CAPITAL - TOCUMWAL	-	-	-	-
1716-0520 BGN - PRMF Grant Expenditure	-	-	-	-
1716-0550 DC1 FINLEY SWIMMING POOL UPGRADE	-	-	-	-
1717-0229 TOC - REC RES TOILETS RENO	-	-	-	-
1717-0230 BGN POWER UPGRADE PRMF	-	-	-	-
1717-0231 FINLEY NETBALL PRMF	-	-	-	-
1717-0232 BGA - HORSE DAY YARDS	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
1717-0233 BGN - PAINT OLD CHANGE-ROTUNDA	-	-	-	-
1717-0235 TOC-CRICKET NET RETAINING WALL	-	-	-	-
1717-0236 BGN - NETBALL COURTS SCCF1	-	-	-	-
1717-0237 TOC - NETBALL & CRICKET SCCF2	-	-	-	-
1717-0238 BGN - SPORTSG LIGHTING SCCF2	-	-	-	-
1717-0240 FIN - SHOWGROUND ROOF	-	-	-	-
1717-0241 FIN - REC RES AIR CON GRANT	-	-	-	-
1717-0250 REC RESERVE PLANNING ALL SITES	-	-	-	-
1718-0034 FINLEY - ENDEAVOUR ST CARPARK	-	-	-	-
1718-0207 TOCUMWAL BOAT RAMP IMPROVEMENTS	-	-	-	-
1718-0215 FINLEY SKATE PARK SCCF1	-	-	-	-
1718-0220 TOCUMWAL SKATE PARK	-	-	-	-
1718-0223 LANDSCAPE DESIGN BERRIGAN	-	-	-	-
1718-0224 MASTER PLAN CREEK WALK	-	-	-	-
1718-0225 BGA BOTANICAL GARDENS TOILETS	-	-	-	-
1718-0226 HAYES PARK TOILETS REFURB	-	-	-	-
1718-0227 RAILWAY PARK TOILETS	-	-	-	-
1718-0228 FINLEY LAKE TOILETS	-	-	-	-
1718-0229 SWING BRIDGE DECK REPAIR	-	-	-	-
1718-0230 TOC FORESHORE CONSULTANT	-	-	-	-
1718-0231 LIONS PARK TOC CBP UPGRADE	-	-	-	-
1718-0232 BAROOGA FORESHORE CONSULTANT	-	-	-	-
1718-0233 FINLEY RAILWAY PARK CONSULTANT	-	-	-	-
1718-0234 BGA FORESHORE ADVENT PARK SCCF1	-	-	-	-
1718-0235 BGA FORESHORE PARK SCCF2	-	-	-	-
1718-0236 FINLEY MEMORIAL PARK TOILET	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
1718-0499 TOC FORESHORE SURVEYS	-	-	-	-
1718-0500 TOC FORESHORE STAGED DEVELOP	-	-	-	-
1718-0501 RUSSEL CRT OPEN SPACE	-	-	-	-
1718-0502 RAILWAY PARK UPGRADE	-	-	-	-
1718-0551 DC1 BERRIGAN HAYES PARK REFURB	-	-	-	-
1718-0552 DC1 BERRIGAN APEX PARK REFURB	-	-	-	-
1718-0553 TOC CREEK WALK PLAN IMPLEMENTATION	-	-	-	-
1718-0554 MURRAY ST FINLEY OPEN SPACE PARK	(170,000)	-	-	-
1719-0100 TOC SPLASH PARK OPERATING EXP	(30,000)	(30,450)	(30,907)	(31,370)
CEMETERYCAPEX CEMETERY CAPITAL EXPENDITURE	(5,000)	-	(5,000)	-
COMMAMENCAPEX COMMUNITY AMENITIES CAPITAL EXPENDITURE	(8,000)	-	-	-
EMERGCAPEXP EMERGENCY SERVICES CAPITAL EXPENDITURE	-	-	-	-
ENVSERVICESCAPEXP ENVIRONMENTAL SERVICES CAPITAL EXPENDITURE	-	-	-	-
HALLSCAPEXP PUBLIC HALLS CAPITAL EXPENDITURE	(15,000)	-	-	-
LIBRARYCAPEXP LIBRARIES CAPITAL EXPENDITURE	(15,000)	-	-	-
PARKSCAPEXP PARKS AND RECREATION AREAS CAPITAL EXPENDITURE	-	-	-	-
POOLCAPEXP SWIMMING POOLS CAPITAL EXPENDITURE	-	-	-	-
PUBLICHEALTH&SAFETYEXP PUBLIC HEALTH & SAFETY CAPITAL EXPENDITURE	-	-	-	-
RECRESERVECAPEXP RECREATION RESERVES CAPITAL EXPENDITURE	(34,860)	-	-	-



SUPPORTED AND ENGAGED COMMUNITIES	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
WSCAPEXP WATER SUPPLIES CAPITAL EXPENDITURE	-	-	-	-
	(769,415)	(1,112,686)	(219,640)	(226,802)
4110-1700 EXTERNAL WATER LOAN PROCEEDS LCLI 400	-	-	-	-
4110-1701 LCLI INTEREST SUBSIDY	53,073	47,679	42,122	36,399
4110-1702 INTERNAL WATER LOAN PROCEEDS	-	-	-	-
4110-1955 GRANT - SAFE & SECURE WATER	-	-	-	-
4230-1700 EXTERNAL WATER LOAN PROCEEDS	-	-	-	-
4230-1701 LCLI LOAN 391 INTEREST SUBSIDY	-	-	-	-
4230-1702 INTERNAL WATER LOAN 390 PROCEEDS	-	-	-	-
6100-1958 LIBRARY INFRASTRUCTURE GRANT	-	-	-	-
6100-1962 Library - Extension Grant TOC SCCF1	-	-	-	-
6200-1603 BGN WAR MEMORIAL HALL COMMITTEE CONTRIB	-	-	-	-
6200-1700 LCLI LOAN INTEREST SUBSIDY FINLEY HOUSING	12,992	11,635	10,238	8,799
6200-1750 LCLI LOAN PROCEEDS 405	-	-	-	-
6200-1760 INTERNAL LOAN PROCEEDS	-	-	-	-
6200-1956 TOCUMWAL MEMORIAL HALL CLUB GRANTS	-	-	-	-
6200-1957 TOC HISTORICAL AERO MUSUEM GRANT THAM	-	-	-	-
6400-1615 Berrigan Pool Committee Contribution	-	-	-	-
6400-1950 DC1 DROUGHT COMMUNITIES PROGRAM - FIN POOL	-	-	-	-
6400-1951 BGN POOL PRMF GRANT	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
6400-1952 BGN Swimming Pool - SCCF2	-	-	-	-
6500-1600 BGN - NETBALL CLUB CONTRIBUTION SCCF1	-	-	-	-
6500-1949 BGA REC RESERVE PROJECT CONTRIBUTION	-	-	-	-
6500-1951 COMMUNITY CONTRIBUTION	-	-	-	-
6500-1955 BGN Netball Upgrade Grant - SCCF1	-	-	-	-
6500-1956 BGN REC RES Lighting - SCCF2 GRANT	-	-	-	-
6500-1957 TOC NETBALL & CRICKET SCCF2 GRANT	-	-	-	-
6500-1963 FINLEY SHOWGROUND GRANT	-	-	-	-
6500-1967 FIN RECREATION RESERVE PRMF GRANT	-	-	-	-
6600-1505 SECT 94 PUBLIC OPEN SPACE RES TRN	-	-	-	-
6600-1601 TOC FORESHORE COMMITTEE CONTRIB	-	-	-	-
6600-1602 TOC CREEK WALK CONTRIBUTION	-	-	-	-
6600-1603 TOC FORESHORE SPINEPATH CONTRIB	-	-	-	-
6600-1604 TOC FORESHORE LIGHTING CONTRIB	-	-	-	-
6600-1605 TOC FORESHORE BUILDING CONTRIBUTIONS	-	-	-	-
6600-1950 DC1 DROUGHT COMMUNITIES PROGRAM - BGN PARKS	-	-	-	-
6600-1951 CREATE NSW TOC CREEK WALK PLAN GRANT	-	-	-	-
6600-1963 TOC FORESHORE GRANT	-	-	-	-
6600-1964 LIONS PARK CBP UPGRADE	-	-	-	-
6600-1965 Skatepark - FIN Grant SCCF1	-	-	-	-
6600-1966 BGA Foreshore Playground - SCCF1	-	-	-	-
6600-1967 BGA Foreshore Playground - SCCF2	-	-	-	-

<b>SUPPORTED AND ENGAGED COMMUNITIES</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
COMMAMENCAPINC COMMUNITY AMENITIES CAPITAL INCOME	-	-	-	-
EMERGCAPINC EMERGENCY SERVICES CAPITAL INCOME	-	-	-	-
ENVSERVICESCAPINC ENVIRONMENTAL SERVICES CAPITAL INCOME	-	-	-	-
HALLSCAPINC PUBLIC HALLS CAPITAL INCOME	-	-	-	-
LIBRARYCAPINC LIBRARIES CAPITAL INCOME	-	-	-	-
PARKSCAPINC PARKS AND RECREATION AREAS CAPITAL INCOME	-	-	-	-
POOLCAPINC SWIMMING POOLS CAPITAL INCOME	-	-	-	-
PUBLICHEALTH&SCAPINC PUBLIC HEALTH & SAFETY CAPITAL INCOME	-	-	-	-
RECREATIONRESERVECAPINC RECREATION RESERVES CAPITAL INCOME	6,520	-	-	-
WSCAPINC WATER SUPPLIES CAPITAL INCOME	(842,000)	(1,172,000)	(272,000)	(272,000)
	(2,401,534)	(2,129,089)	(3,012,415)	(3,051,170)
	(7,259,728)	(7,337,974)	(7,366,979)	(7,452,254)
1110-0105 CONTRIBUTION NSW FIRE BRIGADE	(52,292)	(53,338)	(54,405)	(55,493)
1110-0110 CONTRIBUTION RURAL FIRE FUND	(122,633)	(125,086)	(127,587)	(130,139)
1110-0155 RURAL FIRE BRIGADES BLDG MTCE	(1,061)	(1,077)	(1,093)	(1,110)
1110-0160 FIRE BRIGADE ADMIN CHARGES	(800)	(800)	(800)	(800)
1110-0205 RFS RADIO MTCE	-	-	-	-
1110-0210 RFS STATION SHED MTCE	(1,045)	(1,061)	(1,077)	(1,093)
1110-0250 RFS VEHICLE INSURANCE	-	-	-	-
1110-0255 RFS SHEDS & OTHER INSURANCE	(1,624)	(1,656)	(1,689)	(1,723)
1110-0290 RFS EXPENDITURE	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
1111-0105 DOG ACT EXPENSES	(35,920)	(36,818)	(37,738)	(38,682)
1111-0106 DOG ACT EXPENSES - TELEPHONE	(649)	(662)	(676)	(689)
1111-0108 COMPANION ANIMAL DLG REGISTRAT	(6,368)	(6,464)	(6,561)	(6,659)
1111-0109 POUND OPERATION SALARIES & ALL	(35,920)	(36,818)	(37,738)	(38,682)
1111-0110 POUNDS ACT EXPENSES	(20,608)	(20,919)	(21,234)	(21,554)
1111-0111 POUNDS ACT EXPS - INSURANCE	(195)	(199)	(203)	(207)
1111-0112 POUNDS ACT EXP. - ADVERTISING	(216)	(221)	(225)	(230)
1111-0113 POUNDS ACT EXPENSE - TELEPHONE	(325)	(331)	(338)	(345)
1111-0115 DOG POUND MTCE	(1,168)	(1,185)	(1,203)	(1,221)
1111-0125 STOCK POUND MTCE	(531)	(539)	(547)	(555)
1114-0105 CONTRIBUTION NSW SES	(16,884)	(17,221)	(17,566)	(17,917)
1114-0110 SES OPERATING EXPENSES	-	-	-	-
1114-0112 SES OP. EXPENSES-ELECTRICITY	-	-	-	-
1114-0113 SES OPERATING EXP - TELEPHONE	-	-	-	-
1114-0114 SES OP. EXPENSES - INSURANCE	-	-	-	-
1114-0125 TOC SEARCH & RESCUE BLDG MTCE	(591)	(600)	(609)	(618)
1210-0190 HEALTH ADMINISTRATION ADMIN CH	-	-	-	-
1211-0105 COMMUNITY SHARPS DISPOSAL	-	-	-	-
1212-0105 FOOD CONTROL	-	-	-	-
1213-0105 PEST CONTROL	-	-	-	-
1213-0106 PEST CONTROL - BIRDS	(500)	(500)	(500)	(500)
1215-0105 MEMORIAL PARK TOILET BLDG MTCE	(1,061)	(1,077)	(1,093)	(1,110)
1215-0130 FIN SECONDHAND SHOP INSURANCE	(498)	(508)	(518)	(528)
1313-0105 YOUTH WEEK GRANT & CONTRIBUTIO	(3,000)	(3,000)	(3,000)	(3,000)
1313-0110 DROUGHT WORKSHOPS	-	-	-	-
1313-0111 SR SUICIDE PREVENTION GROUP	(500)	(500)	(500)	(500)
1313-0115 PORTSEA CAMP EXPENSES	(2,000)	(2,000)	(2,000)	(2,000)

SUPPORTED AND ENGAGED COMMUNITIES	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
1313-0120 COMMUNITY PLANNING - SALARY	(175,300)	(179,682)	(184,175)	(188,779)
1313-0121 COMMUNITY PLANNING ADVERTISING	(2,003)	(2,033)	(2,063)	(2,094)
1313-0122 COMMUNITY PLANNING - TRAINING	(2,381)	(2,429)	(2,478)	(2,527)
1313-0123 COMMUNITY PLANNING - VEHICLE EXPENSE	(23,640)	(24,113)	(24,595)	(25,087)
1313-0124 COMMUNITY PLANNING - TELEPHONE	(866)	(883)	(901)	(919)
1313-0125 COMMUNITY PLANNING - OP EXPENSES	(2,165)	(2,208)	(2,253)	(2,297)
1313-0131 YOUTH DEVELOPMENT	-	-	-	-
1316-0125 SENIOR CITIZENS CTR - BLDG MTC	-	-	-	-
1316-0335 SENIOR CITIZEN CTR - ELEC	-	-	-	-
1316-0345 SENIOR CITIZEN CTR - INSURANCE	-	-	-	-
1316-0375 SENIOR CITIZ - RATES	-	-	-	-
1411-0180 BLDG MTCE PROGRAM	(16,982)	(17,237)	(17,495)	(17,758)
1419-0106 CEMETERY OP. EXP - TELEPHONE	(540)	(550)	(560)	(570)
1419-0107 CEMETERY OP.EXPS - ELECTRICITY	(1,620)	(1,650)	(1,680)	(1,710)
1419-0108 CEMETERY OP EXP - INSURANCE	(30)	(30)	(30)	(30)
1419-0110 CEMETERY MAINTENANCE	(29,809)	(30,248)	(30,681)	(31,110)
1419-0111 CEMETERY TOILET MAINTENCE	(24,000)	(24,000)	(24,000)	(24,000)
1419-0112 CEMETERY BURIAL EXPENSES	(34,124)	(34,640)	(35,150)	(35,653)
1419-0114 CEMETERY HONORARIUMS	(18,240)	(18,542)	(18,839)	(19,134)
1419-0116 CEMETERY PLAQUES	(34,124)	(34,640)	(35,150)	(35,653)
1420-0000 PUBLIC CONVENIENCE CLEANING	(203,003)	(206,049)	(209,140)	(212,276)
1420-0001 PUBLIC CONVENIENCES BLDG MTCE	(20,000)	(20,000)	(20,000)	(20,000)
1420-0113 PUBLIC CONVEN. - ELECTRICITY	(4,330)	(4,416)	(4,506)	(4,595)
1420-0114 PUBLIC CONVENIENCES -INSURANCE	(3,031)	(3,091)	(3,153)	(3,216)
1420-0125 PUBLIC CONVENIENCES RENTAL FIN	(9,128)	(9,265)	(9,404)	(9,545)
1421-0120 BERRIGAN CONSERVATION GROUP EX	(4,000)	(4,000)	(4,000)	(4,000)

<b>SUPPORTED AND ENGAGED COMMUNITIES</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
1510-0105 WATER ADMIN CHARGES - ADMINIST	(246,700)	(246,700)	(246,700)	(246,700)
1510-0106 WATER ADMIN CHARGE - ENGINEERI	(320,100)	(320,100)	(320,100)	(320,100)
1510-0117 WATER SUPPLIES - RENTAL CONTRI	(75,000)	(75,000)	(75,000)	(75,000)
1510-0125 PROV BAD & DOUBTFUL DEBTS	(5,000)	(5,000)	(5,000)	(5,000)
1510-0155 WATER WRITE OFF BAD DEBTS	(2,500)	(2,500)	(2,500)	(2,500)
1510-0160 WATER SUPPLY INTEREST ON INT LOAN 390	(69,465)	(62,411)	(55,143)	(47,655)
1510-0165 WATER SUPPLY INTEREST ON EXT LCLI LOAN 400	(84,801)	(76,271)	(67,541)	(58,606)
1510-0170 WATER DELIVERY EXPENSES	(33,964)	(34,473)	(34,990)	(35,515)
1510-0200 WATER LEGAL EXPENSES	(5,000)	(5,000)	(5,000)	(5,000)
1510-0300 BGN FILL STATION - FILTERED	-	-	-	-
1510-0310 BGN FILL STATION - UNTREATED	-	-	-	-
1510-0320 FIN FILL STATION - FILTERED	-	-	-	-
1510-0330 TOC FILL STATION - FILTERED	-	-	-	-
1510-0400 OCCUPATIONAL HEALTH & SAFETY	-	-	-	-
1510-0500 WATER SUPPLIES PRINCIPAL ON LO	-	-	-	-
1510-0504 OFFICE EQUIP/FURN NON CAPITAL	(1,380)	(1,400)	(1,421)	(1,443)
1510-0506 SUBSCRIPTIONS & MEMBERSHIPS	(9,958)	(10,158)	(10,361)	(10,568)
1510-0530 WATER SUPPLIES PRINCIPLE ON INT LOAN 390	(233,412)	(240,467)	(247,735)	(255,222)
1510-0535 WATER SUPPLIES PRINCIPLE ON LCLI LOAN 400	(363,776)	(372,306)	(381,036)	(389,971)
1510-0548 IMPROVE OH & S AT WORK SITES	-	-	-	-
1510-0551 OH&S SIGNAGE - WATER	(5,000)	(5,000)	(5,000)	(5,000)
1511-0109 REC FACIL DONATION & OTHER COSTS	(1,678)	(1,711)	(1,746)	(1,780)
1511-0110 METER READING - BGN SHIRE	(94,710)	(96,349)	(98,019)	(99,719)
1511-0111 METER READING PRINTING & POSTA	(14,328)	(14,543)	(14,761)	(14,983)

<b>SUPPORTED AND ENGAGED COMMUNITIES</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
1511-0113 METER READING TELEPHONE	(801)	(817)	(833)	(850)
1511-0130 PURCHASE OF WATER - BGA	(14,328)	(14,543)	(14,761)	(14,983)
1511-0135 PURCHASE OF WATER - BGN	(42,667)	(43,307)	(43,956)	(44,616)
1511-0140 PURCHASE OF WATER - FIN	(55,722)	(56,557)	(57,406)	(58,267)
1511-0145 PURCHASE OF WATER - TOC	(13,585)	(13,789)	(13,996)	(14,206)
1511-0150 WATER TREATMENT - OP EXP - BGA	(155,344)	(157,675)	(160,040)	(162,440)
1511-0151 WATER TREATMENT-BGA ELECTRICIT	(43,297)	(44,163)	(45,047)	(45,947)
1511-0152 WATER TREATMENT -BGA TELEPHONE	(4,005)	(4,085)	(4,167)	(4,250)
1511-0153 WATER TREATMENT -BGA INSURANCE	(11,690)	(11,924)	(12,163)	(12,406)
1511-0165 WATER TREATMENT - OP EXP - BGN	(159,007)	(161,392)	(163,813)	(166,270)
1511-0166 WATER TREATMENT-BGN ELECTRICIT	(21,649)	(22,082)	(22,523)	(22,974)
1511-0167 WATER TREATMENT -BGN TELEPHONE	(4,005)	(4,085)	(4,167)	(4,250)
1511-0168 WATER TREATMENT BGN- INSURANCE	(8,835)	(9,012)	(9,192)	(9,376)
1511-0180 WATER TREATMENT - OP EXP - FIN	(176,136)	(178,778)	(181,460)	(184,182)
1511-0182 WATER TREATMENT FIN-INSURANCE	(15,046)	(15,347)	(15,654)	(15,967)
1511-0183 WATER TREATMENT-FIN ELECTRICIT	(43,297)	(44,163)	(45,047)	(45,947)
1511-0184 WATER TREATMENT -FIN TELEPHONE	(1,017)	(1,038)	(1,059)	(1,080)
1511-0195 WATER TREATMENT - OP EXP - TOC	(188,222)	(191,045)	(193,911)	(196,819)
1511-0196 WATER TREATMENT -TOC TELEPHONE	(974)	(994)	(1,014)	(1,034)
1511-0197 WATER TREATMENT-TOC ELECTRICIT	(54,122)	(55,204)	(56,308)	(57,434)
1511-0198 WATER TREATMENT-TOC -INSURANCE	(17,535)	(17,886)	(18,244)	(18,609)
1511-0230 PUMPING STATIONS - OP EXP BGA	(29,410)	(29,851)	(30,299)	(30,753)
1511-0231 PUMPING STATIONS - OP EXP BGN	(16,482)	(16,730)	(16,981)	(17,235)
1511-0232 PUMPING STATIONS OP EXP FIN	(18,529)	(18,807)	(19,089)	(19,376)
1511-0233 PUMPING STATIONS OP EXP TOC	(14,005)	(14,215)	(14,428)	(14,644)
1511-0270 RETIC & METERS - OP EXP - BGA	(28,225)	(28,648)	(29,078)	(29,514)
1511-0285 RETIC & METERS - OP EXP - BGN	(66,684)	(67,684)	(68,699)	(69,730)

<b>SUPPORTED AND ENGAGED COMMUNITIES</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
1511-0300 RETIC & METERS - OP EXP - FIN	(78,426)	(79,603)	(80,797)	(82,009)
1511-0315 RETIC & METERS - OP EXP - TOC	(48,101)	(48,822)	(49,555)	(50,298)
1511-0320 CYBLES MAINTENANCE	(106)	(108)	(109)	(111)
1511-0330 WATER NEW CONNECTIONS (INC MET	(46,360)	(47,056)	(47,761)	(48,478)
1511-0340 WATER SAMPLING / MONITORING	(16,748)	(16,999)	(17,254)	(17,513)
1511-0355 WATER SUPPLY INTEREST ON LOANS	-	-	-	-
1512-0105 BANK & GOVT CHARGES	(8,226)	(8,391)	(8,559)	(8,730)
1512-0130 HOUSING TOC WATER BLDG MTCE	(2,706)	(2,747)	(2,788)	(2,830)
1512-0131 HOUSING TOC WATER INSURANCE	(855)	(872)	(890)	(907)
1512-0155 SELLING COSTS - HIGH SEC WATER	-	-	-	-
1512-0160 IWCM REPORTING	-	-	-	-
1512-0165 TOC ANCESTRAL REMAINS WORKS	-	-	-	-
1710-0105 LIBRARY BLDG MTCE - BGA	(1,061)	(1,077)	(1,093)	(1,110)
1710-0120 LIBRARY BLDG MTCE - BGN	(1,061)	(1,077)	(1,093)	(1,110)
1710-0125 LIBRARY BLDG MTCE - FINLEY	(2,123)	(2,155)	(2,187)	(2,220)
1710-0140 LIBRARY BLDG MTCE - TOC	(1,061)	(1,077)	(1,093)	(1,110)
1710-0145 LIBRARY OFFICE FURN/EQUIP MTCE	(10,614)	(10,773)	(10,934)	(11,098)
1710-0150 LIBRARY ADMIN CHARGES	(111,500)	(111,500)	(111,500)	(111,500)
1710-0165 LIBRARY PRINTING & STATIONERY	(849)	(862)	(875)	(888)
1710-0166 LIBRARY ADVERTISING	(541)	(552)	(563)	(574)
1710-0170 LIBRARY TELEPHONE	(3,572)	(3,643)	(3,716)	(3,791)
1710-0171 LIBRARY POSTAGE	-	-	-	-
1710-0175 LIBRARY SUNDRY EXPENSES	(7,703)	(7,005)	(6,288)	(5,549)
1710-0180 LIBRARY SALARIES & ALLOWANCES	(241,900)	(247,948)	(254,147)	(260,501)
1710-0190 LIBRARY TRAVEL & ALLOWANCES	(3,247)	(3,312)	(3,378)	(3,446)
1710-0192 LIBRARY STAFF TRAINING	(4,871)	(4,968)	(5,068)	(5,169)
1710-0194 LIBRARY CONFERENCES & SEMINARS	(1,082)	(1,104)	(1,126)	(1,149)



<b>SUPPORTED AND ENGAGED COMMUNITIES</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
1710-0195 LIBRARY RATES	(9,977)	(10,126)	(10,278)	(10,433)
1710-0196 LIBRARY INSURANCE	(15,046)	(15,347)	(15,654)	(15,967)
1710-0197 LIBRARY SOFTWARE OP COSTS	(10,614)	(10,773)	(10,934)	(11,098)
1710-0200 LIBRARY BOOKS MTCE	(2,123)	(2,155)	(2,187)	(2,220)
1710-0210 LIBRARY ELECTRICITY	(23,272)	(23,738)	(24,212)	(24,697)
1710-0211 LIBRARY CONNECTIVITY	(6,368)	(6,464)	(6,561)	(6,659)
1710-0215 LIBRARY CLEANING	(5,288)	(5,367)	(5,448)	(5,530)
1710-0230 LIBRARY PURCHASE OF PERIODICAL	(2,706)	(2,760)	(2,815)	(2,872)
1710-0234 LIBRARY YOUTH ACTIVITES	(500)	(500)	(500)	(500)
1710-0235 LIBRARY SPEC. PROJ. OPERATING	(8,300)	(8,300)	(8,300)	(8,300)
1710-0236 INTER LIBRARY LOAN FEES	(200)	(200)	(200)	(200)
1710-0239 LIBRARY BOOKS CLUBS	(1,000)	(1,000)	(1,000)	(1,000)
1710-0242 SENIORS WEEK EXPENSES	(600)	(600)	(600)	(600)
1710-0243 ONLINE DATABASE SUBSCRIPTIONS	(13,768)	(14,466)	(14,689)	(14,913)
1710-0244 LITERARY LUNCH/WRITING FESTIVAL	(1,000)	(999)	(1,000)	(1,000)
1710-0245 TECH SAVY SENIORS GRANT EXP	-	-	-	-
1710-0246 GET ONLINE WEEK GRANT EXP	-	-	-	-
1710-0247 SYDNEY MYER FOUNDATION	-	-	-	-
1714-0105 BERRIGAN HALL BLDG MTCE	(2,123)	(2,155)	(2,187)	(2,220)
1714-0106 BERRIGAN HALL RISK MGT	-	-	-	-
1714-0111 BERRIGAN HALL - INSURANCE	(8,984)	(9,164)	(9,347)	(9,534)
1714-0112 BERRIGAN HALL GRANT	(7,860)	(7,860)	(7,860)	(7,860)
1714-0122 FINLEY MEMORIAL HALL BLDG MTCE	(2,229)	(2,262)	(2,296)	(2,331)
1714-0123 FIN MEMORIAL HALL - INSURANCE	(12,989)	(13,249)	(13,514)	(13,784)
1714-0124 FIN MEMORIAL HALL - GRANT	(7,860)	(7,860)	(7,860)	(7,860)
1714-0125 TOCUMWAL HALL BLDG MTCE	(2,229)	(2,262)	(2,296)	(2,331)
1714-0130 TOCUMWAL HALL - INSURANCE	(7,252)	(7,397)	(7,545)	(7,696)

SUPPORTED AND ENGAGED COMMUNITIES	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
1714-0142 TOCUMWAL HALL GRANT	(4,280)	(4,280)	(4,280)	(4,280)
1714-0143 TOCUMWAL HALL CLUB GRANT	-	-	-	-
1714-0145 RETREAT HALL BLDG MTCE	(1,061)	(1,077)	(1,093)	(1,110)
1714-0150 RETREAT HALL - INSURANCE	(3,139)	(3,202)	(3,266)	(3,331)
1714-0160 INTEREST EXPENSE INT LOAN 395	(26,717)	(24,007)	(21,208)	(18,328)
1714-0165 INTEREST EXPENSE EXT LOAN 405 LCLI	(21,900)	(19,784)	(17,618)	(15,402)
1714-0167 BGN CWA HALL BLDG MTCE	(1,061)	(1,077)	(1,093)	(1,110)
1714-0168 BGN CWA HALL - INSURANCE	(877)	(894)	(912)	(930)
1714-0170 PUBLIC HALLS VARIOUS	-	-	-	-
1714-0530 INT LOAN 395 PRINCIPAL - CURRENT	(89,774)	(92,488)	(95,283)	(98,163)
1714-0535 EXT LCLI LOAN 405 PRINCIPAL - CURRENT	(90,224)	(92,360)	(94,526)	(96,742)
1715-0110 CHILDREN'S WEEK ACTIVITIES	(2,000)	(2,000)	(2,000)	(2,000)
1715-0111 AGEING STRATEGY	-	-	-	-
1715-0113 MENS HEALTH WEEK	(1,000)	(1,000)	(1,000)	(1,000)
1715-0115 SOUTH WEST ARTS INC.	(8,787)	(8,963)	(9,142)	(9,325)
1715-0117 TARGETED CULTURAL ACTIVITIES	(4,000)	(4,000)	(4,000)	(4,000)
1715-0118 DISABILITY INCLUSION PLAN	-	-	-	-
1715-0119 INTERNATIONAL WOMENS DAY	(2,500)	(2,500)	(2,500)	(2,500)
1715-0129 HERITAGE OFFICER - LOCAL HERITAGE INCENTIVE FUND	(10,000)	(10,000)	(10,000)	(10,000)
1715-0130 TOCUMWAL RAILWAY STATION LEASE	(200)	(200)	(200)	(200)
1715-0135 TOCUMWAL RAILWAY BLDG MTCE	(1,061)	(1,077)	(1,093)	(1,110)
1715-0137 TOC RAILWAY STATION INSURANCE	(1,407)	(1,435)	(1,464)	(1,493)
1715-0138 FINLEY RAILWAY BLDG MTCE	-	-	-	-
1715-0140 COMMUNITY AMENITIES ADMIN CHAR	(83,100)	(83,100)	(83,100)	(83,100)
1715-0145 MURRUMBIDGE COMMUNITY GRANT	-	-	-	-
1716-0105 SWIMMING POOL GRANTS - BGN	(31,400)	(31,400)	(31,400)	(31,400)

<b>SUPPORTED AND ENGAGED COMMUNITIES</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
1716-0107 SWIMMING POOL GRANTS - FIN	(35,600)	(35,600)	(35,600)	(35,600)
1716-0109 SWIMMING POOL GRANTS - TOC	(31,400)	(31,400)	(31,400)	(31,400)
1716-0114 BERRIGAN POOL LIFEGUARDS PAYS	(28,426)	(29,140)	(29,872)	(30,621)
1716-0115 BER SWIMMING POOL OPERATE EXP.	(27,595)	(28,009)	(28,430)	(28,856)
1716-0116 BER SWIMMING POOL INSURANCE	(1,299)	(1,325)	(1,351)	(1,378)
1716-0117 FIN SWIMMING POOL OPERATE EXP.	(27,595)	(28,009)	(28,430)	(28,856)
1716-0118 FINLEY POOL LIFEGUARDS PAYS	(36,650)	(37,565)	(38,503)	(39,464)
1716-0119 TOC SWIMMING POOL OPERATE EXP.	(18,221)	(18,494)	(18,772)	(19,053)
1716-0120 FIN SWIMMING POOL INSURANCE	(1,592)	(1,624)	(1,656)	(1,689)
1716-0121 TOCUMWAL POOL LIFEGUARDS PAYS	(28,424)	(29,133)	(29,860)	(30,605)
1716-0122 POOL LIFEGUARD UNIFORMS/ROSTER	(3,882)	(3,979)	(4,078)	(4,180)
1716-0123 TOC POOL INSURANCE	(1,273)	(1,299)	(1,325)	(1,351)
1716-0135 SWIMMING POOL BLDG MTCE - BGN	(5,359)	(5,440)	(5,520)	(5,604)
1716-0137 SWIMMING POOL BLDG MTCE - FINL	(5,359)	(5,440)	(5,521)	(5,604)
1716-0139 SWIMMING POOL BLDG MTCE - TOCU	(5,359)	(5,440)	(5,521)	(5,603)
1716-0150 SWIMMING POOLS - RISK M'MENT	-	-	-	-
1716-0155 POOL WATER TREATMENT EXPENSES	(38,048)	(38,616)	(39,198)	(39,785)
1716-0156 SUPERVISOR SALARY	(26,550)	(27,214)	(27,894)	(28,591)
1717-0110 BAROOGA SPORTS COMP- INSURANCE	(7,036)	(7,177)	(7,320)	(7,466)
1717-0112 BAROOGA SPORTS COMP GRANT	(12,000)	(12,000)	(12,000)	(13,000)
1717-0113 RECREATION FACILITIES DONATION	(57,577)	(57,729)	(7,883)	(8,041)
1717-0120 BAROOGA SPORTS COMP BLDG MTCE	(5,307)	(5,386)	(5,467)	(5,549)
1717-0121 BGA SPORTS COMP RISK M'MENT	-	-	-	-
1717-0130 BERRIGAN SPORTS COMP INSURANCE	(11,907)	(12,145)	(12,388)	(12,636)
1717-0132 BERRIGAN SPORTS COMP GRANT	(12,000)	(12,000)	(12,000)	(13,000)
1717-0140 BERRIGAN SPORTS COMP BLDG MTCE	(2,229)	(2,262)	(2,296)	(2,331)
1717-0141 BGN SPORTS COMP RISK M'MENT	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
1717-0150 FINLEY REC RESERVE - INSURANCE	(11,582)	(11,814)	(12,050)	(12,291)
1717-0152 FINLEY REC RESERVE GRANT	(12,000)	(12,000)	(12,000)	(13,000)
1717-0155 FIN REC RES PLAYGROUND MTCE	(701)	(711)	(722)	(733)
1717-0160 FINLEY REC RESERVE BLDG MTCE	(2,653)	(2,693)	(2,734)	(2,775)
1717-0161 FIN REC RESERVE RISK M'MENT	-	-	-	-
1717-0170 FINLEY SHOW GROUND - INSURANCE	(6,495)	(6,624)	(6,757)	(6,892)
1717-0172 FINLEY SHOW GROUND GRANT	(12,000)	(12,000)	(12,000)	(13,000)
1717-0180 FINLEY SHOW GROUNDS BLDG MTCE	(2,653)	(2,693)	(2,734)	(2,775)
1717-0181 FINLEY SHOW GROUND RISK M'MENT	-	-	-	-
1717-0191 TOC REC RESERVE - INSURANCE	(12,231)	(12,476)	(12,726)	(12,980)
1717-0192 TOC REC RESERVE GRANT	(12,000)	(12,000)	(12,000)	(13,000)
1717-0194 TOC REC RES PLAYGROUND MTCE	(701)	(711)	(722)	(733)
1717-0200 TOC REC RESERVE BLDG MTCE	(2,123)	(2,155)	(2,187)	(2,220)
1717-0201 TOC REC RESERVE RISK M'MENT	-	-	-	-
1718-0000 PARKS & GARDENS MAINTENANCE	(383,365)	(389,115)	(394,952)	(400,876)
1718-0050 FINLEY - LOCO DAM PARK	-	-	-	-
1718-0060 TOC CREEK WALK HONORIARIUM	(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	(20,566)	(20,978)	(21,397)	(21,825)
1718-0117 MINOR PARK & GARDENS INSURANCE	(844)	(861)	(878)	(896)
1718-0185 ALEXANDER GARDEN COMPETITION	(637)	(646)	(656)	(666)
2120-2500 FIRE PROTECTION PLANT DEPCN	-	-	-	-
2120-2504 RURAL FIRE BRIGADE BLDG DEPCN	(3,798)	(3,836)	(3,875)	(3,913)

<b>SUPPORTED AND ENGAGED COMMUNITIES</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
2200-2502 ANIMAL CONTROL EQUIPMENT DEPCN	(885)	(893)	(902)	(911)
2200-2504 ANIMAL CONTROL BLDG DEPCN	-	-	-	-
2400-2504 SES DEPCN	(10,614)	(10,720)	(10,828)	(10,936)
3850-2026 CEMETERY TRANSFER TO RESERVE	-	-	-	-
3850-2500 CEMETERY LAND IMPROVEMENTS DEPCN	(440)	(452)	(462)	(472)
3850-2518 CEMETERY DEPCN	(4,251)	(4,161)	(4,071)	(3,980)
3900-2504 PUBLIC CONVENIENCES DEPCN	(32,883)	(33,212)	(33,544)	(33,879)
4110-2026 WATER SUPPLIES TRANSFER TO RESERVE	(0)	-	(0)	0
4210-2545 WATER MAINS RETIC & METERS - DEPCN	(331,536)	(334,852)	(338,200)	(341,582)
4240-2545 WATER TREATMENT WORKS - DEPCN	(306,978)	(310,048)	(313,148)	(316,280)
4250-2504 WATER HOUSING TOC - DEPCN	(7,180)	(7,252)	(7,324)	(7,398)
6100-2502 LIBRARY EQUIPMENT DEPCN	(9,261)	(9,354)	(9,448)	(9,542)
6100-2504 LIBRARY BLDG DEPCN	(66,599)	(67,265)	(67,937)	(68,617)
6100-2518 LIBRARY BOOKS DEPCN	(22,321)	(22,544)	(22,770)	(22,997)
6200-2504 PUBLIC HALLS DEPRECIATION	(184,707)	(186,554)	(188,420)	(190,304)
6400-2500 SWIMMING POOL OTHER STRUCUTURES DEPCN	(69,267)	(69,960)	(70,659)	(71,366)
6400-2504 SWIMMING POOL BUILDINGS DEPCN	(13,616)	(13,752)	(13,890)	(14,029)
6500-2500 RECREATION RESERVES PLANT & EQUIPMENT DEPCN	(728)	(736)	(743)	(750)
6500-2502 RECREATION RESERVES OTHER STRUCTURES DEPCN	(99,690)	(100,687)	(101,694)	(102,711)
6500-2518 RECREATION RESERVES BUILDINGS DEPCN	(280,651)	(283,457)	(286,292)	(289,155)
6600-2500 PARKS & GARDENS DEPCN	(11,551)	(11,666)	(11,783)	(11,901)

<b>SUPPORTED AND ENGAGED COMMUNITIES</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
6600-2518 PARKS & GARDENS DEPCN	(72,946)	(73,676)	(74,413)	(75,157)
	4,858,195	5,208,885	4,354,564	4,401,084
2120-1950 RFS OPERATIONAL GRANT (B&C)	-	-	-	-
2120-4010-0000 FIRE PROTECTION DEPCN CONTRA	14,412	14,556	14,702	14,849
2200-1500 COMP ANIMALS MICROCHIP FEES INCL GST	442	453	464	475
2200-1810 COMPANION ANIMAL REGISTRATION FEES	5,740	5,883	6,030	6,181
2200-1811 COMPANION ANIMAL DLG REIMBURSEMENTS	8,615	8,831	9,051	9,278
2200-1815 IMPOUNDING DOG FEES & FINES GST FREE	5,519	5,657	5,798	5,943
2200-1829 IMPOUNDING FINES & COSTS	2,318	2,376	2,435	2,496
2200-1896 SALES OF ANIMALS	-	-	-	-
2400-1704 INCOME - SES REIMBURSEMENT	-	-	-	-
2700-1812 FOOD CONTROL FEES	3,532	3,621	3,711	3,804
2750-1812 Insect/Vermin/Pest Control Fees	-	-	-	-
3100-1840 PORTSEA CAMP DEPOSITS	2,000	2,000	2,000	2,000
3100-1855 Youth Services Donations - GST Free	-	-	-	-
3100-1950 YOUTH WEEK GRANT REVENUE	1,200	1,200	1,200	1,200
3400-1950 DROUGHT WORKSHOPS GRANT	-	-	-	-
3600-1200 ENVIRONMENTAL SERVICES FINES INCOME	-	-	-	-
3850-1812 CEMETERY CHARGES - SHIRE INCLUDING G	121,900	124,798	127,769	130,812
3850-1813 Cemetery Charges - Shire GST Free	-	-	-	-
3850-1815 CEMETERY CHARGES - PLAQUES	8,831	9,051	9,278	9,509

SUPPORTED AND ENGAGED COMMUNITIES	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
3850-1816 CEMETERY CHARGES - MONUMENTS	-	-	-	-
3850-1817 CEMETERY SUNDRY INCOME	-	-	-	-
3850-1926 CEMETERY TRANSFER FROM RESERVE	-	-	-	-
4110-1000-0001 WATER CHARGES - BGA	482,926	494,999	507,374	520,058
4110-1000-0002 WATER CHARGES - BGN	314,914	322,787	330,857	339,128
4110-1000-0003 WATER CHARGES - FIN	594,318	609,176	624,405	640,015
4110-1000-0004 WATER CHARGES - TOC	703,458	721,044	739,070	757,547
4110-1000-0005 WATER CHARGES - NON RATEABLE	59,605	61,095	62,622	64,188
4110-1080 LESS WATER CHARGES WRITTEN OFF	(3,000)	(3,000)	(3,000)	(3,000)
4110-1082 LESS WATER CHARGES D/DEBT EXPENSE	(5,000)	(5,000)	(5,000)	(5,000)
4110-1095 LESS WATER PENSION REBATE - BGN	(87,500)	(87,500)	(87,500)	(87,500)
4110-1500 WATER CONSUMPTION - BGN SHIRE	750,000	750,000	750,000	750,000
4110-1501 WATER - STANDPIPE SALES	3,753	3,847	3,943	4,042
4110-1502 WATER CONNECTION FEES - GST FREE	25,940	26,588	27,253	27,934
4110-1503 WATER DELIVERIES INCOME	18,544	19,008	19,483	19,970
4110-1504 SALE OF HIGH SECURITY WATER	50,000	50,000	50,000	50,000
4110-1506 WATER - RENT ON COUNCIL HOUSES	3,380	3,380	3,380	3,380
4110-1507 WATER - DISCONNECTION FEE	500	500	500	500
4110-1509 WATER SUNDRY INCOME - INC GST	2,000	2,000	2,000	2,000
4110-1511 LEGAL COST RECOVERY	(2,000)	(2,000)	(2,000)	(2,000)
4110-1512 PRIVATE WORKS INCOME - WATER	500	500	500	500
4110-1601 SECT. 64 CONT. WATER - BGA	-	-	-	-
4110-1602 SECT. 64 CONT. WATER - BER	-	-	-	-
4110-1603 SECT. 64 CONT. WATER - FIN	-	-	-	-
4110-1604 SECT. 64 CONT. WATER - TOC	-	-	-	-
4110-1611 SECT. 64 CONT. WATER PURCHASE - BGA	-	-	-	-

<b>SUPPORTED AND ENGAGED COMMUNITIES</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
4110-1612 SECT. 64 CONT. WATER PURCHASE - BER	-	-	-	-
4110-1613 SECT. 64 CONT. WATER PURCHASE - FIN	-	-	-	-
4110-1614 SECT. 64 CONT. WATER PURCHASE - TOC	-	-	-	-
4110-1840 INTEREST ON INVESTMENTS	171,021	176,335	161,606	107,327
4110-1926 WATER TRANSFER FROM RESERVE	632,989	932,870	21,985	49,809
4110-1927 SECT 64 CONT. - TRANSFER TO RESERVE	-	-	-	-
4110-1951 WATER CHARGES PENSION SUBSIDY	48,000	48,000	48,000	48,000
4110-1954 GRANT - DROUGHT WORKS	-	-	-	-
4240-4710 WATER DEPCN CONTRA	645,695	652,152	658,673	665,260
6100-1501 LIBRARY SUNDRY INCOME INCL GST	2,500	2,500	2,500	2,500
6100-1502 FRIENDS OF THE LIBRARY	500	500	500	500
6100-1503 LIBRARY ROOM HIRE CHARGES	300	300	300	300
6100-1504 LIBRARY DONATION	-	-	-	-
6100-1820 LIBRARY FEES INCLUDING GST	3,311	3,394	3,479	3,566
6100-1821 LIBRARY FINES GST FREE	1,104	1,131	1,160	1,189
6100-1822 INTER LIBRARY LOAN FEES	221	227	231	237
6100-1823 BERRIGAN SHIRE BOOK CLUBS	1,104	1,131	1,160	1,189
6100-1950 LIBRARY SERVICE GRANTS	63,000	63,000	63,000	63,000
6100-1951 LIBRARY LOCAL SPECIAL PROJECTS GRANT	25,156	7,000	7,000	7,000
6100-1953 LITERARY LUNCH/WRITING FESTIVAL GRANT	-	-	-	-
6100-1954 LIBRARY TRAINEESHIP WAGE SUBSIDY	-	-	-	-
6100-1955 GET ONLINE WEEK / GOODTHINGS	-	-	-	-
6100-1959 NSW CHILDRENS WEEK COUNCIL GRANT	-	-	-	-
6100-1960 TECH SAVY SENIORS PROGRAM	-	-	-	-
6100-1961 BROADBAND FOR SENIORS	-	-	-	-



<b>SUPPORTED AND ENGAGED COMMUNITIES</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	(3,491,419)	(3,314,835)	(3,310,572)	(3,351,951)
6100-1963 Library Service Other Grants	-	-	-	-
6320-1500 HERITAGE FUND REVENUE	3,000	3,000	3,000	3,000
6320-1950 HERITAGE ADVISORY SERVICE GRANT	6,000	-	-	-
6320-1951 LOCAL HERITAGE FUND GRANT	5,000	5,000	5,000	5,000
6330-1600 INTERNATIONAL WOMENS DAY INCOME	500	500	500	500
6330-1601 MARKETING & PROMOTION FUND	-	-	-	-
6330-1602 COMMUNITY MENTAL HEALTH PROJECTS	-	-	-	-
6330-1603 DISABILITY INCLUSION PLANNING INCOME	-	-	-	-
6330-1951 INTERNATIONAL WOMENS DAY GRANT	-	-	-	-
6400-1828 USER CHARGES - SWIMMING POOLS	76,163	78,067	80,019	82,019
6400-1829 RECOVERIES FOR LIFEGUARDS	85,232	87,362	89,546	91,785
6500-1315 TOCUMWAL FOOTBALL NETBALL CLUB LEASE	552	566	580	594
6600-1501 SECT.94 PUBLIC OPEN SPACE BAROOGA	-	-	-	-
6600-1502 SECT.94 PUBLIC OPEN SPACE BERRIGAN	-	-	-	-
6600-1503 SECT.94 PUBLIC OPEN SPACE FINLEY	-	-	-	-
6600-1504 SECT.94 PUBLIC OPEN SPACE TOCUMWAL	-	-	-	-
6600-1821 USER CHARGES - TOC FORESHORE RES	-	-	-	-

<b>DIVERSE AND RESILIENT BUSINESS</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	(982,562)	(863,406)	(854,485)	(885,808)
	<b>(200,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>
1920-0184 TOC AERO RUNWAY 18-36 HEAVY PA	-	-	-	-
1920-0190 AERODROME SUBDIVISION WORKS	-	-	-	-
2011-0500 BGN -CARAVAN PARK RESEAL ROADS	-	-	-	-
2011-0501 BGN - CARAVAN PARK AMENTITIES	-	-	-	-
2014-0500 SALEYARDS FACILITY UPGRADE	-	-	-	-
2015-0529 FIN SUBDIVISION - LEWIS CR	-	-	-	-
AERODROMECAPEXP AERODROME CAPITAL WORKS EXPENDITURE	(350,000)	(50,000)	(50,000)	(50,000)
BUSINESSDEVCAPEXP BUSINESS DEVELOPMENT CAPITAL WORKS EXPENDITURE	-	-	-	-
CARAVANCAPEXP CARAVAN CAPITAL EXPENSE	-	-	-	-
SALEYARDCAPEXP SALEYARDS CAPITAL EXPENDITURE	-	-	-	-
TOURISMCAPEXP TOURISM CAPTAL EXPENDITURE	-	-	-	-
	150,000	-	-	-
7700-1600 AERODROME MBFC CONTRIBUTION	-	-	-	-
7700-1601 TOC AERODROME MUSEUM CONTRIBUTIONS THAM	-	-	-	-
7700-1827 AERODROME - SALE OF LAND	-	-	-	-
7700-1828 AERODROME - SALE OF LAND (MARGIN)	-	-	-	-
7700-1829 AERODROME - GST MARGIN REFUND	-	-	-	-
7700-1951 AERODROME CAPITAL GRANT	-	-	-	-
8400-1950 BUILDING BETTER REGIONS JERSEY GRANT	-	-	-	-
8720-1701 LCLI LOAN 392 INTEREST SUBSIDY	-	-	-	-

<b>DIVERSE AND RESILIENT BUSINESS</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	(982,562)	(863,406)	(854,485)	(885,808)
8720-1750 LCLI EXT LOAN 392 PROCEEDS	-	-	-	-
8720-3800 INVENTORY - HELD FOR SALE	-	-	-	-
8720-3800 TOC HIGHWAY BLOCK DISPOSAL PROCEEDS	-	-	-	-
AERODROME CAPINC AERODROME CAPITAL WORKS INCOME	150,000	-	-	-
BUSINESSDEV CAPINC BUSINESS DEVELOPMENT CAPITAL WORKS INCOME	-	-	-	-
SALEYARD CAPINC SALEYARDS CAPITAL INCOME	-	-	-	-
TOURISM CAPINC TOURISM CAPITAL INCOME	-	-	-	-
	(782,562)	(813,406)	(804,485)	(835,808)
	(1,153,390)	(1,189,787)	(1,186,522)	(1,223,612)
1200-2026 WORKS TRANSFER TO RESERVE	-	-	-	-
1213-0108 FRUIT FLY MITIGATION STRATEGY	(10,000)	(10,000)	(10,000)	(10,000)
1812-0105 PINE LODGE PIT OPERATING EXPEN	(91,914)	(93,293)	(94,692)	(96,113)
1920-0115 BGN AERODROME GROUNDS MTCE	(2,123)	(2,155)	(2,187)	(2,220)
1920-0170 TOC AERODROME OPERATING EXPENS	(63,682)	(64,637)	(65,607)	(66,591)
1920-0171 TOC AERODROME - INSURANCE	(1,407)	(1,435)	(1,464)	(1,493)
1920-0172 LIBERATOR INSURANCE	(119)	(122)	(122)	(126)
1920-0175 TOC AERODROME BLDG MTCE	(3,184)	(3,232)	(3,280)	(3,330)
1920-0200 AERODROME ADMIN CHARGES	(26,000)	(26,000)	(26,000)	(26,000)
2010-0001 P/W - MURRAY RIVER COUNCIL	-	-	-	-
2010-0002 P/W - EDWARD RIVER COUNCIL	-	-	-	-
2010-0003 P/W - LLS KHAKI WEED PROGRAM	-	-	-	-
2010-0004 P/W - YACTAC NOXIOUS WEEDS	-	-	-	-
2010-0005 P/W - BUSHLANDS ON THE MURRAY	-	-	-	-
2011-0105 TOC CARAVAN PARK OPERATING EXP	-	-	-	-

<b>DIVERSE AND RESILIENT BUSINESS</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	(982,562)	(863,406)	(854,485)	(885,808)
2011-0108 TOC CARAVAN PARK INSURANCE EXP	(2,273)	(2,319)	(2,365)	(2,412)
2011-0120 BGN CARAVAN PARK OPERATING EXP	(531)	(538)	(547)	(555)
2011-0125 BGN CARAVAN PARK - INSURANCE	(541)	(552)	(563)	(574)
2011-0126 BGN CARAVAN PARK DONATIONS EXP	-	-	-	-
2011-0135 BGN CARAVAN PARK BLDG MTCE	(2,123)	(2,155)	(2,187)	(2,220)
2012-0120 TOC TOURISM INFO OPERATING EXP	-	-	-	-
2012-0122 TOC TOURISM INFO BLDG MTCE	-	-	-	-
2012-0124 TOC TOURISM INFO - INSURANCE	-	-	-	-
2012-0196 TOURISM STRATEGIC PLAN	(20,000)	(20,000)	(20,000)	(20,000)
2012-0197 REGIONAL TOURISM CONTRIBUTION - MRTB	(14,966)	(15,265)	(15,570)	(15,882)
2012-0198 TOURISM INITIATIVES	(11,000)	(11,000)	(11,000)	(11,000)
2012-0199 TOURISM ADMIN CHARGES	(33,100)	(33,100)	(33,100)	(33,100)
2012-0200 TOURISM EVENTS GRANTS	-	(20,000)	-	(20,000)
2012-0250 EVENT MARKETING TOOLS	(5,000)	(5,000)	(5,000)	(5,000)
2012-0251 SPORTS EVENT PROGRAM	-	-	-	-
2012-0300 TOC TOURISM INFO CENTRE	-	-	-	-
2013-0122 MURRAY DARLING BASIN SPEAK UP	-	-	-	-
2013-0123 SMALL BUSINESS WEEK	-	-	-	-
2013-0150 ECONOMIC BENEFIT ASSESMENT	-	-	-	-
2013-0205 ECONOMIC DEVELOPMENT OFFICER	(143,900)	(147,498)	(151,185)	(154,965)
2013-0208 EDO - TRAVEL COSTS	(5,000)	(5,000)	(5,000)	(5,000)
2013-0210 ECONOMIC DEVEL. STAFF TRAINING/CONFERENCES	(2,000)	(2,000)	(2,000)	(2,000)
2013-0220 ECON DEV. WEBSITE SUBSCRIPTION ID DATA	(15,000)	(15,000)	(15,000)	(15,000)
2013-0240 ECON. DEV. OFFICER OFFICE EXPENSES	(1,000)	(1,000)	(1,000)	(1,000)
2013-0241 ECON. DEV. OFFICER - TELEPHONE	(866)	(883)	(901)	(919)

<b>DIVERSE AND RESILIENT BUSINESS</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	(982,562)	(863,406)	(854,485)	(885,808)
2014-0115 SALEYARD OTHER OPERATING EXPEN	(2,123)	(2,155)	(2,187)	(2,220)
2014-0120 SALEYARD EQUIP MTCE	(106)	(108)	(109)	(111)
2014-0122 SALEYARD - INSURANCE	(9,525)	(9,716)	(9,910)	(10,108)
2014-0130 SALEYARD BLDG MTCE	(1,061)	(1,077)	(1,093)	(1,110)
2014-0145 SALEYARD ADMIN CHARGES	(3,400)	(3,400)	(3,400)	(3,400)
2014-0538 PUMP REPLACEMENT	(5,412)	(5,520)	(5,631)	(5,743)
2015-0105 INDUSTRIAL & BUSINESS DEVELOPMENT	(24,942)	(25,316)	(25,696)	(26,081)
2015-0106 STUDENT ACCOMMODATION SPONSORSHIP	(4,000)	(4,000)	(4,000)	(4,000)
2015-0107 CONTRIBUTION TO RAMROC	(16,669)	(17,003)	(17,343)	(17,690)
2015-0108 TAFE BOOK SCHOLORSHIP	-	-	-	-
2015-0109 LOCAL GOVERNMENT SCHOLORSHIP	-	-	-	-
2015-0140 REAL ESTATE DEVELOPMENT- LEGAL	-	-	-	-
2015-0141 COMMERCIAL LAND - AGENTS FEES	-	-	-	-
2015-0145 REAL ESTATE DEVELOPMENT - RATE	(3,036)	(3,081)	(3,127)	(3,174)
2015-0165 BUSINESS & ENVIRONMENT AWARDS	(19,484)	(19,873)	(20,271)	(20,676)
2015-0180 BUSINESS DEVELOPMENT ADMIN CHA	(98,600)	(98,600)	(98,600)	(98,600)
2015-0181 NSW RURAL DOCTORS NETWORK BURS	(3,300)	(3,300)	(3,300)	(3,300)
2015-0188 REGIONAL CAREERS FORUM	(6,495)	(6,624)	(6,757)	(6,892)
2015-0189 COBRAM & DIS FOODBANK DONATION	(10,000)	(10,000)	(10,000)	(10,000)
2015-0190 DROUGHT WORKSHOPS	-	-	-	-
2016-0120 RISK MANAGEMENT - TRAINING	(3,789)	(3,864)	(3,942)	(4,020)
2016-0205 RISK MANAGEMENT - SALARIES	(154,600)	(158,465)	(162,427)	(166,487)
2016-0241 RISK MANAGEMENT - TELEPHONE	(1,082)	(1,104)	(1,126)	(1,149)
2016-0242 RISK MANAGEMENT - VEHICLE	(21,231)	(21,644)	(22,064)	(22,493)
2017-0120 BENDIGO BANK AGENCY TRAINING	-	-	-	-
2017-0205 BENDIGO BANK AGENCY	(53,040)	(54,101)	(55,183)	(56,286)

<b>DIVERSE AND RESILIENT BUSINESS</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	(982,562)	(863,406)	(854,485)	(885,808)
2019-0155 WRITE OFF BAD DEBTS - P/WORKS	(3,247)	(3,312)	(3,378)	(3,446)
2020-0000 S/DR TECH SERV (BUDGET)	(42,455)	(43,091)	(43,738)	(44,394)
2030-0000 S/DR - CORP SERV (BUDGET)	(9,489)	(10,167)	(10,868)	(11,594)
6920-2505 QUARRIES & PIT REMEDIATION - DEPCN	(3,018)	(3,048)	(3,078)	(3,109)
6920-2508 QUARRIES - DEPCN	(520)	(526)	(531)	(536)
7700-2026 AERODROME TRANSFER TO RESERVE	(50,000)	(50,000)	(50,000)	(50,000)
7700-2500 AERODROME EQUIPMENT DEPCN	-	-	-	-
7700-2504 AERODROME BLDG DEPCN	(9,365)	(9,459)	(9,554)	(9,649)
7700-2510 AERODROME RUNWAY DEPCN	(21,645)	(21,861)	(22,080)	(22,300)
7700-2520 AERODROME LAND IMPROVEMENTS DEPCN	(416)	(420)	(425)	(429)
8200-2504 CARAVAN PARK DEPCN	(10,458)	(10,563)	(10,668)	(10,775)
8300-2026 TOURISM EVENTS TRANSFER TO RESERVE	-	-	-	-
8300-2504 TOURISM INFO DEPCN	(9,834)	(9,932)	(10,031)	(10,132)
8400-2027 ECONOMIC DEVELOPMENT TRANSFER TO RESERVE	-	-	-	-
8600-2026 SALEYARDS TRANSFER TO RESERVE	-	-	-	-
8600-2502 SALEYARD OFFICE EQUIP DEPCN	(1,873)	(1,892)	(1,911)	(1,930)
8600-2504 SALEYARD DEPCN	(93,446)	(94,381)	(95,325)	(96,278)
	370,828	376,381	382,037	387,804
1200-1926 WORKS TRANSFER FROM RESERVE	-	-	-	-
6920-1500 PINE LODGE PIT REVENUE	95,452	96,867	98,301	99,758
6920-1505 PINE LODGE PIT REVENUE CONTRA	-	-	-	-
6920-1510 OTHER GRAVEL PITS REVENUE	-	-	-	-
7700-1500 AERODROME SUNDRY INCOME TOC	6,500	6,500	6,500	6,500
7700-1502 AERODROME USER FEES INCOME	16,557	16,971	17,395	17,830
7700-1926 AERODROME TRANSFER FROM RESERVE	-	-	-	-

<b>DIVERSE AND RESILIENT BUSINESS</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	(982,562)	(863,406)	(854,485)	(885,808)
8200-1890 TOC CARAVAN PARK LEASE	38,000	38,000	38,000	38,000
8200-1895 BGN CARAVAN PARK LEASE	-	-	-	-
8300-1890 TOC TOURISM INFO - RENT	-	-	-	-
8300-1926 TOURISM EVENTS TRANSFER FROM RESERVE	-	-	-	-
8350-1500 TOC INFO CENTRE INCOME	-	-	-	-
8350-1501 TOC INFO CNTR GST FREE INCOME	-	-	-	-
8400-1503 FHS-CAREERS FORUM REVENUE	-	-	-	-
8400-1505 BUSINESS & ENVIRONMENT AWARD DONATION	1,656	1,697	1,738	1,781
8400-1506 BUSINESS & ENVIRONMENT AWARD INCOME	4,967	5,091	5,220	5,350
8400-1507 TOCUMWAL INTER-MODEL CONTRIBUTIONS	-	-	-	-
8400-1508 BUSINESS DEVELOPMENT WORKSHOP	-	-	-	-
8400-1927 ECONOMIC DEVELOPMENT TRANSFER FROM RESERVE	-	-	-	-
8400-1951 NSW SMALL BUSINESS MONTH GRANT	-	-	-	-
8600-1926 SALEYARD TRANSFER FROM RESERVE	-	-	-	-
8600-4310 SALEYARD DEPCN CONTRA	95,319	96,273	97,235	98,208
8710-1200 REAL ESTATE - GAIN ON DISPOSAL	-	-	-	-
8710-1826 RENTAL - OTHER REAL ESTATE INC. GST	16,386	16,796	17,216	17,646
8720-1894 FINLEY ST SUBDIVISION - DISPOSAL	-	-	-	-
8720-1895 FINLEY ST SUBDIVISION - RATE ADJUST.	-	-	-	-
8720-1926 REAL ESTATE DEVT - TFR TO RESERVE	-	-	-	-
8850-1330 BENDIGO BANK AGENCY COMMISSIONS	40,800	41,616	42,448	43,297
8850-1800 BENDIGO BANK SUNDRY INCOME	-	-	-	-
8900-1501 PRIVATE WORKS TECH SERVICES INCOME	47,464	48,651	49,867	51,113

<b>DIVERSE AND RESILIENT BUSINESS</b>	<b>2020/21 REVISED BUDGET FORECAST</b>	<b>2021/22 REVISED BUDGET FORECAST</b>	<b>2022/23 REVISED BUDGET FORECAST</b>	<b>2023/24 REVISED BUDGET FORECAST</b>
	(982,562)	(863,406)	(854,485)	(885,808)
8900-1504 PRIVATE WORKS INCOME - SIGNS	-	-	-	-
8900-1505 PRIVATE WORKS TECH SERVICES GST FREE	-	-	-	-
8900-1511 PRIVATE WORKS CORP SERVICES INCOME	6,623	6,788	6,958	7,132
8900-1515 PRIVATE WORKS CORP SERVICES GST FREE	1,104	1,131	1,159	1,189
8900-1521 Private Works Noxious Weeds Income	-	-	-	-
8900-1525 Private Works Noxious Weeds GST Free	-	-	-	-
8990-1530 PRIVATE WORKS RIVERINA GROUP CONF	-	-	-	-



Capital Works Plan Summary 2017 - 2021

## Capital Works Plan Summary

## CAPITAL WORKS PLAN SUMMARY 2020-21

		FINAL ADOPTED 2019- 20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	2022-23	2023-24	2024-25
<b>Grand Total</b>		<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>
<b>AERODROME</b>								
	AERODROME EXPENDITURE	(50,000)	(50,000)	(350,000)	(50,000)	(50,000)	(50,000)	(50,000)
	AERODROME INCOME	-	-	150,000	-	-	-	-
<b>AERODROME Total</b>		<b>(50,000)</b>	<b>(50,000)</b>	<b>(200,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>
<b>BUSINESS DEVELOPMENT</b>								
	BUSINESS DEVELOPMENT EXPENDITURE	(177,500)	-	-	-	-	-	-
	BUSINESS DEVELOPMENT INCOME	484,380	-	-	-	-	-	-
<b>BUSINESS DEVELOPMENT Total</b>		<b>306,880</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CARAVAN PARK</b>								
	CARAVAN PARK EXPENDITURE	(7,500)	-	-	-	-	-	-
<b>CARAVAN PARK Total</b>		<b>(7,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CEMETERIES</b>								
	CEMETERIES EXPENDITURE	-	(5,000)	(5,000)	-	(5,000)	-	(5,000)
<b>CEMETERIES Total</b>		<b>-</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>-</b>	<b>(5,000)</b>	<b>-</b>	<b>(5,000)</b>
<b>COMMUNITY AMENITIES</b>								
	COMMUNITY AMENITIES EXPENDITURE	(1,980,000)	-	(8,000)	-	-	-	-
	COMMUNITY AMENITIES INCOME	1,900,000	-	-	-	-	-	-
<b>COMMUNITY AMENITIES Total</b>		<b>(80,000)</b>	<b>-</b>	<b>(8,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CORPORATE SERVICES</b>								
	CORPORATE SERVICES EXPENDITURE	(74,295)	(19,000)	(19,000)	-	-	-	-
	CORPORATE SERVICES INCOME	-	-	-	-	-	-	-
<b>CORPORATE SERVICES Total</b>		<b>(74,295)</b>	<b>(19,000)</b>	<b>(19,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DEPOT</b>								
	DEPOT EXPENDITURE	(15,000)	(180,000)	-	-	(180,000)	-	-
<b>DEPOT Total</b>		<b>(15,000)</b>	<b>(180,000)</b>	<b>-</b>	<b>-</b>	<b>(180,000)</b>	<b>-</b>	<b>-</b>
<b>DOMESTIC WASTE</b>								
	DOMESTIC WASTE EXPENDITURE	(124,000)	(15,000)	(15,000)	(99,000)	(70,000)	(84,000)	-
	DOMESTIC WASTE INCOME	100,000	-	-	65,000	70,000	75,000	75,000
<b>DOMESTIC WASTE Total</b>		<b>(24,000)</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>(34,000)</b>	<b>-</b>	<b>(9,000)</b>	<b>75,000</b>
<b>DRAINAGE</b>								
	DRAINAGE EXPENDITURE	(77,000)	(22,000)	(302,000)	(47,000)	(15,000)	-	(164,000)
<b>DRAINAGE Total</b>		<b>(77,000)</b>	<b>(22,000)</b>	<b>(302,000)</b>	<b>(47,000)</b>	<b>(15,000)</b>	<b>-</b>	<b>(164,000)</b>
<b>EMERGENCY SERVICES</b>								
	EMERGENCY SERVICES EXPENDITURE	-	-	-	-	-	-	-
<b>EMERGENCY SERVICES Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>HOUSING</b>								

		FINAL ADOPTED 2019- 20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	2022-23	2023-24	2024-25
<b>Grand Total</b>		<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>
<b>HOUSING</b>								
	HOUSING EXPENDITURE	-	-	-	-	-	-	-
	<b>HOUSING Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>LEVEE BANKS</b>								
	LEVEE BANK EXPENDITURE	(260,000)	(320,000)	(300,000)	(207,360)	(50,000)	(340,000)	(50,000)
	LEVEE BANK INCOME	260,000	430,000	298,571	157,360	-	210,000	-
	<b>LEVEE BANKS Total</b>	<b>-</b>	<b>110,000</b>	<b>(1,429)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(130,000)</b>	<b>(50,000)</b>
<b>LIBRARIES</b>								
	LIBRARIES EXPENDITURE	(5,000)	-	(15,000)	-	-	-	-
	LIBRARIES INCOME	-	-	-	-	-	-	-
	<b>LIBRARIES Total</b>	<b>(5,000)</b>	<b>-</b>	<b>(15,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>MINOR PLANT</b>								
	MINOR PLANT PURCHASE	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
	<b>MINOR PLANT Total</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>
<b>MOTOR VEHICLE</b>								
	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
	<b>MOTOR VEHICLE Total</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>
<b>PUBLIC HALLS</b>								
	PUBLIC HALLS EXPENDITURE	(360,000)	-	(15,000)	-	-	-	-
	PUBLIC HALLS INCOME	126,666	-	-	-	-	-	-
	<b>PUBLIC HALLS Total</b>	<b>(233,334)</b>	<b>-</b>	<b>(15,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PUBLIC HEALTH &amp; SAFETY</b>								
	PUBLIC HEALTH & SAFETY INCOME	-	-	-	-	-	-	-
	PUBLIC HEALTH & SAFETY EXPENDITURE	(120,000)	-	-	-	-	-	-
	<b>PUBLIC HEALTH &amp; SAFETY Total</b>	<b>(120,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PUBLIC WORKS</b>								
	PUBLIC WORKS PLANT INCOME	246,500	245,000	245,000	190,000	70,500	81,000	71,000
	PUBLIC WORKS PLANT PURCHASE	(1,140,000)	(532,000)	(532,000)	(720,000)	(240,000)	(300,000)	(285,000)
	PUBLIC WORKS UTILITY INCOME	39,000	39,000	39,000	39,000	40,000	40,000	40,000
	PUBLIC WORKS UTILITY PURCHASE	(68,750)	(68,750)	(68,750)	(68,750)	(70,000)	(70,000)	(70,000)
	<b>PUBLIC WORKS Total</b>	<b>(923,250)</b>	<b>(316,750)</b>	<b>(316,750)</b>	<b>(559,750)</b>	<b>(199,500)</b>	<b>(249,000)</b>	<b>(244,000)</b>
<b>RECREATION</b>								
	PARKS & RECREATION EXPENDITURE	(489,478)	-	-	-	-	-	-
	PARKS & RECREATION INCOME	489,478	-	-	-	-	-	-
	RECREATION RESERVES EXPENDITURE	(561,111)	-	(34,860)	-	-	-	-
	RECREATION RESERVES INCOME	557,111	-	6,520	-	-	-	-
	SWIMMING POOLS EXPENDITURE	(395,355)	-	-	-	-	-	-
	SWIMMING POOLS INCOME	395,355	-	-	-	-	-	-
	<b>RECREATION Total</b>	<b>(4,000)</b>	<b>-</b>	<b>(28,340)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	FINAL ADOPTED 2019- 20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	2022-23	2023-24	2024-25
<b>Grand Total</b>	<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>
<b>SALEYARDS</b>							
SALEYARDS EXPENDITURE	(213,690)	-	-	-	-	-	-
SALEYARDS INCOME	-	-	-	-	-	-	-
<b>SALEYARDS Total</b>	<b>(213,690)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SEWERAGE</b>							
SEWERAGE EXPENDITURE	(3,497,800)	(1,015,000)	(945,000)	(710,000)	(395,000)	(290,000)	(310,000)
SEWERAGE INCOME	172,800	-	60,000	-	-	-	-
<b>SEWERAGE Total</b>	<b>(3,325,000)</b>	<b>(1,015,000)</b>	<b>(885,000)</b>	<b>(710,000)</b>	<b>(395,000)</b>	<b>(290,000)</b>	<b>(310,000)</b>
<b>SHIRE ROADS</b>							
FOOTPATHS EXPENDITURE	(216,000)	(148,000)	(168,000)	(95,000)	(70,000)	(60,000)	(60,000)
FOOTPATHS INCOME	27,500	48,000	48,000	35,000	-	-	-
R2R GRANT	877,527	877,527	1,316,291	877,527	877,527	877,527	877,527
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	(1,039,750)	(920,000)	(915,174)	(890,000)	(930,000)	(2,030,000)	(1,125,000)
RURAL ROADS CONSTRUCTION INCOME	-	-	-	-	-	-	-
RURAL ROADS SEALED - RESEALS EXPENDITURE	(333,949)	(336,000)	(259,000)	(404,750)	(586,000)	(463,000)	(390,000)
RURAL ROADS SEALED - RESEALS INCOME	-	-	-	-	-	-	-
RURAL ROADS UNSEALED - RESHEET EXPENDITURE	(583,000)	(439,000)	(439,000)	(356,000)	(310,100)	(287,831)	(292,500)
RURAL ROADS UNSEALED - RESHEET INCOME	-	-	-	-	-	-	-
TOWNSCAPE WORKS EXPENDITURE	(130,000)	(150,000)	(50,000)	(50,000)	(50,000)	(100,000)	(50,000)
TOWNSCAPE WORKS INCOME	-	-	-	-	-	-	-
URBAN ROADS - RESEALS EXPENDITURE	(196,722)	(193,500)	(140,500)	(190,540)	(186,000)	(192,500)	(206,300)
URBAN ROADS CONSTRUCTION EXPENDITURE	(456,260)	(109,000)	(330,000)	(73,000)	(25,000)	(120,000)	(343,000)
URBAN ROADS CONSTRUCTION INCOME	136,580	-	-	-	-	-	-
<b>SHIRE ROADS Total</b>	<b>(1,914,074)</b>	<b>(1,369,973)</b>	<b>(937,384)</b>	<b>(1,146,763)</b>	<b>(1,279,573)</b>	<b>(2,375,804)</b>	<b>(1,589,273)</b>
<b>TOURISM SERVICES</b>							
TOURISM SERVICES EXPENDITURE	-	-	-	-	-	-	-
TOURISM SERVICES INCOME	-	-	-	-	-	-	-
<b>TOURISM SERVICES Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOWN PROJECTS</b>							
KERB & GUTTER EXPENDITURE	(219,200)	(75,000)	(185,000)	(211,000)	(63,000)	-	(65,000)
KERB & GUTTER INCOME	58,000	37,000	56,000	73,000	30,000	-	12,000
<b>TOWN PROJECTS Total</b>	<b>(161,200)</b>	<b>(38,000)</b>	<b>(129,000)</b>	<b>(138,000)</b>	<b>(33,000)</b>	<b>-</b>	<b>(53,000)</b>
<b>WATER</b>							
WATER EXPENDITURE	(10,719,000)	(134,000)	(842,000)	(1,172,000)	(272,000)	(272,000)	(670,000)
WATER INCOME	10,600,000	-	-	-	-	-	-
<b>WATER Total</b>	<b>(119,000)</b>	<b>(134,000)</b>	<b>(842,000)</b>	<b>(1,172,000)</b>	<b>(272,000)</b>	<b>(272,000)</b>	<b>(670,000)</b>
<b>Grand Total</b>	<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>

	FINAL ADOPTED 2019- 20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	2022-23	2023-24	2024-25
Grand Total	(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
<b>GENERAL FUND</b>	(3,818,463)	(2,128,723)	(2,214,903)	(2,248,513)	(2,035,073)	(3,036,804)	(2,303,273)
<b>WATER FUND</b>	(119,000)	(134,000)	(842,000)	(1,172,000)	(272,000)	(272,000)	(670,000)
<b>SEWER FUND</b>	(3,325,000)	(1,015,000)	(885,000)	(710,000)	(395,000)	(290,000)	(310,000)
	<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>

# Berrigan Shire 2027



**Annual Operational Plan 2020 - 2021**

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### Annual Operational Plan 2020 – 2021

This Annual Operational Plan is year four of the Council's Delivery Program: Delivery Program extended to 5-years due to the COVID19 Pandemic. 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.

