



Policy

72 FINANCIAL HARDSHIP – LOOSE FILL ASBESTOS INSULATION

File Reference No: 25.138.1

Strategic Outcome: Supported and engaged communities

Date of Adoption: 18/05/2016

Date for Review: 20/05/2020

Responsible Officer: Director Corporate Services

1. POLICY STATEMENT

The NSW government investigation into loose-fill asbestos has revealed several properties in Berrigan Shire affected by loose-fill asbestos insulation

Loose fill asbestos insulation is hazardous and deadly. In addition to health hazards, owners of these properties are likely to experience significant financial hardship associated with maintenance costs, finding alternate accommodation and/or loss of rental income, and costs associated with rebuilding.

The main agency responsible for providing relief for affected property owners is the NSW government. Assistance provided by the NSW government includes:

1. Free Testing program
2. Relocation assistance
3. Home contents assistance
4. Independent legal advice
5. Stamp Duty concession
6. Counselling services
7. Co-ordination of assistance from utility providers and financial institutions.

The NSW government has also implemented a Voluntary Purchase and Demolition Program for affected properties.

2. PURPOSE

This policy has two separate but linked aims:

Firstly, it is to give eligible owners of properties affected by loose fill asbestos insulation (also known as Mr Fluffy asbestos) relief from rates and other charges



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relating to their affected property. It is designed to complement the other measures put in place by the NSW government to ease the financial burden on owners of affected properties.

While the Council has an existing Financial Hardship Policy, the policy does not suitably address the circumstances of owners of affected properties, either in terms of eligibility or the relief offered.

In this policy the Council's intention is to target relief at those owners who can demonstrate financial hardship relating to their ownership of an affected property, and not to provide relief in general to all owners of affected properties.

Secondly, the Council wishes to see affected sites rebuilt upon as soon as possible; to maintain its existing level of housing stock and to avoid large numbers of vacant lots sitting idle in the residential areas of its towns.

The Council seeks to maintain confidence in the future of its towns and sees an opportunity in this otherwise unfortunate situation to update its stock of residential dwellings.

The Council's intention is to waive development and construction fees and charges for rebuilding work on affected properties to encourage owners and/or developers to rebuild as soon as possible and to prioritise development of these infill sites as opposed to new development on greenfield sites.

3. SCOPE

This policy is applicable to:

1. eligible owners of properties in Berrigan Shire
 - a. on the NSW Register of Homes Affected by Loose Fill Asbestos, and
 - b. eligible for the NSW Government Voluntary Purchase and Demolition Program,
 or
2. eligible owners of properties in Berrigan Shire where the building on the property was demolished and the site rehabilitated via the NSW Government's loose-fill asbestos Voluntary Purchase and Demolition Program

4. OBJECTIVE

This Policy has been developed to assist the Council with Delivery Plan Objectives

2.2.2.3 Coordinate Council Investments, financial management, financial operations & processing.



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3.1.4 *Coordinate and facilitate the delivery of potable water, public health and safety services*

3.1.4.2 *Monitor, control and report upon environmental contaminants and public health hazards, - water, fire, refuse, buildings and air*

1.1.1.3 *Process and approve / refuse development applications in accordance with relevant legislation, codes and policies*

5. DEFINITIONS

Affected Home - Means any single residential-use dwelling or any form of multi-unit residential-use dwelling (including flats, townhouses, units, dual occupancy or the like) which has at one time or another had loose fill asbestos insulation installed at those premises. Commercial properties are specifically excluded

Affected property – The parcel of land containing the affected home

Applicant – A person lodging a development application on an affected property

Rates and charges relating to the affected property – This charges are defined as:

- Rates charged under Chapter 15 of the *Local Government Act* 1993
- Utility charges such as Water Connection, Sewer and Domestic Waste
- Water Consumption charges
- Stormwater charges
- Contributions to Footpath and Kerb-and-Gutter schemes made under Part 13, Division 3 of the *Roads Act* 1993
- Interest charged on any of the above charges in line with the relevant legislation

6. POLICY IMPLEMENTATION

6.1. Rates and charges relief

6.1.1. Eligibility

To be eligible for relief from rates and changes associated with the affected property, under this policy,

- the affected home must be on the NSW Register of Homes Affected by Loose Fill Asbestos; and
- The owner must be able to demonstrate financial hardship.



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The property will remain eligible for relief until the property is either:

- Sold or otherwise transferred to a new owner (including a transfer via the NSW Government's loose-fill asbestos Voluntary Purchase and Demolition Program), or
- Declared fit by the relevant NSW Government authority for a building to occupy the site, or
- The property owner is no longer suffering from financial hardship, or
- Until otherwise determined by the Council.

6.1.2. Application

Property owners seeking relief from rates and charges associated with their Affected Home will be required to:

- Submit an application using the Council Financial Hardship Application Form, and
- Provide evidence of hardship as per the Council's Financial Hardship Policy.

The property owner must also provide evidence of the property's listing on the NSW Register of Homes Affected by Loose Fill Asbestos.

The applications will be determined as per the Council's Financial Hardship Policy. The Enterprise Risk Manager will be added to the review panel to assess the applications.

6.1.3. Relief

Under this policy, relief will consist of the following:

For the period in which the owner of an affected property meets the eligibility criteria, the owner may defer any payment to the Council for any rates and charges relating to the affected property.

This includes amounts owing at the time of application and subsequently charged against the property.

It should be noted:

- All applicable rates and charges will continue to be charged to the property throughout the eligibility period.
- Interest on rates and charges relating the affected property will continue to be charged to the affected property
- All rates and charges relating to the affected property will remain attached to the property and will be required to be paid once the affected property is no longer eligible for relief



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6.1.4. Reporting

A register of all applications received by Council will be kept.

Reports to Council will be provided on a quarterly basis outlining the shortfall in Council income as a result of assistance provided.

6.1.5. Privacy

As per the Council's Privacy Management Plan, Personal information collected as a consequence of this policy will only be used for the purpose of assessing eligibility under the policy and will not be used for any other purpose or disclosed to any person unless the Council is required by law to do so or authorised to do so by the person whom the personal information relates.

6.2. Exemption from development fees and charges

6.2.1. Eligibility

To be eligible for exemption from Council development fees and charges associated with the affected property, under this policy,

- the building on the property must have been demolished and the site rehabilitated via the NSW Government's loose-fill asbestos Voluntary Purchase and Demolition Program, and
- the applicant must be rebuilding a **residential dwelling** on the property.

The applicant may be the previous property owner, or a new owner, or a third party..

6.2.2. Application

An applicant seeking exemption from Council fees and charges must apply when lodging the development application.

The applicant must provide the Council with evidence that the previous building on the site was demolished and the site rehabilitated via the NSW Government's loose-fill asbestos Voluntary Purchase and Demolition Program.

Applications and eligibility for exemption will be determined by the Development Manager.

6.2.3. Relief



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Under this policy, the Council will exempt the eligible applicant from the following fees and charges **directly** related to the rebuilding of a residential dwelling on the affected site:

1. Construction certificate charge
2. Inspection fees
3. Occupation certificate charge
4. Complying Development Certificate

The applicant will not be exempt from fees and charges that the Council is required to pass on to third parties, including but not limited to:

1. PlanFIRST levy
2. Long Service Levy

Eligibility for exemption from water and sewer connection charges and works in the road reserve (i.e. driveways etc.) will be determined on a case-by-case basis by the Development Manager – with consideration given to achieving the aims of this policy.

6.2.4. Reporting

A register of all applications received by Council will be kept. Fees and charges waived by the Council under this policy will be separately identified in the Council's budget and ledger.

Reports to Council will be provided on an annual basis outlining the shortfall in Council income as a result of fees and charges waived. This information will also be included in the Council's Annual Report.

7. RELATED POLICIES

7.1. Legislation

- *Local Government Act 1993*
- *Local Government Regulation 1994*
- *Privacy and Personal Information Act 1998*
- *Roads Act 1993*
- *Environmental Planning and Assessment Act 1979*

7.2. Policies

- Berrigan Shire Council Social Justice Framework
- Asbestos Policy



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- Revenue Policy
- Financial Hardship Policy
- Privacy Management Plan

7.3. Other

- [Office of Fair Trading - Loose-Fill Asbestos - Assistance for Owners and Tenants](#)
- [Office of Fair Trading - Loose-Fill Asbestos - Voluntary Purchase and Demolition Program](#)



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20 PROCUREMENT AND DISPOSAL

File Reference No:

Strategic Outcome: Good government

Date of Adoption: 18/12/2013

Date for Review: 18/12/2018

Responsible Officer: Director Corporate Services

1. POLICY STATEMENT

Berrigan Shire Council administers public funds. It has a responsibility to ensure that its purchasing and disposal decisions are made in an ethical, transparent, accountable and effective manner.

2. PURPOSE

The purpose of this Policy is to:

- Establish a framework to guide Council employees, volunteers and agents involved in procurement and disposal activities to meet legislative requirements; manage risk and achieve a best value result.
- Create an environment where the Council's purchasing and disposal activities are – and are seen to be - ethical, accountable, transparent and effective.
- Assist the Council in achieving the best value result when purchasing goods and services and disposing of goods
- Ensure the Council at all times complies with relevant legislation when purchasing goods and services and disposing of goods.

3. SCOPE

This policy covers all procurement of goods and services and disposal of goods by Berrigan Shire Council, including but not limited to:

- The Council through resolution and by individual Councillors
- All Berrigan Shire Council employees;



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- Berrigan Shire Council volunteers and volunteer committees
- Other agents of the Council.

This policy does not apply to the procurement of goods and services:

- in an emergency;
- by contractors or subcontractors of Council

4. OBJECTIVE

This policy is developed to assist the Council with Delivery Plan Objective 2.2.2:

Council operations support ethical, transparent and accountable corporate governance

5. DEFINITIONS

Procurement:	The process involving all activities following the decision that a good or service is required. It involves the acquisition of goods and services and the disposal of goods.
Purchasing:	The actual buying process, whether placing or transmitting an order orally, in hard copy, electronically via e-commerce, or buying across the counter.
Disposal:	The process of removing goods from Council's service and the recovery of market value for the goods.
Quotation:	A quotation is the estimated or actual market price of the supply of a work, good or service supplied to Council by a supplier after a verbal or written request from a Council Officer.
Council Officer:	Any person authorised by the Council to purchase goods or services or dispose of goods on behalf of the Council. This includes employees, volunteers, Councillors and other agents acting on behalf of the Council.
Tender Threshold:	An amount in dollars as determined and published by the NSW Division of Local Government.

6. POLICY IMPLEMENTATION

6.1. General principles



Policy

In purchasing goods and services and disposing of goods, the Council will

- comply with its statutory obligations;
- act in an ethical, transparent and accountable manner;
- act fairly and even-handedly with suppliers and potential suppliers;
- maintain commercial confidentiality in line with legislation and Council policy
- seek “best value” outcomes.

At all times, Council officers must be aware of their responsibilities to act in the best interests of the Council and the community when handling public funds.

6.2. Specific principles

6.2.1. **Best Value**

Best value represents the best return and performance for the money spent on procurement of goods and services.

Best value is not simply the best price. In determining what best value is, Council officers must consider:

- price
- “whole of life” and other ongoing costs
- fitness for purpose
- suitability
- availability and timeliness
- prior performance
- statutory compliance and work health and safety

6.2.2. **Confidentiality**

The Council will treat all information provided to it by suppliers in line with its adopted Privacy Management Plan.

Any confidential information will be treated as such and will not be revealed to persons other than those with a genuine need to know.

Commercial-in-confidence or proprietary information contained within tenders, quotations, expressions of interest, proposals, heads of agreements and the like will never be given to competing interests nor unauthorised persons.

6.2.3. **Fair and honest dealing**



Policy

The Council will ensure potential suppliers are given equal access to information and opportunities to submit bids. The Council will act – and be seen to act – impartially when purchasing goods and services and disposing of goods.

6.2.4. Local preference

The Council has a legislative and ethical responsibility to be fair and even-handed in its treatment of suppliers and potential suppliers. However there are circumstances where it may be appropriate to prefer the use of local supplies.

Preference to local suppliers will only be considered where it is consistent with furthering the objectives of the Council's Community Strategic Plan, i.e.

- Sustainable natural and built landscapes
- Good Government
- Supported and engaged communities
- Diverse and resilient business.

If the Council chooses to provide preferential treatment to local suppliers it will develop an appropriate policy to govern this process and ensure it is transparent and accountable. Any such policy will be consistent with this policy, the aims and objectives of the Council's Delivery Program, and all statutory requirements.

6.2.5. Code of conduct

All Council Officers are bound by the Council's Code of Conduct. When purchasing goods and services and disposing of goods on behalf of the Council, Council officers will ensure their actions comply with the letter and the spirit of the Code.

Specific attention should be given to matters such as:

- Acting fairly and equitably
- Dealing with conflicts of interest
- Accepting and/or declaring any gifts or benefits received
- Use of Council resources

6.2.6. Authorisation

Only Council Officers with appropriate authorisation and/or delegation will purchase goods and services or dispose of goods on behalf of the Council.

Position descriptions for Council employees will specifically state the purchasing authority for each position and the Council will maintain a purchase authorisation register.



Policy

The Council will not provide purchasing approval **after** the Council has acquired goods and services.

6.2.7. Risk Management

Risk Management is the systematic positive identification of threats and the identification of opportunities for the best use of resources. Throughout the procurement and disposal process, the Council will ensure that risks associated with any transaction are identified and are treated in accordance with the Council's Risk Management Policy and Framework.

6.3. Methods of purchasing and disposal

The Council will use a range of procurement methods with the appropriate method determined by considering statutory requirements, best value considerations, transparency and efficiency.

6.3.1. Tender

Where the total value of goods and services sought exceeds the tender threshold, the Council will follow a statutory tender process.

The Council will adopt a specific policy and set of procedures to deal with tenders. This Tender Policy will be consistent with this general policy and statutory requirements.

The Council will not engage in order splitting to avoid exceeding the tender threshold.

6.3.2. Quotations

Where possible and practicable, the Council will seek quotations when procuring goods and services. The number of quotations sought will be dependent on the nature and value of the goods and services to be supplied.

Details of the quotation thresholds will be clearly set out in the Council's procurement procedures. The Council will not engage in order splitting to avoid exceeding these thresholds.

6.3.3. Purchase orders

Except for items specifically excluded in other policies and procedures, all Council purchases of goods and services will require a valid purchase order to be generated.



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6.3.4. Corporate cards

The Council may permit the use of corporate credit or debit cards to purchase goods and services on behalf of the Council. Such use will be subject to a specific policy. The Corporate Card Policy will be consistent with this general policy and statutory requirements.

6.3.5. Petty cash

The use of petty cash for minor purchases (i.e. less than \$100) is encouraged. While quotations may not be required, Council Officers will still follow the principle of best value.

6.3.6. Reimbursement

Other than in exceptional circumstances, the Council will not permit Council officers to purchase goods and services for the Council from their own funds in the expectation of being reimbursed at a later date,

Council officers have a responsibility to take all reasonable steps to ensure that purchases on behalf of the Council are made through authorised Council procedures and avoid having to use personal funds and seek reimbursement.

Reimbursement of training and relocation expenses will be permitted in circumstances covered by specific policies.

6.3.7. Disposal

Disposing of goods on behalf of the Council is subject to the same principles as purchasing. The Council may adopt a specific policy and set of procedures to deal with disposals. Any such policy will be consistent with this policy and statutory requirements, transparent and accountable

6.4. Receipt and payment

Council Officers responsible for purchasing goods and services will ensure that delivery notes or invoices are checked against the original order, including quantity, quality, general condition and price.

Supplier payments will be made by Accounts Payable after the responsible officer has checked and confirmed the supply has been made in accordance with the Council's requirements. Payment will be made in line with the Council's standard payment terms unless prior arrangements have been made.



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7. RELATED POLICIES OR STRATEGIES

7.1. Legislation

- *Local Government Act 1993*
- *Local Government Regulation 1994*
- *Public Finance and Audit Act 1993*
- *Work Health and Safety Act 2011*
- *Work Health and Safety Regulations 2011*
- *Privacy and Personal Information Protection Act 1998*
- *Government Information (Public Access) Act 2009*
- Australian Accounting Standards

7.2. Council policies and guidelines

- Risk Management Policy and Framework
- Berrigan Shire Council Code of Conduct
- Berrigan Shire 2023 (Community Strategic Plan)
- Resourcing Strategy
- Privacy Management Plan
- Fraud Policy
- Delegations Policy
- Tender Policy
- Reimbursement of Relocation Expenses Policy
- Payment of Expenses and Provision of Facilities for Mayors and Councillors Policy
- Guidelines for the Payment of Expenses and Provision of Facilities for Staff Members



Policy

35 TENDER POLICY

File Reference No:

Strategic Outcome: Good government

Date of Adoption: 21/01/2015

Date for Review: 17/01/2018

Responsible Officer: Director Technical Services

1. POLICY STATEMENT

Where required by legislation or otherwise appropriate, the Council will seek to obtain goods and services by means of a competitive tender process. It is important that this process is ethical, transparent, accountable and effective.

This policy forms part of the Council's Procurement and Disposal Framework and should be read in conjunction with the Council's Procurement and Disposal Policy and the other policies that form that framework.

2. PURPOSE

The purpose of this policy is to define the key tender principles adopted by Council and to ensure that Council officers are aware of their responsibilities and the applicable conditions and procedures regarding tenders

The policy will provide consistent advice about the competitive tendering of and for Council services, describes Council requirements in relation to ethical behaviour in relation to tendering and will maintain competitiveness and ensure best value of goods and services provided to the Council

3. SCOPE

This policy applies to:

- Councillors
- Council officers
- Suppliers awarded contracts via the tendering process
- Prospective suppliers supplying tenders to the Council.



Policy

The policy covers:

- all purchases by the Council over the tender threshold, and
- the entire process of inviting and assessing tenders for goods and services by the Council

4. OBJECTIVE

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

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

5. DEFINITIONS

Best value: As defined in the Council's Procurement and Disposal Policy, best value represents the best return and performance for the money spent on procurement of goods and services.

Best value is not simply the best price. In determining what best value is, Council officers must consider:

- price
- "whole of life" and other ongoing costs
- fitness for purpose
- suitability
- availability and timeliness
- prior performance
- statutory compliance and work health and safety

Council officer: Any person who has authority to purchase goods and services on behalf of the Council. This includes, but is not limited to, Council employees, contractors, volunteers and other agents of the Council.

Public tender: Method by which tenders for the proposed contract are invited by public advertisement per Clause 166(a) of the *Local Government (General) Regulation) 2005*

Prescribed organisation: An organisation listed in Clause 163(1A) of the *Local Government (General) Regulation 2005*. The Council is permitted to use contracts prepared by these organisations to obtain goods and services without having to seek tenders.



Policy

Tender threshold: An amount in dollars as determined and published by the NSW Division of Local Government. This amount is shown in Clause 163(2) of the *Local Government (General) Regulation 2005*

6. POLICY IMPLEMENTATION

6.1 General principles

In conducting a request for tender, the Council will

- comply with its statutory obligations;
- act in an ethical, transparent and accountable manner;
- act fairly and even-handedly;
- maintain commercial confidentiality in line with legislation and Council policy
- seek “best value” outcomes.

At all times, Council officers must be aware of their responsibilities to act in the best interests of the Council and the community when handling public funds.

6.2 Roles and Responsibilities

The General Manager will appoint Council officers to the following responsibilities:

- Council officers responsible for opening submitted tenders
- Tender Evaluation Panel
- Tender Evaluation Panel Chairperson

The Tender Evaluation Panel Chairperson will be responsible for the overall conduct of the tender process, including ensuring compliance with relevant legislation, regulations, Office of Local Government guidelines and Council policies.

6.3 Methods of tendering

All requests for tenders invited by the Council will be public tenders, unless in exceptional circumstances and expressly approved by the General Manager.

6.3.1 E-Tendering

Where the Council chooses to conduct its own tender, the tender will be conducted through an electronic, online tender system.

The E-Tendering system will operate within an appropriate policy and security management framework that incorporates threat and risk assessment, regular review and audit.



Policy

In addition to electronic tender submissions, the Council may, at the discretion of the General Manager, choose to allow submission of tenders in hard copy form at the Tender Box, located at the Council Administration Office.

6.3.2 Use of Prescribed Organisations

With the express approval of the General Manager, the Council may avail itself of the option under section 55(3)(a) of the *Local Government Act 1993* to use a contract from a prescribed organisation in lieu of requesting a tender in its own right.

Council officers using a prescribed organisation should still ensure that Council is receiving best value.

Where a prescribed organisation has been used for a purchase greater than the tender threshold amount, an information report outlining the successful bid and the evaluation of the quotations must be presented to the next meeting of the Council.

6.4 Record maintenance

The Tender Evaluation Panel Chairperson is responsible for ensuring that all relevant documents relating to a request for tender are kept and secured, in line with the Tendering Guidelines for NSW Local Government.

The Tender Evaluation Panel Chairperson is also responsible for controlling access to all documents relating to a request for tender.

6.5 Assessment

Tenders will be assessed under formal evaluation criteria and weightings. These criteria and weightings will be included in the tender documentation.

6.6 Risk Management

Risk Management is the systematic positive identification of threats and the identification of opportunities for the best use of resources.

Throughout the tender process, the Council will ensure that risks associated with the process are identified and are treated in accordance with the Council's Risk Management Policy and Framework.

7. RELATED POLICES AND STRATEGIES

7.1 Legislation

- *Local Government Act 1993*
- *Local Government (General) Regulation 2005*



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- *State Records Act 1988*
- *Government Information (Public Access) Act 2009.*
- *Privacy and Personal Information Protection Act 1998.*
- *Public Finance and Audit Act 1983*

7.2 Other plans, policies and strategies

- Tendering Guidelines for NSW Local Government
- Berrigan Shire Council Risk Management Framework
- Berrigan Shire Council Code of Conduct
- Berrigan Shire Council Statement of Business Ethics
- Procurement and Disposal Policy



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81 LOCAL PREFERENCE POLICY

File Reference No:

Strategic Outcome: Good government

Date of Adoption: 15/07/2015

Date for Review: 18/07/2019

Responsible Officer: Director Corporate Services

1. POLICY STATEMENT

Berrigan Shire Council, as identified in its Procurement and Disposal Policy adopted in 2013 and its overall Procurement Framework, has an obligation to achieve best value when procuring goods and services.

Equally, in its Economic Development Strategy adopted in 2012, Berrigan Shire Council has committed to:

Drive, through stimulation and facilitation, significant and sustainable growth within and across the Shire's geographic area.

The Council's Procurement and Disposal Policy states that:

The Council has a legislative and ethical responsibility to be fair and even-handed in its treatment of suppliers and potential suppliers. However there are circumstances where it may be appropriate to prefer the use of local suppliers

This policy sets out the circumstances where it may be appropriate to use its procurement function to assist and support local business and the local economy and the manner in which the Council provide preference.

Preference to local suppliers will only be considered where it is consistent with furthering the objectives of the Council's Community Strategic Plan.

2. PURPOSE

The purpose of this policy is to ensure the Council gives due consideration to the actual and potential benefits to the local economy of sourcing goods and services locally where possible, whilst maintaining a best value approach at all times.



Policy

Locally sourced goods and services will be used where price, performance, quality, suitability and other evaluation criteria are comparable with non-locally sourced goods and services.

3. SCOPE

This policy covers:

1. Purchases made through the Council's formal tender process, and
2. Quotations for building construction works over \$50,000.

It does not include purchases under \$50,000 or purchases made through pre-qualified contracts via a prescribed organisation.

4. OBJECTIVE

This policy is developed to assist the Council with Delivery Plan Objectives 2.2.2 and 4.2.2

Council operations support ethical, transparent and accountable corporate governance

Support local enterprise through economic development initiatives

5. DEFINITIONS

Best Value: Best value represents the best return and performance for the money spent on procurement of goods and services.

Best value is not simply the best price. In determining what best value is, Council officers must consider:

1. price
2. "whole of life" and other ongoing costs
3. fitness for purpose
4. suitability
5. availability and timeliness
6. prior performance
7. statutory compliance
8. and work health and safety



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Concession: the application of a percentage-based 'reduction' of the pricing of any submissions deemed to comply with the 'local content' and/or 'local supplier' definitions.

Council Officer: Any person authorised by the Council to purchase goods or services or dispose of goods on behalf of the Council. This includes employees, volunteers, Councillors and other agents acting on behalf of the Council.

Local content: means goods or services procured from a local supplier or employees living permanently in Berrigan Shire.

Local supplier: a business, contractor or industry either:

- (i) permanently based in Berrigan Shire, or
- (ii) employing permanent staff residing in Berrigan Shire.

For the avoidance of doubt, all suppliers within Berrigan Shire will be treated equitably, regardless of their location within Berrigan Shire – i.e. Barooga suppliers will not be treated preferentially to suppliers elsewhere in Berrigan Shire for works in Barooga etc.

Nett cost: means, in relation to a quotation, tender or expression of interest, the total amount quoted or offered by a supplier for the supply of goods or services, including any freight or delivery charges and excluding GST.

Request for purchase: Quotations and/or a Tender under the *Local Government Act 1993* and Council's Tender Policy

Prescribed organisation: An organisation listed in Clause 163(1A) of the Local Government (General) Regulation 2005. The Council is permitted to use contracts prepared by these organisations to obtain goods and services without having to seek tenders.

Procurement: The process involving all activities following the decision that a good or service is required. It involves the acquisition of goods and services and the disposal of goods.

Quotation: A quotation is the estimated or actual market price of the supply of a work, good or service supplied to Council by a supplier after a verbal or written request from a Council Officer.



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6. POLICY IMPLEMENTATION

6.1. General principles

To further the purpose of this policy, the Council will:

1. encourage a 'buy local' culture within the Council, where local providers can meet "best value requirements"
2. encourage and support local suppliers to participate in Council business by use of the Council's VendorPanel process and other appropriate processes;
3. encourage and support local businesses to adopt suitable Work Health and Safety, Quality Assurance and other processes to meet the Council's procurement requirements
4. ensure that as far as practicable procurement policies and procedures do not disadvantage local suppliers;
5. ensure transparency in Council procurement practices;
6. consider the non-price best value considerations set out in this policy; and
7. apply a concession in favour of local suppliers, as set out in this policy

6.2. Overall preference

Preference will be given to the local supplier in the event that:

1. the net costs bid by a local supplier and non-local supplier are equal (after calculating any applicable concession in accordance with this policy);
2. both suppliers otherwise meet the criteria and requirements of the Procurement Request; and;
3. each supplier (and its goods and/or services) is otherwise regarded as being 'equal', taking into account the non-price best value considerations

6.3. Concessions

6.3.1. Comparison of local and non-local suppliers.

For the purposes of comparing the price tendered by local and non-local suppliers, the concession set out below will be applied and given to local suppliers submitting responses to requests for purchase which are assessed in relation to this policy.