### 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 2010 – 2021](#) 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 fourth year of this Council's 5-year [Delivery Program](#): a Delivery Program extended to five years due to the COVID-19 pandemic.

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. Specifically, in the next 12 months the Council's response to economic and social impact of COVID-19, drought, and the Murray Darling Basin Plan' implementation.

[Annual Operational Plan 2020 - 2021](#) priority projects and initiatives include the upgrade of the Finley and Barooga Water Treatment Plants and the completion of its Drought Community's funded projects in addition to:

- \$200,000 for causeway work on Lower River Road
- \$630,000 over two years for Bushfield Road
- \$885,000 over four years for Yarrawonga Road
- \$180,000 for re-sheeting of Hogans Road
- \$119,00 for re-sheeting of Miechels Road
- \$150,000 for Dawe Avenue in Finley
- \$80,000 for Snell Road in Barooga between Kamarooka Street and Chomley Close

Also the Council continues to put aside \$50,000 each year as part of its rolling program to fund town entrance beautification works. This include signage, tree planting and other garden works to make the major entrances to the four towns more attractive for visitors and residents.



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## Councillors 2016 – 2021



**Top (Left to Right)** Councillor Roger Reynoldson, Councillor Matthew Hannan (Mayor), Councillor Colin Jones

**Middle (Left & Right)** Councillor Denis Glanville, Councillor Ross Bodey

**Bottom (Left to Right)** Councillor John Bruce, Councillor Daryll Morris (Deputy Mayor), 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% Finley
- 32 % Tocumwal

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

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

**Berrigan Shire 2027** therefore, continues to support our communities' belief in the need to promote and develop the LGAs natural assets and advantages. And in do so create the economic prosperity needed to meet the challenges posed by an ageing population, and increasing demands and expectations that visitors to the area experience a high level and standard of public amenity.

The Council's 4-year **Delivery Program 2017 – 2021** and annual **Operational Plans'** outline how the Council will:

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

# Our Challenges

- An ageing population and how we re-prioritise current expenditure to meet community needs
- The sustainability of the Council’s current expenditure on essential and current infrastructure
- The impact of The [Murray Darling Basin Plan](#) on irrigated agriculture
- The impact of COVID-19 Pandemic and 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. 8,416) 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.

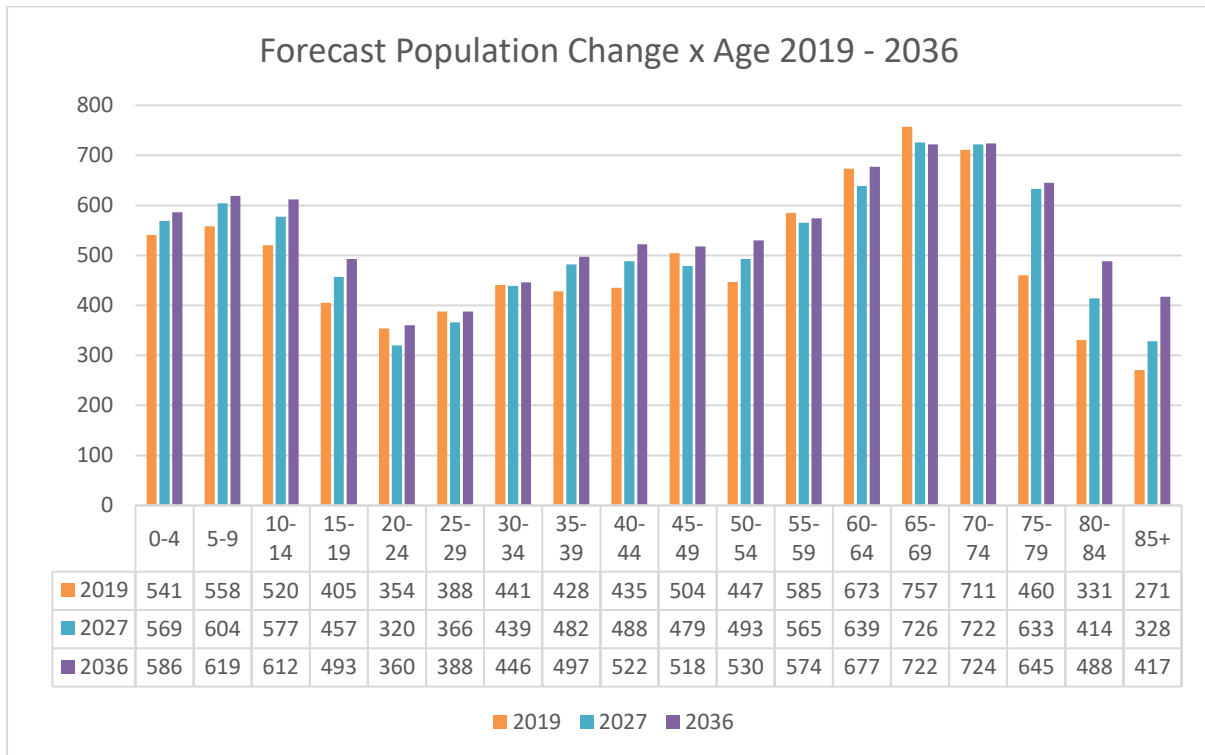


Figure 1 Forecast Population 2016 – 2036

Source: <https://forecast.id.com.au/berrigan>

## 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. All meetings are recorded electronically with recordings of meetings accessed via the Council's website.

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 - 2022](#), operational and financial management.

What the Council Does		
CSP: Strategic Outcome	Service	Activities
<b>Sustainable natural and built landscapes</b>	Housing	Planning and building control
	Environment	Stormwater, street cleaning, noxious weed control
	Sewerage Services	Sewer System
	Mining, Manufacturing and Construction	Quarries
	Transport and Communication	Roads and footpaths, street lighting, aerodrome
<b>Good government</b>	Administration	General Administration charges and costs associated with delivering services
	Governance	Councillors fees and expenses, elections, meetings, advocacy and Association fees
<b>Supported and engaged communities</b>	Public Order and Safety	Fire protection, SES
	Health	Food control, Domestic animal control
	Community Amenities	Public toilets, Cemeteries
	Community Services & Education	Early Intervention Services, Social Planning
	Water Supplies	Town Water
<b>Diverse and resilient business</b>	Recreation and Culture	Libraries, Recreation Reserves, Swimming Pools, Public Halls and Parks
	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 – 2022** 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 2020 - 2030**.

The Council’s **Delivery Program** is developed from the Shire Council’s 10-year **Resourcing Strategy** includes the Shire’s **Asset Management Plans**, **Workforce Development Plan 2017 – 2022** and **Long Term Financial Plan 2020 – 2030**. 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- 2022** describes:

- The full range of Council services and activities – operations
- High level responsibility for Council services and operations; and
- The monitoring measures we use to determine the efficiency and effectiveness of Council’s Delivery Program and its contribution to **Berrigan Shire 2027** Strategic Outcomes.







## Section 2 – Annual Operation Plan

What will the Council do to support and promote:

Sustainable natural and built  
landscapes

Good government

Supported and engaged communities

Diverse and resilient business



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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

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## Sustainable natural and built landscapes

### Strategic Objectives

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

### Delivery Program Objectives

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

<b>Strategic Objective: 1.1</b> Support sustainable use of our natural resources and built landscapes					
<b>Delivery Program Objective: 1.1.1</b> Coordinate strategic land-use planning					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
1.1.1.1	Implement the Berrigan Shire Local Strategic Planning Statement (LSPS) 2020 - 2040	Line of Sight Planning and integration with State and Regional Strategic Plans	In accordance with the measures identified in LSPS	Development Manager	1411
1.1.1.2	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
1.1.1.3	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
1.1.1.4	Commence review of Local Environment Plan	Review undertaken in accordance with Statutory Requirements	Local Environment Plan reviewed	Development Manager	1411

<b>Strategic Objective:</b> 1.1 Support sustainable use of our natural resources and built landscapes					
<b>Delivery Program Objective:</b> 1.1.2 Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
1.1.2.1	Implement the Council's development of Community Engagement and Community Participation Plan	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	1411

<b>Strategic Objective: 1.1</b> Support sustainable use of our natural resources and built landscapes					
<b>Delivery Program Objective: 1.1.3.</b> Enhance the visual amenity, heritage and liveability of our communities					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
1.1.3.1	Continue annual <b>Heritage Grants Program</b>	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 <b>Annual Capital Works Program</b> 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 <b>Annual Capital Works Program</b> and works completed as budget allows	Director Technical Services	1718-0225 1910-0100
1.1.3.2.2	Identify and develop high profile sites that will accelerate town centre activation and beautification	Improved visual amenity and attractiveness of our towns and minor town entrances	Program is developed, included in <b>Annual Capital Works Program</b> and works completed as budget allows	Director Technical Services	1718-0225 1910-0100

<b>Strategic Objective: 1.1</b> Support sustainable use of our natural resources and built landscapes					
<b>Delivery Program Objective: 1.1.3.</b> Enhance the visual amenity, heritage and liveability of our communities					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
1.1.3.3	Implement the Tocumwal Foreshore Master Plan	Sensitive and sustainable development of the Tocumwal Foreshore	Foreshore projects enhance visual amenity and the attractiveness of natural and built landscape	Director Technical Services Project Manager	
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 2020/21 of Town Square, former VIC and associated Road Works	Project completed in accordance with agreed milestones and project management plans	Director Technical Services Project Manager	

<b>Strategic Objective:</b> 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife					
<b>Delivery Program Objective:</b> 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
1.2.1.1	Deliver weed control services	Weed infestation within the Shire is controlled	Quarterly Reporting of Weed Action Plan	Director Technical Services	1214
1.2.1.1.1	Implementation of Weed Action Plan 2020 - 2024	Delivery of the Shire's weed control program/s		Development Manager	
1.2.1.2	Participation in roadside vegetation enhancement projects as external funds become available	Enhanced bio-diversity in linear reserves	Increased health of native flora and fauna	Development Manager	1214
1.2.1.2.1	Monitor direct seeding project sites for weeds and pests	Increased native vegetation within the road reserve	Quarterly survey of sites	Development Manager	1214
1.2.1.3	Undertake tree assessments and establish a tree register	Hazardous trees will be identified  High risk issues address	Number of assessments undertaken	Enterprise Risk Manager	1010



<b>Strategic Objective:</b> 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife					
<b>Delivery Program Objective:</b> 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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	
1.2.1.5	Undertake a review of the plans of management for Crown Lands controlled by Council and or Council Committees of Management	Crown Reserve Management Plans updated	All Crown Reserves managed or controlled by Council have Management Plans	Development Manager Revenue Coordinator	

<b>Strategic Objective:</b> 1.3 Connect and protect our communities					
<b>Delivery Program Objective:</b> 1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
1.3.1.1	Review and implement <b>Asset Management Plans</b> which maintain a balance between improving and maintaining flood levees, stormwater, Council roads, paths and trails	Service levels met as set out in adopted <b>Asset Management Plans</b>	Asset Plans are reviewed by due date Review of <b>Asset Management Plans</b> is informed by community feedback / expectations re: service levels  Service Level Data	Director Technical Services	1011 7100 3750
1.3.1.1.1	Complete review and implement reviewed and updated Transport Asset Management Plan	Current performance and future service levels identified	Asset Plan's reviewed and implemented in accordance with Council Policy and Asset Management Strategy	Director Technical Services	
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 <b>Storm Water Asset Management Plan</b>	On an ongoing basis 95% of service levels set out in the <b>Storm Water Asset Management Plan</b> are met  Service Level Data	Director Technical Services	1416

<b>Strategic Objective:</b> 1.3 Connect and protect our communities					
<b>Delivery Program Objective:</b> 1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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	Revenue generated	Director Corporate Services	1418
1.3.1.3.2	Implement adopted Liquid Trade Waste Policy	Operation of sewer network is optimised	Liquid Trade Waste Policy implementation plan – project milestones	Director Technical Services	

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.
1.3.1.4	Continue remediation Tocumwal Foreshore Levee	Remediation works prevents inundation of Tocumwal from recognized flood levels	Annual inspection for defects Performance in flood events	Director Technical Services	1418
1.3.1.5	Maintain the safety of Council roads and walkways	Asset Management Plan 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	Review and seek community comment on updated Pedestrian Access and Mobility Plans (PAMPS)	PAMP service levels informed by community feedback on service levels and priorities	Community Engagement / Participation in PAMP review	Executive Engineer Strategic and Social Planning Coordinator	

<b>Strategic Objective:</b> 1.3 Connect and protect our communities					
<b>Delivery Program Objective:</b> 1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
1.3.1.5.2	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  Quarterly report Facebook Analytics and Customer Request Data	Director Technical Services	1010

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 <a href="#">Berrigan Shire Council Waste Plan</a>	Sustainable management of Berrigan Shire Council Waste Management facilities and services	Quarterly reporting and monitoring of KPIs in accordance with <a href="#">Berrigan Shire Council Waste Plan</a>	Environmental Engineer	1412
1.3.2.1.1	Develop and implement a waste and recycling community education program	Reduction in non-recyclables in recycling waste stream	Surveys Contamination rates recycling	Environmental Engineer Strategic and Social Planning Coordinator	1412 1313
1.3.2.1.2	Investigate options for the development of a community recycling / tip shop	Increase in waste diverted from landfill	Monitoring of KPIs in accordance with <a href="#">Berrigan Shire Council Waste Plan</a>	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 2020 – 2021

	2020 - 2021 Budget \$
Capital expenditures	4,183,674
Capital source of funds	1,298,862
Net Capital funds results	<b>(2,884,813)</b>
Operating expenditure	11,194,527
Operating source of funds	7,141,196
Net Operating result	<b>(4,053,331)</b>
Net funds / surplus (Deficit)	(6,938,144)



## Good government

### Strategic Objectives

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

### Delivery Program Objectives

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

The development of a **Delivery Program** and **Annual Operational Plan** linked to the **Community Strategic Plan** establishes a pathway for Councils, communities and individuals to become engaged and active in planning for the future wellbeing of our communities.

Increasing the transparency of day-to-day Council operations and accountability for how we connect with, and report to our communities.

And just as important as the plan, is the process which facilitates partnership and the development of new opportunities.



**Strategic Objective:** 2.1 *Berrigan Shire 2027* 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 *Berrigan Shire 2027*

<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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

<b>Strategic Objective: 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting</b>					
<b>Delivery Program Objective: 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting</b>					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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
2.1.2.1.1	Implement in conjunction with Councillors, <b>Councillor Training and Development Plans</b>	Increase in Councillor skills and knowledge	Councillor evaluation of <b>Councillor Training and Development Plans</b>	General Manager	
2.1.2.2	Implement and further develop the Berrigan Shire <b>Integrated Management System</b>	Standardised documentation and review of Council operations	Development of procedures in accordance with Action Plan; Workplace Inspections; Internal Audit Reviews	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 to reflect current and accurate procedures	Enterprise Risk Manager	1001

<b>Strategic Objective:</b> 2.1 <b>Berrigan Shire 2027</b> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
<b>Delivery Program Objective:</b> 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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

<b>Strategic Objective:</b> 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
<b>Delivery Program Objective:</b> 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
2.1.2.2.5	Develop and review existing HR Policies and Procedures in line with the <i>Workforce Development Plan</i>	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	Implement 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	Continue the development and implementation competency assessment and training program for Council's plant operators	Competent operators and safer workplace	Number of assessments completed.	Enterprise Risk Manager	1011

<b>Strategic Objective:</b> 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
<b>Delivery Program Objective:</b> 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
2.1.2.2.8	Implement <i>Risk Management Strategic Plan</i>	Safer workplace.  New plan strategies identified for inclusion into future <i>Delivery Plan</i> .	Plan adopted by Council	Enterprise Risk Manager	2016
2.1.2.3	Implement <i>Berrigan Shire Council's Improvement Plan</i>	A sustainable Council	<i>Financial Strategy Benchmarks</i>  Sustainable Advantage Benchmarks	Finance Manager	1010
2.1.2.3.1	Strengthen revenue base and increase discretionary spending	A stronger revenue base	Increase in number of rate-able lots <i>Financial Strategy Benchmarks</i>	Economic and Industry Development	1010

<b>Strategic Objective: 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting</b>					
<b>Delivery Program Objective: 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting</b>					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
2.1.2.3.2	Implement <b>Sustainability Advantage Action Plan 2019</b> sustainability; infrastructure and service management; and efficiency improvement plan including projects designed to optimise use of solar power	Continue to meet or exceed <b>Financial Strategy Benchmarks</b>	<b>Financial Strategy Benchmarks</b>	General Manager Finance Manager	1010
2.1.2.3.3	Develop sustainability program – Council Library Services focus areas: leadership and management, customer needs, procurement, operational performance, human resources	Sustainability initiatives and benefits identified	Financial Sustainability	Strategic and Social Planning Coordinator Manager Library Services	1710
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	1008

<b>Strategic Objective:</b> 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
<b>Delivery Program Objective:</b> 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
2.1.2.4	Manage human resource and workforce development activities through the implementation of the <i>Workforce Development Plan 2017 - 2022</i>	A workforce with the competencies needed to implement the Shire's 4-year <i>Delivery Program</i>	Workforce Development Plan is implemented  Staff Surveys	Enterprise Risk Manager	1010
2.1.2.5	Develop Community Engagement Strategy and commence review of <i>Berrigan Shire 2027</i>	Community involvement in the review of Community Strategic Plan	Participation Rates at CSP review activities Survey Responses	Strategic and Social Planning Coordinator	1313

<b>Strategic Objective:</b> 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
<b>Delivery Program Objective:</b> 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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	1010
2.1.3.1.1	Investigate in accordance with <a href="#">Financial Strategy 2016</a> opportunities to bring forward projects using debt finance	Timely and cost effective investment in Council services and infrastructure	Business Case and cost-benefit analyses	Director Corporate Services	1010
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	1010
2.1.3.2.1	Implement Auditor General's Services Plan	Council operations, systems and processes facilitate implementation of Auditor General's Services Plan	Council governance and audit indicators	Director Corporate Services Finance Manager	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

<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
2.1.3.2.1	Active participation of Finance staff in relevant training, industry forums	Staff have skills, knowledge and training	Participant Evaluation Activity Data re: training and industry forums	Finance Manager	1010
2.1.3.3	Deliver responsive customer service	Customer survey Complaints system	Activity Data re: response times	Director Corporate Services	1010
2.1.3.3.1	Monitor and report Customer Service Requests logged and actioned	Timely resolution of Customer Service Requests	Quarterly report	Director Corporate Services	1010
2.1.3.4	Conduct service review and develop the <i>Corporate Services Strategic Plan 2017 - 2021</i>	Strategic management and prioritisation of the resourcing and staff requirements Corporate services	Plan adopted by Council	Finance Manager Director Corporate Services	

<b>Strategic Objective:</b> 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
<b>Delivery Program Objective:</b> 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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	1010
2.1.3.5	Manage human resource and workforce development activities through the implementation of the Berrigan Shire's <i>Workforce Development Plan 2017 - 2021</i>	A workforce with the competencies needed to implement the Council's 4-year <i>Delivery Program</i>	<i>Workforce Development Plan</i> implemented  No key position is vacant for longer than six months	Enterprise Risk Manager	1010
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 <i>Delivery Program</i>	No key position is vacant for longer than six months	Enterprise Risk Manager	1010

<b>Strategic Objective:</b> 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
<b>Delivery Program Objective:</b> 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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	Staff Survey 2020	Enterprise Risk Manager	1010
2.1.3.5.2.1	<b>Equal Employment &amp; Opportunity Policy</b> to be integrated with <b>Disability Inclusion Action Plan</b>	Merit based employment in an inclusive and accessible workplace	<b>Annual Disability &amp; Carers Action Plan</b> Reporting	Enterprise Risk Manager Strategic and Social Planning Coordinator	1010
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	Enterprise Risk Manager Director Corporate Services Director Technical Services	

<b>Strategic Objective:</b> 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
<b>Delivery Program Objective:</b> 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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	Enterprise Risk Manager	1010
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	Investigate options for online delivery of Volunteer Training programs in good governance, financial systems and controls	Volunteers will be trained and have access to information and support about their obligations and Council requirements – re:  Governance and financial management Council Committees	All Council Committee volunteers (Office Bearers) receive training before assuming or being confirmed by the Council as Committee Volunteer Office Bearers	Director Corporate Services	

<b>Strategic Objective:</b> 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
<b>Delivery Program Objective:</b> 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
2.1.3.5.4.2	Quantify the monetised value of volunteer work – Council facilities	Monetised material value of volunteer effort – Council Committees recorded and reported where appropriate	In accordance with the Australian Accounting Standard	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  Technology and Innovation Officer	1010
2.1.3.6	Continue the development and implementation of <b>Information and Technology Strategy</b>	A robust and effective ICT network supported by software which is fit for purpose Council functions	Annual Review and Reporting of <b>Information and Technology Strategy</b> actions	Director Corporate Services  Technology and Innovation Officer	

<b>Strategic Objective:</b> 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
<b>Delivery Program Objective:</b> 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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 GM Assistant Technology and Innovation Officer	1010
2.1.3.7.1	Procure and implement new electronic content management systems	Effective management of Council records including electronic communications	Internal monitoring of information retrieval and storage	GM Assistant Technology and Innovation Officer Finance Manager	
2.1.3.8	Maintain and sustainably redevelop existing infrastructure and community assets	Council owned community infrastructure and assets are sustainably maintained and developed	Asset Management Plans implemented Planned Works Completed	Director Corporate Services	1011 1714
2.1.3.8.1	Develop a project management plan (5-year) prioritising works / investment in Council Reserves, Halls and Pools	Planned program of Council and community investment in Council Reserves, Halls and Pools	Project Management Plan milestones identified and actions reported	Director Corporate Services	1011 1714

**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

<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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	Strategic and Social Planning Coordinator	
2.1.3.8.3	Investigate financial feasibility and where appropriate develop shovel ready financial business case for the following : <ul style="list-style-type: none"> <li>• Median Denison Street, Finley</li> <li>• Tocumwal Aerodrome Museum</li> <li>• Jerilderie St, Berrigan (Northern entrance)</li> <li>• Mary Lawson – Master Plan</li> <li>• Stormwater Retention Basin - Finley</li> </ul>	Financial feasibility and associated costs identified		Director Corporate Services  Strategic and Social Planning Coordinator  Director Technical Services	

<b>Strategic Objective:</b> 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
<b>Delivery Program Objective:</b> 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
2.1.3.8.4	Financial reporting and project management of grant funded projects	Timely delivery of projects within budget	Quarterly Reporting Project Acquittals	Director Corporate Services Project Manager	
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
2.1.3.10.1	Review the Council's Water Trading Policy to include Council response to exceptional circumstances	Responsive and transparent Water Trading Policy	Policy Reviewed Policy included in Integrated Water Cycle Management Plan	Director Corporate Services Director Technical 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

<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
2.1.3.10.2	Establish new rating category Business-Alternative Energy	Land used for alternative energy production will be rated accordingly	Implementation of this category and its inclusion in annual Rating and Revenue Policy	Director Corporate Services	

<b>Strategic Objective:</b> 2.2 Strengthen strategic relationships and partnerships with community, business and government					
<b>Delivery Program Objective:</b> 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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	1313
2.2.1.1.1	Participate in RAMJO 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

<b>Strategic Objective:</b> 2.2 Strengthen strategic relationships and partnerships with community, business and government					
<b>Delivery Program Objective:</b> 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
2.2.1.1.2	Advocate for the development of RAMJO Adverse Events Planning Template	Uniform and regional consistent response to Adverse Events	Regional Adverse Event Plan developed	General Manager	
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

<b>Strategic Objective:</b> 2.2 Strengthen strategic relationships and partnerships with community, business and government					
<b>Delivery Program Objective:</b> 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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	Strategic and Social Planning Coordinator	1313
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	General Manager	1001 - 1008

## Good government summary budget 2020 – 2021

	2020/21 Budget \$
Capital expenditures	(1,003,770)
Capital source of funds	414,000
Net Capital funds results	<b>(589,770)</b>
Operating expenditure	(2,284,088)
Operating source of funds	14,156,189
Net Operating result	<b>11,872,102</b>
Net funds / surplus (Deficit)	11,282,332






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**Supported and engaged communities' welcome new members and value the wellbeing of all residents and the social connections that connect people to each other and place.**

**Community wellbeing is fostered through every day involvement in community activities.**

**Community resources are also equitably used to improve community health, individual wellbeing and to celebrate community creativity and innovation – past, present and future.**

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## 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 Council sponsored projects supporting families, young people and children	Strategic and Social Planning Coordinator	1215 1313 1314 3100 1715
3.1.1.2	Implement <a href="#">Children and Families Strategy 2019 - 2023</a>	Local projects and services support the attraction and retention of families and young people	Quarterly report of activities	Strategic and Social Planning Coordinator	1313



## 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.
3.1.2.1	Provide recreation facilities which support active lifestyle and ageing place	Council recreation facilities support active lifestyle and ageing place	Implementation and review <b>Corporate and Community Services Asset Management Plan</b>	Director Corporate Services	1714 1715 1716 1717
3.1.2.1.1	Develop with Committees' a 10-year <b>Master Plan</b> for each Council Recreation Reserve	High quality and sustainable management of open space and associated facilities	Master Plan for each Reserve is developed	Director Corporate Services  Strategic and Social Planning Coordinator	
3.1.2.1.2	Contribute to the operations of the indoor Pool and Gym owned and operated by the Barooga Sports Club Ltd in accordance with conditions identified by Council Resolution	Barooga Sports Club facilities continue to support the health and wellbeing of Shire residents	In accordance with the measures agreed by the Council and the Barooga Sports Club Ltd	Director Corporate Services	

## Supported and engaged communities

<b>Strategic Objective:</b> 3.1 Create, safe friendly and accessible communities					
<b>Delivery Program Objective:</b> 3.1.3 Strengthen the inclusiveness and accessibility of our community					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
3.1.3.1	Implement the <i>Active Ageing and Disability Inclusion Plan</i>	Council facilities and services support older residents health, mobility and their economic / social participation in community life	<i>Active Ageing and Disability Inclusion Plan</i> actions identified in Strategy are included in Operational Plan	Strategic and Social Planning Coordinator	1313
3.1.3.1.1	Celebrate achievements of disabled and older residents	Host and market events that celebrate the achievements of disabled and older residents e.g.:	Community change in attitudes and behaviour	Strategic and Social Planning Coordinator	1313

## Supported and engaged communities

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.3 Strengthen the inclusiveness and accessibility of our community					
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.
		International Day of Disability Seniors Week			
3.1.3.1.2	In partnership with local service providers, Intereach and business implement the <a href="#">Access at Glance Project</a>	Inclusion of older people and disabled in economic and social life of our communities	No. of businesses that participate in the program	Social and Strategic Planning Coordinator	1313

## Supported and engaged communities

<b>Strategic Objective:</b> 3.1 Create, safe friendly and accessible communities					
<b>Delivery Program Objective:</b> 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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	Commence planning (inclusive of land acquisition) for the construction of upgrades to the Finley and Barooga Water plant/s	Fit for purpose water treatment plants	Improvement in drinking water quality as targeted in Councils Drinking Water Risk management Plan	Environmental Engineer	1510 1511 4240 4110
3.1.4.1.2	Conduct annual audit, in accordance with Australian Drinking Water Guidelines	Active monitoring of the quality of potable water	Compliance with Australian Drinking Water Guidelines	Environmental Engineer	

## Supported and engaged communities

<b>Strategic Objective:</b> 3.1 Create, safe friendly and accessible communities					
<b>Delivery Program Objective:</b> 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
3.1.4.1.3	Installation of new water meters	'Real time' monitoring of water use by Council and residents	Meters installed in accordance with agreed project management milestone	Director Corporate Services  Director Technical Services	
3.1.4.2	Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings and air	Safer and healthier communities	Assess impacts associated with actions resulting in contamination	Development Manager	1511 1111 1211 1212 1213

## Supported and engaged communities

<b>Strategic Objective:</b> 3.1 Create, safe friendly and accessible communities					
<b>Delivery Program Objective:</b> 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
3.1.4.2.1	Develop and implement inspection programs: <ul style="list-style-type: none"> <li>• Food premises</li> <li>• Building works</li> <li>• Water/Sewerage treatment</li> <li>• Fire safety/ hazard reduction</li> <li>• Swimming Pool safety</li> </ul>	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

<b>Strategic Objective:</b> 3.1 Create, safe friendly and accessible communities					
<b>Delivery Program Objective:</b> 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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
3.1.4.5	Participate in the development and implementation of COVID-19 pandemic response and recovery plan	BSC participation and implementation of COVID19 pandemic response and recovery plan per Government Requirements	COVID-19 pandemic response and recovery plan implemented	General Manager	

## Supported and engaged communities

<b>Strategic Objective:</b> 3.1 Create, safe friendly and accessible communities					
<b>Delivery Program Objective:</b> 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
3.1.4.5	Develop and maintain local cemeteries and associated infrastructure	Cemeteries progressively developed to meet demand  Routine maintenance conducted	Graves available  Work undertaken	Director Corporate Services	1419
3.1.4.5	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
3.1.4.5.1	Upgrade facilities at Berrigan Pound	Fit for purpose animal impoundment facilities	Facilities upgraded	Development Manager	



## 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 <a href="#">Library Services Strategic Plan 2014 - 2018</a>	A Library Service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> <li>• Patronage</li> <li>• Borrowings</li> </ul> Community Survey Library Management Plan implemented following community consultation	Director Corporate Services  Library Manager	1710
3.2.1.1.1	Continue the review and development 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	Coordinate annual <a href="#">International Women's Day Literary Luncheon</a>	Strengthened connection to and engagement of local communities	Patronage Literary Luncheon	Library Manager	1710

## Supported and engaged communities

<b>Strategic Objective:</b> 3.2 Support community engagement through life-long learning, culture and recreation					
<b>Delivery Program Objective:</b> 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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"> <li>• Patronage</li> <li>• Borrowings</li> </ul> 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"> <li>• Patronage</li> <li>• Borrowings</li> </ul> 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

<b>Strategic Objective:</b> 3.2 Support community engagement through life-long learning, culture and recreation					
<b>Delivery Program Objective:</b> 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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.:  <b>Childrens Week</b> <b>Youth Week</b>	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

<b>Strategic Objective:</b> 3.2 Support community engagement through life-long learning, culture and recreation					
<b>Delivery Program Objective:</b> 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation					
<b>DP &amp; AOP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
3.2.1.3	Financially contribute to and support <b>South West Arts</b> programs and activities	<b>South West Arts</b> 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

<b>Strategic Objective:</b> 3.2 Support community engagement through lifelong learning, culture and recreation					
<b>Delivery Program Objective:</b> 3.2.2 Facilitate and partner with local communities in the development of township plans					
<b>DP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
3.2.2.1	Coordinate and align community projects and activities with township landscape master plans	Increased resident engagement in town landscape masterplan development and implementation	No. of meetings attended  No. projects undertaken with in-kind support from Council Services	Strategic and Social Planning Coordinator	1313

## Supported and engaged communities

Supported and engaged communities summary  
budget 2020 – 2021

	2020/21 Budget \$
Capital expenditures	(150,470)
Capital source of funds	(769,415)
Net Capital funds results	<b>(919,885)</b>
Operating expenditure	(7,259,728)
Operating source of funds	4,840,039
Net Operating result	<b>(2,419,689)</b>
Net funds / surplus (Deficit)	(3,339,574)



## 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

<b>Strategic Objective:</b> 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
<b>Delivery Program Objective:</b> 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs					
<b>DP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
4.1.1.1	Implement <a href="#">Berrigan Shire Economic Development Plan 2017 – 2021</a>	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	Participant evaluation Uptake of scholarships	Economic and Industry Development Liaison	
4.1.1.1.2	Develop Guidelines for all Scholarship and Bursaries	Scholarships and Bursaries awarded will support Council and Economic Development strategic objectives	Scholarship and Bursary Program Guidelines Developed	Economic and Industry Development Liaison	
4.1.1.1.3	Implement Council's Scholarships and Bursaries program	Program of Council Scholarships and Bursaries	Participant evaluation	Economic and Industry Development Liaison	



## Diverse and resilient business

<b>Strategic Objective:</b> 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
<b>Delivery Program Objective:</b> 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs					
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	Investigate options to extend Annual Youth Futures Expo to include students attending Victorian Schools	All secondary school age students who live in the LGA will have access to Council funded Youth Futures Expo	Participant Evaluation	Economic and Industry Development Liaison	
4.1.1.1.5	Review continued support for the Bush Bursary post 2021	Economic and Social return on investment is identified	Review of Council investment and success of the program in attracting medical student to rural practice	Economic and Industry Development Liaison	
4.1.1.1.6	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

<b>Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation</b>					
<b>Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs</b>					
<b>DP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
4.1.1.1.6	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	
4.1.1.1.7	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

<b>Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation</b>					
<b>Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs</b>					
<b>DP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
4.1.1.1.7	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

<b>Strategic Objective:</b> 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
<b>Delivery Program Objective:</b> 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs					
<b>DP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
4.1.1.3.1	Investigate options for funding the development and release of residential lots Finley Railway Park	Increased residential development	Funding sourced and lots 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

<b>Strategic Objective:</b> 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
<b>Delivery Program Objective:</b> 4.1.2 Support local enterprise through local economic and industry development initiatives and projects					
<b>DP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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	Conduct quarterly program providing networking opportunities, and information and support	Local business provided with a range of networking opportunities	Attendance		
4.1.2.1.2	Conduct Business Awards	Local business is recognised	Participation and Attendance at Awards Dinner	Economic and Industry Development Liaison	
4.1.2.2	Convene regular meetings between Council and presidents' of local	Forum for local business and Council to identify and resolve	No. of meetings held Attendance	Economic and Industry Development Liaison	

## Diverse and resilient business

<b>Strategic Objective:</b> 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
<b>Delivery Program Objective:</b> 4.1.2 Support local enterprise through local economic and industry development initiatives and projects					
<b>DP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
	Chambers of Commerce or similar	issues of common concern	No. projects		
4.1.2.3	Upgrade Finley Saleyards	Safe and efficient facility	Quarterly Reporting of Livestock Sales	Director of Corporate Services	

## 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	Continue construction Stage 1 – Tocumwal Foreshore and Economic Revitalisation Project; Murray River Experience	Construction of Town Square and Riverview Café	Project Milestones met Project Acquittal	Director Technical Services	

## 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	Construction and development of Tocumwal Historic Aerodrome Museum at Tocumwal Aerodrome	Economic, cultural and heritage value of the collection identified	Options for the collection and visitor experience are identified and implemented	Project Manager  Economic and Industry Development Liaison	
4.2.1.2	Partner with industry and other levels of government on securing investment needed for <a href="#">Ports of the Murray and Murray River Adventure Trail</a> Projects	New Visitor Experiences	Investment by other levels of Government and Industry in <a href="#">Ports of the Murray and Murray River Adventure Trail</a> 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

<b>Strategic Objective:</b> 4.2 Diversify and promote local tourism					
<b>Delivery Program Objective:</b> 4.2.1 Implement the Berrigan Shire Tourism Strategy					
<b>DP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
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

<b>Strategic Objective:</b> 4.3 Connect local, regional and national road, rail and aviation infrastructure					
<b>Delivery Program Objective:</b> 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure					
<b>DP Action No.</b>	<b>What will we do about it? (Actions)</b>	<b>What will be the result?</b>	<b>How will we measure it?</b>	<b>Who will coordinate it?</b>	<b>Budget Summary Ref.</b>
4.3.1.1	Continue to advocate 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 <a href="#">Tocumwal Aerodrome Management Plan</a> .	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 <a href="#">Corporate and Community Services Asset Management Plan</a>	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 summary budget 2020 – 2021

	2020/21 Budget \$
Capital expenditures	(350,000)
Capital source of funds	150,000
Net Capital funds results	<b>(200,000)</b>
Operating expenditure	(1,153,390)
Operating source of funds	370,828
Net Operating result	<b>(782,562)</b>
Net funds / surplus (Deficit)	(982,562)





## Section 3 – Revenue & Charging

Rates

Water and Sewer Supply Services

Fees and Charges



## Council Rates

### Overview 2020/2021

Rates and charges provide Council with a major source of revenue. Revenue used to meet the costs of providing services to business and residents of the Shire. The rates and charges described by this adjacent Figure and Council's Revenue Policy 2020/21 published in this Operational Plan 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 2020/21 rate is based on the Valuer General's 2019 assessments. Council adopts on an annual basis its Rating and Revenue Policy – a copy of this policy is available from

Council. 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. The Farmland rate applies to all farmland in the Shire.

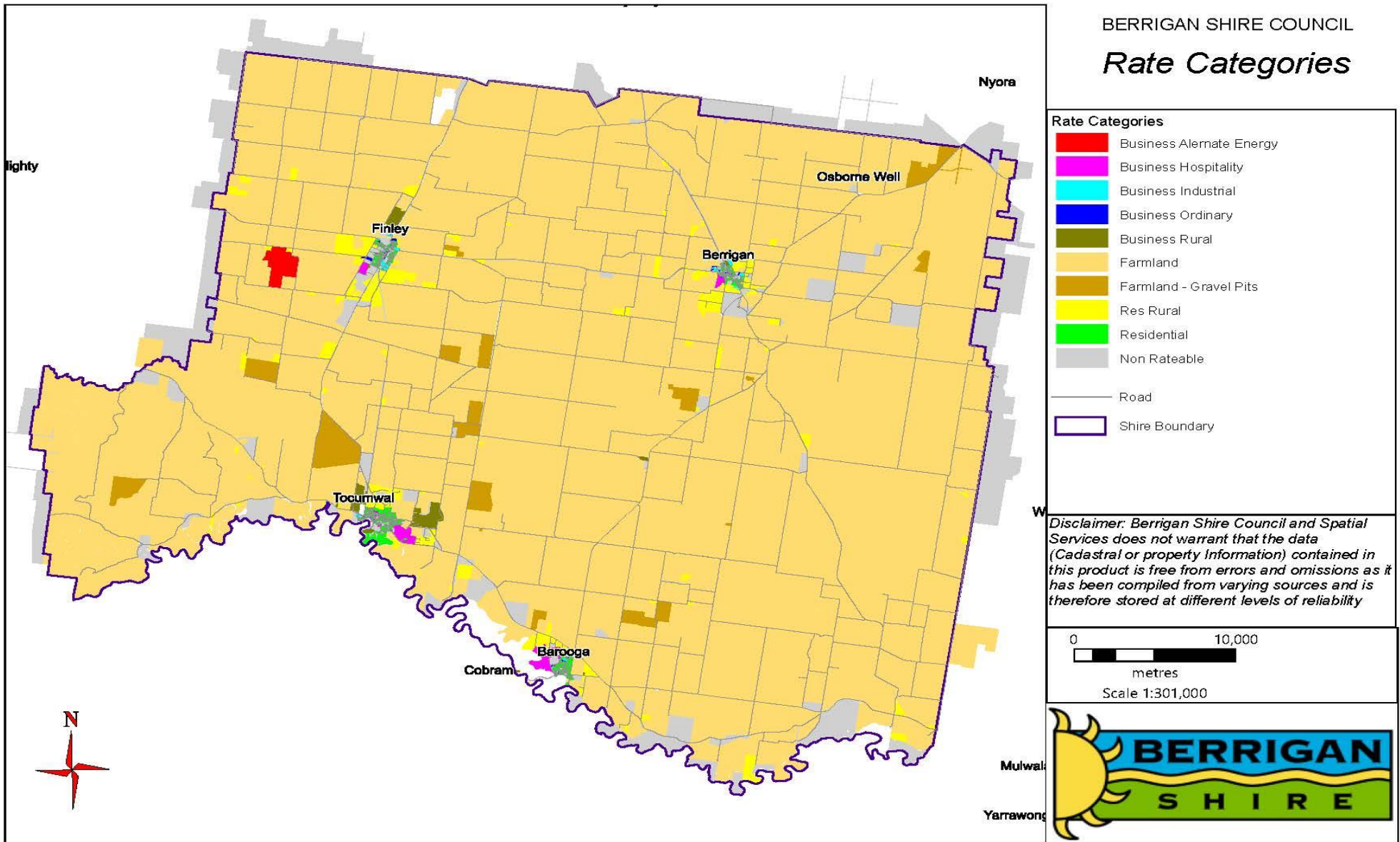
AD VALOREM RATE (Rate in the \$) 2020/2021	
<b>BAROOGA</b> Residential & Business 0.009416	<b>BERRIGAN</b> Residential & Business 0.031604
<b>FINLEY</b> Residential & Business 0.024935	<b>TOCUMWAL</b> Residential & Business 0.010252
<b>RESIDENTIAL RURAL</b> Ad Valorem rate 0.005141	<b>RESIDENTIAL RIVERLAND</b> Ad Valorem rate 0.0093373
<b>FARMLAND</b> Ad Valorem rate 0.0039274	<b>FINLEY BUSINESS ALTERNATIVE ENERGY</b> 0.012469

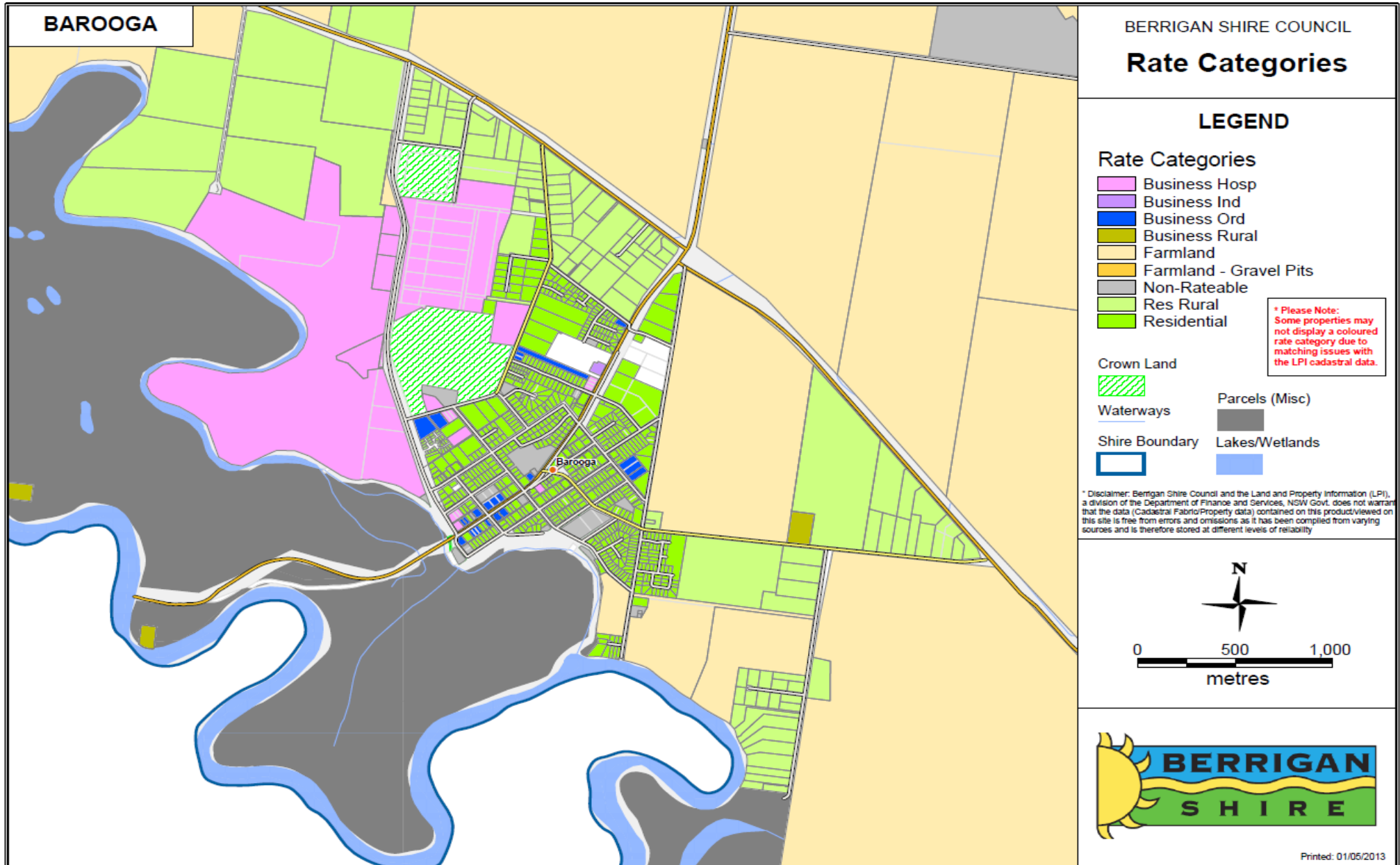
## Calculating your ordinary rate

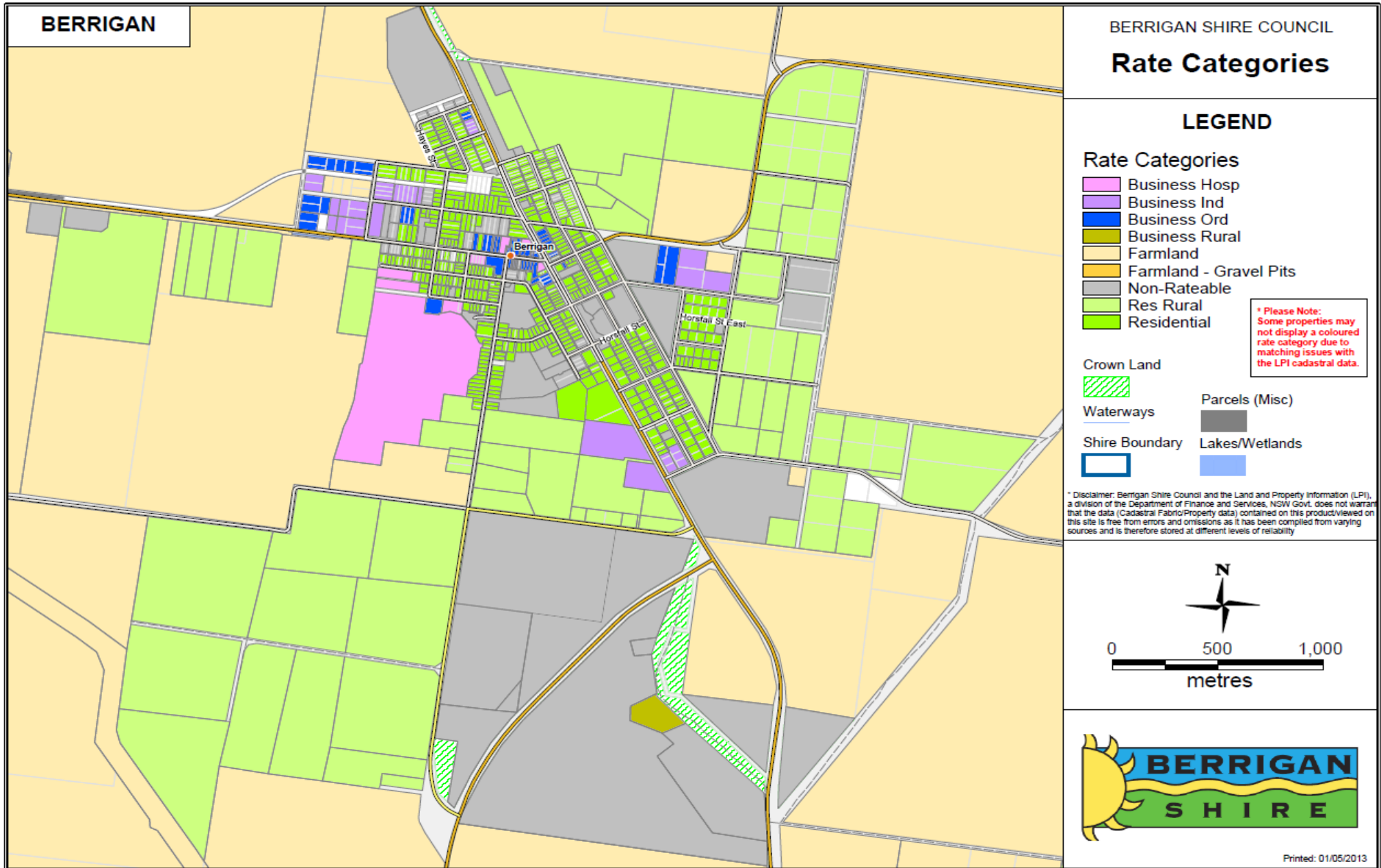
Check the following maps. For example, if your land is categorised for rating purposes as Farmland the rate is calculated by multiplying your 2019 valuation by the rate in the dollar.

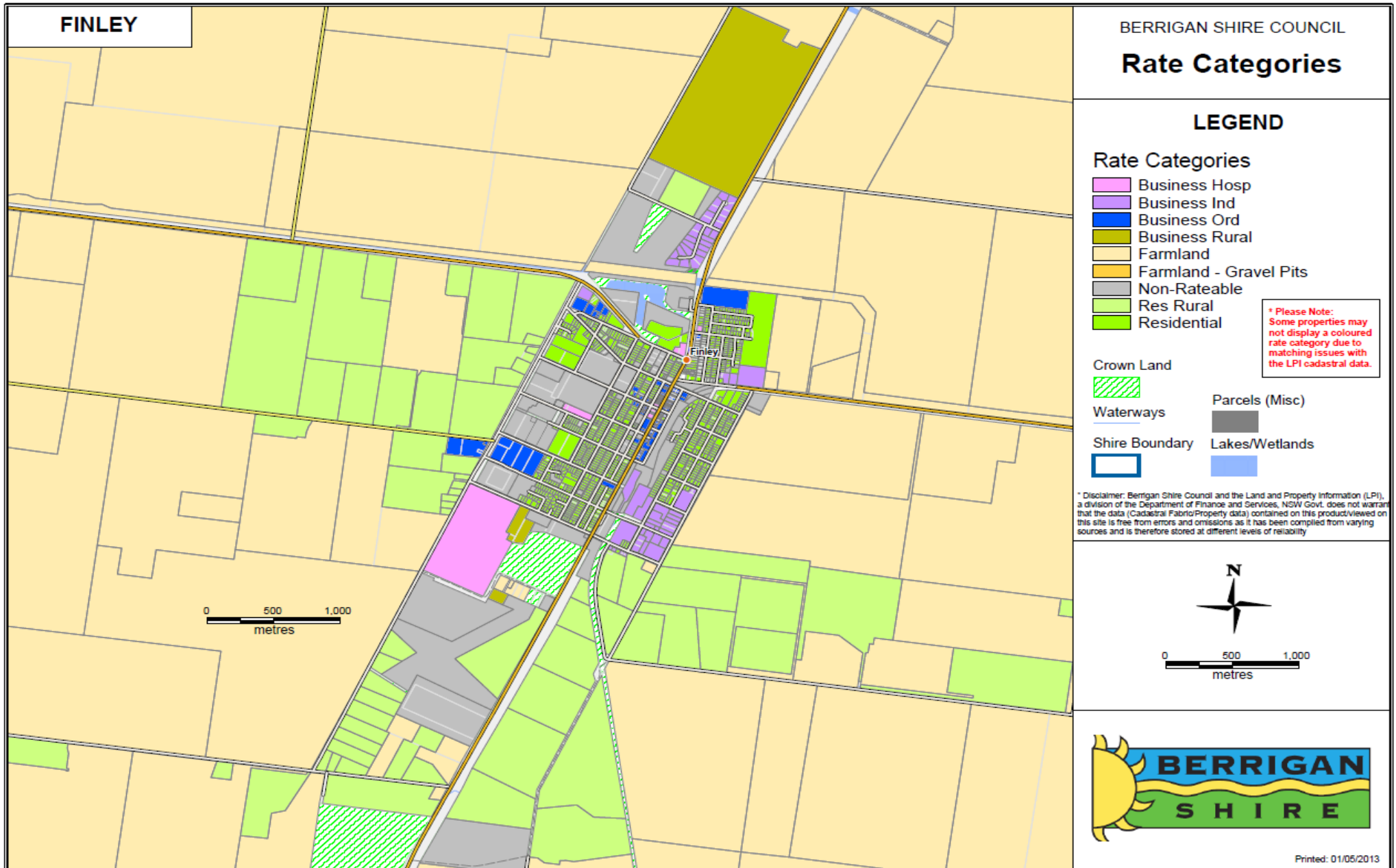
The Business rate varies by urban/town locations and the rate is applied to land categorised Business Ordinary, Business Hospitality, Business Rural. Each category has the same value as the residential rate of its urban/town location.

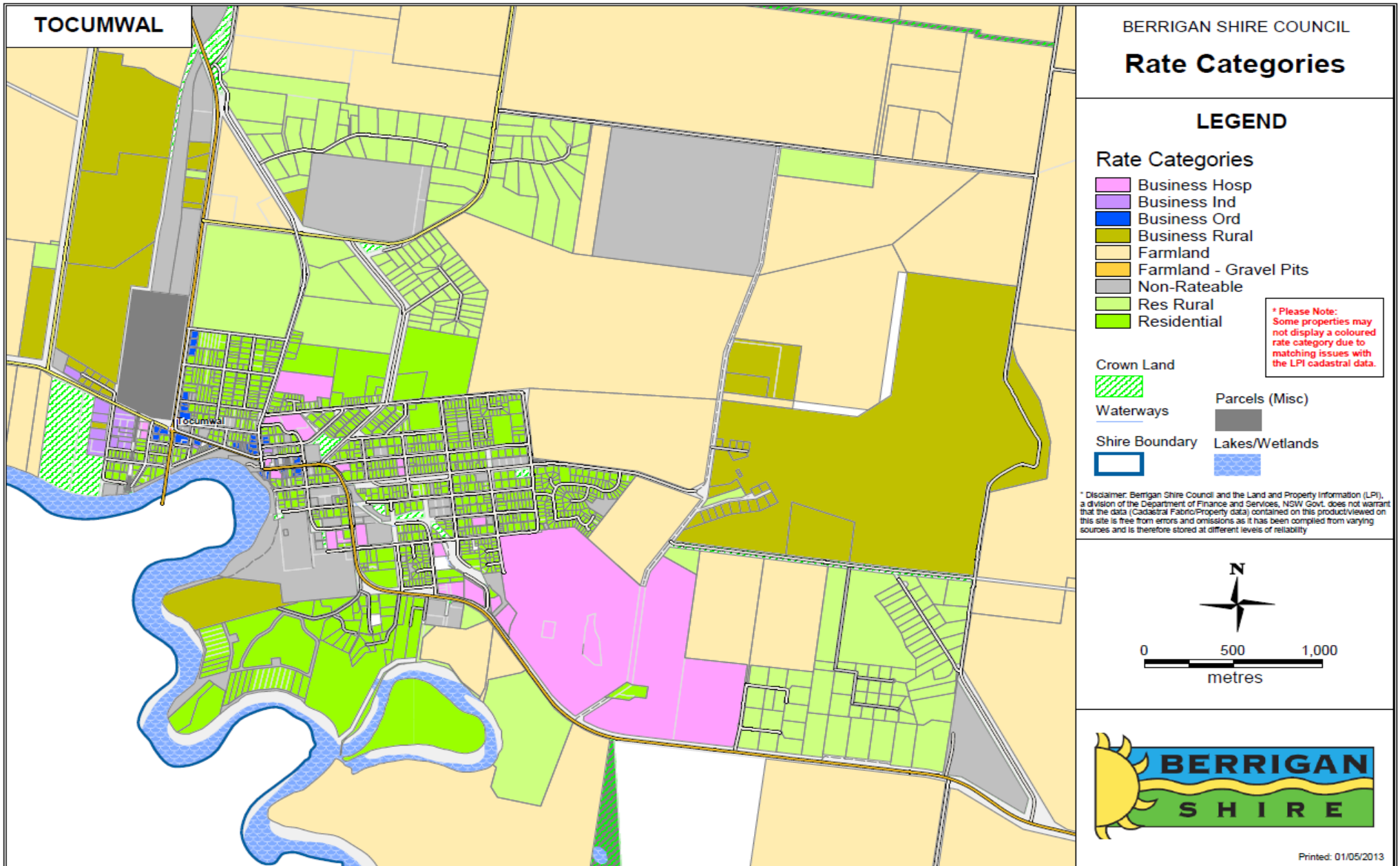
The average property in each town pays the same level of Ordinary Rate.











## Statement of Revenue Policy 2020/21

### STATEMENT OF REVENUE POLICY 2012/21

#### Revenue Policy 2020/2021

[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 statement 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.

#### Ordinary and Special Rates and Charges Statement

Total revenue raised from the levying of land rates continues to be capped by the NSW 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 2.6%](#) for the 2020/21 rating year

#### General rate

[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 of 1 July 2019 will be used for rating purposes for 1 July 2020 – 30 June 2021.

#### Categories

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

## Statement of Revenue Policy 2020/21

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*

### Farmland

Land is categorised as farmland if it is a parcel of rateable land valued as one assessment and its dominant use is for farming or agricultural production.

The Farmland rate is sub-categorised into regional districts, based on the urban/town locations.

One ad-valorem rate will be applied to all Farmland assessments across all of Berrigan Shire.

### Residential

Land is categorised as residential if it is a parcel of rateable land valued as one assessment and its dominant use is for residential accommodation or rural residential land or if it is vacant land it is zoned or otherwise designated for use under an environmental planning instrument for residential purposes.

Each town in the Shire (i.e. Barooga, Berrigan, Finley and Tocumwal) has a separate Residential sub-category.

Berrigan Shire Council determines its ordinary rate on the basis that each town should be provided with a similar level of service and amenity in an overall sense. On that basis, the Residential rate for each sub-category is set so that the average-valued property for each town is charged the same ordinary rate as each of the other towns – i.e. the average-valued Barooga property in will be charged the same ordinary rate as the average-valued Berrigan property, the average valued Finley property and the average valued Tocumwal property.

### Business

Land is categorised as Business if it is of a business, commercial or industrial nature. Land is to be categorised as business if it cannot be categorised as farmland or residential. Business has four sub-categories: Business Industry, Business Ordinary, Business Hospitality and Business Rural

Each town in the Shire (i.e. Barooga, Berrigan, Finley and Tocumwal) has separate Business sub-categories with each category has the same ad Valorem as Residential.

### Business Alternative Energy

This is a sub category of Business. Land categorised, as Business Alternative Energy will home a Solar Farm or like source of Alternative Energy. The ad valorem will be half the amount of the Business rate in the closest town.

### Residential Rural



## Statement of Revenue Policy 2020/21

Residential Rural is a sub-category of Residential. Land categorised as Residential Rural is usually outside a town category. The ad-valorem rate is lower than Residential to reflect a generally lower level of service available.

One ad-valorem rate will be applied to all Residential Rural assessment across all of Berrigan Shire.

### Residential – Riverland

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

## Statement of Revenue Policy 2020/21

### ***Rates charged***

A table showing the 2020/21 ad-valorem rate for each category along with the estimated yield is below

Category		Ad-Valorem Rate (rate in the \$)	Estimated Yield	% total yield
<b>Farmland</b>		0.0039274	\$1,959,284	35.94%
<b>Barooga</b>	Residential	0.009416	\$595,341	10.92%
	Business	0.009416	\$95,562	1.75%
<b>Berrigan</b>	Residential	0.031604	\$349,614	6.41%
	Business	0.031604	\$81,048	1.48%
<b>Finley</b>	Residential	0.024935	\$703,790	12.91%
	Business	0.024935	\$179,158	3.28%
<b>Finley</b>	Business Alt Energy	0.012469	\$36,160	0.66%
<b>Tocumwal</b>	Residential	0.010252	\$827,323	15.21%
	Business	0.010252	\$201,911	3.70%
<b>Residential Rural</b>		0.005141	\$375,344	6.87%
<b>Residential - Riverland</b>		0.0093373	\$47,628	0.87%

Table 2 Ad-valorem Rate Categories'

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

Berrigan Shire Council intends to make the following charges for levying in 2020-2021 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*.

Council's waste collection service includes a weekly waste service and a fortnightly recycling service. A weekly waste service and a fortnightly recycling service is made available to occupied commercial premises.

## Statement of Revenue Policy 2020/21

The Table below sets out the intended waste management charges for 2020/2021:

Service provided	Fee (\$) per annum	Estimated revenue
<b>Domestic Waste Collected</b> 1 x Weekly Pick up of 120 litre small garbage bin (Green) 1 x Fortnightly pick up 240 litre recycling bin (Blue)	\$322.00	\$1,079,022
<b>Additional Service Collected</b> 1 x Weekly Pick up of 120 litre small garbage bin (Green)	\$202.00	\$3,232
<b>Uncollected (vacant charge)</b> Charged on vacant land within the collection zone – no service is provided.	\$60.00	\$16,740
<b>Business / Non Residential Garbage Charge</b> 1 x Weekly pick up of 240 litre big bin. (Green)	\$282.00	\$71,346
<b>Garbage and Recycling Charge</b> 1 x Weekly pick up of 240 litre big garbage bin. (Green) 1 x Fortnightly pick up of 240 litre recycling bin. (Blue)	\$436.00	\$15,696
<b>Recycling Collected</b> 1 x Fortnightly pick up of 240 litre recycling bin. (Blue)	\$155.00	\$5,115

**Table 3 Waste Management Charges 2020/21**

### 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;
- 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.

## Statement of Revenue Policy 2020/21

- **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 2020/2021

Service provided	Fee (\$) per annum	Estimated revenue
<b>Sewer Supply Charge</b> Charged to all rateable land utilising the town sewer system or zoned residential and within 75m of Councils sewer system.	\$568.00	\$2,020,944
<b>Pedestal Charge</b> 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 sewer supply	\$121.00	\$176,781
<b>On-Site Low Pressure Maintenance Charge</b> 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.	\$158.00	\$19,276

Table 4 Sewer Charges 2020/21

### Stormwater management

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

The Table below sets out the intended stormwater management charges for 2020/2021:

Service provided	Fee (\$) per annum	Estimated revenue
Residential Premises on urban land	\$25.00	\$71,175
Strata properties (per Strata)	\$12.50	
Vacant land	Exempt	
Commercial Premises on urban land	\$25.00	

Table 5 Stormwater Charges 2020/21

## Statement of Revenue Policy 2020/21

### Water supply

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 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.

The Table below sets out the intended water supply charges for 2020/21:

Table 6 Water Supply Charges

Service provided	Fee (\$) per annum	Estimated revenue
<b>Water Access Charge</b> 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)	\$551.00	\$2,195,184
<b>Water Consumption Charges – Unfiltered</b> (Barooga, Berrigan & Finley)	<b>\$0.77 per kl</b> (stage 4 restrictions in force) <b>\$0.55 per kl</b> (other restrictions in force) <b>\$0.50 per kl</b> (no restrictions)	
<b>Water Consumption Charges – Treated</b> (Barooga, Berrigan & Finley)	<b>\$1.55 per kl</b> (stage 4 restrictions in force) <b>\$1.10 per kl</b> (other restrictions in force) <b>\$1.00 per kl</b> (no restrictions)	
<b>Water Consumption Charges – Treated</b> (Tocumwal)	<b>\$1.03 per kl</b> (stage 4 restrictions in force) <b>\$0.73 per kl</b> (other restrictions in force) <b>\$0.66 per kl</b> (no restrictions)	

## Statement of Revenue Policy 2020/21

### **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.

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.

### **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 31 May for consideration at the June ordinary meeting of Council
- 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, Stormwater, Pedestal or Water Consumption Charges.

### **Issuing of notices and due dates for payment**

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.

### **Interest charges**

In accordance with [Section 566 of the Local Government Act 1993](#) Council charges interest on all rates and charges which remain unpaid after they become due and payable.

Berrigan Shire Council will apply interest on rates and charges that remain unpaid after they become due and payable in accordance with section 566 of the Local Government Act 1993. For the year 2020/2021 they are as follows

- 0% per annum for the period 1 July 2020 to 31 December 2020 (inclusive)
- 7% for the period January 2021 to 30 June 2021 (inclusive).

## Statement of Revenue Policy 2020/21

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 the Council as per the Council's adopted Debt Management and Hardship Policy.

### Hardship provisions

Council requires all ratepayers to pay their rates in full by the due date(s). However, some ratepayers experience genuine financial hardship. 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 Debt Management and Hardship Policy

### User fees and charges

The Council will set user fees and charges in line with the principles set out in its [User Fees and Charges Policy](#).

The general principal of this policy states

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

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

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

The complete Register of Fees and Charges is detailed in a separate document included in the 2020/21 Operational Plan.

### Borrowings

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

#### Outstanding Loans - 30 June 2020

The Council currently has two outstanding loans as summarised in the table below:

PURPOSE	AMOUNT	TERM	RATE	ANNUAL REPAYMENTS	DUE	LENDER
<b>LIRS Drainage</b>	\$1,630,000	10-yr	4.260%	\$200,488	Dec 2024	NAB
<b>LCLI Subdivision Finley</b>	\$1,000,000	10-yr	2.320%	\$112,909	June 2029	ANZ

The Council proposed to borrow the following amounts 2019/20 but has not done so. The loans remain part of the Council's borrowing program and will be drawn down when required.



Interest rates and annual repayments are estimated and notional until confirmed at the date of draw down.

#### Proposed Loans – 2020/21

PURPOSE	AMOUNT	TERM	RATE	ANNUAL REPAYMENTS	DUE	LENDER
<b>Water Fund – Finley WTP</b>	\$2,600,000	10-yr	3.000%	\$302,878	June 2029	Sewer fund
<b>Miscellaneous Projects</b>	\$1,000,000	10-yr	3.00%	\$116,491	June 2029	Sewer fund
<b>LCLI Barooga WTP</b>	\$4,000,000	10-yr	2.980%	\$448,577	June 2029	TBC

#### **Loan Redemption - 2019/20 to 2022/23**

The table below shows the Council's maximum loan redemption commitment if it draws down in 2019/20 on each loan shown in the table above.

#### **Projected Outstanding Debt - 2020/21 to 2023/24**

FUND	30 JUNE 2021	30 JUNE 2022	30 JUNE 2023	30 JUNE 2024
<b>General</b>	\$432,742	\$432,742	\$432,742	\$432,742
<b>Water</b>	\$765,926	\$765,926	\$765,926	\$765,926
<b>Sewer</b>	\$0	\$0	\$0	\$0
<b>Sub Total</b>	<b>\$1,198,668</b>	<b>\$1,198,668</b>	<b>\$1,198,668</b>	<b>\$1,198,668</b>
<b>Less Internal loans</b>	<b>(\$419,369)</b>	<b>(\$419,369)</b>	<b>(\$419,369)</b>	<b>(\$419,369)</b>
<b>TOTAL</b>	<b>\$779,299</b>	<b>\$779,299</b>	<b>\$779,299</b>	<b>\$779,299</b>
<b>Less LIRS/LCLI Subsidy</b>	<b>(\$97,314)</b>	<b>(\$86,209)</b>	<b>(\$74,600)</b>	<b>(\$62,438)</b>
<b>NETT Cost</b>	<b>\$681,985</b>	<b>\$693,091</b>	<b>\$704,699</b>	<b>\$716,861</b>

The external borrowings are long term credit-foncier loans at fixed interest rates 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.

The Low Cost Loans Initiative (LCLI) provides the Council with a subsidy of 50% of total interest paid on eligible loans.

### Appendix A: Rates and Charges Yields 2019 to 2024

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 2018/19 yield shown is the actual figure levied last year. The 2019/20 figure is an estimate based on the rate increase proposed using land values as they exist in March 2019. The 2020/21, 2021/22 and 2022/23 figures are projections based on the 2019/20 estimates

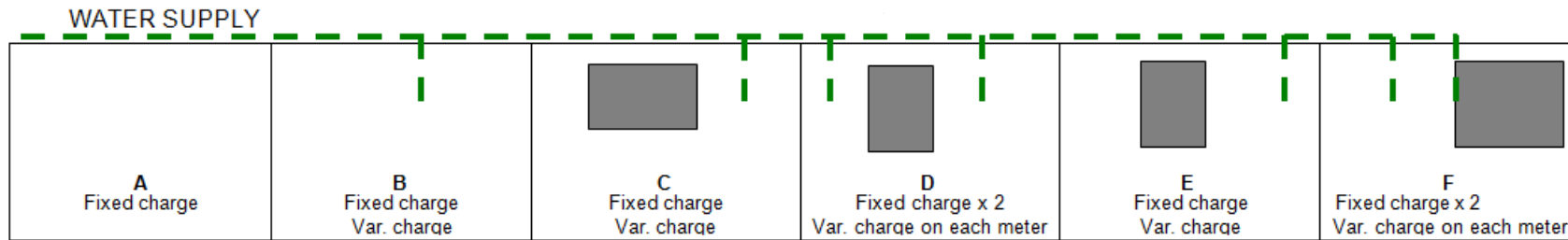
<b>ORDINARY RATES</b>					
% Increase-total nett ordinary rate revenue		2.6%	2.0%	2.0%	2.0%
Rate Category	2019/20	2020/21	2021/22	2022/23	2023/24
Farmland	\$1,938,437	\$1,959,284	\$1,998,303	\$2,038,269	\$2,079,034
Residential	\$54,721	\$47,628	\$48,580	\$49,551	\$50,542
Residential Rural	\$359,773	\$375,344	\$379,629	\$387,221	\$394,965
Res. River Land - Barooga	\$0	\$0	\$0	\$0	\$0
Res. River Land - Tocumwal	\$0	\$0	\$0	\$0	\$0
Residential - Barooga	\$569,677	\$595,341	\$607,505	\$619,655	\$632,048
Residential - Berrigan	\$342,568	\$349,614	\$356,764	\$363,899	\$371,176
Residential - Finley	\$696,016	\$703,790	\$718,154	\$732,517	\$747,167
Residential - Tocumwal	\$801,232	\$827,323	\$844,280	\$861,165	\$878,388
Business - Barooga	\$96,409	\$95,562	\$97,515	\$99,465	\$101,454
Business - Berrigan	\$78,499	\$81,048	\$82,705	\$84,359	\$86,046
Business - Finley	\$164,067	\$179,158	\$182,814	\$186,470	\$190,199
Business - Tocumwal	\$200,749	\$201,911	\$206,005	\$210,125	\$214,327
Business Alt Energy - Fin	\$0	\$36,160	\$36,909	\$37,647	\$38,399
<b>GROSS YIELD</b>	<b>\$5,302,148</b>	<b>\$5,452,166</b>	<b>\$5,559,163</b>	<b>\$5,670,343</b>	<b>\$5,783,745</b>
<b>Less Net Pension Rebate</b>	<b>-\$75,000</b>	<b>-\$75,000</b>	<b>-\$75,000</b>	<b>-\$75,000</b>	<b>-\$75,000</b>
<b>NET YIELD</b>	<b>\$5,227,148</b>	<b>\$5,377,166</b>	<b>\$5,484,163</b>	<b>\$5,595,343</b>	<b>\$5,708,745</b>

<b>WATER CHARGES</b>					
% Increase - Access Charge		2.6%	2.5%	2.5%	2.5%
<b>Charge</b>	2019/20	<b>2020/21</b>	2021/22	2022/23	2023/24
Access	\$2,117,928	\$2,195,184	\$2,250,063	\$2,306,314	\$2,363,971
Consumption	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
<b>GROSS YIELD</b>	<b>\$2,867,928</b>	<b>\$2,945,184</b>	<b>\$3,000,063</b>	<b>\$3,056,314</b>	<b>\$3,074,471</b>
<b>Less Net Pension Rebate</b>	<b>-\$39,500</b>	<b>-\$39,500</b>	<b>-\$39,500</b>	<b>-\$39,500</b>	<b>-\$39,500</b>
<b>NET YIELD</b>	<b>\$2,828,428</b>	<b>\$2,905,684</b>	<b>\$2,960,563</b>	<b>\$3,016,814</b>	<b>\$3,034,971</b>
<b>SEWER CHARGES</b>					
% Increase		2.6%	2.5%	2.5%	2.5%
<b>Charge</b>	2019/20	<b>2020/21</b>	2021/22	2022/23	2023/24
Sewerage	\$1,952,850	\$2,020,944	\$2,071,467	\$2,123,253	\$2,176,334
Pedestal	\$172,870	\$176,781	\$181,200	\$185,730	\$190,373
Low Pressure Sewer	\$18,326	\$19,276	\$19,757	\$20,250	\$21,026
<b>GROSS YIELD</b>	<b>\$2,144,046</b>	<b>\$2,217,001</b>	<b>\$2,272,424</b>	<b>\$2,329,233</b>	<b>\$2,387,733</b>
<b>Less Net Pension Rebate</b>	<b>-\$38,500</b>	<b>-\$38,500</b>	<b>-\$38,500</b>	<b>-\$38,500</b>	<b>-\$38,500</b>
<b>NET YIELD</b>	<b>\$2,105,546</b>	<b>\$2,178,501</b>	<b>\$2,233,924</b>	<b>\$2,290,733</b>	<b>\$2,349,233</b>
<b>DOMESTIC WASTE, GARBAGE AND RECYCLING</b>					
% Increase		2.6%	2.5%	2.5%	2.5%
<b>Charge</b>	2019/20	<b>2020/21</b>	2021/22	2022/23	2023/24
Domestic Waste/Recycling	\$1,044,717	\$1,085,846	\$1,112,992	\$1,140,816	\$1,169,336
Domestic Waste Uncollected	\$16,704	\$16,740	\$17,158	\$17,586	\$18,025
Garbage/Business Recycling	\$78,505	\$94,029	\$96,379	\$98,788	\$101,257
<b>GROSS YIELD</b>	<b>\$1,139,926</b>	<b>\$1,196,615</b>	<b>\$1,226,529</b>	<b>\$1,247,901</b>	<b>\$1,288,618</b>
<b>Less Net Pension Rebate</b>	<b>-\$36,000</b>	<b>-\$36,000</b>	<b>-\$36,000</b>	<b>-\$36,000</b>	<b>-\$36,000</b>
<b>NET YIELD</b>	<b>\$1,103,926</b>	<b>\$1,160,615</b>	<b>\$1,190,529</b>	<b>\$1,211,901</b>	<b>\$1,252,618</b>
<b>STORMWATER MANAGEMENT</b>					
No increase - fixed by regulation		0%	0%	0%	0%
<b>GROSS YIELD</b>	<b>\$71,175</b>	<b>\$71,175</b>	<b>\$71,175</b>	<b>\$71,175</b>	<b>\$71,175</b>
<b>TOTAL – ALL RATES AND CHARGES</b>					
	2019/20	<b>2020/21</b>	2021/22	2022/23	2023/24
<b>GROSS YIELD</b>	<b>\$11,525,223</b>	<b>\$11,882,141</b>	<b>\$12,129,354</b>	<b>\$12,374,966</b>	<b>\$12,605,742</b>
<b>Less Net Pension Rebate</b>	<b>-\$189,000</b>	<b>-\$189,000</b>	<b>-\$189,000</b>	<b>-\$189,000</b>	<b>-\$189,000</b>
<b>NET YIELD</b>	<b>\$11,336,223</b>	<b>\$11,693,141</b>	<b>\$11,940,354</b>	<b>\$12,185,966</b>	<b>\$12,416,742</b>

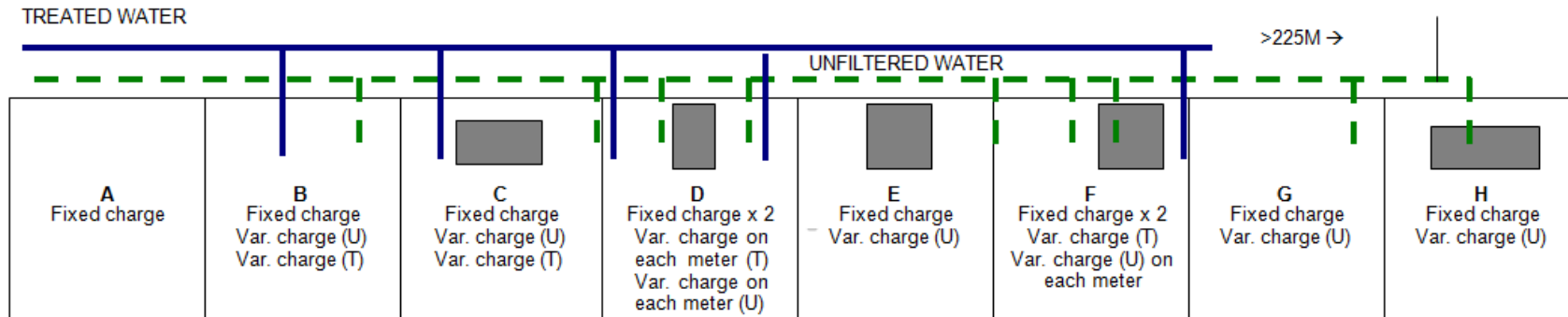
Figure 2 Water Supply Charging


**Appendix B: Water supply access charge diagram**

**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

use with house (T) Treated Supply

Fees and charges on next page

## Annual Fees and Charges

# Berrigan Shire Council



Berrigan Shire Council  
Fees and Charges 2020-21

## Our Vision

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

## Creating our Preferred Future

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

The *Schedule of Fees and Charges* sets out each of the Council's Fees and Charges it intends to charge in 2020-21, including the methodology used to set each charge. The schedule is a part of the Council's *Annual Operational Plan*. The *Schedule of Fees and Charges* is prepared in line with the NSW government legislation and the Council's adopted User Fees and Charges Policy. The *Schedule of Fees and Charges* assists the Council to deliver on its objectives as set in *Berrigan Shire 2027* and its 4-year *Delivery Program*.