Policy

6.3.2. Local supplier concession.

Where the cost of a local supplier's offer is to be compared with one from outside the area, the local supplier's nett cost will be reduced by a set percentage for the sake of cost comparison.

A maximum concession will apply to each procurement request. Where the concession calculated by use of the percentage is greater than this amount, the maximum concession will apply.

Concession percentage	5%
Maximum concession	\$15,000

6.3.3. Obtaining concessions

To be eligible for either concession, suppliers must specifically detail and explain in their response to Council's request for purchase the particular facts upon which they rely to establish their eligibility for the discount.

Suppliers must, upon request, provide any evidence of such eligibility as reasonably required by the Council.

6.3.4. Notification to potential suppliers of goods and services

All procurement requests issued by Council must clearly state whether and how a local supplier concession will be applied so that respondents to such procurement requests are aware of Council's Local Preference Purchasing Policy prior to responding to the procurement request.

All procurement requests resulting in a local preferences being applied must be capable of identification and verification through Council's audit or internal control mechanism.

6.4. Tenders

A local supplier concession will apply to **all** tenders invited by Council for the supply of goods and services and construction services, unless Council resolves that this policy not apply to a particular tender.

The amount and or type of local content is assessed using the selection criteria framework, together with a weighted score system of assessment.



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6.5. Tenders via prequalified contracts

A local supplier concession will **not** apply where the Council uses a prequalified supplier via a contract from a prescribed organisation in lieu of requesting a tender in its own right, even if the supplier is a local organisation.

6.6. Complaints

Complaints regarding procurement processes will be considered on a case by case basis and investigated where necessary and in accordance with Council policy.

Feedback on supplier performance in general will be included on the supplier's file within Vendor Panel, and will be used as an evaluation tool for Council's Preferred Supplier's List.

7. RELATED POLICIES OR STRATEGIES

7.1. Legislation

- *Local Government Act 1993*
- *Local Government Act 1993*
- *Local Government Regulation 1994*

Council policies and guidelines

- Berrigan Shire 2023 – Community Strategic Plan
- Berrigan Shire Council Local Environmental Plan
- Berrigan Shire Council Economic Development Plan
- Berrigan Shire Council Risk Management Policy and Framework
- Berrigan Shire Council Code of Conduct
- Berrigan Shire Council Resourcing Strategy
- Berrigan Shire Procurement and Disposal Policy
- Berrigan Shire Fraud Control Policy
- Berrigan Shire Tender Policy



Policy

83 DISPOSAL POLICY

File Reference No:

Strategic Outcome: Good government

Date of Adoption: 20/04/2016

Date for Review: 17/04/2020

Responsible Officer: Enterprise and Risk Manager

1. POLICY STATEMENT

Berrigan Shire Council, as identified in its Procurement and Disposal Policy adopted in 2013, has a responsibility to ensure that its disposal decisions are made in an ethical, transparent, accountable and effective manner.

This policy forms part of the Council's Procurement and Disposal Framework and should be read in conjunction with the policies and procedures that form that framework.

2. PURPOSE

The purpose of this policy is to ensure the Council has in place an open, fair, transparent and accountable process in the disposal of Council's surplus assets, whilst obtaining best value for money and avoiding any conflicts of interest, whether real or perceived.

3. SCOPE

This policy covers the disposal of all Council owned assets including but not limited to: plant, equipment, materials and stock items; office equipment and furniture; IT hardware; real estate (surplus land and buildings) and Council infrastructure.

This policy does not apply to the sale of land through subdivisions, or the sale of property for overdue rates.

This policy applies to all Councillors and staff, including volunteers of Berrigan Shire Council.

4. OBJECTIVE



Policy

This policy is developed to assist the Council with Delivery Plan Objective 2.2.2:

Council operations support ethical, transparent and accountable corporate governance

5. DEFINITIONS

Asset: An asset for the purpose of this policy is a resource controlled by Council as a result of past events and from which future economic benefits are expected to flow to the Council, e.g. surplus land, motor vehicles, plant and equipment, furniture, etc.

Asset Disposal: Asset Disposal is the process whereby Council divests itself of any asset in an organised, transparent and authorised manner.

Best Value: is whereby Council obtains the best possible return for the goods it sells in financial, social, economic and environmental terms.

Council Officer: Any person authorised by the Council to purchase goods or services or dispose of goods on behalf of the Council. This includes employees, volunteers, Councillors and other agents acting on behalf of the Council.

Surplus or Scrap Materials: This relates to surplus goods, materials or scrap material. This could include sand, gravel, soil, chemicals, paint, turf, hardware items, pavers, pipe, cables, timber (including wood from felled trees), pipe fittings, scrap metals, steel posts, brass, street signs, water meters, tool boxes.

Write-off Asset: A write off is a reduction in the recorded amount of an asset. A write off occurs upon the realization of the reduced or zero value of an asset.

6. POLICY IMPLEMENTATION

6.1. Reasons

A decision to dispose of a Council owned asset may be based on one or more of the following:

- No longer required;
- Unserviceable or beyond economic repair;
- Technologically obsolete and operationally inefficient;
- Non-compliant with occupational health and safety standards;
- Surplus to current or immediately foreseeable needs;
- Optimum time for maximum return;
- Or part of an asset replacement program.

6.2. Approval



Policy

Approval to commence the disposal process including the method of disposal, must be obtained from the General Manager (or delegate) or Council where appropriate.

6.3. Methods

Methods of disposal will be dependent upon the type of asset and the value of the asset.

6.3.1. Public Auction

Public auction maximises the opportunity for public participation in the disposal process and is the appropriate method when:

- i) There is public demand for the items;
- ii) Alternative disposal methods are unlikely to realise higher revenue; or
- iii) The costs associated with the auction can be justified in relation to the expected revenue from the sale.

6.3.2. On-line Auctions

On-line auctions are used where there is perceived demand for an item. This is only used in instances where the value of the item exceeds fifty dollars.

6.3.3. Trade-in

Trading-in goods can be an efficient means of disposal, and a convenient way to upgrade equipment such as plant. However, trade-in prices do not always provide the best return. Any decision to trade-in goods must be based on a clear analysis of the benefits of the trade-in as opposed to separate sale/auction of the goods.

6.3.4. Direct sale or transfer of land

Subject to resolution of Council, land may be disposed of via direct sale when no other method is considered appropriate, for example, when only one potentially suitable purchaser is identified.

6.3.5. Disposing of and writing off the value of the goods (recycling or destruction)

An asset may be disposed of and/or destroyed, and the value of an asset may be written off if it is deemed:

- i) To have no value;
- ii) To be unsafe or non-compliant to applicable standards;
- iii) To be unserviceable or beyond economical repair; or
- iv) That the disposal cost is higher than the likely return.

Where a recommendation to dispose of an asset to landfill or write off an asset is made, the relevant Manager will provide the General Manager with the assessment criteria used to determine that the asset has no potential to realise a return for



Policy

Council and will detail the method of destruction and name of the officer who will be charged with the responsibility of ensuring the asset is destroyed.

Dumping/recycling or destroying of assets shall be undertaken after consideration of the environmental issues so that any hazardous substances shall be assessed to ensure safe disposal.

6.4 Surplus or Scrap Materials

As a general guide, employees are to return from the work site surplus goods/materials or scrap materials. These items must be placed in the relevant compound, stock piles, bins or left on vehicles to be used on the next project. However, there are circumstances where it is not cost effective to return the surplus goods/materials or scrap materials back to the depot, then the most appropriate method of disposal of these low value assets, shall be at the discretion of the Director or Manager.

6.4.1 Surplus Fill

Fill materials which are surplus following Council activities such as excavation, and/or road construction are utilized elsewhere within Council activities or on Council owned properties, wherever possible. Where this is not possible, surplus fill is returned to stockpile sites or disposed of to landfill due to no value. Surplus fill is not disposed of via private sale arrangements.

6.5 Recordkeeping

For accounting and integrity purposes, adequate records of the disposal process must be maintained, including:

- Authority to dispose
- Value of asset
- Method of disposal
- Purchaser – if appropriate
- Proceeds of sale

7. RELATED POLICIES OR STRATEGIES

7.1. Legislation

- *Local Government Act 1993*
- *Local Government Act 1993*
- *Local Government Regulation 1994*

Council policies and guidelines

- Berrigan Shire 2023 – Community Strategic Plan
- Berrigan Shire Council Local Environmental Plan



Policy

- Berrigan Shire Council Risk Management Policy and Framework
- Berrigan Shire Council Code of Conduct
- Berrigan Shire Council Resourcing Strategy
- Berrigan Shire Procurement and Disposal Policy
- Berrigan Shire Fraud Control Policy



Policy

82 FUEL CARD POLICY

File Reference No:	12.046.1, 23.067.3
Strategic Outcome:	Good government
Date of Adoption:	16/03/2016
Date for Review:	21/03/2018
Responsible Officer:	Director Corporate Services

1. POLICY STATEMENT

Berrigan Shire has no bulk fuel storage and therefore vehicles and plant are required to purchase fuel from private fuel retailers. To facilitate this, all vehicles and heavy plant operated by the Council have been provided with cards allowing employees to purchase fuel on the Council's account.

A framework for the effective use of these cards is required.

2. PURPOSE

The purpose of this policy is to:

- Provide a convenient and accessible method of refuelling for Council vehicles and heavy plant.
- Allow for the accurate recording of – and accounting for – fuel purchased by Council employees
- Eliminate, as far as possible, the risk of fraud and/or theft using Council-issued fuel cards.

3. SCOPE

This policy covers:

- the purchase of fuel for all Council vehicles and heavy plant, and
- authorisation and use of Council-provided fuel cards

4. OBJECTIVE

This policy is developed to assist the Council with the following Delivery Plan Objectives:

2.2.2 Council operations support ethical, transparent and accountable corporate governance



Policy

5. DEFINITIONS

Council official – as defined in the Council Code of Conduct. It includes Councillors, Council employees and Council volunteers.

Non-minor plant – Any plant item capable of transporting an plant operator – includes but not limited to trucks, cars, heavy plant, utilities, tractors and ride-on mowers.

Minor plant – Equipment that uses fuel but is not defined as Non-minor on plant – includes generators, chainsaws, leaf-blowers, whipper-snippers and push mowers.

Fuel card – A card issued by a fuel retailer used to purchase fuel at a petrol station.

6. POLICY IMPLEMENTATION

6.1. Issue of fuel cards

The Finance Manager must approve the issuing of any fuel card.

Each item of Non-minor plant is to be issued a fuel card, to be used solely for the purchase of fuel for that item of plant. The Finance Manager will also issue fuel cards to be used for minor plant.

Each fuel card must also be issued to an individual Council officer. When issued with the card, the Council officer will be required to acknowledge their responsibility for the card and any transactions made using that card.

The Finance Manager will ensure a register of fuel cards issued is kept. The register must include, for each card:

- The plant item to which it belongs
- The Council officer responsible for the card

6.2. Use of fuel cards

As a general rule, fuel cards must only be used in line with the Council's procurement framework and procedures, as determined from time to time.

In general, fuel cards will be restricted to allow for the purchase of appropriate fuel for the vehicle for which they have been issued. At the discretion of the General Manager, an exception to this restriction can be made for cards issued to selected Council officers.



Policy

Fuel cards must only be used for the item or items of plant for which they have been issued.

Council officers issued with a fuel card are responsible for ensuring that information provided at the point of sale is accurate and complete.

Council officers responsible for a fuel card may allow other Council officers to use their card. It is the responsibility of the Council officer issued the card to ensure that use of the card by others is in line with this policy and other procedures.

6.3. Accountability

All fuel cards will have a Personal Identification Number (PIN), to be used when purchasing fuel.

On resignation, all fuel cards issued to the Council officer are to be returned to the Finance Manager.

The Finance Manager must regularly review the usage of fuel cards and report any issues arising to the General Manager.

Suspected misuse of fuel cards must be investigated as per the Council's Fraud Control Policy. Council officers misusing issued fuel cards will be subject to disciplinary action up to and including dismissal. Theft of fuel will be reported to police.

7. RELATED POLICIES OR STRATEGIES

7.1. Legislation

- *Local Government Act 1993*
- *Local Government Regulation 1994*
- *Local Government (State) Award 2014*

7.2. Council policies and guidelines

- Berrigan Shire Council Code of Conduct
- Procurement Policy
- Fraud Control Policy
- Fraud Control Plan
- Private Use of Motor Vehicles Policy



Policy

1.



Capital Expenditure Review

Tocumwal Foreshore Redevelopment

March 2017



Version	Author	Date
1	Matt Hansen	2 March 2017

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1. Introduction

As part of a broad strategy to revitalise the commercial and civic centres of the four towns in Berrigan Shire, Berrigan Shire Council has commissioned and adopted a masterplan for the future development of the Tocumwal Foreshore area. The Council is now proposing to deliver on some of the key features of this masterplan.

The purpose of this report is to document the key features and associated outcomes projected for the project and provide information to meet the NSW Office of Local Government [Capital Expenditure Guidelines 2010](#) as detailed below:

The [Capital Expenditure Guidelines] have been designed to:

- *encourage councils to evaluate major capital expenditure by means of a consistent methodology*
- *improve the quality of council's analysis performed in supporting all forms of project funding and capital expenditure*
- *enable the financial impact of projects on a council to be quantified, identified and controlled.*

The Guidelines aim to ensure that a council's evaluation of the proposed capital expenditure is consistent and rigorous, the merits of projects can be compared and resource allocation can be made on an informed basis

2. Executive Summary

This Capital Expenditure Review **supports the staged delivery of the Tocumwal Foreshore Masterplan**, with

- The initial stages of the Masterplan to be constructed are those on the town side of the Tocumwal Town levee; these are to be constructed simultaneously, and
- Successful delivery of the project as identified above is subject to the Council successfully obtaining grant funding of at least \$1.6m

Other key findings include:

- The project is a good fit with the Council's suite of integrated plans as well as broader regional plans.
- It is expected to create additional 6 direct and 14 indirect jobs in the local economy in the construction phase and another 9 direct and 3 indirect jobs via retail spending when complete.
- The project is expected to deliver an extremely strong economic benefit relative to its cost, with a Benefit-Cost Ratio (i.e. value returned for every dollar spent) of between 8.35 and 10.52.
- The project is expected to cost approximately \$3.25m to construct, funded by a mix of grants, community contributions, loans and the Council's own funds.
- Once complete, financing, operating and maintenance costs relating to assets delivered in the project are expected to be an additional \$63,000 to \$106,000 annually, around 13% of Council's net operating result.
- The Council has the capacity to deliver the project and continue to meet all its financial benchmarks.
- Works are expected to span the period between August 2017 and November 2019

3. Project Background

3.1. Tocumwal Foreshore Reserve

In 2012, as part of the development of the Berrigan Shire Community Strategic Plan, residents and local businesses identified the need to promote and develop the Shire's natural assets and advantages to create employment and to attract residents, families and tourists.

A key plank of this vision is the economic revitalisation of Tocumwal through the re-development of the Tocumwal Foreshore Reserve, located in Tocumwal's heritage retail and business precinct. In addition to its heritage values, the precinct and the town as a whole are unique; unlike other Murray River towns, they are not cut off from the river, beaches and the iconic Red Gum Forests by distance, steep river banks or old port infrastructure.

A key feature of the Reserve is the flood levee protection infrastructure which protects the retail and business precinct, residents and local businesses. However, the levee visually 'cuts off' the town and over time has weakened the connectivity of the river, its animal and birdlife, and River Red Gums to the broader community.

3.2. Masterplan

The Council, in October 2016, adopted a masterplan for the future development of the Tocumwal Foreshore Reserve. The Tocumwal Foreshore Masterplan (the plan) drew on the ideas of community members, the expertise of contemporary urban and landscape designers, also engineering and environmental management expertise to ensure that the plan promotes the development of a sustainable natural and built landscape that connects residents, visitors and the broader community to the nationally significant and iconic Murray River and River Red Gums.

The development of the plan involved months of research and consultation, led by the Council and Liesl Malan Landscape Architects. The plan ensures that all future development within this precinct is informed by a thorough and integrated understanding of the complexities of the Foreshore and its relationship to the River and the town.

This Capital Expenditure Review recognises that the development and implementation of the Tocumwal Foreshore Master Plan and its integration with the Council's Planning for Tocumwal's Town Entries Masterplan is a critical and foundational element of the Council's Tocumwal Economic Re-vitalisation Project – a project that is being undertaken by the Council in partnership with the Tocumwal Community Development Committee (TCDC).

3.3. Project Outline

The Capital Expenditure Review is based on the staged delivery of the multi-stage plan identified in the Tocumwal Foreshore Masterplan. The project includes those projects in the masterplan that are on the “dry” or town side of the Tocumwal Town levee.

These are:

Stage 2 - Splash Park and Play Space – The Splash Park and Play Space proposes a destination for families and visitors. It includes water and dry play spaces, toilets, plant room, a shade structure and barbecue facilities. **Indicative Cost: \$ 1.23 million**

Stage 4a and 4b - Street Scape Works – The new streetscape encourages visitors to turn into the Tocumwal CBD. It also improves pedestrian connections and safety and provides additional parking opportunities for long vehicles as well as additional space for the Foreshore Markets. **Indicative Cost: \$1.09m**

Stage 6a and 6b – Riverside Café and Town Square – This proposes an extension to the existing foreshore building to include a retail opportunity, space for the Tocumwal Aerodrome Museum and community meeting space. The Town Square aims to provide both a civic space and an insight in Tocumwal’s history. **Indicative Cost: \$876,250**

Stage 7 (part) – Spine Path – This stage provides a continuous concrete path on top of the Tocumwal town levee as well as two seating areas/meeting spaces. **Indicative Cost: \$62,500**

3.4. Project Location

The site for the project is the portion of the Tocumwal Foreshore Reserve adjacent to Deniliquin Road and Anzac Avenue in Tocumwal (see aerial photo below). The site is located on the edge of the central business district of Tocumwal and also runs parallel to the Murray River.



The site is Crown Land (Reserve R5321 – Lot 42, DP1122397) with the Council appointed as Trustee on behalf of the Berrigan Council Crown Reserves Reserve Trust.

The *Berrigan Shire Local Environment Plan (2013)* identifies the site as RU5- Village Zone. Concept approval for the staged redevelopment of the Tocumwal Foreshore in line with the masterplan was granted in February 2017. However, each component/stage of the redevelopment will require a separate application for Development Consent.

4. Project Justification

4.1. Introduction

The proposed and staged re-development of Tocumwal's Foreshore Reserve incorporates a number of projects identified and scoped as part of the Tocumwal Foreshore Masterplan to increase, in the short and medium term, visitation and visitor spend in Tocumwal and the broader region, and to contribute to the Council's and our communities' long term goal of attracting new residents and young families through improved services and infrastructure offering a high level of amenity.

Once funded and delivered, the project will:

1. Drive local and regional jobs growth through the development of the region's visitor economy and the Murray River as a Destination
2. Add to the range and quality of Tocumwal's visitor economy product
3. Upgrade the Tocumwal (Murray River) Foreshore Reserve to contemporary access and amenity standards
4. Increase local and visitor access to and use of the Tocumwal (Murray River) Foreshore Reserve, and in doing so,
5. Enhance the liveability of the town for residents.

4.2. Alignment to Integrated Council Plans

This Capital Expenditure Review supports the implementation of *Berrigan Shire 2023* the Council's and our broader communities' Community Strategic Plan Strategic Outcomes:

- 1.0 Sustainable natural and built landscapes
- 3.0 Supported and engaged communities
- 4.0 Diverse and resilient business

These outcomes are integrated with and included in *Council's Economic Development Strategy 2012 –2016* (currently under review). Further, three of the four key strategies in that strategy support this Capital Expenditure Review,

- Invest in local job creation, retention and innovation.
- Strengthen and diversify the local economy
- Diversify and promote local tourism

Similarly, Council's *Tourism Strategy 2014 – 2018* Function 1 Objective: Tourism Product Development also supports this review

Relevant to the Council's Tourism Product Development objective, this project's outcomes

include:

- a) Increase local and visitor access to and use of the Tocumwal (Murray River) Foreshore Reserve;
- b) Contribute to an increase in the range of Tocumwal's visitor economy product ;
- c) Improve the quality of Tocumwal's Visitor economy product;
- d) Drive local and regional jobs growth through the development of the region's visitor economy and the Murray River as a Destination;
- e) Enhance the liveability and urban amenity of Tocumwal for residents, businesses and visitors.

Operationally – and in terms of the services and infrastructure the Council provides to residents, in particular families with children – this project also aims to re-activate and optimise universal recreational use of the Foreshore Reserve and extend its hours of use and activity by a broader community of users.

The project will also see the realisation of the *Council's Children, Young Person's and Families Strategy 2015 – 2019* action that the Council will 'investigate the development of a Splash Park'.

The economic re-vitalisation of Tocumwal through the staged re-development of the Tocumwal Foreshore and heritage zoned business precinct is also informed by the development of the Tocumwal Foreshore Masterplan (the Plan) and the Tocumwal Town Entries Masterplan. In addition, the Council's *Pedestrian Access and Mobility Plan 2014*, identifies the Deniliquin Road to Murray Street connection as a Priority One route for pedestrian access within Tocumwal.

4.3. Alignment to State and Regional Plans

4.3.1. Draft Riverina Murray Regional Plan 2016

The Tocumwal Foreshore Redevelopment project aims to address issues experienced more broadly by Australian country towns that need to maintain population numbers and grow their social diversity through inclusion and improved access, and in doing so, adapt and be resilient to structural and environmental change issues described by the NSW Department of Planning's *Draft Riverina Murray Regional Plan 2016*.

Overall each of the projects identified in the Tocumwal Foreshore Masterplan 2016 builds on the generally recognised core strengths of small Australian country towns - social cohesion and a sense of belonging. It does this by incorporating high quality, small public spaces which foster moments of interaction.

4.3.2. Murray Region Tourism Destination Plan 2012

The Tocumwal Foreshore Masterplan responds to the gaps in the visitor economy identified by the *Murray Region Tourism Destination Plan 2012*, specifically,

- Riverfront tourism and activity precincts across the cities and towns in the Murray Region; and
- River access, including riverside tracks and trails, boat access, parking and visitor amenities

The range of projects identified in the Tocumwal Foreshore Masterplan address not only site, social and future economic and sustainable environmental development constraints but also the following gaps in the visitor economy related to the provision and standard of local services and amenities identified in the Murray Region Tourism Destination Plan.

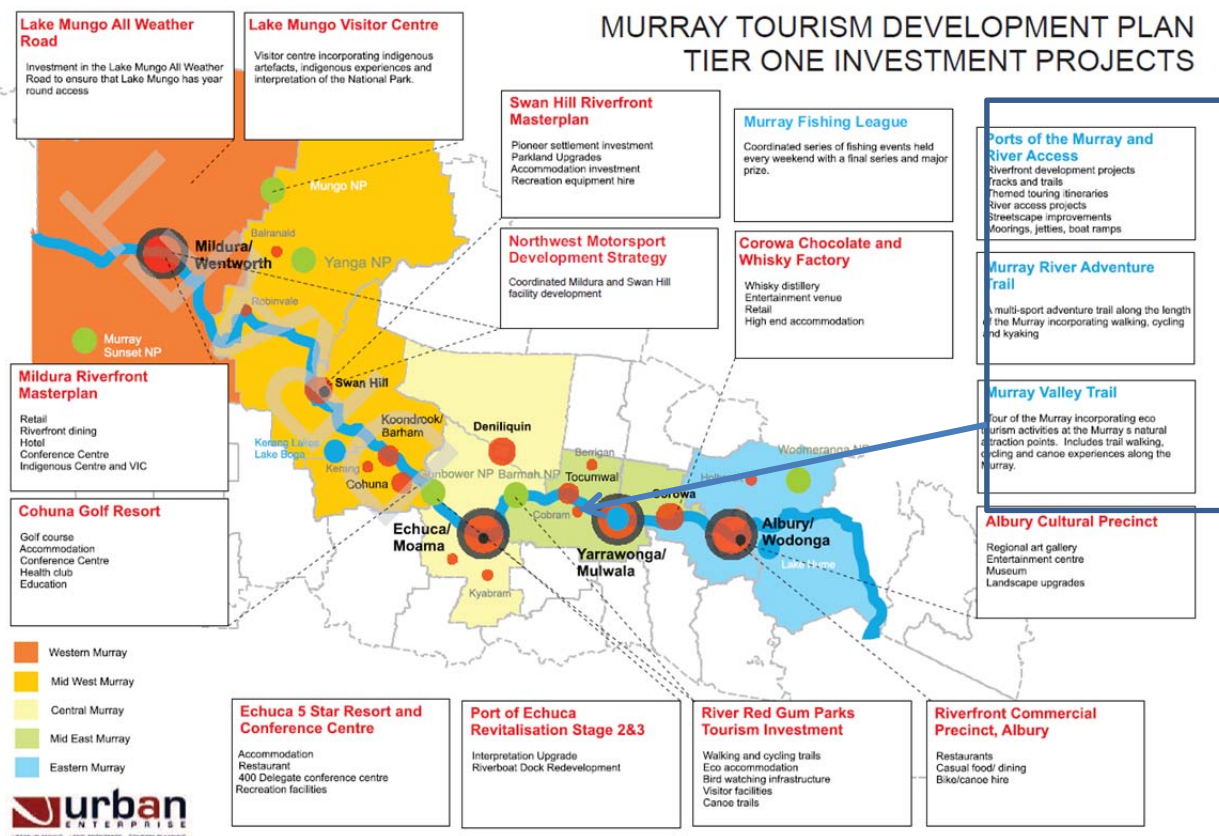
Tocumwal Foreshore Master Plan Projects	Service and Amenity Gaps identified - Murray Region Tourism Destination Plan
<p>1. Universal access from the retail centre of Tocumwal and along the entire length of the Foreshore Reserve. This will ensure that all paths and trails (river, beach, proposed fishing and river platforms, and amphitheatre) in the Reserve provide access for all abilities to the Murray River and River Red Gums.</p>	<p><i>River access, including riverside tracks and trails, boat access, parking and visitor amenities.</i></p> <p><i>Recognition of the Murray as a unique part of the Australian geography</i></p>
<p>1. A Splash Park and Play Space providing play opportunities and passive recreation for all ages. Highlighting the importance of young people to the town and its future growth prospects (cross-border migration) is the positioning of the Splash and Park and Play Space: placed front and centre in the Reserve.</p>	<p><i>Riverfront tourism and activity precincts across the cities and towns in the Murray Region.</i></p>
<p>2. Development of a Riverview Café through the construction and addition of a second level to an existing building, the Tocumwal Visitor Information Centre (TVIC). The existing building and the CBD of Tocumwal is cut off from the river by a levee. The proposed second level extension of the building will connect visually and physically the River and provide a commercial space for Riverfront dining.</p>	<p><i>There are few unique and/or destination dining experiences in the Murray Region, particularly restaurants that have river views.</i></p>

Tocumwal Foreshore Master Plan Projects	Service and Amenity Gaps identified - <i>Murray Region Tourism Destination Plan</i>
3. Integration with Town Entry Signage & thematic interpretation of the aviation history of Tocumwal and the planned development at a later stage of an Amphitheatre will help to address a gap in the cultural richness on offer	<i>Generally poor interpretation and development of secondary heritage products</i>
4. The proposed Town Square coupled with a thematic interpretation will enrich the civic life of the town, and in doing so make efficient use of existing resources establishing a vibe that makes it clear that this is a place where people, visitors, the River and the town's heritage are valued.	<i>Lack of cultural facilities targeted to higher yielding markets</i>
5. Levee Works addressing fundamental safety and Engineering issues will also be used to enhance all abilities access to Tocumwal Foreshore facilities and the River.	<i>River access, including riverside tracks and trails, boat access, parking and visitor amenities.</i>
6. The Amphitheatre addresses bank stabilisation and revegetation challenges associated with flood events and in doing so provides a new asset for passive recreation, community gatherings and visitor events	<i>River access, including riverside tracks and trails, boat access, parking and visitor amenities.</i>

The projects included in this Capital Expenditure Review and identified in the aforementioned gap analysis address the gaps identified in the region's Visitor Economy Destination Plan and are Tier One investment projects relevant to the Murray Regional Tourism Board's *Ports of the Murray and River Access Strategy*.