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## Reading our user fees and charges

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

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

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

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

## Guidelines – User Fees and Charges

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

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

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

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

The rationales applicable are as follows:

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

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

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

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

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

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## BERRIGAN SHIRE COUNCIL

### DEVELOPMENT SERVICES

#### Development Applications

##### Environmental Planning and Assessment Act 1979

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

#### Subdivisions

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

#### Other Development Applications

Pre-application Meeting Consulting Fee	1.6.1	Included in Charge Below			Application	Y	A
		Last YR Fee Included in Charge Below					
\$0 to \$5,000	1.6.2	\$110.00	\$110.00	0.00%	Application	N	A
\$5,001 to \$50,000	1.6.3	\$170 plus an additional \$3 for each \$1,000 or part thereof of the estimated cost			Application	N	A
		Last YR Fee \$170 plus an additional \$3 for each \$1,000 or part thereof of the estimated cost					

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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**Other Development Applications** [continued]

\$50,001 to \$250,000	1.6.4	\$352.00 plus an additional \$3.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$50,000			Application	N	A
		Last YR 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	A
		Last YR 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	A
		Last YR 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	A
		Last YR 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					
Greater than \$10,000,000	1.6.8	\$15,875.00 plus an additional \$1.19 for each \$1,000 or part thereof by which the estimated cost exceeds \$10,000,000			Application	N	A
		Last YR 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	\$255.00	\$255.00	0.00%	Application	N	A
Advertised development – maximum	1.7.1	\$1,105.00	\$1,105.00	0.00%	Application	N	A
Designated development – maximum	1.7.2	\$2,220.00	\$2,220.00	0.00%	Application	N	A

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST) Increase %		Basis	GST	Policy ID
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## Other

Integrated development and development requiring concurrence	1.7.3	Cost of normal Development Application plus an additional \$140 + \$320 for each integrated approval body or concurrence authority			Application	N	A
		Last YR 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			Application	N	A
		Last YR 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			Application	N	A
		Last YR Fee As per 1.9 plus cost of independent assessment of submitted report					

## Request to Review Determination

No works	1.8.1	Max 50% original fee			Application	N	A
		Last YR Fee Max 50% original fee					
Dwelling less than \$100,000	1.8.2	\$190.00	\$190.00	0.00%	Application	N	A
\$0 to \$5000	1.8.3	\$55.00	\$55.00	0.00%	Application	N	A
\$5,001 to \$250,000	1.8.4	\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost			Application	N	A
		Last YR 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	A
		Last YR Fee \$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.					



Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST) Increase %		Basis	GST	Policy ID
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## Request to Review Determination [continued]

\$500,001 to \$1,000,000	1.8.6	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.			Application	N	A
		Last YR 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	A
		Last YR 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					
Greater than \$10,000,000	1.8.8	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000			Application	N	A
		Last YR 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	0.00%	Application	N	A
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	A
		Last YR 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	A
		Last YR Fee 50% of original fee if under \$100 otherwise see – Request to review determination					

## Rezoning

Initial assessment, site inspection/report to Council	1.10.1	\$680.00	\$694.00	2.06%	Application	N	B
Minor LEP amendment following Council decision	1.10.2	\$1,593.00	\$1,625.00	2.01%	Application	N	B

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## Rezoning [continued]

Major LEP amendment plus additional cost for consultant to prepare environmental study plus planning proposal	1.10.3	\$4,123.00	\$4,205.00	1.99%	Application	N	B
Amendment to Development Control Plan	1.11	\$230 plus advertising			Application	N	B
		Last YR Fee \$230 plus advertising					

## Certificates

### Construction Certificates

New dwelling	2.1.1	\$357.00	\$364.00	1.96%	Application	Y	C
Dwelling Additions	2.1.2	\$223.00	\$227.00	1.79%	Application	Y	C
Structures ancillary to dwellings and farm sheds	2.1.3	\$106.00	\$108.00	1.89%	Per Application	Y	C
Commercial and industrial development less than 100m2	2.1.4	\$357.00	\$364.00	1.96%	Application	Y	C
Commercial and industrial development equal to or greater than 100m2	2.1.5	\$357 + \$1.10 per additional m2			Application	Y	C
		Last YR Fee \$357 + \$1.10 per additional m2					
Subdivision – Per lot	2.1.6	\$159.00	\$162.00	1.89%	Application	Y	C
Subdivision supervision fee for new work carried out by private contractors on future Council assets	2.1.7	1% of estimated engineering const. cost			Application	N	C
		Last YR Fee 1% of estimated engineering const. cost plus GST					
Processing of variations to Building Code of Australia	2.1.8	\$345 per clause			Clause	Y	C
		Last YR Fee \$345 per clause					

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## Construction Certificates [continued]

Modification of Construction Certificate	2.1.9	\$65 or 50% of original fee, whichever is greater			Application	Y	C
				Last YR Fee \$65 or 50% of original fee, whichever is greater			

## Compliance Certificates

Critical stage inspections	2.2.1	\$119.00	\$121.00	1.68%	Application	Y	C
Occupation certificate	2.2.2	\$119.00	\$121.00	1.68%	Application	Y	C
Subdivision Certificate	2.2.3	\$119.00	\$121.00	1.68%	Application	N	B

## Complying Development Certificates

Class 10 buildings less than 100m <sup>2</sup>	2.3.1	\$133.00	\$136.00	2.26%	Application	Y	C
Buildings less than 150m <sup>2</sup> other than Class 10 buildings	2.3.2	\$199.00	\$203.00	2.01%	Application	Y	C
Buildings greater than 150m <sup>2</sup> other than rural sheds	2.3.3	\$199 + \$1.10 per additional m <sup>2</sup>			Application	Y	C
				Last YR Fee \$199 + \$1.10 per additional m <sup>2</sup>			
Rural sheds greater than 150m <sup>2</sup>	2.3.4		\$250 maximum		Application	Y	C
				Last YR Fee \$250 maximum			
Modification of Complying Development Certificate	2.3.5	\$62 or 50% of original fee, whichever is greater			Application	Y	C
				Last YR 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	0.00%	Application	N	A
Inclusion of advice on other relevant matters – Section 10.7(5)	2.4.2	\$80.00	\$80.00	0.00%	Application	N	A

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
Class 1 building or Class 10 building for each dwelling containing in the building or in any other building in the allotment	2.5.1	\$250.00	\$250.00	0.00%	Application	N	A
Any other class of building	2.5.2	\$250.00	\$250.00	0.00%	Application	N	A
In any case where the application relates to a part of a building and that part consists of an external wall only or does not otherwise have a floor area	2.5.3	\$250.00	\$250.00	0.00%	Application	N	A
If it is reasonably necessary to carry out more than one inspection of the building before issuing a building certificate (not exceeding \$75) for the issue of the certificate. However, the Council may not charge for any initial inspection	2.5.4	\$90.00	\$90.00	0.00%	Application	N	A
Floor area of building or part not exceeding 200m <sup>2</sup>	2.5.5	\$250.00	\$250.00	0.00%	Application	N	A
Exceeding 200m <sup>2</sup> but not exceeding 2,000 m <sup>2</sup>	2.5.6	\$250 plus an additional 50 cents per square metres in addition to 200 square meters			Application	N	A
		Last YR Fee \$250 plus an additional 50 cents per square metres in addition to 200 square meters					
Exceeding 2,000 m <sup>2</sup>	2.5.7	\$1,165 plus an additional \$0.075 per square metres in addition to 2,000 square meters			Application	N	A
		Last YR Fee \$1,165 plus an additional \$0.075 per square metres in addition to 2,000 square meters					
Copy of Building Certificate	2.6	\$13.00	\$13.00	0.00%	Copy	N	A
Certificate as to notices (s735A LG Act 1993)	2.8	\$80.00	\$80.00	0.00%	Application	N	A
Expedited provision of certificate (by arrangement)	2.9	\$21.00	\$21.00	0.00%	Application	N	B

## Information Service Fee

Written response	2.10.1	\$62.00	\$63.00	1.61%	Application	Y	B
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Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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### Information Service Fee [continued]

Written response and inspection	2.10.2	\$119.00	\$121.00	1.68%	Application	Y	B
Dwelling entitlement enquiry fee	2.11	\$62.00	\$63.00	1.61%	Application	Y	B
Duplicate Construction, Compliance, Occupation and Complying development Certificates	2.12	\$21.00	\$21.00	0.00%	Application	N	B
Lodgement fee for all Part 4A certificates issued by private certifiers and kept by Council	2.13	\$36.00	\$36.00	0.00%	Certificate	N	A

### Local Activity and Road Act Applications

Local Activities (s68) – other than those with a specific fee	3.1	\$106.00	\$108.00	1.89%	Application	N	B
Application to amend Local Activity Approval	3.2	\$46.00	\$47.00	2.17%	Application	N	B
Required Local Activity Inspections	3.3	\$119.00	\$121.00	1.68%	Application	N	B
Minor sewer works application fee	3.4	\$102.00	\$104.00	1.96%	Application	N	B
Septic tank (new)	3.5	\$219.00	\$223.00	1.83%	Application	N	B

### Surveillance Fee

Hairdressers Beauty Salon	3.6.1	\$119.00	\$121.00	1.68%	Application	N	
Undertakers Mortuary	3.6.2	\$119.00	\$121.00	1.68%	Application	N	B

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

Application	3.7.1	\$20.00	\$20.00	0.00%	Application	N	A
Occupation	3.7.2	\$13.00	\$13.00	0.00%	Week	N	B

### Street Trading/Street Vending

Vehicle permit	3.8.1	\$114.00	\$116.00	1.75%	Application	N	B
Impounded Advertising Structure release fee	3.9	\$120.00	\$122.00	1.67%	Structure	N	B

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## On Site Sewerage

Registration	3.10.1	\$31.00	\$31.00	0.00%	Application	N	A
Inspection	3.10.2	\$119.00	\$121.00	1.68%	Inspection	N	B
Water Connection application processing	3.11	\$67.00	\$67.00	0.00%	Application	N	A

## Development Services Administration

Certified copy of document, map or plan	4.1	\$54.00	\$55.00	1.85%	Copy	N	A
Search for drainage diagram required under Conveyancing Act.	4.2	\$54.00	\$55.00	1.85%	Diagram	N	B
Copy of diagram or written response provided							

## Caravan Parks, Camping Grounds and Manufactured Home Estates

Application for approval to operate (LGA 1993)	5.1	\$8.00	\$8.00	0.00%	Application	N	B
Per site (minimum \$110)							
Replacement approval	5.2	\$59.00	\$60.00	1.69%	Application	N	B
E.g. in the name of the new operator							
Inspection of manufactured home/ Reinspection	5.3	\$83.00	\$85.00	2.41%	Application	N	B

## Environmental Health Services

### Food Premises Administration Fee

Retail	6.1.1	\$57.00	\$58.00	1.75%	Application	N	B
Community	6.1.2	\$0.00	\$0.00	∞	Application	N	D
Food premises inspection fee	6.2	Maximum \$160 Minimum \$95			Inspection	N	B
		Last YR Fee Maximum \$148 Minimum \$74.30 plus \$37.09 maximum travelling expenses					
Issue of Improvement Notice – Food	6.3	\$333.00	\$333.00	0.00%	Notice	N	A

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## Private and Commercial Swimming Pools

### Swimming Pool Act 1992 & Regulation 2008

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

Initial inspection	7.2.1	\$150.00	\$150.00	0.00%	Inspection	Y	A
Reinspection and all subsequent inspections	7.2.2	\$100.00	\$100.00	0.00%	Inspection	Y	A
Issue of compliance certificate	7.2.3	\$70.00	\$70.00	0.00%	Application	N	A

## Companion Animals

### Companion Animals Act 1998

### Registration

Dog or cat (not desexed)	8.1.1	\$207.00	\$207.00	0.00%	Lifetime	N	A
Clause 17 (1)(c)							
Dog or cat (desexed)	8.1.2	\$57.00	\$57.00	0.00%	Lifetime	N	A
Clause 17 (1)(a)							
Dog or cat (desexed, owned by pensioner)	8.1.3	\$24.00	\$24.00	0.00%	Lifetime	N	A
Clause 17 (1)(b)							
Animal Under 6 months not desexed	8.1.4	\$57.00	\$57.00	0.00%	Lifetime	N	A
17(1)(a)							
Registered breeder	8.1.5	\$57.00	\$57.00	0.00%	Lifetime	N	A
Clause 17 (1)(d)							
Dog or cat (desexed animal sold be eligible pound or shelter)	8.1.6	\$28.50	\$28.50	0.00%	Lifetime	N	A
Clause 17 (1)(e)							
Assistance animal	8.1.7	\$0.00	\$0.00	∞	Lifetime	N	A
Working dog (on property)	8.1.8	\$0.00	\$0.00	∞	Lifetime	N	A

## Impounding and release

Sustenance and release	8.2	\$12.00	\$12.00	0.00%	Per Day Per Animal	N	B
Out of hours release	8.3	\$100.00	\$102.00	2.00%	Instance	N	B

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## Impounding and release [continued]

Microchipping of impounded animals	8.4	\$100.00	\$102.00	2.00%	Animal	N	B
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## Stock Control

### Impounding

Horse, mule, ass, cow (cow and calf up to 3 months), camel, goat or pig	9.1.1	\$29.00	\$30.00	3.45%	Animal	N	B
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Per animal - minimum \$100

Rams, ewes, sheep /lambs	9.1.2	\$7.00	\$7.00	0.00%	Animal	N	B
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Per animal - minimum \$100

Droving, walking or transportation fees	9.1.3	Ranger time and/or cartage costs			Instance	N	B
		Last YR Fee Ranger time and/or cartage costs					

### Sustenance

Cattle, horse	9.2.1	\$5.00	\$5.00	0.00%	Day	N	D
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Plus Direct Costs

Pig	9.2.2	Direct Costs			Day	N	D
		Last YR Fee Direct Costs					

Sheep	9.2.3	\$1.00	\$1.00	0.00%	Day	N	D
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Plus Direst Costs

Attending stock on roads	9.2.4	Direct Costs			Instance	N	D
		Last YR Fee Direct Costs					



Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## ENVIRONMENTAL SERVICES

### Waste Management Facilities

#### Residential Waste (Within Berrigan Shire)

General Waste – Uncompacted	10.1.1	\$0.00	\$36.00	∞	m3	Y	B
Minimum charge - \$5							
General Waste – Mechanically compacted	10.1.2	\$0.00	\$48.00	∞	m3	Y	B
Minimum charge - \$5							
Gas bottles (spiked and debunged)	10.1.3	\$0.00	\$0.00	∞	Each	Y	D
Mattresses	10.1.4	\$0.00	\$33.00	∞	each	Y	B
Car tyres	10.1.5	\$12.00	\$12.00	0.00%	Each	Y	B
Light truck tyres	10.1.6	\$16.00	\$16.00	0.00%	Each	Y	B
Heavy truck tyres	10.1.7	\$25.00	\$26.00	4.00%	Each	Y	B
Tractor tyres	10.1.8	\$141.00	\$144.00	2.13%	Each	Y	B
Earthmover tyres	10.1.9	\$218.00	\$222.00	1.83%	Each	Y	B
Chemical drums	10.1.10	\$18.00	\$18.00	0.00%	m3	Y	B
Asbestos (from within Berrigan Shire)	10.1.11	\$350.00	\$360.00	2.86%	m3	Y	B
Liquid bitumen waste	10.1.12	\$25.00	\$26.00	4.00%	m3	Y	B
Car batteries, white goods, scrap steel and the like	10.1.13	\$0.00	\$0.00	∞		Y	D
Green waste	10.1.14	\$0.00	\$0.00	∞	m3	Y	D

#### Commercial Waste (Within Berrigan Shire)

General Waste – Uncompacted	10.2.1	\$0.00	\$36.00	∞	m3	Y	C
Minimum charge - \$5							
General Waste – Mechanically compacted	10.2.2	\$0.00	\$48.00	∞	m3	Y	C
Minimum charge - \$5							
Asbestos	10.2.3	\$350.00	\$360.00	2.86%	m3	Y	C
Green waste	10.2.4	\$18.00	\$18.00	0.00%	m3	Y	C
Cardboard	10.2.5	\$49.00	\$50.00	2.04%	m3	Y	C

#### Waste (Outside Berrigan Shire)

##### Non Resident

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## Waste (Outside Berrigan Shire) [continued]

General Waste – Uncompacted	10.3.1	\$0.00	\$102.00	∞	m3	Y	C
Minimum charge - \$5							
General Waste – Mechanically compacted	10.3.2	\$0.00	\$135.00	∞	m3	Y	C
Minimum charge - \$5							
Asbestos	10.3.3	\$650.00	\$660.00	1.54%	m3	Y	C
Green waste	10.3.4	\$22.00	\$22.00	0.00%	m3	Y	C
Cardboard	10.3.5	\$49.00	\$50.00	2.04%	m3	Y	C

## Other Tip Charges

Fridge de-gassing	10.4.1	\$7.00	\$7.00	0.00%	Each	Y	B
Access to Landfill Outside Opening Hours (Minimum 2 hours)	10.5	\$388.00	\$396.00	2.06%	Each	Y	B

## Waste Collection

### Domestic Waste

Standard service (1 x 120l Garbage Bin & 1 x 240l Recycling Bin)	11.1.1	\$314.00	\$322.00	2.55%	Each	N	B
Additional 120l Garbage Bin	11.1.2	\$197.00	\$202.00	2.54%	Each	N	B
Additional 240l Recycling Bin	11.1.3	\$151.00	\$155.00	2.65%	Each	N	B
Uncollected	11.1.4	\$58.00	\$60.00	3.45%	Each	N	B

### Business Waste

1 x 240l Garbage Bin	11.2.1	\$275.00	\$282.00	2.55%	Each	N	B
1 x 240l Garbage Bin & 1 x 240l Recycling Bin	11.2.2	\$425.00	\$436.00	2.59%	Each	N	B

## Town Water Supply

Access charge (standard connection)	12.1	\$537.00	\$551.00	2.61%	Year	N	B
Water restriction easement	12.2	\$10.00	\$10.00	0.00%	Month	N	B

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## Consumption – Treated

BGA, BER, FIN Stage 4 restrictions	12.3.1	\$1.55	\$1.55	0.00%	kL	N	B
BGA, BER, FIN Other restrictions	12.3.2	\$1.10	\$1.10	0.00%	kL	N	B
BGA, BER, FIN No restrictions	12.3.3	\$1.00	\$1.00	0.00%	kL	N	B
TOC, Stage 4 restrictions	12.3.4	\$1.03	\$1.03	0.00%	kL	N	B
TOC Other restrictions	12.3.5	\$0.73	\$0.73	0.00%	kL	N	B
TOC No Restrictions	12.3.6	\$0.66	\$0.66	0.00%	kL	N	B

## Consumption – Unfiltered

BGA, BER, FIN Stage 4 restrictions	12.4.1	\$0.77	\$0.77	0.00%	kL	N	B
BGA, BER, FIN Other restrictions	12.4.2	\$0.55	\$0.55	0.00%	kL	N	B
BGA, BER, FIN No restrictions	12.4.3	\$0.50	\$0.50	0.00%	kL	N	B
Berrigan Sports Club for water bypassing the Council's treatment and reticulation system	12.5	\$0.03	\$0.03	0.00%	kL	N	D
Consumption – Recreation reserves and public pools	12.6	1/10 of applicable consumption charge			kL	N	D
				Last YR Fee			
				1/10 of applicable consumption charge			

## Connection

### Supply of meter kit

20 mm service	12.7.1	\$0.00	\$210.00	∞	each	N	B
Does not include installation							
25 mm service	12.7.2	\$0.00	\$480.00	∞	each	N	B
Does not include installation							
Larger than 25mm service	12.7.3	Priced on a individual cost recovery basis			each	N	B
				Last YR Fee			
				-			
Supply of meter kits, installation and trenching of a water connection larger than 25mm							

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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### Installation

20 mm service	12.8.1	\$0.00	\$1,050.00	∞		N	B
Includes installation of meter and connection to main. Excludes purchase of meter kit and water trenching and service laying rate							
25 mm service	12.8.2	\$0.00	\$1,140.00	∞	each	N	B
Includes installation of meter and connection to main. Excludes purchase of meter kit and water trenching and service laying rate							

### Trenching and Service Laying

Single	12.9.1	\$0.00	\$50.00	∞	metre	N	B
Dual (where same trench can be used)	12.9.2	\$0.00	\$75.00	∞	metre	N	B

### Disconnection

20mm	12.10.1	\$67.00	\$68.00	1.49%	Meter	N	B
2 x 20mm	12.10.2	\$106.00	\$108.00	1.89%	Meter	N	B
3 x 20mm	12.10.3	\$139.00	\$142.00	2.16%	Meter	N	B
Greater than 20mm	12.10.4	Direct costs plus indirect costs			Each	N	B
		Last YR Fee Direct costs plus indirect costs					

### Reading and Testing

Requested read (refundable if error found)	12.11.1	\$30.00	\$32.00	6.67%	Property	N	B
Requested test (Refundable if error found)	12.11.2	\$120.00	\$125.00	4.17%	Meter	N	B
Requested leakage inspection	12.11.3	\$60.00	\$63.00	5.00%	Inspection	N	B

### Filtered Water Supplied to Water Carters

Establishment fee	12.12.1	\$17.00	\$17.00	0.00%	Application	N	B
Water supplied via standpipe – Treated	12.12.2	\$3.50	\$3.50	0.00%	kL	N	B
Water supplied via standpipe – Unfiltered	12.12.3	\$1.50	\$1.50	0.00%	kL	N	C
Delivery of water from standpipe	12.13	On application				N	B
		Last YR Fee On application					
Not Disclosed							

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## Sewer

Service charge	13.1	\$554.00	\$568.00	2.53%	Year	N	B
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## Pedestal Charge

Rate-able Third and subsequent pedestal/urinal	13.2.1	\$118.00	\$121.00	2.54%	Urinal or Cistern	N	B
Non Rate-able Each pedestal/urinal	13.2.2	\$118.00	\$121.00	2.54%	Urinal or Cistern	N	B
Low pressure sewer pump maintenance charge	13.3	\$154.00	\$158.00	2.60%	Each	N	B

## Connection

### Standard

Establishment	13.4.1	\$0.00	\$740.00	∞	each	N	B
Trenching and installation	13.4.2	\$0.00	\$80.00	∞	metre	N	B

Inclusive of materials. Exclusive of cut-in cost and establishment

Cut in		\$0.00	\$370.00	∞	each	N	B
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In the event of no existing junction. Excluded sewer establishment cost and trenching and installation cost

### Low Pressure

Establishment	13.5.1	\$0.00	\$740.00	∞		N	B
Trenching and installation	13.5.2	\$0.00	\$70.00	∞	metre	N	B

Does not include establishment or supply and install of low pressure kit

Boundary kit – supply and install	13.5.3	\$0.00	\$370.00	∞	each	N	B
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Does not include establishment or trenching rate

## Trade waste

As per Liquid Trade Waste Policy

### Application

Categories 1A and 1B	13.6.1	\$100.00	\$102.00	2.00%	each	N	B
Categories 2A, 2B and 2S	13.6.2	\$200.00	\$204.00	2.00%	each	N	B
Large and Industrial discharger	13.6.3	\$672.00	\$685.00	1.93%	each	N	B

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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### Annual fee

Categories 1A and 1B	13.7.1	\$100.00	\$102.00	2.00%	year	N	B
Categories 2A, 2B and 2S	13.7.2	\$200.00	\$204.00	2.00%	year	N	B
Large and Industrial discharger	13.7.3	\$672.00	\$685.44	2.00%	year	N	B

### Reinspection

Categories 1A and 1B	13.8.1	\$100.00	\$102.00	2.00%	each	N	B
Categories 2A, 2B and 2S	13.8.2	\$200.00	\$204.00	2.00%	each	N	B
Large and Industrial discharger	13.8.3	\$200.00	\$204.00	2.00%	each	N	B

### Disposal

Trade Waste Usage	13.9.1	\$1.90	\$1.90	0.00%	kL	N	B
Septic tank and pan waste	13.9.2	\$38.00	\$38.00	0.00%	kL	N	B

### Non-compliance

Trade Waste – Category 1	13.10.1	\$1.90	\$1.90	0.00%	kL	N	B
Trade Waste – Category 2	13.10.2	\$17.10	\$17.50	2.34%	kL	N	B
Excess mass charge and pH charge	13.10.3	Site-specific calculation				N	B
		Last YR Fee Site-specific calculation					
Penalty	13.10.3	Site-specific calculation				N	B
		Last YR Fee Site-specific calculation					

### Other

Truck Wash – Berrigan and Finley	13.12	\$1.00 per minute			Minute	Y	C
		Last YR Fee \$0.45 per minute					
Charged via AVDATA							

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## Stormwater Drainage

### Stormwater Management Charge

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

## Roads, Crossings and Private Works

Road opening permit	15.1	\$100.00	\$177.00	77.00%	Application	N	B
Gutter crossings	15.2	\$0.00	\$0.00	∞	Installation	Y	C
Not Disclosed							
Culvert crossings	15.3	\$0.00	\$0.00	∞	Installation	Y	C
Not Disclosed							
Other private works	15.4	\$0.00	\$0.00	∞	Installation	Y	C
Not Disclosed							
Gravel supply	15.5	\$0.00	\$0.00	∞	m3	Y	C
Not Disclosed							
Temporary road closure	15.6	\$108.00	\$110.00	1.85%	Closure	N	B
Supply and installation of Rural Address sign	15.7	\$234.00	\$239.00	2.14%	Sign	Y	B
Application for permanent road closure and report to Council	15.8	\$317.00	\$323.00	1.89%	Application	N	B
Traffic Control Plan preparation	15.9	\$0.00	\$200.00	∞	each	N	B

## Restricted Access Vehicle Routes

Application fee Class 1 & 3 permits	15.10.1	\$75.00	\$76.00	1.33%	Application	N	B
Route assessment	15.10.2			Cost + 10%	Assessment	N	C
				Last YR Fee Cost + 10%			
Structural assessment	15.10.3			Cost	Assessment	N	C
				Last YR Fee Cost + 10% + GST			
Heavy Vehicle Access Permit fast track	15.10.4	\$0.00	\$100.00	∞	each	N	B

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## TECHNICAL SERVICES

### Tocumwal Aerodrome

#### Access Charges

Property abutting Tocumwal Aerodrome containing one or more hangars	16.1.1	\$0.9445 per m2 of hangar space Maximum \$2,595 Minimum \$975			Year	Y	D
		Last YR Fee \$0.92635 per m2 of hangar space Maximum \$2,550 Minimum \$957					

Gliding Operations	16.1.2	\$1421.88 in addition to Property abutting Tocumwal Aerodrome containing one or more hangars (16.1.1)			Year	Y	D
		Last YR Fee \$1421.88 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	\$726.00	\$755.00	3.99%	Year	Y	D
Regular commercial users 201 movements per year or more	16.1.4	\$1,427.00	\$1,484.00	3.99%	Year	Y	D
Visiting flying schools	16.1.5	\$293.00	\$305.00	4.10%	Week part thereof	Y	D

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

Year	16.2.1	\$789.00	\$821.00	4.06%	Aircraft	Y	D
Week	16.2.2	\$16.00	\$17.00	6.25%	Aircraft	Y	D
Movement fees (Honesty box)	16.3	\$10.00	\$10.00	0.00%	Movement	Y	D
Overweight aircraft use application	16.4	\$152.00	\$158.00	3.95%	Application	Y	C

#### 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	\$1,450.00	\$1,508.00	4.00%	Year	Y	C
Training and practice (three days or part thereof)	16.5.2	\$74.00	\$77.00	4.05%	Aircraft	Y	C



Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## Aerobatics – In Accordance with the Tocumwal Aerodrome Management Plan

[continued]

Other aviation and commercial use, events etc.	16.6		By negotiation		Each	Y	C
			Last YR Fee By negotiation				

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## CORPORATE SERVICES

### Rating Services

Section 603 certificate	17.1	\$85.00	\$85.00	0.00%	Application	N	A
Section 603 certificate – expedited service surcharge	17.2	\$25.00	\$28.00	12.00%	Application	N	B
Certificate Reconciliation fee	17.3	\$25.00	\$28.00	12.00%	Month	N	B

### Rate Enquiry Fee

Written	17.4.1	\$25.00	\$28.00	12.00%	Enquiry	N	B
Verbal	17.4.2	\$12.00	\$12.00	0.00%	Enquiry	N	B

### Computer Sales Advice

One property	17.5.1	\$30.00	\$32.00	6.67%	Application	N	B
Up to 250 properties	17.5.2	\$55 + \$10 per 15 minutes staff time			Application	N	B
		Last YR Fee \$55 + \$10 per 15 minutes staff time					
Over 250 properties	17.5.3	\$65 + \$10 per 15 minutes staff time			Application	N	B
		Last YR Fee \$65 + \$10 per 15 minutes staff time					

### Sales Listing for Registered Valuers

Supply of list	17.6.1	\$760.00	\$780.00	2.63%	Supply	N	B
Additional staff time	17.6.2	\$20.00	\$20.00	0.00%	15 minutes	N	B
Requested meter reading	17.7	\$30.00	\$32.00	6.67%	Reading	N	B
Accrual of interest on rates and charges	17.8	0% from 1 July 2020 to 31 December 2020 inclusive 7% from 1 January 2021 to 30 June 2021 inclusive			Per Annum	N	A
		Last YR Fee 7.50%					

### Valuation or Ownership Enquiry

Verbal enquiry	17.9.1	\$12.00	\$12.00	0.00%	Enquiry	N	B
Written enquiry	17.9.2	\$25.00	\$28.00	12.00%	Enquiry	N	B
Extract from valuation book	17.9.3	\$20.00	\$20.00	0.00%	Extract	N	B
Title search	17.1	\$35.00	\$40.00	14.29%	Search	N	B

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## Valuation or Ownership Enquiry [continued]

Reallocation of Electronic Payment	17.11	\$10.00	\$40.00	300.00%	Each	N	B
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## Access to Information

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

## Office Services

Returned cheque fee	19.1	\$16.00	\$16.00	0.00%	Instance	N	B
Cancelled cheque fee	19.2	\$16.00	\$16.00	0.00%	Instance	N	B

## Maps

A1 with lots	19.3.1	\$37.00	\$38.00	2.70%	Map	N	C
A1 with roads only	19.3.2	\$20.00	\$20.00	0.00%	Map	N	C
A3 originals	19.3.3	\$16.00	\$16.00	0.00%	Map	N	C
A3 Photocopy/Print	19.3.4	\$5.00	\$5.00	0.00%	Map	N	C
A4 Photocopy/Print	19.3.5	\$3.00	\$3.00	0.00%	Map	N	C
Custom map – up to A1 size	19.3.6	\$137.00	\$140.00	2.19%	Map	N	C

## Photocopying/Printing

A4	19.4.1	\$1.00	\$1.00	0.00%	Page	Y	C
A3	19.4.2	\$2.00	\$2.00	0.00%	Page	Y	C
Own paper	19.4.3	\$0.40	\$0.40	0.00%	Page	Y	C
Fax – Incoming and outgoing	19.4.4	\$1.60	\$1.60	0.00%	Page	Y	C

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## COMMUNITY SERVICES

### Community Facilities

Public halls	20.1	In Consultation with Committees			Booking	Y	D
		Last YR Fee In Consultation with Committees					
Recreation reserves	20.2	In Consultation with Committees			Booking	Y	D
		Last YR Fee In Consultation with Committees					

### Swimming Pools

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

## Libraries

### Borrowings

Borrowing charge	22.1.1	\$0.00	\$0.00	∞	Loan	Y	A
Online search	22.1.2	\$0.00	\$0.00	∞	Search	Y	A
Internal transfer	22.1.3	\$0.00	\$0.00	∞	Loan	Y	A
Reservation	22.1.4	\$0.00	\$0.00	∞	Item	N	B
Inter-library loan	22.1.5	\$9.00	\$9.00	0.00%	Item	Y	B
Overdue notice	22.1.6	\$1.50	\$0.00	-100.00%	Notice	N	B
Overdue fee (per item)	22.1.7	\$0.15	\$0.00	-100.00%	Day	N	B

### Services

Replacement membership card	22.2	\$2.50	\$2.50	0.00%	Issue	N	B
Public access computers	22.3	\$0.00	\$0.00	∞	Sitting	Y	A
Wi-Fi hotspot	22.4	\$0.00	\$0.00	∞	Login	Y	A
Print/Photocopy	22.5	\$0.51	\$1.00	96.08%	Page	Y	B

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## Fax

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

## Laminating

A4	22.8.1	\$2.40	\$2.40	0.00%	Page	Y	B
A3	22.8.2	\$3.60	\$3.60	0.00%	Page	Y	B
Business card	22.8.3	\$1.20	\$1.20	0.00%	Page	Y	B
USB device	22.9	\$12.00	\$12.00	0.00%	Device	Y	C

## Room Hire

Community Use (During Library Opening Hours)	22.10.1	\$0.00	\$0.00	∞	Use	Y	D
Community Use (After Hours)	22.10.2	\$15.00	\$15.00	0.00%	Use	Y	D
Commercial Use (Business and After Hours)	22.10.3	\$15.00	\$15.00	0.00%	Per Hour	Y	B
Book club	22.11	\$50.00	\$50.00	0.00%	Year	Y	B

Per person, Minimum \$500 per group

## Cemetery

### Lawn Cemetery

Single interment (includes standard plaque)	23.1.1	\$2,359.00	\$2,430.00	3.01%	Interment	Y	B
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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	\$2,574.00	\$2,651.00	2.99%	Interment	Y	B
Second interment (additional 5 line plaque)	23.1.2.2	\$879.00	\$905.00	2.96%	Interment	Y	B

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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## Interment of Ashes

Placed concurrently with interment (includes 5 line plate)	23.1.3.1	\$288.00	\$297.00	3.13%	Interment	Y	B
Placed in existing interment (includes additional 5 line plaque)	23.1.3.2	\$581.00	\$598.00	2.93%	Interment	Y	B
Stillborn interment (at head of grave – no right of burial in grave)	23.1.4	\$271.00	\$276.00	1.85%	Interment	Y	B
Outside normal hours surcharge	23.1.5	\$289.00	\$295.00	2.08%	Interment	Y	B

## General Section

Site reservation	23.2.1	\$329.00	\$336.00	2.13%	Site	Y	B
General Section – Interment	23.2.2	\$69.00	\$70.00	1.45%	Interment	Y	B
Stillborn interment (designated area or at foot of grave)	23.2.3	\$271.00	\$276.00	1.85%	Interment	Y	B

## Grave Digging – General section

Machine – ordinary hours	23.3.1	\$508.00	\$518.00	1.97%	Interment	Y	B
Hand – ordinary hours	23.3.2	\$785.00	\$801.00	2.04%	Interment	Y	B
Machine – not ordinary hours	23.3.3	\$742.00	\$757.00	2.02%	Interment	Y	B
Hand – not ordinary hours	23.3.4	\$1,006.00	\$1,026.00	1.99%	Interment	Y	B

## Monumental Masonry

Permit to erect kerb and/or monument	23.3.1	\$39.00	\$40.00	2.56%	Permit	N	B
Removal and reinstatement	23.3.2	\$271.00	\$276.00	1.85%	Each	Y	B

## Plaques

Standard single	23.4.1	\$695.00	\$716.00	3.02%	Plaque	Y	B
Standard dual	23.4.2	\$950.00	\$978.00	2.95%	Plaque	Y	B
Non-standard	23.4.3	Available on Application			Plaque	Y	B
		Last YR Fee Available on Application					

Name	Item No.	Year 19/20 Fee (incl. GST)	Year 20/21 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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### Memorial Wall – Interment of Ashes

Reservation	23.5.1	\$235.00	\$240.00	2.13%	Each	Y	B
Interment	23.5.2	\$1,160.00	\$1,195.00	3.02%	Each	Y	B

## Index of all fees

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### 1

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### 2

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20 mm service	[Installation]	22
20mm	[Disconnection]	22
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25 mm service	[Installation]	22

### 3

3 x 20mm	[Disconnection]	22
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### A

A1 with lots	[Maps]	29
A1 with roads only	[Maps]	29
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A4	[Photocopying/Printing]	29
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**Fee Name****Parent****Page****A [continued]**

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BGA, BER, FIN No restrictions	[Consumption – Unfiltered]	21
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BGA, BER, FIN Stage 4 restrictions	[Consumption – Unfiltered]	21
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continued on next page ...

**Fee Name****Parent****Page****C** [continued]

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**D**

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**E**

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Food premises inspection fee	[Food Premises Administration Fee]	16
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**G**

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## Fee Name

## Parent

## Page

**G** [continued]

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Heavy Vehicle Access Permit fast track	[Restricted Access Vehicle Routes]	25
Horse, mule, ass, cow (cow and calf up to 3 months), camel, goat or pig	[Impounding]	18

**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]	14
Impounded Advertising Structure release fee	[Street Trading/Street Vending]	15
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]	14
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**Fee Name****Parent****Page****L [continued]**

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**M**

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Machine – ordinary hours	[Grave Digging – General section]	32
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**N**

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**O**

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Penalty	[Non-compliance]	24
Permit to erect kerb and/or monument	[Monumental Masonry]	32
Pig	[Sustenance]	18
Placed concurrently with interment (includes 5 line plate)	[Interment of Ashes]	32
Placed in existing interment (includes additional 5 line plaque)	[Interment of Ashes]	32
Planning certificate – Section 10.7(2)	[Planning Certificates]	13

**Fee Name****Parent****Page****P [continued]**

Pre-application Meeting Consulting Fee	[Other Development Applications]	8
Print/Photocopy	[Services]	30
Processing charge	[Access to Information]	29
Processing of variations to Building Code of Australia	[Construction Certificates]	12
Property abutting Tocumwal Aerodrome containing one or more hangars	[Access Charges]	26
Public access computers	[Services]	30
Public halls	[Community Facilities]	30

**R**

Rams, ewes, sheep /lambs	[Impounding]	18
Rate-able Third and subsequent pedestal/urinal	[Pedestal Charge]	23
Reallocation of Electronic Payment	[Valuation or Ownership Enquiry]	29
Recreation reserves	[Community Facilities]	30
Registered breeder	[Registration]	17
Registration	[On Site Sewerage]	16
Regular commercial users 200 movements per year or less	[Access Charges]	26
Regular commercial users 201 movements per year or more	[Access Charges]	26
Reinspection and all subsequent inspections	[Barrier Compliance Inspection]	17
Removal and reinstatement	[Monumental Masonry]	32
Replacement approval	[Caravan Parks, Camping Grounds and Manufactured Home Estates]	16
Replacement membership card	[Services]	30
Requested leakage inspection	[Reading and Testing]	22
Requested meter reading	[Sales Listing for Registered Valuers]	28
Requested read (refundable if error found)	[Reading and Testing]	22
Requested test (Refundable if error found)	[Reading and Testing]	22
Required Local Activity Inspections	[Local Activity and Road Act Applications]	15
Reservation	[Borrowings]	30
Reservation	[Memorial Wall – Interment of Ashes]	33
Retail	[Food Premises Administration Fee]	16
Returned cheque fee	[Office Services]	29
Road opening permit	[Roads, Crossings and Private Works]	25
Route assessment	[Restricted Access Vehicle Routes]	25
Rural sheds greater than 150m2	[Complying Development Certificates]	13

**S**

Scanning	[Fax]	31
Search for drainage diagram required under Conveyancing Act.	[Development Services Administration]	16
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
Septic tank (new)	[Local Activity and Road Act Applications]	15
Septic tank and pan waste	[Disposal]	24
Service charge	[Sewer]	23
Sheep	[Sustenance]	18
Single	[Trenching and Service Laying]	22
Single Dwelling House and Additions	[Development Applications]	8
Single interment (includes standard plaque)	[Lawn Cemetery]	31
Site reservation	[General Section]	32
Standard dual	[Plaques]	32
Standard service (1 x 120l Garbage Bin & 1 x 240l Recycling Bin)	[Domestic Waste]	20
Standard single	[Plaques]	32

**Fee Name****Parent****Page****S [continued]**

Stillborn interment (at head of grave – no right of burial in grave)	[Interment of Ashes]	32
Stillborn interment (designated area or at foot of grave)	[General Section]	32
Strata	[Subdivisions]	8
Strata title properties	[Stormwater Management Charge]	25
Structural assessment	[Restricted Access Vehicle Routes]	25
Structures ancillary to dwellings and farm sheds	[Construction Certificates]	12
Subdivision – Per lot	[Construction Certificates]	12
Subdivision Certificate	[Compliance Certificates]	13
Subdivision supervision fee for new work carried out by private contractors on future Council assets	[Construction Certificates]	12
Supply and installation of Rural Address sign	[Roads, Crossings and Private Works]	25
Supply of list	[Sales Listing for Registered Valuers]	28
Sustenance and release	[Impounding and release]	17

**T**

Temporary road closure	[Roads, Crossings and Private Works]	25
Title search	[Valuation or Ownership Enquiry]	28
TOC No Restrictions	[Consumption – Treated]	21
TOC Other restrictions	[Consumption – Treated]	21
TOC, Stage 4 restrictions	[Consumption – Treated]	21
Tractor tyres	[Residential Waste (Within Berrigan Shire)]	19
Trade Waste – Category 1	[Non-compliance]	24
Trade Waste – Category 2	[Non-compliance]	24
Trade Waste Usage	[Disposal]	24
Traffic Control Plan preparation	[Roads, Crossings and Private Works]	25
Training and practice (three days or part thereof)	[Aerobatics – In Accordance with the Tocumwal Aerodrome Management Plan]	26
Trenching and installation	[Standard]	23
Trenching and installation	[Low Pressure]	23
Truck Wash – Berrigan and Finley	[Other]	24

**U**

Uncollected	[Domestic Waste]	20
Undertakers Mortuary	[Surveillance Fee]	15
Up to 250 properties	[Computer Sales Advice]	28
USB device	[Laminating]	31

**V**

Vehicle permit	[Street Trading/Street Vending]	15
Verbal	[Rate Enquiry Fee]	28
Verbal enquiry	[Valuation or Ownership Enquiry]	28
Visiting flying schools	[Access Charges]	26

**W**

Water Connection application processing	[On Site Sewerage]	16
Water restriction easement	[Town Water Supply]	20
Water supplied via standpipe – Treated	[Filtered Water Supplied to Water Carters]	22
Water supplied via standpipe – Unfiltered	[Filtered Water Supplied to Water Carters]	22
Week	[Aircraft Parking Fees (Powered and Unpowered)]	26
Wi-Fi hotspot	[Services]	30
Working dog (on property)	[Registration]	17
Written	[Rate Enquiry Fee]	28
Written enquiry	[Valuation or Ownership Enquiry]	28
Written response	[Information Service Fee]	14
Written response and inspection	[Information Service Fee]	15

**Y**

Year

[Aircraft Parking Fees (Powered and Unpowered)]

26

## 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 2019/20

Councillors should note that this budget summary and commentary has been prepared in the midst of making arrangements for COVID-19 – both for the Council’s workforce and the general public.

### **INTRODUCTION**

The 2020/21 budget will see Berrigan Shire Council continue with its ambitious program of community infrastructure improvements. These projects, largely funded by a combination of grants, community contributions and Council’s own funds, complement the Council’s continuing town amenity program.

This budget also proposes significant upgrades and improvements to town water infrastructure, including a new \$6.6m treatment plant for Finley and capacity improvements for the Barooga treatment plant on top of the previously funded shire-wide automated water meter-reading program.

The impact of COVID-19 on the Council and the broader community is unknown at the time of writing. This will need to be monitored as the year progresses.

### **Rates and charges**

An ordinary rate revenue increase of 2.6% has been included in the budget for 2020/21. This represents the maximum permissible amount allowed by the Independent Pricing and Regulatory Tribunal (IPART) in accordance with the rate pegging provisions of the *Local Government Act 1993*.

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

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

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

In determining the 2020/21 rate peg, IPART determined a 2.6% increase in the Local Government Cost Index. IPART did not deduct a productivity factor in 2020/21

## Budget Summary and Comments

Table 1 below provides a summary of these changes

The budget and the rate in the dollar have been based on property values provided by the Valuer-General as of March 2020. 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 2019; it is the first time these values are being used to strike a rate. It is estimated that the rate peg allowance and natural growth will raise an additional \$137,000 nett (after pension rebates and state subsidy) in 2020/21 when compared to the 2019/20 original budget.

The approximate effects of these permissible rate increases on average Ordinary rates, are shown in Table 2 below (as at March 2020).

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 1: Ordinary rate increases 2016-2019**

YEAR	LG COST INDEX	"PRODUCTIVITY" FACTOR	INCREASE TAKEN UP BY COUNCIL
2017-18	1.47%	-0.001%	1.5%
2018-19	2.3%	-	2.3%
2019-20	2.7%	-	2.7%
2020-21	2.6%	-	2.6%

The total average residential annual Ordinary rates and charges, including water, sewer, domestic waste management/garbage and stormwater/drainage, will be \$2,298 for 2020/21 as compared to \$2,249 for 2019/20. This is an overall increase of rates and charges of \$49 for an average residential property.

Most Ordinary rates have increased by approximately 2.6% and utility charges have increased by between 2.5% and 3%. The Stormwater Charge has not changed.

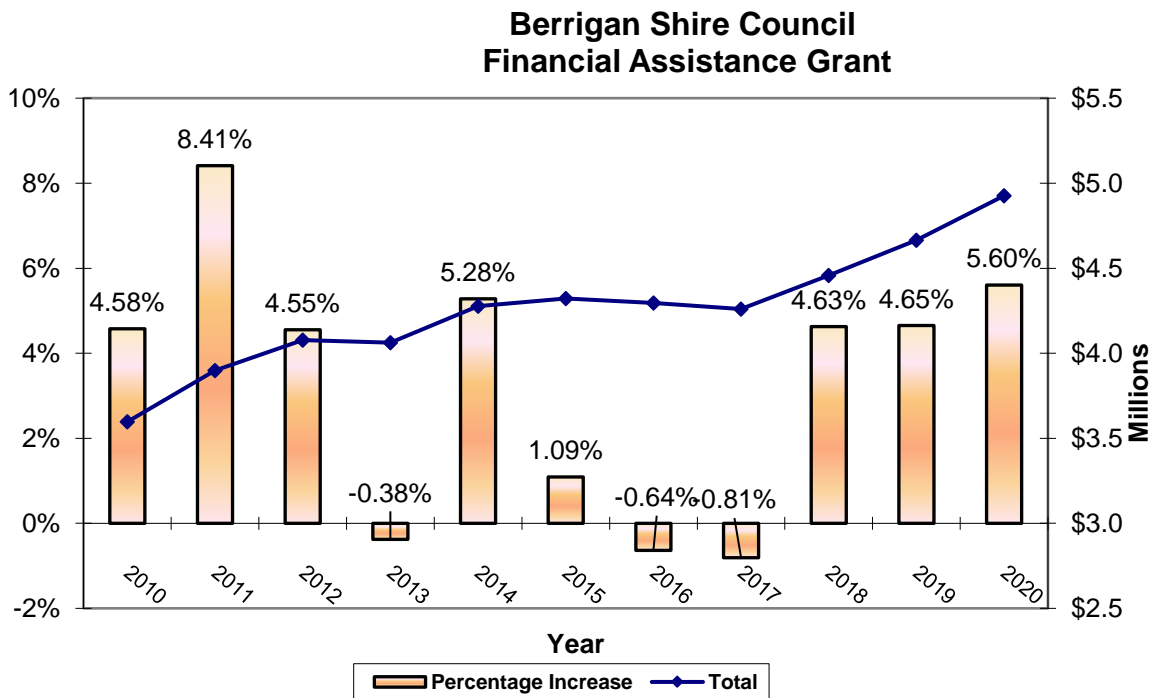
### Operating grants and investment income

All local government areas in Australia receive an untied grant from the Federal Government to assist with their operations. This is known as the Financial Assistance Grant (FAG). This has two components – a General Purpose component and a Rural Local Roads component (RLR).

## Budget Summary and Comments

**Chart 1** below shows how FAG has varied over time

**CHART 1: Financial Assistance Grant – growth over time**



The Council has not yet been advised as to its FAG allocation for 2020/21. On this basis, the budgeted grant has been left at historic levels.

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 2019/20 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.

In recent years, the Federal Government has paid up to 50% of FAG "in advance" – i.e. 50% of the 2019/20 FAG allocation was paid in June 2019. At this stage it is unknown if this trend will continue. This is merely a timing issue rather than a change in overall allocation and on this basis, the Council's budget assumes all FAG will be paid in the year of entitlement.

A double allocation of Roads to Recovery (R2R) grant funding will be paid to the Council in 2020/21. An average allocation of \$877,527 per year in the new iteration of the R2R program has been included for

following years. In return for this funding, the Council is obliged to maintain its expenditure on roads at current levels from its own funds.

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. Interest rates continue to stagnate globally and this potential income cannot be relied upon in advance.

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 2020/21 be set at \$551.00 for the provision of water supply services. This is an increase of 2.6% or \$14.00 from the 2019/20 charge.

This budget, and the associated water charges, is based on an assumption that water restrictions will not be in place in 2020/21

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. Surpluses in individual years are

held in reserves and used to offset large scale works as required.

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 2020/21, under the prevailing water restriction stages, will be based on the tariffs shown in Table 3 below.

The proposed consumption tariff charges have not changed from 2019/20

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

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

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

The charges shown below will be implemented at the discretion of Council and at the times deemed necessary. Note these tariffs remain unchanged from 2018/19.

**Table 3: 2020/21 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 2.6%, from \$554 to \$568. A 2.6% increase has also been applied to the Pedestal Charge and the Low Pressure Sewer Pump Maintenance Charge.

For 2020/21 the Garbage Charges and the Domestic Waste Collection Charge will increase by approximately 2.6%. This raises the Domestic Waste Management Collected Charge from \$314 to \$322 per service, the Garbage Collection Charge from \$275 to \$282 per service and the Uncollected Charge for vacant residential blocks has been increased from \$58 to \$60 – a 3.5% increase.

The recycling charges for businesses will increase by 2.6% for 2020/21.

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 2020/21 to 2023/24 are shown in Table 4 below:

**Table 4: Projected Consolidated Cash Result**

Year	Result
2020/21	\$208,596 surplus
2012/22	\$482,559 surplus
2022/23	\$241,239 deficit
2023/24	\$165,063 deficit

This takes into account anticipated results for 2019/20 and carryover of incomplete capital works.

Additional points for noting include:

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

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

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

These are:

- Commitments to essential programs such as levee maintenance and improvement, drainage improvement and town beautification programs
- Overall escalating general cost increases at a rate greater than the Rate Peg.

Exacerbating these trends is the move by the Federal Government from untied grants to local government to specific purpose grants tied to specific projects – especially roads..

Once again, there are significant capital works identified in the Water Fund; however, the reserve balance should not be too badly affected, subject to internally loaned funds being made available from the Sewer fund being serviced by revenue from consumption and temporary transfers continuing to meet targets.

The Sewer Fund is now making moderate operating surpluses. Both the Water and Sewer Funds are debt free as at 2019/20. The balance of the funds to complete the Finley Water Treatment plant upgrades - \$2.6M will be sourced as a loan from the Sewer fund – temporarily affecting the Sewer Reserve balance. A further loan of \$2M for essential upgrades to the Barooga Water Treatment plant will be funded via a loan subsidised by the NSW Government under the Low Cost Loans Initiative.

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.

### **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 2020/21 and each of the following years. The exact amount of future salary increases will be dependent on the new Local Government Award currently being negotiated.

These increases flow through to all staff overheads such as superannuation, workers compensation, insurance etc. as these are dependent on the level of salaries and wages. The significant increase in defined benefit superannuation contributions continues to have a marked effect on salaries and wages. The compulsory superannuation contribution is currently scheduled to rise to 10% in 2021/22, 10.5% in 2022/23 and 11% in 2023/24.

The Council has again allocated \$50,000 in 2020/21 and subsequent years to fund the purchase of new Financial Management software. Any migration to new software will occur when circumstances and staffing permits.

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.

### **Technical Services**

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

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

### **Plant Operation and Replacement**

Fluctuating fuel prices and vehicle change over costs will require constant review of plant hire rates. Major plant items budgeted for replacement during 2020/21 are:

- 2009 UD Parks and Gardens truck
- 2012 Volvo Loader Backhoe
- 2012 New Holland tractor
- John Deere mowers (Finley Cemetery)

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

This budget projects that plant operations will withdraw net \$156,577 from the plant reserve in 2019/20.

### **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, although no current information is available.

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

**Table 5: Contributions - emergency services**

Year	Result
NSW Rural Fire Service	\$ 122,633
Fire and Rescue NSW	\$ 52,292
SES NSW	\$ 16,884
TOTAL	\$ 191,809

**Environmental Services**

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

The 2020/21 budget includes for the first time an allocation for weed control directly rather than via a contribution to the now defunct Central Murray County Council.

**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.

**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.

There are no scheduled large-scale capital works included in this function for 2020/21 although work is continuing on the acquisition of land for the expansion of the Berrigan facility using funds allocated in the Council's 2019/20 budget.

Charges have been generally indexed by 2.6% for the garbage collection and the domestic waste collected services.

**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 those LIRS-funded drainage projects is complete. The Council expects to receive a subsidy under the LIRS scheme of around \$21,250 in 2020/21. Further details on the LIRS loan are shown later in this report.

New drainage works proposed for 2019/20 include:

- Finley – Dawe Avenue
- Tocumwal – Barooga St – Murray St to Morris St

The Council has authority to apply a Stormwater Management Services Charge. The charge is expected to raise \$73,475 in 2020/21. The Council may only levy a maximum charge of \$25 per property. 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 – developer charges will only be recognised if and when they are received.



### **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 2020/21 and this is proposed to continue in 2021/22 and beyond.

From this provision, in 2019/20 the Council proposes to raise and strengthen the "Seppelts" levee near Barooga at a cost of \$240,000.

### **Community Services**

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

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

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

Liveability Strategy and its Children, Young People and Families Strategy.

The Council is a member of South West Arts – the local regional arts board – and contributes \$8,700 per year to its operations.

### **Water Supplies**

Works are about to start on the major upgrades of the Barooga and Finley Water Treatment Plant announced in the 2019/20 budget. With that in mind, the 2020/21 budget does not include any other large scale projects for this year other than an allowance for automation of water treatment plants to improve water quality.

The Council may need to acquire land at Barooga to allow for the expansion of the water treatment plant. This may require compulsory acquisition if negotiation is not successful.

The Water Fund is currently debt-free, however loans of \$6.6m will be drawn down when the Barooga and Finley projects proceed.

### **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 2020/21 include \$320,000 for the construction of a new rising main in the area of Hutsons Road in Tocumwal and \$360,000 for an improved telemetry system.

The Sewerage Fund is debt free.

### **Public Libraries**

The Council operates four public libraries – in Barooga, Berrigan, Finley and Tocumwal. This service was at one time largely funded

by the NSW Government but now the Council is responsible for funding over 90% of the cost.

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

Thanks to a widespread campaign, the NSW government has increased the annual library subsid. This increase is welcome and will be used to provide additional services but will not make a major difference to the operations of the library service as a whole.

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

### Community Amenities

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

The Council is working on delivering the final phase of its Tocumwal Foreshore Revitalisation project – the replacement of the existing foreshore building with a new two-story building including toilets and visitor services as well as commercial space.

### Recreation

The Council provides five major recreation areas and a range of other parks and passive recreation areas. The Council maintains 15 playgrounds and three skate parks across the Shire.

The Council will continue to work through its ambitious development program in this area. Much of this program is grant-funded and much of the remaining funding has been carried forward from previous years.

Responding to community concerns, the Council has agreed to provide \$50,000 in

2020/21 and 2021/22 to assist Barooga Sports Club to operate the indoor pool at Sporties Health and Fitness.

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

**Table 6: Facility operating grants 2020/21**

Volunteer committee	Grant (\$)
<b>Pools</b>	
<b>Berrigan</b>	31,400
<b>Finley</b>	35,600
<b>Tocumwal</b>	31,400
<b>TOTAL</b>	<b>98,400</b>
<b>Recreation Reserves</b>	
<b>Barooga</b>	12,000
<b>Berrigan</b>	12,000
<b>Finley</b>	12,000
<b>Finley Showgrounds</b>	12,000
<b>Tocumwal</b>	12,000
<b>TOTAL</b>	<b>60,000</b>
<b>Halls</b>	
<b>Berrigan</b>	7,860
<b>Finley School of Arts</b>	3,930
<b>Finley WMH</b>	3,930
<b>Tocumwal</b>	4,280
<b>TOTAL</b>	<b>20,000</b>
<b>Other</b>	
<b>Berrigan Conservation Group and Tidy Towns</b>	<b>3,860</b>
<b>GRAND TOTAL</b>	<b>\$188,151</b>

The Council has also set aside \$170,000 to acquire land in Murray St, Finley for future open space in line with its strategy to activate the Finley central business district.

### 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. The individual components of the program may, however, vary.

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

- \$200,000 for causeway work on Lower River Road
- \$630,000 over two years for Bushfield Road
- \$885,000 over four years for Yarrowonga Road
- \$180,000 for re-sheeting of Hogans Road
- \$119,00 for re-sheeting of Miechels Road
- \$150,000 for Dawe Avenue in Finley
- \$80,000 for Snell Road in Barooga between Kamarooka Street and Chomley Close

The Council continues to put aside \$50,000 each year over the four year plan to fund town entrance beautification works. This include signage, tree planting and other garden works to make the major entrances to the four towns more attractive for visitors and residents.

Town entrance beatification program works substantially complete are the Newell Highway approaches to Finley and

Tocumwal. Works at Barooga and Berrigan are underway now.

### **Aerodrome**

The budget at Tocumwal Aerodrome allows for Council management and maintenance of the facility.

This budget allocates a \$150,000 contribution towards a matching grant program to install kangaroo-proof fencing around the aerodrome. These works are conditional on a successful grant application.

The Council will contribute \$50,000 to an 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 allocation 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 in some way for two caravan parks being Berrigan and Tocumwal.

Both caravan parks have been leased to private operators. Revenue from the Tocumwal Caravan Park lease has been included in this budget.

### **Tourism and Area Promotion**

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

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

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

The Tocumwal Foreshore redevelopment, the Barooga Adventure Playground and the Railway Park project 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 will continue through to 2020/21 with the Council contributing up to \$20,000 in top-up funding per year to maintain the balance of the Events Management fund at \$60,000. The amount contributed each year will vary depending on the amount the Council contributes to events in that year.

2019/20 is the final year of a three year agreement for the Council to support the work of the Murray Region Tourism Board and the Council's current intent is to renew this agreement. 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 \$25,000 for industry development programs. This includes programs such as funding support for training in customer service and hospitality for local businesses.

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

### **Bendigo Bank**

The Council operates a Bendigo Bank agency from its administration office in Berrigan. This is operated as a community service to the Berrigan community as no bank currently operates in that town.

Operation of the agency is expected to cost the Council around \$12,000 per year in nett terms.

### **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 and will continue to operate while it is financially feasible to do so. 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. This does not include capital improvements or repairs.

In 2019/20, the Council proposed to spend \$215,000 on repairs and upgrades at the Finley Saleyards to ensure they continue to meet Work Health and Safety requirements. These works have been delayed pending investigation of the cost of relocating the overhead power lines.

### **Real Estate Development**

From time to time, the Council will develop land for resale. Recent developments include the Finley St residential subdivision and the Tocumwal Residential Airpark

The budget does not include revenue from the sale of developed land in either of these subdivisions. This is a conservative position and allows the Council to make a decision on these proceeds when and if a sale is made.

### **Private Works**

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

## Loan Redemption and Borrowings

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

Note however that the Council expects to draw down on two loans before 30 June 2020.

- \$1M for the development of 14 residential lots in Finley and associated open space. The interest cost of this loan will be subsidised by the NSW Government's Low Cost Loans Initiative (LCLI)
- \$1M for miscellaneous community amenity projects across Berrigan Shire

**Table 8: Outstanding Loans – 31 March 2020**

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

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

The 2020/21 program of works and budget proposed that the Council take up two new loans – both in the water fund:

- Water Fund – a loan of up to \$4m to fund the upgrading Barooga Water Treatment Plant. The interest cost of this loan will be subsidised by the NSW Government's Low Cost Loans Initiative (LCLI)
- Water Fund – a loan of up to \$2.6m to part fund the \$6.6m replacement of the Finley Water Treatment Plant.

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

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

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

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

The Council proposes to borrow for the Finley Water Treatment Plan internally from its Sewer Fund for which it has approval from the Minister of Local Government. The Sewer Fund holds

healthy cash reserves that are not required for use for some time so these funds at present are sitting in investment. The Water Fund will pay the Sewer Fund a commercial rate of interest – which will be less than the market rate and better that can be earned on investment.

The alternative for the Council is borrow on the market – from NSW Treasury Corporation or a private sector bank. The Council has considered this and on balance, determined that an internal loan is preferred.

The loan for the Barooga Water Treatment Plant must be from a private sector organisation – under the terms of the LCLI agreement.

For the purposes of the budget, the table below is a summary of the proposed loans. Note that the exact amount of the loans and the applicable interest rate are likely to vary.

**Table 9: Proposed Loans – 2020/21**

PURPOSE	AMOUNT	TERM	RATE	ANNUAL REPAYMENTS	DUE	LENDER
<b>Water Fund – Barooga WTP</b>	\$4,000,000	10 y	3.000%	\$448,577	Dec 2030	Private bank
<b>Water Fund – Finley WTP</b>	\$2,600,000	10 y	3.000%	\$302,878	Dec 2030	Sewer fund

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

**Table 10: Projected Outstanding Debt - 2019/20 to 2020/21**

FUND	30 JUNE 2021	30 JUNE 2022	30 JUNE 2023	30 JUNE 2024
<b>General</b>	2,383,092	2,022,710	1,649,738	1,263,753
<b>Water</b>	6,308,810	5,715,071	5,105,851	4,480,741
<b>Sewer</b>	-	-	-	-
<b>Sub Total</b>	<b>8,691,903</b>	<b>7,737,782</b>	<b>6,755,589</b>	<b>5,744,494</b>
<b>Less Internal loans</b>	<b>3,310,646</b>	<b>2,988,196</b>	<b>2,656,000</b>	<b>2,313,763</b>
<b>TOTAL</b>	<b>5,381,256</b>	<b>4,749,585</b>	<b>4,099,589</b>	<b>3,430,731</b>

Total repayments of principal and interest would be as follows:

**Table 11: Loan Redemption - 2019/20 to 2023/24**

FUND	2020/2021	2021/2022	2022/2023	2023/2024
<b>General</b>	429,124	429,124	429,124	429,124
<b>Water</b>	375,727	751,455	751,455	751,455
<b>Sewer</b>	-	-	0-	-

<b>Sub Total</b>	<b>804,851</b>	<b>1,180,579</b>	<b>1,180,579</b>	<b>1,180,579</b>
<b>Less Internal loans</b>	267,930	419,369	419,369	419,369
<b>TOTAL</b>	<b>536,921</b>	<b>761,210</b>	<b>761,210</b>	<b>761,210</b>
<b>Less LIRS subsidy</b>	54,969	68,714	58,190	41,471
<b>NETT COST</b>	<b>481,952</b>	<b>692,495</b>	<b>703,019</b>	<b>719,738</b>

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

Chart 2 below shows the Council’s loans as a corporate entity. It includes the proposed LIRS-subsidised loan and any funds borrowed by the Water and Sewer funds.

CHART 2: Possible Borrowing and Repayments from Water Fund

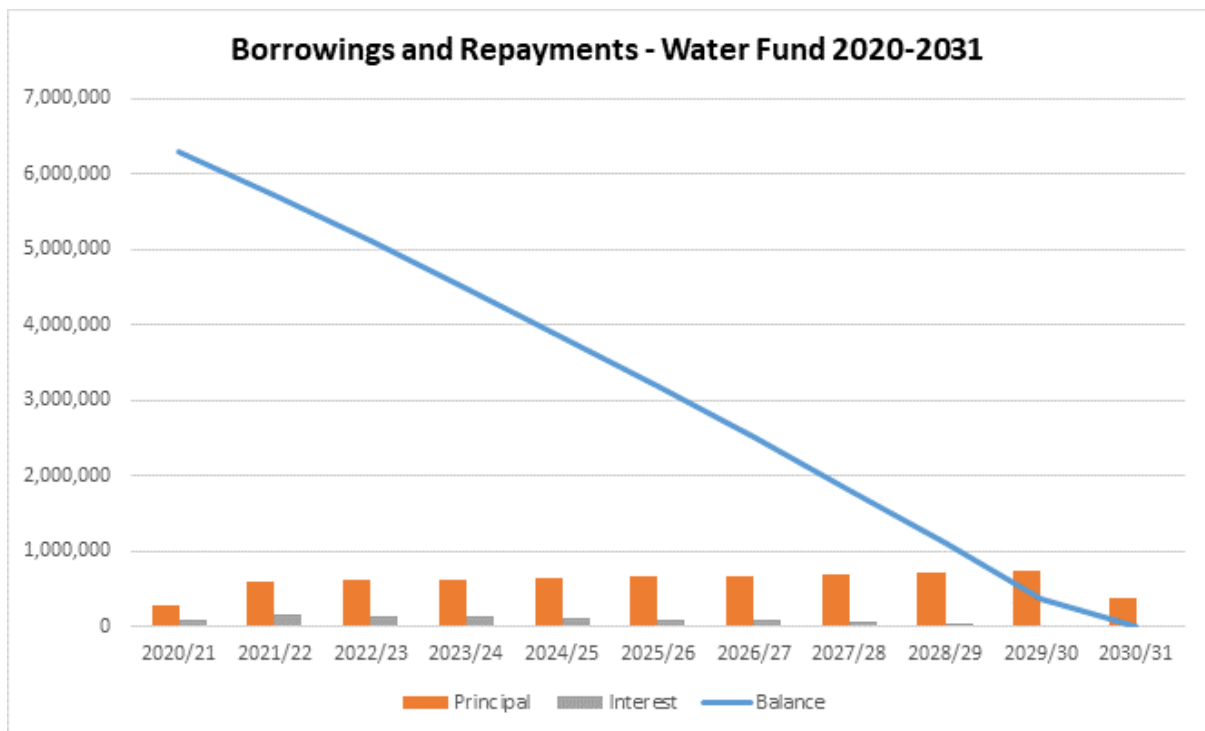


CHART 3: Outstanding Loans and Redemption – Consolidated



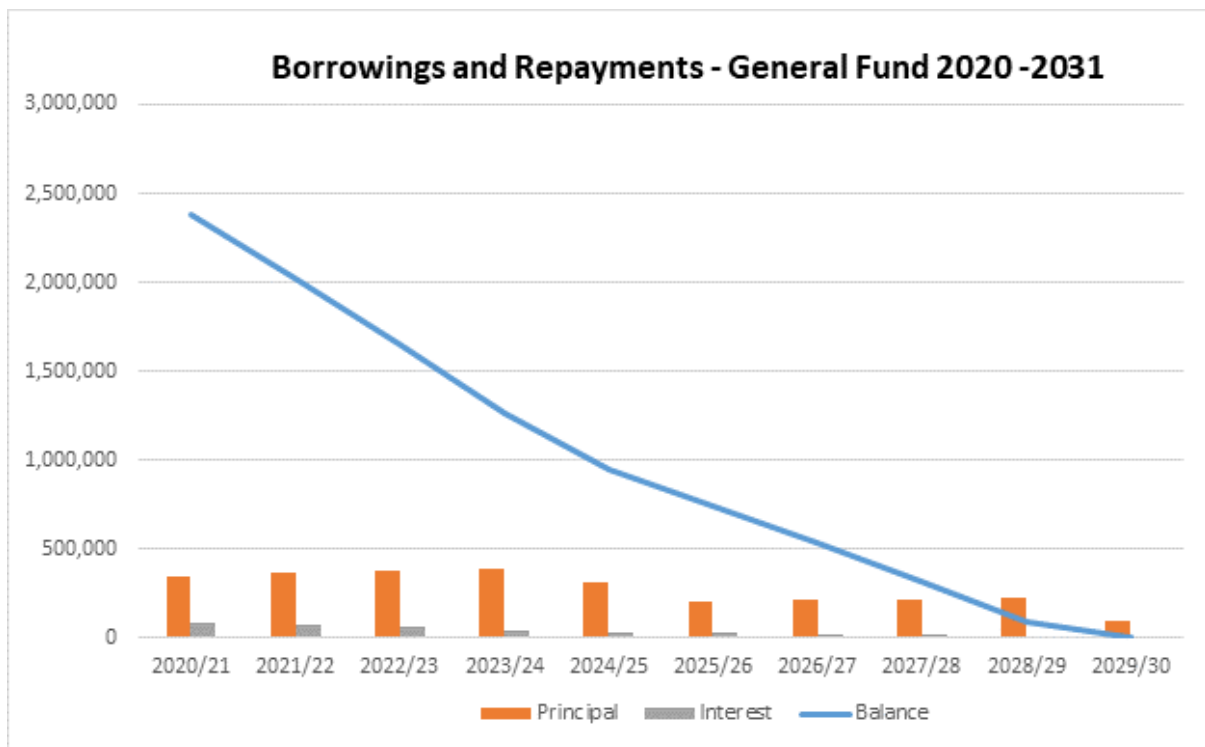
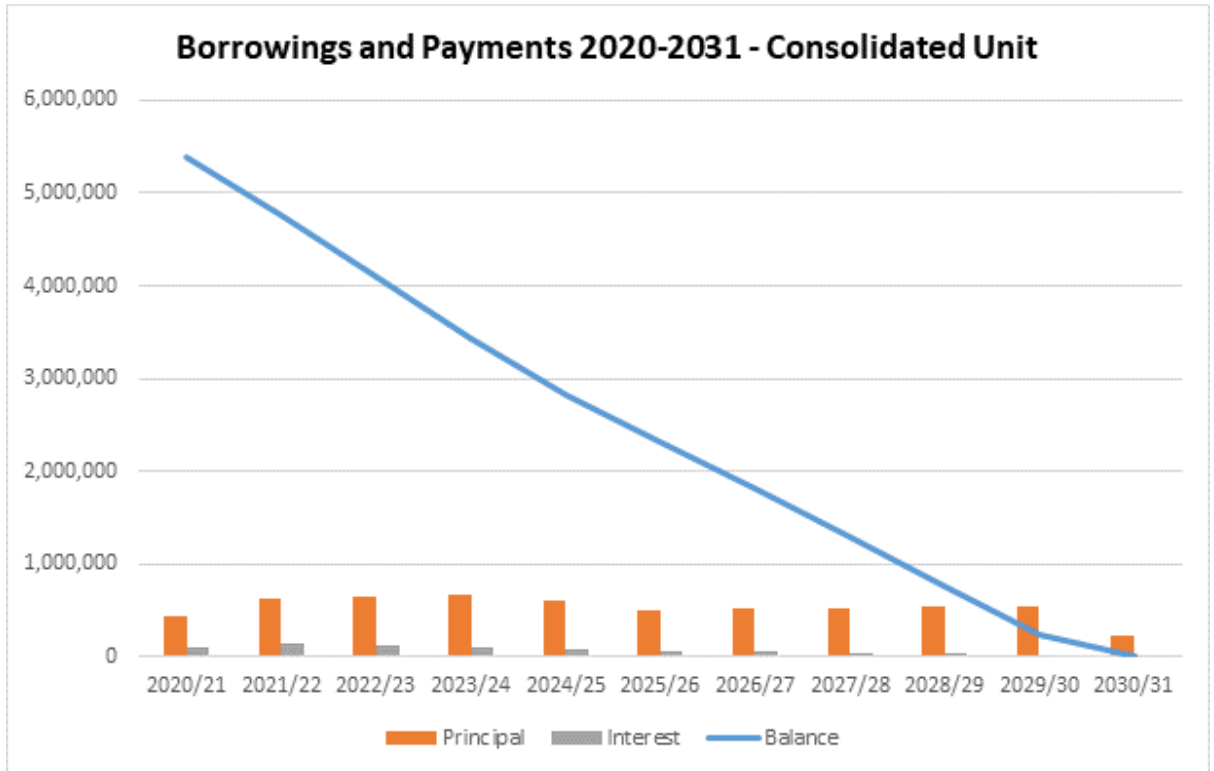
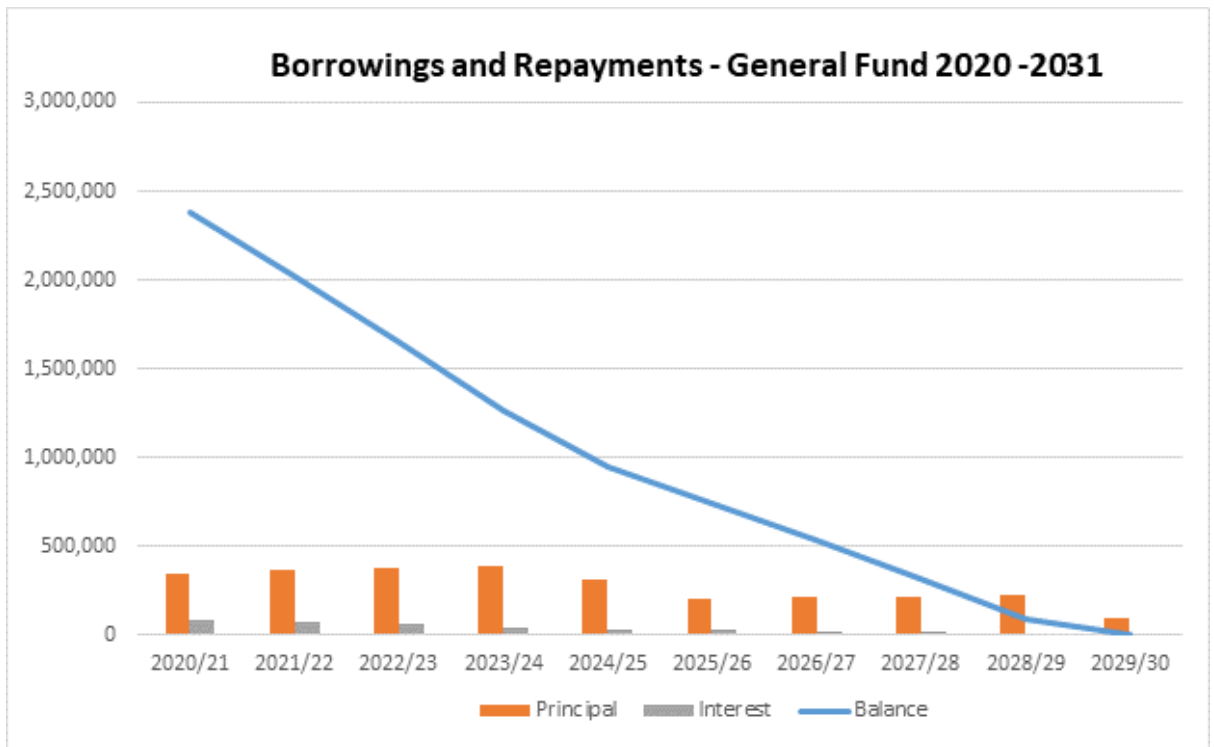


Chart 4 below shows the Council’s loans in its General Fund only. It does not any borrowings by the Water and Sewer funds.

**CHART 4: Outstanding Loans and Redemption – General Fund**



## Reserves

In this four year plan, the Council expects to maintain or increase its overall cash reserves. Table 12 lists the Council's cash reserves and balances from 2019 to 2024.

**Table 12: Projected Reserve Balances**

Reserve	BALANCE					
	June 2019	June 2020	June 2021	June 2022	June 2023	June 2024
<b>PLANT</b>	\$1,694,803	\$1,630,187	\$2,097,012	\$2,338,017	\$2,956,737	\$3,543,710
<b>WATER</b>	\$8,569,275	\$5,699,448	\$5,066,460	\$4,133,590	\$4,111,605	\$4,061,796
<b>SEWER</b>	\$6,725,554	\$2,876,981	\$3,294,955	\$3,939,974	\$4,960,661	\$6,155,548
<b>DOMESTIC WASTE</b>	\$3,923,910	\$3,930,812	\$4,206,810	\$4,485,047	\$4,819,203	\$5,166,975
<b>EMPLOYEE LEAVE</b>	\$388,800	\$388,800	\$388,800	\$388,800	\$388,800	\$388,800
<b>EARLY INT.</b>	\$-	\$-	\$-	\$-	\$-	\$-
<b>CAPITAL WORKS</b>	\$2,168,219	\$2,490,835	\$2,490,835	\$2,490,835	\$2,490,835	\$2,490,835
<b>CEMETERY</b>	\$-	\$-	\$-	\$-	\$-	\$-
<b>SALEYARDS</b>	\$79,817	\$470	\$470	\$470	\$470	\$470

<b>LEVEE BANK WORKS</b>	\$320,539	\$71,339	\$31,339	\$28,979	\$48,979	\$48,979
<b>TOURISM EVENTS</b>	\$84,179	\$74,202	\$74,202	\$74,202	\$74,202	\$74,202
<b>AERODROME</b>	\$281,579	\$331,579	\$381,579	\$431,579	\$481,579	\$531,579
<b>RISK MANAGEMENT</b>	\$316,989	\$362,944	\$412,944	\$462,944	\$512,944	\$562,944
<b>INFORMATION TECHNOLOGY</b>	\$450,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000

The Plant Replacement Reserve is projected to fluctuate over the four years to 2023/24 with the reserve building towards the end of the four year period.

The Water Supply Reserve will drop initially due to the water treatment plant replacement program, and then remain mostly static over the remaining period with growth in the reserve used to fund capital works.

The Sewer Reserve will continue to grow over the next four years with no large scale (\$1m and over) projects planned over this period, the drop in the fund is entirely related to internal loan funds provided to the Water and General funds.

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

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

The Capital Works Reserve is used as a source of funding for future capital

projects. This reserve is the Council's major source of funds where the Council sees an opportunity to seek grant funding for a project, or to assist in attracting a major development to the Shire. This reserve is generally funded through the development and sale of property such as the Finley Street subdivision and the Tocumwal industrial subdivision. This budget takes a conservative approach and assumes that there will be no property sales over the next four years. Any sale proceeds will be channelled back into the reserve as and when they occur.

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 Income and Expenditure Statement

<b>Berrigan Shire Council</b> <b>10 Year Financial Plan for the Years ending 30 June 2021</b> <b>INCOME STATEMENT - CONSOLIDATED</b> <b>Scenario: Base Case</b>			
	Actuals 2018/19	Current Year 2019/20	2020/21
	\$	\$	\$
<b>Income from Continuing Operations</b>			
<b>Revenue:</b>			
Rates & Annual Charges	10,235,000	10,348,884	10,532,575
User Charges & Fees	2,571,000	1,888,469	1,743,700
Interest & Investment Revenue	772,000	699,570	751,953
Other Revenues	1,217,000	1,235,392	575,503
Grants & Contributions provided for Operating Purposes	6,589,000	7,873,762	7,528,555
Grants & Contributions provided for Capital Purposes	3,569,000	7,915,455	982,083
<b>Other Income:</b>			
Net gains from the disposal of assets	-	265,695	-
Fair value increment on investment properties	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-
Reversal of impairment losses on receivables	-	-	-
Joint Ventures & Associated Entities	-	-	-
<b>Total Income from Continuing Operations</b>	<b>24,953,000</b>	<b>30,227,227</b>	<b>22,114,368</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	8,581,000	4,592,686	4,848,554
Borrowing Costs	53,000	71,360	186,075
Materials & Contracts	3,119,000	7,310,467	6,465,143
Depreciation & Amortisation	6,081,000	6,040,261	6,100,464
Impairment of investments	-	-	-
Impairment of receivables	-	-	-
Other Expenses	2,353,000	2,600,486	2,304,422
Interest & Investment Losses	-	-	-

## Projected Income and Expenditure Statement

Berrigan Shire Council 10 Year Financial Plan for the Years ending 30 June 2021 INCOME STATEMENT - CONSOLIDATED Scenario: Base Case	Actuals 2018/19	Current Year 2019/20	2020/21
	\$	\$	\$
Net Losses from the Disposal of Assets	651,000	-	-
Revaluation decrement/impairment of IPPE	-	-	-
Fair value decrement on investment properties	-	-	-
Joint Ventures & Associated Entities	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>20,838,000</b>	<b>20,615,261</b>	<b>19,904,657</b>
<b>Operating Result from Continuing Operations</b>	<b>4,115,000</b>	<b>9,611,966</b>	<b>2,209,711</b>
Discontinued Operations - Profit/(Loss)	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>4,115,000</b>	<b>9,611,966</b>	<b>2,209,711</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>546,000</b>	<b>1,696,511</b>	<b>1,227,629</b>

## Projected Balance Sheet

## Projected Balance Sheet

Berrigan Shire Council  
 10 Year Financial Plan for the years ending  
 30 June 2021  
**BALANCE SHEET – CONSOLIDATED**  
 Scenario: Base Case

**ASSETS****Current Assets**

Cash &amp; Cash Equivalents

Investments

Receivables

Inventories

Other

Non-current assets classified as "held for sale"

**Total Current Assets****Non-Current Assets**

Investments

Receivables

Inventories

Infrastructure, Property, Plant &amp; Equipment

Investments Accounted for using the equity method

Investment Property

Intangible Assets

Non-current assets classified as "held for sale"

Other

**Total Non-Current Assets****TOTAL ASSETS****LIABILITIES****Current Liabilities**

Bank Overdraft

Payables

Income received in advance

Borrowings

	<b>Actuals 2018/19 \$</b>	<b>Current Year 2019/20 \$</b>	<b>2020/21 \$</b>
Cash & Cash Equivalents	7,378,000	513,862	8,363,277
Investments	28,000,000	19,681,386	20,181,386
Receivables	1,753,000	1,759,831	1,603,623
Inventories	289,000	2,564,231	2,176,629
Other	37,000	159,269	137,015
Non-current assets classified as "held for sale"	-	-	-
<b>Total Current Assets</b>	<b>37,457,000</b>	<b>24,678,579</b>	<b>32,461,930</b>
Investments	-	-	-
Receivables	-	-	-
Inventories	185,000	47,674	47,674
Infrastructure, Property, Plant & Equipment	244,930,000	271,347,528	272,706,392
Investments Accounted for using the equity method	-	-	-
Investment Property	-	-	-
Intangible Assets	-	-	-
Non-current assets classified as "held for sale"	-	221,150	221,150
Other	-	-	-
<b>Total Non-Current Assets</b>	<b>245,115,000</b>	<b>271,616,352</b>	<b>272,975,216</b>
<b>TOTAL ASSETS</b>	<b>282,572,000</b>	<b>296,294,932</b>	<b>305,437,146</b>
Bank Overdraft	-	-	-
Payables	837,000	2,113,483	1,876,208
Income received in advance	235,000	332,759	268,196
Borrowings	161,000	438,095	1,179,188

## Projected Balance Sheet

**Berrigan Shire Council**  
**10 Year Financial Plan for the years ending**  
**30 June 2021**  
**BALANCE SHEET – CONSOLIDATED**  
**Scenario: Base Case**

Provisions  
 Liabilities associated with assets classified as "held for sale"

**Total Current Liabilities****Non-Current Liabilities**

Payables  
 Income received in advance  
 Borrowings  
 Provisions  
 Investments Accounted for using the equity method  
 Liabilities associated with assets classified as "held for sale"

**Total Non-Current Liabilities****TOTAL LIABILITIES****Net Assets****EQUITY**

Retained Earnings  
 Revaluation Reserves

Council Equity Interest  
 Minority Equity Interest

**Total Equity**

	<b>Actuals 2018/19 \$</b>	<b>Current Year 2019/20 \$</b>	<b>2020/21 \$</b>
Provisions	2,337,000	2,347,770	2,347,770
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Current Liabilities</b>	<b>3,570,000</b>	<b>5,232,108</b>	<b>5,671,363</b>
<b>Non-Current Liabilities</b>			
Payables	-	-	-
Income received in advance	-	-	-
Borrowings	833,000	3,292,628	9,785,876
Provisions	425,000	414,230	414,230
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
<b>Total Non-Current Liabilities</b>	<b>1,258,000</b>	<b>3,706,858</b>	<b>10,200,105</b>
<b>TOTAL LIABILITIES</b>	<b>4,828,000</b>	<b>8,938,966</b>	<b>15,871,468</b>
<b>Net Assets</b>	<b>277,744,000</b>	<b>287,355,966</b>	<b>289,615,678</b>
<b>EQUITY</b>			
Retained Earnings	118,423,000	128,034,966	130,294,678
Revaluation Reserves	159,321,000	159,321,000	159,321,000
	-	-	-
Council Equity Interest	277,744,000	287,355,966	289,565,678
Minority Equity Interest	-	-	-
<b>Total Equity</b>	<b>277,744,000</b>	<b>287,355,966</b>	<b>289,615,678</b>



## Projected Cash Flow Statement

## Projected Cash Flow Statement

**Berrigan Shire Council**  
**10 Year Financial Plan for the Years ending**  
**30 June 2021**  
**CASH FLOW STATEMENT – CONSOLIDATED**  
**Scenario: Base Case**

**Cash Flows from Operating Activities****Receipts:**

	<b>Actuals 2018/19 \$</b>	<b>Current Year 2019/20 \$</b>	<b>2020/21 \$</b>
Rates & Annual Charges	9,949,000	10,527,659	10,524,920
User Charges & Fees	3,254,000	2,040,088	1,781,376
Interest & Investment Revenue Received	708,000	826,600	739,471
Grants & Contributions	10,158,000	15,789,217	8,510,638
Bonds & Deposits Received	26,000	-	-
Other	1,988,000	868,895	649,610

**Payments:**

Employee Benefits & On-Costs	(8,584,000)	(4,693,494)	(4,831,235)
Materials & Contracts	(3,364,000)	(8,431,396)	(6,309,881)
Borrowing Costs	(46,000)	(71,360)	(186,075)
Bonds & Deposits Refunded	-	-	-
Other	(2,326,000)	(2,600,486)	(2,304,422)

**Net Cash provided (or used in) Operating Activities**

	11,763,000	14,255,723	8,574,403
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**Cash Flows from Investing Activities****Receipts:**

Sale of Investment Securities	-	8,318,614	-
Sale of Investment Property	-	-	-
Sale of Real Estate Assets	302,000	238,046	-
Sale of Infrastructure, Property, Plant & Equipment	282,000	519,481	414,000
Sale of non-current assets classified as "held for sale"	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-
Sale of Intangible Assets	-	-	-
Deferred Debtors Receipts	-	-	0
Sale of Disposal Groups	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-
Other Investing Activity Receipts	-	-	-

## Projected Cash Flow Statement

**Berrigan Shire Council**  
**10 Year Financial Plan for the Years ending**  
**30 June 2021**  
**CASH FLOW STATEMENT – CONSOLIDATED**  
**Scenario: Base Case**

**Payments:**

Purchase of Investment Securities	(2,000,000)	-	(500,000)
Purchase of Investment Property	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(8,542,000)	(32,932,725)	(7,783,327)
Purchase of Real Estate Assets	(238,000)	-	-
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**

	(10,196,000)	(23,856,584)	(7,959,327)
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**Cash Flows from Financing Activities****Receipts:**

Proceeds from Borrowings & Advances	-	3,000,000	8,000,000
Proceeds from Finance Leases	-	-	-
Other Financing Activity Receipts	-	-	-

**Payments:**

Repayment of Borrowings & Advances	(156,000)	(263,276)	(765,661)
Repayment of Finance Lease Liabilities	-	-	-
Distributions to Minority Interests	-	-	-
Other Financing Activity Payments	-	-	-

**Net Cash Flow provided (used in) Financing Activities**

	(156,000)	2,736,724	7,234,339
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**Net Increase/(Decrease) in Cash & Cash Equivalents**

	1,411,000	(6,864,138)	7,849,415
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**plus: Cash, Cash Equivalents & Investments - beginning of year**

	5,967,000	7,378,000	513,862
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**Cash & Cash Equivalents - end of the year**

	<b>7,378,000</b>	<b>513,862</b>	<b>8,,363,277</b>
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## Projected Cash Flow Statement

**Berrigan Shire Council**  
**10 Year Financial Plan for the Years ending**  
**30 June 2021**  
**CASH FLOW STATEMENT – CONSOLIDATED**  
**Scenario: Base Case**

	<b>Actuals 2018/19 \$</b>	<b>Current Year 2019/20 \$</b>	<b>2020/21 \$</b>
Cash & Cash Equivalents - end of the year	7,378,000	513,862	8,363,277
Investments - end of the year	28,000,000	19,681,386	20,181,386
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>35,378,000</b>	<b>20,195,248</b>	<b>28,544,663</b>
<b>Representing:</b>			
- External Restrictions	21,353,000	17,555,682	18,314,533
- Internal Restrictions	5,784,925	5,843,961	6,150,786
- Unrestricted	8,240,075	<b>(3,204,394)</b>	4,079,344
	<b>35,378,000</b>	<b>20,195,248</b>	<b>28,544,663</b>

# Annual Budget & Capital Works

### CAPITAL WORKS PLAN SUMMARY 2020-21

		FINAL ADOPTED 2019- 20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	2022-23	2023-24	2024-25
<b>Grand Total</b>		<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>
<b>AERODROME</b>								
	AERODROME EXPENDITURE	(50,000)	(50,000)	(350,000)	(50,000)	(50,000)	(50,000)	(50,000)
	AERODROME INCOME	-	-	150,000	-	-	-	-
<b>AERODROME Total</b>		<b>(50,000)</b>	<b>(50,000)</b>	<b>(200,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>
<b>BUSINESS DEVELOPMENT</b>								
	BUSINESS DEVELOPMENT EXPENDITURE	(177,500)	-	-	-	-	-	-
	BUSINESS DEVELOPMENT INCOME	484,380	-	-	-	-	-	-
<b>BUSINESS DEVELOPMENT Total</b>		<b>306,880</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CARAVAN PARK</b>								
	CARAVAN PARK EXPENDITURE	(7,500)	-	-	-	-	-	-
<b>CARAVAN PARK Total</b>		<b>(7,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CEMETERIES</b>								
	CEMETERIES EXPENDITURE	-	(5,000)	(5,000)	-	(5,000)	-	(5,000)
<b>CEMETERIES Total</b>		<b>-</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>-</b>	<b>(5,000)</b>	<b>-</b>	<b>(5,000)</b>
<b>COMMUNITY AMENITIES</b>								
	COMMUNITY AMENITIES EXPENDITURE	(1,980,000)	-	(8,000)	-	-	-	-
	COMMUNITY AMENITIES INCOME	1,900,000	-	-	-	-	-	-
<b>COMMUNITY AMENITIES Total</b>		<b>(80,000)</b>	<b>-</b>	<b>(8,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CORPORATE SERVICES</b>								
	CORPORATE SERVICES EXPENDITURE	(74,295)	(19,000)	(19,000)	-	-	-	-
	CORPORATE SERVICES INCOME	-	-	-	-	-	-	-
<b>CORPORATE SERVICES Total</b>		<b>(74,295)</b>	<b>(19,000)</b>	<b>(19,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DEPOT</b>								
	DEPOT EXPENDITURE	(15,000)	(180,000)	-	-	(180,000)	-	-
<b>DEPOT Total</b>		<b>(15,000)</b>	<b>(180,000)</b>	<b>-</b>	<b>-</b>	<b>(180,000)</b>	<b>-</b>	<b>-</b>
<b>DOMESTIC WASTE</b>								
	DOMESTIC WASTE EXPENDITURE	(124,000)	(15,000)	(15,000)	(99,000)	(70,000)	(84,000)	-
	DOMESTIC WASTE INCOME	100,000	-	-	65,000	70,000	75,000	75,000
<b>DOMESTIC WASTE Total</b>		<b>(24,000)</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>(34,000)</b>	<b>-</b>	<b>(9,000)</b>	<b>75,000</b>
<b>DRAINAGE</b>								
	DRAINAGE EXPENDITURE	(77,000)	(22,000)	(302,000)	(47,000)	(15,000)	-	(164,000)
<b>DRAINAGE Total</b>		<b>(77,000)</b>	<b>(22,000)</b>	<b>(302,000)</b>	<b>(47,000)</b>	<b>(15,000)</b>	<b>-</b>	<b>(164,000)</b>
<b>EMERGENCY SERVICES</b>								
	EMERGENCY SERVICES EXPENDITURE	-	-	-	-	-	-	-
<b>EMERGENCY SERVICES Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>HOUSING</b>								

		FINAL ADOPTED 2019- 20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	2022-23	2023-24	2024-25
<b>Grand Total</b>		<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>
<b>HOUSING</b>								
	HOUSING EXPENDITURE	-	-	-	-	-	-	-
	<b>HOUSING Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>LEVEE BANKS</b>								
	LEVEE BANK EXPENDITURE	(260,000)	(320,000)	(300,000)	(207,360)	(50,000)	(340,000)	(50,000)
	LEVEE BANK INCOME	260,000	430,000	298,571	157,360	-	210,000	-
	<b>LEVEE BANKS Total</b>	<b>-</b>	<b>110,000</b>	<b>(1,429)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(130,000)</b>	<b>(50,000)</b>
<b>LIBRARIES</b>								
	LIBRARIES EXPENDITURE	(5,000)	-	(15,000)	-	-	-	-
	LIBRARIES INCOME	-	-	-	-	-	-	-
	<b>LIBRARIES Total</b>	<b>(5,000)</b>	<b>-</b>	<b>(15,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>MINOR PLANT</b>								
	MINOR PLANT PURCHASE	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
	<b>MINOR PLANT Total</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>
<b>MOTOR VEHICLE</b>								
	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
	<b>MOTOR VEHICLE Total</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>
<b>PUBLIC HALLS</b>								
	PUBLIC HALLS EXPENDITURE	(360,000)	-	(15,000)	-	-	-	-
	PUBLIC HALLS INCOME	126,666	-	-	-	-	-	-
	<b>PUBLIC HALLS Total</b>	<b>(233,334)</b>	<b>-</b>	<b>(15,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PUBLIC HEALTH &amp; SAFETY</b>								
	PUBLIC HEALTH & SAFETY INCOME	-	-	-	-	-	-	-
	PUBLIC HEALTH & SAFETY EXPENDITURE	(120,000)	-	-	-	-	-	-
	<b>PUBLIC HEALTH &amp; SAFETY Total</b>	<b>(120,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PUBLIC WORKS</b>								
	PUBLIC WORKS PLANT INCOME	246,500	245,000	245,000	190,000	70,500	81,000	71,000
	PUBLIC WORKS PLANT PURCHASE	(1,140,000)	(532,000)	(532,000)	(720,000)	(240,000)	(300,000)	(285,000)
	PUBLIC WORKS UTILITY INCOME	39,000	39,000	39,000	39,000	40,000	40,000	40,000
	PUBLIC WORKS UTILITY PURCHASE	(68,750)	(68,750)	(68,750)	(68,750)	(70,000)	(70,000)	(70,000)
	<b>PUBLIC WORKS Total</b>	<b>(923,250)</b>	<b>(316,750)</b>	<b>(316,750)</b>	<b>(559,750)</b>	<b>(199,500)</b>	<b>(249,000)</b>	<b>(244,000)</b>
<b>RECREATION</b>								
	PARKS & RECREATION EXPENDITURE	(489,478)	-	-	-	-	-	-
	PARKS & RECREATION INCOME	489,478	-	-	-	-	-	-
	RECREATION RESERVES EXPENDITURE	(561,111)	-	(34,860)	-	-	-	-
	RECREATION RESERVES INCOME	557,111	-	6,520	-	-	-	-
	SWIMMING POOLS EXPENDITURE	(395,355)	-	-	-	-	-	-
	SWIMMING POOLS INCOME	395,355	-	-	-	-	-	-
	<b>RECREATION Total</b>	<b>(4,000)</b>	<b>-</b>	<b>(28,340)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	FINAL ADOPTED 2019- 20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	2022-23	2023-24	2024-25
<b>Grand Total</b>	<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>
<b>SALEYARDS</b>							
SALEYARDS EXPENDITURE	(213,690)	-	-	-	-	-	-
SALEYARDS INCOME	-	-	-	-	-	-	-
<b>SALEYARDS Total</b>	<b>(213,690)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SEWERAGE</b>							
SEWERAGE EXPENDITURE	(3,497,800)	(1,015,000)	(945,000)	(710,000)	(395,000)	(290,000)	(310,000)
SEWERAGE INCOME	172,800	-	60,000	-	-	-	-
<b>SEWERAGE Total</b>	<b>(3,325,000)</b>	<b>(1,015,000)</b>	<b>(885,000)</b>	<b>(710,000)</b>	<b>(395,000)</b>	<b>(290,000)</b>	<b>(310,000)</b>
<b>SHIRE ROADS</b>							
FOOTPATHS EXPENDITURE	(216,000)	(148,000)	(168,000)	(95,000)	(70,000)	(60,000)	(60,000)
FOOTPATHS INCOME	27,500	48,000	48,000	35,000	-	-	-
R2R GRANT	877,527	877,527	1,316,291	877,527	877,527	877,527	877,527
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	(1,039,750)	(920,000)	(915,174)	(890,000)	(930,000)	(2,030,000)	(1,125,000)
RURAL ROADS CONSTRUCTION INCOME	-	-	-	-	-	-	-
RURAL ROADS SEALED - RESEALS EXPENDITURE	(333,949)	(336,000)	(259,000)	(404,750)	(586,000)	(463,000)	(390,000)
RURAL ROADS SEALED - RESEALS INCOME	-	-	-	-	-	-	-
RURAL ROADS UNSEALED - RESHEET EXPENDITURE	(583,000)	(439,000)	(439,000)	(356,000)	(310,100)	(287,831)	(292,500)
RURAL ROADS UNSEALED - RESHEET INCOME	-	-	-	-	-	-	-
TOWNSCAPE WORKS EXPENDITURE	(130,000)	(150,000)	(50,000)	(50,000)	(50,000)	(100,000)	(50,000)
TOWNSCAPE WORKS INCOME	-	-	-	-	-	-	-
URBAN ROADS - RESEALS EXPENDITURE	(196,722)	(193,500)	(140,500)	(190,540)	(186,000)	(192,500)	(206,300)
URBAN ROADS CONSTRUCTION EXPENDITURE	(456,260)	(109,000)	(330,000)	(73,000)	(25,000)	(120,000)	(343,000)
URBAN ROADS CONSTRUCTION INCOME	136,580	-	-	-	-	-	-
<b>SHIRE ROADS Total</b>	<b>(1,914,074)</b>	<b>(1,369,973)</b>	<b>(937,384)</b>	<b>(1,146,763)</b>	<b>(1,279,573)</b>	<b>(2,375,804)</b>	<b>(1,589,273)</b>
<b>TOURISM SERVICES</b>							
TOURISM SERVICES EXPENDITURE	-	-	-	-	-	-	-
TOURISM SERVICES INCOME	-	-	-	-	-	-	-
<b>TOURISM SERVICES Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOWN PROJECTS</b>							
KERB & GUTTER EXPENDITURE	(219,200)	(75,000)	(185,000)	(211,000)	(63,000)	-	(65,000)
KERB & GUTTER INCOME	58,000	37,000	56,000	73,000	30,000	-	12,000
<b>TOWN PROJECTS Total</b>	<b>(161,200)</b>	<b>(38,000)</b>	<b>(129,000)</b>	<b>(138,000)</b>	<b>(33,000)</b>	<b>-</b>	<b>(53,000)</b>
<b>WATER</b>							
WATER EXPENDITURE	(10,719,000)	(134,000)	(842,000)	(1,172,000)	(272,000)	(272,000)	(670,000)
WATER INCOME	10,600,000	-	-	-	-	-	-
<b>WATER Total</b>	<b>(119,000)</b>	<b>(134,000)</b>	<b>(842,000)</b>	<b>(1,172,000)</b>	<b>(272,000)</b>	<b>(272,000)</b>	<b>(670,000)</b>
<b>Grand Total</b>	<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>

	FINAL ADOPTED 2019- 20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	2022-23	2023-24	2024-25
Grand Total	(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
<b>GENERAL FUND</b>	(3,818,463)	(2,128,723)	(2,214,903)	(2,248,513)	(2,035,073)	(3,036,804)	(2,303,273)
<b>WATER FUND</b>	(119,000)	(134,000)	(842,000)	(1,172,000)	(272,000)	(272,000)	(670,000)
<b>SEWER FUND</b>	(3,325,000)	(1,015,000)	(885,000)	(710,000)	(395,000)	(290,000)	(310,000)
	<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>



CAPITAL WORKS PLAN DETAIL 2020-21

Appendix "E"

	FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	2022-23	2023-24	2024-25
<b>Grand Total</b>	<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>
<b>AERODROME</b>							
<b>AERODROME INCOME</b>							
<b>TOCUMWAL</b>							
From Reserve	-	-	-	-	-	-	-
Aerodrome Fencing Grant	-	-	150,000	-	-	-	-
<b>TOCUMWAL Total</b>	-	-	<b>150,000</b>	-	-	-	-
<b>AERODROME INCOME Total</b>	-	-	150,000	-	-	-	-
<b>AERODROME EXPENDITURE</b>							
<b>TOCUMWAL</b>							
To Reserve	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Aerodrome fencing kangaroo proof fence	-	-	(300,000)	-	-	-	-
<b>TOCUMWAL Total</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(350,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>
<b>AERODROME EXPENDITURE Total</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(350,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>
<b>AERODROME Total</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(200,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(50,000)</b>
<b>DRAINAGE</b>							
<b>DRAINAGE EXPENDITURE</b>							
<b>BAROOGA</b>							
To be determined	-	-	-	-	-	-	-
Snell Rd - Arramagooka to McKinley	-	(1,000)	(1,000)	-	-	-	-
Snell Rd - Kamarooka to Chomley	-	(6,000)	(6,000)	-	-	-	-
<b>BAROOGA Total</b>	-	<b>(7,000)</b>	<b>(7,000)</b>	-	-	-	-
<b>BERRIGAN</b>							
Barooga St - Horsfall to Nangunia St	-	-	-	(35,000)	-	-	-
Denison St - Horsfall to Nangunia	(35,000)	-	-	-	-	-	-
Denison St - Horsfall to Orr St - West Side	-	-	-	-	-	-	-
Horsfall St - Jerilderie to Denison	-	-	-	-	-	-	(60,000)
Corcoran St - Drainage Improvements	-	-	-	-	-	-	(104,000)
<b>BERRIGAN Total</b>	<b>(35,000)</b>	-	-	<b>(35,000)</b>	-	-	<b>(164,000)</b>
<b>FINLEY</b>							
Tocumwal St Tuppal St to Wollamai St	-	-	-	-	-	-	-
Tongs St - Pipe drain in front of cemetery	-	-	-	-	-	-	-
Dawe Ave - Full length	-	-	(200,000)	-	-	-	-
<b>FINLEY Total</b>	-	-	<b>(200,000)</b>	-	-	-	-
<b>TOCUMWAL</b>							
Bruton St - Kerb connection	(15,000)	-	-	-	-	-	-
Brown St	-	-	-	-	-	-	-
Jerilderie St Nth - Connect to Bruton St	(10,000)	-	-	-	-	-	-
Hannah St - Calaway to end existing	(2,000)	-	-	-	-	-	-
Emily St - Lane 960 to Hennessy	-	-	-	(10,000)	-	-	-
Emily St - Falkiner to Hennessy (east)	-	-	-	(2,000)	-	-	-
Calaway St - Emily to Charlotte (bs)	-	-	-	-	(15,000)	-	-
Barooga St - Murray to Morris	-	-	(80,000)	-	-	-	-
<b>TOCUMWAL Total</b>	<b>(27,000)</b>	-	<b>(80,000)</b>	<b>(12,000)</b>	<b>(15,000)</b>	-	-
<b>UNGROUPED</b>							

		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		
					2022-23	2023-24	2024-25	
Grand Total		(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
	To be determined	-	-	-	-	-	-	-
	Replace Electrical cabinets	(15,000)	(15,000)	(15,000)	-	-	-	-
	<b>UNGROUPED Total</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>(15,000)</b>	-	-	-	-
	<b>DRAINAGE EXPENDITURE Total</b>	<b>(77,000)</b>	<b>(22,000)</b>	<b>(302,000)</b>	<b>(47,000)</b>	<b>(15,000)</b>	-	<b>(164,000)</b>
	<b>DRAINAGE Total</b>	<b>(77,000)</b>	<b>(22,000)</b>	<b>(302,000)</b>	<b>(47,000)</b>	<b>(15,000)</b>	-	<b>(164,000)</b>
	<b>LEVEE BANKS</b>							
	<b>LEVEE BANK INCOME</b>							
	<b>TOCUMWAL</b>							
	Transfer from Reserve - Jersey St - TOC Upgrades	160,000	-	-	-	-	-	-
	<b>TOCUMWAL Total</b>	<b>160,000</b>	-	-	-	-	-	-
	<b>UNGROUPED</b>							
	Transfer from Reserve	60,000	90,000	90,000	52,360	-	50,000	-
	Grant Funds	-	20,000	20,000	105,000	-	-	-
	Seppelts Income	20,000	160,000	-	-	-	160,000	-
	Flood Study	20,000	160,000	188,571	-	-	-	-
	<b>UNGROUPED Total</b>	<b>100,000</b>	<b>430,000</b>	<b>298,571</b>	<b>157,360</b>	-	<b>210,000</b>	-
	<b>LEVEE BANK INCOME Total</b>	<b>260,000</b>	<b>430,000</b>	<b>298,571</b>	<b>157,360</b>	-	<b>210,000</b>	-
	<b>LEVEE BANK EXPENDITURE</b>							
	<b>TOCUMWAL</b>							
	Jersey St - TOC Upgrades	(160,000)	-	-	-	-	-	-
	<b>TOCUMWAL Total</b>	<b>(160,000)</b>	-	-	-	-	-	-
	<b>UNGROUPED</b>							
	Transfer to Reserve	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	Levee 3 - 220M	-	-	-	-	-	-	-
	Levee 5 2260M	-	-	-	-	-	-	-
	Levee 1 - 10850-11412	-	(30,000)	(30,000)	(157,360)	-	-	-
	Seppelts Levee	(30,000)	(240,000)	-	-	-	(240,000)	-
	Tree removal Full length of levee	(20,000)	-	-	-	-	(50,000)	-
	Levee Works - Geotech	-	-	-	-	-	-	-
	Flood Study	-	-	(220,000)	-	-	-	-
	<b>UNGROUPED Total</b>	<b>(100,000)</b>	<b>(320,000)</b>	<b>(300,000)</b>	<b>(207,360)</b>	<b>(50,000)</b>	<b>(340,000)</b>	<b>(50,000)</b>
	<b>LEVEE BANK EXPENDITURE Total</b>	<b>(260,000)</b>	<b>(320,000)</b>	<b>(300,000)</b>	<b>(207,360)</b>	<b>(50,000)</b>	<b>(340,000)</b>	<b>(50,000)</b>
	<b>LEVEE BANKS Total</b>	<b>-</b>	<b>110,000</b>	<b>(1,429)</b>	<b>(50,000)</b>	<b>(50,000)</b>	<b>(130,000)</b>	<b>(50,000)</b>
	<b>TOWN PROJECTS</b>							
	<b>KERB &amp; GUTTER INCOME</b>							
	<b>BAROOGA</b>							
	Snell Rd - Arramagong to McKinley	-	2,000	2,000	-	-	-	-
	Snell Rd - Kamarooka to Chomley	-	35,000	35,000	-	-	-	-
	<b>BAROOGA Total</b>	<b>-</b>	<b>37,000</b>	<b>37,000</b>	-	-	-	-
	<b>BERRIGAN</b>							
	Barooga St - Horsfall to Nangunia St	-	-	-	28,000	-	-	-
	Nangunia St - Jerilderie to Barooga St	-	-	-	7,000	-	-	-
	Barooga St - Nangunia to Orr St	-	-	-	28,000	-	-	-
	Denison St - Horsfall to Orr St - West Side	-	-	-	-	-	-	-

		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		
					2022-23	2023-24	2024-25	
Grand Total		(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
	Horsfall St - Jerilderie to Denison	-	-	-	-	-	-	12,000
	<b>BERRIGAN Total</b>	-	-	-	<b>63,000</b>	-	-	<b>12,000</b>
	<b>FINLEY</b>							
	Dawe Ave Full Length	-	-	7,000	-	-	-	-
	<b>FINLEY Total</b>	-	-	<b>7,000</b>	-	-	-	-
	<b>TOCUMWAL</b>							
	Bruton St - End existing kerb to Bruce Birrell Dr	17,000	-	-	-	-	-	-
	Bruton St - Lane 961 to Parkes St - Sth side	20,000	-	-	-	-	-	-
	Hannah St - Calaway to end existing	6,000	-	-	-	-	-	-
	Emily St - Lane 960 to Hennessy	-	-	-	10,000	-	-	-
	Calaway St - Emily to Charlotte (bs)	-	-	-	-	30,000	-	-
	Jersey St - TOC Upgrades	15,000	-	-	-	-	-	-
	Barooga St - Murray to Morris	-	-	12,000	-	-	-	-
	<b>TOCUMWAL Total</b>	<b>58,000</b>	-	<b>12,000</b>	<b>10,000</b>	<b>30,000</b>	-	-
	<b>UNGROUPED</b>							
	To be determined	-	-	-	-	-	-	-
	<b>UNGROUPED Total</b>	-	-	-	-	-	-	-
	<b>KERB &amp; GUTTER INCOME Total</b>	<b>58,000</b>	<b>37,000</b>	<b>56,000</b>	<b>73,000</b>	<b>30,000</b>	-	<b>12,000</b>
	<b>KERB &amp; GUTTER EXPENDITURE</b>							
	<b>BAROOGA</b>							
	Snell Rd - Arramagong to McKinley	-	(12,000)	(12,000)	-	-	-	-
	Snell Rd - Kamarooka to Chomley	-	(63,000)	(63,000)	-	-	-	-
	<b>BAROOGA Total</b>	-	<b>(75,000)</b>	<b>(75,000)</b>	-	-	-	-
	<b>BERRIGAN</b>							
	Barooga St - Horsfall to Nangunia St	-	-	-	(60,000)	-	-	-
	Nangunia St - Jerilderie to Barooga St	-	-	-	(32,000)	-	-	-
	Barooga St - Nangunia to Orr St	-	-	-	(60,000)	-	-	-
	Denison St - Horsfall to Orr St - West Side	-	-	-	-	-	-	-
	Horsfall St - Jerilderie to Denison	-	-	-	-	-	-	(65,000)
	<b>BERRIGAN Total</b>	-	-	-	<b>(152,000)</b>	-	-	<b>(65,000)</b>
	<b>FINLEY</b>							
	Tocumwal St Tuppal St to Wollamai St	-	-	-	-	-	-	-
	Dawe Ave - Full length	-	-	(50,000)	-	-	-	-
	<b>FINLEY Total</b>	-	-	<b>(50,000)</b>	-	-	-	-
	<b>TOCUMWAL</b>							
	Deniliquin Rd - Replace brick K&G Cowley to Duff ST	-	-	-	-	-	-	-
	Bruton St - End existing kerb to Bruce Birrell Dr	(49,500)	-	-	-	-	-	-
	Bruton St - Lane 961 to Parkes St - Sth side	(70,000)	-	-	-	-	-	-
	Jerilderie St Nth - Connect to Bruton St	(22,500)	-	-	-	-	-	-
	Hannah St - Calaway to end existing	(22,000)	-	-	-	-	-	-
	Emily St - Lane 960 to Hennessy	-	-	-	(44,000)	-	-	-
	Emily St - Falkiner to Hennessy (east)	-	-	-	(15,000)	-	-	-
	Calaway St - Emily to Charlotte (bs)	-	-	-	-	(63,000)	-	-
	Jersey St - TOC Upgrades	(55,200)	-	-	-	-	-	-
	Barooga St - Murray to Morris	-	-	(60,000)	-	-	-	-
	<b>TOCUMWAL Total</b>	<b>(219,200)</b>	-	<b>(60,000)</b>	<b>(59,000)</b>	<b>(63,000)</b>	-	-

		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		2024-25
						2022-23	2023-24	
Grand Total		(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
	UNGROUPED							
	To be determined	-	-	-	-	-	-	-
	<b>UNGROUPED Total</b>	-	-	-	-	-	-	-
	KERB & GUTTER EXPENDITURE Total	(219,200)	(75,000)	(185,000)	(211,000)	(63,000)	-	(65,000)
	<b>TOWN PROJECTS Total</b>	(161,200)	(38,000)	(129,000)	(138,000)	(33,000)	-	(53,000)
	SEWERAGE							
	SEWERAGE INCOME							
	TOCUMWAL							
	Contribution - Toc Foreshore Committee - Grey water discharge			60,000	-	-	-	-
	<b>TOCUMWAL Total</b>			<b>60,000</b>	-	-	-	-
	UNGROUPED							
	Transfer from Reserve - Jersey St - TOC Upgrades	172,800	-	-	-	-	-	-
	<b>UNGROUPED Total</b>	<b>172,800</b>	-	-	-	-	-	-
	SEWERAGE INCOME Total	172,800	-	60,000	-	-	-	-
	SEWERAGE EXPENDITURE							
	BAROOGA							
	Desilt Primary Pond	-	(50,000)	-	-	-	-	-
	Other Minor Repairs / Replacements	(10,000)	(10,000)	-	-	-	-	-
	Upgrade Pump Station	(20,000)	(20,000)	-	-	(20,000)	-	(20,000)
	Replace Electrical cabinets	-	(15,000)	-	-	-	-	-
	<b>BAROOGA Total</b>	<b>(30,000)</b>	<b>(95,000)</b>	-	-	<b>(20,000)</b>	-	<b>(20,000)</b>
	BERRIGAN							
	Other Minor Repairs / Replacements	(20,000)	(20,000)	-	-	-	-	-
	Pond Fencing	(10,000)	(10,000)	-	-	-	-	-
	Sewer replacement	(30,000)	(30,000)	-	-	-	-	-
	Trickle Filter Arm Upgrade	-	-	-	-	(15,000)	-	-
	Fencing	-	(20,000)	-	-	-	-	-
	Refurbish irrigation area	-	-	-	-	-	-	-
	Replace Electrical cabinets	(15,000)	(15,000)	-	-	-	-	-
	Upgrade digester	(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)	-	-	-	-	-
	<b>BERRIGAN Total</b>	<b>(155,000)</b>	<b>(110,000)</b>	-	-	<b>(45,000)</b>	-	-
	FINLEY							
	Desilt Primary Pond	(80,000)	-	-	-	-	-	-
	Desilt sludge lagoon	-	-	-	-	-	-	-
	Gravel Pond Banks	(10,000)	(10,000)	-	-	-	-	-
	Other Minor Repairs / Replacements	(30,000)	(30,000)	-	-	-	-	-
	Pond Fencing	-	-	-	-	-	-	-
	Refurbish concrete work	-	-	-	(20,000)	(20,000)	-	-
	Truck wash AVDATA pump	-	-	-	-	-	-	-
	Upgrade Pump Station	(10,000)	(30,000)	(30,000)	-	-	-	-
	Replace Electrical cabinets	-	(15,000)	-	-	-	-	-
	New Inlet works	-	(250,000)	-	-	-	-	-
	Effluent recycling facility	-	-	-	(20,000)	-	-	-

		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		
					2022-23	2023-24	2024-25	
<b>Grand Total</b>		<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>
	Upgrade Digester	-	-	-	-	-	-	-
	Control Panel STP	-	-	-	-	-	-	-
	Odour investigation and mitigation	(50,000)	-	-	-	-	-	-
	<b>FINLEY Total</b>	<b>(180,000)</b>	<b>(335,000)</b>	<b>(30,000)</b>	<b>(40,000)</b>	<b>(20,000)</b>	-	-
<b>TOCUMWAL</b>								
	Other Minor Repairs / Replacements	(20,000)	(20,000)	-	-	-	-	-
	Refurbish concrete work	-	-	-	(20,000)	(20,000)	-	-
	Trickle Filter Arm Upgrade	-	-	-	-	-	-	-
	Sewer Main Relining	(100,000)	(100,000)	-	-	-	-	-
	New Drying Bed	(50,000)	(50,000)	-	-	-	-	-
	Fence Replacement	(20,000)	(20,000)	-	-	-	-	-
	Replace Mixer Unit	(20,000)	-	-	-	-	-	-
	Replace Electrical cabinets	-	(15,000)	-	-	-	-	-
	Jersey St - TOC Upgrades	(172,800)	-	-	-	-	-	-
	Construct new rising main from Hutsons Rd to PS9	-	-	(320,000)	-	-	-	-
	Town Beach - Grey water discharge system constructions	-	-	(125,000)	-	-	-	-
	<b>TOCUMWAL Total</b>	<b>(382,800)</b>	<b>(205,000)</b>	<b>(445,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>	-	-
<b>UNGROUPED</b>								
	Upgrade amenities at STP's	-	-	(30,000)	-	-	-	-
	Upgrade of Telemetry Sewer	-	(20,000)	(360,000)	(350,000)	-	-	-
	Sewer Pump Replacements	(30,000)	(30,000)	(30,000)	(30,000)	(40,000)	(40,000)	(40,000)
	Low Pressure Pump Replacements	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
	AC Main Renewals	(200,000)	(200,000)	-	(200,000)	(200,000)	(200,000)	(200,000)
	Loan to Water Fund	(1,500,000)	-	-	-	-	-	-
	Loan to General Fund	(1,000,000)	-	-	-	-	-	-
	Sewer Treatment Component Renewal / Improvement	-	-	(30,000)	(50,000)	(30,000)	(30,000)	(30,000)
	<b>UNGROUPED Total</b>	<b>(2,750,000)</b>	<b>(270,000)</b>	<b>(470,000)</b>	<b>(650,000)</b>	<b>(290,000)</b>	<b>(290,000)</b>	<b>(290,000)</b>
	<b>SEWERAGE EXPENDITURE Total</b>	<b>(3,497,800)</b>	<b>(1,015,000)</b>	<b>(945,000)</b>	<b>(710,000)</b>	<b>(395,000)</b>	<b>(290,000)</b>	<b>(310,000)</b>
	<b>SEWERAGE Total</b>	<b>(3,325,000)</b>	<b>(1,015,000)</b>	<b>(885,000)</b>	<b>(710,000)</b>	<b>(395,000)</b>	<b>(290,000)</b>	<b>(310,000)</b>
<b>WATER</b>								
	<b>WATER INCOME</b>							
	<b>BAROOGA</b>							
	BGA - Capital Works Water Loan LCL	4,000,000	-	-	-	-	-	-
	<b>BAROOGA Total</b>	<b>4,000,000</b>	-	-	-	-	-	-
	<b>BERRIGAN</b>							
	Grant Funds	-	-	-	-	-	-	-
	<b>BERRIGAN Total</b>	-	-	-	-	-	-	-
	<b>FINLEY</b>							
	Grant Funds	4,000,000	-	-	-	-	-	-
	FIN - Capital Works Water Loan from Sewer - Upgrade WTPs	2,600,000	-	-	-	-	-	-
	<b>FINLEY Total</b>	<b>6,600,000</b>	-	-	-	-	-	-
	<b>WATER INCOME Total</b>	<b>10,600,000</b>	-	-	-	-	-	-
	<b>WATER EXPENDITURE</b>							
	<b>BAROOGA</b>							
	Main water replacement	-	-	-	-	-	-	-
	Expansion of Barooga WTP	(4,000,000)	-	-	-	-	-	-

	FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		
					2022-23	2023-24	2024-25
<b>Grand Total</b>	<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>
Construct 1ML Filtered Water Reservoir	-	-	-	(800,000)	-	-	-
Paint exterior Water Towers	-	-	-	-	-	-	-
Provide air seperator at Treated/Raw cross connection point	-	-	(10,000)	-	-	-	-
Bga Rec Reserve Irrigation water supply	-	-	(110,000)	-	-	-	-
Compulsory Acquisition Land WTP	-	-	(400,000)	-	-	-	-
<b>BAROOGA Total</b>	<b>(4,000,000)</b>	<b>-</b>	<b>(520,000)</b>	<b>(800,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>BERRIGAN</b>							
Other Minor Repairs / Replacements	-	-	-	-	-	-	-
Water main replacement	-	-	-	-	-	-	-
WTP Fence Replacement	(20,000)	-	-	-	-	-	-
Static Mixer (100mm)	-	-	-	-	-	-	-
Upgrade Treatmetn Process (DAFF)	-	-	-	-	-	-	-
Construct laboratory room	-	-	(30,000)	-	-	-	-
Provide air seperator at Treated/Raw cross connection point	-	-	(10,000)	-	-	-	-
<b>BERRIGAN Total</b>	<b>(20,000)</b>	<b>-</b>	<b>(40,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FINLEY</b>							
Water main reticulation	-	-	-	-	-	-	-
WTP Fence Replacement	(15,000)	-	-	-	-	-	-
Upgrade Treatment Process (DAFF)	(6,600,000)	-	-	-	-	-	-
Construct Raw Water Trunk Main to Tongs St	-	-	-	-	-	-	(400,000)
Major Repair FIN Water Tower Leak	-	-	-	-	-	-	-
Provide air seperator at Treated/Raw cross connection point	-	-	(10,000)	-	-	-	-
<b>FINLEY Total</b>	<b>(6,615,000)</b>	<b>-</b>	<b>(10,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(400,000)</b>
<b>TOCUMWAL</b>							
Chlorine Dosing system	(20,000)	-	-	-	-	-	-
Other Minor Repairs / Replacements	-	-	-	-	-	-	-
Refurbish no#1 floc tank	-	-	-	-	-	-	-
Replace compressor	(20,000)	-	-	-	-	-	-
Water main replacement	-	-	-	-	-	-	-
Upgrade Chemical dosing system	-	(50,000)	-	-	-	-	-
Upgrade WTP, Pump Station and Flouridation plant	-	-	-	-	-	-	-
Construct bypass line to direct backwash to head of plant	-	-	(30,000)	-	-	-	-
<b>TOCUMWAL Total</b>	<b>(40,000)</b>	<b>(50,000)</b>	<b>(30,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>UNGROUPED</b>							
Chemical Pump replacement	(10,000)	(10,000)	-	-	-	-	-
Major Pump Replacement	-	(40,000)	-	-	-	-	-
Office Equip / Furniture	(2,000)	(2,000)	-	-	-	-	-
Meter / cybal replacement	-	-	-	-	-	-	-
WHS Upgrades	-	-	-	-	-	-	-
Telemetry Upgrade	-	-	-	-	-	-	-
Water Laboratory equipment	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	-
Automation for Quality Control	-	-	(150,000)	(100,000)	-	-	-
Replacement of AC Watermains	(20,000)	(20,000)	(20,000)	(200,000)	(200,000)	(200,000)	(200,000)
Other minor watermain renewals	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Water Treatment Component Renewal/Improvement	-	-	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
<b>UNGROUPED Total</b>	<b>(44,000)</b>	<b>(84,000)</b>	<b>(242,000)</b>	<b>(372,000)</b>	<b>(272,000)</b>	<b>(272,000)</b>	<b>(270,000)</b>
<b>WATER EXPENDITURE Total</b>	<b>(10,719,000)</b>	<b>(134,000)</b>	<b>(842,000)</b>	<b>(1,172,000)</b>	<b>(272,000)</b>	<b>(272,000)</b>	<b>(670,000)</b>
<b>WATER Total</b>	<b>(119,000)</b>	<b>(134,000)</b>	<b>(842,000)</b>	<b>(1,172,000)</b>	<b>(272,000)</b>	<b>(272,000)</b>	<b>(670,000)</b>

		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E" 2022-23	2023-24	2024-25
<b>Grand Total</b>		<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>
<b>MOTOR VEHICLE</b>								
MOTOR VEHICLE SALES								
		UNGROUPED						
Motor vehicle sales		130,000	130,000	130,000	130,000	130,000	130,000	130,000
<b>UNGROUPED Total</b>		<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>
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)
<b>UNGROUPED Total</b>		<b>(320,000)</b>	<b>(320,000)</b>	<b>(320,000)</b>	<b>(320,000)</b>	<b>(320,000)</b>	<b>(320,000)</b>	<b>(320,000)</b>
MOTOR VEHICLE PURCHASES Total		(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
<b>MOTOR VEHICLE Total</b>		<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>	<b>(190,000)</b>
<b>PUBLIC WORKS</b>								
PUBLIC WORKS UTILITY PURCHASE								
		UNGROUPED						
Public Works Utility Purchase		(68,750)	(68,750)	(68,750)	(68,750)	(70,000)	(70,000)	(70,000)
<b>UNGROUPED Total</b>		<b>(68,750)</b>	<b>(68,750)</b>	<b>(68,750)</b>	<b>(68,750)</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>(70,000)</b>
PUBLIC WORKS UTILITY PURCHASE Total		(68,750)	(68,750)	(68,750)	(68,750)	(70,000)	(70,000)	(70,000)
PUBLIC WORKS UTILITY INCOME								
		UNGROUPED						
Public Works Utility Sales		39,000	39,000	39,000	39,000	40,000	40,000	40,000
<b>UNGROUPED Total</b>		<b>39,000</b>	<b>39,000</b>	<b>39,000</b>	<b>39,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
PUBLIC WORKS UTILITY INCOME Total		39,000	39,000	39,000	39,000	40,000	40,000	40,000
PUBLIC WORKS PLANT PURCHASE								
		UNGROUPED						
Public Works Plant Purchase		(1,140,000)	(532,000)	(532,000)	(720,000)	(240,000)	(300,000)	(285,000)
<b>UNGROUPED Total</b>		<b>(1,140,000)</b>	<b>(532,000)</b>	<b>(532,000)</b>	<b>(720,000)</b>	<b>(240,000)</b>	<b>(300,000)</b>	<b>(285,000)</b>
PUBLIC WORKS PLANT PURCHASE Total		(1,140,000)	(532,000)	(532,000)	(720,000)	(240,000)	(300,000)	(285,000)
PUBLIC WORKS PLANT INCOME								
		UNGROUPED						
Public Works Plant Sales		246,500	245,000	245,000	190,000	70,500	81,000	71,000
<b>UNGROUPED Total</b>		<b>246,500</b>	<b>245,000</b>	<b>245,000</b>	<b>190,000</b>	<b>70,500</b>	<b>81,000</b>	<b>71,000</b>
PUBLIC WORKS PLANT INCOME Total		246,500	245,000	245,000	190,000	70,500	81,000	71,000
<b>PUBLIC WORKS Total</b>		<b>(923,250)</b>	<b>(316,750)</b>	<b>(316,750)</b>	<b>(559,750)</b>	<b>(199,500)</b>	<b>(249,000)</b>	<b>(244,000)</b>
<b>MINOR PLANT</b>								
MINOR PLANT PURCHASE								
		UNGROUPED						
Minor Plant Purchase		(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
<b>UNGROUPED Total</b>		<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>
MINOR PLANT PURCHASE Total		(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)

		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		2024-25
						2022-23	2023-24	
Grand Total		(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
<b>MINOR PLANT Total</b>		<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>	<b>(33,000)</b>
<b>DOMESTIC WASTE</b>								
DOMESTIC WASTE INCOME								
BERRIGAN								
	Transfer from Reserve	100,000	-	-	65,000	70,000	75,000	75,000
	<b>BERRIGAN Total</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>65,000</b>	<b>70,000</b>	<b>75,000</b>	<b>75,000</b>
DOMESTIC WASTE INCOME Total		100,000	-	-	65,000	70,000	75,000	75,000
DOMESTIC WASTE EXPENDITURE								
BERRIGAN								
	New Landfill hole	-	-	-	(65,000)	(70,000)	(75,000)	-
	New Mesh Fence 3.6m	(15,000)	(15,000)	(15,000)	(15,000)	-	-	-
	Rehabilitation of exhausted landfill areas	-	-	-	(10,000)	-	-	-
	Crushed rock for tracks	(4,000)	-	-	(4,000)	-	(4,000)	-
	Compulsory Acquisition Crown Land	(100,000)	-	-	-	-	-	-
	<b>BERRIGAN Total</b>	<b>(119,000)</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>(94,000)</b>	<b>(70,000)</b>	<b>(79,000)</b>	<b>-</b>
FINLEY								
	Rehabilitation of exhausted landfill areas	-	-	-	-	-	-	-
	<b>FINLEY Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
TOCUMWAL								
	New Fence	-	-	-	-	-	-	-
	Construct Transfer Station Tocumwal	-	-	-	-	-	-	-
	<b>TOCUMWAL Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
UNGROUPED								
	Purchase of Bins	(5,000)	-	-	(5,000)	-	(5,000)	-
	<b>UNGROUPED Total</b>	<b>(5,000)</b>	<b>-</b>	<b>-</b>	<b>(5,000)</b>	<b>-</b>	<b>(5,000)</b>	<b>-</b>
DOMESTIC WASTE EXPENDITURE Total		(124,000)	(15,000)	(15,000)	(99,000)	(70,000)	(84,000)	-
<b>DOMESTIC WASTE Total</b>		<b>(24,000)</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>(34,000)</b>	<b>-</b>	<b>(9,000)</b>	<b>75,000</b>
<b>LIBRARIES</b>								
LIBRARIES INCOME								
TOCUMWAL								
	SCCF - Library Extension Grant	-	-	-	-	-	-	-
	PLIGP - Library	-	-	-	-	-	-	-
	<b>TOCUMWAL Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
LIBRARIES INCOME Total		-	-	-	-	-	-	-
LIBRARIES EXPENDITURE								
BAROOGA								
	Painting	-	-	-	-	-	-	-
	<b>BAROOGA Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
BERRIGAN								
	To be determined	-	-	-	-	-	-	-
	<b>BERRIGAN Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		2024-25
						2022-23	2023-24	
<b>Grand Total</b>		<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>
<b>LIBRARIES EXPENDITURE</b>								
	<b>FINLEY</b>							
	Repairs Carpark	(5,000)	-	(15,000)	-	-	-	-
	<b>FINLEY Total</b>	<b>(5,000)</b>	<b>-</b>	<b>(15,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOCUMWAL</b>							
	SCCF - Extension	-	-	-	-	-	-	-
	Library Refurbishment	-	-	-	-	-	-	-
	<b>TOCUMWAL Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>LIBRARIES EXPENDITURE Total</b>	<b>(5,000)</b>	<b>-</b>	<b>(15,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>LIBRARIES Total</b>	<b>(5,000)</b>	<b>-</b>	<b>(15,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CORPORATE SERVICES</b>								
	<b>CORPORATE SERVICES INCOME</b>							
	<b>UNGROUPED</b>							
	To be determined	-	-	-	-	-	-	-
	<b>UNGROUPED Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>CORPORATE SERVICES INCOME Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>CORPORATE SERVICES EXPENDITURE</b>							
	<b>BAROOGA</b>							
	To be determined	-	-	-	-	-	-	-
	<b>BAROOGA Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>BERRIGAN</b>							
	Asset Software Project	-	-	-	-	-	-	-
	Office Split system airconditioning	(6,000)	-	-	-	-	-	-
	Records Management Proposal	(53,295)	-	-	-	-	-	-
	Upgrade Telephone System	(15,000)	(19,000)	(19,000)	-	-	-	-
	<b>BERRIGAN Total</b>	<b>(74,295)</b>	<b>(19,000)</b>	<b>(19,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>FINLEY</b>							
	To be determined	-	-	-	-	-	-	-
	<b>FINLEY Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOCUMWAL</b>							
	To be determined	-	-	-	-	-	-	-
	<b>TOCUMWAL Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>CORPORATE SERVICES EXPENDITURE Total</b>	<b>(74,295)</b>	<b>(19,000)</b>	<b>(19,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>CORPORATE SERVICES Total</b>	<b>(74,295)</b>	<b>(19,000)</b>	<b>(19,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>COMMUNITY AMENITIES</b>								
	<b>COMMUNITY AMENITIES INCOME</b>							
	<b>FINLEY</b>							
	LCLI Growing Local Housing Loan	1,000,000	-	-	-	-	-	-
	<b>FINLEY Total</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>UNGROUPED</b>							
	Loan from Sewer Fund to General Fund - MRE Scope Change	900,000	-	-	-	-	-	-
	<b>UNGROUPED Total</b>	<b>900,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		2024-25
						2022-23	2023-24	
<b>Grand Total</b>		<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>
COMMUNITY AMENITIES INCOME Total		1,900,000	-	-	-	-	-	-
COMMUNITY AMENITIES EXPENDITURE								
BERRIGAN								
Hayes Park & Apex Park Upgrade		-	-	-	-	-	-	-
<b>BERRIGAN Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
FINLEY								
Repair / Replace Memorial Park Toilets		(80,000)	-	-	-	-	-	-
Railway Park Upgrade		(400,000)	-	-	-	-	-	-
Complete Lewis Cres Subdivision		(600,000)	-	-	-	-	-	-
Mary Lawsom Shed		-	-	(8,000)	-	-	-	-
<b>FINLEY Total</b>		<b>(1,080,000)</b>	<b>-</b>	<b>(8,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
UNGROUPED								
To be determined		(900,000)	-	-	-	-	-	-
<b>UNGROUPED Total</b>		<b>(900,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
COMMUNITY AMENITIES EXPENDITURE Total		(1,980,000)	-	(8,000)	-	-	-	-
<b>COMMUNITY AMENITIES Total</b>		<b>(80,000)</b>	<b>-</b>	<b>(8,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
HOUSING								
HOUSING EXPENDITURE								
BAROOGA								
To be determined		-	-	-	-	-	-	-
<b>BAROOGA Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
FINLEY								
To be determined		-	-	-	-	-	-	-
<b>FINLEY Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
HOUSING EXPENDITURE Total		-	-	-	-	-	-	-
<b>HOUSING Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
DEPOT								
DEPOT EXPENDITURE								
BAROOGA								
To be determined		-	-	-	-	-	-	-
<b>BAROOGA Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
BERRIGAN								
Depot Carport Repairs/Parking Shelter/cover sign area		-	-	-	-	-	-	-
Store and Depot redevelopment		-	(180,000)	-	-	(180,000)	-	-
Upgrade workshop equipment		(15,000)	-	-	-	-	-	-
<b>BERRIGAN Total</b>		<b>(15,000)</b>	<b>(180,000)</b>	<b>-</b>	<b>-</b>	<b>(180,000)</b>	<b>-</b>	<b>-</b>
FINLEY								
To be determined		-	-	-	-	-	-	-
<b>FINLEY Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
DEPOT EXPENDITURE Total		(15,000)	(180,000)	-	-	(180,000)	-	-
<b>DEPOT Total</b>		<b>(15,000)</b>	<b>(180,000)</b>	<b>-</b>	<b>-</b>	<b>(180,000)</b>	<b>-</b>	<b>-</b>

		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	2022-23	2023-24	2024-25
<b>Grand Total</b>		<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>
<b>PUBLIC HALLS</b>								
PUBLIC HALLS INCOME								
	BERRIGAN							
	Sec 355 Loan Proceeds Berrian War Memorial Hall C'ttee	13,333	-	-	-	-	-	-
	Sec 355 Contribution Berrian War Memorial Hall C'ttee	13,333	-	-	-	-	-	-
	<b>BERRIGAN Total</b>	<b>26,666</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	FINLEY							
	Fin School of Arts Refurb - Internal Loan Proceeds	100,000	-	-	-	-	-	-
	<b>FINLEY Total</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>PUBLIC HALLS INCOME Total</b>	<b>126,666</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
PUBLIC HALLS EXPENDITURE								
	BAROOGA							
	To be determined	-	-	-	-	-	-	-
	<b>BAROOGA Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	BERRIGAN							
	CWA Hall replace Front & side doors	(20,000)	-	-	-	-	-	-
	Memorial Hall Airconditioning & Stage works	(40,000)	-	-	-	-	-	-
	<b>BERRIGAN Total</b>	<b>(60,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	FINLEY							
	Fin School of Arts Refurb	(300,000)	-	-	-	-	-	-
	Fin School of Arts Front room	-	-	(15,000)	-	-	-	-
	<b>FINLEY Total</b>	<b>(300,000)</b>	<b>-</b>	<b>(15,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>PUBLIC HALLS EXPENDITURE Total</b>	<b>(360,000)</b>	<b>-</b>	<b>(15,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PUBLIC HALLS Total</b>		<b>(233,334)</b>	<b>-</b>	<b>(15,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EMERGENCY SERVICES</b>								
EMERGENCY SERVICES EXPENDITURE								
	BAROOGA							
	To be determined	-	-	-	-	-	-	-
	<b>BAROOGA Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	BERRIGAN							
	To be determined	-	-	-	-	-	-	-
	<b>BERRIGAN Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	FINLEY							
	To be determined	-	-	-	-	-	-	-
	<b>FINLEY Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	TOCUMWAL							
	To be determined	-	-	-	-	-	-	-
	<b>TOCUMWAL Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>EMERGENCY SERVICES EXPENDITURE Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EMERGENCY SERVICES Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Grand Total		(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
<b>TOURISM SERVICES</b>								
TOURISM SERVICES INCOME								
	UNGROUPED							
	To be determined	-	-	-	-	-	-	-
	<b>UNGROUPED Total</b>	-	-	-	-	-	-	-
TOURISM SERVICES INCOME Total		-	-	-	-	-	-	-
TOURISM SERVICES EXPENDITURE								
	BAROOGA							
	To be determined	-	-	-	-	-	-	-
	<b>BAROOGA Total</b>	-	-	-	-	-	-	-
	BERRIGAN							
	To be determined	-	-	-	-	-	-	-
	<b>BERRIGAN Total</b>	-	-	-	-	-	-	-
	FINLEY							
	To be determined	-	-	-	-	-	-	-
	<b>FINLEY Total</b>	-	-	-	-	-	-	-
	TOCUMWAL							
	To be determined	-	-	-	-	-	-	-
	<b>TOCUMWAL Total</b>	-	-	-	-	-	-	-
TOURISM SERVICES EXPENDITURE Total		-	-	-	-	-	-	-
<b>TOURISM SERVICES Total</b>		-	-	-	-	-	-	-
<b>CEMETERIES</b>								
CEMETERIES EXPENDITURE								
	BERRIGAN							
	Modular Toilet	-	-	-	-	-	-	-
	<b>BERRIGAN Total</b>	-	-	-	-	-	-	-
	TOCUMWAL							
	Modular Toilet	-	-	-	-	-	-	-
	<b>TOCUMWAL Total</b>	-	-	-	-	-	-	-
	UNGROUPED							
	Plinth Additions	-	(5,000)	(5,000)	-	(5,000)	-	(5,000)
	<b>UNGROUPED Total</b>	-	(5,000)	(5,000)	-	(5,000)	-	(5,000)
CEMETERIES EXPENDITURE Total		-	(5,000)	(5,000)	-	(5,000)	-	(5,000)
<b>CEMETERIES Total</b>		-	(5,000)	(5,000)	-	(5,000)	-	(5,000)
<b>RECREATION</b>								
SWIMMING POOLS INCOME								
	BERRIGAN							
	SCCF 2 -Upgrade ancillary Pool Facilities	395,355	-	-	-	-	-	-
	Grant - Treatment Plant	-	-	-	-	-	-	-
	<b>BERRIGAN Total</b>	<b>395,355</b>	-	-	-	-	-	-
	FINLEY							

		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		2024-25
						2022-23	2023-24	
Grand Total		(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
	Grant - Treatment Plant			-	-	-	-	-
	<b>FINLEY Total</b>			-	-	-	-	-
	SWIMMING POOLS INCOME Total	395,355	-	-	-	-	-	-
	SWIMMING POOLS EXPENDITURE							
	<b>BERRIGAN</b>							
	Painting of Pool	-	-	-	-	-	-	-
	SCCF 2- Upgrade ancillary Pool Facilities	(395,355)	-	-	-	-	-	-
	Replace Pool treatment plant	-	-	-	-	-	-	-
	<b>BERRIGAN Total</b>	<b>(395,355)</b>						
	<b>FINLEY</b>							
	Painting of Pool	-	-	-	-	-	-	-
	Refurbish Amenities Building & Carpark	-	-	-	-	-	-	-
	Replace Pool treatment plant	-	-	-	-	-	-	-
	<b>FINLEY Total</b>							
	<b>TOCUMWAL</b>							
	Refurbish interior	-	-	-	-	-	-	-
	<b>TOCUMWAL Total</b>							
	SWIMMING POOLS EXPENDITURE Total	(395,355)	-	-	-	-	-	-
	RECREATION RESERVES INCOME							
	<b>BERRIGAN</b>							
	SCCF - Replace and Upgrade Netball Courts	-	-	-	-	-	-	-
	SCCF - Contribution Replace and Upgrade Netball Courts	-	-	-	-	-	-	-
	SCCF2 - Sportground Scoreboard	59,570	-	-	-	-	-	-
	<b>BERRIGAN Total</b>	<b>59,570</b>						
	<b>FINLEY</b>							
	ORG Infrastructure Grant	-	-	-	-	-	-	-
	<b>FINLEY Total</b>							
	<b>TOCUMWAL</b>							
	SCCF2 - Redevelop Netball & Cricket facilities	497,541	-	-	-	-	-	-
	War memorial Hall Upgrade	-	-	6,520	-	-	-	-
	<b>TOCUMWAL Total</b>	<b>497,541</b>		<b>6,520</b>				
	RECREATION RESERVES INCOME Total	557,111	-	6,520	-	-	-	-
	RECREATION RESERVES EXPENDITURE							
	<b>BERRIGAN</b>							
	SCCF - Replace and Upgrade Netball Courts	-	-	-	-	-	-	-
	SCCF2 - Sportground Scoreboard	(59,570)	-	-	-	-	-	-
	Paint Sportsground rooms	-	-	(15,300)	-	-	-	-
	<b>BERRIGAN Total</b>	<b>(59,570)</b>		<b>(15,300)</b>				
	<b>FINLEY</b>							
	Finley Showground Changerooms	-	-	-	-	-	-	-
	<b>FINLEY Total</b>							
	<b>TOCUMWAL</b>							
	SCCF2 - Redevelop Netball & Cricket facilities	(497,541)	-	-	-	-	-	-