The outcome of this will be:

- Increased economic participation in local and regional Visitor Economy through the creation of jobs.
- Accelerated development of the Murray River at Tocumwal as a Destination.
- Improved access and facilities in the Reserve.
- Continued community ownership and stewardship of a significant environmental and community asset.



Source: Murray Region Tourism Destination Plan 2012.p x

4.4. Economic benefits

In February 2017, the Council commissioned an independent consultant, Essential Economics Pty Ltd. – to undertake an economic benefits analysis of the Tocumwal Foreshore Revitalisation project. A copy of the report is attached as **Appendix B** to this report

4.4.1. Economic activity

Essential Economics found that the delivery of the project will result in “a significant increase in economic activity and employment at both a local and wider level”

The consultants found that the project would lead to

- Increased economic activity during the construction period of the proposed projects including:
 - the addition of almost \$5.8 million in direct and indirect output to the Berrigan Shire economy;
 - the addition of \$8.4 million to the local and wider Australian economy;
 - the creation of an additional 6 direct and 14 indirect jobs in the local Berrigan

- Shire economy and 3 jobs in the broader Australian economy; and
- the addition of almost \$3.2 million to the broader Australian economy in value added activity.
- Increased economic activity and employment as a result of an increase in retail spending, including:
 - the direct addition of \$1.1 million annual output in the Retail Trade sector of the Berrigan Shire economy and a further \$0.49 million annually in indirect output;
 - the addition of almost \$2.6 million per annum to the local and wider Australian economy;
 - the creation of an additional 9 direct and 3 indirect jobs to the local Berrigan Shire economy and 4 jobs in the broader Australian economy; and
 - the addition of \$1.4 million to the broader Australian economy in value-added activity.
- Increased revenues in the local accommodation sector.
- An increased return from the popular Tocumwal markets.

4.4.1. Benefit-cost analysis

Essential Economics also prepared a Benefit-Cost Analysis based on a 25-year lifecycle indicates the proposed Foreshore projects provide significant positive benefits for the local community.

The main findings of the benefit-cost analysis are as follows:

- Based on a discount rate of 4%, the Benefit-Cost Analysis for the proposed Foreshore projects indicates a net present value of \$26.8 million and a benefit-cost ratio of 10.52 – i.e. for every dollar spent, the project will return \$10.52 in value to the Berrigan Shire community.
- Based on a discount rate of 7%, the Benefit-Cost Analysis for the proposed Foreshore projects indicates a net present value of \$20.8 million and a benefit-cost ratio of 8.35.

The positive Benefit-Cost Ratio (i.e. greater than one) adds significant weight to the case for proceeding with this project.

4.5. Identification and analysis of options

4.5.1. Option 1 – Do nothing

Do nothing – i.e. do not deliver on the masterplan

This option will see a continuation of the status quo. That is Tocumwal's Foreshore Reserve and its Committee of Management will continue to host monthly markets October – June each year that cater for up to 200 stalls, and will continue to use the proceeds to maintain the Reserve. With this option there are no significant costs that will be incurred by either the Council or the Foreshore Reserve Committee should this redevelopment not occur.

On the other hand there is significant risk from changing demographics – age of market patrons, change in retail habits, and competition from other small regional centres that diversify and innovate re: visitor services and product development will, negatively impact visitor perception, visitor numbers and visitor spend. In turn, reducing the monies raised by the Market and which are able to be spent on Reserve maintenance and other general ad hoc improvements.

There is an element of reputational risk to the Council – given the extensive level of community support (cash/in-kind) that has been committed to the project and evident throughout the consultation undertaken. Further, given that alternate options are proposed, there are the opportunity costs inherent in the 'do nothing option'.

4.5.2. Option 2 – Deliver all stages simultaneously

The Council completes projects described in the Master Plan that are adjacent to the River – on the inside of the levee. Specifically, the amphitheatre, the Riverside walk through the installation of fishing platforms connected by board walk, riverbank stabilisation works.

The nature of these projects is complex. In particular, the engineering elements associated with riverbank stabilisation. Work still to be completed before committing through a separate business case to planning for and delivering these projects includes:

- Survey- to determine the topography of the bed of the river in the vicinity where pile fields are to be driven in water.
- Hydraulic analysis – to ensure the design can withstand expected shear stress, stream power and expected velocities under a range of flood flows, and to determine expected periods of inundation
- Geotechnical analysis – to determine the consistency of bank material and its suitability for
- construction of the piles holding the platform in place (but not the pile fields)
- Pile field detailed design
- Structural design viewing platform
- Revegetation design.

4.5.3. Option 3 – Staged delivery

Staged re-development of the Tocumwal Foreshore Reserve on the town side of the levee, works to include:

- a) Installation of Splash Park associated amenities and plant**
- b) Upgrade Levee and levee path to accommodate all abilities visual connection to the River and all abilities access via the development of a Riverview Café accessible via the upgraded levee spine path.**
- c) Construction and the addition of a 2nd floor to an existing building leading to the development of a facility that can accommodate river view dining, and**
- d) Road reconstruction works – Anzac Avenue.**

This option was fully scoped in the Foreshore Master Plan and is supported by preliminary costings developed by Council staff. It is also for the most part shovel ready with appropriate development approvals in place.

Importantly, it is also strategically sound, well researched, has a regional focus and is well supported by the community. The development of the Shire's natural assets to create employment and visitors is central to the vision and objectives of the Community Strategic Plan Berrigan Shire 2023 which notes that, the natural and cultural heritage of our towns, the River, its forests and wildlife are intrinsically valuable and linked to the social and economic wellbeing of our communities as are safe, accessible and inclusive communities that are child and older person friendly. These aspirational outcomes described in *Berrigan Shire 2023* will be operationally realised by this project which in addition to being ecologically sensitive will also promote better connections between the River and visitors to the Tocumwal Foreshore Reserve: tourists, tourist operators and local residents.

Further, in relation to the Visitor Economy and the potential for this project to be a catalyst for jobs growth. The Council's *Tourism Strategy 2014 – 2018* sets out the Council's role in strengthening and diversifying the local economy and the promotion of local tourism expressed, in the Strategy by the Council leading investment and partnerships in product development that enhances the visual amenity and accessibility of our streetscapes and River precincts. Complementing and contributing also to the realisation of regional, state and national strategic plans that identify the Murray River as a significant environmental, cultural and economic asset.

This is the Council's preferred adoption as identified in this Capital Expenditure Review.

5. Operations Plan

Day to day management of Tocomwal's Foreshore Reserve is delegated by the Council to a volunteer committee of the Council established under Section 355 of the *Local Government Act 1993* with Council responsible for providing assistance to the committee in the management of the Reserve, including the delivery of larger, capital works-style projects.

Tocomwal's Foreshore Reserve is also subject to a statutory Environmental Plan of Management. This plan recognises that the Tocomwal Foreshore Reserve is a high value regional, local community, natural heritage and environmental asset.

Once the project is complete, responsibility for the new facilities will continue to be shared between the Council and the Tocomwal Foreshore Committee of Management.

5.1. Roadworks and streetscape

The road works and associated streetscape works and town square will be managed by the Council in line with its Roads Asset Management Plan and associated maintenance program. While there will be a distinct aesthetic improvement and additional parking options, the project does not propose to add to the road and footpath footprint and does not anticipate additional operational or maintenance costs.

5.2. Foreshore building addition

The additions to the existing foreshore building to create the second-story are expected to require an increase in building maintenance going forward, but this is not expected to be material.

The building will continue to be leased to commercial operators with revenue from the lease used to offset the costs of operation of the foreshore precinct.

5.3. Park and amenities

Responsibility for general maintenance of the foreshore area – mowing, gardening, emptying bins, cleaning toilets and playground repair will continue to be shared by the Council and the Tocomwal Foreshore Committee of Management. The new toilet and amenities block will replace the existing toilets in the existing foreshore building – which are proposed to be decommissioned

The Tocomwal Foreshore market – the major revenue driver for the Tocomwal Foreshore Committee of Management – will continue to be held on a regular basis at the foreshore and the design caters for this specifically.

5.4. Splash Park

The splash park is the component of the project that will have the largest impact on the future operations of the foreshore. The facility is expected to operate over the summer period from October to April, weather permitting, during daylight hours. Use of the facility will be free of charge.

The Council will be responsible for the operation of the splash park – including water treatment (labour, chemical and electricity), cleaning of the pad and change rooms and general repairs and this will be factored into the Council's operating budget. The Council operates three public swimming pools and has considerable experience with the maintenance and operation of recreational water treatment facilities.

The nature of the facility means that direct supervision of the facility – i.e. lifeguards – is not required.

6. Financial Implications

6.1. Redevelopment Capital Costs

The table below sets out the estimated costs of the items in the masterplan that will be constructed in the initial implementation. This is a summary of the detailed staging costs shown in **Appendix C**

Stage	Description	Cost	Contingency	Gross Cost
2	Splash Park	\$982,100	25%	\$1,227,625
4	Streetscape Works	\$870,000	25%	\$1,087,500
6a	Riverview Dining Area	\$448,000	25%	\$560,000
6b	Town Square	\$253,000	25%	\$316,250
7	Spine Path	\$50,000	25%	\$62,500
TOTALS		\$3,117,700		\$3,253,875

The estimates shown in the Tocumwal Foreshore Masterplan were made on the basis of the professional judgement of the Council's engineering staff in conjunction with the consulting team that prepared the master plan on behalf of the Council. The estimates are made via comparisons with other like projects, with consideration given to local conditions.

The key staff responsible for the estimates:

- **Fred Exton** – Director Technical Services

Fred has over 35 years' experience in civil engineering and local government and has been involved in several large scale urban revitalisation and roadworks projects in that time, most recently the Finley and Tocumwal town entry beautification projects and the \$3m Silo Road Intermodal Access Project.

Fred is a member of the Institute of Public Works Engineers Australia (IPWEA).

- **Liesl Malan** – Principal, Liesl Malan Landscape Architects.

Liesl has over 18 years' experience in landscape architecture and has operated her own practice since 2006. Liesl has extensive experience in the design of a range of projects of all scales, with a specialty in rural and regional Australia. Recent projects include Swan Hill to Lake Boga Active Trails, Echuca Aquatic Reserve and the Moama Murray River Access Plan.

Liesl is a Registered Landscape Architect and was a member of the Australian Institute of Landscape Architects National Council from 2012-2015.

As with all projects of this size and scale, an allowance must be made for contingencies – i.e.

factors unknown at the commencement of the project or arise in the course of the delivery of the project – for example, inclement weather.

The original estimates included a 35% contingency allowance, suitable for use when the Council was considering the original feasibility and scheduling of the project. During the preparation of the funding application under the Building Better Regions Fund (BBRF) program, the Council considered that a reduction in the contingency allowance to 25% was more appropriate – to ensure that the funding body could be confident about receiving value for money.

6.2. Project Funding Strategy

6.2.1. Considerations

The Council's *Financial Strategy 2016* provides the following guidance when considering funding for community infrastructure upgrades

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.

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.

Without funding assistance from the community and/or other levels of government, the Council cannot responsibly consider upgrade and replacement of these assets

To this end, the Council considered the range of available funding sources, each with advantages and disadvantages. Note that the Council ruled out from the beginning the use of a Special Rate Variation or asset sales to fund delivery of the project.

Recurrent funding – the Council can use funds from its recurrent budget. This will require finding unallocated funds or taking funds from other activities. The scope to use recurrent funding is limited as the Council has commitments it must meet.

Reserves – the Council has set aside cash reserves for large capital projects such as this. There are two reserves which could be considered – the Levee Reserve and the Capital Works Reserve. Note that in particular, the Capital Works Reserve is the Council's pool of money to undertake activities such as the sub-divisions etc. and once spent in an area without a return it will be difficult to replenish

The projected balances of these reserves as at 30 June 2017 are:

- **Capital Works Reserve** - \$1,263,367
- **Levee Reserve** - \$321,950

Grants – the Council can look for grant funding to assist in funding these works and indeed has two grant applications currently under consideration. While grant funding is useful, using grant funds will mean the project will not proceed as quickly as it could. The project will be dependent on suitable grant opportunities becoming available and then waiting while Council’s applications are assessed. Grant funds are never available for projects that have already started.