		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		
					2022-23	2023-24	2024-25	
<b>Grand Total</b>		<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>
	War memorial Hall Upgrade	-	-	(19,560)	-	-	-	-
	Replace Roof Cricket rooms	-	-	-	-	-	-	-
	Machinery Shed	-	-	-	-	-	-	-
	<b>TOCUMWAL Total</b>	<b>(497,541)</b>	-	<b>(19,560)</b>	-	-	-	-
	<b>VARIOUS</b>							
	Recreation Reserve Master Planning - all sites	(4,000)	-	-	-	-	-	-
	<b>VARIOUS Total</b>	<b>(4,000)</b>	-	-	-	-	-	-
	<b>RECREATION RESERVES EXPENDITURE Total</b>	<b>(561,111)</b>	-	<b>(34,860)</b>	-	-	-	-
	<b>PARKS &amp; RECREATION INCOME</b>							
	<b>BAROOGA</b>							
	SCCF - Challenge Playground	-	-	-	-	-	-	-
	SCCF - Challenge Playground Stage 2	489,478	-	-	-	-	-	-
	<b>BAROOGA Total</b>	<b>489,478</b>	-	-	-	-	-	-
	<b>FINLEY</b>							
	SCCF - Skate Park Improvements	-	-	-	-	-	-	-
	<b>FINLEY Total</b>	-	-	-	-	-	-	-
	<b>UNGROUPED</b>							
	SCCF - Stronger Country Communities Round 2	-	-	-	-	-	-	-
	<b>UNGROUPED Total</b>	-	-	-	-	-	-	-
	<b>PARKS &amp; RECREATION INCOME Total</b>	<b>489,478</b>	-	-	-	-	-	-
	<b>PARKS &amp; RECREATION EXPENDITURE</b>							
	<b>BAROOGA</b>							
	SCCF - Challenge Playground	-	-	-	-	-	-	-
	Russell Crt Open Space	-	-	-	-	-	-	-
	SCCF - Challenge Playground Stage 2	(489,478)	-	-	-	-	-	-
	<b>BAROOGA Total</b>	<b>(489,478)</b>	-	-	-	-	-	-
	<b>FINLEY</b>							
	SCCF -Skate Park Improvements	-	-	-	-	-	-	-
	<b>FINLEY Total</b>	-	-	-	-	-	-	-
	<b>TOCUMWAL</b>							
	To be determined	-	-	-	-	-	-	-
	<b>TOCUMWAL Total</b>	-	-	-	-	-	-	-
	<b>UNGROUPED</b>							
	SCCF - Stronger Country Communities Round 2	-	-	-	-	-	-	-
	<b>UNGROUPED Total</b>	-	-	-	-	-	-	-
	<b>PARKS &amp; RECREATION EXPENDITURE Total</b>	<b>(489,478)</b>	-	-	-	-	-	-
	<b>RECREATION Total</b>	<b>(4,000)</b>	-	<b>(28,340)</b>	-	-	-	-
	<b>SHIRE ROADS</b>							
	<b>URBAN ROADS CONSTRUCTION INCOME</b>							
	<b>BAROOGA</b>							
	To be determined	-	-	-	-	-	-	-
	<b>BAROOGA Total</b>	-	-	-	-	-	-	-

		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		2024-25
						2022-23	2023-24	
Grand Total		(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
BERRIGAN								
To be determined		-	-	-	-	-	-	-
<b>BERRIGAN Total</b>		-	-	-	-	-	-	-
FINLEY								
To be determined		-	-	-	-	-	-	-
<b>FINLEY Total</b>		-	-	-	-	-	-	-
TOCUMWAL								
Transfer from Works Reserve - Jersey St - TOC Upgrades		136,580	-	-	-	-	-	-
<b>TOCUMWAL Total</b>		<b>136,580</b>	-	-	-	-	-	-
URBAN ROADS CONSTRUCTION INCOME Total		136,580	-	-	-	-	-	-
URBAN ROADS CONSTRUCTION EXPENDITURE								
BAROOGA								
To be determined		-	-	-	-	-	-	-
Snell Rd - Arramagong to McKinley		-	(5,000)	(5,000)	-	-	-	-
Snell Rd - Kamarooka to Chomley		-	(80,000)	(80,000)	-	-	-	-
<b>BAROOGA Total</b>		-	<b>(85,000)</b>	<b>(85,000)</b>	-	-	-	-
BERRIGAN								
To be determined		-	-	-	-	-	-	-
Barooga St - Horsfall to Nangunia St		-	-	-	-	-	(40,000)	-
Nangunia St - Jerilderie to Barooga St		-	-	-	-	-	(16,000)	-
Barooga St - Nangunia to Orr St		-	-	-	-	-	(40,000)	-
Denison St - Horsfall to Orr St - West Side		-	-	-	-	-	-	(40,000)
Drohan St - Construct & Seal - Lysaght to Hayes		-	-	-	(50,000)	-	-	-
Horsfall St - Jerilderie to Denison		-	-	-	-	-	-	(90,000)
<b>BERRIGAN Total</b>		-	-	-	<b>(50,000)</b>	-	<b>(96,000)</b>	<b>(130,000)</b>
FINLEY								
To be determined		-	-	-	-	-	-	-
Tocumwal St Tuppal St to Wollamai St		-	-	-	-	-	-	-
Coree St - Ulupna to Tongs Median Treatment		(24,000)	(24,000)	-	-	-	-	-
Denison St - Ulupna to Tongs Median Treatment		-	-	-	-	-	(24,000)	-
Dawe Ave - Full length		-	-	(150,000)	-	-	-	-
<b>FINLEY Total</b>		<b>(24,000)</b>	<b>(24,000)</b>	<b>(150,000)</b>	-	-	<b>(24,000)</b>	-
TOCUMWAL								
Bruton St - Lane 961 to Charlotte St		(60,000)	-	-	-	-	-	-
Town Beach Road - Construct & Seal		-	-	-	-	-	-	-
Jerilderie St Nth - Connect to Bruton St		(10,000)	-	-	-	-	-	-
Hannah St - Calaway to end existing		(5,000)	-	-	-	-	-	-
Emily St - Lane 960 to Hennessy		-	-	-	(18,000)	-	-	-
Emily St - Falkiner to Hennessy (east)		-	-	-	(5,000)	-	-	-
Calaway St - Emily to Charlotte (bs)		-	-	-	-	(25,000)	-	-
Cobram St Tocumwal - Reconstruct		(40,000)	-	-	-	-	-	-
Jersey St - TOC Upgrades		(317,260)	-	-	-	-	-	-
Barooga St - Murray to Morris		-	-	(95,000)	-	-	-	-
<b>TOCUMWAL Total</b>		<b>(432,260)</b>	-	<b>(95,000)</b>	<b>(23,000)</b>	<b>(25,000)</b>	-	-
UNGROUPED								
To be determined		-	-	-	-	-	-	(213,000)

	FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		
					2022-23	2023-24	2024-25
Grand Total	(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
<b>UNGROUPED Total</b>	-	-	-	-	-	-	(213,000)
URBAN ROADS CONSTRUCTION EXPENDITURE Total	(456,260)	(109,000)	(330,000)	(73,000)	(25,000)	(120,000)	(343,000)
URBAN ROADS - RESEALS EXPENDITURE							
<b>BAROOGA</b>							
Wiruna St 102-560	-	-	-	-	-	-	-
Banker St 00-262	-	(14,000)	(14,000)	-	-	-	-
Barinya At 392-839	-	(11,000)	(11,000)	-	-	-	-
Hughes st - 189-326	-	-	-	-	-	-	-
McFarland St 00-452	-	(15,000)	(15,000)	-	-	-	-
Nangunia St 183-428	-	-	-	-	-	-	-
Stillards Crt	-	-	-	-	-	-	-
Franks Rd	-	-	-	-	-	-	-
Amaroo Ave Wiruna to Lawson	-	(11,000)	(11,000)	-	-	-	-
Barinya St -Golfcourse to Banker	-	-	-	-	-	(14,000)	-
Buchanans Rd - Wiruna to Hughes	-	-	-	(5,040)	-	-	-
Buchanans Rd - Lawson to Hughes	-	-	-	(10,000)	-	-	-
Isabel ave - all	-	-	-	-	-	(3,500)	-
Lawson Dve Buchanans to Amaroo	-	-	-	(14,000)	-	-	-
Gormly Ct - all	-	-	-	-	(4,500)	-	-
Gunnamara - Buchanans to Wiruna	-	-	-	(10,000)	-	-	-
Kamarooka - Nangunia to Gunnamara	-	-	-	(7,000)	-	-	-
McKinnley Ct - all	-	-	-	-	-	(2,000)	-
Murray Grove - all	-	-	-	-	-	(6,000)	-
Snell Rd - Burkinshaw to MR550	(32,000)	-	-	-	-	-	-
Golfcourse Rd - Collie to Vermont	-	-	-	-	-	-	(7,500)
Burkinshaw St - From Arraamagong to West	-	-	-	-	-	-	(3,500)
Nangunia St - Bruncker to East	-	-	-	-	-	-	(11,000)
Bruncker St - Nangunia to Momalong	-	-	-	-	-	-	(4,500)
Collie St - gCourse toMcFarland	-	-	-	-	-	-	(6,500)
<b>BAROOGA Total</b>	<b>(32,000)</b>	<b>(51,000)</b>	<b>(51,000)</b>	<b>(46,040)</b>	<b>(4,500)</b>	<b>(25,500)</b>	<b>(33,000)</b>
<b>BERRIGAN</b>							
Davis St 296-668	-	-	-	-	-	-	-
Drohan St 263-429	-	-	-	-	-	-	-
Drummond St 593-653	-	-	-	-	-	-	-
Drummond St 00-265	(6,000)	-	-	-	-	-	-
Horsfall St 00-277	-	(4,500)	(4,500)	-	-	-	-
Stafford ST 00-270	(5,408)	-	-	-	-	-	-
Cobram St	-	-	-	-	-	-	-
Barooga St Osborne to Nangunia	-	-	-	-	(10,000)	-	-
Carter St - Parklanes	-	-	-	-	-	(9,000)	-
Chanter St - Parklanes Drummond - Lysaght	(1,000)	-	-	-	-	-	-
Chanter St - Parklanes Mitchell - Lysaght	-	-	-	-	-	(8,000)	-
Corcoran St - Jerilderie to Drummond	-	-	-	(16,000)	-	-	-
Dennison - Momalong to Woodstock	-	-	-	-	-	-	-
Denison St Carter to Horsfall	-	-	-	(5,000)	-	-	-
Flynn St - Stafford to Drohan	(8,554)	-	-	-	-	-	-
Greggorys Rd - Barooga to MR356	-	-	-	-	(4,500)	-	-
Hayes St - Stafford to Drohan	(5,271)	-	-	-	-	-	-
Momalong St - Barooga to Denison	(6,000)	-	-	-	-	-	-
William St - From Gregory to end	-	-	-	-	(5,000)	-	-
Jerilderie St parking lanes	-	-	-	-	-	-	(23,000)
Lyaght St	-	-	-	-	-	-	(11,000)



		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		2024-25
						2022-23	2023-24	
Grand Total		(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
	Robertson St	-	-	-	-	-	-	(6,000)
	Creed St	-	-	-	-	-	-	(4,500)
	Mitchel St - Chanter to Budd	-	-	-	-	-	-	(6,000)
	<b>BERRIGAN Total</b>	<b>(32,233)</b>	<b>(4,500)</b>	<b>(4,500)</b>	<b>(21,000)</b>	<b>(19,500)</b>	<b>(17,000)</b>	<b>(50,500)</b>
	<b>FINLEY</b>							
	McDonald Crt	-	-	-	(3,000)	-	-	-
	Murray St 1030-1800 & 00-220	-	-	-	-	-	-	-
	Burton St	-	(4,500)	(4,500)	-	-	-	-
	Coree St 477-1382	-	(53,000)	-	-	-	-	-
	Denison St 1409-1619	-	(13,000)	(13,000)	-	-	-	-
	Howe St 1800-2030	-	-	-	-	-	-	-
	William St - From Bridget	-	-	-	-	(2,000)	-	-
	Wollamai St - Coree to Murray	-	-	-	-	(17,000)	-	-
	Wollamai St - Howe to Murray	-	(55,000)	(55,000)	-	-	-	-
	Wollamai St - Close to Hamilton	-	-	-	-	(14,000)	-	-
	Wells St Murray to Finley	-	-	-	(6,000)	-	-	-
	Finley St Townsend to Osborne	-	-	-	-	-	(12,000)	-
	Mc Allister St - Warmatta to Headford	(5,000)	-	-	-	-	-	-
	Mc Allister St 679-914Osborne-Townsend	-	-	-	(5,000)	-	-	-
	Osborne St - Howe to Finley	(11,000)	-	-	-	-	-	-
	Pinnuck St - Hamilton to Coree	-	-	-	-	-	(33,000)	-
	Pinnuck St - Murray to Coree	-	-	-	-	-	(14,000)	-
	Tongs St - Murray to 630 west	-	-	-	-	(23,000)	-	-
	Townsend St - Finley to Howe	(10,000)	-	-	-	-	-	-
	Tocumwal St McNamara to Pinnuck	-	-	-	-	(43,000)	-	-
	Tuppall St - from Wallamai	-	-	-	-	(8,000)	-	-
	Lane 840 - Pinnuck to Ulupna	-	-	-	-	(3,500)	-	-
	Murray St (Parklanes Lake)	(15,000)	-	-	-	-	-	-
	Murray St - Near Pool entrance	-	(1,500)	(1,500)	-	-	-	-
	Murray St Parklanes Wells to Schoullar	(17,000)	-	-	-	-	-	-
	Berrigan Road - Parklanes Murray to Walter	-	-	-	(5,000)	-	-	-
	Burke St - all	-	-	-	-	(6,000)	-	-
	Close Street	-	-	-	(5,500)	-	-	-
	Coree St - Tongs to Wells	-	-	-	-	(14,000)	-	-
	Dawe Ave - all	-	-	-	(25,000)	-	-	-
	Denison St 466-1409(Pinnuck-McNamara)	(55,000)	-	-	-	-	-	-
	Druitt Ct - all	-	-	-	-	(2,500)	-	-
	Endeavour St all	-	-	-	(16,000)	-	-	-
	Forest Ct - from Tongs	-	-	-	-	(2,000)	-	-
	James Crt - to asphalt	-	-	-	-	(6,000)	-	-
	Tongs St - Murray to Plumpton	-	-	-	(3,000)	-	-	-
	Ulupna St 411-452 into Archards	(2,000)	-	-	-	-	-	-
	Ulupna St - Tocumwal to Murray	-	-	-	-	-	(24,000)	-
	Headford - Finley to Howe	-	-	-	-	-	-	(12,500)
	Tongs - Finley to Plumptions	-	-	-	-	-	-	(12,000)
	Scouller - Tocumwal to donaldson	-	-	-	-	-	-	(5,000)
	<b>FINLEY Total</b>	<b>(115,000)</b>	<b>(127,000)</b>	<b>(74,000)</b>	<b>(68,500)</b>	<b>(141,000)</b>	<b>(83,000)</b>	<b>(29,500)</b>
	<b>TOCUMWAL</b>							
	Hill St 0-70	(3,000)	-	-	-	-	-	-
	Hill St 70-392	(8,000)	-	-	-	-	-	-
	Hills St 392-492	(4,000)	-	-	-	-	-	-
	Boyd St 934-1161	-	-	-	-	-	-	-
	Bridge St	-	-	-	-	-	-	(4,500)

		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		
					2022-23	2023-24	2024-25	
Grand Total		(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
	Browne St 00-102	(2,489)	-	-	-	-	-	-
	Hiles Crt	-	-	-	(2,500)	-	-	-
	Jerilderie St 00-885	-	-	-	-	-	-	-
	Murray St 1030-1800	-	-	-	-	-	(6,500)	-
	Sugden St 450-606	-	-	-	-	-	-	-
	Ball Crt	-	-	-	-	-	-	-
	Bruce Birrell Dr	-	-	-	-	-	-	-
	Adams St - Morris to Jerilderie	-	-	-	-	-	(12,500)	-
	Anthony Ave - all	-	-	-	-	-	(4,000)	-
	Barker St - Falkiner to Denison	-	-	-	(8,500)	-	-	-
	Berrigan St - Hennessy to Denison	-	-	-	-	-	-	-
	Bruton St - Lorelle to 280 east	-	-	-	(10,000)	-	-	(8,500)
	Calaway St - Emily to Hannah	-	-	-	-	-	(6,000)	-
	Cobram St - Kelly to MR 550	-	-	-	(10,000)	-	-	-
	Cowly St - all	-	-	-	-	-	(7,000)	-
	Duff St - Finley to Deniliquin	-	-	-	-	-	(4,500)	-
	Charlotte St Deniliquin to Hennessy	-	-	-	(3,500)	-	-	-
	Deniliquin St - Berrigan to Barker	-	(11,000)	(11,000)	-	-	-	-
	Deniliquin St - Hannah St to 200m west	-	-	-	(4,500)	-	-	-
	Hillson St - all	-	-	-	-	-	-	-
	Hoyle St - George to Moore	-	-	-	(6,000)	-	-	-
	Kelly St Emily to Jerilderie	-	-	-	-	(19,000)	-	-
	Murray St Racecourse Rd to old fuel depot	-	-	-	-	-	(19,000)	-
	Park St - Denison to Bruton	-	-	-	-	-	(3,000)	-
	Riley Ct - Concrete to east	-	-	-	-	-	(3,000)	-
	Riley Ct A - all	-	-	-	-	-	(1,500)	-
	Town Beach Road - Deniliquin to WTP	-	-	-	-	(2,000)	-	(4,500)
	Wise Ct	-	-	-	(10,000)	-	-	-
	Racecourse Rd - All	-	-	-	-	-	-	(2,000)
	Honniball Dr - All	-	-	-	-	-	-	(6,500)
	Flight Place	-	-	-	-	-	-	(4,000)
	Bent St - from Murray St	-	-	-	-	-	-	(5,000)
	Hennesey St - Hustons to 932 Nth	-	-	-	-	-	-	(9,000)
	Ingo Renner Dr - All	-	-	-	-	-	-	(7,800)
	George St - from Murray St	-	-	-	-	-	-	(3,000)
	Moore St - do all	-	-	-	-	-	-	(15,000)
	Pine View Dr - All	-	-	-	-	-	-	(10,500)
	Babs Crt - All	-	-	-	-	-	-	(7,500)
	James Crt - All	-	-	-	-	-	-	(5,500)
	<b>TOCUMWAL Total</b>	<b>(17,489)</b>	<b>(11,000)</b>	<b>(11,000)</b>	<b>(55,000)</b>	<b>(21,000)</b>	<b>(67,000)</b>	<b>(93,300)</b>
	UNGROUPED							
	To be determined	-	-	-	-	-	-	-
	<b>UNGROUPED Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	URBAN ROADS - RESEALS EXPENDITURE Total	(196,722)	(193,500)	(140,500)	(190,540)	(186,000)	(192,500)	(206,300)
	TOWNSCAPE WORKS INCOME							
	BAROOGA							
	To be determined	-	-	-	-	-	-	-
	<b>BAROOGA Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	BERRIGAN							
	To be determined	-	-	-	-	-	-	-
	<b>BERRIGAN Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		2024-25
						2022-23	2023-24	
Grand Total		(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
FINLEY								
To be determined		-	-	-	-	-	-	-
<b>FINLEY Total</b>		-	-	-	-	-	-	-
TOCUMWAL								
To be determined		-	-	-	-	-	-	-
<b>TOCUMWAL Total</b>		-	-	-	-	-	-	-
TOWNSCAPE WORKS INCOME Total		-	-	-	-	-	-	-
TOWNSCAPE WORKS EXPENDITURE								
BAROOGA								
Town Entry		(80,000)	-	-	-	-	-	-
<b>BAROOGA Total</b>		(80,000)	-	-	-	-	-	-
BERRIGAN								
Town Entry		-	-	-	-	-	-	-
<b>BERRIGAN Total</b>		-	-	-	-	-	-	-
FINLEY								
To be determined		-	-	-	-	-	-	-
Coree St - Ulupna to Tongs Median Treatment		(50,000)	(50,000)	-	-	-	-	-
Denison St - Ulupna to Tongs Median Treatment		-	-	-	-	-	(50,000)	-
<b>FINLEY Total</b>		(50,000)	(50,000)	-	-	-	(50,000)	-
TOCUMWAL								
To be determined		-	-	-	-	-	-	-
<b>TOCUMWAL Total</b>		-	-	-	-	-	-	-
UNGROUPED								
Town Entry		-	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
<b>UNGROUPED Total</b>		-	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
TOWNSCAPE WORKS EXPENDITURE Total		(130,000)	(150,000)	(50,000)	(50,000)	(50,000)	(100,000)	(50,000)
RURAL ROADS UNSEALED - RESHEET INCOME								
UNGROUPED								
To be determined		-	-	-	-	-	-	-
<b>UNGROUPED Total</b>		-	-	-	-	-	-	-
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)	(70,000)	-	-	-	-
Burkes Rd from Plumptions Rd to Lawlors Rd		(100,000)	-	-	-	-	-	-
Clearviews Rd from Yarrowonga Rd to End		(77,000)	-	-	-	-	-	-
Jones Rd from fullers Rd to 3.7 south		(50,000)	-	-	-	-	-	-
Kilmarnock Rd 400 East of Thorntons Rd to 1.3km		(42,000)	-	-	-	-	-	-
Laffeyes Rd from Coldwells Rd to Ennals Rd		-	(90,000)	(20,000)	-	-	-	-
Lawlors Rd from Thorntons Rd to 1.6k East		(64,000)	-	-	-	-	-	-
McDonalds Rd from Larkins Rd to Boundary		-	(110,000)	-	(127,000)	-	-	-
Miechels Rd from SH17 to 3.1km West		-	(139,000)	(119,000)	-	-	-	-
Ruwolts Rd from MR550 to 3.7km South		-	-	-	-	-	-	-

	FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		
					2022-23	2023-24	2024-25
Grand Total	(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
Shands Rd - 3.8 km North of Rockcliffs Rd to Shire Boundary	(50,000)	-	-	-	-	-	-
To be determined	-	-	-	-	-	-	(150,000)
Winters Rd from MR363 to 1.5km East	-	(40,000)	(50,000)	-	-	-	-
Womboin Rd from MR 363 to Nolans Rd	-	-	-	(121,000)	-	-	-
Womboin Rd from MR550 to Kennedy's Rd	-	-	-	(108,000)	-	-	-
Sandhills Rd -Piney to Boxwood, Form & Gravel	(200,000)	-	-	-	-	-	-
Hogans Rd	-	-	(180,000)	-	-	-	-
Boxwood Rd	-	-	-	-	(120,000)	-	-
Sherwins Rd (3728m)	-	-	-	-	-	(70,300)	-
Earls Rd (2363m)	-	-	-	-	(43,700)	-	-
Edgecomb Rd (2134m)	-	-	-	-	(40,000)	-	-
Sullivans Rd (2660m)	-	-	-	-	(49,400)	-	-
Ednies Rd (2003m)	-	-	-	-	(38,000)	-	-
Mickles Rd (772m)	-	-	-	-	(19,000)	-	-
Mickles Rd (3475m)	-	-	-	-	-	(64,600)	-
Mills Rd	-	-	-	-	-	(92,131)	-
Brookmanns Rd (7524m)	-	-	-	-	-	-	(142,500)
Larkins Rd (2146m)	-	-	-	-	-	(41,800)	-
Mortons Rd (658m)	-	-	-	-	-	(19,000)	-
<b>UNGROUPED Total</b>	<b>(583,000)</b>	<b>(439,000)</b>	<b>(439,000)</b>	<b>(356,000)</b>	<b>(310,100)</b>	<b>(287,831)</b>	<b>(292,500)</b>
RURAL ROADS UNSEALED - RESHEET EXPENDITURE Total	(583,000)	(439,000)	(439,000)	(356,000)	(310,100)	(287,831)	(292,500)
RURAL ROADS SEALED - RESEALS INCOME							
<b>UNGROUPED</b>							
To be determined	-	-	-	-	-	-	-
<b>UNGROUPED Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
RURAL ROADS SEALED - RESEALS INCOME Total	-	-	-	-	-	-	-
RURAL ROADS SEALED - RESEALS EXPENDITURE							
<b>UNGROUPED</b>							
Unallocated	-	-	-	-	-	-	-
Burma Rd 00 to 1.3km	(25,000)	-	-	-	-	-	-
Melrose Rd 4950-7250	-	-	-	-	-	-	-
Oakenfall Rd 0-3924	-	-	-	-	-	-	-
South Coree Rd 0-1742	-	-	-	-	-	-	-
Woolshed Rd 13307-15180	-	-	-	-	-	-	-
Snell Rd 00-1299	(27,265)	-	-	-	-	-	-
Sullivans rd 2660-5873	(41,608)	-	-	-	-	-	-
Dalglish Rd	(23,076)	-	-	-	-	-	-
Piney Rd - Shoulder widening	-	-	-	(172,750)	-	-	-
Alexanders Rd - All	-	-	-	(17,000)	-	-	-
Babbingtons Rd - From Burma Rd for 876m	-	-	-	-	(18,000)	-	-
Battens Rd - All	-	-	-	-	(62,000)	-	-
Braybons Rd - All	-	-	-	-	-	(46,000)	-
Brookmanns Rd Full length	(32,000)	-	-	-	-	-	-
Burma Rd 932m fro Hutsons	-	-	-	-	(18,000)	-	-
Bushfield Rd - From MR 564 for 4km	-	-	-	-	(51,000)	-	-
Bushfield Rd - From Sullivans to Edgecombe	-	-	-	-	-	-	-
Caramar Rd - 6.8km east Back Barooga	-	(90,000)	-	-	-	-	-
Caramar Rd - 622m west Back Barooga	-	-	-	-	-	(14,000)	-
Caseys Rd - from 385 nth Piney for 985m	-	-	-	(13,000)	-	-	-
Caseys Rd - from 385 nth Piney to 955 south	-	-	-	(24,000)	-	-	-
Caseys Rd - from955 sth Piney for 1095m south	-	-	-	-	-	(23,000)	-

	FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		
					2022-23	2023-24	2024-25
Grand Total	(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
Clearview Rd - all	-	-	-	(6,000)	-	-	-
Coldwells Rd from bottom of hill to Back Bar	(35,000)	-	-	-	-	-	-
Coldwells Rd 3621 from MR363	(63,000)	-	-	-	-	-	-
Coldwells Rd 3621 from Back Barooga 1.1km east	-	-	-	-	-	(15,000)	-
Curruthers Rd - All	-	-	-	-	-	(21,000)	-
Dales Rd - Tongs to Broughans	-	-	(51,000)	-	-	-	-
Draytons Rd- 1.24 west Yarrowonga Rd	(16,000)	-	-	-	-	-	-
Draytons Rd- 2.61 west boundary	(33,000)	-	-	-	-	-	-
Draytons Rd- wide section over hill	-	-	-	-	(12,000)	-	-
Edgecombe - All	-	-	-	-	-	-	-
Hogans Rd - All	-	-	-	-	-	(12,000)	-
Honibal Dve - All	-	-	-	-	(19,000)	-	-
Huestons Rd - All	-	-	-	-	-	-	-
Hutsons Rd - All	-	-	(20,000)	-	-	-	-
Kennedys Rd - All	-	-	-	-	-	-	-
Killeens Rd - From Ricemill	-	-	-	-	-	(9,000)	-
Lawlors Rd - All	-	-	-	-	(45,000)	-	-
Logie Brae Rd - McCallister to Larkins	-	(62,000)	(62,000)	-	-	-	-
Lower River Rd - 150m south levee for 376m	-	-	-	-	(7,000)	-	-
Lower River Rd - 1.9km from Tuppal Rd	-	-	-	-	(38,000)	-	-
Marian Dve - All	-	-	-	-	-	(14,000)	-
Marshes Rd - All	-	(45,000)	-	-	(16,000)	-	-
McCullochs Rd - All	-	-	-	-	-	(38,000)	-
Melrose Rd - from Woolshed for 5km	-	-	-	-	-	-	(113,000)
Narrow Plains Rd - All	-	-	-	-	(80,000)	-	-
Old Toc Rd -from Caseys 625 west	-	-	-	-	-	(11,000)	-
Old Toc Rd -from Woolshed 1.9km east	-	-	-	-	-	-	-
Peppertree Rd - Vickers to Lockharts	-	-	-	-	(12,000)	-	-
Peppertree Rd - From MR363 for 350m	-	-	-	-	(5,000)	-	-
Peppertree Rd - Lockharts to East 2.2km	-	-	-	-	(42,000)	-	-
Pyles Rd - All	-	-	-	-	-	-	-
Pinelodge Rd - Hogans to boundary	-	-	-	(85,000)	-	-	-
Pinelodge Rd - Hogans to SH17	-	-	-	-	-	(59,000)	-
Piney Rd 2386 from Woolshed Rd	-	(30,000)	(30,000)	-	-	-	-
Piney Rd - 1.5km east Caseys Rd for 2004m	-	-	-	-	(25,000)	-	-
Piney Rd - Wide Section between Sandhills and Bridge	-	-	-	-	(25,000)	-	-
Quicks Rd Toc - All	-	-	-	-	(39,000)	-	-
Quicks Rd Bar - All	-	-	-	-	-	-	-
Racecourse Rd Toc - 552 from Newell Hwy	-	(15,000)	(15,000)	-	-	-	-
Racecourse Rd Toc - McCullochs to drainage channel	-	-	(30,000)	-	-	-	-
Racecourse Rd Toc - Rocks to Quirks	-	-	-	-	-	(20,000)	-
Racecourse Rd Ber - 1080 from Cobram St	-	(22,000)	(22,000)	-	-	-	-
Seppelts Rd - All	-	-	(29,000)	-	-	-	-
Shands Rd - MR356 to Rockcliffs Rd	-	(72,000)	-	-	(72,000)	-	-
Springfield Rd - all	-	-	-	(10,000)	-	-	-
South Coree Rd 1832 south McCallisters	(38,000)	-	-	-	-	-	-
South Coree Rd -from 200m nth Larkins for 1.6km	-	-	-	(36,000)	-	-	-
Stock Route Rd - All	-	-	-	(41,000)	-	-	-
Thorburns Rd - 687m from MR550	-	-	-	-	-	(9,000)	-
Tuppal Rd - from boundary for 5.2km	-	-	-	-	-	-	(108,000)
Tuppal Rd - from Lower River Rd 2.8k to east	-	-	-	-	-	-	(58,000)
Tuppal Rd - from 300m east Tucks for 4.9km west	-	-	-	-	-	-	(111,000)
Woolshed Rd from Piney Rd 2km nth	-	-	-	-	-	-	-
Yarrowonga Rd - from Craigs Rd to 1850 sth	-	-	-	-	-	(37,000)	-
Yarrowonga Rd - from 640 nth Stonebrink for 5580 nth	-	-	-	-	-	(114,000)	-

	FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		
					2022-23	2023-24	2024-25
Grand Total	(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
Yarrawonga Rd - 4k sth Craigs Rd past Fuzzards	-	-	-	-	-	-	-
Quicks Rd Toc - Racecourse to Houstons	-	-	-	-	-	(21,000)	-
<b>UNGROUPED Total</b>	<b>(333,949)</b>	<b>(336,000)</b>	<b>(259,000)</b>	<b>(404,750)</b>	<b>(586,000)</b>	<b>(463,000)</b>	<b>(390,000)</b>
RURAL ROADS SEALED - RESEALS EXPENDITURE Total	(333,949)	(336,000)	(259,000)	(404,750)	(586,000)	(463,000)	(390,000)
RURAL ROADS CONSTRUCTION INCOME							
<b>UNGROUPED</b>							
Fixing Country Roads - Strathvale Rd	-	-	-	-	-	-	-
<b>UNGROUPED Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
RURAL ROADS CONSTRUCTION INCOME Total	-	-	-	-	-	-	-
RURAL ROADS CONSTRUCTION EXPENDITURE							
<b>UNGROUPED</b>							
Barnes Rd - Logie Brae Rd to Maxwells Rd	-	-	-	-	-	(220,000)	(125,000)
Barnes Rd - Maxwell Rd to South Coree Rd	-	-	-	-	-	-	-
Battens Rd MR356 to Green Swamp Rd	-	-	-	-	-	-	(715,000)
Caseys Rd 00 to 1.5km	-	-	-	-	(210,000)	-	-
Clearzones	(75,000)	-	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Coldwells Rd - 5300 to 6300 east of Berrigan-Barooga Rd	-	(125,000)	-	(150,000)	-	-	-
Draytons Rd - Withers Rd to Yarrawonga Rd	-	-	-	-	-	(350,000)	-
Piney Rd - Bends Section	-	-	-	-	-	-	-
Shands Rd - MR363 to Rockcliffs Rd	-	(190,000)	-	-	-	(245,000)	-
To be determined	-	-	-	-	-	-	(235,000)
Burma Rd 00 to 1.3km	-	-	-	-	-	-	-
Woolshed Rd 2.4 to 2.9 & 3.5 to 4.8	(300,000)	(35,000)	-	-	-	-	-
Yarrawonga Rd 00 to 2	-	-	-	-	-	-	-
Yarrawonga Rd 23608 to 24610	-	-	-	-	-	-	-
Maxwells Rd - 5.7 to 7.4	-	-	-	-	-	-	-
Piney Rd - 11.8 to 13.8	-	-	-	-	(280,000)	-	-
Bushfield Rd 00 to 5km	-	(335,000)	(355,174)	(275,000)	-	-	-
Yarrawonga Rd 20607 to 22607	-	-	-	-	-	-	-
Peppertree Rd - to 3.5 to 4.2 from woolshed	(12,000)	-	-	-	-	-	-
Crosbies Rd 0.1 to 2.7	(50,000)	-	-	-	-	-	-
Crosbies Rd from 4.4 to 5.7	-	-	-	-	-	-	-
Heavy Patching	-	-	-	(50,000)	(50,000)	-	-
Lower River Rd - Causeways 2.8 and 3.2	(200,000)	-	(200,000)	-	(200,000)	-	-
Strathvale Rd	-	-	-	-	-	-	-
Woolshed Rd 21.0-22.0	(22,750)	-	-	-	-	-	-
Maxwells Rd - Larkins Rd to Riverina Hwy	(200,000)	-	-	-	-	(625,000)	-
Melrose Rd - 9637 to 10653	(180,000)	-	-	-	-	-	-
Coldwells Rd	-	(235,000)	-	-	-	-	-
Yarrawonga Rd 2.1 to 6.1	-	-	(140,000)	(140,000)	(140,000)	(140,000)	-
Yarrawonga Rd 20.0 to 21.7	-	-	-	(225,000)	-	-	-
Yarrawongs Rd 18.7 to 21.7	-	-	(100,000)	-	-	-	-
Crosbies - curves	-	-	-	-	-	(400,000)	-
Lawlors Rd berrigan Heavy Patching	-	-	(70,000)	-	-	-	-
<b>UNGROUPED Total</b>	<b>(1,039,750)</b>	<b>(920,000)</b>	<b>(915,174)</b>	<b>(890,000)</b>	<b>(930,000)</b>	<b>(2,030,000)</b>	<b>(1,125,000)</b>
RURAL ROADS CONSTRUCTION EXPENDITURE Total	(1,039,750)	(920,000)	(915,174)	(890,000)	(930,000)	(2,030,000)	(1,125,000)
RMS WORKS INCOME							
<b>UNGROUPED</b>							
RMS Block	175,000	175,000	175,000	175,000	175,000	175,000	175,000

		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		
					2022-23	2023-24	2024-25	
Grand Total		(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
	RMS Repair	175,000	175,000	175,000	175,000	175,000	175,000	175,000
	<b>UNGROUPED Total</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>
	RMS WORKS INCOME Total	350,000	350,000	350,000	350,000	350,000	350,000	350,000
	RMS WORKS EXPENDITURE							
	<b>UNGROUPED</b>							
	Various Main Roads	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
	<b>UNGROUPED Total</b>	<b>(350,000)</b>	<b>(350,000)</b>	<b>(350,000)</b>	<b>(350,000)</b>	<b>(350,000)</b>	<b>(350,000)</b>	<b>(350,000)</b>
	RMS WORKS EXPENDITURE Total	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
	R2R GRANT							
	<b>UNGROUPED</b>							
	To be determined	877,527	877,527	1,316,291	877,527	877,527	877,527	877,527
	<b>UNGROUPED Total</b>	<b>877,527</b>	<b>877,527</b>	<b>1,316,291</b>	<b>877,527</b>	<b>877,527</b>	<b>877,527</b>	<b>877,527</b>
	R2R GRANT Total	877,527	877,527	1,316,291	877,527	877,527	877,527	877,527
	FOOTPATHS INCOME							
	<b>BAROOGA</b>							
	Nangunia St - Botanical Gardens to Takari St	-	-	-	-	-	-	-
	<b>BAROOGA Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>FINLEY</b>							
	Tongs St - Coree St to Murray St	-	-	-	-	-	-	-
	Coree St McNamara to Tongs	-	23,000	23,000	-	-	-	-
	Dawe Ave - Finley Regional Care to Pre-School	18,500	-	-	-	-	-	-
	Donaldson Street - Schoullar to Dawe	6,000	-	-	-	-	-	-
	Schoullar St - Donaldson to Finley Regional Care	3,000	-	-	-	-	-	-
	<b>FINLEY Total</b>	<b>27,500</b>	<b>23,000</b>	<b>23,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOCUMWAL</b>							
	Jerilderie St Nth	-	25,000	25,000	-	-	-	-
	SCCF - Extension Path Network	-	-	-	-	-	-	-
	Bruton St - Anthony to Hannah	-	-	-	13,500	-	-	-
	Hannah St - Hennessy to Bruton	-	-	-	21,500	-	-	-
	<b>TOCUMWAL Total</b>	<b>-</b>	<b>25,000</b>	<b>25,000</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
	FOOTPATHS INCOME Total	27,500	48,000	48,000	35,000	-	-	-
	FOOTPATHS EXPENDITURE							
	<b>BAROOGA</b>							
	Nangunia St - Botanical Gardens to Takari St	-	-	-	-	-	-	-
	<b>BAROOGA Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>BERRIGAN</b>							
	Finley St Detention Basin	-	(20,000)	(20,000)	-	-	-	-
	Hayes Park Toilets Footpath	-	-	-	-	-	-	-
	Racecourse Rd - Walking Tr Cobram to Jerilderie	(50,000)	-	-	-	-	-	-
	<b>BERRIGAN Total</b>	<b>(50,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>FINLEY</b>							
	Tongs St - Coree St to Murray St	-	-	-	-	-	-	-
	Coree St McNamara to Tongs	-	(48,000)	(48,000)	-	-	-	-

		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		
					2022-23	2023-24	2024-25	
<b>Grand Total</b>		<b>(7,262,463)</b>	<b>(3,277,723)</b>	<b>(3,941,903)</b>	<b>(4,130,513)</b>	<b>(2,702,073)</b>	<b>(3,598,804)</b>	<b>(3,283,273)</b>
Dawe Ave - Finley Regional Care to Pre-School		(40,000)	-	-	-	-	-	-
Donaldson Street - Schoullar to Dawe		(13,000)	-	-	-	-	-	-
Scoullar St - Donaldson to Finley Regional Care		(7,000)	-	-	-	-	-	-
Tong St walking Track (Finley Chamber)		-	-	(20,000)	-	-	-	-
<b>FINLEY Total</b>		<b>(60,000)</b>	<b>(48,000)</b>	<b>(68,000)</b>	-	-	-	-
<b>TOCUMWAL</b>								
Jerilderie St Nth		-	(60,000)	(60,000)	-	-	-	-
SCCF - Walking track to Quicks Rd / Babingtons / MR550		-	-	-	-	-	-	-
Bruton St - Anthony to Hannah		-	-	-	(30,000)	-	-	-
Hannah St - Hennessy to Bruton		-	-	-	(45,000)	-	-	-
Jersey St - TOC Upgrades		(86,000)	-	-	-	-	-	-
<b>TOCUMWAL Total</b>		<b>(86,000)</b>	<b>(60,000)</b>	<b>(60,000)</b>	<b>(75,000)</b>	-	-	-
<b>UNGROUPED</b>								
Street Lighting in Towns		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
New Footpaths / replace existing		(10,000)	(10,000)	(10,000)	(10,000)	(60,000)	(50,000)	(50,000)
<b>UNGROUPED Total</b>		<b>(20,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(70,000)</b>	<b>(60,000)</b>	<b>(60,000)</b>
<b>FOOTPATHS EXPENDITURE Total</b>		<b>(216,000)</b>	<b>(148,000)</b>	<b>(168,000)</b>	<b>(95,000)</b>	<b>(70,000)</b>	<b>(60,000)</b>	<b>(60,000)</b>
<b>SHIRE ROADS Total</b>		<b>(1,914,074)</b>	<b>(1,369,973)</b>	<b>(937,384)</b>	<b>(1,146,763)</b>	<b>(1,279,573)</b>	<b>(2,375,804)</b>	<b>(1,589,273)</b>
<b>BUSINESS DEVELOPMENT</b>								
<b>BUSINESS DEVELOPMENT INCOME</b>								
<b>TOCUMWAL</b>								
Building Better Regions - Jersey St		484,380	-	-	-	-	-	-
<b>TOCUMWAL Total</b>		<b>484,380</b>	-	-	-	-	-	-
<b>BUSINESS DEVELOPMENT INCOME Total</b>		<b>484,380</b>	-	-	-	-	-	-
<b>BUSINESS DEVELOPMENT EXPENDITURE</b>								
<b>TOCUMWAL</b>								
Jersey St - TOC Electrical Upgrades		(177,500)	-	-	-	-	-	-
<b>TOCUMWAL Total</b>		<b>(177,500)</b>	-	-	-	-	-	-
<b>BUSINESS DEVELOPMENT EXPENDITURE Total</b>		<b>(177,500)</b>	-	-	-	-	-	-
<b>BUSINESS DEVELOPMENT Total</b>		<b>306,880</b>	-	-	-	-	-	-
<b>PUBLIC HEALTH &amp; SAFETY</b>								
<b>PUBLIC HEALTH &amp; SAFETY EXPENDITURE</b>								
<b>BERRIGAN</b>								
Pound Facilities Upgrade		(120,000)	-	-	-	-	-	-
<b>BERRIGAN Total</b>		<b>(120,000)</b>	-	-	-	-	-	-
<b>PUBLIC HEALTH &amp; SAFETY EXPENDITURE Total</b>		<b>(120,000)</b>	-	-	-	-	-	-
<b>PUBLIC HEALTH &amp; SAFETY INCOME</b>								
<b>UNGROUPED</b>								
To be determined		-	-	-	-	-	-	-
<b>UNGROUPED Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PUBLIC HEALTH &amp; SAFETY INCOME Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



		FINAL ADOPTED 2019-20	ORIGINAL 2020-21	PROPOSED 2020-21	2021-22	Appendix "E"		2024-25
						2022-23	2023-24	
Grand Total		(7,262,463)	(3,277,723)	(3,941,903)	(4,130,513)	(2,702,073)	(3,598,804)	(3,283,273)
<b>PUBLIC HEALTH &amp; SAFETY Total</b>		<b>(120,000)</b>	-	-	-	-	-	-
SALEYARDS								
SALEYARDS INCOME								
FINLEY								
To be determined		-	-	-	-	-	-	-
<b>FINLEY Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
SALEYARDS INCOME Total		-	-	-	-	-	-	-
SALEYARDS EXPENDITURE								
FINLEY								
Supply and install two ramp nibs		(16,940)	-	-	-	-	-	-
Lead up yard, rotary force year and race, loading ramp, safety fence		(118,135)	-	-	-	-	-	-
Supply and install safety hide in sales ring		(720)	-	-	-	-	-	-
Demolish & replace existing sheep ramps, safety fencing		-	-	-	-	-	-	-
Roof over stack pens		(77,895)	-	-	-	-	-	-
<b>FINLEY Total</b>		<b>(213,690)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
SALEYARDS EXPENDITURE Total		(213,690)	-	-	-	-	-	-
<b>SALEYARDS Total</b>		<b>(213,690)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CARAVAN PARK								
CARAVAN PARK EXPENDITURE								
BERRIGAN								
Caravan Park Amenties Block		(7,500)	-	-	-	-	-	-
<b>BERRIGAN Total</b>		<b>(7,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CARAVAN PARK EXPENDITURE Total		(7,500)	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
	<b>0</b>											
	<b>GOVERNANCE</b>											
	<b>GOVERNANCE EXPENSE</b>											
	1001-0315 MAYORAL VEHICLE EXPENSES	(23,240)	(23,705)	(24,179)	(24,663)	(25,156)	(25,659)	(26,173)	(26,696)	(26,696)	(26,696)	(26,696)
	1001-0320 MAYORAL ALLOWANCE	(26,636)	(27,169)	(27,712)	(28,267)	(28,832)	(29,409)	(29,997)	(30,597)	(30,597)	(30,597)	(30,597)
	1001-0325 COUNCILLORS ALLOWANCES	(95,827)	(97,744)	(99,698)	(101,692)	(103,726)	(105,801)	(107,917)	(110,075)	(110,075)	(110,075)	(110,075)
	1001-0334 TELEPHONE - COUNCILLORS	(5,596)	(8,768)	(8,943)	(9,124)	(9,304)	(9,490)	(9,680)	(9,874)	(9,874)	(9,874)	(9,874)
	1001-0335 COUNCILLORS EXPENSES	(39,764)	(52,113)	(52,895)	(53,688)	(54,493)	(55,311)	(56,140)	(56,983)	(56,983)	(56,983)	(56,983)
	1001-0336 CIVIC FUNCTIONS / PRESENTATION	(9,346)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)
	1001-0337 DONATIONS	(1,263)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1001-0338 ADMIN MANAGEMENT PLAN EXPENSES	(8,623)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1001-0340 INSURANCE - COUNCILLORS	(22,553)	(5,518)	(5,629)	(5,741)	(5,856)	(5,973)	(6,093)	(6,214)	(6,214)	(6,214)	(6,214)
	1001-0344 MEMBERSHIP FEES	(2,122)	(2,165)	(2,208)	(2,251)	(2,297)	(2,344)	(2,389)	(2,438)	(2,438)	(2,438)	(2,438)
	1001-0345 SUBSCRIPTION SHIRE ASSOCIATION	(26,742)	(27,277)	(27,824)	(28,379)	(28,947)	(29,526)	(30,116)	(30,719)	(30,719)	(30,719)	(30,719)
	1001-0346 ADMIN AUDIT FEES	(76,061)	(47,535)	(47,932)	(48,336)	(48,747)	(49,162)	(49,585)	(50,014)	(50,014)	(50,014)	(50,014)
	1001-0347 ELECTION EXPENSES	(103,705)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
	1001-0348 COMMUNITY SURVEY	(25,000)	-	-	(25,000)	-	-	-	(25,000)	-	-	-
	1001-0349 COMMUNITY REPORT	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1001-0509 EQUIP/FURN - COUNCILLORS <= \$5,000	(15,872)	(5,000)	(2,000)	(2,000)	(2,000)	(5,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1002-0350 COMMUNITY WORKS - GENERAL	(19,520)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1002-0370 COMMUNITY WORKS - AUST. DAY CO	(1,359)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(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)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	1005-0108 ADMIN SALARIES - GM SALARY PAC	(262,900)	(270,400)	(277,160)	(284,089)	(291,191)	(298,471)	(305,933)	(313,581)	(321,421)	(329,456)	(337,693)
	1006-0107 ADMIN SALARIES - GM SUPPORT	(172,208)	(181,100)	(185,627)	(190,268)	(195,025)	(199,901)	(204,898)	(210,020)	(215,271)	(220,653)	(226,169)
	1007-0118 ADMIN GM VEHICLE OPERATING EXP	(23,176)	(23,640)	(24,113)	(24,595)	(25,087)	(25,589)	(26,101)	(26,623)	(26,623)	(26,623)	(26,623)
	1008-0125 ADMIN CONFERENCES/SEMINARS	-	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
	1008-0126 ADMIN GM TRAVEL EXPENSES	(7,892)	-	-	-	-	-	-	-	-	-	-
	1008-0124 MANAGEMENT TEAM PROGRAM	(59,510)	-	-	-	-	-	-	-	-	-	-
	<b>GOVERNANCE REVENUE</b>											
	1100-1305 DONATIONS	-	-	-	-	-	-	-	-	-	-	-
	1100-1350 OTHER REVENUES	-	-	-	-	-	-	-	-	-	-	-
	<b>0 Total</b>	<b>(1,035,915)</b>	<b>(806,033)</b>	<b>(819,820)</b>	<b>(861,994)</b>	<b>(854,561)</b>	<b>(875,536)</b>	<b>(890,922)</b>	<b>(934,734)</b>	<b>(922,825)</b>	<b>(936,242)</b>	<b>(949,995)</b>
	<b>1</b>											
	<b>CORPORATE SUPPORT</b>											
	<b>CORPORATE SUPPORT EXPENSE</b>											
	1010-0102 ADMIN SALARIES - ACCOUNTING	(306,200)	(318,200)	(326,155)	(334,309)	(342,667)	(351,234)	(360,015)	(369,015)	(378,240)	(387,696)	(397,388)
	1010-0103 ADMIN SALARIES - HUMAN RESOURC	(63,000)	(72,300)	(74,107)	(75,960)	(77,859)	(79,806)	(81,801)	(83,846)	(85,942)	(88,091)	(90,293)
	1010-0104 ADMIN SALARIES - REVENUE COLLE	(179,100)	(184,700)	(189,318)	(194,051)	(198,902)	(203,875)	(208,972)	(214,196)	(219,551)	(225,040)	(230,666)
	1010-0105 ADMIN SALARIES - CUSTOMER SERV	(211,900)	(227,600)	(233,290)	(239,122)	(245,100)	(251,228)	(257,509)	(263,946)	(270,545)	(277,308)	(284,241)
	1010-0106 ADMIN SALARIES - INFO. TECHNOL	(102,300)	(104,800)	(107,420)	(110,106)	(112,859)	(115,680)	(118,572)	(121,536)	(124,574)	(127,688)	(130,880)
	1010-0109 ADMIN SALARIES - DCS SALARY PA	(190,100)	(194,800)	(199,670)	(204,662)	(209,779)	(215,023)	(220,399)	(225,909)	(231,557)	(237,346)	(243,280)
	1010-0119 ADMIN DCS VEHICLE OPERATING EX	(23,177)	(23,640)	(24,113)	(24,595)	(25,088)	(25,591)	(26,101)	(26,623)	(26,623)	(26,623)	(26,623)
	1010-0120 ADMIN STAFF TRAINING	(25,862)	(15,159)	(15,463)	(15,772)	(16,087)	(16,409)	(16,737)	(17,072)	(17,072)	(17,072)	(17,072)
	1010-0130 ADMIN FRINGE BENEFITS TAX	(12,735)	(12,989)	(13,249)	(13,514)	(13,784)	(14,059)	(14,341)	(14,627)	(14,627)	(14,627)	(14,627)
	1010-0135 ADMIN JC TAX FBT ACCOUNT	-	-	-	-	-	-	-	-	-	-	-
	1010-0140 ADMIN STAFF UNIFORM ALLOWANCE	(12,959)	(8,118)	(8,281)	(8,446)	(8,615)	(8,787)	(8,963)	(9,142)	(9,142)	(9,142)	(9,142)
	1010-0144 ADMIN ADVERTS	(12,631)	(10,824)	(11,041)	(11,262)	(11,487)	(11,717)	(11,951)	(12,190)	(12,190)	(12,190)	(12,190)
	1010-0146 ADMIN NEWSLETTER ADVERTS	(33,003)	(33,664)	(34,337)	(35,024)	(35,724)	(36,439)	(37,168)	(37,911)	(37,911)	(37,911)	(37,911)
	1010-0155 ADMIN WRITE OFF BAD DEBTS	(2,123)	(2,165)	(2,208)	(2,252)	(2,297)	(2,344)	(2,390)	(2,438)	(2,438)	(2,438)	(2,438)
	1010-0160 ADMIN BANK & GOVT CHARGES	(2,614)	(2,653)	(2,693)	(2,734)	(2,775)	(2,816)	(2,859)	(2,902)	(2,902)	(2,902)	(2,902)

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0												
	1010-0162 BANK FEES - GST INCLUSIVE	(27,825)	(28,126)	(28,548)	(28,967)	(29,411)	(29,852)	(30,300)	(30,754)	(30,754)	(30,754)	(30,754)
	1010-0165 ADMIN OFFICE CLEANING	(35,245)	(35,773)	(36,310)	(36,854)	(37,407)	(37,969)	(38,538)	(39,116)	(39,116)	(39,116)	(39,116)
	1010-0170 ADMIN COMPUTER MTCE	(30,898)	(21,227)	(21,546)	(21,869)	(22,197)	(22,530)	(22,868)	(23,211)	(23,211)	(23,211)	(23,211)
	1010-0175 ADMIN SOFTWARE LICENCING	(186,903)	(146,106)	(148,223)	(150,370)	(152,551)	(154,764)	(157,010)	(159,291)	(159,429)	(159,569)	(159,712)
	1010-0185 LESS: CHARGED TO OTHER FUNDS	299,900	299,900	299,900	299,900	299,900	299,900	299,900	299,900	299,900	299,900	299,900
	1010-0190 ADMIN ELECTRICITY	(20,163)	(20,566)	(20,978)	(21,397)	(21,825)	(22,262)	(22,707)	(23,161)	(23,161)	(23,161)	(23,161)
	1010-0194 ADMIN INSUR - PUBLIC LIABILITY	(136,054)	(141,416)	(144,244)	(147,129)	(150,071)	(153,073)	(156,134)	(159,257)	(159,257)	(159,257)	(159,257)
	1010-0195 ADMIN INSUR - OTHER	(30,425)	(29,983)	(30,584)	(31,195)	(31,819)	(32,455)	(33,104)	(33,766)	(33,766)	(33,766)	(33,766)
	1010-0197 ADMIN RISK MANAGEMENT SIGNAGE	(1,954)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)
	1010-0198 ADMIN RISK MANAGEMENT OP EXP	(3,238)	(1,900)	(1,928)	(1,957)	(1,987)	(2,016)	(2,047)	(2,077)	(2,077)	(2,077)	(2,077)
	1010-0199 ADMIN RISK MANAGEMENT	(6,115)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
	1010-0200 ADMIN LEGAL EXPENSES INCL. GST	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	1010-0202 ADMIN LEGAL EXPEN - DEBT/COLL	(47,740)	(63,681)	(64,637)	(65,607)	(66,591)	(67,589)	(68,603)	(69,632)	(69,632)	(69,632)	(69,632)
	1010-0205 ADMIN POSTAGE	(30,231)	(30,482)	(30,737)	(30,995)	(31,258)	(31,524)	(31,795)	(32,069)	(32,069)	(32,069)	(32,069)
	1010-0206 CHARGE FOR INTERNET RATES PAYM	(523)	(531)	(539)	(547)	(555)	(563)	(571)	(580)	(580)	(580)	(580)
	1010-0207 ADMIN LEGAL EXPENSES-GST FREE	(3,668)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1010-0210 ADMIN PRINTING/STATIONERY	(43,082)	(43,728)	(44,384)	(45,050)	(45,726)	(46,412)	(47,108)	(47,815)	(47,815)	(47,815)	(47,815)
	1010-0215 ADMIN TELEPHONE	(15,894)	(26,411)	(26,940)	(27,478)	(28,028)	(28,589)	(29,161)	(29,744)	(29,744)	(29,744)	(29,744)
	1010-0220 ADMIN VALUATION FEES	(39,001)	(43,297)	(44,163)	(45,047)	(45,948)	(46,866)	(47,804)	(48,760)	(48,760)	(48,760)	(48,760)
	1010-0225 ADMIN SUBSCRIPTIONS	(4,980)	(3,396)	(3,447)	(3,499)	(3,552)	(3,605)	(3,659)	(3,713)	(3,713)	(3,713)	(3,713)
	1010-0230 ADMIN OFFICE BLDG MTCE	(16,145)	(12,736)	(12,927)	(13,121)	(13,318)	(13,518)	(13,721)	(13,927)	(13,927)	(13,927)	(13,927)
	1010-0245 ADMIN OFFICE GROUNDS MTCE	(9,280)	(9,022)	(9,157)	(9,294)	(9,434)	(9,575)	(9,719)	(9,864)	(9,864)	(9,864)	(9,864)
	1010-0250 ADMIN OFFICE EQUIPMENT MTCE	(31,730)	(28,126)	(28,548)	(28,976)	(29,411)	(29,852)	(30,300)	(30,755)	(30,755)	(30,755)	(30,755)
	1010-0265 ADMIN SUNDRY OPERATING EXPENSE	(6,434)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	1010-0266 ADMIN CHRISTMAS PARTY EXPENSE	(7,105)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
	1010-0270 ASSET REVALUATION EXPENSE	(35,047)	(5,307)	(5,386)	(5,467)	(5,550)	(5,632)	(5,717)	(5,803)	(5,803)	(5,803)	(5,803)
	1010-0296 WEB PAGE MAINTENANCE & TRAININ	(175)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1010-0297 CORP SERVICES ADMIN CHARGES	(508,635)	(527,244)	(527,215)	(527,186)	(527,154)	(527,120)	(527,163)	(527,206)	(527,206)	(527,206)	(527,206)
	1010-0298 LESS: RENTAL CONTRIBUTIONS	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
	1010-0299 LESS: CHARGED TO OTHER FUNDS	1,841,000	1,841,000	1,841,000	1,841,000	1,841,000	1,841,000	1,841,000	1,841,000	1,841,000	1,841,000	1,841,000
	1010-0500 CORPORATE SERVICES EQUIPMENT	(18,355)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
	1010-0501 CORP SERV ADMINISTRATION SOFTWARE UPGRADE	-	-	-	-	-	-	-	-	-	-	-
	1010-0504 EQUIP/FURN - CORP. SERVICES <=	(7,400)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	1200-2502 CORP SERVICES OFFICE EQUIPMENT DEPCN	(49,970)	(50,469)	(50,974)	(51,484)	(51,999)	(52,519)	(53,044)	(53,574)	(53,574)	(53,574)	(53,574)
	1200-2504 CORP SERVICES OFFICE DEPCN	(42,036)	(42,457)	(42,882)	(43,301)	(43,744)	(44,180)	(44,622)	(45,069)	(45,069)	(45,069)	(45,069)
	SHIREOFFICECAPEXP SHIRE OFFICE CAPITAL EXPENDITURE	-	(19,000)	-	-	-	-	-	-	-	-	-
	1200-2027 RISK MANAGEMENT TRANSFER TO RESERVE	-	-	-	-	-	-	-	-	-	-	-
	1200-2028 INFO TECH TRANSFER TO RESERVE	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	1010-0163 BANK FEES - GST FREE	(5,000)	-	-	-	-	-	-	-	-	-	-
	1010-0505 SERVER UPGRADE	-	-	-	-	-	-	-	-	-	-	-
	1010-0506 REPLACE ASSET SOFTWARE	-	-	-	-	-	-	-	-	-	-	-
	1010-0152 WORK HEALTH & SAFETY	(7,310)	(7,493)	(7,680)	(7,872)	(8,069)	(8,271)	(8,477)	(8,689)	(8,907)	(9,129)	(9,357)
	1010-0280 CROWN LANDS MANGEMENT EXP	(61,197)	-	-	-	-	-	-	-	-	-	-
	1010-0507 DOCUMENT MANAGEMENT SOFTWARE	(53,455)	-	-	-	-	-	-	-	-	-	-
	1010-0508 OFFICE SPLIT SYSTEM AIR CONDIT	(6,000)	-	-	-	-	-	-	-	-	-	-
	1010-0509 UPGRADE TELEPHONE SYSTEM	(15,000)	-	-	-	-	-	-	-	-	-	-
	<b>CORPORATE SUPPORT REVENUE</b>											
	1200-1500 CORP SUPPORT SUNDRY REVENUE	2,548	-	-	-	-	-	-	-	-	-	-
	1200-1600 REVENUE - GIPA	-	-	-	-	-	-	-	-	-	-	-
	1200-1670 INSURANCE REBATE	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	1200-1680 WORKCOVER INCENTIVE PAYMENTS	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
<b>GRAND TOTAL</b>		267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
<b>0</b>												
	1200-1814 RATES CERTIFICATE S603 - GST FREE	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
	1200-1815 URGENT RATE S603 CERT INCL GST	260	260	260	260	260	260	260	260	260	260	260
	1200-1829 RECOVER BANK CHARGES - DISHONOUR FEES	31	-	-	-	-	-	-	-	-	-	-
	1200-1870 LEGAL COSTS RECOVERED	52,768	54,087	55,439	56,825	58,246	59,702	61,194	62,724	62,724	62,724	62,724
	1200-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	-	-	-	-	-	-	-	-	-	-	-
	1500-1001 CENTS ROUNDING	-	-	-	-	-	-	-	-	-	-	-
	9500-1844 INTEREST - O/S DEBTORS GST FREE	-	-	-	-	-	-	-	-	-	-	-
	SHIREOFFICECAPINC SHIRE OFFICE CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-
	1200-1927 RISK MANAGEMENT TRANSFER FROM RESERVE	4,045	-	-	-	-	-	-	-	-	-	-
	1200-1928 INFO TECH TRANSFER FROM RESERVE	-	-	-	-	-	-	-	-	-	-	-
	1200-1954 OLG Grant - ESPL Funding	-	-	-	-	-	-	-	-	-	-	-
	1200-1951 CROWN LANDS MANAGEMENT GRANT	-	-	-	-	-	-	-	-	-	-	-
	1200-1830 RECOVER BANK CHARGES - BANK ERROR	-	-	-	-	-	-	-	-	-	-	-
<b>1 Total</b>		<b>(414,365)</b>	<b>(308,242)</b>	<b>(330,124)</b>	<b>(371,886)</b>	<b>(414,623)</b>	<b>(458,281)</b>	<b>(502,997)</b>	<b>(548,702)</b>	<b>(581,018)</b>	<b>(614,141)</b>	<b>(648,091)</b>
<b>2</b>												
	<b>TECHNICAL SERVICES</b>											
	<b>TECHNICAL SERVICES EXPENSE</b>											
	1011-0103 TECH SERVICES SALARIES - WORK	(241,600)	(264,200)	(270,805)	(277,575)	(284,515)	(291,627)	(298,918)	(306,391)	(314,051)	(321,902)	(329,950)
	1011-0104 TECH SERVICES SALARIES - ENV.S	(126,185)	(192,300)	(197,108)	(202,035)	(207,086)	(212,263)	(217,570)	(223,009)	(228,584)	(234,299)	(240,156)
	1011-0105 TECH SERVICES SALARIES - EXE.	(512,059)	(617,700)	(633,143)	(648,971)	(665,195)	(681,825)	(698,871)	(716,343)	(734,251)	(752,607)	(771,423)
	1011-0109 TECH SERVICES SALARIES - DTS S	(202,000)	(217,200)	(222,630)	(228,196)	(233,901)	(239,748)	(245,742)	(251,885)	(258,183)	(264,637)	(271,253)
	1011-0113 TECH SERVICE W/E VEHICLE OP EX	(23,177)	(23,640)	(24,113)	(24,595)	(25,087)	(25,589)	(26,101)	(26,623)	(26,623)	(26,623)	(26,623)
	1011-0114 TECH SERVICE ENV VEHICLE OP EX	(23,177)	(23,640)	(24,113)	(24,595)	(25,087)	(25,589)	(26,101)	(26,623)	(26,623)	(26,623)	(26,623)
	1011-0115 TECH SERVICE EXE VEHICLE OP EX	(61,354)	(62,281)	(48,226)	(49,191)	(50,175)	(51,179)	(52,202)	(53,246)	(53,246)	(53,246)	(53,246)
	1011-0119 TECH SERVICE DTS VEHICLE OP EX	(23,177)	(23,640)	(24,113)	(24,595)	(25,087)	(25,589)	(26,101)	(26,623)	(26,623)	(26,623)	(26,623)
	1011-0120 LESS: CHARGED TO OTHER FUNDS/S	1,167,700	1,167,700	1,167,700	1,167,700	1,167,700	1,167,700	1,167,700	1,167,700	1,167,700	1,167,700	1,167,700
	1011-0125 TECH SERVICES ADMIN CHARGES	(158,027)	(158,056)	(158,085)	(158,114)	(158,146)	(158,180)	(158,137)	(158,094)	(158,094)	(158,094)	(158,094)
	1011-0135 TECH SERVICES STAFF TRAINING	(84,241)	(16,235)	(16,562)	(16,896)	(17,233)	(17,577)	(17,926)	(18,285)	(18,285)	(18,285)	(18,285)
	1011-0137 STAFF RELOCATION EXPENSES	-	-	-	-	-	-	-	-	-	-	-
	1011-0140 TECH SERVICES CONFERENCES/SEMI	(3,714)	(3,789)	(3,864)	(3,942)	(4,020)	(4,101)	(4,183)	(4,266)	(4,266)	(4,266)	(4,266)
	1011-0141 TECH SERVICES - INSURANCE	(2,796)	(3,464)	(3,533)	(3,604)	(3,676)	(3,749)	(3,824)	(3,901)	(3,901)	(3,901)	(3,901)
	1011-0142 TECH SERVICES EXP -ADVERTISING	(9,812)	(2,165)	(2,208)	(2,252)	(2,297)	(2,343)	(2,390)	(2,438)	(2,438)	(2,438)	(2,438)
	1011-0143 TECH SERVICES TELEPHONE	(6,702)	(7,577)	(7,729)	(7,883)	(8,041)	(8,202)	(8,366)	(8,533)	(8,533)	(8,533)	(8,533)
	1011-0145 TECH SERVICES OFFICE EXPENSES	(12,159)	(5,311)	(5,386)	(5,467)	(5,549)	(5,632)	(5,717)	(5,802)	(5,802)	(5,802)	(5,802)
	1011-0146 TECH SERVICES - CONSULTANCY	-	-	-	-	-	-	-	-	-	-	-
	1011-0147 TECH SERV EQUIPMENT MTCE	(2,615)	(2,653)	(2,693)	(2,734)	(2,775)	(2,816)	(2,858)	(2,901)	(2,901)	(2,901)	(2,901)
	1011-0160 DEPOT OPERATIONAL EXPENSES	(13,176)	(13,373)	(13,574)	(13,777)	(13,984)	(14,194)	(14,407)	(14,623)	(14,623)	(14,623)	(14,623)
	1011-0161 DEPOT OP. EXPENSES- INSURANCE	(2,275)	(4,330)	(4,416)	(4,505)	(4,595)	(4,687)	(4,780)	(4,876)	(4,876)	(4,876)	(4,876)
	1011-0162 DEPOT OP. EXPENSES-ELECTRICITY	(16,767)	(17,102)	(17,444)	(17,793)	(18,149)	(18,512)	(18,882)	(19,260)	(19,260)	(19,260)	(19,260)
	1011-0163 DEPOT OP. EXPENSES - TELEPHONE	(5,833)	(595)	(607)	(619)	(632)	(644)	(657)	(670)	(670)	(670)	(670)
	1011-0165 DEPOT BLDG MTCE	(10,386)	(4,245)	(4,309)	(4,374)	(4,439)	(4,506)	(4,574)	(4,642)	(4,642)	(4,642)	(4,642)
	1011-0170 DEPOT GROUNDS MTCE	(10,000)	(10,149)	(10,302)	(10,457)	(10,613)	(10,772)	(10,934)	(11,098)	(11,195)	(11,293)	(11,393)
	1011-0171 DEPOT AMENITIES CLEANING	(6,827)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
	1011-0504 EQUIP/FURN - TECH. SERVICES <=	(1,105)	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)
	1011-0505 EQUIP/FURN - TECH. SERVICES >=	(13,612)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	1011-0525 LAND & BUILD DEPOT - BERRIGAN	(17,686)	-	-	-	-	-	-	-	-	-	-
	1011-0535 LAND & BUILD DEPOT - FINLEY	(445)	-	-	-	-	-	-	-	-	-	-
	1300-2502 TECH SERVICES OFFICE EQUIPMENT DEPCN	(5,461)	(5,515)	(5,570)	(5,626)	(5,682)	(5,739)	(5,797)	(5,855)	(5,855)	(5,855)	(5,855)
	1310-2502 DEPOT EQUIPMENT DEPCN	(721)	(728)	(736)	(743)	(750)	(758)	(766)	(773)	(773)	(773)	(773)
	1310-2504 DEPOT DEPCN	(27,715)	(27,992)	(28,272)	(28,555)	(28,840)	(29,129)	(29,420)	(29,714)	(29,714)	(29,714)	(29,714)

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
<b>GRAND TOTAL</b>		267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0												
	DEPOTCAPEXP DEPOT CAPITAL EXPENDITURE	-	-	-	(180,000)	-	-	-	-	-	-	-
	1011-0106 TECH SERVICES SALARIES - PROJECT MGR	(220,000)	(172,500)	(176,813)	(181,233)	(185,764)	(190,408)	(195,168)	(200,047)	(205,048)	(210,174)	(215,429)
	1011-0116 TECH SERVICES PROJECT MGR VEHICLE OP EX	(9,321)	-	-	-	-	-	-	-	-	-	-
	1011-0152 WORK HEALTH & SAFETY E	(11,171)	(3,184)	(3,234)	(3,280)	(3,330)	(3,379)	(3,430)	(3,482)	(3,482)	(3,482)	(3,482)
	1011-0150 TECH SERVICES - AERIAL IMAGING	(36,000)	-	-	-	-	-	-	-	-	-	-
	<b>TECHNICAL SERVICES REVENUE</b>											
	1300-1500 TECH SERV SUNDRY INCOME - INCL GST	-	-	-	-	-	-	-	-	-	-	-
	1300-1502 OHS INCENTIVE PAYMENT	-	-	-	-	-	-	-	-	-	-	-
	1300-1800 ROAD OPENING PERMIT FEES	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
	1300-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	-	-	-	-	-	-	-	-	-	-	-
	DEPOTCAPINC DEPOT CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-
<b>2 Total</b>		<b>(730,595)</b>	<b>(729,884)</b>	<b>(755,907)</b>	<b>(977,927)</b>	<b>(840,967)</b>	<b>(885,055)</b>	<b>(930,140)</b>	<b>(976,321)</b>	<b>(1,018,859)</b>	<b>(1,062,460)</b>	<b>(1,107,151)</b>
3												
	<b>PLANT SERVICES</b>											
	<b>PLANT SERVICES EXPENSE</b>											
	1011-0240 PLANT SERVICES ADMIN CHARGES	(71,300)	(71,300)	(71,300)	(71,300)	(71,300)	(71,300)	(71,300)	(71,300)	(71,300)	(71,300)	(71,300)
	1011-0515 MOTOR VEHICLE PURCHASES	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
	1011-0545 PUBLIC WORKS PLANT PURCHASE	(979,265)	(532,000)	(720,000)	(240,000)	(300,000)	(285,000)	(710,000)	(1,015,000)	(560,000)	(370,000)	(370,000)
	1011-0546 PUBLIC WORKS UTILITY PURCHASE	(229,485)	(68,750)	(68,750)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)
	1011-0550 PURCHASE MINOR PLANT	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
	1015-0000 PLANT EXPENSES	(1,160,902)	(1,178,315)	(1,195,990)	(1,213,930)	(1,232,139)	(1,250,621)	(1,269,380)	(1,288,421)	(1,288,421)	(1,288,421)	(1,288,421)
	1020-0100 PLANT WORKSHOP EXPENSES	(55,000)	(55,824)	(56,662)	(57,512)	(58,374)	(59,250)	(60,139)	(61,041)	(61,437)	(61,839)	(62,247)
	1020-0101 PLANT WORKSHOP EXP - TELEPHONE	(605)	(617)	(629)	(642)	(655)	(668)	(681)	(695)	(695)	(695)	(695)
	1020-0103 PLANT WORKSHOP EXP - VEHICLE	(23,177)	(23,640)	(24,113)	(24,595)	(25,087)	(25,589)	(26,101)	(26,623)	(26,623)	(26,623)	(26,623)
	1025-0150 PLANT INSURANCE PREMIUMS	(2,065)	(2,814)	(2,871)	(2,928)	(2,987)	(3,046)	(3,107)	(3,169)	(3,169)	(3,169)	(3,169)
	1030-0160 MINOR PLANT OPERATING EXPENSES	(17,986)	(18,255)	(18,529)	(18,807)	(19,089)	(19,376)	(19,666)	(19,961)	(19,961)	(19,961)	(19,961)
	1035-0170 TOOLS PURCHASES	(8,156)	(8,279)	(8,403)	(8,529)	(8,657)	(8,787)	(8,918)	(9,052)	(9,052)	(9,052)	(9,052)
	1320-2026 PLANT SERVICES TRANSFER TO RESERVE	64,616	(466,825)	(241,005)	(618,720)	(586,973)	(610,019)	(322,365)	(49,014)	(442,719)	(615,450)	(615,042)
	1320-2500 PLANT DEPCN	(500,726)	(505,734)	(510,791)	(515,899)	(521,058)	(526,268)	(531,531)	(536,846)	(536,846)	(536,846)	(536,846)
	1320-2550 DEPRECIATION - MOTOR VEHICLES	(275,812)	(278,570)	(281,355)	(284,169)	(287,011)	(289,881)	(292,780)	(295,707)	(295,707)	(295,707)	(295,707)
	1020-0104 PLANT WORKSHOP E-TAG CLEARING	(567)	-	-	-	-	-	-	-	-	-	-
	1020-0500 UPGRADE WORKSHOP EQUIPMENT	(15,000)	-	-	-	-	-	-	-	-	-	-
	1320-2010 PLANT HIRE INCOME COUNCIL WORKS	2,217,560	2,250,824	2,284,586	2,318,855	2,353,638	2,388,942	2,424,777	2,461,148	2,463,249	2,465,382	2,465,382
	<b>PLANT SERVICES REVENUE</b>											
	1320-1200 GAIN ON DISPOSAL - PLANT & EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-
	1320-1201 GAIN ON DISPOSAL - MOTOR VEHICLE	-	-	-	-	-	-	-	-	-	-	-
	1320-1203 PUBLIC MOTOR VEHICLE DISPOSAL	246,500	245,000	190,000	70,500	81,000	71,000	190,000	203,000	140,000	121,000	121,000
	1320-1204 PUBLIC WORKS UTILITY DISPOSAL	39,000	39,000	39,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
	1320-1205 MOTOR VEHICLE DISPOSAL	233,981	130,000	130,000	130,000	130,000	130,000	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	48,460	49,672	50,913	52,186	53,491	54,830	56,199	57,604	57,604	57,604	57,604
	1320-1825 STAFF PRIVATE USE FUEL CHARGES	9,692	9,934	10,183	10,437	10,698	10,966	11,240	11,521	11,521	11,521	11,521
	1320-1856 PLANT REGO. & GREENSLIP REFUND	67	-	-	-	-	-	-	-	-	-	-
	1320-1857 PLANT INSURANCE CLAIM REFUND	2,786	-	-	-	-	-	-	-	-	-	-
	1320-1926 PLANT REPLACE TRANSFER FROM RESERVE	(0)	-	-	-	-	-	-	-	-	-	-
	1320-1950 PLANT FUEL TAX CREDIT SCHEME	53,845	55,191	56,570	57,985	59,434	60,918	62,443	64,004	64,004	64,004	64,004
	1320-4010-0000 PLANT DEPCN CONTRA	776,538	784,303	792,146	800,068	808,068	816,149	824,311	832,554	832,554	832,554	832,554