Contributions – large scale community projects in Berrigan Shire have traditionally relied on funds raised by the community and this project is no exception. Community contributions demonstrate community support and “buy-in” for the project.

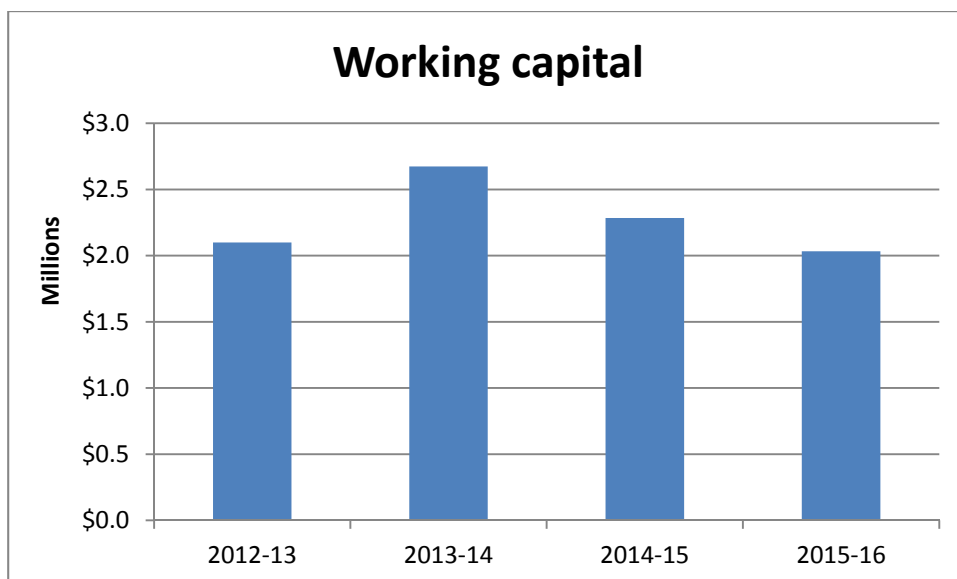
Working capital – Unrestricted working capital is the Council’s funds – not otherwise required or allocated – that are used to meet the Council’s day-to-day financial obligations. It is the Council’s working capital that is used to pay wages, pay bills etc. in the period between the Council incurring the expense and receiving any income.

The Council has used its excess working capital to fund community infrastructure capital works in the past – drawing \$800,000 to fund the construction of the Berrigan Library in 2007 after multiple failed attempts at securing grant funding and \$600,000 to part fund the Barooga and Finley Recreation Reserve projects in 2013

The risks of not having sufficient working capital include reputational loss, i.e. a creditor who does not pay their bills, failure to meet statutory obligations such as payment of superannuation contributions, loss of credit terms from suppliers and perhaps a need for an overdraft. An entity with a small or negative amount of working capital, even if it is profitable, will have difficulty in meeting its short term obligations to pay amounts as they fall due

The other cost to the Council is the lost interest income due to the Council if working capital was retained and placed on investment.

As can be seen the chart below, the Council’s working capital has remained steady at around \$2m to 2.5m over the past four years, which is sufficient to meet the Council’s obligations as and when they fall due.



Loan – Finally, the Council has the option of borrowing to fund the project. The advantage of borrowing is that it will allow the project to be completed immediately. The obvious downside is that loans must be paid back and this needs to be found from recurrent funds each year – i.e. the repayments of principal and interest will mean those funds are not available for other projects and activities.

In order to borrow, the Council must meet several requirements – most importantly including its intention to borrow in its Operational Plan. The Council’s 2016-17 Operational Plan does not include any new borrowings.

At present, the Council is still deemed “not fit for the future” as a result of the NSW government’s unsuccessful Council amalgamation proposal; this prevents the Council from accessing loans through NSW Treasury Corporation at the lower rate available to the State Government. The Council can still borrow from other sources, including internally from its other funds such as its Water or Sewer fund – with permission from the Minister.

The Council’s Financial Strategy 2016 sets out the following core actions when considering borrowing:

3.1 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.*

3.2 Formalise the Council’s existing preference to put money aside for future capital

works, rather than borrow

6.2.2. Approved strategy

After consideration of these options the Council adopted the following funding strategy for the capital cost of the project at its ordinary meeting held on 15 February 2017 – to be incorporated into the 2017/18 Operational Plan and budget

Source	Amount
Grant	\$1,626,938
Community Contributions	\$300,000
Working Capital	\$826,938
Loan	\$500,000
Total	\$3,253,875

To deliver this project, the Council will seek funding for 50% of the capital cost from the Commonwealth Government's Building Better Regions Fund (BBRF) program. The application must be submitted by 28 February 2017 with successful applicants expected to be notified by June 2017. The BBRF program requires a funding agreement to be signed within two months of notification. Work must start with 12 weeks from the signing of the agreement.

The delivery of the project is contingent on the success of the funding application. If the Council's application is not successful, the funding model and proposed project timeframes will require review.

Tocumwal Foreshore Committee of Management has committed \$200,000 upfront towards the capital cost of the project. A further contribution from this committee to the financing costs of the project is detailed later. Tocumwal Community Development Committee has committed a further \$100,000 towards the capital cost.

The remaining funding will come from Council's own funds – by way of a loan of \$500,000 and through \$0.8m drawn from the Council's working capital. The Council has around \$2.0m of unrestricted working capital at present and considers that a reduction in working capital to \$1.2m is sustainable in the short to medium term. In the unlikely event that the Council finds that it has insufficient unrestricted working capital, it has the option to draw down on its Capital Works reserve.

6.2.3. Loan

The funding strategy requires the Council borrow \$500,000. This is proposed to be by way of a Credit-Foncier loan over a 10-year term with semi-annual repayments in arrears. As the Council is unable to borrow from NSW Treasury Corporation, the Council proposes to

borrow these funds internally from its Sewer fund, subject to the permission of the Minister for Local Government.

The interest rate applicable will be at a commercial rate based on the rates applied by the NSW Treasury Corporation at the time the funds are drawn down – this is currently 3.10% per annum and is not expected to change significantly. Based on this interest rate, **repayments of this loan would be \$58,533 per annum.**

6.3. Operating and Maintenance Costs

6.3.1. Assumptions

In order to determine the long run impact of this project on the Council's financial position, an analysis of the expected additional operating and financing costs was made by the Council based on the Operations Plan shown in **Item 3.4.2** above.

In this analysis, the following assumptions were made:

1. As the length and width of the roads associated with the project will not change, the cost of maintaining these items is unlikely to change materially. Footpath areas will approximately double with the inclusion of the spine path, and costs will increase proportionally, although maintenance on the new concrete surface will be minimal in the first 10 years.
2. The area (in square metres) requiring mowing will not significantly change, therefore the cost is unlikely to change
3. Calculations for the cost of maintaining the new "Riverside Dining building" are based on the proportional increase in area.
4. The cost of maintaining and operating the public toilet and change rooms is based on the cost of maintaining existing toilet facilities in Berrigan shire.
5. The cost of maintaining and operating the splash park is based on the cost of Tocumwal Pool – a building running a similar water treatment and filtration system
6. Depreciation for new facilities is based on NSW local government standards
7. Financing costs are based on the loan as detailed in section 4.3.4 below

While visitation numbers are expected to increase, the Council does not consider that this will have a marked increase in the cost of mowing, bin emptying, toilet cleaning etc. except as noted above. This will require close monitoring, however.

6.3.2. Expenses

Overall, the Council expects that the **additional** cost of maintaining and operating the facilities associated with the project is estimated at \$56,000 per annum.

Additional depreciation for the newly constructed assets will add another \$31,000 to the Council's depreciation expenses.

The total additional cost to the Council to maintain, operate and depreciate the facility is initially approximately \$87,000 growing over the 10-year cycle to \$107,000 per year.

6.3.3. Income

On the income side, the Council expects to rent the "Riverside Dining" building for at least \$500 per week (\$26,000) based on comparison with like commercial properties in Tocomwal.

6.3.4. Loan

A loan of \$500,000 is proposed to assist with financing the project. The loan is proposed to be by way of a Credit-Foncier loan over a 10-year term with semi-annual repayments in arrears. As the Council is awaiting a framework to allow it to borrow from NSW Treasury Corporation, the Council proposes to borrow these funds internally from its Sewer fund, subject to the permission of the Minister for Local Government.

The interest rate applicable will be at a commercial rate based on the rates applied by the NSW Treasury Corporation at the time the funds are drawn down – this is currently 3.10% per annum and is not expected to change significantly.

Based on this interest rate, **repayments of this loan would be \$58,533 per annum**, of which interest charges would start at \$15,000 in 2017/18 and decline each year thereafter.

6.3.5. Interest foregone

The foregone interest revenue from the use of Council's own cash reserves is also required to be taken into account when considering the financing cost of the project.

Council expects its investment income to decline by around \$22,000 per annum – based on drawing \$800,000 from its own cash currently earning interest at around 2.5% per annum

6.3.6. Financial impact on Council

Taking into account the additional operating, depreciation and financing costs, the total impact on the Council operating result is expected to be an additional \$63,000 per year until 2020/21, increasing to just under \$106,000 per year from then forward as shown in **Table 1 in Appendix D**

As part of its normal Integrated Planning and Reporting cycle, the Council is currently reviewing its Long Term Financial Plan for 2017/18. As such, it has calculated the impact of

the project on the Council's financial position based on its existing Long Term Financial Plan prepared in 2016/17.

Using the assumptions above, **Table 2 in Appendix D** (Scenario: Financial Impact of Foreshore Redevelopment) shows the **change** in the Council's Income statement for the period ending 30 June 2026 as a result of the Foreshore Redevelopment.

Overall, the Council expects to see its operating surplus reduce by a maximum of 21% (average 13%) from the "no change" option in 2023/24. Operating surpluses are maintained throughout the 10-year period. This is considered to be sustainable in the medium to long term.

7. Capacity Review

7.1. Council's Financial Capacity

Independent reviews and objective data show that Berrigan Shire Council is well managed and in a sound financial position.

A *2013 Financial Assessment, Sustainability and Benchmarking Report on Berrigan Shire Council* prepared by the NSW Treasury Corporation for the Office of Local Government and Independent Local Government Review Panel found:

- Council was well managed over the review period
- Operating surpluses are forecast but this is gradually declining as expected expense growth rate is higher than forecast revenue increases
- Current forecast capital expenditure suggests that Council should be able to maintain its assets at the current service level in the long term with potential to reduce the Infrastructure Backlog
- Council's future operating results and capital expenditure is reliant on the receipt of external sources of funds

Overall, IPART ranked Council's current financial position as moderately Sustainable, with a Neutral outlook.

Council has continued to review its financial position in line with its Resourcing Strategy to ensure that Council maintains a sustainable position.

In line with its *Financial Strategy 2016*, Council continues to work towards a number of long term financial objectives, including the following:

- **Maintain its financial sustainability.** Berrigan Shire Council will be financially sustainable if its infrastructure capital and its financial capital are able to be maintained over the long term
- **Maintain 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
- **Maintain – or improve where possible – existing service levels in a cost-effective manner.** Maintaining the level of service for infrastructure-based services 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?"

The strategy measures the Council's performance against these objectives using the following measures.

Financial Objectives	Strategy	Possible Indicators
Financial sustainability		<ul style="list-style-type: none"> Operating Performance Ratio Unrestricted Current Ratio Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage
Financial capacity and freedom		<ul style="list-style-type: none"> Debt Service Cover Ratio Cash Expense Cover Ratio
Cost effective maintenance of infrastructure service levels		<ul style="list-style-type: none"> Building, Infrastructure & Other Structures Renewals Ratio Infrastructure Backlog Ratio Capital Expenditure Ratio

The table below highlights Council's performance against the financial benchmarks above

Performance measure	2015/16 result		Benchmark achieved
Operating Performance Ratio	18.3%	An operating performance ratio greater than 0% across any five year period Building, Infrastructure & Other Structures Renewals Infrastructure On average should be at least 100%	YES
Unrestricted Current Ratio	7.0x	An Unrestricted Current Ratio of at least 2x	YES
Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	3.5%	Outstanding rates, annual and extra charges percentage to remain under 8% as at 30 June each year	YES
Building, Infrastructure & Other Structures Renewals Ratio	140.51%	Building, Infrastructure & Other Structures Renewals Ratio to remain over 100% on average over life of the LTFP.	YES
Infrastructure Backlog Ratio	0%	Backlog Ratio to remain at less than 2% at all times	YES

Capital Expenditure Ratio	156%	Building, Infrastructure & Other Structures Renewals Infrastructure On average should be at least 100%	YES
Debt Service Cover Ratio	25.62%	Debt service ratio is greater than 2.00 x	YES
Cash Expense Cover Ratio	20 months	Cash Expense Cover Ratio is to be no less than three months	YES

7.2. Project Delivery Capacity

Over the past 10 years, Berrigan Shire Council has delivered a series of significant community infrastructure projects, demonstrating experience in managing projects of this nature.

Recent projects include:

- 2014 – Finley Recreation Reserve – new social and change rooms - \$1.6m
- 2013 – Barooga Recreation Reserve – New change rooms and function centre \$1.0m
- 2012 – Finley Library and Early Intervention Centre – renovation and repurposing of heritage-listed Water Commission building - \$0.7m
- 2009 – Berrigan Sportsground – New social rooms and upgraded change rooms – \$0.7m
- 2008 – Berrigan Library – New library and archive room

The Council has developed and implemented a Risk Management framework which involves the identification, analysis and treatment of risks. It has also a Procurement and Disposal framework that provides clear direction about the appropriate methods to be used by Council when procuring goods and services.

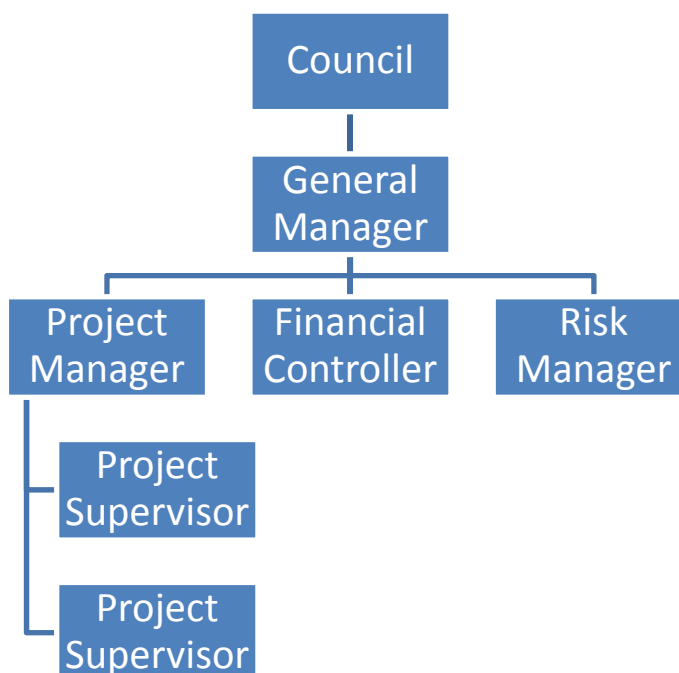
Council now has a comprehensive internal skill base and access to external expertise where required. It has access to specialist expertise in the development of contracts and employs qualified staff with relevant experience in contract management for large scale projects. Monitoring of the project's financial position will be undertaken by staff with relevant qualifications and membership of CPA Australia.

8. Project Management Plan

8.1. Roles and responsibilities

8.1.1. Project Governance Structure

The proposed project governance structure and a description of key roles are outlined below



GENERAL MANAGER

In accordance with overall responsibilities under the *Local Government Act 1993*, the General Manager is ultimately accountable, through Council staff, for the project management and delivery of the Tocumwal Foreshore Revitalisation.

The General Manager is also responsible for keeping the Council informed as to the status of the redevelopment project and for obtaining appropriate Council approvals and authorisations relating to the project. The General Manager is the applicant in the Development Application process.

PROJECT MANAGER

The Project Manager is responsible for the overall management and delivery of the project, including day to day planning, supervision, project management and contract management. The Project Manager is the key professional adviser on the project, whose role it is to implement the relevant decisions of Council.

Specifically, the Project Manager is responsible for reviewing progress and managing delivery of the project and for providing or ensuring provision of expert advice on planning, legal, probity, design, financial and other matters such that the Council is appropriately informed and risks are appropriately identified and managed. The Project Manager is also responsible for preparing reports to the Council on a regular basis

FINANCIAL CONTROLLER

The Financial Controller is responsible for ensuring that all relevant costs for the project are captured and allocated appropriately. The Finance Manager is also responsible for monitoring the project budget and providing information and advice to the Project Manager about the financial position of the project.

Other specific responsibilities for the Finance Manager are to ensure that all contractors are paid on time and in line with the Council's contract obligations and to prepare and submit any grant acquittals required.

RISK MANAGER

The Risk Manager's role is to provide advice and assistance to the Project Manager regarding the various risks associated with the project. The Risk Manager is responsible for assessing and analysing risk and providing advice to the Project Manager about the management of risk.

The Risk Manager is also responsible for ensuring that all relevant legislative and regulatory requirements are met in the procurement process and that all relevant Council policies and procedures are followed by all parties involved in the project.

PROJECT SUPERVISOR

The Project Supervisors are responsible for the day-to-management of the sub-component contracts – i.e. the civil works contracts and the building works contracts. Their role is to liaise between the Council and the appointed contractors and sub-contractors and ensure that Council specifications and timelines for the project are being met.

The Project Supervisors are responsible for advising the Project Manager about the progress of their components of the project and any issues that may have arisen.

8.1.2. Key project personnel

The following are personnel with responsibility to progress the delivery of the Tocumwal Foreshore Redevelopment

Position	Occupant	Relevant experience	Role in project
Director Technical Services	Fred Exton	<ul style="list-style-type: none"> Significant local government experience, managing engineering, asset management projects Current Institute of Public Works Engineering Australia member 	Overall responsibility for project delivery on time and on budget
Executive Engineer	Matt Clarke	<ul style="list-style-type: none"> Local government experience designing and constructing large civil works projects Current Institute of Public Works Engineering Australia member 	Project supervisor for the civil works components of the project
Senior Building Surveyor	Nathan O'Connell	<ul style="list-style-type: none"> Registered building surveyor Qualified builder Local government experience in managing construction contracts 	Project supervisor for the building and structural works components of the project
Enterprise Risk Manager	Michelle Koopman	<ul style="list-style-type: none"> Extensive local government experience in risk assessment and management 	Responsible for assessing, and analysing risk on behalf of the project team
Finance Manager	Carla von Brockhusen	<ul style="list-style-type: none"> Extensive experience in finance, both in local government and the university sector. Member – CPA Australia 	Responsible for tracking and reporting project budgets

8.2. Project time frame

The chart below lists the major milestones for the delivery of the Tocumwal Foreshore Revitalisation project. This chart is comprised only of major project milestones. There may be smaller milestones which are not included on this chart but will be included in the agreement with the appointed contractor.

If there are any scheduling delays which may impact a milestone or delivery date, the Project Manager must be notified immediately so proactive measures may be taken to mitigate slips in dates. Any approved changes to these milestones or dates will be communicated to the project team by the Project Manager.

These dates are based on entering into a funding agreement with the Federal Government in August 2017. A delay in finalizing the funding agreement will necessarily delay the entire

project. The project will not commence until all funding is confirmed

Milestones/Deliverables	Target Date
Splash Park and Play Space	
Works Scoped, Plans & Specification Prepared and Tenders Called	27 October 2017
Tender Awarded	20 December 2017
Final Design Approved	21 February 2018
Construction Commenced	6 March 2018
Practical Completion of Works	30 September 2018
Defect Liability Period Complete and Contract Finalised	30 September 2019
Levee Works	
Works Scoped, Plans & Specification Prepared and Tenders Called	6 August 2017
Tender Awarded	20 September 2017
Final Design Approved	18 October 2017
Construction Commenced	1 November 2017
Practical Completion of Works	30 March 2018
Defect Liability Period Complete and Contract Finalised	30 March 2019
Re-development of Foreshore building	
Works Scoped, Plans & Specification Prepared and Tenders Called	7 February 2018
Tender Awarded	18 April 2018
Final Design Approved	16 May 2018
Construction Commenced	28 May 2018
Practical Completion of Works	30 November 2018
Defect Liability Period Complete and Contract Finalised	30 November 2019
Street Scape Works	
Works Scoped, Plans & Specification Prepared and Tenders Called	6 August 2017

Tender Awarded	20 September 2017
Final Design Approved	18 October 2017
Construction Commenced	1 November 2017
Practical Completion of Works	30 November 2018
Defect Liability Period Complete and Contract Finalised	30 November 2019

8.3. Public Consultation Processes

Council is committed to effective and meaningful community engagement and communications with our community are guided by our Berrigan Shire Council Community Engagement Framework.

Communication about the redevelopment, in general, will be regular, clear, timely and accessible. The following communication channels will be used to update the community on the progress of this project:

- News updates posted to Council's website
- Posts on Council's social media channels, including
 - Facebook
 - Twitter
 - Instagram
 - YouTube
- Monthly Mayoral column in the Southern Riverina News and Cobram Courier
- Media releases
- Signage at the Council administration office, at Council libraries and on site
- Mail outs to local residents in close proximity to the site

In addition, there may be points during the project that more detailed community consultation may be required. To this end, the key stakeholders identified below will be consulted through appropriate channels to gauge their opinions and needs:

- Tocumwal Foreshore Committee of Management
- Tocumwal Chamber of Commerce and Tourism
- Residents and business owners adjacent to the site
- Potential users of the facility, including families and young people

Once the design and construct tender process is finalised for the preferred redevelopment proposal, further community consultation will be conducted. This will allow for more specific information to be disseminated, including the social, financial, economic and

environmental impacts. It is anticipated that the high level of support from the community for this project will continue through the next round of consultation

8.4. Project Integrated Risk Management Plan

An Integrated Risk Management Plan (IRMP) has been developed for the Berrigan Shire Council's Tocumwal Foreshore Redevelopment – Capital Expenditure Review (the project). It is developed in accordance with AS/NZS ISO 31000:2009 Risk management – Principles and guidelines, Berrigan Shire Council's Risk Management Policy and Framework, and within the guidelines and procedures of Council's Integrated Management System.

The IRMP assesses the project in broad terms and from a project concept perspective, and not from a construction perspective. A separate plan will be developed to identify hazards and risk control measures for each stage of the design and construct project, and will form part of the Project Management Plan.

The IRMP uses an integrated approach incorporating the elements of Quality, Health and Safety, Social, Environmental Management, and Positive Outcomes, and outlines how risks will be identified, assessed, treated and managed in accordance with the proposed concepts outlined in the Tocumwal Foreshore Master Plan. Identified risks will be included in the Risk Register with strategies, actions, timeframes and responsibilities outlined in the Risk Strategic Action Plan.

At all stages, where reasonably practicable, Council will attempt to promote a positive risk and eliminate an adverse risk. Where elimination is not possible, controls will be implemented that will minimise the risk to as low as reasonably practicable.

Risk evaluation is critical in determining which risks will be treated and the priority assigned to an activity. It may not be cost-effective or practical to implement all possible risk treatments, therefore it is necessary to choose, prioritise and implement the most appropriate combination of risk treatments.

Results of risk analysis will be included in the Risk and discussed with stakeholders. The Risk Register is a dynamic document and will undergo regular review and assessment through various consultation mechanisms.

The Risk Register, Risk Strategy and Risk Strategic Action Plan are attached as **Appendix E**

8.5. Procurement

The Council has an integrated suite of procurement policies and procedures that it will follow in the delivery of this project. These are designed to ensure the Council meets all its legislative and regulatory requirements and achieves "best value" for the Council and the

broader community.

Council's Procurement and Disposal Policy defines "best value" as

Best value represents the best return and performance for the money spent on procurement of goods and services. Best value is not simply the best price.

In determining what best value is, Council officers must consider:

- *price*
- *"whole of life" and other ongoing costs*
- *fitness for purpose*
- *suitability*
- *availability and timeliness*
- *prior performance*
- *statutory compliance and work health and safety*

8.5.1. Procurement model

The funding guidelines for the Building Better Regions Fund (BBRF) do not allow the Council to use its own day labour to deliver the project. In addition, components of the project require specialist skills not available to the Council. As such, the Council has chosen to use external contractors to deliver the works.

Based on the skills needed to deliver the various components of the project, the Council proposes to break the project into four (4) main contracts

- Roadworks, parking, paving and paths
- Splash park and associated pump and filtration equipment
- Splash park amenities, change room and pump room
- Riverside building reconfiguration and addition of second story

Each of these separate components will be procured via a tender process as per NSW government legislation and the Council's Procurement and Disposal Policy and Framework.

8.5.2. Design and Construct method

The Council proposes to seek tenders for the various components of the overall project via "design and construct" tender method.

The design and construct tender process works by the following process:

1. Tender documentation is prepared – with a brief description of the site and the project requirements;
2. Tenderers submit a preliminary project design and specification around the project

- brief, and a predicted price to design and construct;
3. A preferred tenderer is appointed by the Council;
 4. A panel negotiates with the preferred tenderer to finalise design and costs.
 5. Tender is awarded or a new preferred tenderer is appointed.
 6. The Council supervises the tenderer to construct the project as agreed

The Council has a strong track record of success with running “design and construct” tenders for infrastructure projects.

This record is evidenced by:

- Water reservoirs at Tocumwal and Finley \$1.6m
- Tocumwal Library \$200,000
- Tocumwal Swimming Pool \$300,000
- Barooga Library \$500,000
- Berrigan Sportsground facilities \$700,000
- Barooga Recreation Reserve facilities \$1.0m
- Berrigan Shire Council Administration Office \$1.2m
- Finley Saleyards \$1m
- Finley library (hybrid) \$500,000
- Finley Recreation Reserve - \$1.6m

All of these projects have been successful without any failure or significant cost overrun. In many cases, the design and construct process identified savings not considered in the Council’s original concept.

The Council has had consistent success with this type of tender because:

- It encourages project innovation;
- It allows the tenderer to highlight options and their costs;
- The tenderer is building “its” project i.e. not someone else’s

8.5.3. Tender Process

In line with the Council’s Tender Policy, the tender will be conducted through an electronic, online tender system. The E-Tendering system will operate within an appropriate policy and security management framework that incorporates threat and risk assessment, regular review and audit.

In addition to electronic tender submissions, the Council may, at the discretion of the General Manager, choose to allow submission of tenders in hard copy form at the Tender Box, located at the Council Administration Office.

Tenders will be assessed under formal evaluation criteria and weightings. These criteria and

weightings will be included in the tender documentation.