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0												
	1320-1202 MOTOR VEHICLE DISPOSAL	-	-	-	-	-	-	-	-	-	-	-
<b>3 Total</b>		<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>
4												
	<b>OVERHEAD</b>											
	<b>OVERHEAD EXPENSE</b>											
	1050-0010 WAGES SALARY POLICY SYSTEM BAC	-	-	-	-	-	-	-	-	-	-	-
	1050-0020 WAGES PERFORMANCE BONUS PAYMEN	(77,106)	(79,033)	(81,009)	(83,034)	(85,110)	(87,238)	(89,419)	(91,654)	(91,654)	(91,654)	(91,654)
	1050-0040 ANNUAL LEAVE - WORKS / WAGES	(262,115)	(268,668)	(275,385)	(282,269)	(289,326)	(296,560)	(303,974)	(311,573)	(311,573)	(311,573)	(311,573)
	1050-0060 PUBLIC HOLIDAY - WORKS / WAGES	(147,750)	(151,443)	(155,229)	(159,110)	(163,088)	(167,164)	(171,344)	(175,627)	(175,627)	(175,627)	(175,627)
	1050-0080 LONG SERVICE LEAVE - WAGES	(110,058)	(112,810)	(115,630)	(118,521)	(121,484)	(124,521)	(127,634)	(130,825)	(130,825)	(130,825)	(130,825)
	1050-0100 SICK LEAVE - WORKS / WAGES	(109,951)	(112,699)	(115,517)	(118,405)	(121,365)	(124,399)	(127,509)	(130,697)	(130,697)	(130,697)	(130,697)
	1050-0115 RDO - PAYROLL SUSPENSE	-	-	-	-	-	-	-	-	-	-	-
	1050-0120 BEREAVEMENT LEAVE - WAGES	(3,123)	(3,201)	(3,281)	(3,363)	(3,447)	(3,533)	(3,622)	(3,712)	(3,712)	(3,712)	(3,712)
	1050-0150 WAGES LEAVE WITHOUT PAY	-	-	-	-	-	-	-	-	-	-	-
	1050-0170 RURAL FIRE SERVICE LVE - WAGES	-	-	-	-	-	-	-	-	-	-	-
	1050-0180 WAGES ACCIDENT PAY TO EMPLOYEE	-	-	-	-	-	-	-	-	-	-	-
	1050-0220 WAGES MEDICAL EXPENSES	-	-	-	-	-	-	-	-	-	-	-
	1050-0320 WAGES SUPERANNUATION - LG RET	-	-	-	-	-	-	-	-	-	-	-
	1050-0340 WAGES SUPERANNUATION - LG ACC	(279,561)	(286,550)	(293,714)	(301,057)	(309,336)	(318,616)	(329,767)	(342,958)	(342,958)	(342,958)	(342,958)
	1050-0380 WAGES WORKER COMPENSAT INSUR -	(185,924)	(189,642)	(193,435)	(197,304)	(201,250)	(205,275)	(209,380)	(213,568)	(213,568)	(213,568)	(213,568)
	1050-0440 WAGES PROTECTIVE/SAFETY CLOTHI	(38,841)	(39,617)	(40,409)	(41,218)	(42,042)	(42,882)	(43,739)	(44,615)	(44,615)	(44,615)	(44,615)
	1050-0720 WAGES OTHER TRAINING EXPENSES	(45,950)	(46,869)	(47,807)	(48,763)	(49,738)	(50,732)	(51,747)	(52,782)	(52,782)	(52,782)	(52,782)
	1050-0730 WAGES OCCUPATIONAL HEALTH & SA	-	-	-	-	-	-	-	-	-	-	-
	1050-0750 EAP CONSULTATION EXPENSE	-	-	-	-	-	-	-	-	-	-	-
	1050-0770 WAGES STAFF TRAINING - GENERAL	(19,526)	(19,917)	(20,315)	(20,721)	(21,136)	(21,559)	(21,989)	(22,429)	(22,429)	(22,429)	(22,429)
	1050-0780 WAGES OTHER MEETINGS	-	-	-	-	-	-	-	-	-	-	-
	1050-0790 WORKPLACE INVESTIGATION	-	-	-	-	-	-	-	-	-	-	-
	1055-0030 STORES OPERATING COSTS	(76,200)	(102,100)	(104,653)	(107,269)	(109,951)	(112,699)	(115,517)	(118,405)	(121,365)	(124,399)	(127,509)
	1055-0040 STOCK FREIGHT ONCOST EXPENSE	(10,000)	(10,250)	(10,506)	(10,769)	(11,038)	(11,314)	(11,597)	(11,887)	(12,184)	(12,489)	(12,801)
	1055-0050 UNALLOCATED STORE COST VARIATI	-	-	-	-	-	-	-	-	-	-	-
	1070-0040 ANNUAL LEAVE - ADMIN / STAFF	(246,094)	(251,016)	(256,036)	(261,157)	(266,380)	(271,707)	(277,141)	(282,684)	(282,684)	(282,684)	(282,684)
	1070-0060 PUBLIC HOLIDAY - ADMIN / STAFF	(138,806)	(141,582)	(144,414)	(147,302)	(150,248)	(153,253)	(156,318)	(159,444)	(159,444)	(159,444)	(159,444)
	1070-0080 LONG SERVICE LEAVE - STAFF	(103,468)	(105,537)	(107,648)	(109,801)	(111,997)	(114,237)	(116,522)	(118,852)	(118,852)	(118,852)	(118,852)
	1070-0100 SICK LEAVE - ADMIN / STAFF	(103,468)	(105,537)	(107,648)	(109,801)	(111,997)	(114,237)	(116,522)	(118,852)	(118,852)	(118,852)	(118,852)
	1070-0120 BEREAVEMENT LEAVE - STAFF	(2,971)	(3,034)	(3,091)	(3,153)	(3,216)	(3,280)	(3,346)	(3,413)	(3,413)	(3,413)	(3,413)
	1070-0180 STAFF ACCIDENT PAY TO EMPLOYEE	-	-	-	-	-	-	-	-	-	-	-
	1070-0220 STAFF MEDICAL EXPENSES	(1,152)	-	-	-	-	-	-	-	-	-	-
	1070-0320 STAFF SUPERANNUATION - LG RET	-	-	-	-	-	-	-	-	-	-	-
	1070-0340 STAFF SUPERANNUATION - LG ACC	(307,344)	(315,028)	(322,904)	(330,977)	(340,078)	(350,281)	(362,541)	(377,043)	(377,043)	(377,043)	(377,043)
	1070-0380 STAFF WORKER COMPENSAT INSUR -	(177,222)	(180,766)	(184,381)	(188,069)	(191,831)	(195,668)	(199,581)	(203,573)	(203,573)	(203,573)	(203,573)
	1070-0390 STAFF RELOCATION EXPENSES	-	-	-	-	-	-	-	-	-	-	-
	STAFFRECOVERY STAFF ONCOST OVERHEAD RECOVERY	1,060,700	1,132,425	1,162,282	1,192,917	1,225,929	1,261,464	1,301,364	1,345,991	1,349,248	1,352,586	1,356,009
	WAGESRECOVERY WAGES ONCOST OVERHEAD RECOVERY	1,385,928	1,392,874	1,420,731	1,449,146	1,478,129	1,507,691	1,537,845	1,568,602	1,568,602	1,568,602	1,568,602
	1070-0155 SUSPENSION WITH PAY	-	-	-	-	-	-	-	-	-	-	-
	1070-0145 PAID PARENTAL LEAVE	-	-	-	-	-	-	-	-	-	-	-
	1070-0140 MATERNITY LEAVE - Staff	-	-	-	-	-	-	-	-	-	-	-
	1070-0160 STAFF PAID SPECIAL LEAVE	-	-	-	-	-	-	-	-	-	-	-
	<b>OVERHEAD REVENUE</b>											
	1400-1230 LSL CONTRIBUTIONS TRANSFERRED EMPS	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0												
	1400-1500 ACCIDENT PAY RECOUP	-	-	-	-	-	-	-	-	-	-	-
	1400-1510 WORKERS COMPENSATION INSURANCE REFUND	-	-	-	-	-	-	-	-	-	-	-
	1400-1550 ONCOSTS STAFF TRAINING REFUND	-	-	-	-	-	-	-	-	-	-	-
	1400-1600 SUPERANNUATION ACC SCHEME REFUND	-	-	-	-	-	-	-	-	-	-	-
	1400-1950 ONCOSTS STAFF TRAINING SUBSIDY	-	-	-	-	-	-	-	-	-	-	-
	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	-	-	-	-	-	-	-	-	-	-	-
	<b>4 Total</b>	<b>0</b>	<b>-</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
5												
	<b>EMERGENCY SERVICES</b>											
	<b>EMERGENCY SERVICES EXPENSE</b>											
	1110-0105 CONTRIBUTION NSW FIRE BRIGADE	(51,267)	(52,292)	(53,338)	(54,405)	(55,493)	(56,603)	(57,735)	(58,890)	(58,890)	(58,890)	(58,890)
	1110-0110 CONTRIBUTION RURAL FIRE FUND	(120,228)	(122,633)	(125,086)	(127,587)	(130,139)	(132,742)	(135,397)	(138,105)	(138,105)	(138,105)	(138,105)
	1110-0155 RURAL FIRE BRIGADES BLDG MTCE	(1,045)	(1,061)	(1,077)	(1,093)	(1,110)	(1,127)	(1,143)	(1,161)	(1,161)	(1,161)	(1,161)
	1110-0160 FIRE BRIGADE ADMIN CHARGES	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)
	1110-0205 RFS RADIO MTCE	(453)	-	-	-	-	-	-	-	-	-	-
	1110-0210 RFS STATION SHED MTCE	(6,118)	(1,045)	(1,061)	(1,077)	(1,093)	(1,110)	(1,126)	(1,143)	(1,143)	(1,143)	(1,143)
	1110-0250 RFS VEHICLE INSURANCE	(86)	-	-	-	-	-	-	-	-	-	-
	1110-0255 RFS SHEDS & OTHER INSURANCE	(3,677)	(1,624)	(1,656)	(1,689)	(1,723)	(1,757)	(1,793)	(1,828)	(1,828)	(1,828)	(1,828)
	1114-0105 CONTRIBUTION NSW SES	(235,234)	(16,884)	(17,221)	(17,566)	(17,917)	(18,276)	(18,641)	(19,014)	(19,014)	(19,014)	(19,014)
	1114-0110 SES OPERATING EXPENSES	(2,196)	-	-	-	-	-	-	-	-	-	-
	1114-0112 SES OP. EXPENSES-ELECTRICITY	(153)	-	-	-	-	-	-	-	-	-	-
	1114-0113 SES OPERATING EXP - TELEPHONE	(1,654)	-	-	-	-	-	-	-	-	-	-
	1114-0114 SES OP. EXPENSES - INSURANCE	(888)	-	-	-	-	0	0	0	0	0	0
	1114-0125 TOC SEARCH & RESCUE BLDG MTCE	(2,484)	(591)	(600)	(609)	(618)	(627)	(637)	(646)	(646)	(646)	(646)
	2120-2500 FIRE PROTECTION PLANT DEPCN	-	-	-	-	-	0	0	0	0	0	0
	2120-2504 RURAL FIRE BRIGADE BLDG DEPCN	(3,761)	(3,798)	(3,836)	(3,875)	(3,913)	(3,952)	(3,992)	(4,032)	(4,032)	(4,032)	(4,032)
	2400-2504 SES DEPCN	(10,509)	(10,614)	(10,720)	(10,828)	(10,936)	(11,045)	(11,156)	(11,267)	(11,267)	(11,267)	(11,267)
	EMERGCAPEXP EMERGENCY SERVICES CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-
	1110-0290 RFS EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-
	<b>EMERGENCY SERVICES REVENUE</b>											
	2120-1950 RFS OPERATIONAL GRANT (B&C)	59,400	-	-	-	-	0	0	0	0	0	0
	2120-4010-0000 FIRE PROTECTION DEPCN CONTRA	14,270	14,412	14,556	14,702	14,849	14,998	15,148	15,299	15,299	15,299	15,299
	2400-1704 INCOME - SES REIMBURSEMENT	-	-	-	-	-	-	-	-	-	-	-
	EMERGCAPINC EMERGENCY SERVICES CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-
	<b>5 Total</b>	<b>(366,884)</b>	<b>(196,930)</b>	<b>(200,839)</b>	<b>(204,827)</b>	<b>(208,893)</b>	<b>(213,040)</b>	<b>(217,271)</b>	<b>(221,586)</b>	<b>(221,586)</b>	<b>(221,586)</b>	<b>(221,586)</b>
7												
	<b>OTHER COMMUNITY SERVICES</b>											
	<b>OTHER COMMUNITY SERVICES EXPENSE</b>											
	1313-0105 YOUTH WEEK GRANT & CONTRIBUTIO	(3,000)	(3,000)	(3,000)	(3,000)	(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)	(500)	(500)	(500)	(500)
	1313-0115 PORTSEA CAMP EXPENSES	(4,500)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1313-0120 COMMUNITY PLANNING - SALARY	(166,500)	(175,300)	(179,682)	(184,175)	(188,779)	(193,498)	(198,336)	(203,294)	(208,377)	(213,586)	(218,926)
	1313-0121 COMMUNITY PLANNING ADVERTISING	(1,973)	(2,003)	(2,033)	(2,063)	(2,094)	(2,126)	(2,158)	(2,190)	(2,190)	(2,190)	(2,190)
	1313-0122 COMMUNITY PLANNING - TRAINING	(2,335)	(2,381)	(2,429)	(2,478)	(2,527)	(2,577)	(2,629)	(2,682)	(2,682)	(2,682)	(2,682)

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
<b>GRAND TOTAL</b>		267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
<b>0</b>												
	1313-0123 COMMUNITY PLANNING - VEHICLE EXPENSE	(20,426)	(23,640)	(24,113)	(24,595)	(25,087)	(25,589)	(26,101)	(26,623)	(26,623)	(26,623)	(26,623)
	1313-0124 COMMUNITY PLANNING - TELEPHONE	(849)	(866)	(883)	(901)	(919)	(937)	(956)	(975)	(975)	(975)	(975)
	1313-0125 COMMUNITY PLANNING - OP EXPENSES	(2,123)	(2,165)	(2,208)	(2,253)	(2,297)	(2,343)	(2,388)	(2,436)	(2,436)	(2,436)	(2,436)
	1313-0131 YOUTH DEVELOPMENT	(13,626)	-	-	-	-	-	-	-	-	-	-
	1421-0120 BERRIGAN CONSERVATION GROUP EX	(19,742)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	1715-0111 AGEING STRATEGY	-	-	-	-	-	-	-	-	-	-	-
	1715-0113 MENS HEALTH WEEK	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1715-0115 SOUTH WEST ARTS INC.	(8,615)	(8,787)	(8,963)	(9,142)	(9,325)	(9,512)	(9,702)	(9,896)	(9,896)	(9,896)	(9,896)
	1715-0117 TARGETED CULTURAL ACTIVITIES	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	1715-0119 INTERNATIONAL WOMENS DAY	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
	1715-0129 HERITAGE OFFICER - LOCAL HERITAGE INCENTIVE FUND	(11,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	1715-0130 TOCUMWAL RAILWAY STATION LEASE	(356)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
	1715-0110 CHILDREN'S WEEK ACTIVITIES	(4,250)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1715-0118 DISABILITY INCLUSION PLAN	-	-	-	-	-	-	-	-	-	-	-
	1313-0110 DROUGHT WORKSHOPS	(12,500)	-	-	-	-	-	-	-	-	-	-
	1715-0145 MURRUMBIDGE COMMUNITY GRANT	-	-	-	-	-	-	-	-	-	-	-
<b>OTHER COMMUNITY SERVICES REVENUE</b>												
	3100-1840 PORTSEA CAMP DEPOSITS	5,773	2,000	2,000	2,000	2,000	2,000	2,000	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	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	3,000	3,000	3,000	3,000
	6320-1950 HERITAGE ADVISORY SERVICE GRANT	6,000	6,000	-	-	-	-	-	-	-	-	-
	6320-1951 LOCAL HERITAGE FUND GRANT	4,397	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	6330-1600 INTERNATIONAL WOMENS DAY INCOME	500	500	500	500	500	500	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	-	-	-	-	-	-	-	-	-	-	-
	3400-1950 DROUGHT WORKSHOPS GRANT	12,500	-	-	-	-	-	-	-	-	-	-
<b>7 Total</b>		(246,424)	(226,642)	(237,811)	(243,107)	(248,528)	(254,084)	(259,772)	(265,598)	(270,681)	(275,890)	(281,230)
<b>7</b>												
<b>CEMETERY</b>												
<b>CEMETERY EXPENSE</b>												
	1419-0106 CEMETERY OP. EXP - TELEPHONE	(530)	(540)	(550)	(560)	(570)	(580)	(590)	(602)	(602)	(602)	(602)
	1419-0107 CEMETERY OP.EXPS - ELECTRICITY	(1,590)	(1,620)	(1,650)	(1,680)	(1,710)	(1,740)	(1,770)	(1,805)	(1,805)	(1,805)	(1,805)
	1419-0108 CEMETERY OP EXP - INSURANCE	(135)	(30)	(30)	(30)	(30)	(30)	(30)	(31)	(31)	(31)	(31)
	1419-0110 CEMETERY MAINTENANCE	(33,365)	(29,809)	(30,248)	(30,681)	(31,110)	(31,532)	(31,950)	(32,429)	(32,429)	(32,429)	(32,429)
	1419-0112 CEMETERY BURIAL EXPENSES	(33,602)	(34,124)	(34,640)	(35,150)	(35,653)	(36,150)	(36,640)	(37,190)	(37,190)	(37,190)	(37,190)
	1419-0114 CEMETERY HONORARIUMS	(17,935)	(18,240)	(18,542)	(18,839)	(19,134)	(19,425)	(19,712)	(20,009)	(20,009)	(20,009)	(20,009)
	1419-0116 CEMETERY PLAQUES	(38,162)	(34,124)	(34,640)	(35,150)	(35,653)	(36,149)	(36,640)	(37,190)	(37,190)	(37,190)	(37,190)
	1419-0515 CEMETERY PLYNTHS	-	-	-	-	-	-	-	-	-	-	-
	3850-2026 CEMETERY TRANSFER TO RESERVE	-	-	-	-	-	-	-	-	-	-	-
	3850-2500 CEMETERY LAND IMPROVEMENTS DEPCN	(431)	(440)	(452)	(462)	(472)	(485)	(473)	(476)	(476)	(476)	(476)
	3850-2518 CEMETERY DEPCN	(4,339)	(4,251)	(4,161)	(4,071)	(3,980)	(3,887)	(3,786)	(3,824)	(3,824)	(3,824)	(3,824)
	CEMETERYCAPEX CEMETERY CAPITAL EXPENDITURE	-	(5,000)	-	(5,000)	-	(5,000)	-	(5,000)	-	-	-
	1419-0518 CEMETERY - FINLEY KERB & GUTT	(5,000)	-	-	-	-	-	-	-	-	-	-
	1419-0111 CEMETERY TOILET MAINTENCE	-	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)
	1419-0118 CEMETERY - FINLEY KERB & GUTTER	-	-	-	-	-	-	-	-	-	-	-
	1419-0517 BGA CEMETERY - FENCING	(5,455)	-	-	-	-	-	-	-	-	-	-



FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
<b>GRAND TOTAL</b>		267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
<b>0</b>												
	1419-0519 BGA CEMETERY - MODULAR TOILET	-	-	-	-	-	-	-	-	-	-	-
	1419-0520 FIN CEMETERY - MODULAR TOILET	-	-	-	-	-	-	-	-	-	-	-
	1419-0521 TOC CEMETERY - MODULAR TOILET	-	-	-	-	-	-	-	-	-	-	-
	1419-0522 BGN CEMETERY - MODULAR TOILET	-	-	-	-	-	-	-	-	-	-	-
	<b>CEMETERY REVENUE</b>											
	3850-1812 CEMETERY CHARGES - SHIRE INCLUDING G	119,074	121,900	124,798	127,769	130,812	133,931	133,931	137,129	137,129	137,129	137,129
	3850-1815 CEMETERY CHARGES - PLAQUES	8,615	8,831	9,051	9,278	9,509	9,746	9,746	9,990	9,990	9,990	9,990
	3850-1816 CEMETERY CHARGES - MONUMENTS	117	-	-	-	-	-	-	-	-	-	-
	3850-1926 CEMETERY TRANSFER FROM RESERVE	-	-	-	-	-	-	-	-	-	-	-
	3850-1817 CEMETERY SUNDRY INCOME	114	-	-	-	-	-	-	-	-	-	-
	3850-1813 Cemetery Charges - Shire GST Free	-	-	-	-	-	-	-	-	-	-	-
<b>7.1 Total</b>		<b>(12,624)</b>	<b>(21,447)</b>	<b>(15,064)</b>	<b>(18,576)</b>	<b>(11,991)</b>	<b>(15,302)</b>	<b>(11,915)</b>	<b>(15,438)</b>	<b>(10,438)</b>	<b>(10,438)</b>	<b>(10,438)</b>
<b>9</b>												
	<b>HOUSING</b>											
	<b>HOUSING EXPENSE</b>											
	1410-0125 HOUSING 27 DAVIS BLDG MTCE	(1,988)	(2,123)	(2,155)	(2,187)	(2,220)	(2,253)	(2,287)	(2,321)	(2,321)	(2,321)	(2,321)
	1410-0126 HOUSING 27 DAVIS ST - RATES	(2,370)	(2,335)	(2,370)	(2,406)	(2,442)	(2,478)	(2,515)	(2,553)	(2,553)	(2,553)	(2,553)
	1410-0127 HOUSING 27 DAVIS ST - INSURANCE	(1,037)	(1,191)	(1,214)	(1,239)	(1,264)	(1,289)	(1,315)	(1,341)	(1,341)	(1,341)	(1,341)
	1410-0130 HOUSING GREENHILLS BLDG MTCE	(2,614)	(2,653)	(2,693)	(2,734)	(2,775)	(2,816)	(2,858)	(2,901)	(2,901)	(2,901)	(2,901)
	1410-0131 HOUSING GREENHILLS - INSURANCE	(625)	(660)	(673)	(687)	(701)	(715)	(729)	(744)	(744)	(744)	(744)
	1410-0140 HOUSING 7 CARTER ST BLDG MTCE	(2,018)	(2,123)	(2,155)	(2,187)	(2,220)	(2,253)	(2,287)	(2,321)	(2,321)	(2,321)	(2,321)
	1410-0141 HOUSING 7 CARTER ST - RATES	(2,058)	(1,910)	(1,939)	(1,968)	(1,998)	(2,028)	(2,058)	(2,089)	(2,089)	(2,089)	(2,089)
	1410-0147 HOUSING 7 CARTER ST - INSURANC	(979)	(779)	(796)	(810)	(825)	(843)	(860)	(877)	(877)	(877)	(877)
	1410-0150 PROPERTY SERVICES ADMIN CHARGE	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)
	3550-2504 HOUSING DEPRECIATION	(9,582)	(9,678)	(9,774)	(9,872)	(9,971)	(10,071)	(10,171)	(10,273)	(10,273)	(10,273)	(10,273)
	HOUSINGCAPEXP HOUSING CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-
	1410-0500 AERODROME HOUSE REFURBISH	-	-	-	-	-	-	-	-	-	-	-
	<b>HOUSING REVENUE</b>											
	3550-1826 GENERAL - RENT ON COUNCIL HOUSES	17,080	17,506	17,944	18,393	18,853	19,325	19,807	20,302	20,302	20,302	20,302
	3550-1827 HOUSING CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-
	HOUSINGCAPINC HOUSING CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-
<b>9 Total</b>		<b>(13,991)</b>	<b>(13,746)</b>	<b>(13,625)</b>	<b>(13,497)</b>	<b>(13,363)</b>	<b>(13,222)</b>	<b>(13,074)</b>	<b>(12,919)</b>	<b>(12,919)</b>	<b>(12,919)</b>	<b>(12,919)</b>
<b>#</b>												
	<b>ENVIRONMENTAL SERVICES</b>											
	<b>ENVIRONMENTAL SERVICES EXPENSE</b>											
	1111-0105 DOG ACT EXPENSES	(51,068)	(35,920)	(36,818)	(37,738)	(38,682)	(39,649)	(40,640)	(41,656)	(42,698)	(43,765)	(44,859)
	1111-0106 DOG ACT EXPENSES - TELEPHONE	(636)	(649)	(662)	(676)	(689)	(703)	(717)	(731)	(731)	(731)	(731)
	1111-0108 COMPANION ANIMAL DLG REGISTRAT	(6,274)	(6,368)	(6,464)	(6,561)	(6,659)	(6,759)	(6,860)	(6,963)	(6,963)	(6,963)	(6,963)
	1111-0109 POUND OPERATION SALARIES & ALL	(26,680)	(35,920)	(36,818)	(37,738)	(38,682)	(39,649)	(40,640)	(41,656)	(42,698)	(43,765)	(44,859)
	1111-0110 POUNDS ACT EXPENSES	(24,155)	(20,608)	(20,919)	(21,234)	(21,554)	(21,880)	(22,210)	(22,546)	(22,551)	(22,557)	(22,557)
	1111-0111 POUNDS ACT EXPS - INSURANCE	(190)	(195)	(199)	(203)	(207)	(211)	(215)	(219)	(219)	(219)	(219)
	1111-0112 POUNDS ACT EXP. - ADVERTISING	(212)	(216)	(221)	(225)	(230)	(234)	(239)	(244)	(244)	(244)	(244)
	1111-0113 POUNDS ACT EXPENSE - TELEPHONE	(701)	(325)	(331)	(338)	(345)	(351)	(359)	(366)	(366)	(366)	(366)
	1111-0115 DOG POUND MTCE	(150)	(1,168)	(1,185)	(1,203)	(1,221)	(1,239)	(1,258)	(1,277)	(1,277)	(1,277)	(1,277)
	1111-0125 STOCK POUND MTCE	(523)	(531)	(539)	(547)	(555)	(563)	(572)	(580)	(580)	(580)	(580)
	1210-0190 HEALTH ADMINISTRATION ADMIN CH	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0												
	1211-0105 COMMUNITY SHARPS DISPOSAL	-	-	-	-	-	-	-	-	-	-	-
	1212-0105 FOOD CONTROL	-	-	-	-	-	-	-	-	-	-	-
	1213-0105 PEST CONTROL	-	-	-	-	-	-	-	-	-	-	-
	1213-0106 PEST CONTROL - BIRDS	(3,980)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
	1214-0105 CONTRIB CENTRAL MURRAY COUNTY	-	(277,456)	(280,766)	(284,141)	(287,584)	(291,095)	(294,677)	(298,331)	(298,331)	(298,331)	(298,331)
	1215-0105 MEMORIAL PARK TOILET BLDG MTCE	(1,046)	(1,061)	(1,077)	(1,093)	(1,110)	(1,127)	(1,143)	(1,161)	(1,161)	(1,161)	(1,161)
	1215-0130 FIN SECONDHAND SHOP INSURANCE	(477)	(498)	(508)	(518)	(528)	(539)	(550)	(561)	(561)	(561)	(561)
	1411-0110 ENV. SERV SALARIES & ALLOWANCE	(506,483)	(605,600)	(620,740)	(636,259)	(652,165)	(668,469)	(685,181)	(702,310)	(719,868)	(737,865)	(756,311)
	1411-0120 ENV. SERV VEHICLE OPERATING EX	(46,354)	(47,281)	(48,226)	(49,191)	(50,175)	(51,179)	(52,202)	(53,246)	(53,246)	(53,246)	(53,246)
	1411-0125 ENV. SERV STAFF TRAINING	(12,735)	(12,989)	(13,249)	(13,514)	(13,784)	(14,059)	(14,341)	(14,628)	(14,628)	(14,628)	(14,628)
	1411-0130 ENV. SERV CONFERENCES/SEMINARS	(8,553)	(5,348)	(5,455)	(5,564)	(5,676)	(5,789)	(5,905)	(6,023)	(6,023)	(6,023)	(6,023)
	1411-0135 ENV. SERV OFFICE EXPENSES	(5,751)	(5,838)	(5,925)	(6,014)	(6,104)	(6,196)	(6,289)	(6,383)	(6,383)	(6,383)	(6,383)
	1411-0136 ENV. SERV ADVERTISING EXPENSES	(2,886)	(2,944)	(3,003)	(3,063)	(3,124)	(3,187)	(3,251)	(3,316)	(3,316)	(3,316)	(3,316)
	1411-0137 ENV. SERV OFFICE EXP-TELEPHONE	(2,122)	(2,165)	(2,208)	(2,252)	(2,297)	(2,343)	(2,390)	(2,438)	(2,438)	(2,438)	(2,438)
	1411-0140 BUILDING SURVEYOR ACCREDITATION	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1411-0145 ENV. SERV LEGAL EXPENSES	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(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)	(2,000)	(2,000)	(2,000)	(2,000)
	1411-0150 COMMUNITY CLEAN-UP EXPENSE	-	-	-	-	-	-	-	-	-	-	-
	1411-0180 BLDG MTCE PROGRAM	(13,251)	(16,982)	(17,237)	(17,495)	(17,758)	(18,024)	(18,294)	(18,569)	(18,569)	(18,569)	(18,569)
	1411-0190 LESS: CHARGED TO OTHER FUNDS	455,300	455,300	455,300	455,300	455,300	455,300	455,300	455,300	455,300	455,300	455,300
	1411-0195 ENV. SERV ADMIN CHARGES	(103,500)	(103,500)	(103,500)	(103,500)	(103,500)	(103,500)	(103,500)	(103,500)	(103,500)	(103,500)	(103,500)
	1810-0190 BUILDING CONTROL ADMIN CHARGES	(238,500)	(238,500)	(238,500)	(238,500)	(238,500)	(238,500)	(238,500)	(238,500)	(238,500)	(238,500)	(238,500)
	ENVSERVICESCAPEXP ENVIRONMENTAL SERVICES CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-
	1411-0186 DA TRACKING PROJECT	(2,400)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
	1411-0187 ELECTRONIC HOUSING PROJECT	-	-	-	-	-	-	-	-	-	-	-
	1411-0160 SUBDIVISION SUPERVISION	(151)	-	-	-	-	-	-	-	-	-	-
	2200-2502 ANIMAL CONTROL EQUIPMENT DEPCN	(876)	(885)	(893)	(902)	(911)	(920)	(930)	(939)	(939)	(939)	(939)
	2200-2504 ANIMAL CONTROL BLDG DEPCN	-	-	-	-	-	(0)	(0)	(0)	(0)	(0)	(0)
	PUBLICHS&CAPEXP PUBLIC HEALTH & SAFETY CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-
	1111-0130 POUND FACILITIES UPGRADE	(120,000)	-	-	-	-	-	-	-	-	-	-
	1214-0100 EXCLUDE PREVENT INVASIVE SPECIES	(6,156)	-	-	-	-	-	-	-	-	-	-
	1214-0200 ERRADICATE CONTAIN INVASIVE SPECIES	(58,407)	-	-	-	-	-	-	-	-	-	-
	1214-0300 Reduce Impact Ivasive Species	(92,437)	-	-	-	-	-	-	-	-	-	-
	1214-0400 Capacity Building	(58,500)	-	-	-	-	-	-	-	-	-	-
	1214-0600 Noxious Weeds Depot Finley	(58,713)	-	-	-	-	-	-	-	-	-	-
	1411-0188 LOCAL STRATEGIC PLANNING STATEMENTS	(23,588)	-	-	-	-	-	-	-	-	-	-
	<b>ENVIRONMENTAL SERVICES REVENUE</b>											
	2200-1500 COMP ANIMALS MICROCHIP FEES INCL GST	362	442	453	464	475	487	500	512	512	512	512
	2200-1810 COMPANION ANIMAL REGISTRATION FEES	12,894	5,740	5,883	6,030	6,181	6,336	6,494	6,656	6,656	6,656	6,656
	2200-1811 COMPANION ANIMAL DLG REIMBURSEMENTS	6,496	8,615	8,831	9,051	9,278	9,510	9,747	9,991	9,991	9,991	9,991
	2200-1815 IMPOUNDING DOG FEES & FINES GST FREE	13,298	5,519	5,657	5,798	5,943	6,092	6,244	6,400	6,400	6,400	6,400
	2200-1829 IMPOUNDING FINES & COSTS	931	2,318	2,376	2,435	2,496	2,559	2,623	2,688	2,688	2,688	2,688
	2200-1896 SALES OF ANIMALS	-	-	-	-	-	-	-	-	-	-	-
	2700-1812 FOOD CONTROL FEES	3,446	3,532	3,621	3,711	3,804	3,899	3,996	4,096	4,096	4,096	4,096
	2750-1812 Insect/Vermin/Pest Control Fees	-	-	-	-	-	-	-	-	-	-	-
	3600-1200 ENVIRONMENTAL SERVICES FINES INCOME	-	-	-	-	-	-	-	-	-	-	-
	3600-1501 PLANNING ADVERT FEES - GST FREE	3,257	3,339	3,423	3,508	3,596	3,686	3,778	3,872	3,872	3,872	3,872
	3600-1502 ENV. SERV SUNDRY INCOME - INCL GST	4,481	773	792	812	832	853	874	896	896	896	896
	3600-1503 DRAINAGE DIAGRAMS - GST FREE	15,615	16,005	16,405	16,816	17,236	17,667	18,109	18,561	18,561	18,561	18,561
	3600-1504 ON-SITE SEWAGE FEES - GST FREE	3,231	3,311	3,394	3,479	3,566	3,655	3,747	3,840	3,840	3,840	3,840
	3600-1505 LGA LOCAL ACTIVITY FEE - GST FREE	9,153	9,382	9,617	9,857	10,104	10,355	10,615	10,881	10,881	10,881	10,881

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GRAND TOTAL		267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0												
	3600-1506 FOOTPATH TRADING PERMIT FEES	1,185	1,214	1,245	1,276	1,308	1,340	1,374	1,408	1,408	1,408	1,408
	3600-1507 Env. Serv Sundry Income - Ex. GST	-	-	-	-	-	-	-	-	-	-	-
	3600-1812 PLANNING CERTIFICATE S149 - GST FREE	21,538	22,076	22,628	23,194	23,774	24,368	24,977	25,602	25,602	25,602	25,602
	3600-1813 URGENT PLAN S149 CERT INCL GST	538	552	566	580	594	609	624	640	640	640	640
	3600-1814 CONSTRUCTION CERTIFICATE FEES	24,007	19,869	20,365	20,874	21,396	21,931	22,480	23,042	23,042	23,042	23,042
	3600-1815 COMPLYING DEVELOPMENT FEES -INCL GST	11,846	12,142	12,446	12,757	13,076	13,402	13,738	14,081	14,081	14,081	14,081
	3600-1816 DEVELOPMENT APPLICATION FEES - APPLI	75,383	77,267	79,199	81,179	83,208	85,288	87,420	89,606	89,606	89,606	89,606
	3600-1817 COMPLIANCE CERT. INSPECT - INCL. GST	51,471	49,672	50,913	52,186	53,491	54,828	56,199	57,604	57,604	57,604	57,604
	3600-1818 SUBDIV. SUPERVISION FEE - INCL. GST	108	110	113	116	119	122	125	128	128	128	128
	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	753	-	-	-	-	-	-	-	-	-	-
	6910-1750 LONG SERVICE CORP LEVY COMMISSION	1,400	1,435	1,471	1,508	1,545	1,584	1,624	1,664	1,664	1,664	1,664
	6910-1755 PLANFIRST LEVY COMMISSION	323	331	339	348	357	366	375	384	384	384	384
	6910-1760 S735A / S121ZP NOTICES GST FREE	3,231	3,311	3,394	3,479	3,566	3,655	3,747	3,840	3,840	3,840	3,840
	6910-1812 BUILD CERTIFICATE FEES (S149/D)	1,750	500	500	500	500	500	500	500	500	500	500
	ENVSERVICESCAPINC ENVIRONMENTAL SERVICES CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-
	3600-1508 PLANNING ADVERT FEE - GST FREE	295	-	-	-	-	-	-	-	-	-	-
	3600-1819 COMPLIANCE CERT INSP GST FREE	2,078	-	-	-	-	-	-	-	-	-	-
	PUBLICHEALTH&SCAPINC PUBLIC HEALTH & SAFETY CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-
	2800-1500 WEEDS ACTION PLAN GRANT	62,185	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
<b>10 Total</b>		<b>(700,901)</b>	<b>(671,192)</b>	<b>(687,511)</b>	<b>(704,212)</b>	<b>(721,295)</b>	<b>(738,774)</b>	<b>(756,654)</b>	<b>(774,951)</b>	<b>(794,598)</b>	<b>(814,735)</b>	<b>(835,368)</b>
#												
	DOMESTIC WASTE MANAGEMENT											
	DOMESTIC WASTE MANAGEMENT EXPENSE											
	1412-0105 DWM ADMIN CHARGES	(214,200)	(214,200)	(214,200)	(214,200)	(214,200)	(214,200)	(214,200)	(214,200)	(214,200)	(214,200)	(214,200)
	1412-0140 COLLECTION EXPENSES - CONTRACT	(265,428)	(269,407)	(273,450)	(277,552)	(281,715)	(285,941)	(290,230)	(294,584)	(299,002)	(303,487)	(288,259)
	1412-0141 DWM WASTE COLLECTION FEE EXP	(133,324)	(135,324)	(137,354)	(139,414)	(141,505)	(143,628)	(145,782)	(147,969)	(150,189)	(152,441)	(147,969)
	1412-0142 CONTRACT SUPERVISION FEES (MOI	(6,379)	(6,474)	(6,572)	(6,670)	(6,770)	(6,872)	(6,975)	(7,079)	(7,185)	(7,293)	(7,079)
	1412-0150 TIP OPERATION EXPENSES - TOC	(123,390)	(125,241)	(127,120)	(129,026)	(130,962)	(132,927)	(134,921)	(136,945)	(138,998)	(141,083)	(136,945)
	1412-0151 TOC TIP OP EXPS - INSURANCE	(2,093)	(4,005)	(4,085)	(4,167)	(4,250)	(4,335)	(4,422)	(4,510)	(4,600)	(4,693)	(4,510)
	1412-0155 TIP OPERATIONS EXPENSES - BGN	(196,900)	(199,854)	(202,851)	(205,894)	(208,982)	(212,117)	(215,299)	(218,529)	(221,806)	(225,133)	(172,457)
	1412-0156 BGN TIP OP. EXPS - INSURANCE	(2,225)	(4,005)	(4,085)	(4,167)	(4,250)	(4,335)	(4,422)	(4,510)	(4,600)	(4,693)	(4,510)
	1412-0157 TIP OP. EXPS BGN - ELECTRICITY	(4,245)	(4,330)	(4,416)	(4,505)	(4,595)	(4,687)	(4,780)	(4,876)	(4,973)	(5,073)	(4,876)
	1412-0158 TIP OPERATIONS TELEPHONE	(976)	(996)	(1,016)	(1,036)	(1,057)	(1,078)	(1,099)	(1,121)	(1,144)	(1,167)	(1,121)
	1412-0161 RECYCLE CENTRE - INSURANCE	(2,431)	(4,330)	(4,416)	(4,505)	(4,595)	(4,687)	(4,781)	(4,876)	(4,973)	(5,073)	(4,876)
	1412-0162 RECYCLABLES COLLECTION EXPENSE	(206,666)	(172,684)	(175,274)	(177,903)	(180,572)	(183,280)	(186,030)	(188,820)	(191,652)	(194,527)	(188,820)
	1412-0165 FINLEY RECYCLE CENTRE BLDG MTC	(209)	(212)	(215)	(219)	(222)	(225)	(229)	(232)	(236)	(239)	(232)
	1412-0167 BERRIGAN TIP BLDG MTCE	(1,342)	(531)	(539)	(547)	(555)	(563)	(572)	(580)	(589)	(598)	(580)
	1412-0185 DRUMMUSTER OPERATIONAL EXPENDI	(4,496)	(4,564)	(4,632)	(4,702)	(4,772)	(4,844)	(4,917)	(4,990)	(5,065)	(5,141)	(4,990)
	1412-0512 BERRIGAN & FINLEY TIP - CRUSHED ROCK	(17,531)	-	-	-	-	-	-	-	-	-	-
	3670-2026 DWM TRANSFER TO RESERVE	0	(275,997)	(278,238)	(334,156)	(347,772)	(455,105)	(385,171)	(424,003)	(445,613)	(481,015)	(485,732)
	3670-2500 NON DOMESTIC WASTE BUILDINGS DEPCN	(103)	(104)	(105)	(106)	(107)	(107)	(109)	(110)	(110)	(113)	(110)
	3670-2502 NON DOMESTIC WASTE LAND IMPROVMENTS DEPCN	(14,012)	(14,152)	(14,294)	(14,437)	(14,581)	(14,727)	(14,874)	(15,023)	(15,023)	(15,325)	(15,023)
	3670-2504 DOMESTIC WASTE DEPCN	(6,491)	(6,556)	(6,621)	(6,687)	(6,755)	(6,822)	(6,890)	(6,959)	(6,959)	(7,099)	(6,959)
	3670-2505 DOMESTIC WASTE REMEDIATION - DEPCN	(5,770)	(5,827)	(5,886)	(5,945)	(6,004)	(6,065)	(6,125)	(6,186)	(6,186)	(6,310)	(6,186)
	WASTEMGMTCAPEXP WASTE MANAGEMENT CAPITAL EXPENDITURE	-	(15,000)	(99,000)	(70,000)	(84,000)	-	(104,000)	(95,000)	(104,000)	(100,000)	(104,000)
	1412-0530 REHAB EXHAUSTED LANDFILLS	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
<b>GRAND TOTAL</b>		<b>267,920</b>	<b>208,126</b>	<b>410,312</b>	<b>482,089</b>	<b>(241,709)</b>	<b>(165,533)</b>	<b>109,065</b>	<b>566,051</b>	<b>1,219,417</b>	<b>2,024,684</b>	<b>3,147,335</b>
<b>0</b>												
	1412-0527 BGN - NEW LANDFILL HOLE	-	-	-	-	-	-	-	-	-	-	-
	1412-0528 BERRIGAN TIP - FENCE	(15,000)	-	-	-	-	-	-	-	-	-	-
	1412-0531 CONCRETE CRUSHING	(80,000)	-	-	-	-	-	-	-	-	-	-
	1412-0532 BGN - COMPACTION EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-
	1412-0526 TOC - NEW FENCE	-	-	-	-	-	-	-	-	-	-	-
	1412-0533 TOC - TRANSFER STATION	(3,536)	-	-	-	-	-	-	-	-	-	-
	1412-0534 BGN - TRANSFER STATION	(84,917)	-	-	-	-	-	-	-	-	-	-
	1412-0160 FIN RECYCLE CENTRE OP EXPE	(63,859)	(55,616)	(56,450)	(57,296)	(58,156)	(59,028)	(59,914)	(60,812)	(61,725)	(62,650)	(60,812)
	1412-0205 PURCHASE OF BINS	(28,962)	-	-	-	-	-	-	-	-	-	-
	1412-0200 DWM & RECYCLE LEGAL FEES	(437)	-	-	-	-	-	-	-	-	-	-
	1412-0535 COMPULSORY AQUISITION CROWN LA	(100,000)	-	-	-	-	-	-	-	-	-	-
	<b>DOMESTIC WASTE MANAGEMENT REVENUE</b>											
	3660-1000 DWM CHARGES COLLECTED	1,063,015	1,060,393	1,086,902	1,114,075	1,141,927	1,170,474	1,199,736	1,229,730	1,260,473	1,291,985	1,233,134
	3660-1020 DWM CHARGES UNCOLLECTED	14,606	14,970	15,344	15,729	16,122	16,525	16,939	17,362	17,794	18,239	17,225
	3660-1080 LESS - DWM CHARGES WRITTEN OFF	(2,158)	(2,211)	(2,267)	(2,323)	(2,381)	(2,441)	(2,503)	(2,565)	(2,629)	(2,695)	(2,560)
	3660-1081 Less - Non-DWM Charges Written Off	-	-	-	-	-	-	-	-	-	-	-
	3660-1082 LESS - DWM CHARGES D/DEBT EXPENSE	(1,079)	(1,106)	(1,133)	(1,162)	(1,191)	(1,221)	(1,251)	(1,282)	(1,315)	(1,348)	(1,280)
	3660-1095 LESS DWM CHARGES PENSION REBATE	(82,543)	(84,607)	(86,722)	(88,890)	(91,112)	(93,390)	(95,725)	(98,118)	(100,570)	(103,085)	(97,926)
	3660-1500 DWM TIPPING FEES	244,721	198,686	203,653	208,745	213,963	219,313	224,795	230,415	236,176	242,080	230,415
	3660-1505 DWM WASTE COLLECTION TIP FEE CONTRA	174,106	178,458	182,920	187,493	192,180	196,985	201,909	206,957	212,131	217,434	206,957
	3660-1950 DWM CHARGES PENSION SUBSIDY	45,660	40,500	40,500	40,500	40,500	40,500	40,500	40,500	40,500	40,500	40,500
	3670-1000 BUSINESS GARBAGE CHARGES	90,291	80,757	82,776	84,845	86,966	89,140	91,368	93,653	95,994	98,394	98,519
	3670-1500 NON-DOMESTIC WASTE TIPPING FEES	-	-	-	-	-	-	-	-	-	-	-
	3670-1502 SALE OF SCRAP METAL	15,907	4,000	4,000	4,000	4,000	4,000	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	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	1,600	1,600	1,600	1,600
	3670-1507 SALE OF BATTERIES	323	331	339	348	357	366	375	384	394	403	384
	3670-1926 GARBAGE TRANSFER FROM RESERVE	(6,903)	-	-	-	-	-	-	-	-	-	-
	3670-4310 DWM DEPCN CONTRA	26,376	26,639	26,906	27,175	27,447	27,721	27,998	28,278	28,278	28,847	28,278
	WASTEMGMTCAPINC WASTE MANAGEMENT CAPITAL INCOME	-	-	65,000	70,000	75,000	75,000	85,000	90,000	95,000	100,000	100,000
	3670-1508 RAMROC CRC REIMBURSEMENT	-	-	-	-	-	-	-	-	-	-	-
	3660-1952 NSW RECYCLING RELIEF FUND	-	-	-	-	-	-	-	-	-	-	-
<b>11 Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>
<b>#</b>												
	<b>STORMWATER DRAINAGE</b>											
	<b>STORMWATER DRAINAGE EXPENSE</b>											
	1416-0110 STORM WATER DRAINAGE MTCE	(124,185)	(105,075)	(156,651)	(158,251)	(109,875)	(111,523)	(113,196)	(114,894)	(114,894)	(116,617)	(114,894)
	1416-0111 STORMWATER DRAIN - ELECTRICITY	(19,102)	(19,484)	(19,873)	(20,271)	(20,676)	(21,090)	(21,512)	(21,942)	(21,942)	(22,381)	(21,942)
	1416-2410 LIRS - US/W DRAINAGE INTEREST	(38,796)	(31,675)	(24,454)	(16,605)	(8,690)	(1,250)	0	0	0	0	0
	1416-2411 LIRS - US/W DRAINAGE PRINCIPAL	(161,692)	(168,814)	(176,035)	(183,883)	(191,798)	(98,995)	0	0	0	0	0
	1417-0546 RETENTION POND - RIV HWY FIN	(4,106)	-	-	-	-	-	-	-	-	-	-
	1417-0555 CRAWFORD SUBDIV DRAIN TO TOC SEWER	-	-	-	-	-	-	-	-	-	-	-
	1417-0825 LIRS - EAST RIVERINA HWY	-	-	-	-	-	-	-	-	-	-	-
	1417-0828 FINLEY ST DETENTION BASIN	-	-	-	-	-	-	-	-	-	-	-
	1417-0830 BRUTON ST ELEC & PIPEWORK	(24,083)	-	-	-	-	-	-	-	-	-	-
	3750-2512 STORMWATER DRAINAGE DEPCN	(217,187)	(219,359)	(220,629)	(223,768)	(226,006)	(228,266)	(230,549)	(232,854)	(232,854)	(235,183)	(232,854)
	DRAINAGECAPEXP DRAINAGE CAPITAL WORKS EXPENDITURE	-	(302,000)	(47,000)	(15,000)	-	(164,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	1417-0833 DRUMMOND ST RAILWAY TO DROHAN	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
<b>GRAND TOTAL</b>		267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0												
	1417-0834 ENDEVOUR ST NEW PUMP STATION	(5)	-	-	-	-	-	-	-	-	-	-
	1417-0835 MURRAY ST WARMATTA TO WOLAMAI	(22,300)	-	-	-	-	-	-	-	-	-	-
	1417-0839 TOC TOWN ENTRY - DEAN ST	-	-	-	-	-	-	-	-	-	-	-
	1417-0837 TUPPAL ST FINLEY	-	-	-	-	-	-	-	-	-	-	-
	1417-0840 CORCORAN ST RISING MAIN	-	-	-	-	-	-	-	-	-	-	-
	1417-0841 JERILDERIE ST HORSFALL TO NANG	-	-	-	-	-	-	-	-	-	-	-
	1417-0842 JERILDERIE ST - NANGUNIA TO ORR	-	-	-	-	-	-	-	-	-	-	-
	1417-0845 MCALLISTER St - HEADFORD TO OSB	(49,442)	-	-	-	-	-	-	-	-	-	-
	1417-0846 JERSEY ST - CHANTER TO TUPPAL	(2,092)	-	-	-	-	-	-	-	-	-	-
	1417-0847 DEAN ST RMS WORKS	-	-	-	-	-	-	-	-	-	-	-
	1417-0848 COBRAM ST - WAVERLY RD - DRAIN	(15)	-	-	-	-	-	-	-	-	-	-
	1417-0849 BAROOGA-DENISON ST TABLE DRAIN	(3,445)	-	-	-	-	-	-	-	-	-	-
	1417-0850 DENISON - WOLLAMAI TO WARMATTA	(89,935)	-	-	-	-	-	-	-	-	-	-
	1417-0853 MORRIS ST- TOC REC RESERVE	(5,944)	-	-	-	-	-	-	-	-	-	-
	1417-0854 DRAINAGE TELEMETRY UPGRADE	(3,680)	-	-	-	-	-	-	-	-	-	-
	1417-0855 DRAINAGE ELECTRICAL CABINETS	(31,312)	-	-	-	-	-	-	-	-	-	-
	1417-0852 TOCUMWAL ST- WOLLAMAI TO WARMATTA	(74,790)	-	-	-	-	-	-	-	-	-	-
	1417-0856 TOCUMWAL ST - TUPPAL TO WOLLAMAI	(75,000)	-	-	-	-	-	-	-	-	-	-
	1417-0857 TONGS ST CEMETERY PIPE DRAIN	(87,000)	-	-	-	-	-	-	-	-	-	-
	1416-0112 STORMWATER DRAINAGE RATES	(4,106)	-	-	-	-	-	-	-	-	-	-
	1417-0843 BRUTON ST - EXT JERILDERIE NTH	(55)	-	-	-	-	-	-	-	-	-	-
	1417-0859 DENISON ST - HORSFALL/NANGUNIA	(35,000)	-	-	-	-	-	-	-	-	-	-
	1417-0860 BRUTON ST - KERB CONNECTION	(15,000)	-	-	-	-	-	-	-	-	-	-
	1417-0861 JERILDERIE ST NTH - BRUTON ST	(10,000)	-	-	-	-	-	-	-	-	-	-
	1417-0862 HANNAH ST - CALAWAY TO END	(2,000)	-	-	-	-	-	-	-	-	-	-
	1417-0858 BAROOGA ST & ORR ST DRAINAGE	(40,000)	-	-	-	-	-	-	-	-	-	-
	<b>STORMWATER DRAINAGE REVENUE</b>											
	3750-1000 STORMWATER / DRAINAGE CHARGE	75,402	73,476	73,476	73,476	73,476	73,476	73,476	73,476	73,476	73,476	73,476
	3750-1080 DRAINAGE CHARGE - WRITE OFFS	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
	3750-1200 CONTRIBUTIONS TO WORKS	-	-	-	-	-	-	-	-	-	-	-
	3750-1501 SECT 94 CONT. DRAINAGE - BAROOGA	-	-	-	-	-	-	-	-	-	-	-
	3750-1502 SECT 94 CONT. DRAINAGE - BERRIGAN	-	-	-	-	-	-	-	-	-	-	-
	3750-1503 SECT 94 CONT. DRAINAGE - FINLEY	-	-	-	-	-	-	-	-	-	-	-
	3750-1504 SECT 94 CONT. DRAINAGE - TOCUMWAL	2,154	-	-	-	-	-	-	-	-	-	-
	3750-1700 LIRS - URBAN S/W LOAN PROCEEDS	-	-	-	-	-	-	-	-	-	-	-
	3750-1701 LIRS INTEREST SUBSIDY	25,774	21,250	16,422	11,246	5,794	679	0	0	0	0	0
	3750-1926 SECT 94 CONT. DRAINAGE-RESERVE TRANS	-	-	-	-	-	-	-	-	-	-	-
	DRAINAGECAPINC DRAINAGE CAPITAL WORKS INCOME	-	-	-	-	-	-	-	-	-	-	-
	3750-1951 ENDEVOUR ST CONSTRUCT PUMP STATION	-	-	-	-	-	-	-	-	-	-	-
	3750-1952 DRAINAGE MURRAY ST WARMATTA TO WOLAMI	-	-	-	-	-	-	-	-	-	-	-
	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	-	-	-	-	-	-	-	-	-	-	-
	3750-1950 DRAINAGE - SH17 RIVERINA HWY	-	-	-	-	-	-	-	-	-	-	-
<b>13 Total</b>		<b>(1,037,443)</b>	<b>(752,180)</b>	<b>(555,244)</b>	<b>(533,557)</b>	<b>(478,276)</b>	<b>(551,468)</b>	<b>(342,280)</b>	<b>(346,713)</b>	<b>(346,713)</b>	<b>(351,204)</b>	<b>(346,713)</b>
#												
	ENVIRONMENTAL PROTECTION											
	ENVIRONMENTAL PROTECTION EXPENSE											

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
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	1418-0110 LEVEE BANKS MTCE	(52,287)	(53,068)	(53,864)	(54,672)	(55,492)	(56,325)	(57,169)	(58,027)	(58,027)	(58,027)	(58,027)
	1418-0130 MURRAY DARLING ASSOCIATION	(2,581)	(2,165)	(2,208)	(2,252)	(2,297)	(2,343)	(2,390)	(2,438)	(2,438)	(2,438)	(2,438)
	1418-0140 LEVEE BANKS ADMIN CHARGES	(40,400)	(40,400)	(40,400)	(40,400)	(40,400)	(40,400)	(40,400)	(40,400)	(40,400)	(40,400)	(40,400)
	3800-2026 LEVEE BANK CONSTRUCTION TRANSFER TO RESERVE	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	LEVEECAPEXP LEVEE BANK CAPITAL EXPENDITURE	-	(300,000)	(207,360)	(50,000)	(340,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	1418-0500 LEVEE - TOC FORESHORE WORKS	(35)	-	-	-	-	-	-	-	-	-	-
	1418-0501 LEVEE 1 - 4675-5700	(5,596)	-	-	-	-	-	-	-	-	-	-
	1418-0502 LEVEE 1 - 7580-8435	(34,200)	-	-	-	-	-	-	-	-	-	-
	1418-0503 LEVEE 1 - 9100-9650	(22,000)	-	-	-	-	-	-	-	-	-	-
	1418-0504 LEVEE 1 - 10548-10700	-	-	-	-	-	-	-	-	-	-	-
	1418-0505 LEVEE TREE WORKS REMOVAL	(74,009)	-	-	-	-	-	-	-	-	-	-
	1418-0506 LEVEE 3 - 220M	(8,800)	-	-	-	-	-	-	-	-	-	-
	1418-0507 LEVEE 5 - 2260M	(79,834)	-	-	-	-	-	-	-	-	-	-
	1418-0508 LEVEE WORKS - GEOTECH	(16,340)	-	-	-	-	-	-	-	-	-	-
	1418-0932 JERSEY ST PRECINCT - LEVEE	(160,000)	-	-	-	-	-	-	-	-	-	-
	1418-0509 SEPPELTS LEVEE	(30,000)	-	-	-	-	-	-	-	-	-	-
	<b>ENVIRONMENTAL PROTECTION REVENUE</b>											
	3800-1500 FEES - MANAGEMENT OF ROAD RESERVES	-	-	-	-	-	-	-	-	-	-	-
	3800-1926 LEVEE BANK CONSTRUCTION TRANSFER FROM RESERVE	349,200	90,000	52,360	30,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	3800-1951 CAPITAL WORKS INCOME - LEVEE BANKS	40,000	-	-	-	-	-	-	-	-	-	-
	3800-1952 CAPITAL WORKS INCOME - SEPPELTS	40,000	-	-	-	-	-	-	-	-	-	-
	3800-1953 NATIONAL DISASTER RELIEF ASSISTANCE GRANT	-	-	-	-	-	-	-	-	-	-	-
	LEVEECAPINC LEVEE BANK CAPITAL INCOME	-	298,571	157,360	-	210,000	-	50,000	50,000	50,000	50,000	50,000
	3800-1954 TOC LEVEE - CLUBGRANT	-	-	-	-	-	-	-	-	-	-	-
14	<b>Total</b>	<b>(196,882)</b>	<b>(57,062)</b>	<b>(144,112)</b>	<b>(167,324)</b>	<b>(228,189)</b>	<b>(149,068)</b>	<b>(99,959)</b>	<b>(100,865)</b>	<b>(100,865)</b>	<b>(100,865)</b>	<b>(100,865)</b>
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	<b>WATER SUPPLIES</b>											
	<b>WATER SUPPLIES EXPENSE</b>											
	1510-0105 WATER ADMIN CHARGES - ADMINIST	(246,700)	(246,700)	(246,700)	(246,700)	(246,700)	(246,700)	(246,700)	(246,700)	(246,700)	(246,700)	(246,700)
	1510-0106 WATER ADMIN CHARGE - ENGINEERI	(320,100)	(320,100)	(320,100)	(320,100)	(320,100)	(320,100)	(320,100)	(320,100)	(320,100)	(320,100)	(320,100)
	1510-0117 WATER SUPPLIES - RENTAL CONTRI	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(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)	(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)	(2,500)	(2,500)	(2,500)	(2,500)
	1510-0170 WATER DELIVERY EXPENSES	(33,462)	(33,964)	(34,473)	(34,990)	(35,515)	(36,048)	(36,588)	(37,137)	(37,694)	(38,260)	(37,137)
	1510-0200 WATER LEGAL EXPENSES	(3,900)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	1510-0500 WATER SUPPLIES PRINCIPAL ON LO	-	-	-	-	-	-	-	-	-	-	-
	1510-0504 OFFICE EQUIP/FURN NON CAPITAL	(1,359)	(1,380)	(1,400)	(1,421)	(1,443)	(1,464)	(1,486)	(1,509)	(1,532)	(1,555)	(1,509)
	1510-0505 OFFICE EQUIP/FURN - ENG WATER	(4,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
	1510-0506 SUBSCRIPTIONS & MEMBERSHIPS	(9,763)	(9,958)	(10,158)	(10,361)	(10,568)	(10,779)	(10,995)	(11,215)	(11,439)	(11,668)	(11,215)
	1510-0507 TELEMENTRY UPGRADE - WATER	(146,202)	-	-	-	-	-	-	-	-	-	-
	1510-0548 IMPROVE OH & S AT WORK SITES	(272)	-	-	-	-	-	-	-	-	-	-
	1510-0551 OH&S SIGNAGE - WATER	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	1510-0560 MAINS RETIC - BGA	(12,243)	-	-	-	-	-	-	-	-	-	-
	1510-0561 BGA - REPAINT INTERIOR WTP	-	-	-	-	-	-	-	-	-	-	-
	1510-0565 MAINS RETIC - BGN	(15,000)	-	-	-	-	-	-	-	-	-	-
	1510-0570 MAINS RETIC - FIN	(55,091)	-	-	-	-	-	-	-	-	-	-
	1510-0575 MAINS RETIC - TOC	(69,735)	-	-	-	-	-	-	-	-	-	-
	1510-0615 FIN - FILTERED & UNFILTERED MAIN TONGS/HOWE STS	-	-	-	-	-	-	-	-	-	-	-
	1510-0657 BGN - OTHER MINOR REPAIR/REPLACEMENTS	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	<b>267,920</b>	<b>208,126</b>	<b>410,312</b>	<b>482,089</b>	<b>(241,709)</b>	<b>(165,533)</b>	<b>109,065</b>	<b>566,051</b>	<b>1,219,417</b>	<b>2,024,684</b>	<b>3,147,335</b>
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	1510-0662 TOC - OTHER MINOR REPAIR/REPLACEMENT	-	-	-	-	-	-	-	-	-	-	-
	1510-0665 TOC-CHLORINE DOSING SYSTEM	(20,000)	-	-	-	-	-	-	-	-	-	-
	1510-0880 CHEMICAL PUMP REPLACEMENT	(10,000)	-	-	-	-	-	-	-	-	-	-
	1511-0109 REC FACIL DONATION & OTHER COSTS	(1,645)	(1,678)	(1,711)	(1,746)	(1,780)	(1,816)	(1,852)	(1,889)	(1,927)	(1,966)	(1,889)
	1511-0110 METER READING - BGN SHIRE	(93,100)	(94,710)	(96,349)	(98,019)	(99,719)	(101,451)	(103,215)	(105,011)	(106,586)	(108,185)	(79,613)
	1511-0111 METER READING PRINTING & POSTA	(14,117)	(14,328)	(14,543)	(14,761)	(14,983)	(15,208)	(15,436)	(15,667)	(15,902)	(16,141)	(15,667)
	1511-0113 METER READING TELEPHONE	(785)	(801)	(817)	(833)	(850)	(867)	(884)	(902)	(920)	(938)	(902)
	1511-0130 PURCHASE OF WATER - BGA	(28,850)	(14,328)	(14,543)	(14,761)	(14,983)	(15,208)	(15,436)	(15,667)	(15,902)	(16,141)	(15,667)
	1511-0135 PURCHASE OF WATER - BGN	(59,523)	(42,667)	(43,307)	(43,956)	(44,616)	(45,285)	(45,964)	(46,654)	(47,354)	(48,064)	(46,654)
	1511-0140 PURCHASE OF WATER - FIN	(59,823)	(55,722)	(56,557)	(57,406)	(58,267)	(59,141)	(60,028)	(60,928)	(61,842)	(62,770)	(60,928)
	1511-0145 PURCHASE OF WATER - TOC	(17,210)	(13,585)	(13,789)	(13,996)	(14,206)	(14,419)	(14,635)	(14,855)	(15,078)	(15,304)	(14,855)
	1511-0150 WATER TREATMENT - OP EXP - BGA	(153,049)	(155,344)	(157,675)	(160,040)	(162,440)	(164,877)	(167,350)	(169,860)	(172,408)	(174,995)	(169,860)
	1511-0151 WATER TREATMENT-BGA ELECTRICIT	(42,448)	(43,297)	(44,163)	(45,047)	(45,947)	(46,866)	(47,804)	(48,760)	(49,735)	(50,730)	(48,760)
	1511-0152 WATER TREATMENT -BGA TELEPHONE	(3,926)	(4,005)	(4,085)	(4,167)	(4,250)	(4,335)	(4,422)	(4,510)	(4,600)	(4,693)	(4,510)
	1511-0153 WATER TREATMENT -BGA INSURANCE	(11,962)	(11,690)	(11,924)	(12,163)	(12,406)	(12,654)	(12,907)	(13,165)	(13,428)	(13,697)	(13,165)
	1511-0165 WATER TREATMENT - OP EXP - BGN	(156,657)	(159,007)	(161,392)	(163,813)	(166,270)	(168,764)	(171,296)	(173,865)	(176,473)	(179,120)	(173,865)
	1511-0166 WATER TREATMENT-BGN ELECTRICIT	(21,224)	(21,649)	(22,082)	(22,523)	(22,974)	(23,433)	(23,902)	(24,380)	(24,868)	(25,365)	(24,380)
	1511-0167 WATER TREATMENT -BGN TELEPHONE	(3,926)	(4,005)	(4,085)	(4,167)	(4,250)	(4,335)	(4,422)	(4,510)	(4,600)	(4,693)	(4,510)
	1511-0168 WATER TREATMENT BGN- INSURANCE	(8,225)	(8,835)	(9,012)	(9,192)	(9,376)	(9,563)	(9,754)	(9,949)	(10,148)	(10,351)	(9,949)
	1511-0180 WATER TREATMENT - OP EXP - FIN	(157,707)	(176,136)	(178,778)	(181,460)	(184,182)	(186,944)	(189,748)	(192,595)	(195,484)	(198,416)	(192,595)
	1511-0182 WATER TREATMENT FIN-INSURANCE	(15,729)	(15,046)	(15,347)	(15,654)	(15,967)	(16,286)	(16,612)	(16,944)	(17,283)	(17,629)	(16,944)
	1511-0183 WATER TREATMENT-FIN ELECTRICIT	(42,448)	(43,297)	(44,163)	(45,047)	(45,947)	(46,866)	(47,804)	(48,760)	(49,735)	(50,730)	(48,760)
	1511-0184 WATER TREATMENT -FIN TELEPHONE	(998)	(1,017)	(1,038)	(1,059)	(1,080)	(1,101)	(1,123)	(1,146)	(1,169)	(1,192)	(1,146)
	1511-0195 WATER TREATMENT - OP EXP - TOC	(217,322)	(188,222)	(191,045)	(193,911)	(196,819)	(199,772)	(202,768)	(205,810)	(208,897)	(212,030)	(212,031)
	1511-0196 WATER TREATMENT -TOC TELEPHONE	(2,006)	(974)	(994)	(1,014)	(1,034)	(1,054)	(1,076)	(1,097)	(1,119)	(1,141)	(1,097)
	1511-0197 WATER TREATMENT-TOC ELECTRICIT	(53,060)	(54,122)	(55,204)	(56,308)	(57,434)	(58,583)	(59,755)	(60,950)	(62,169)	(63,412)	(60,950)
	1511-0198 WATER TREATMENT-TOC -INSURANCE	(17,092)	(17,535)	(17,886)	(18,244)	(18,609)	(18,981)	(19,361)	(19,748)	(20,143)	(20,546)	(19,748)
	1511-0230 PUMPING STATIONS - OP EXP BGA	(46,522)	(29,410)	(29,851)	(30,299)	(30,753)	(31,215)	(31,683)	(32,158)	(32,640)	(33,130)	(32,158)
	1511-0231 PUMPING STATIONS - OP EXP BGN	(23,042)	(16,482)	(16,730)	(16,981)	(17,235)	(17,494)	(17,756)	(18,023)	(18,293)	(18,567)	(18,023)
	1511-0232 PUMPING STATIONS OP EXP FIN	(18,255)	(18,529)	(18,807)	(19,089)	(19,376)	(19,666)	(19,961)	(20,261)	(20,564)	(20,872)	(20,261)
	1511-0233 PUMPING STATIONS OP EXP TOC	(13,798)	(14,005)	(14,215)	(14,428)	(14,644)	(14,864)	(15,087)	(15,313)	(15,543)	(15,776)	(15,313)
	1511-0270 RETIC & METERS - OP EXP - BGA	(26,148)	(28,225)	(28,648)	(29,078)	(29,514)	(29,957)	(30,406)	(30,862)	(31,325)	(31,795)	(30,862)
	1511-0285 RETIC & METERS - OP EXP - BGN	(31,114)	(66,684)	(67,684)	(68,699)	(69,730)	(70,776)	(71,837)	(72,915)	(74,009)	(75,119)	(72,915)
	1511-0300 RETIC & METERS - OP EXP - FIN	(75,958)	(78,426)	(79,603)	(80,797)	(82,009)	(83,239)	(84,487)	(85,755)	(87,040)	(88,347)	(88,346)
	1511-0315 RETIC & METERS - OP EXP - TOC	(45,081)	(48,101)	(48,822)	(49,555)	(50,298)	(51,052)	(51,818)	(52,595)	(53,384)	(54,185)	(54,185)
	1511-0320 CYBLES MAINTENANCE	(105)	(106)	(108)	(109)	(111)	(113)	(114)	(116)	(118)	(120)	(116)
	1511-0330 WATER NEW CONNECTIONS (INC MET	(45,675)	(46,360)	(47,056)	(47,761)	(48,478)	(49,205)	(49,943)	(50,692)	(51,452)	(52,224)	(52,224)
	1511-0340 WATER SAMPLING / MONITORING	(16,500)	(16,748)	(16,999)	(17,254)	(17,513)	(17,776)	(18,042)	(18,313)	(18,587)	(18,866)	(18,940)
	1511-0355 WATER SUPPLY INTEREST ON LOANS	-	-	-	-	-	-	-	-	-	-	-
	1512-0105 BANK & GOVT CHARGES	(8,065)	(8,226)	(8,391)	(8,559)	(8,730)	(8,905)	(9,083)	(9,264)	(9,450)	(9,639)	(9,264)
	1512-0130 HOUSING TOC WATER BLDG MTCE	(2,666)	(2,706)	(2,747)	(2,788)	(2,830)	(2,873)	(2,916)	(2,959)	(3,004)	(3,049)	(2,959)
	1512-0131 HOUSING TOC WATER INSURANCE	(650)	(855)	(872)	(890)	(907)	(926)	(944)	(963)	(982)	(1,002)	(963)
	1512-0155 SELLING COSTS - HIGH SEC WATER	(337)	-	-	-	-	-	-	-	-	-	-
	4110-2026 WATER SUPPLIES TRANSFER TO RESERVE	(0)	(0)	-	(0)	0	0	(247,113)	(280,814)	(23,220)	(370,869)	(1,106,715)
	4210-2545 WATER MAINS RETIC & METERS - DEPCN	(328,254)	(331,536)	(334,852)	(338,200)	(341,582)	(344,998)	(348,448)	(351,933)	(355,452)	(359,006)	(351,933)
	4240-2545 WATER TREATMENT WORKS - DEPCN	(303,939)	(306,978)	(310,048)	(313,148)	(316,280)	(319,443)	(322,637)	(325,864)	(329,122)	(332,413)	(325,864)
	4250-2504 WATER HOUSING TOC - DEPCN	(7,109)	(7,180)	(7,252)	(7,324)	(7,398)	(7,472)	(7,546)	(7,622)	(7,698)	(7,775)	(7,622)
	WSCAPEXP WATER SUPPLIES CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-
	1510-0668 FIN - CLARIFIER REPLACE PONDS	(475,000)	-	-	-	-	-	-	-	-	-	-
	1510-0669 METER CYBAL REPLACEMENT	(2,208,000)	-	-	-	-	-	-	-	-	-	-
	1510-0883 BGA - UPGRADE WTP INSTRUMENTS	-	-	-	-	-	-	-	-	-	-	-
	1510-0884 BGN -ONLINE INSTRUMENT UPGRADE	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
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	1510-0885 BGN - WTP FENCE REPLACEMENT	(20,000)	-	-	-	-	-	-	-	-	-	-
	1510-0886 FIN - UPGRADE ALUM DOSING	-	-	-	-	-	-	-	-	-	-	-
	1510-0887 FIN - LAKE EROSION CONTROL	-	-	-	-	-	-	-	-	-	-	-
	1510-0888 FIN - ONLINE INSTRUMENTATION	-	-	-	-	-	-	-	-	-	-	-
	1510-0889 FIN - WTP FENCE REPLACEMENT	(15,000)	-	-	-	-	-	-	-	-	-	-
	1510-0890 TOC - ENCLOSE DAFF PLANT	(28,180)	-	-	-	-	-	-	-	-	-	-
	1510-0891 TOC-UPGRADE ONLINE INSTRUMENTS	-	-	-	-	-	-	-	-	-	-	-
	1510-0892 BGA-CCTV SURVEY INTERIOR TOWER	-	-	-	-	-	-	-	-	-	-	-
	1510-0400 OCCUPATIONAL HEALTH & SAFETY	-	-	-	-	-	-	-	-	-	-	-
	1510-0893 STANDPIPE STATION UPGRADES	-	-	-	-	-	-	-	-	-	-	-
	1511-0398 AUTOMATE CENTRALISED METER READ	-	-	-	-	-	-	-	-	-	-	-
	1510-0562 FIN - REPAIR WATER TOWER LEAK	-	-	-	-	-	-	-	-	-	-	-
	1510-0563 REPLACE AC WATER MAINS	(8,101)	-	-	-	-	-	-	-	-	-	-
	1510-0564 MAJOR PUMP REPLACEMENT	(11,800)	-	-	-	-	-	-	-	-	-	-
	1510-0882 WATER MAIN REPLACEMENT	(10,000)	-	-	-	-	-	-	-	-	-	-
	1510-0894 BGA - EXPANSION WTP	(4,000,000)	-	-	-	-	-	-	-	-	-	-
	1510-0895 BGN - STATIC MIXER	(11,676)	-	-	-	-	-	-	-	-	-	-
	1510-0896 FIN - UPGRADE WTP (DAFF)	(6,600,000)	-	-	-	-	-	-	-	-	-	-
	1510-0897 AUTOMATION QUALITY CONTROL	(200,000)	-	-	-	-	-	-	-	-	-	-
	1510-0566 MAINS RETIC - BGN COBRAM ST	-	-	-	-	-	-	-	-	-	-	-
	1510-0567 MAINS RETIC - BGN JERILDERIE ST	-	-	-	-	-	-	-	-	-	-	-
	1510-0530 WATER SUPPLIES PRINCIPLE ON INT LOAN 390	(226,564)	(233,412)	(240,467)	(247,735)	(255,222)	(262,936)	(270,885)	(279,073)	(287,508)	(296,197)	-
	1510-0576 MAINS RETIC - TOC ANZAC AVE	-	-	-	-	-	-	-	-	-	-	-
	1510-0577 MAINS RETIC - TOC DENILQUIN RD	(1,794)	-	-	-	-	-	-	-	-	-	-
	1510-0578 TOC HILSON ST	(1,925)	-	-	-	-	-	-	-	-	-	-
	1510-0579 MAINS RETIC - TOC MURRAY ST	-	-	-	-	-	-	-	-	-	-	-
	1510-0652 REPLACEMENT OF MINOR PLANT	(946)	-	-	-	-	-	-	-	-	-	-
	1512-0160 IWCM REPORTING	(58,261)	-	-	-	-	-	-	-	-	-	-
	1510-0165 WATER SUPPLY INTEREST ON EXT LCLI LOAN 400	(45,538)	(84,801)	(76,271)	(67,541)	(58,606)	(49,462)	(40,104)	(30,526)	(20,723)	(10,691)	(1,510)
	1510-0535 WATER SUPPLIES PRINCIPLE ON LCLI LOAN 400	(178,751)	(363,776)	(372,306)	(381,036)	(389,971)	(399,115)	(408,474)	(418,052)	(427,854)	(437,887)	(222,779)
	1510-0513 BGN - SOLAR AT PUMPSTATION	(18,382)	-	-	-	-	-	-	-	-	-	-
	1510-0503 WATER LABORATORY EQUIPMENT	(2,000)	-	-	-	-	-	-	-	-	-	-
	1510-0898 REPLACE COMPRESSOR TOCUMWAL	(20,000)	-	-	-	-	-	-	-	-	-	-
	1510-0300 BGN FILL STATION - FILTERED	(1,507)	-	-	-	-	-	-	-	-	-	-
	1510-0310 BGN FILL STATION - UNTREATED	(1,309)	-	-	-	-	-	-	-	-	-	-
	1510-0320 FIN FILL STATION - FILTERED	(1,325)	-	-	-	-	-	-	-	-	-	-
	1510-0330 TOC FILL STATION - FILTERED	(2,195)	-	-	-	-	-	-	-	-	-	-
	1512-0165 TOC ANCESTORAL REMAINS WORKS	(1,000)	-	-	-	-	-	-	-	-	-	-
	1510-0160 WATER SUPPLY INTEREST ON INT LOAN 390	(76,313)	(69,465)	(62,411)	(55,143)	(47,655)	(39,941)	(31,993)	(23,805)	(15,370)	(6,681)	-
	<b>WATER SUPPLIES REVENUE</b>											
	4110-1000-0001 WATER CHARGES - BGA	568,075	482,926	494,999	507,374	520,058	533,060	546,386	560,046	574,047	588,398	603,108
	4110-1000-0002 WATER CHARGES - BGN	281,803	314,914	322,787	330,857	339,128	347,606	356,297	365,204	374,334	383,692	393,284
	4110-1000-0003 WATER CHARGES - FIN	569,177	594,318	609,176	624,405	640,015	656,016	672,416	689,227	706,457	724,119	728,050
	4110-1000-0004 WATER CHARGES - TOC	642,878	703,458	721,044	739,070	757,547	776,485	795,898	815,795	836,190	857,095	878,522
	4110-1000-0005 WATER CHARGES - NON RATEABLE	58,533	59,605	61,095	62,622	64,188	65,793	67,437	69,123	70,852	72,623	74,439
	4110-1080 LESS WATER CHARGES WRITTEN OFF	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(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)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	4110-1095 LESS WATER PENSION REBATE - BGN	(87,500)	(87,500)	(87,500)	(87,500)	(87,500)	(87,500)	(87,500)	(87,500)	(87,500)	(87,500)	(87,500)
	4110-1500 WATER CONSUMPTION - BGN SHIRE	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
	4110-1501 WATER - STANDPIPE SALES	1,579	3,753	3,847	3,943	4,042	4,143	4,246	4,352	4,461	4,573	4,352
	4110-1502 WATER CONNECTION FEES - GST FREE	21,801	25,940	26,588	27,253	27,934	28,632	29,348	30,082	30,834	31,605	30,082



FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
<b>GRAND TOTAL</b>		267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0												
4110-1503	WATER DELIVERIES INCOME	19,853	18,544	19,008	19,483	19,970	20,469	20,981	21,505	22,043	22,594	21,505
4110-1504	SALE OF HIGH SECURITY WATER	219,901	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
4110-1506	WATER - RENT ON COUNCIL HOUSES	2,600	3,380	3,380	3,380	3,380	3,380	3,380	3,380	3,380	3,380	3,380
4110-1507	WATER - DISCONNECTION FEE	-	500	500	500	500	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	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)	(2,000)	(2,000)	(2,000)	(2,000)
4110-1512	PRIVATE WORKS INCOME - WATER	-	500	500	500	500	500	500	500	500	500	500
4110-1601	SECT. 64 CONT. WATER - BGA	36,072	-	-	-	-	-	-	-	-	-	-
4110-1602	SECT. 64 CONT. WATER - BER	-	-	-	-	-	-	-	-	-	-	-
4110-1603	SECT. 64 CONT. WATER - FIN	24,057	-	-	-	-	-	-	-	-	-	-
4110-1604	SECT. 64 CONT. WATER - TOC	19,137	-	-	-	-	-	-	-	-	-	-
4110-1611	SECT. 64 CONT. WATER PURCHASE - BGA	-	-	-	-	-	-	-	-	-	-	-
4110-1612	SECT. 64 CONT. WATER PURCHASE - BER	-	-	-	-	-	-	-	-	-	-	-
4110-1613	SECT. 64 CONT. WATER PURCHASE - FIN	-	-	-	-	-	-	-	-	-	-	-
4110-1614	SECT. 64 CONT. WATER PURCHASE - TOC	-	-	-	-	-	-	-	-	-	-	-
4110-1840	INTEREST ON INVESTMENTS	146,357	171,021	176,335	161,606	107,327	111,643	123,674	128,277	140,396	156,796	164,565
4110-1926	WATER TRANSFER FROM RESERVE	2,869,827	632,989	932,870	21,985	49,809	416,181	(16,928)	(16,929)	(16,930)	(16,929)	72,850
4110-1927	SECT 64 CONT. - TRANSFER TO RESERVE	-	-	-	-	-	-	-	-	-	-	-
4110-1951	WATER CHARGES PENSION SUBSIDY	41,224	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000
4110-1954	GRANT - DROUGHT WORKS	-	-	-	-	-	-	-	-	-	-	-
4240-4710	WATER DEPCN CONTRA	639,302	645,695	652,152	658,673	665,260	671,913	678,632	685,418	692,272	699,195	685,418
WSCAPINC	WATER SUPPLIES CAPITAL INCOME	-	(842,000)	(1,172,000)	(272,000)	(272,000)	(670,000)	(30,000)	(30,000)	(330,000)	(30,000)	(30,000)
4110-1955	GRANT - SAFE & SECURE WATER	4,000,000	-	-	-	-	-	-	-	-	-	-
4110-1701	LCLI INTEREST SUBSIDY	22,769	53,073	47,679	42,122	36,399	30,504	24,432	18,178	11,736	5,100	-
4110-1702	INTERNAL WATER LOAN PROCEEDS	2,600,000	-	-	-	-	-	-	-	-	-	-
4230-1700	EXTERNAL WATER LOAN PROCEEDS	-	-	-	-	-	-	-	-	-	-	-
4230-1701	LCLI LOAN 391 INTEREST SUBSIDY	-	-	-	-	-	-	-	-	-	-	-
4230-1702	INTERNAL WATER LOAN 390 PROCEEDS	-	-	-	-	-	-	-	-	-	-	-
4110-1700	EXTERNAL WATER LOAN PROCEEDS LCLI 400	4,000,000	-	-	-	-	-	-	-	-	-	-
<b>15 Total</b>		<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>
#												
<b>SEWERAGE SERVICES</b>												
<b>SEWERAGE SERVICES EXPENSE</b>												
1610-0105	SEWERAGE ADMIN CHARGE - ADMINI	(183,900)	(183,900)	(183,900)	(183,900)	(183,900)	(183,900)	(183,900)	(183,900)	(183,900)	(183,900)	(183,900)
1610-0106	SEWER ADMIN CHARGE - ENGINEERI	(278,100)	(278,100)	(278,100)	(278,100)	(278,100)	(278,100)	(278,100)	(278,100)	(278,100)	(278,100)	(278,100)
1610-0117	SEWERAGE SERVICE - RENTAL CONT	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(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)	(1,000)	(1,000)	(1,000)	(1,000)
1610-0504	OFFICE EQUIP/FURN NON CAPITAL	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
1610-0512	PUMP REPLACEMENT	(30,000)	-	-	-	-	-	-	-	-	-	-
1610-0526	SEWER MAIN UPGRADES - TOCUMWAL	(78,854)	-	-	-	-	-	-	-	-	-	-
1610-0527	UPGRADE AMENITIES AT ALL STP	(2,009)	-	-	-	-	-	-	-	-	-	-
1610-0590	BGN SEWER MAIN UPGRADES	(56,000)	-	-	-	-	-	-	-	-	-	-
1610-0595	FIN SEWER MAIN UPGRADES	-	-	-	-	-	-	-	-	-	-	-
1610-0600	TOC SEWER MAIN UPGRADES	(4,000)	-	-	-	-	-	-	-	-	-	-
1610-0621	BGA UPGRADE PUMP STATION	(34,703)	-	-	-	-	-	-	-	-	-	-
1610-0655	BGN UPGRADE PUMP STATIONS	-	-	-	-	-	-	-	-	-	-	-
1610-0658	SPARE PUMPS FOR LOW PRESS SYS	(20,000)	-	-	-	-	-	-	-	-	-	-
1610-0705	FIN UPGRADE PUMP STATIONS	(7,485)	-	-	-	-	-	-	-	-	-	-
1610-0707	SEAL ACCESS TO STW & TRUCK WAS	-	-	-	-	-	-	-	-	-	-	-
1610-0708	TOC-REFURBISH CONCRETE WORK	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0												
	1610-0743 UPGRADE SEWER TELEMTRY	(15,032)	-	-	-	-	-	-	-	-	-	-
	1610-0852 IMPROVE EMBANKMENT OF THE PONDS	-	-	-	-	-	-	-	-	-	-	-
	1610-0881 BGN - REFURBISH CONCRETE WORK, TRICKLE FILTER, STP, CHANNEL	(30,000)	-	-	-	-	-	-	-	-	-	-
	1610-0882 BGN - REPLACE PUMP STATION LIDS, INSTALL HOLDING BRACKETS	-	-	-	-	-	-	-	-	-	-	-
	1610-0883 FIN - GRAVEL POND BANKS	(10,000)	-	-	-	-	-	-	-	-	-	-
	1610-0884 FIN - REFURBISH CONCRETE WORK	(13,052)	-	-	-	-	-	-	-	-	-	-
	1610-0892 BGA-MINOR REPAIR/REPLACE	(20,000)	-	-	-	-	-	-	-	-	-	-
	1610-0893 BGN-MINOR REPAIR/REPLACE	(20,000)	-	-	-	-	-	-	-	-	-	-
	1610-0897 TOC-MINOR REPAIR/REPLACE	(20,000)	-	-	-	-	-	-	-	-	-	-
	1611-0109 RECREATION FACILITIES DONATION	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(900)	(900)
	1611-0110 SEWER TREATMENT - OP EXP - BGA	(25,509)	(8,241)	(8,365)	(8,490)	(8,618)	(8,747)	(8,878)	(9,011)	(9,011)	(9,146)	(9,011)
	1611-0111 SEWER TREATMENT BGA INSURANCE	(2,791)	(325)	(331)	(338)	(345)	(351)	(359)	(366)	(366)	(373)	(366)
	1611-0113 SEWER TREATMENT -BGA TELEPHONE	(159)	(162)	(166)	(169)	(172)	(176)	(179)	(183)	(183)	(187)	(183)
	1611-0125 SEWER TREATMENT - OP EXP - BGN	(75,216)	(91,569)	(92,943)	(94,337)	(95,752)	(97,188)	(98,646)	(100,126)	(100,126)	(100,147)	(100,126)
	1611-0127 SEWER TREATMENT -BGN INSURANCE	(2,753)	(4,113)	(4,196)	(4,279)	(4,365)	(4,452)	(4,541)	(4,632)	(4,632)	(4,725)	(4,632)
	1611-0128 SEWER TREATMENT BGN -TELEPHONE	(3,396)	(3,464)	(3,533)	(3,604)	(3,676)	(3,749)	(3,824)	(3,901)	(3,901)	(3,979)	(3,901)
	1611-0129 SEWER - EFFLUENT RE-USE - BGN	(5,647)	(5,731)	(5,817)	(5,905)	(5,993)	(6,083)	(6,174)	(6,267)	(6,267)	(6,361)	(6,267)
	1611-0140 SEWER TREATMENT - OP EXP - FIN	(84,975)	(99,649)	(101,144)	(102,661)	(104,201)	(105,764)	(107,350)	(108,960)	(108,960)	(110,595)	(108,960)
	1611-0141 SEWER TREATMENT -FIN INSURANCE	(2,818)	(4,221)	(4,306)	(4,392)	(4,480)	(4,569)	(4,661)	(4,754)	(4,754)	(4,849)	(4,754)
	1611-0142 SEWER TREATMENT-FIN ELECTRICIT	(16,183)	(16,507)	(16,837)	(17,174)	(17,517)	(17,868)	(18,225)	(18,590)	(18,590)	(18,961)	(18,590)
	1611-0143 SEWER TREATMENT FIN- TELEPHONE	(371)	(379)	(386)	(394)	(402)	(410)	(418)	(427)	(427)	(435)	(427)
	1611-0144 SEWER - EFFLUENT RE-USE - FIN	(16,177)	(6,580)	(6,679)	(6,779)	(6,881)	(6,984)	(7,089)	(7,195)	(7,195)	(7,303)	(7,195)
	1611-0155 SEWER TREATMENT - OP EXP - TOC	(103,204)	(112,253)	(113,937)	(115,646)	(117,381)	(119,141)	(120,928)	(122,742)	(122,742)	(124,583)	(122,742)
	1611-0156 SEWER TREATMENT -TOC INSURANCE	(2,919)	(4,438)	(4,527)	(4,617)	(4,710)	(4,804)	(4,900)	(4,998)	(4,998)	(5,098)	(4,998)
	1611-0157 SEWER TREATMENT-TOC ELECTRICIT	(21,649)	(22,082)	(22,523)	(22,974)	(23,433)	(23,902)	(24,380)	(24,867)	(24,867)	(25,365)	(24,867)
	1611-0158 SEWER TREATMENT -TOC TELEPHONE	(605)	(617)	(629)	(642)	(655)	(668)	(681)	(695)	(695)	(709)	(695)
	1611-0159 SEWER - EFFLUENT RE-USE - TOC	(22,482)	(22,819)	(23,162)	(23,509)	(23,862)	(24,220)	(24,583)	(24,952)	(24,952)	(25,326)	(24,952)
	1611-0170 RETIC - OP EXP - BGA	(12,878)	(13,071)	(13,267)	(13,466)	(13,668)	(13,873)	(14,081)	(14,293)	(14,506)	(14,724)	(14,724)
	1611-0171 RETIC OP EXP ELECTRICITY -BGA	(19,738)	(20,133)	(20,536)	(20,947)	(21,366)	(21,793)	(22,229)	(22,673)	(22,673)	(23,127)	(22,673)
	1611-0185 RETIC - OP EXP - BGN	(32,053)	(32,534)	(33,022)	(33,517)	(34,020)	(34,530)	(35,048)	(35,574)	(35,574)	(36,108)	(35,574)
	1611-0186 RETIC OP EXP - ELECTRICITY BGN	(16,343)	(16,669)	(17,003)	(17,343)	(17,690)	(18,044)	(18,404)	(18,773)	(18,773)	(19,148)	(18,773)
	1611-0200 RETIC - OP EXP - FIN	(36,511)	(37,059)	(37,614)	(38,179)	(38,751)	(39,333)	(39,923)	(40,521)	(40,521)	(41,131)	(40,521)
	1611-0201 RETIC OP EXP ELECTRICITY - FIN	(46,031)	(19,159)	(19,542)	(19,933)	(20,332)	(20,738)	(21,153)	(21,576)	(21,576)	(22,058)	(21,576)
	1611-0215 RETIC - OP EXP - TOC	(32,040)	(32,520)	(33,008)	(33,503)	(34,006)	(34,516)	(35,034)	(35,559)	(36,093)	(36,634)	(36,634)
	1611-0216 RETIC OP EXP ELECTRICITY - TOC	(22,604)	(23,056)	(23,517)	(23,987)	(24,467)	(24,956)	(25,455)	(25,965)	(25,965)	(26,484)	(25,965)
	1611-0230 PUMPING STATIONS OP EXP BGA	(91,171)	(92,539)	(93,927)	(95,336)	(96,766)	(98,217)	(99,690)	(101,186)	(101,186)	(102,702)	(101,186)
	1611-0231 PUMPING STATIONS OP EXP BGN	(40,756)	(41,368)	(41,988)	(42,618)	(43,257)	(43,906)	(44,565)	(45,233)	(45,233)	(45,911)	(45,233)
	1611-0232 PUMPING STATIONS OP EXP FIN	(57,844)	(58,712)	(59,593)	(60,487)	(61,394)	(62,315)	(63,249)	(64,198)	(64,198)	(65,161)	(64,198)
	1611-0233 PUMPING STATIONS OP EXP TOC	(69,944)	(70,993)	(72,058)	(73,139)	(74,236)	(75,349)	(76,480)	(77,627)	(77,627)	(78,792)	(77,627)
	1611-0234 LOW PRESSURE SYSTEM - BGA	(10,658)	(10,818)	(10,980)	(11,145)	(11,312)	(11,482)	(11,654)	(11,829)	(12,006)	(12,186)	(12,186)
	1611-0235 LOW PRESSURE SYSTEM - BGN	(4,183)	(4,245)	(4,309)	(4,374)	(4,439)	(4,506)	(4,574)	(4,642)	(4,642)	(4,712)	(4,642)
	1611-0236 LOW PRESSURE SYSTEM - FIN	(3,032)	(3,078)	(3,124)	(3,171)	(3,219)	(3,267)	(3,316)	(3,366)	(3,366)	(3,416)	(3,366)
	1611-0237 LOW PRESSURE SYSTEM - TOC	(9,829)	(9,977)	(10,126)	(10,278)	(10,433)	(10,589)	(10,748)	(10,909)	(10,909)	(11,073)	(10,909)
	1611-0250 SEWERAGE CONNECTIONS - SHIRE	(17,868)	(16,663)	(16,913)	(17,167)	(17,425)	(17,686)	(17,951)	(18,221)	(18,221)	(18,494)	(18,221)
	1611-0340 SEWER SAMPLING / MONITORING	(8,575)	(8,703)	(8,834)	(8,966)	(9,101)	(9,237)	(9,376)	(9,516)	(9,516)	(9,659)	(9,516)
	1611-0341 RAISING OF SEWER MANHOLD LIDS	(14,025)	(15,708)	(15,944)	(16,183)	(16,426)	(16,672)	(16,922)	(17,176)	(17,176)	(17,434)	(17,176)
	1611-0342 TOCUMWAL CCTV	(40,154)	(40,756)	(41,368)	(41,988)	(42,618)	(43,257)	(43,906)	(44,565)	(44,565)	(45,233)	(44,565)
	1612-0105 BANK & GOVT CHARGES	(7,959)	(8,118)	(8,281)	(8,446)	(8,615)	(8,787)	(8,963)	(9,142)	(9,142)	(9,325)	(9,142)
	1612-0155 BGN TRUCK WASH OPERATING EXPEN	(584)	(593)	(601)	(610)	(620)	(629)	(638)	(648)	(648)	(658)	(648)
	1612-0156 BGN TRUCK WASH ELECTRICITY	(616)	(628)	(640)	(653)	(666)	(680)	(693)	(707)	(707)	(721)	(707)
	1612-0157 BGN TRUCK WASH - TELEPHONE	(382)	(390)	(397)	(405)	(414)	(422)	(430)	(439)	(439)	(448)	(439)
	1612-0160 BGN TRUCK WASH MTCE	(6,150)	(1,168)	(1,185)	(1,203)	(1,221)	(1,239)	(1,258)	(1,277)	(1,277)	(1,296)	(1,277)

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
<b>GRAND TOTAL</b>		267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
<b>0</b>												
	1612-0170 FIN TRUCK WASH OPERATING EXPEN	(14,661)	(5,582)	(5,666)	(5,751)	(5,837)	(5,924)	(6,013)	(6,104)	(6,132)	(6,195)	(6,225)
	1612-0171 FIN TRUCK WASH - ELECTRICITY	(2,229)	(2,273)	(2,319)	(2,365)	(2,412)	(2,460)	(2,510)	(2,560)	(2,560)	(2,611)	(2,560)
	1612-0172 FIN TRUCK WASH - TELEPHONE	(467)	(476)	(486)	(496)	(505)	(516)	(526)	(536)	(536)	(547)	(536)
	1612-0175 FIN TRUCK WASH MTCE	(17,970)	(2,123)	(2,155)	(2,187)	(2,220)	(2,253)	(2,287)	(2,321)	(2,321)	(2,356)	(2,321)
	5110-2026 SEWER SERVICES TRANSFER TO RESERVE	(0)	(417,974)	(645,018)	(1,020,688)	(1,194,887)	(1,249,361)	(1,288,602)	(1,300,529)	(1,379,814)	(1,487,559)	(1,118,207)
	5210-2550 SEWER MAINS RETIC - DEPCN	(379,357)	(383,150)	(386,982)	(390,852)	(394,760)	(398,708)	(402,695)	(406,722)	(406,722)	(410,789)	(406,722)
	5240-2550 SEWER TREATMENT WORKS - DEPCN	(212,757)	(214,885)	(217,034)	(219,204)	(221,396)	(223,610)	(225,846)	(228,104)	(228,104)	(230,389)	(228,104)
	5250-2500 SEWER PLANT & EQUIP DEPCN	(20,606)	(20,812)	(21,020)	(21,230)	(21,443)	(21,657)	(21,874)	(22,092)	(22,092)	(22,313)	(22,092)
	5250-2502 SEWER EQUIPMENT DEPCN	(10,818)	(10,926)	(11,036)	(11,146)	(11,257)	(11,370)	(11,484)	(11,599)	(11,599)	(11,715)	(11,599)
	5280-2500 TRUCKWASH - DEPCN	(52)	(52)	(53)	(53)	(54)	(54)	(55)	(55)	(55)	(56)	(55)
	SEWERCAPEXP SEWERAGE SERVICES CAPITAL EXPENDITURE	-	60,000	-	-	-	-	-	-	-	-	-
	1610-0895 FIN-MINOR REPAIR/REPLACE	(30,000)	-	-	-	-	-	-	-	-	-	-
	1612-0182 FIN TRUCK WASH AVDATA PUMP	-	-	-	-	-	-	-	-	-	-	-
	1610-0890 BGA-DESILT PRIMARY POND	-	-	-	-	-	-	-	-	-	-	-
	1610-0891 BGN-DESILT SLUDGE LAGOON	-	-	-	-	-	-	-	-	-	-	-
	1610-0550 BGN - STP FENCE	(10,000)	-	-	-	-	-	-	-	-	-	-
	1610-0898 BGN - POND FENCING	-	-	-	-	-	-	-	-	-	-	-
	1610-0899 FIN - DESILT PRIMARY POND	(80,000)	-	-	-	-	-	-	-	-	-	-
	1610-0900 FIN - UPGRADE PUMP STATION	(10,000)	-	-	-	-	-	-	-	-	-	-
	1610-0901 NEW DRYING BED	(50,000)	-	-	-	-	-	-	-	-	-	-
	1610-0551 TOC - FENCE REPLACEMENT	(34,975)	-	-	-	-	-	-	-	-	-	-
	1610-0902 BGA - REPLACE ELECTRICAL CABINET	-	-	-	-	-	-	-	-	-	-	-
	1610-0903 BGN - REPLACE DIGESTOR ROOF	-	-	-	-	-	-	-	-	-	-	-
	1610-0904 FIN - REPLACE DIGESTOR ROOF	-	-	-	-	-	-	-	-	-	-	-
	1610-0905 BGN - REPLACE ELECTRICAL CABINET	(25,000)	-	-	-	-	-	-	-	-	-	-
	1610-0906 TOC - TRICKLE FILTER ARM	-	-	-	-	-	-	-	-	-	-	-
	1610-0907 TOC - ACCESS WISE COURT PS	-	-	-	-	-	-	-	-	-	-	-
	1612-0501 FIN TRUCKWASH RESTART NSW	(217)	-	-	-	-	-	-	-	-	-	-
	1610-0400 OCCUPATIONAL HEALTH & SAFETY	-	-	-	-	-	-	-	-	-	-	-
	1610-0552 FIN - STP FENCE	-	-	-	-	-	-	-	-	-	-	-
	1611-0112 SEWER TREATMENT-BGA ELECTRICIT	(289)	-	-	-	-	-	-	-	-	-	-
	1611-0126 SEWER TREATMENT - BGN ELECTRICITY	(4,191)	-	-	-	-	-	-	-	-	-	-
	1610-0610 AC MAIN RENEWALS	(400,000)	-	-	-	-	-	-	-	-	-	-
	1610-0908 BGN -REFURBISH IRRIGATION AREA	(15,000)	-	-	-	-	-	-	-	-	-	-
	1610-0909 BGN - UPGRADE DIGESTOR	(50,000)	-	-	-	-	-	-	-	-	-	-
	1610-0910 FIN - DESILT SLUDGE LAGOON	-	-	-	-	-	-	-	-	-	-	-
	1610-0911 FIN - REPLACE ELECTRICAL CABIN	(15,000)	-	-	-	-	-	-	-	-	-	-
	1610-0912 FIN-ODOR INVESTIGATE/ MITIGATE	(50,000)	-	-	-	-	-	-	-	-	-	-
	1610-0913 TOC - REPLACE ELECTRICAL CABIN	(11,650)	-	-	-	-	-	-	-	-	-	-
	5110-3700 Internal Loan 395 Receivable-Current	87,140	89,774	92,488	95,283	98,163	101,130	104,186	107,335	110,580	113,921	-
	5110-3750 Loan 390 Receivable - Current	226,564	233,412	240,467	247,735	255,222	262,936	270,885	279,073	287,508	296,197	-
	1610-0580 BGA SEWER MAIN UPGRADE	-	-	-	-	-	-	-	-	-	-	-
	1610-0932 JERSEY ST PRECINCT - Sewer	(172,800)	-	-	-	-	-	-	-	-	-	-
	1610-0933 TOC SEWER MAIN RELINING	(100,000)	-	-	-	-	-	-	-	-	-	-
	1610-0934 TOCUMWAL REPLACE MIXER UNIT	(20,000)	-	-	-	-	-	-	-	-	-	-
	5110-2500 Internal Loans Drawdown	(3,600,000)	-	-	-	-	-	-	-	-	-	-
	1611-0300 TRADE WASTE MANAGMENT	(90,909)	-	-	-	-	-	-	-	-	-	-
<b>SEWERAGE SERVICES REVENUE</b>												
	5110-1000-0001 SEWER CHARGES - BGA	526,948	496,612	509,027	521,753	534,797	548,166	561,870	575,918	575,918	590,316	605,074
	5110-1000-0002 SEWER CHARGES - BGN	276,060	285,261	292,394	299,702	307,195	314,875	322,747	330,815	330,815	339,086	347,563
	5110-1000-0003 SEWER CHARGES - FIN	586,818	598,461	613,422	628,758	644,476	660,588	677,102	694,032	694,032	711,382	729,166

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
<b>GRAND TOTAL</b>		267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
<b>0</b>												
5110-1000-0004	SEWER CHARGES - TOC	687,490	724,850	742,972	761,547	780,585	800,099	820,101	840,605	840,605	861,620	883,160
5110-1000-0005	SEWER CHARGES - NON RATEABLE	73,988	75,424	77,311	79,244	81,225	83,256	85,337	87,470	87,470	89,657	91,898
5110-1000-0006	SEWER CHARGES - LOW PRESSURE SEWER CHG	16,792	17,212	17,642	18,082	18,535	18,999	19,474	19,961	20,197	20,460	20,971
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)	(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)	(3,500)	(3,500)	(3,500)	(3,500)
5110-1095	LESS SEWER PENSION REBATE - SHIRE	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)
5110-1500	SEWER CONNECTION FEES - GST FREE	10,769	11,038	11,314	11,597	11,887	12,184	12,489	12,801	12,801	12,801	12,801
5110-1501	SEWER SUNDRY INCOME - INC.GST	-	-	-	-	-	-	-	-	-	-	-
5110-1502	DISPOSAL OF SEPTAGE INCOME	10,059	4,415	4,526	4,639	4,755	4,874	4,995	5,120	5,120	5,120	5,120
5110-1503	SEWER SUNDRY INCOME - GST FREE	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
5110-1504	TOC SEWER EFFLUENT REUSE	1,723	1,766	1,810	1,856	1,902	1,949	1,998	2,048	2,048	2,048	2,048
5110-1505	BGN SEWER EFFLUENT REUSE	-	-	-	-	-	-	-	-	-	-	-
5110-1601	SECT. 64 CONT. SEWER - BGA	16,812	-	-	-	-	-	-	-	-	-	-
5110-1602	SECT. 64 CONT. SEWER - BER	-	-	-	-	-	-	-	-	-	-	-
5110-1603	SECT. 64 CONT. SEWER - FIN	-	-	-	-	-	-	-	-	-	-	-
5110-1604	SECT. 64 CONT. SEWER - TOC	-	-	-	-	-	-	-	-	-	-	-
5110-1840	INTEREST ON INVESTMENTS	197,474	207,711	219,854	239,495	266,494	297,565	322,171	358,192	358,192	358,192	358,192
5110-1926	SEWER TRANSFER FROM RESERVE	3,848,573	-	-	-	-	-	-	-	-	-	-
5110-1928	SECT 64 CONT SEWER RESERVE TRANSFER	-	-	-	-	-	-	-	-	-	-	-
5110-1950	ALTERNATE ENERGY SUPPLY GRANT	-	-	-	-	-	-	-	-	-	-	-
5110-1951	SEWER CHARGES PENSION SUBSIDY	43,899	47,500	47,500	47,500	47,500	47,500	47,500	47,500	47,500	47,500	47,500
5210-4810	SEWER DEPCN CONTRA	623,590	629,826	636,124	642,485	648,910	655,399	661,953	668,573	668,573	675,258	668,573
5280-1500	TRUCK WASH (AVDATA) INCOME	38,403	5,519	5,657	5,798	5,943	6,092	6,244	6,400	6,400	6,400	6,400
	SEWERCAPINC SEWERAGE SERVICES CAPITAL INCOME	-	(945,000)	(710,000)	(395,000)	(290,000)	(310,000)	(340,000)	(410,000)	(330,000)	(270,000)	(300,000)
5280-1950	Restart NSW Fixing Country Truckwash	-	-	-	-	-	-	-	-	-	-	-
5110-1700	INTEREST INCOME - INTERNAL LOAN 395	29,351	26,717	24,007	21,208	18,328	15,361	12,305	9,156	5,912	2,570	-
5110-1750	LOAN 390 INTEREST INCOME	76,313	69,465	62,411	55,143	47,655	39,941	31,993	23,805	15,370	6,681	-
<b>16 Total</b>		<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>
<b>#</b>												
<b>PUBLIC LIBRARIES</b>												
<b>PUBLIC LIBRARIES EXPENSE</b>												
1710-0105	LIBRARY BLDG MTCE - BGA	(1,452)	(1,061)	(1,077)	(1,093)	(1,110)	(1,127)	(1,143)	(1,161)	(1,161)	(1,161)	(1,161)
1710-0120	LIBRARY BLDG MTCE - BGN	(1,046)	(1,061)	(1,077)	(1,093)	(1,110)	(1,127)	(1,143)	(1,161)	(1,161)	(1,161)	(1,161)
1710-0125	LIBRARY BLDG MTCE - FINLEY	(2,091)	(2,123)	(2,155)	(2,187)	(2,220)	(2,253)	(2,287)	(2,321)	(2,321)	(2,321)	(2,321)
1710-0140	LIBRARY BLDG MTCE - TOC	(1,152)	(1,061)	(1,077)	(1,093)	(1,110)	(1,127)	(1,143)	(1,161)	(1,161)	(1,161)	(1,161)
1710-0145	LIBRARY OFFICE FURN/EQUIP MTCE	(10,457)	(10,614)	(10,773)	(10,934)	(11,098)	(11,265)	(11,434)	(11,605)	(11,605)	(11,605)	(11,605)
1710-0150	LIBRARY ADMIN CHARGES	(111,500)	(111,500)	(111,500)	(111,500)	(111,500)	(111,500)	(111,500)	(111,500)	(111,500)	(111,500)	(111,500)
1710-0165	LIBRARY PRINTING & STATIONERY	(837)	(849)	(862)	(875)	(888)	(901)	(913)	(928)	(928)	(928)	(928)
1710-0166	LIBRARY ADVERTISING	(531)	(541)	(552)	(563)	(574)	(586)	(598)	(609)	(609)	(609)	(609)
1710-0175	LIBRARY SUNDRY EXPENSES	(10,551)	(7,703)	(7,005)	(6,288)	(5,549)	(4,795)	(4,019)	(3,222)	(2,321)	(2,321)	(2,321)
1710-0180	LIBRARY SALARIES & ALLOWANCES	(205,300)	(241,900)	(247,948)	(254,147)	(260,501)	(267,014)	(273,689)	(280,531)	(287,544)	(294,733)	(302,101)
1710-0190	LIBRARY TRAVEL & ALLOWANCES	(2,684)	(3,247)	(3,312)	(3,378)	(3,446)	(3,515)	(3,585)	(3,657)	(3,657)	(3,657)	(3,657)
1710-0192	LIBRARY STAFF TRAINING	(1,775)	(4,871)	(4,968)	(5,068)	(5,169)	(5,272)	(5,378)	(5,485)	(5,485)	(5,485)	(5,485)
1710-0194	LIBRARY CONFERENCES & SEMINARS	(1,908)	(1,082)	(1,104)	(1,126)	(1,149)	(1,172)	(1,195)	(1,219)	(1,219)	(1,219)	(1,219)
1710-0195	LIBRARY RATES	(7,728)	(9,977)	(10,126)	(10,278)	(10,433)	(10,589)	(10,748)	(10,909)	(10,909)	(10,909)	(10,909)
1710-0196	LIBRARY INSURANCE	(14,103)	(15,046)	(15,347)	(15,654)	(15,967)	(16,286)	(16,612)	(16,944)	(16,944)	(16,944)	(16,944)
1710-0197	LIBRARY SOFTWARE OP COSTS	(8,457)	(10,614)	(10,773)	(10,934)	(11,098)	(11,265)	(11,434)	(11,605)	(11,605)	(11,605)	(11,605)
1710-0200	LIBRARY BOOKS MTCE	(4,040)	(2,123)	(2,155)	(2,187)	(2,220)	(2,253)	(2,287)	(2,321)	(2,321)	(2,321)	(2,321)

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
<b>GRAND TOTAL</b>		<b>267,920</b>	<b>208,126</b>	<b>410,312</b>	<b>482,089</b>	<b>(241,709)</b>	<b>(165,533)</b>	<b>109,065</b>	<b>566,051</b>	<b>1,219,417</b>	<b>2,024,684</b>	<b>3,147,335</b>
<b>0</b>												
	1710-0210 LIBRARY ELECTRICITY	(22,816)	(23,272)	(23,738)	(24,212)	(24,697)	(25,191)	(25,694)	(26,208)	(26,208)	(26,208)	(26,208)
	1710-0211 LIBRARY CONNECTIVITY	(16,274)	(6,368)	(6,464)	(6,561)	(6,659)	(6,759)	(6,860)	(6,963)	(6,963)	(6,963)	(6,963)
	1710-0215 LIBRARY CLEANING	(14,234)	(5,288)	(5,367)	(5,448)	(5,530)	(5,613)	(5,697)	(5,782)	(5,869)	(5,957)	(6,046)
	1710-0230 LIBRARY PURCHASE OF PERIODICAL	(12,262)	(2,706)	(2,760)	(2,815)	(2,872)	(2,929)	(2,988)	(3,047)	(3,047)	(3,047)	(3,047)
	1710-0234 LIBRARY YOUTH ACTIVITES	(8,078)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
	1710-0235 LIBRARY SPEC. PROJ. OPERATING	(26,348)	(8,300)	(8,300)	(8,300)	(8,300)	(8,300)	(8,300)	(8,300)	(8,300)	(8,300)	(8,300)
	1710-0236 INTER LIBRARY LOAN FEES	(200)	(200)	(200)	(200)	(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)	(1,000)	(1,000)	(1,000)	(1,000)
	1710-0242 SENIORS WEEK EXPENSES	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)
	1710-0243 ONLINE DATABASE SUBSCRIPTIONS	(13,271)	(13,768)	(14,466)	(14,689)	(14,913)	(15,142)	(15,375)	(15,611)	(15,633)	(15,656)	(15,679)
	1710-0244 LITERARY LUNCH/WRITING FESTIVAL	(6,662)	(1,000)	(999)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1710-0245 TECH SAVY SENIORS GRANT EXP	-	-	-	-	-	-	-	-	-	-	-
	1710-0525 LIBRARY PURCHASE OF BOOKS	(28,113)	(25,000)	(25,000)	(25,000)	(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)	(4,000)	(4,000)	(4,000)	(4,000)
	1710-0532 LIBRARY AUDIO VISUAL / CDS	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
	1710-0535 LIBRARY PURCHASE OF E-BOOKS	(3,110)	(3,110)	(3,110)	(3,110)	(3,109)	(3,109)	(3,110)	(3,111)	(3,111)	(3,111)	(3,111)
	6100-2502 LIBRARY EQUIPMENT DEPCN	(9,170)	(9,261)	(9,354)	(9,448)	(9,542)	(9,637)	(9,734)	(9,831)	(9,831)	(9,831)	(9,831)
	6100-2504 LIBRARY BLDG DEPCN	(65,939)	(66,599)	(67,265)	(67,937)	(68,617)	(69,303)	(69,996)	(70,696)	(70,696)	(70,696)	(70,696)
	6100-2518 LIBRARY BOOKS DEPCN	(22,100)	(22,321)	(22,544)	(22,770)	(22,997)	(23,227)	(23,460)	(23,694)	(23,694)	(23,694)	(23,694)
	LIBRARYCAPEXP LIBRARIES CAPITAL EXPENDITURE	-	(15,000)	-	-	-	-	-	-	-	-	-
	1710-0500 LIBRARY CAR PARK UPGRADE	(7,000)	-	-	-	-	-	-	-	-	-	-
	1710-0170 LIBRARY TELEPHONE	(3,502)	(3,572)	(3,643)	(3,716)	(3,791)	(3,866)	(3,944)	(4,023)	(4,023)	(4,023)	(4,023)
	1710-0171 LIBRARY POSTAGE	(916)	-	-	-	-	-	-	-	-	-	-
	1710-0501 BGA - REPAINTING LIBRARY	(15,000)	-	-	-	-	-	-	-	-	-	-
	1710-0510 TOC - LIBRARY EXTENSION FITOUT	(78,047)	-	-	-	-	-	-	-	-	-	-
	1710-0247 SYDNEY MYER FOUNDATION	-	-	-	-	-	-	-	-	-	-	-
	1710-0505 TOC - LIBRARY EXTENSION SCCF1	-	-	-	-	-	-	-	-	-	-	-
	1710-0246 GET ONLINE WEEK GRANT EXP	-	-	-	-	-	-	-	-	-	-	-
	<b>PUBLIC LIBRARIES REVENUE</b>											
	6100-1501 LIBRARY SUNDRY INCOME INCL GST	500	2,500	2,500	2,500	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	500	500	500	500
	6100-1503 LIBRARY ROOM HIRE CHARGES	300	300	300	300	300	300	300	300	300	300	300
	6100-1820 LIBRARY FEES INCLUDING GST	3,231	3,311	3,394	3,479	3,566	3,655	3,747	3,840	3,840	3,840	3,840
	6100-1821 LIBRARY FINES GST FREE	2	1,104	1,131	1,160	1,189	1,218	1,249	1,280	1,280	1,280	1,280
	6100-1822 INTER LIBRARY LOAN FEES	214	221	227	231	237	243	248	255	255	255	255
	6100-1823 BERRIGAN SHIRE BOOK CLUBS	1,077	1,104	1,131	1,160	1,189	1,219	1,249	1,280	1,280	1,280	1,280
	6100-1950 LIBRARY SERVICE GRANTS	63,696	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000
	6100-1951 LIBRARY LOCAL SPECIAL PROJECTS GRANT	-	25,156	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
	6100-1953 LITERARY LUNCH/WRITING FESTIVAL GRANT	3,819	-	-	-	-	-	-	-	-	-	-
	6100-1954 LIBRARY TRAINEESHIP WAGE SUBSIDY	-	-	-	-	-	-	-	-	-	-	-
	6100-1959 NSW CHILDRENS WEEK COUNCIL GRANT	-	-	-	-	-	-	-	-	-	-	-
	6100-1960 TECH SAVY SENIORS PROGRAM	-	-	-	-	-	-	-	-	-	-	-
	6100-1961 BROADBAND FOR SENIORS	-	-	-	-	-	-	-	-	-	-	-
	LIBRARYCAPINC LIBRARIES CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-
	6100-1504 LIBRARY DONATION	(500)	-	-	-	-	-	-	-	-	-	-
	6100-1963 Library Service Other Grants	-	-	-	-	-	-	-	-	-	-	-
	6100-1958 LIBRARY INFRASTRUCTURE GRANT	-	-	-	-	-	-	-	-	-	-	-
	6100-1962 Library - Extension Grant TOC SCCF1	85,000	-	-	-	-	-	-	-	-	-	-
	6100-1955 GET ONLINE WEEK / GOODTHINGS	-	-	-	-	-	-	-	-	-	-	-
<b>17 Total</b>		<b>(594,413)</b>	<b>(548,042)</b>	<b>(559,938)</b>	<b>(568,374)</b>	<b>(576,989)</b>	<b>(585,787)</b>	<b>(594,773)</b>	<b>(603,950)</b>	<b>(610,171)</b>	<b>(617,470)</b>	<b>(624,950)</b>

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
	<b>0</b>											
	<b>#</b>											
	<b>COMMUNITY AMENITIES</b>											
	<b>COMMUNITY AMENITIES EXPENSE</b>											
	1420-0000 PUBLIC CONVENIENCE CLEANING	(220,000)	(203,003)	(206,049)	(209,140)	(212,276)	(215,459)	(218,696)	(221,973)	(222,906)	(223,852)	(224,813)
	1420-0001 PUBLIC CONVENIENCES BLDG MTCE	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
	1420-0113 PUBLIC CONVEN. - ELECTRICITY	(4,245)	(4,330)	(4,416)	(4,506)	(4,595)	(4,687)	(4,780)	(4,876)	(4,876)	(4,876)	(4,876)
	1420-0114 PUBLIC CONVENIENCES -INSURANCE	(2,857)	(3,031)	(3,091)	(3,153)	(3,216)	(3,281)	(3,346)	(3,413)	(3,413)	(3,413)	(3,413)
	1420-0125 PUBLIC CONVENIENCES RENTAL FIN	-	(9,128)	(9,265)	(9,404)	(9,545)	(9,688)	(9,833)	(9,981)	(9,981)	(9,981)	(9,981)
	1714-0105 BERRIGAN HALL BLDG MTCE	(2,091)	(2,123)	(2,155)	(2,187)	(2,220)	(2,253)	(2,287)	(2,321)	(2,321)	(2,321)	(2,321)
	1714-0106 BERRIGAN HALL RISK MGT	-	-	-	-	-	-	-	-	-	-	-
	1714-0111 BERRIGAN HALL - INSURANCE	(8,509)	(8,984)	(9,164)	(9,347)	(9,534)	(9,725)	(9,919)	(10,118)	(10,118)	(10,118)	(10,118)
	1714-0112 BERRIGAN HALL GRANT	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)
	1714-0122 FINLEY MEMORIAL HALL BLDG MTCE	(2,196)	(2,229)	(2,262)	(2,296)	(2,331)	(2,366)	(2,401)	(2,437)	(2,437)	(2,437)	(2,437)
	1714-0123 FIN MEMORIAL HALL - INSURANCE	(14,085)	(12,989)	(13,249)	(13,514)	(13,784)	(14,060)	(14,341)	(14,628)	(14,628)	(14,628)	(14,628)
	1714-0124 FIN MEMORIAL HALL - GRANT	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)	(7,860)
	1714-0125 TOCUMWAL HALL BLDG MTCE	(2,196)	(2,229)	(2,262)	(2,296)	(2,331)	(2,366)	(2,401)	(2,437)	(2,437)	(2,437)	(2,437)
	1714-0130 TOCUMWAL HALL - INSURANCE	(6,679)	(7,252)	(7,397)	(7,545)	(7,696)	(7,850)	(8,007)	(8,167)	(8,167)	(8,167)	(8,167)
	1714-0142 TOCUMWAL HALL GRANT	(4,280)	(4,280)	(4,280)	(4,280)	(4,280)	(4,280)	(4,280)	(4,280)	(4,280)	(4,280)	(4,280)
	1714-0145 RETREAT HALL BLDG MTCE	(1,046)	(1,061)	(1,077)	(1,093)	(1,110)	(1,127)	(1,143)	(1,161)	(1,161)	(1,161)	(1,161)
	1714-0150 RETREAT HALL - INSURANCE	(1,890)	(3,139)	(3,202)	(3,266)	(3,331)	(3,398)	(3,466)	(3,535)	(3,535)	(3,535)	(3,535)
	1714-0167 BGN CWA HALL BLDG MTCE	(1,045)	(1,061)	(1,077)	(1,093)	(1,110)	(1,127)	(1,143)	(1,161)	(1,161)	(1,161)	(1,161)
	1714-0168 BGN CWA HALL - INSURANCE	(117)	(877)	(894)	(912)	(930)	(949)	(968)	(987)	(987)	(987)	(987)
	1715-0135 TOCUMWAL RAILWAY BLDG MTCE	(1,045)	(1,061)	(1,077)	(1,093)	(1,110)	(1,127)	(1,143)	(1,161)	(1,161)	(1,161)	(1,161)
	1715-0137 TOC RAILWAY STATION INSURANCE	(1,549)	(1,407)	(1,435)	(1,464)	(1,493)	(1,523)	(1,554)	(1,585)	(1,585)	(1,585)	(1,585)
	1715-0138 FINLEY RAILWAY BLDG MTCE	-	-	-	-	-	0	0	0	0	0	0
	1715-0140 COMMUNITY AMENITIES ADMIN CHAR	(83,100)	(83,100)	(83,100)	(83,100)	(83,100)	(83,100)	(83,100)	(83,100)	(83,100)	(83,100)	(83,100)
	3900-2504 PUBLIC CONVENIENCES DEPCN	(32,558)	(32,883)	(33,212)	(33,544)	(33,879)	(34,218)	(34,560)	(34,906)	(34,906)	(34,906)	(34,906)
	6200-2504 PUBLIC HALLS DEPRECIATION	(182,879)	(184,707)	(186,554)	(188,420)	(190,304)	(192,207)	(194,129)	(196,070)	(196,070)	(196,070)	(196,070)
	COMMAMENCAPEX COMMUNITY AMENITIES CAPITAL EXPENDITURE	-	(8,000)	-	-	-	-	-	-	-	-	-
	HALLSCAPEXP PUBLIC HALLS CAPITAL EXPENDITURE	-	(15,000)	-	-	-	-	-	-	-	-	-
	1714-0170 PUBLIC HALLS VARIOUS	(3,251)	-	-	-	-	-	-	-	-	-	-
	1316-0375 SENIOR CITZ - RATES	-	-	-	-	-	-	-	-	-	-	-
	1714-0119 FIN SCHOOL OF ARTS REFURB	(659,310)	-	-	-	-	-	-	-	-	-	-
	1718-0224 MASTER PLAN CREEK WALK	(280)	-	-	-	-	-	-	-	-	-	-
	1718-0227 RAILWAY PARK TOILETS	(501)	-	-	-	-	-	-	-	-	-	-
	1718-0228 FINLEY LAKE TOILETS	-	-	-	-	-	-	-	-	-	-	-
	1718-0229 SWING BRIDGE DECK REPAIR	-	-	-	-	-	-	-	-	-	-	-
	1316-0345 SENIOR CITIZEN CTR - INSURANCE	-	-	-	-	-	-	-	-	-	-	-
	1714-0143 TOCUMWAL HALL CLUB GRANT	-	-	-	-	-	-	-	-	-	-	-
	1316-0125 SENIOR CITIZENS CTR - BLDG MTC	(445)	-	-	-	-	-	-	-	-	-	-
	1714-0165 INTEREST EXPENSE EXT LOAN 405 LCLI	(8,616)	(21,900)	(19,784)	(17,618)	(15,402)	(13,133)	(10,812)	(8,435)	(6,004)	(3,515)	(986)
	1714-0530 INT LOAN 395 PRINCIPAL - CURRENT	(87,140)	(89,774)	(92,488)	(95,283)	(98,163)	(101,130)	(104,186)	(107,335)	(110,580)	(113,921)	-
	1714-0535 EXT LCLI LOAN 405 PRINCIPAL - CURRENT	(14,838)	(90,224)	(92,360)	(94,526)	(96,742)	(99,011)	(101,332)	(103,709)	(106,140)	(108,629)	(92,477)
	1718-0223 LANDSCAPE DESIGN BERRIGAN	(24,185)	-	-	-	-	-	-	-	-	-	-
	1714-0503 BGN CWA HALL DOORS	(20,000)	-	-	-	-	-	-	-	-	-	-
	1714-0504 BGN MEMORIAL HALL A/C & STAGE	(40,000)	-	-	-	-	-	-	-	-	-	-
	1316-0335 SENIOR CITIZEN CTR - ELEC	-	-	-	-	-	-	-	-	-	-	-
	1714-0160 INTEREST EXPENSE INT LOAN 395	(29,351)	(26,717)	(24,007)	(21,208)	(18,328)	(15,361)	(12,305)	(9,156)	(5,912)	(2,570)	-
	1714-0505 TOC HISTORICAL AERO MUSEUM THAM	(460,000)	-	-	-	-	-	-	-	-	-	-
	1718-0226 HAYES PARK TOILETS REFURB	(45)	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0	<b>COMMUNITY AMENITIES REVENUE</b>											
	COMMAMENCAPINC COMMUNITY AMENITIES CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-
	6200-1956 TOCUMWAL MEMORIAL HALL CLUB GRANTS	-	-	-	-	-	-	-	-	-	-	-
	HALLSCAPINC PUBLIC HALLS CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-
	6200-1700 LCLI LOAN INTEREST SUBSIDY FINLEY HOUSING	1,926	12,992	11,635	10,238	8,799	7,316	5,789	4,215	2,594	924	-
	6200-1603 BGN WAR MEMORIAL HALL COMMITTEE CONTRIB	26,666	-	-	-	-	-	-	-	-	-	-
	6200-1760 INTERNAL LOAN PROCEEDS	1,000,000	-	-	-	-	-	-	-	-	-	-
	6200-1957 TOC HISTORICAL AERO MUSUEM GRANT THAM	400,000	-	-	-	-	-	-	-	-	-	-
	6200-1750 LCLI LOAN PROCEEDS 405	1,000,000	-	-	-	-	-	-	-	-	-	-
	<b>18 Total</b>	<b>472,543</b>	<b>(843,217)</b>	<b>(827,942)</b>	<b>(835,770)</b>	<b>(843,731)</b>	<b>(851,828)</b>	<b>(860,061)</b>	<b>(868,436)</b>	<b>(870,990)</b>	<b>(873,606)</b>	<b>(740,318)</b>
#	<b>RECREATION</b>											
	<b>RECREATION EXPENSE</b>											
	1717-0110 BAROOGA SPORTS COMP- INSURANCE	(7,463)	(7,036)	(7,177)	(7,320)	(7,466)	(7,616)	(7,768)	(7,923)	(7,923)	(7,923)	(7,923)
	1717-0112 BAROOGA SPORTS COMP GRANT	(12,000)	(12,000)	(12,000)	(12,000)	(13,000)	(13,000)	(13,000)	(13,000)	(14,000)	(14,000)	(14,000)
	1717-0113 RECREATION FACILITIES DONATION	(7,429)	(57,577)	(57,729)	(7,883)	(8,041)	(8,202)	(8,366)	(8,533)	(8,533)	(8,533)	(8,533)
	1717-0120 BAROOGA SPORTS COMP BLDG MTCE	(5,228)	(5,307)	(5,386)	(5,467)	(5,549)	(5,632)	(5,717)	(5,803)	(5,803)	(5,803)	(5,803)
	1717-0121 BGA SPORTS COMP RISK M'MENT	-	-	-	-	-	-	-	-	-	-	-
	1717-0130 BERRIGAN SPORTS COMP INSURANCE	(11,191)	(11,907)	(12,145)	(12,388)	(12,636)	(12,888)	(13,146)	(13,409)	(13,409)	(13,409)	(13,409)
	1717-0132 BERRIGAN SPORTS COMP GRANT	(12,000)	(12,000)	(12,000)	(12,000)	(13,000)	(13,000)	(13,000)	(13,000)	(14,000)	(14,000)	(14,000)
	1717-0140 BERRIGAN SPORTS COMP BLDG MTCE	(2,195)	(2,229)	(2,262)	(2,296)	(2,331)	(2,366)	(2,401)	(2,437)	(2,437)	(2,437)	(2,437)
	1717-0141 BGN SPORTS COMP RISK M'MENT	(2,550)	-	-	-	-	-	-	-	-	-	-
	1717-0150 FINLEY REC RESERVE - INSURANCE	(7,921)	(11,582)	(11,814)	(12,050)	(12,291)	(12,537)	(12,788)	(13,043)	(13,043)	(13,043)	(13,043)
	1717-0152 FINLEY REC RESERVE GRANT	(12,000)	(12,000)	(12,000)	(12,000)	(13,000)	(13,000)	(13,000)	(13,000)	(14,000)	(14,000)	(14,000)
	1717-0155 FIN REC RES PLAYGROUND MTCE	(690)	(701)	(711)	(722)	(733)	(744)	(755)	(766)	(766)	(766)	(766)
	1717-0160 FINLEY REC RESERVE BLDG MTCE	(2,615)	(2,653)	(2,693)	(2,734)	(2,775)	(2,816)	(2,858)	(2,901)	(2,901)	(2,901)	(2,901)
	1717-0161 FIN REC RESERVE RISK M'MENT	(1,495)	-	-	-	-	-	-	-	-	-	-
	1717-0170 FINLEY SHOW GROUND - INSURANCE	(11,182)	(6,495)	(6,624)	(6,757)	(6,892)	(7,030)	(7,171)	(7,314)	(7,314)	(7,314)	(7,314)
	1717-0172 FINLEY SHOW GROUND GRANT	(12,000)	(12,000)	(12,000)	(12,000)	(13,000)	(13,000)	(13,000)	(13,000)	(14,000)	(14,000)	(14,000)
	1717-0180 FINLEY SHOW GROUNDS BLDG MTCE	(2,614)	(2,653)	(2,693)	(2,734)	(2,775)	(2,816)	(2,858)	(2,901)	(2,901)	(2,901)	(2,901)
	1717-0181 FINLEY SHOW GROUND RISK M'MENT	-	-	-	-	-	-	-	-	-	-	-
	1717-0191 TOC REC RESERVE - INSURANCE	(5,068)	(12,231)	(12,476)	(12,726)	(12,980)	(13,240)	(13,505)	(13,775)	(13,775)	(13,775)	(13,775)
	1717-0192 TOC REC RESERVE GRANT	(12,000)	(12,000)	(12,000)	(12,000)	(13,000)	(13,000)	(13,000)	(14,000)	(14,000)	(14,000)	(14,000)
	1717-0194 TOC REC RES PLAYGROUND MTCE	(690)	(701)	(711)	(722)	(733)	(744)	(755)	(766)	(766)	(766)	(766)
	1717-0200 TOC REC RESERVE BLDG MTCE	(2,091)	(2,123)	(2,155)	(2,187)	(2,220)	(2,253)	(2,287)	(2,321)	(2,321)	(2,321)	(2,321)
	1717-0201 TOC REC RESERVE RISK M'MENT	-	-	-	-	-	-	-	-	-	-	-
	1718-0000 PARKS & GARDENS MAINTENANCE	(359,628)	(383,365)	(389,115)	(394,952)	(400,876)	(406,889)	(412,992)	(419,187)	(419,187)	(419,187)	(419,187)
	1718-0050 FINLEY - LOCO DAM PARK	(8,652)	-	-	-	-	-	-	-	-	-	-
	1718-0116 MINOR PARKS GARDEN ELECTRICITY	(20,163)	(20,566)	(20,978)	(21,397)	(21,825)	(22,262)	(22,707)	(23,161)	(23,161)	(23,161)	(23,161)
	1718-0117 MINOR PARK & GARDENS INSURANCE	(0)	(844)	(861)	(878)	(896)	(914)	(932)	(951)	(951)	(951)	(951)
	1718-0185 ALEXANDER GARDEN COMPETITION	(705)	(637)	(646)	(656)	(666)	(676)	(686)	(696)	(696)	(696)	(696)
	1718-0207 TOCUMWAL BOAT RAMP IMPROVEMENTS	-	-	-	-	-	-	-	-	-	-	-
	1718-0220 TOCUMWAL SKATE PARK	-	-	-	-	-	-	-	-	-	-	-
	1718-0225 BGA BOTANICAL GARDENS TOILETS	-	-	-	-	-	-	-	-	-	-	-
	6500-2500 RECREATION RESERVES PLANT & EQUIPMENT DEPCN	(721)	(728)	(736)	(743)	(750)	(758)	(766)	(773)	(773)	(773)	(773)
	6500-2502 RECREATION RESERVES OTHER STRUCTURES DEPCN	(98,703)	(99,690)	(100,687)	(101,694)	(102,711)	(103,738)	(104,775)	(105,823)	(105,823)	(105,823)	(105,823)
	6500-2518 RECREATION RESERVES BUILDINGS DEPCN	(277,872)	(280,651)	(283,457)	(286,292)	(289,155)	(292,046)	(294,967)	(297,917)	(297,917)	(297,917)	(297,917)
	6600-2500 PARKS & GARDENS DEPCN	(11,436)	(11,551)	(11,666)	(11,783)	(11,901)	(12,020)	(12,140)	(12,261)	(12,261)	(12,261)	(12,261)
	6600-2518 PARKS & GARDENS DEPCN	(72,224)	(72,946)	(73,676)	(74,413)	(75,157)	(75,908)	(76,667)	(77,434)	(77,434)	(77,434)	(77,434)
	PARKSCAPEXP PARKS AND RECREATION AREAS CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
<b>GRAND TOTAL</b>		267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0												
	RECRESERVECAPEXP RECREATION RESERVES CAPITAL EXPENDITURE	-	(34,860)	-	-	-	-	-	-	-	-	-
	1718-0110 TREE WORKS - BGN	-	-	-	-	-	-	-	-	-	-	-
	1718-0111 TREE WORKS - BGA	-	-	-	-	-	-	-	-	-	-	-
	1718-0112 TREE WORKS - TOC	(10,420)	-	-	-	-	-	-	-	-	-	-
	1718-0113 TREE WORKS - FIN	-	-	-	-	-	-	-	-	-	-	-
	1718-0230 TOC FORESHORE CONSULTANT	(32,005)	-	-	-	-	-	-	-	-	-	-
	1717-0229 TOC - REC RES TOILETS RENO	-	-	-	-	-	-	-	-	-	-	-
	1717-0230 BGN POWER UPGRADE PRMF	-	-	-	-	-	-	-	-	-	-	-
	1718-0500 TOC FORESHORE STAGED DEVELOP	(1,946,066)	-	-	-	-	-	-	-	-	-	-
	1718-0060 TOC CREEK WALK HONORIARIUM	(4,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1717-0232 BGA - HORSE DAY YARDS	-	-	-	-	-	-	-	-	-	-	-
	1717-0233 BGN - PAINT OLD CHANGE-ROTUNDA	-	-	-	-	-	-	-	-	-	-	-
	1717-0235 TOC-CRICKET NET RETAINING WALL	-	-	-	-	-	-	-	-	-	-	-
	1718-0231 LIONS PARK TOC CBP UPGRADE	-	-	-	-	-	-	-	-	-	-	-
	1718-0099 PARKS & GARDEN EXP SHIRE	(12,734)	-	-	-	-	-	-	-	-	-	-
	1718-0233 FINLEY RAILWAY PARK CONSULTANT	(30)	-	-	-	-	-	-	-	-	-	-
	1718-0501 RUSSEL CRT OPEN SPACE	(14,367)	-	-	-	-	-	-	-	-	-	-
	1717-0236 BGN - NETBALL COURTS SCCF1	-	-	-	-	-	-	-	-	-	-	-
	1717-0237 TOC - NETBALL & CRICKET SCCF2	(464,709)	-	-	-	-	-	-	-	-	-	-
	1717-0238 BGN - SPORTSG LIGHTING SCCF2	(4,962)	-	-	-	-	-	-	-	-	-	-
	1718-0234 BGA FORESHORE ADVENT PARK SCCF1	-	-	-	-	-	-	-	-	-	-	-
	1718-0235 BGA FORESHORE PARK SCCF2	(268,858)	-	-	-	-	-	-	-	-	-	-
	1718-0215 FINLEY SKATE PARK SCCF1	(49)	-	-	-	-	-	-	-	-	-	-
	1718-0499 TOC FORESHORE SURVEYS	(6,420)	-	-	-	-	-	-	-	-	-	-
	1719-0100 TOC SPLASH PARK OPERATING EXP	(30,000)	(30,000)	(30,450)	(30,907)	(31,370)	(31,841)	(32,319)	(32,803)	(33,295)	(33,795)	(34,302)
	1717-0240 FIN - SHOWGROUND ROOF	(271,182)	-	-	-	-	-	-	-	-	-	-
	1717-0250 REC RESERVE PLANNING ALL SITES	(4,000)	-	-	-	-	-	-	-	-	-	-
	1718-0034 FINLEY - ENDEAVOUR ST CARPARK	-	-	-	-	-	-	-	-	-	-	-
	1718-0236 FINLEY MEMORIAL PARK TOILET	(80,000)	-	-	-	-	-	-	-	-	-	-
	1718-0502 RAILWAY PARK UPGRADE	(400,000)	-	-	-	-	-	-	-	-	-	-
	1717-0241 FIN - REC RES AIR CON GRANT	(10,000)	-	-	-	-	-	-	-	-	-	-
	1717-0231 FINLEY NETBALL PRMF	(75)	-	-	-	-	-	-	-	-	-	-
	1718-0553 TOC CREEK WALK PLAN IMPLEMENTATION	(100,000)	-	-	-	-	-	-	-	-	-	-
	1718-0551 DC1 BERRIGAN HAYES PARK REFURB	(265,176)	-	-	-	-	-	-	-	-	-	-
	1718-0552 DC1 BERRIGAN APEX PARK REFURB	(265,176)	-	-	-	-	-	-	-	-	-	-
	1718-0232 BAROOGA FORESHORE CONSULTANT	-	-	-	-	-	-	-	-	-	-	-
	1718-0554 MURRAY ST FINLEY OPEN SPACE PARK	-	(170,000)	-	-	-	-	-	-	-	-	-
	<b>RECREATION REVENUE</b>											
	6500-1315 TOCUMWAL FOOTBALL NETBALL CLUB LEASE	538	552	566	580	594	609	624	640	640	640	640
	6500-1949 BGA REC RESERVE PROJECT CONTRIBUTION	-	-	-	-	-	-	-	-	-	-	-
	6600-1501 SECT.94 PUBLIC OPEN SPACE BAROOGA	11,880	-	-	-	-	-	-	-	-	-	-
	6600-1502 SECT.94 PUBLIC OPEN SPACE BERRIGAN	-	-	-	-	-	-	-	-	-	-	-
	6600-1503 SECT.94 PUBLIC OPEN SPACE FINLEY	-	-	-	-	-	-	-	-	-	-	-
	6600-1504 SECT.94 PUBLIC OPEN SPACE TOCUMWAL	1,720	-	-	-	-	-	-	-	-	-	-
	6600-1505 SECT 94 PUBLIC OPEN SPACE RES TRN	-	-	-	-	-	-	-	-	-	-	-
	6600-1821 USER CHARGES - TOC FORESHORE RES	200	-	-	-	-	-	-	-	-	-	-
	PARKSCAPINC PARKS AND RECREATION AREAS CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-
	RECRESERVECAPINC RECREATION RESERVES CAPITAL INCOME	-	6,520	-	-	-	-	-	-	-	-	-
	6500-1967 FIN RECREATION RESERVE PRMF GRANT	-	-	-	-	-	-	-	-	-	-	-
	6600-1601 TOC FORESHORE COMMITTEE CONTRIB	-	-	-	-	-	-	-	-	-	-	-
	6600-1963 TOC FORESHORE GRANT	773,871	-	-	-	-	-	-	-	-	-	-



FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
<b>GRAND TOTAL</b>		267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
<b>0</b>												
	6600-1964 LIONS PARK CBP UPGRADE	-	-	-	-	-	-	-	-	-	-	-
	6500-1963 FINLEY SHOWGROUND GRANT	10,000	-	-	-	-	-	-	-	-	-	-
	6500-1600 BGN - NETBALL CLUB CONTRIBUTION SCCF1	-	-	-	-	-	-	-	-	-	-	-
	6500-1955 BGN Netball Upgrade Grant - SCCF1	-	-	-	-	-	-	-	-	-	-	-
	6500-1956 BGN REC RES Lighting - SCCF2 GRANT	(5,746)	-	-	-	-	-	-	-	-	-	-
	6500-1957 TOC NETBALL & CRICKET SCCF2 GRANT	333,352	-	-	-	-	-	-	-	-	-	-
	6600-1965 Skatepark - FIN Grant SCCF1	-	-	-	-	-	-	-	-	-	-	-
	6600-1966 BGA Foreshore Playground - SCCF1	-	-	-	-	-	-	-	-	-	-	-
	6600-1967 BGA Foreshore Playground - SCCF2	172,168	-	-	-	-	-	-	-	-	-	-
	6600-1603 TOC FORESHORE SPINEPATH CONTRIB	-	-	-	-	-	-	-	-	-	-	-
	6600-1604 TOC FORESHORE LIGHTING CONTRIB	-	-	-	-	-	-	-	-	-	-	-
	6500-1951 COMMUNITY CONTRIBUTION	160	-	-	-	-	-	-	-	-	-	-
	6600-1605 TOC FORESHORE BUILDING CONTRIBUTIONS	40,000	-	-	-	-	-	-	-	-	-	-
	6600-1602 TOC CREEK WALK CONTRIBUTION	10,000	-	-	-	-	-	-	-	-	-	-
	6600-1951 CREATE NSW TOC CREEK WALK PLAN GRANT	60,000	-	-	-	-	-	-	-	-	-	-
	6600-1950 DC1 DROUGHT COMMUNITIES PROGRAM - BGN PARKS	530,352	-	-	-	-	-	-	-	-	-	-
<b>19 Total</b>		<b>(3,232,262)</b>	<b>(1,283,961)</b>	<b>(1,098,282)</b>	<b>(1,061,121)</b>	<b>(1,079,136)</b>	<b>(1,092,328)</b>	<b>(1,105,703)</b>	<b>(1,120,259)</b>	<b>(1,124,751)</b>	<b>(1,125,251)</b>	<b>(1,125,758)</b>
<b>#</b>												
	<b>SWIMMING POOL</b>											
	<b>SWIMMING POOL EXPENSE</b>											
	1716-0105 SWIMMING POOL GRANTS - BGN	(31,400)	(31,400)	(31,400)	(31,400)	(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)	(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)	(31,400)	(31,400)	(31,400)	(31,400)
	1716-0114 BERRIGAN POOL LIFEGUARDS PAYS	(28,415)	(28,426)	(29,140)	(29,872)	(30,621)	(31,389)	(32,176)	(32,984)	(33,805)	(34,644)	(35,505)
	1716-0115 BER SWIMMING POOL OPERATE EXP.	(27,188)	(27,595)	(28,009)	(28,430)	(28,856)	(29,289)	(29,728)	(30,174)	(30,174)	(30,174)	(30,174)
	1716-0116 BER SWIMMING POOL INSURANCE	(1,413)	(1,299)	(1,325)	(1,351)	(1,378)	(1,406)	(1,434)	(1,463)	(1,463)	(1,463)	(1,463)
	1716-0117 FIN SWIMMING POOL OPERATE EXP.	(27,188)	(27,595)	(28,009)	(28,430)	(28,856)	(29,289)	(29,728)	(30,174)	(30,174)	(30,174)	(30,174)
	1716-0118 FINLEY POOL LIFEGUARDS PAYS	(36,670)	(36,650)	(37,565)	(38,503)	(39,464)	(40,450)	(41,459)	(42,494)	(43,567)	(44,667)	(45,805)
	1716-0119 TOC SWIMMING POOL OPERATE EXP.	(17,952)	(18,221)	(18,494)	(18,772)	(19,053)	(19,339)	(19,629)	(19,924)	(19,924)	(19,924)	(19,924)
	1716-0120 FIN SWIMMING POOL INSURANCE	(1,516)	(1,592)	(1,624)	(1,656)	(1,689)	(1,723)	(1,757)	(1,793)	(1,793)	(1,793)	(1,793)
	1716-0121 TOCUMWAL POOL LIFEGUARDS PAYS	(28,414)	(28,424)	(29,133)	(29,860)	(30,605)	(31,369)	(32,152)	(32,955)	(33,771)	(34,608)	(35,461)
	1716-0122 POOL LIFEGUARD UNIFORMS/ROSTER	(3,787)	(3,882)	(3,979)	(4,078)	(4,180)	(4,285)	(4,394)	(4,502)	(4,502)	(4,502)	(4,502)
	1716-0123 TOC POOL INSURANCE	(1,100)	(1,273)	(1,299)	(1,325)	(1,351)	(1,378)	(1,406)	(1,434)	(1,434)	(1,434)	(1,434)
	1716-0135 SWIMMING POOL BLDG MTCE - BGN	(1,280)	(5,359)	(5,440)	(5,520)	(5,604)	(5,688)	(5,774)	(5,861)	(5,861)	(5,861)	(5,861)
	1716-0137 SWIMMING POOL BLDG MTCE - FINL	(2,194)	(5,359)	(5,440)	(5,521)	(5,604)	(5,688)	(5,774)	(5,860)	(5,860)	(5,860)	(5,860)
	1716-0139 SWIMMING POOL BLDG MTCE - TOCU	(5,280)	(5,359)	(5,440)	(5,521)	(5,603)	(5,688)	(5,774)	(5,857)	(5,857)	(5,857)	(5,857)
	1716-0150 SWIMMING POOLS - RISK M'MENT	(2,685)	-	-	-	-	-	-	-	-	-	-
	1716-0155 POOL WATER TREATMENT EXPENSES	(37,485)	(38,048)	(38,616)	(39,198)	(39,785)	(40,382)	(40,988)	(41,603)	(41,603)	(41,603)	(41,603)
	1716-0156 SUPERVISOR SALARY	(21,930)	(26,550)	(27,214)	(27,894)	(28,591)	(29,306)	(30,039)	(30,790)	(31,560)	(32,349)	(33,157)
	1716-0505 SWIMMING POOL CAPITAL - BERRIG	(14,900)	-	-	-	-	-	-	-	-	-	-
	1716-0510 SWIMMING POOL CAPITAL - FINLEY	-	-	-	-	-	-	-	-	-	-	-
	1716-0515 SWIMMING POOL CAPITAL - TOCUMWAL	(20,000)	-	-	-	-	-	-	-	-	-	-
	6400-2500 SWIMMING POOL OTHER STRUCTURES DEPCN	(68,581)	(69,267)	(69,960)	(70,659)	(71,366)	(72,080)	(72,800)	(73,528)	(73,528)	(73,528)	(73,528)
	6400-2504 SWIMMING POOL BUILDINGS DEPCN	(13,481)	(13,616)	(13,752)	(13,890)	(14,029)	(14,169)	(14,311)	(14,454)	(14,454)	(14,454)	(14,454)
	POOLCAPEXP SWIMMING POOLS CAPITAL EXPENDITURE	-	-	-	-	-	-	(40,000)	(80,000)	(40,000)	-	-
	1716-0520 BGN - PRMF Grant Expenditure	-	-	-	-	-	-	-	-	-	-	-
	1716-0506 BGN - SWIMMING POOL SCCF2	(419,818)	-	-	-	-	-	-	-	-	-	-
	1716-0550 DC1 FINLEY SWIMMING POOL UPGRADE	(497,838)	-	-	-	-	-	-	-	-	-	-
	<b>SWIMMING POOL REVENUE</b>											

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0												
	6400-1828 USER CHARGES - SWIMMING POOLS	74,305	76,163	78,067	80,019	82,019	84,071	86,172	88,326	88,326	88,326	88,326
	6400-1829 RECOVERIES FOR LIFEGUARDS	83,153	85,232	87,362	89,546	91,785	94,080	96,432	98,843	98,843	98,843	98,843
	POOLCAPINC SWIMMING POOLS CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-
	6400-1951 BGN POOL PRMF GRANT	-	-	-	-	-	-	-	-	-	-	-
	6400-1952 BGN Swimming Pool - SCCF2	260,934	-	-	-	-	-	-	-	-	-	-
	6400-1615 Berrigan Pool Committee Contribution	20,000	-	-	-	-	-	-	-	-	-	-
	6400-1950 DC1 DROUGHT COMMUNITIES PROGRAM - FIN POOL	320,204	-	-	-	-	-	-	-	-	-	-
	<b>19.1 Total</b>	<b>(618,920)</b>	<b>(275,519)</b>	<b>(277,410)</b>	<b>(279,314)</b>	<b>(281,230)</b>	<b>(283,166)</b>	<b>(325,118)</b>	<b>(367,079)</b>	<b>(330,561)</b>	<b>(294,124)</b>	<b>(297,786)</b>
#												
	<b>QUARRIES &amp; PITS</b>											
	<b>QUARRIES &amp; PITS EXPENSE</b>											
	1812-0105 PINE LODGE PIT OPERATING EXPEN	(90,556)	(91,914)	(93,293)	(94,692)	(96,113)	(97,554)	(99,018)	(100,503)	(100,503)	(100,503)	(100,503)
	6920-2505 QUARRIES & PIT REMEDIATION - DEPCN	(2,989)	(3,018)	(3,048)	(3,078)	(3,109)	(3,141)	(3,171)	(3,203)	(3,203)	(3,203)	(3,203)
	6920-2508 QUARRIES - DEPCN	(515)	(520)	(526)	(531)	(536)	(541)	(547)	(552)	(552)	(552)	(552)
	<b>QUARRIES &amp; PITS REVENUE</b>											
	6920-1500 PINE LODGE PIT REVENUE	94,060	95,452	96,867	98,301	99,758	101,236	102,736	104,258	104,258	104,258	104,258
	6920-1505 PINE LODGE PIT REVENUE CONTRA	-	-	-	-	-	-	-	-	-	-	-
	6920-1510 OTHER GRAVEL PITS REVENUE	-	-	-	-	-	-	-	-	-	-	-
	<b>20 Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
#												
	<b>SHIRE ROADS</b>											
	<b>SHIRE ROADS EXPENSE</b>											
	0011-0000 RURAL SEALED ROADS - MAINTENANCE	(417,017)	(423,272)	(429,621)	(436,065)	(442,606)	(449,245)	(455,984)	(462,824)	(462,824)	(462,824)	(462,824)
	0013-0000 RURAL UNSEALED ROADS - MAINTENANCE	(584,259)	(603,173)	(612,221)	(621,404)	(630,725)	(640,186)	(649,789)	(659,536)	(659,536)	(659,536)	(659,536)
	0021-0000 OTHER URBAN SEALED ROADS - MAINTENANCE	(710,000)	(720,650)	(731,460)	(742,432)	(753,568)	(764,872)	(776,345)	(787,991)	(790,389)	(792,824)	(795,295)
	0023-0000 OTHER URBAN UNSEALED ROADS - MAINTENANCE	(45,000)	(45,675)	(46,360)	(47,055)	(47,761)	(48,477)	(49,205)	(49,942)	(49,595)	(49,242)	(48,884)
	1414-0105 STREET & GUTTER CLEANING	(173,896)	(176,505)	(179,152)	(181,840)	(184,567)	(187,336)	(190,146)	(192,998)	(192,998)	(192,998)	(192,998)
	1414-0110 RUBBISH COLLECTION BEACH AREAS	(34,821)	(35,343)	(35,874)	(36,412)	(36,958)	(37,512)	(38,075)	(38,646)	(38,646)	(38,646)	(38,646)
	1910-0357 R/S McALLISTER ST 216-679	(6,206)	-	-	-	-	-	-	-	-	-	-
	1911-0156 RESEAL VARIOUS INTERSECTIONS A	-	-	-	-	-	-	-	-	-	-	-
	1911-0159 RESEAL KELLYS RD	-	-	-	-	-	-	-	-	-	-	-
	1911-0218 RESEAL WOOLSHED RD 17950-18059	(10,542)	-	-	-	-	-	-	-	-	-	-
	1912-0121 FIRE BREAKS - RURAL UNSEALED R	(21,922)	-	-	-	-	-	-	-	-	-	-
	1913-0552 HARRIS ST - FLYNN ST HAYES ST	-	-	-	-	-	-	-	-	-	-	-
	1913-0554 CHANTER ST - RAILWAY TO JERSEY	-	-	-	-	-	-	-	-	-	-	-
	1914-0576 BROWNS RD - SH17 TO OLD ADCOCK	-	-	-	-	-	-	-	-	-	-	-
	1914-0584 BROUGHANS RD - 3500M to 5500M	-	-	-	-	-	-	-	-	-	-	-
	1915-0176 RURAL ADDRESSING EXPENSE	(238)	-	-	-	-	-	-	-	-	-	-
	1915-0513 CLEARZONES - ROADSIDE HAZARD	(162,579)	-	-	-	-	-	-	-	-	-	-
	1916-0105 K&G MTCE & REPAIRS	(15,240)	(16,451)	(66,698)	(66,948)	(17,203)	(17,461)	(17,723)	(17,988)	(17,988)	(17,988)	(17,988)
	1916-0822 MURRAY ST - HEADFORD TO OSBORNE (TP)	-	-	-	-	-	-	-	-	-	-	-
	1917-0105 FOOTPATH MTCE & REPAIRS	(20,685)	(15,920)	(16,159)	(16,402)	(16,648)	(16,897)	(17,151)	(17,408)	(17,408)	(17,408)	(17,408)
	1917-0517 STREET FURNITURE - VARIOUS	(9,859)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	1917-0541 NEW FOOTPATHS - VARIOUS LOCATIONS	(20,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	1917-0554 FOOTPATH PROVISION OF PRAM CRO	(5,000)	-	-	-	-	-	-	-	-	-	-
	1918-0105 STREET LIGHTING - Operations	(80,467)	(82,076)	(83,718)	(85,392)	(87,100)	(88,842)	(90,619)	(92,431)	(92,431)	(92,431)	(92,431)
	1918-0106 STREET LIGHTING - ELECTRICITY	(150,692)	(153,705)	(156,779)	(159,915)	(163,113)	(166,376)	(169,703)	(173,097)	(173,097)	(173,097)	(173,097)

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	<b>267,920</b>	<b>208,126</b>	<b>410,312</b>	<b>482,089</b>	<b>(241,709)</b>	<b>(165,533)</b>	<b>109,065</b>	<b>566,051</b>	<b>1,219,417</b>	<b>2,024,684</b>	<b>3,147,335</b>
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	1918-0515 STREET LIGHTING IN TOWNS	(10,000)	-	-	-	-	-	-	-	-	-	-
	1919-0105 ROADS & INFRASTRUCTURE ADMIN C	(1,017,600)	(1,017,600)	(1,017,600)	(1,017,600)	(1,017,600)	(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	(1,569)	(1,592)	(1,616)	(1,640)	(1,665)	(1,690)	(1,715)	(1,741)	(1,741)	(1,741)	(1,741)
	7060-2510 DEPCN - URBAN ROADS SEALED	(427,265)	(431,538)	(435,854)	(440,212)	(444,615)	(449,061)	(453,551)	(458,087)	(458,087)	(458,087)	(458,087)
	7070-2510 DEPCN - URBAN ROADS UNSEALED	-	-	-	-	-	-	-	-	-	-	-
	7100-2510 DEPCN - RURAL SEALED ROADS	(1,350,312)	(1,363,816)	(1,377,454)	(1,391,228)	(1,405,141)	(1,419,192)	(1,433,384)	(1,447,718)	(1,447,718)	(1,447,718)	(1,447,718)
	7100-2610 DEPCN - RURAL BRIDGES	(30,806)	(31,114)	(31,425)	(31,739)	(32,057)	(32,377)	(32,701)	(33,028)	(33,028)	(33,028)	(33,028)
	7150-2510 DEPCN - REGIONAL ROADS	(459,000)	(463,589)	(468,225)	(472,907)	(477,636)	(482,413)	(487,237)	(492,109)	(492,109)	(492,109)	(492,109)
	7150-2610 DEPCN - REGIONAL BRIDGES	(62,436)	(63,061)	(63,691)	(64,328)	(64,971)	(65,621)	(66,277)	(66,940)	(66,940)	(66,940)	(66,940)
	7200-2510 DEPCN - RURAL UNSEALED ROADS	-	-	-	-	-	-	-	-	-	-	-
	7300-2510 KERB & GUTTER DEPCN	(172,782)	(174,509)	(176,254)	(178,017)	(179,797)	(181,595)	(183,411)	(185,245)	(185,245)	(185,245)	(185,245)
	7500-2510 FOOTPATH DEPCN	(67,485)	(68,160)	(68,841)	(69,530)	(70,225)	(70,927)	(71,636)	(72,353)	(72,353)	(72,353)	(72,353)
	FOOTPATHSCAPEXP FOOTPATHS CAPITAL EXPENDITURE	-	(168,000)	(95,000)	(70,000)	(60,000)	(60,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
	K&GCAPEXP KERB & GUTTER CAPITAL EXPENDITURE	-	(185,000)	(211,000)	(63,000)	-	(65,000)	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)
	RURALCONSCAPEXP RURAL SEALED CONSTRUCTION CAPITAL EXPENDITURE	-	(915,174)	(890,000)	(930,000)	(2,030,000)	(1,125,000)	(935,000)	(935,000)	(935,000)	(935,000)	(935,000)
	RURALSEALEDCAPEXP RURAL SEALED RESEALS CAPITAL EXPENDITURE	-	(259,000)	(404,750)	(586,000)	(463,000)	(390,000)	(470,000)	(470,000)	(470,000)	(470,000)	(470,000)
	RURALUNSEALEDCAPEXP RURAL UNSEALED RESHEET CAPITAL EXPENDITURE	-	(439,000)	(356,000)	(310,100)	(287,831)	(292,500)	(670,000)	(500,000)	(500,000)	(500,000)	(500,000)
	TOWNSCAPECAPEXP TOWNSCAPE WORKS CAPITAL EXPENDITURE	-	(50,000)	(50,000)	(50,000)	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	URBANCONSCAPEXP URBAN ROADS CONSTRUCTION CAPITAL EXPENDITURE	-	(330,000)	(73,000)	(25,000)	(120,000)	(343,000)	(213,000)	(213,000)	(213,000)	(213,000)	(213,000)
	URBANRESEALCAPEXP URBAN RESEALS CAPITAL EXPENDITURE	-	(140,500)	(190,540)	(186,000)	(192,500)	(206,300)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
	1905-0100 TOWN ENTRY - BAROOGA	(30,000)	-	-	-	-	-	-	-	-	-	-
	1905-0200 TOWN ENTRY - BERRIGAN	(14,461)	-	-	-	-	-	-	-	-	-	-
	1905-0300 TOWN ENTRY - FINLEY	(17,306)	-	-	-	-	-	-	-	-	-	-
	1905-0400 TOWN ENTRY - TOCUMWAL	(3,221)	-	-	-	-	-	-	-	-	-	-
	1911-0303 RESEAL TUPPAL ROAD	-	-	-	-	-	-	-	-	-	-	-
	1913-0706 WILLIAM ST - HAMPDEN ST TO EAS	-	-	-	-	-	-	-	-	-	-	-
	1913-0823 DRUMMOND ST-RAILWAY TO DROHAN	-	-	-	-	-	-	-	-	-	-	-
	1914-0588 LOWER RIVER RD	(220)	-	-	-	-	-	-	-	-	-	-
	1914-0589 SILO RD - TUPPAL RD TO SH17	(1,100)	-	-	-	-	-	-	-	-	-	-
	1914-0590 TUPPAL RD - LEVEE SECT	(48,276)	-	-	-	-	-	-	-	-	-	-
	1914-0591 WOOLSHED RD 65M STH CARRUTHERS	(242,491)	-	-	-	-	-	-	-	-	-	-
	1911-0307 RESEAL LOGIE BRAE RD	-	-	-	-	-	-	-	-	-	-	-
	1911-0308 RESEAL MELROSE RD 4950-7250	-	-	-	-	-	-	-	-	-	-	-
	1911-0309 RESEAL MURRAY ST TOCUMWAL	-	-	-	-	-	-	-	-	-	-	-
	1911-0310 RESEAL OAKENFALL RD 0-3924	(6,555)	-	-	-	-	-	-	-	-	-	-
	1911-0311 RESEAL OLD TOC RD 1907-2913	(27,183)	-	-	-	-	-	-	-	-	-	-
	1912-0242 RESHEET EDNIES RD YARRAWONGA	-	-	-	-	-	-	-	-	-	-	-
	1916-0826 DRUMMOND ST RAILWAY-DROHAN ST	-	-	-	-	-	-	-	-	-	-	-
	1917-0664 MURRAY ST HEADFORD TO OSBOURNE	(24,437)	-	-	-	-	-	-	-	-	-	-
	1917-0665 BRUTON ST END TO ANTHONY AVE	-	-	-	-	-	-	-	-	-	-	-
	7150-2620 DEPCN - CULVERTS	(19,421)	(19,615)	(19,812)	(20,010)	(20,210)	(20,412)	(20,616)	(20,822)	(20,822)	(20,822)	(20,822)
	1913-0825 TONGS ST - HAMILTON TO 400M	-	-	-	-	-	-	-	-	-	-	-
	1914-0597 HOWE ST - TONGS TO PLUMPTONS	(5,677)	-	-	-	-	-	-	-	-	-	-
	1914-0598 JAMES CRT - LOWER RIVER RD	-	-	-	-	-	-	-	-	-	-	-
	1914-0599 PEPPERTREE RD - WOOLSHED RD	(100,291)	-	-	-	-	-	-	-	-	-	-
	1916-0838 TOC TOWN ENTRIES - DEAN ST	(17)	-	-	-	-	-	-	-	-	-	-
	1916-0839 HAMPDEN ST & MURRAY HUT DR	-	-	-	-	-	-	-	-	-	-	-
	1912-0073 RESHEET DUNCANS RD	-	-	-	-	-	-	-	-	-	-	-
	1910-0316 RESEAL DENISON ST FIN	(49,900)	-	-	-	-	-	-	-	-	-	-
	1910-0576 RESEAL BROWNE ST TOC	(8,612)	-	-	-	-	-	-	-	-	-	-
	1910-0827 RESEAL TOCUMWAL ST FINLEY	(13,995)	-	-	-	-	-	-	-	-	-	-
	1910-0917 RESEAL DENILQUIN ST TOC	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
GRAND TOTAL		267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
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	1910-0925 RESEAL HENNESSY ST TOC	-	-	-	-	-	-	-	-	-	-	-
	1910-0980 RESEAL CALAWAY ST TOC	-	-	-	-	-	-	-	-	-	-	-
	1913-0841 JERILDERIE ST- HORSFALL TO NANG	-	-	-	-	-	-	-	-	-	-	-
	1913-0842 JERILDERIE ST - NANGUNIA TO ORR	-	-	-	-	-	-	-	-	-	-	-
	1913-0845 MCALLISTER ST - HEADFORD TO OSB	(57,109)	-	-	-	-	-	-	-	-	-	-
	1914-0587 PLUMPTON RD - TONGS TO HUESTONS	-	-	-	-	-	-	-	-	-	-	-
	1914-0593 CROSBIES RD	-	-	-	-	-	-	-	-	-	-	-
	1911-0212 RESEAL COBRAM RD	(3,390)	-	-	-	-	-	-	-	-	-	-
	1911-0302 RESEAL WOOLSHED ROAD 40-2562	-	-	-	-	-	-	-	-	-	-	-
	1911-0312 RESEAL PINEY RD 4576-6594	-	-	-	-	-	-	-	-	-	-	-
	1911-0313 RESEAL PINEY RD 00-2400	-	-	-	-	-	-	-	-	-	-	-
	1911-0314 RESEAL STH COREE RD 2459-3708	(39,274)	-	-	-	-	-	-	-	-	-	-
	1912-0071 RESHEET SULLIVANS RD	-	-	-	-	-	-	-	-	-	-	-
	1912-0138 RESHEET HAYFIELDS RD	(56,360)	-	-	-	-	-	-	-	-	-	-
	1916-0841 JERILDERIE ST - HORSFALL TO NA	-	-	-	-	-	-	-	-	-	-	-
	1916-0842 JERILDERIE ST - NANGUNIA TO OR	-	-	-	-	-	-	-	-	-	-	-
	1916-0845 MCALLISTER ST - HEADFORD TO OS	-	-	-	-	-	-	-	-	-	-	-
	1916-0932 JERSEY ST CHANTER - TUPPAL	(55,200)	-	-	-	-	-	-	-	-	-	-
	1917-0667 LAWSON DR BGA	(39,920)	-	-	-	-	-	-	-	-	-	-
	1917-0668 NANGUNIA ST BGA	(4,538)	-	-	-	-	-	-	-	-	-	-
	1917-0669 CARTER ST BGN	-	-	-	-	-	-	-	-	-	-	-
	1917-0670 COREE ST FIN	(84,000)	-	-	-	-	-	-	-	-	-	-
	1917-0671 HUTSONS RD TOC	(35,000)	-	-	-	-	-	-	-	-	-	-
	1917-0672 WALKING TRACK TO PUMPS BEACH	-	-	-	-	-	-	-	-	-	-	-
	1914-0316 YARRAWONGA RD 00 to 2676	-	-	-	-	-	-	-	-	-	-	-
	1910-0979 RESEAL BOYD ST	(9,625)	-	-	-	-	-	-	-	-	-	-
	1914-0123 OLD ADCOCKS RD BROWNS RD TO ROCKS	-	-	-	-	-	-	-	-	-	-	-
	1913-0932 JERSEY ST - CHANTER - TUPPAL	(317,260)	-	-	-	-	-	-	-	-	-	-
	1910-0702 RESEAL BAROOGA ST BGN	(205)	-	-	-	-	-	-	-	-	-	-
	1910-0723 RESEAL MITCHELL ST BGN	-	-	-	-	-	-	-	-	-	-	-
	1910-0813 RESEAL FINLEY ST FINLEY	-	-	-	-	-	-	-	-	-	-	-
	1910-0828 RESEAL TONGS ST FINLEY	-	-	-	-	-	-	-	-	-	-	-
	1910-0833 RESEAL WELLS ST FINLEY	-	-	-	-	-	-	-	-	-	-	-
	1910-0924 RESEAL HANNAH ST TOC	-	-	-	-	-	-	-	-	-	-	-
	1910-0937 RESEAL MURRAY ST TOC	(262)	-	-	-	-	-	-	-	-	-	-
	1914-0090 BARNES RD-MAXWELL TO STH COREE	(369,963)	-	-	-	-	-	-	-	-	-	-
	1914-0092 PINEY RD - BENDS SECTION	-	-	-	-	-	-	-	-	-	-	-
	1912-0035 RESHEET CRAIGS RD	-	-	-	-	-	-	-	-	-	-	-
	1912-0066 RESHEET WAIT-A-WHILE RD	-	-	-	-	-	-	-	-	-	-	-
	1916-0846 DENISON ST - WOLLAMAI- WARMATT	(226,639)	-	-	-	-	-	-	-	-	-	-
	1916-0847 TOCUMWAL ST - WOLLAMAI-WARMATT	-	-	-	-	-	-	-	-	-	-	-
	1912-0093 RESHEET MARDENOORA RD	-	-	-	-	-	-	-	-	-	-	-
	1912-0113 RESHEET MARANTELLIS RD	-	-	-	-	-	-	-	-	-	-	-
	1912-0201 RESHEET BOXWOOD RD	-	-	-	-	-	-	-	-	-	-	-
	1913-0703 BRUNKER ST	-	-	-	-	-	-	-	-	-	-	-
	1912-0237 RESHEET PHILLIPS RD	-	-	-	-	-	-	-	-	-	-	-
	1914-0600 STRATHVALE RD - MR356-MR564	(33,125)	-	-	-	-	-	-	-	-	-	-
	1910-0187 RESEAL BRUCE BIRREL DR TOC	(2,168)	-	-	-	-	-	-	-	-	-	-
	1910-0244 RESEAL FRANKS RD BGA	(1,902)	-	-	-	-	-	-	-	-	-	-
	1910-0623 RESEAL WIRUNA ST - BGA	-	-	-	-	-	-	-	-	-	-	-
	1910-0632 RESEAL HUGHES ST - BGA	(2,596)	-	-	-	-	-	-	-	-	-	-
	1910-0633 RESEAL NANGUNIA ST BGA	(2,832)	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
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	1910-0705 RESEAL COBRAM ST BGN	-	-	-	-	-	-	-	-	-	-	-
	1910-0711 RESEAL DROHAN ST BGN	(3,549)	-	-	-	-	-	-	-	-	-	-
	1910-0942 RESEAL SUGDEN ST TOC	-	-	-	-	-	-	-	-	-	-	-
	1910-0981 RESEAL BALL CRT TOC	(1,501)	-	-	-	-	-	-	-	-	-	-
	1913-0827 TOCUMWAL ST - FINLEY	-	-	-	-	-	-	-	-	-	-	-
	1913-0934 TOWN BEACH RD - TOC	(82,000)	-	-	-	-	-	-	-	-	-	-
	1914-0077 BUSHFILEDS RD 00-5KM	(15,265)	-	-	-	-	-	-	-	-	-	-
	1914-0300 HEAVY PATCHING (BUDGET ONLY)	-	-	-	-	-	-	-	-	-	-	-
	1914-0317 YARRAWONGA RD 20607-22607	-	-	-	-	-	-	-	-	-	-	-
	1914-0592 YARRAWONGA RD 23608-23710	(4,997)	-	-	-	-	-	-	-	-	-	-
	1914-0594 CROSBIES RD 01.-2.7	-	-	-	-	-	-	-	-	-	-	-
	1914-0595 CROSBIES RD 4.4-5.7	(15,003)	-	-	-	-	-	-	-	-	-	-
	1911-0315 RESEAL STH COREE RD 0-1742	(6,813)	-	-	-	-	-	-	-	-	-	-
	1912-0020 RESHEET RUWOLTS RD	(1,860)	-	-	-	-	-	-	-	-	-	-
	1917-0673 WALKING TRACK - QUICKS RD	(59,835)	-	-	-	-	-	-	-	-	-	-
	1917-0675 HAYES ST BGN	(3,000)	-	-	-	-	-	-	-	-	-	-
	1917-0676 TONGS WALKING TRACK - FIN	(10,000)	-	-	-	-	-	-	-	-	-	-
	1917-0677 TONGS ST - COREE TO MURRAY FIN	(30,000)	-	-	-	-	-	-	-	-	-	-
	7060-1615 DEVELOPER CONTRIBUTION - ASSETS	-	-	-	-	-	-	-	-	-	-	-
	1917-0674 TOCUMWAL WALKING PATH SCCF1	(177,774)	-	-	-	-	-	-	-	-	-	-
	1910-0338 RESEAL MURRAY ST	-	-	-	-	-	-	-	-	-	-	-
	1910-0708 RESEAL DAVIS ST	-	-	-	-	-	-	-	-	-	-	-
	1910-0907 RESEAL BEASLEY CRT TOC	-	-	-	-	-	-	-	-	-	-	-
	1911-0062 RESEAL CROSBIES RD - BRIDGE	-	-	-	-	-	-	-	-	-	-	-
	1911-0565 RESEAL BROUGHANS RD WEST END	(8,894)	-	-	-	-	-	-	-	-	-	-
	1911-0108 RESEAL DALGLIESHS RD	(12,575)	-	-	-	-	-	-	-	-	-	-
	1911-0187 BUS STOP CNR BRUCE BIRRELL DR	-	-	-	-	-	-	-	-	-	-	-
	1916-0849 HUGHES ST BGA SUBDIVISION	-	-	-	-	-	-	-	-	-	-	-
	1913-0807 CORREE ST - MEDIAN STRIPS	(74,000)	-	-	-	-	-	-	-	-	-	-
	1914-0601 WOOLSHED RD 2819-4789	(13,869)	-	-	-	-	-	-	-	-	-	-
	1910-0364 RESEAL HILL ST TOC 0- 70	(5,268)	-	-	-	-	-	-	-	-	-	-
	1910-0365 RESEAL HILL ST TOC 70-392	(15,245)	-	-	-	-	-	-	-	-	-	-
	1910-0366 RESEAL HILL ST TOC 392-492	(4,000)	-	-	-	-	-	-	-	-	-	-
	1910-0619 RESEAL SNELL RD - BURKIN/MR550	(40,096)	-	-	-	-	-	-	-	-	-	-
	1910-0712 RESEAL DRUMMOND ST BGN 00-265	(10,007)	-	-	-	-	-	-	-	-	-	-
	1910-0713 RESEAL FLYNN ST - STAFFORD/DRO	(8,554)	-	-	-	-	-	-	-	-	-	-
	1910-0716 RESEAL HAYES ST - STAFFORD/DRO	(5,729)	-	-	-	-	-	-	-	-	-	-
	1910-0724 RESEAL MOMALONG ST BGN	(10,339)	-	-	-	-	-	-	-	-	-	-
	1910-0728 RESEAL STAFFORD ST BGN 00-270	(9,323)	-	-	-	-	-	-	-	-	-	-
	1910-0750 RESEAL CHANTER ST BGN PARKLANE	(1,000)	-	-	-	-	-	-	-	-	-	-
	1910-0809 RESEAL DENISON ST FIN 466-1409	(55,000)	-	-	-	-	-	-	-	-	-	-
	1910-0821 RESEAL MCALLISTER ST FIN	(5,000)	-	-	-	-	-	-	-	-	-	-
	1910-0822 RESEAL MURRAY ST FIN PARKLANES	-	-	-	-	-	-	-	-	-	-	-
	1910-0823 RESEAL MURRAY ST - WELLS/SCHOU	(11,930)	-	-	-	-	-	-	-	-	-	-
	1910-0825 RESEAL OBSORNE ST - HOWE/FINLE	(11,000)	-	-	-	-	-	-	-	-	-	-
	1910-0829 RESEAL TOWNSEND ST HOWE/FINLEY	(7,100)	-	-	-	-	-	-	-	-	-	-
	1910-0857 RESEAL ULUPNA ST FIN 411-452	(4,769)	-	-	-	-	-	-	-	-	-	-
	1910-0911 RESEAL BROWN ST TOC 00-102	(2,489)	-	-	-	-	-	-	-	-	-	-
	1913-0553 LANE 961 - BRUTON ST BAROOGA	(60,000)	-	-	-	-	-	-	-	-	-	-
	1913-0915 COBRAM ST TOCUMWAL RECONSTRUCT	(40,000)	-	-	-	-	-	-	-	-	-	-
	1913-0924 HANNAH ST - CALAWAY TO END	(5,000)	-	-	-	-	-	-	-	-	-	-
	1913-0931 JERILDERIE ST NTH - BRUTON ST	(10,000)	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
<b>GRAND TOTAL</b>		267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0												
	1914-0062 CROSBIES RD 0.1/2.7	(50,000)	-	-	-	-	-	-	-	-	-	-
	1914-0094 MELROSE RD 9637/10653	(180,000)	-	-	-	-	-	-	-	-	-	-
	1914-0095 PEPPERTREE RD 3.5/4.2	(212,000)	-	-	-	-	-	-	-	-	-	-
	1914-0110 WOOLSHED RD 2.4/2.9 & 3.5/4.8	(186,131)	-	-	-	-	-	-	-	-	-	-
	1914-0112 MAXWELLS RD - LARKINS/RIV HWAY	(351,753)	-	-	-	-	-	-	-	-	-	-
	1914-0216 LOWER RIVER RD CAUSEWAYS	(200,000)	-	-	-	-	-	-	-	-	-	-
	1911-0009 RESEAL COLDWELLS RD - HILL/BAR	(35,000)	-	-	-	-	-	-	-	-	-	-
	1911-0010 RESEAL COLDWELLS RD 3621-MR363	(63,000)	-	-	-	-	-	-	-	-	-	-
	1911-0071 RESEAL SULLIVANS RD 2660-5873	(43,088)	-	-	-	-	-	-	-	-	-	-
	1911-0111 RESEAL SOUTH COREE RD -1832STH	(46,075)	-	-	-	-	-	-	-	-	-	-
	1911-0115 RESEAL BROOCKMANNS RD	(34,164)	-	-	-	-	-	-	-	-	-	-
	1911-0209 RESEAL BURMA RD 00-1.3	(25,000)	-	-	-	-	-	-	-	-	-	-
	1911-0223 RESEAL DRAYTONS RD - 1.24W/YAR	(77,390)	-	-	-	-	-	-	-	-	-	-
	1911-0224 RESEAL DRAYTONS RD - 2.61 WEST	(33,000)	-	-	-	-	-	-	-	-	-	-
	1911-0619 RESEAL SNELL RD 00-1299	(27,265)	-	-	-	-	-	-	-	-	-	-
	1912-0039 RESHEET CLEARVIEWS RD	(38,105)	-	-	-	-	-	-	-	-	-	-
	1912-0051 RESHEET SHANDS RD	(28,257)	-	-	-	-	-	-	-	-	-	-
	1912-0059 RESHEET LAWLORS RD-THORNT/1.6E	-	-	-	-	-	-	-	-	-	-	-
	1912-0100 RESHEET SANDHILLS RD-PINEY/BOX	(201,906)	-	-	-	-	-	-	-	-	-	-
	1912-0181 RESHEET BURKES RD-PLUMPT/LAWLO	(66,000)	-	-	-	-	-	-	-	-	-	-
	1912-0184 RESHEET JONES RD - FULLERS/3.7	(31,046)	-	-	-	-	-	-	-	-	-	-
	1912-0211 RESHEET KILMARNOCK RD	(42,000)	-	-	-	-	-	-	-	-	-	-
	1916-0848 TOCUMWAL ST - TIPPAL TO WOLLAMAI	-	-	-	-	-	-	-	-	-	-	-
	1916-0850 BRUTON ST - EXISTING/BRUCE BIR	-	-	-	-	-	-	-	-	-	-	-
	1916-0851 BRUTON ST - LANE 961/PARKES ST	-	-	-	-	-	-	-	-	-	-	-
	1916-0852 JERIDERIE ST NTH - BRUTON ST	(22,500)	-	-	-	-	-	-	-	-	-	-
	1916-0853 HANNAH ST - CALAWAY TO EXISTIN	(22,000)	-	-	-	-	-	-	-	-	-	-
	1917-0678 RACECOURSE RD BGN WALKING TRAC	(50,000)	-	-	-	-	-	-	-	-	-	-
	1917-0679 DAWE AVE FINLEY	(40,000)	-	-	-	-	-	-	-	-	-	-
	1917-0680 DONALDSON ST FIN - DAWE/SCHOUL	(13,000)	-	-	-	-	-	-	-	-	-	-
	1917-0681 SCHOULLAR ST FIN	(7,000)	-	-	-	-	-	-	-	-	-	-
	1917-0932 JERSEY ST PRECINCT - Footpath	(86,000)	-	-	-	-	-	-	-	-	-	-
	1910-0635 RESEAL VICTORIA AVE - BGA	(7,571)	-	-	-	-	-	-	-	-	-	-
	1910-0838 RESEAL OSBOURNE - BAROOGA ST	(12,644)	-	-	-	-	-	-	-	-	-	-
	1910-0839 RESEAL TUPPAL ST	-	-	-	-	-	-	-	-	-	-	-
	1912-0021 RESHEET STOCK ROUTE ROAD	(32,540)	-	-	-	-	-	-	-	-	-	-
	1912-0214 RESHEET SPRING ROAD	(8,342)	-	-	-	-	-	-	-	-	-	-
	1912-0218 RESHEET NGAWA RD	-	-	-	-	-	-	-	-	-	-	-
	1912-0714 RESHEET GREGGERYS ROAD	(612)	-	-	-	-	-	-	-	-	-	-
	1916-0671 HUSTONS RD TOC	(367)	-	-	-	-	-	-	-	-	-	-
	1913-0820 DENISON ST - WOLLAMAI TO WARMATTA	(41,000)	-	-	-	-	-	-	-	-	-	-
	1913-0912 BRUTON STREET TOCUMWAL	(60)	-	-	-	-	-	-	-	-	-	-
	1914-0577 THORBURNS RD - MR550 TO MARION	(400)	-	-	-	-	-	-	-	-	-	-
	1912-0216 RESHEET LOWER RIVER ROAD	(10,682)	-	-	-	-	-	-	-	-	-	-
	1917-0609 COLLIE ST BGA TO LAWSON DRIVE	-	-	-	-	-	-	-	-	-	-	-
	1917-0910 BRIDGE ST TOCUMWAL	(290)	-	-	-	-	-	-	-	-	-	-
	1913-0856 DC1 SCOULLAR STREET - EXTENSIO	(149,444)	-	-	-	-	-	-	-	-	-	-
	1912-0003 RESHEET ENNAL RD	(48,169)	-	-	-	-	-	-	-	-	-	-
	1917-0807 COREE ST FINLEY TONGS-MCNAMARA	-	-	-	-	-	-	-	-	-	-	-
	<b>SHIRE ROADS REVENUE</b>											
	7100-1500 RURAL ADDRESSING INCOME	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
	<b>0</b>											
	7100-1550 ROADS SUNDRY INCOME	-	-	-	-	-	-	-	-	-	-	-
	7100-1950 RURAL LOCAL ROADS GRANT (RLR) (FAG)	1,426,843	1,455,380	1,484,487	1,514,177	1,544,460	1,575,349	1,606,856	1,638,993	1,671,773	1,705,208	1,739,312
	7100-1951 R2R ROADS TO RECOVERY GRANT	1,316,291	1,316,291	877,527	877,527	877,527	877,527	877,527	877,527	877,527	877,527	877,527
	7100-1953 RFS HAZARD REDUCTION GRANT	15,007	10,614	10,773	10,934	11,098	11,265	11,434	11,605	11,605	11,605	11,605
	7100-1954 RMS DISASTER RECOVERY FUNDING - FLOOD DAMAGE	-	-	-	-	-	-	-	-	-	-	-
	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	-	-	-	-	-	-	-	-	-	-	-
	7300-1650 K&G KELLY ST - CHARLOTTE TO EMILY	-	-	-	-	-	-	-	-	-	-	-
	7300-1663 K&G Buchanans Rd -Gunnamara - Wiruna	-	-	-	-	-	-	-	-	-	-	-
	7300-1664 K&G - Tuppal St Roundabout to Bridge	-	-	-	-	-	-	-	-	-	-	-
	7500-1657 F/PATH MURRAY ST-BRUTON TO MURRAY HA	-	-	-	-	-	-	-	-	-	-	-
	7500-1844 Footpath Barooga St Murray - Morris	-	-	-	-	-	-	-	-	-	-	-
	7500-1845 Footpath Jerilderie St Momalong - PO	-	-	-	-	-	-	-	-	-	-	-
	7500-1846 Footpath Corcoran Sth to Drummond	-	-	-	-	-	-	-	-	-	-	-
	7500-1848 Footpath Int Drummond Chanter St	-	-	-	-	-	-	-	-	-	-	-
	7500-1852 Footpath Tuppal St Murray to Tocumwa	-	-	-	-	-	-	-	-	-	-	-
	7500-1854 Footpath Takari St Nangunia Snell Rd	-	-	-	-	-	-	-	-	-	-	-
	7500-1855 Walking Cycling Track	-	-	-	-	-	-	-	-	-	-	-
	7500-1950 FOOTPATHS - RTA FUNDING PAMP	-	-	-	-	-	-	-	-	-	-	-
	7780-1950 RTA - BUS BAY GRANT REVENUE	-	-	-	-	-	-	-	-	-	-	-
	7780-1952 DEPT TRANSPORT CPTIGS BUS STOP GRANT	-	-	-	-	-	-	-	-	-	-	-
	7900-1950 STREET LIGHTING SUBSIDY	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000	46,000
	FOOTPATHSCAPINC FOOTPATHS CAPITAL INCOME	-	48,000	35,000	-	-	-	-	-	-	-	-
	K&GCAPINC KERB & GUTTER CAPITAL INCOME	-	56,000	73,000	30,000	-	12,000	65,000	65,000	65,000	65,000	65,000
	RURALCONSCAPINC RURAL SEALED CONSTRUCTION CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-
	RURALSEALEDSCAPINC RURAL SEALED RESEALS CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-
	RURALUNSEALEDSCAPINC 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	55,543	-	-	-	-	-	-	-	-	-	-
	7100-1958 RMS SAFER ROADS PROGRAM	-	-	-	-	-	-	-	-	-	-	-
	7300-1666 K & G DRUMMOND ST RAILWAY TO DROHAN	-	-	-	-	-	-	-	-	-	-	-
	7500-1857 Footpath Buchanans Rd Hughes to Laws	-	-	-	-	-	-	-	-	-	-	-
	7500-1860 Footpath Bruton St end to Anthony Av	-	-	-	-	-	-	-	-	-	-	-
	7500-1861 Footpath Hennessy St Charlotte to Han	-	-	-	-	-	-	-	-	-	-	-
	7300-1669 K & G Jerilderie St - Nangunia to Or	-	-	-	-	-	-	-	-	-	-	-
	7500-1660 F/PATH NANGUNIA ST BGA	(1,188)	-	-	-	-	-	-	-	-	-	-
	7500-1661 F/PATH CARTER ST BGN	-	-	-	-	-	-	-	-	-	-	-
	7500-1662 F/PATH CORREE ST FIN	40,000	-	-	-	-	-	-	-	-	-	-
	7500-1658 F/PATH LAWSON DR	17,000	-	-	-	-	-	-	-	-	-	-
	7500-1862 Footpath Jersey St Chanter to Tuppal	-	-	-	-	-	-	-	-	-	-	-
	7300-1668 K & G Jerilderie St - Horsfall to Na	-	-	-	-	-	-	-	-	-	-	-
	7500-1863 Footpath Cobram St Berrigan	-	-	-	-	-	-	-	-	-	-	-
	7300-1670 K& G Jersey St	15,000	-	-	-	-	-	-	-	-	-	-
	7500-1663 F/PATH TONGS ST BGA COREE TO MURRAY	26,000	-	-	-	-	-	-	-	-	-	-
	7300-1951 K&G - RMS Funding	-	-	-	-	-	-	-	-	-	-	-
	7500-1951 Footpath Grant Incomce - SCCF1	120,935	-	-	-	-	-	-	-	-	-	-
	7300-1671 K&G JERILDERIE ST HORSFALL TO ORR	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
<b>GRAND TOTAL</b>		267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
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	7300-1672 K&G CHANTER ST TOC	-	-	-	-	-	-	-	-	-	-	-
	7300-1673 K&G DEAN ST TOC	-	-	-	-	-	-	-	-	-	-	-
	7300-1675 K&G Bruton St - end kerb/Bruce Birre	17,000	-	-	-	-	-	-	-	-	-	-
	7300-1676 K&G Bruton St - Lane961 to Parkes St	20,000	-	-	-	-	-	-	-	-	-	-
	7300-1677 K&G Hannah St - Calaway to existing	6,000	-	-	-	-	-	-	-	-	-	-
	7500-1864 Footpath Dawe Ave Finley	18,500	-	-	-	-	-	-	-	-	-	-
	7500-1865 Footpath Donaldson St Finley	6,000	-	-	-	-	-	-	-	-	-	-
	7500-1866 Footpath Schoullar St Finley	3,000	-	-	-	-	-	-	-	-	-	-
	7060-1950 DC1 DROUGHT COMMUNITIES PROGRAM - Scollour St	149,444	-	-	-	-	-	-	-	-	-	-
<b>21 Total</b>		<b>(8,091,418)</b>	<b>(5,475,754)</b>	<b>(5,776,317)</b>	<b>(5,836,539)</b>	<b>(6,882,412)</b>	<b>(6,181,751)</b>	<b>(6,268,051)</b>	<b>(6,131,378)</b>	<b>(6,100,649)</b>	<b>(6,069,296)</b>	<b>(6,037,305)</b>
#												
<b>AERODROMES</b>												
<b>AERODROMES EXPENSE</b>												
	1920-0115 BGN AERODROME GROUNDS MTCE	(2,091)	(2,123)	(2,155)	(2,187)	(2,220)	(2,253)	(2,287)	(2,321)	(2,321)	(2,356)	(2,356)
	1920-0170 TOC AERODROME OPERATING EXPENS	(93,091)	(63,682)	(64,637)	(65,607)	(66,591)	(67,590)	(68,603)	(69,632)	(69,632)	(70,677)	(70,677)
	1920-0171 TOC AERODROME - INSURANCE	(31)	(1,407)	(1,435)	(1,464)	(1,493)	(1,523)	(1,554)	(1,585)	(1,585)	(1,616)	(1,616)
	1920-0172 LIBERATOR INSURANCE	(100)	(119)	(122)	(122)	(126)	(128)	(130)	(131)	(131)	(137)	(137)
	1920-0175 TOC AERODROME BLDG MTCE	(3,669)	(3,184)	(3,232)	(3,280)	(3,330)	(3,379)	(3,430)	(3,482)	(3,482)	(3,534)	(3,534)
	1920-0184 TOC AERO RUNWAY 18-36 HEAVY PA	(45,000)	-	-	-	-	-	-	-	-	-	-
	1920-0190 AERODROME SUBDIVISION WORKS	-	-	-	-	-	-	-	-	-	-	-
	1920-0200 AERODROME ADMIN CHARGES	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)
	7700-2026 AERODROME TRANSFER TO RESERVE	(509,196)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	7700-2500 AERODROME EQUIPMENT DEPCN	-	-	-	-	-	(0)	(0)	(0)	(0)	(0)	(0)
	7700-2504 AERODROME BLDG DEPCN	(9,273)	(9,365)	(9,459)	(9,554)	(9,649)	(9,746)	(9,843)	(9,942)	(9,942)	(10,041)	(10,041)
	7700-2510 AERODROME RUNWAY DEPCN	(21,430)	(21,645)	(21,861)	(22,080)	(22,300)	(22,523)	(22,749)	(22,976)	(22,976)	(23,206)	(23,206)
	7700-2520 AERODROME LAND IMPROVEMENTS DEPCN	(412)	(416)	(420)	(425)	(429)	(433)	(437)	(442)	(442)	(446)	(446)
	AERODROMECAPEXP AERODROME CAPITAL WORKS EXPENDITURE	-	(350,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
<b>AERODROMES REVENUE</b>												
	7700-1500 AERODROME SUNDRY INCOME TOC	-	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500
	7700-1502 AERODROME USER FEES INCOME	23,896	16,557	16,971	17,395	17,830	18,277	18,733	19,201	19,201	19,681	19,681
	7700-1827 AERODROME - SALE OF LAND	238,046	-	-	-	-	-	-	-	-	-	-
	7700-1926 AERODROME TRANSFER FROM RESERVE	-	-	-	-	-	-	-	-	-	-	-
	AERODROMECAPEXP AERODROME CAPITAL WORKS INCOME	-	150,000	-	-	-	-	-	-	-	-	-
	7700-1600 AERODROME MBFC CONTRIBUTION	-	-	-	-	-	-	-	-	-	-	-
	7700-1951 AERODROME CAPITAL GRANT	-	-	-	-	-	-	-	-	-	-	-
	7700-1829 AERODROME - GST MARGIN REFUND	-	-	-	-	-	-	-	-	-	-	-
	7700-1828 AERODROME - SALE OF LAND (MARGIN)	221,150	-	-	-	-	-	-	-	-	-	-
	7700-1601 TOC AERODROME MUSEUM CONTRIBUTIONS THAM	60,000	-	-	-	-	-	-	-	-	-	-
<b>22 Total</b>		<b>(167,201)</b>	<b>(354,884)</b>	<b>(205,850)</b>	<b>(206,824)</b>	<b>(207,808)</b>	<b>(208,800)</b>	<b>(209,802)</b>	<b>(210,812)</b>	<b>(210,812)</b>	<b>(211,834)</b>	<b>(211,834)</b>
#												
<b>CAR PARKING</b>												
<b>CAR PARKING EXPENSE</b>												
	7750-2504 PARKING AREAS - DEPRECIATION EXPENSE	(7,612)	(7,616)	(7,620)	(7,625)	(7,629)	(7,633)	(7,439)	(7,514)	(7,514)	(7,665)	(7,665)
<b>CAR PARKING REVENUE</b>												
	7750-1501 SECT.94 CONTRIB CAR PARK BAROOGA	-	-	-	-	-	-	-	-	-	-	-
	7750-1502 SECT.94 CONTRIB CAR PARK BERRIGAN	-	-	-	-	-	-	-	-	-	-	-



FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
<b>GRAND TOTAL</b>		267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0												
	7750-1503 SECT.94 CONTRIB CAR PARK FINLEY	-	-	-	-	-	-	-	-	-	-	-
	7750-1504 SECT. 94 CONTRIB CAR PARK TOCUMWAL	-	-	-	-	-	-	-	-	-	-	-
<b>22.1 Total</b>		(7,612)	(7,616)	(7,620)	(7,625)	(7,629)	(7,633)	(7,439)	(7,514)	(7,514)	(7,665)	(7,665)
#												
RMS												
	<b>RMS EXPENSE</b>											
	0015-0226 MR226 NANGUNIA ST & HUGHES ST	(23,083)	-	-	-	-	-	-	-	-	-	-
	0015-0356 MR356 BERRIGAN - OAKLANDS RD	(33,919)	-	-	-	-	-	-	-	-	-	-
	0015-0363 MR363 BERRIGAN - BAROOGA RD	(70,560)	-	-	-	-	-	-	-	-	-	-
	0015-0550 MR550 TOCUMWAL - MULWALA RD	(95,266)	-	-	-	-	-	-	-	-	-	-
	0015-0564 MR564 BERRIGAN - JERILDERIE RD	(57,257)	-	-	-	-	-	-	-	-	-	-
	0015-0999 RTA MR BLOCK GRANT BUDGET ONLY	(86,233)	(706,000)	(706,000)	(706,000)	(706,000)	(706,000)	(706,000)	(706,000)	(706,000)	(706,000)	(706,000)
	1956-1000 RTA REGIONAL ROAD REPAIR BUDGET	-	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
	1956-1012 MR550 REHAB/WIDEN 80.226 - 81.22	(3,927)	-	-	-	-	-	-	-	-	-	-
	1956-1013 MR356 REHAB/WIDEN 30.00-32.51	-	-	-	-	-	-	-	-	-	-	-
	1956-1016 MR226 FLOOD REPAIR	-	-	-	-	-	-	-	-	-	-	-
	1956-1017 MR363 REHAB 8.937-9.93	(1,101)	-	-	-	-	-	-	-	-	-	-
	1956-1018 MR363 REHAB 24.813-25.529	-	-	-	-	-	-	-	-	-	-	-
	1956-1019 MR564 4047-4714	(4,820)	-	-	-	-	-	-	-	-	-	-
	1956-1014 MR356 REHAB/WIDEN 17781-17361	-	-	-	-	-	-	-	-	-	-	-
	1956-1020 MR363 REHAB WIDEN 10504-11454	(290,746)	-	-	-	-	-	-	-	-	-	-
	1956-1021 MR564 REHAB 12.25-14.48	(553,088)	-	-	-	-	-	-	-	-	-	-
	0015-9999 Block Grant - UNSPENT FUNDS	-	-	-	-	-	-	-	-	-	-	-
	<b>RMS REVENUE</b>											
	RMSCAPINCOME - PART 7810-1950 BLOCK GRANT	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
	7810-1950 RMS - M&I PROGRAM - BLOCK GRANT	690,000	531,000	531,000	531,000	531,000	531,000	531,000	531,000	531,000	531,000	531,000
	7830-1950 RMS REHABILITATION WORKS FUNDING	180,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
<b>23 Total</b>		-	-	-	-	-	-	-	-	-	-	-
#												
CARAVAN PARKS												
	<b>CARAVAN PARKS EXPENSE</b>											
	2011-0105 TOC CARAVAN PARK OPERATING EXP	(458)	-	-	-	-	-	-	-	-	-	-
	2011-0108 TOC CARAVAN PARK INSURANCE EXP	(2,151)	(2,273)	(2,319)	(2,365)	(2,412)	(2,460)	(2,510)	(2,560)	(2,560)	(2,611)	(2,611)
	2011-0120 BGN CARAVAN PARK OPERATING EXP	(2,109)	(531)	(538)	(547)	(555)	(563)	(571)	(580)	(580)	(589)	(589)
	2011-0125 BGN CARAVAN PARK - INSURANCE	(504)	(541)	(552)	(563)	(574)	(586)	(597)	(609)	(609)	(622)	(622)
	2011-0126 BGN CARAVAN PARK DONATIONS EXP	-	-	-	-	-	-	-	-	-	-	0
	2011-0135 BGN CARAVAN PARK BLDG MTCE	(2,091)	(2,123)	(2,155)	(2,187)	(2,220)	(2,253)	(2,287)	(2,321)	(2,321)	(2,356)	(2,356)
	8200-2504 CARAVAN PARK DEPCN	(10,355)	(10,458)	(10,563)	(10,668)	(10,775)	(10,883)	(10,992)	(11,101)	(11,101)	(11,212)	(11,212)
	2011-0500 BGN -CARAVAN PARK RESEAL ROADS	-	-	-	-	-	-	-	-	-	-	-
	CARAVANCAPEXP CARAVAN CAPITAL EXPENSE	-	-	-	-	-	-	-	-	-	-	-
	2011-0501 BGN - CARAVAN PARK AMENTITIES	(7,500)	-	-	-	-	-	-	-	-	-	-
	<b>CARAVAN PARKS REVENUE</b>											
	8200-1890 TOC CARAVAN PARK LEASE	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000
	8200-1895 BGN CARAVAN PARK LEASE	-	-	-	-	-	-	-	-	-	-	-
<b>24 Total</b>		12,833	22,074	21,873	21,670	21,464	21,253	21,041	20,827	20,827	20,608	20,609

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
	0											
	#											
	<b>TOURISM &amp; AREA PROMOTION</b>											
	<b>TOURISM &amp; AREA PROMOTION EXPENSE</b>											
	2012-0120 TOC TOURISM INFO OPERATING EXP	(425)	-	-	-	-	-	-	-	-	-	-
	2012-0122 TOC TOURISM INFO BLDG MTCE	-	-	-	-	-	-	-	-	-	-	-
	2012-0124 TOC TOURISM INFO - INSURANCE	-	-	-	-	-	(0)	(0)	(0)	(0)	(0)	(0)
	2012-0196 TOURISM STRATEGIC PLAN	(40,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
	2012-0197 REGIONAL TOURISM CONTRIBUTION - MRTB	(14,672)	(14,966)	(15,265)	(15,570)	(15,882)	(16,199)	(16,523)	(16,854)	(16,854)	(16,854)	(16,854)
	2012-0198 TOURISM INITIATIVES	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
	2012-0199 TOURISM ADMIN CHARGES	(33,100)	(33,100)	(33,100)	(33,100)	(33,100)	(33,100)	(33,100)	(33,100)	(33,100)	(33,100)	(33,100)
	2012-0200 TOURISM EVENTS GRANTS	(29,977)	-	(20,000)	-	(20,000)	(0)	(20,000)	(0)	(0)	(0)	(0)
	8300-2026 TOURISM EVENTS TRANSFER TO RESERVE	-	-	-	-	-	-	-	-	-	-	-
	8300-2504 TOURISM INFO DEPCN	(9,736)	(9,834)	(9,932)	(10,031)	(10,132)	(10,234)	(10,336)	(10,440)	(10,440)	(10,440)	(10,440)
	TOURISMCAPEXP TOURISM CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-
	2012-0300 TOC TOURISM INFO CENTRE	(751)	-	-	-	-	-	-	-	-	-	-
	2012-0250 EVENT MARKETING TOOLS	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	2012-0251 SPORTS EVENT PROGRAM	-	-	-	-	-	-	-	-	-	(10,000)	-
	<b>TOURISM &amp; AREA PROMOTION REVENUE</b>											
	8300-1890 TOC TOURISM INFO - RENT	-	-	-	-	-	-	-	-	-	-	-
	8300-1926 TOURISM EVENTS TRANSFER FROM RESERVE	9,977	-	-	-	-	-	-	-	-	-	-
	TOURISMCAPINC TOURISM CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-
	8350-1500 TOC INFO CENTRE INCOME	-	-	-	-	-	-	-	-	-	-	-
	8350-1501 TOC INFO CNTR GST FREE INCOME	-	-	-	-	-	-	-	-	-	-	-
	<b>25 Total</b>	<b>(134,684)</b>	<b>(93,900)</b>	<b>(114,297)</b>	<b>(94,701)</b>	<b>(115,114)</b>	<b>(95,532)</b>	<b>(115,958)</b>	<b>(96,393)</b>	<b>(96,393)</b>	<b>(106,393)</b>	<b>(96,393)</b>
	#											
	<b>BUSINESS DEVELOPMENT</b>											
	<b>BUSINESS DEVELOPMENT EXPENSE</b>											
	1213-0108 FRUIT FLY MITIGATION STRATEGY	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	2013-0205 ECONOMIC DEVELOPMENT OFFICER	(133,200)	(143,900)	(147,498)	(151,185)	(154,965)	(158,839)	(162,810)	(166,880)	(171,052)	(175,328)	(179,711)
	2013-0210 ECONOMIC DEVEL. STAFF TRAINING/CONFERENCES	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	2013-0240 ECON. DEV. OFFICER OFFICE EXPENSES	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	2013-0241 ECON. DEV. OFFICER - TELEPHONE	(848)	(866)	(883)	(901)	(919)	(937)	(959)	(976)	(976)	(995)	(976)
	2015-0106 STUDENT ACCOMMODATION SPONSORSHIP	(5,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	2015-0107 CONTRIBUTION TO RAMROC	(17,388)	(16,669)	(17,003)	(17,343)	(17,690)	(18,044)	(18,404)	(18,773)	(18,773)	(19,148)	(18,773)
	2015-0165 BUSINESS & ENVIRONMENT AWARDS	(1,000)	(19,484)	(19,873)	(20,271)	(20,676)	(21,090)	(21,512)	(21,942)	(21,942)	(22,381)	(21,942)
	2015-0180 BUSINESS DEVELOPMENT ADMIN CHA	(98,600)	(98,600)	(98,600)	(98,600)	(98,600)	(98,600)	(98,600)	(98,600)	(98,600)	(98,600)	(98,600)
	2015-0181 NSW RURAL DOCTORS NETWORK BURS	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)
	2016-0120 RISK MANAGEMENT - TRAINING	(3,714)	(3,789)	(3,864)	(3,942)	(4,020)	(4,101)	(4,183)	(4,266)	(4,266)	(4,352)	(4,266)
	2016-0205 RISK MANAGEMENT - SALARIES	(146,800)	(154,600)	(158,465)	(162,427)	(166,487)	(170,649)	(174,916)	(179,289)	(183,771)	(188,365)	(193,074)
	2016-0241 RISK MANAGEMENT - TELEPHONE	(1,825)	(1,082)	(1,104)	(1,126)	(1,149)	(1,172)	(1,195)	(1,219)	(1,219)	(1,243)	(1,219)
	2016-0242 RISK MANAGEMENT - VEHICLE	(20,827)	(21,231)	(21,644)	(22,064)	(22,493)	(22,930)	(23,375)	(23,829)	(23,759)	(24,234)	(23,688)
	8400-2027 ECONOMIC DEVELOPMENT TRANSFER TO RESERVE	-	-	-	-	-	-	-	-	-	-	-
	2015-0108 TAFE BOOK SCHOLORSHIP	-	-	-	-	-	-	-	-	-	-	-
	2013-0122 MURRAY DARLING BASIN SPEAK UP	-	-	-	-	-	-	-	-	-	-	-
	2013-0208 EDO - TRAVEL COSTS	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	2015-0188 REGIONAL CAREERS FORUM	(6,367)	(6,495)	(6,624)	(6,757)	(6,892)	(7,030)	(7,171)	(7,314)	(7,314)	(7,460)	(7,314)
	2013-0220 ECON DEV. WEBSITE SUBSCRIPTION ID DATA	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
	2015-0105 INDUSTRIAL & BUSINESS DEVELOPMENT	(24,573)	(24,942)	(25,316)	(25,696)	(26,081)	(26,473)	(26,870)	(27,273)	(27,273)	(27,682)	(27,273)

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0												
	2015-0529 FIN SUBDIVISION - LEWIS CR	(600,000)	-	-	-	-	-	-	-	-	-	-
	2015-0109 LOCAL GOVERNMENT SCHOLORSHIP	-	-	-	-	-	-	-	-	-	-	-
	2015-0189 COBRAM & DIS FOODBANK DONATION	(15,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	2013-0123 SMALL BUSINESS WEEK	-	-	-	-	-	-	-	-	-	-	-
	2013-0150 ECONOMIC BENEFIT ASSESMENT	-	-	-	-	-	-	-	-	-	-	-
	2015-0190 DROUGHT WORKSHOPS	(3,803)	-	-	-	-	-	-	-	-	-	-
	2013-0932 JERSEY ST PRECINCT - Electrics	(177,500)	-	-	-	-	-	-	-	-	-	-
	<b>BUSINESS DEVELOPMENT REVENUE</b>											
	8400-1503 FHS-CAREERS FORUM REVENUE	-	-	-	-	-	-	-	-	-	-	-
	8400-1505 BUSINESS & ENVIRONMENT AWARD DONATION	0	1,656	1,697	1,738	1,781	1,826	1,873	1,920	1,920	1,968	1,920
	8400-1506 BUSINESS & ENVIRONMENT AWARD INCOME	(55)	4,967	5,091	5,220	5,350	5,483	5,620	5,760	5,760	5,906	5,760
	8400-1507 TOCUMWAL INTER-MODEL CONTRIBUTIONS	-	-	-	-	-	-	-	-	-	-	-
	8400-1508 BUSINESS DEVELOPMENT WORKSHOP	-	-	-	-	-	-	-	-	-	-	-
	8400-1927 ECONOMIC DEVELOPMENT TRANSFER FROM RESERVE	-	-	-	-	-	-	-	-	-	-	-
	8400-1951 NSW SMALL BUSINESS MONTH GRANT	-	-	-	-	-	-	-	-	-	-	-
	8400-1950 BUILDING BETTER REGIONS JERSEY GRANT	484,380	-	-	-	-	-	-	-	-	-	-
	<b>26 Total</b>	<b>(808,419)</b>	<b>(535,335)</b>	<b>(544,386)</b>	<b>(553,653)</b>	<b>(563,141)</b>	<b>(572,854)</b>	<b>(582,800)</b>	<b>(592,979)</b>	<b>(601,564)</b>	<b>(612,212)</b>	<b>(619,454)</b>
#												
	<b>BENDIGO BANK</b>											
	<b>BENDIGO BANK EXPENSE</b>											
	2017-0120 BENDIGO BANK AGENCY TRAINING	(243)	-	-	-	-	-	-	-	-	-	-
	2017-0205 BENDIGO BANK AGENCY	(51,757)	(53,040)	(54,101)	(55,183)	(56,286)	(57,412)	(58,560)	(59,732)	(59,732)	(60,926)	-
	<b>BENDIGO BANK REVENUE</b>											
	8850-1330 BENDIGO BANK AGENCY COMMISSIONS	48,706	40,800	41,616	42,448	43,297	44,163	45,046	45,947	46,866	47,803	48,759
	8850-1800 BENDIGO BANK SUNDRY INCOME	-	-	-	-	-	-	-	-	-	-	-
	<b>26.1 Total</b>	<b>(3,294)</b>	<b>(12,240)</b>	<b>(12,485)</b>	<b>(12,734)</b>	<b>(12,989)</b>	<b>(13,249)</b>	<b>(13,514)</b>	<b>(13,784)</b>	<b>(12,866)</b>	<b>(13,123)</b>	<b>48,759</b>
#												
	<b>SALEYARDS</b>											
	<b>SALEYARDS EXPENSE</b>											
	2014-0115 SALEYARD OTHER OPERATING EXPEN	-	(2,123)	(2,155)	(2,187)	(2,220)	(2,250)	(2,287)	(2,321)	(2,321)	(2,321)	(2,321)
	2014-0120 SALEYARD EQUIP MTCE	-	(106)	(108)	(109)	(111)	(113)	(114)	(116)	(116)	(116)	(116)
	2014-0122 SALEYARD - INSURANCE	(9,420)	(9,525)	(9,716)	(9,910)	(10,108)	(10,311)	(10,517)	(10,727)	(10,727)	(10,727)	(10,727)
	2014-0130 SALEYARD BLDG MTCE	(1,223)	(1,061)	(1,077)	(1,093)	(1,110)	(1,127)	(1,143)	(1,159)	(1,159)	(1,159)	(1,159)
	2014-0145 SALEYARD ADMIN CHARGES	(3,400)	(3,400)	(3,400)	(3,400)	(3,400)	(3,400)	(3,400)	(3,400)	(3,400)	(3,400)	(3,400)
	2014-0538 PUMP REPLACEMENT	-	(5,412)	(5,520)	(5,631)	(5,743)	(5,858)	(5,975)	(6,095)	(6,095)	(6,095)	(6,095)
	8600-2026 SALEYARDS TRANSFER TO RESERVE	-	-	-	-	-	-	-	-	-	-	-
	8600-2502 SALEYARD OFFICE EQUIP DEPCN	(1,854)	(1,873)	(1,892)	(1,911)	(1,930)	(1,949)	(1,969)	(1,988)	(1,988)	(1,988)	(1,988)
	8600-2504 SALEYARD DEPCN	(92,521)	(93,446)	(94,381)	(95,325)	(96,278)	(97,241)	(98,213)	(99,195)	(99,195)	(99,195)	(99,195)
	SALEYARDCAPEXP SALEYARDS CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-
	2014-0500 SALEYARDS FACILITY UPGRADE	(213,690)	-	-	-	-	-	-	-	-	-	-
	<b>SALEYARDS REVENUE</b>											
	8600-1926 SALEYARD TRANSFER FROM RESERVE	79,817	-	-	-	-	-	-	-	-	-	-
	8600-4310 SALEYARD DEPCN CONTRA	94,375	95,319	96,273	97,235	98,208	99,190	100,182	101,183	101,183	101,183	101,183
	SALEYARDCAPINC SALEYARDS CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0												
	<b>27 Total</b>	(147,916)	(21,627)	(21,976)	(22,331)	(22,692)	(23,061)	(23,438)	(23,820)	(23,820)	(23,820)	(23,820)
#												
	<b>REAL ESTATE DEVELOPMENT</b>											
	<b>REAL ESTATE DEVELOPMENT EXPENSE</b>											
	1200-2026 WORKS TRANSFER TO RESERVE	-	-	-	-	-	-	-	-	-	-	-
	2015-0140 REAL ESTATE DEVELOPMENT- LEGAL	-	-	-	-	-	-	-	-	-	-	-
	2015-0141 COMMERCIAL LAND - AGENTS FEES	-	-	-	-	-	-	-	-	-	-	-
	2015-0145 REAL ESTATE DEVELOPMENT - RATE	(4,591)	(3,036)	(3,081)	(3,127)	(3,174)	(3,222)	(3,270)	(3,319)	(3,319)	(3,319)	(3,319)
	BUSINESSDEVCAPEXP BUSINESS DEVELOPMENT CAPITAL WORKS EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-
	<b>REAL ESTATE DEVELOPMENT REVENUE</b>											
	1200-1926 WORKS TRANSFER FROM RESERVE	136,580	-	-	-	-	-	-	-	-	-	-
	8710-1826 RENTAL - OTHER REAL ESTATE INC. GST	17,586	16,386	16,796	17,216	17,646	18,087	18,539	19,003	19,003	19,003	19,003
	8720-1894 FINLEY ST SUBDIVISION - DISPOSAL	44,545	-	-	-	-	-	-	-	-	-	-
	8720-1895 FINLEY ST SUBDIVISION - RATE ADJUST.	-	-	-	-	-	-	-	-	-	-	-
	8720-1926 REAL ESTATE DEVT - TFR TO RESERVE	(44,545)	-	-	-	-	-	-	-	-	-	-
	8720-3800 TOC HIGHWAY BLOCK DISPOSAL PROCEEDS	-	-	-	-	-	-	-	-	-	-	-
	BUSINESSDEVCAPIINC BUSINESS DEVELOPMENT CAPITAL WORKS INCOME	-	-	-	-	-	-	-	-	-	-	-
	8710-1200 REAL ESTATE - GAIN ON DISPOSAL	-	-	-	-	-	-	-	-	-	-	-
	8720-3800 INVENTORY - HELD FOR SALE	-	-	-	-	-	-	-	-	-	-	-
	8720-1701 LCLI LOAN 392 INTEREST SUBSIDY	-	-	-	-	-	-	-	-	-	-	-
	8720-1750 LCLI EXT LOAN 392 PROCEEDS	-	-	-	-	-	-	-	-	-	-	-
	<b>28 Total</b>	149,575	13,350	13,715	14,089	14,472	14,865	15,269	15,684	15,684	15,684	15,684
#												
	<b>PRIVATE WORKS</b>											
	<b>PRIVATE WORKS EXPENSE</b>											
	2019-0155 WRITE OFF BAD DEBTS - P/WORKS	-	(3,247)	(3,312)	(3,378)	(3,446)	(3,515)	(3,585)	(3,657)	(3,657)	(3,657)	(3,657)
	2020-0000 S/DR TECH SERV (BUDGET)	(43,159)	(42,455)	(43,091)	(43,738)	(44,394)	(45,060)	(45,736)	(46,422)	(46,422)	(46,422)	(46,422)
	2030-0000 S/DR - CORP SERV (BUDGET)	(23,434)	(9,489)	(10,167)	(10,868)	(11,594)	(12,345)	(13,123)	(13,925)	(13,925)	(13,925)	(13,925)
	2010-0001 P/W - MURRAY RIVER COUNCIL	(12,393)	-	-	-	-	-	-	-	-	-	-
	2010-0002 P/W - EDWARD RIVER COUNCIL	-	-	-	-	-	-	-	-	-	-	-
	2010-0003 P/W - LLS KHAKI WEED PROGRAM	(878)	-	-	-	-	-	-	-	-	-	-
	2010-0004 P/W - YACTAC NOXIOUS WEEDS	(24,627)	-	-	-	-	-	-	-	-	-	-
	2010-0005 P/W - BUSHLANDS ON THE MURRAY	(3,106)	-	-	-	-	-	-	-	-	-	-
	<b>PRIVATE WORKS REVENUE</b>											
	8900-1501 PRIVATE WORKS TECH SERVICES INCOME	71,548	47,464	48,651	49,867	51,113	52,392	53,702	55,044	55,044	55,044	55,044
	8900-1504 PRIVATE WORKS INCOME - SIGNS	-	-	-	-	-	-	-	-	-	-	-
	8900-1505 PRIVATE WORKS TECH SERVICES GST FREE	-	-	-	-	-	-	-	-	-	-	-
	8900-1511 PRIVATE WORKS CORP SERVICES INCOME	7,425	6,623	6,788	6,958	7,132	7,310	7,493	7,680	7,680	7,680	7,680
	8900-1515 PRIVATE WORKS CORP SERVICES GST FREE	1,077	1,104	1,131	1,159	1,189	1,218	1,249	1,280	1,280	1,280	1,280
	8900-1521 Private Works Noxious Weeds Income	24,573	-	-	-	-	-	-	-	-	-	-
	8900-1525 Private Works Noxious Weeds GST Free	-	-	-	-	-	-	-	-	-	-	-
	8990-1530 PRIVATE WORKS RIVERINA GROUP CONF	11,458	-	-	-	-	-	-	-	-	-	-
	<b>29 Total</b>	8,484	-	-	-	-	0	0	0	0	0	0
#												
	<b>RATE</b>											

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0												
	<b>RATE REVENUE</b>											
	9100-1000 ORDINARY RATES - FARMLAND	1,932,501	1,982,746	2,022,401	2,062,848	2,104,106	2,146,188	2,189,112	2,232,894	2,277,552	2,323,102	2,369,564
	9100-1001 ORDINARY RATES - RESIDENTIAL RURAL	360,227	369,592	376,983	384,523	392,214	400,058	408,060	416,221	424,545	433,036	441,697
	9100-1002 ORDINARY RATES - RESIDENTIAL BGA	573,228	588,132	599,895	611,892	624,130	636,612	649,345	662,332	675,578	689,090	702,872
	9100-1003 ORDINARY RATES - RESIDENTIAL BGN	345,608	354,594	361,686	368,920	376,298	383,824	391,501	399,331	407,317	415,464	423,773
	9100-1004 ORDINARY RATES - RESIDENTIAL FIN	701,451	719,689	734,083	748,765	763,740	779,015	794,595	810,487	826,697	843,231	860,096
	9100-1005 ORDINARY RATES - RESIDENTIAL TOC	776,379	796,565	812,496	828,746	845,321	862,228	879,472	897,061	915,003	933,303	951,969
	9100-1006 ORDINARY RATES - BUSINESS BGA	97,127	99,652	101,645	103,677	105,751	107,866	110,023	112,224	114,469	116,758	119,093
	9100-1007 ORDINARY RATES - BUSINESS BGN	79,196	81,255	82,880	84,538	86,229	87,953	89,712	91,506	93,337	95,203	97,107
	9100-1008 ORDINARY RATES - BUSINESS FIN	165,345	169,644	173,037	176,497	180,027	183,628	187,300	191,046	194,867	198,764	202,739
	9100-1009 ORDINARY RATES - BUSINESS TOC	197,639	202,778	206,834	210,971	215,191	219,495	223,884	228,362	232,929	237,587	242,339
	9100-1010 ORDINARY RATES - RESIDENTIAL	54,727	56,150	57,273	58,419	59,587	60,778	61,994	63,233	64,498	65,788	67,104
	9100-1080 LESS ORDINARY RATES WRITTEN OFF	(4,869)	(4,995)	(5,095)	(5,197)	(5,302)	(5,408)	(5,517)	(5,627)	(5,740)	(5,855)	(5,972)
	9100-1082 LESS ORDINARY RATES D/DEBT EXPENSE	(2,000)	(2,052)	(2,093)	(2,135)	(2,177)	(2,221)	(2,266)	(2,311)	(2,357)	(2,404)	(2,452)
	9100-1083 LESS:FARMLAND RATE CAPPING WRITE OFF	-	-	-	-	-	-	-	-	-	-	-
	9100-1085 LESS SMALL BALANCES WRITTEN OFF	(541)	(555)	(566)	(578)	(589)	(601)	(612)	(624)	(636)	(649)	(662)
	9100-1095 LESS ORDINARY RATE PENSION REBATE	(185,730)	(185,730)	(185,730)	(185,730)	(185,730)	(185,730)	(185,730)	(185,730)	(185,730)	(185,730)	(185,730)
	9100-1500 INTEREST EXTRA CHARGES ON RATES	40,739	41,757	42,801	43,872	44,969	46,093	47,245	48,427	49,637	50,878	52,150
	9300-1950 ORDINARY RATES PENSION SUBSIDY	102,274	102,274	102,274	102,274	102,274	102,274	102,274	102,274	102,274	102,274	104,319
	<b>30 Total</b>	<b>5,233,302</b>	<b>5,371,496</b>	<b>5,480,804</b>	<b>5,592,303</b>	<b>5,706,038</b>	<b>5,822,052</b>	<b>5,940,393</b>	<b>6,061,105</b>	<b>6,184,239</b>	<b>6,309,840</b>	<b>6,440,006</b>
#												
	<b>FINANCIAL ASSISTANCE GRANT</b>											
	<b>FINANCIAL ASSISTANCE GRANT</b>											
	9200-1950 FINANCAL ASSISTANCE GRANT (FAG)	3,465,170	3,534,473	3,605,162	3,677,265	3,750,810	3,825,826	3,902,342	3,980,388	4,059,995	4,141,195	4,224,019
	<b>31 Total</b>	<b>3,465,170</b>	<b>3,534,473</b>	<b>3,605,162</b>	<b>3,677,265</b>	<b>3,750,810</b>	<b>3,825,826</b>	<b>3,902,342</b>	<b>3,980,388</b>	<b>4,059,995</b>	<b>4,141,195</b>	<b>4,224,019</b>
#												
	<b>INTEREST ON INVESTMENTS</b>											
	<b>INTEREST ON INVESTMENTS</b>											
	9400-1840 INTEREST - AT CALL ACCOUNT	-	-	-	-	-	-	-	-	-	-	-
	9400-1842 INTEREST - TERM DEPOSITS	315,000	330,000	345,000	360,000	375,000	400,000	425,000	470,000	500,000	530,000	530,000
	9400-1843 INTEREST - OTHER	-	-	-	-	-	-	-	-	-	-	-
	<b>32 Total</b>	<b>315,000</b>	<b>330,000</b>	<b>345,000</b>	<b>360,000</b>	<b>375,000</b>	<b>400,000</b>	<b>425,000</b>	<b>470,000</b>	<b>500,000</b>	<b>530,000</b>	<b>530,000</b>
#												
	<b>DEPRECIATION CONTRA</b>											
	<b>DEPRECIATION CONTRA</b>											
	DEPNCONTRA ACCUMULATED DEPCN GL/JC CONTRA A/C	3,865,812	3,904,268	3,942,191	3,982,342	4,021,975	4,061,997	4,102,191	4,143,211	4,143,211	4,143,211	4,143,211
	EIDPCNCONTRA EI DEPRECIATION CONTRA	-	-	-	-	-	-	-	-	-	-	-
	HACCDEPNCONTRA HACC DEPRECIATION CONTRA	-	-	-	-	-	0	0	0	0	0	0
	<b>33 Total</b>	<b>3,865,812</b>	<b>3,904,268</b>	<b>3,942,191</b>	<b>3,982,342</b>	<b>4,021,975</b>	<b>4,061,997</b>	<b>4,102,191</b>	<b>4,143,211</b>	<b>4,143,211</b>	<b>4,143,211</b>	<b>4,143,211</b>
#												
	<b>BALANCE BROUGHT FORWARD</b>											
	<b>BALANCE BROUGHT FORWARD</b>											
	BALANCE BROUGHT FORWARD	5,307,366	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684

FL	Job / GL and Description	REVISED MAR 19-20 BUDGET	2020/21 REVISED BUDGET FORECAST	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST	2027/28 REVISED BUDGET FORECAST	2028/29 REVISED BUDGET FORECAST	2029/30 REVISED BUDGET FORECAST
	<b>GRAND TOTAL</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335
0												
	<b>99 Total</b>	5,307,366	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684
#												
	WORKING CAPITAL CONTRA											
	WORKING CAPITAL CONTRA REVENUE											
	DEFICITCONTRA DEFICIT WORKING CAPITAL CONTRA	-	-	-	-	-	-	-	-	-	-	-
	<b>34 Total</b>	-	-	-	-	-	-	-	-	-	-	-
	<b>Grand Total</b>	267,920	208,126	410,312	482,089	(241,709)	(165,533)	109,065	566,051	1,219,417	2,024,684	3,147,335