There are two levels of evaluation criteria. The first level of evaluation criteria is the "Standard Evaluation Criteria" which is common to all tender specifications and is limited to a total of five criteria

- Price
- Compliance with specification
- Track record
- Work Health and Safety System
- Availability of existing skills and resources

The second level of criteria, the "Special Criteria" is specific to certain goods, services or projects. Special Criteria will be included in the tender documents where appropriate, with a maximum of only three special criteria applied to any tender

Following the evaluation, due diligence checks will be conducted on the preferred tenderer. These checks will include:

- Company search on the ASIC database
- Credit check

Where the due diligence checks reveal adverse results, the preferred tenderer will be contacted and given an opportunity to clarify the results and provide further supporting information.

On conclusion of each tender assessment, the Chairperson of the evaluation panel shall be responsible for the preparation of a confidential Tender Report to formally record the outcome of the tender evaluation process.

The recommendation made in the Tender Report shall be presented to Council for consideration.

8.5.4. Contract Management

The Project Manager will be responsible for the management of the contracts including the authorisation of all progress payments.

The Project Manager will also measure performance as it relates to the contractors providing meeting necessary timeframes and quality standards and communicate this to the relevant Council staff.

8.6. **Communications Management Plan**

This Communications Management Plan sets the communications framework for this

project. It will serve as a guide for communications throughout the life of the project and will be updated as communication requirements change. This plan identifies and defines the roles of Council staff on the project team as they pertain to communications.

It also includes a communications matrix which maps the communication requirements of this project, and communication conduct for meetings and other forms of communication. A project team directory is also included to provide contact information for all stakeholders directly involved in the project.

The Project Manager will take the lead role in ensuring effective communications on this project. The communications requirements are documented in the communications matrix below. The communications matrix will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it, and to whom to communicate.

Communication Type	Description	Frequency	Format	Participants/Distribution	Deliverables	Owner
Weekly Status Report	Email summary of project status	Weekly	Email	<ul style="list-style-type: none"> • Project Manager • Team • Stakeholders 	Status Report	Project Manager
Project Monthly Review	Review project status with project team	Monthly	In person	<ul style="list-style-type: none"> • Project Manager • Team • Stakeholders 	Project Progress Report	Project Manager
Site Meeting	Meeting to discuss technical design or requirements with contractor	As needed	In person	<ul style="list-style-type: none"> • Project Manager • Team • Stakeholders • Contractors 	Record of meeting and agreed actions	Project Manager

MEETINGS:

The Project Manager will distribute a meeting agenda at least 2 days prior to any scheduled meeting and all participants are expected to review the agenda prior to the meeting. The Project Manager or his delegate will record the outcomes of the meeting and meeting minutes will be distributed no later than 24 hours after each meeting is completed.

EMAIL:

Email should be distributed to the correct project participants in accordance with the communication matrix above based on its content. All attachments should be in one of the organization's standard software suite programs. If the email is to bring an issue forward then it should discuss what the issue is, provide a brief background on the issue, and provide a recommendation to correct the issue. The Project Manager should be included on all

emails pertaining to this project.

IMFORMAL COMMUNICATIONS:

While informal communication is a part of every project and is necessary for successful project completion, any issues, concerns, or updates that arise from informal discussion between team members must be communicated to the Project Manager so the appropriate action may be taken

8.7. Cost Management Plan

As well as the inclusion of a contingency amount, the Council also has established procedures in its design and construct tender and contract administration procedures to manage potential cost overruns including:

- Inclusion of benchmark figures in the tender documentation – i.e. “what can the tenderer deliver within the benchmark price and project constraints
- Negotiation with successful tenderers regarding the price and scope of works
- Limited allowance for contract variations given the tenderer is delivering on their own design.

The Project Manager will be responsible for managing the project’s cost throughout the duration of the project. The Project Manager will be provided with the project’s cost by the Financial Controller before the monthly project status meeting to enable it to be tabled at that meeting

The Project Manager is responsible for accounting for cost deviations and presenting the Council, via the General Manager, with options for getting the project back on budget. All budget authority and decisions, to include budget changes, reside with the Council.

For this project, control accounts will be created through Practical Plus, the Council business management software. The Financial Controller will ensure that all purchase orders costed against any of the accounts allocated to the project are authorised in advance by the Project Manager.

The major cost items of the project are the design and construct contracts. The Project Manager is to ensure that prior to contracts being signed and any work undertaken, all costs involved with the project are identified and included in the contract sum. Variations to the project are to be avoided unless absolutely necessary to allow the project to proceed.

The Project Manager will provide a financial report to the Council no less than three-monthly and on project completion, over and above the Council’s generic Quarterly Budget Review (QBR) obligations.

8.8. Reporting

In accordance with the Capital Expenditure Guidelines, Council will put mechanisms in place to report on the project.

Reporting mechanisms will include:

- Quarterly reporting to the Council on the construction progress, financial aspects of the project, project risks and other project KPIs
- Reporting on the project in the Council's Annual Report
- Reporting to other financial contributors to the project, such as funding bodies and community organisations – e.g. grant acquittals etc.

Council shall oversee the ongoing management of the redevelopment of the Tocumwal Foreshore, through regular updates to Council meetings that include both status reports and requests for decisions where appropriate. Council may also request ad hoc reports. Staff at key points in the implementation process will provide reports as required.

9. Appendices

APPENDIX A: EXTRACT – TOCUMWAL FORESHORE MASTERPLAN

APPENDIX B: ECONOMIC BENEFITS ANALYSIS – ESSENTIAL ECONOMICS

APPENDIX C: STAGING AND COSTING – TOCUMWAL FORESHORE MASTERPLAN

APPENDIX D: FINANCIAL IMPACT – TABLES 1 AND 2

APPENDIX E: PROJECT RISK REGISTER, STRATEGY AND ACTION PLAN



Appendix "C"

Please note: Staging is subject to available funding and resources. Suggested priorities outlined on this plan may change.

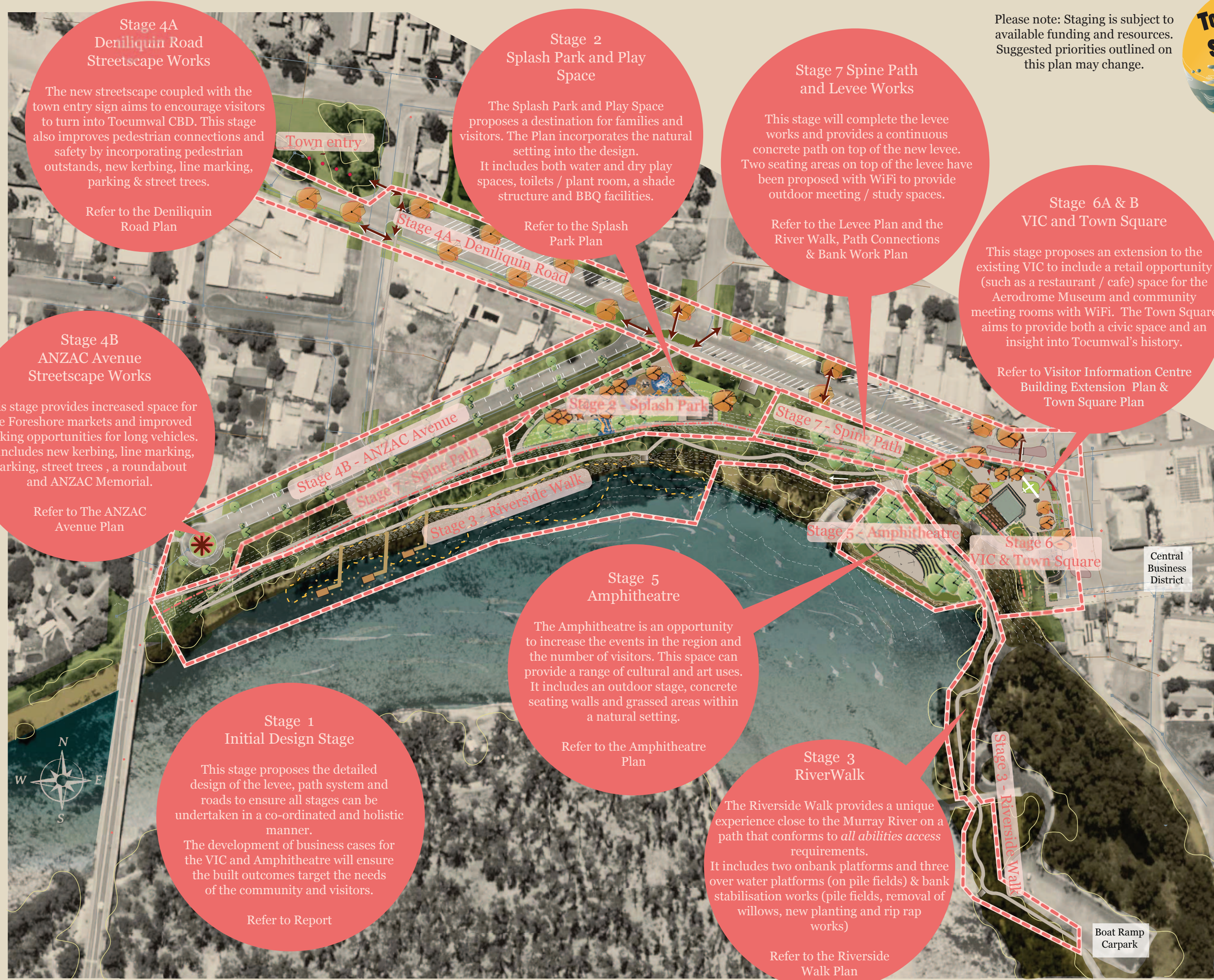
TOCUMWAL FORESHORE
Master Plan
1592
Master Plan
Scale: 1: 2,000 @ A3
Revision:

LMLA

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- Legend**
- Existing contours
 - Existing vegetation to be protected & retained
 - Existing Willows on river bank
 - Proposed Splash Park water toys
 - Existing playground equipment to be reused
 - Proposed new ANZAC Memorial
 - Proposed concrete core levee
 - Proposed crossing point
 - Proposed new kerb and line marking
 - Proposed Foreshore path
 - Proposed Viewing Platform
 - Proposed Viewing Platform on pile field
 - Proposed Shelter
 - Proposed interpretative signage
 - Proposed paved surface
 - Proposed new lawn surface
 - Proposed tree
 - Proposed street /feature tree
 - Proposed staging

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Drawings not to be scaled.



Stage 4A
Deniliquin Road
Streetscape Works

The new streetscape coupled with the town entry sign aims to encourage visitors to turn into Tocumwal CBD. This stage also improves pedestrian connections and safety by incorporating pedestrian outstands, new kerbing, line marking, parking & street trees.

Refer to the Deniliquin Road Plan

Stage 2
Splash Park and Play Space

The Splash Park and Play Space proposes a destination for families and visitors. The Plan incorporates the natural setting into the design. It includes both water and dry play spaces, toilets / plant room, a shade structure and BBQ facilities.

Refer to the Splash Park Plan

Stage 7 Spine Path
and Levee Works

This stage will complete the levee works and provides a continuous concrete path on top of the new levee. Two seating areas on top of the levee have been proposed with WiFi to provide outdoor meeting / study spaces.

Refer to the Levee Plan and the River Walk, Path Connections & Bank Work Plan

Stage 6A & B
VIC and Town Square

This stage proposes an extension to the existing VIC to include a retail opportunity (such as a restaurant / cafe) space for the Aerodrome Museum and community meeting rooms with WiFi. The Town Square aims to provide both a civic space and an insight into Tocumwal's history.

Refer to Visitor Information Centre Building Extension Plan & Town Square Plan

Stage 4B
ANZAC Avenue
Streetscape Works

This stage provides increased space for the Foreshore markets and improved parking opportunities for long vehicles. It includes new kerbing, line marking, parking, street trees, a roundabout and ANZAC Memorial.

Refer to The ANZAC Avenue Plan

Stage 5
Amphitheatre

The Amphitheatre is an opportunity to increase the events in the region and the number of visitors. This space can provide a range of cultural and art uses. It includes an outdoor stage, concrete seating walls and grassed areas within a natural setting.

Refer to the Amphitheatre Plan

Stage 3
RiverWalk

The Riverside Walk provides a unique experience close to the Murray River on a path that conforms to *all abilities access* requirements. It includes two onbank platforms and three over water platforms (on pile fields) & bank stabilisation works (pile fields, removal of willows, new planting and rip rap works)

Refer to the Riverside Walk Plan

Stage 1
Initial Design Stage

This stage proposes the detailed design of the levee, path system and roads to ensure all stages can be undertaken in a co-ordinated and holistic manner.

The development of business cases for the VIC and Amphitheatre will ensure the built outcomes target the needs of the community and visitors.

Refer to Report





ESSENTIAL ECONOMICS

Tocumwal Foreshore Re-development

Economic Benefits Analysis

Prepared for

Berrigan Shire Council

by

Essential Economics Pty Ltd

February 2017

Authorship

Report stage	Author	Date	Review	Date
Draft report	Chris McNeill	24 February 2017	John Henshall	24 February 2017
Final report			John Henshall	27 February 2017

Disclaimer

Every effort has been made to ensure the accuracy of the material and the integrity of the analysis presented in this report. However, Essential Economics Pty Ltd accepts no liability for any actions taken on the basis of report contents.

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INTRODUCTION

Background

Tocumwal is located on the north shore of the Murray River, about 275 kilometres north of Melbourne and 80 kilometres north of the region's principal urban centre, Shepparton. The town is one of four urban centres in the Shire of Berrigan, along with Berrigan, Finley and Barooga.

Berrigan Shire Council has developed the Tocumwal Foreshore Master Plan (2016) with a view to increasing visitation and, in the longer-term, attracting new residents to the town. The Master Plan identifies a number of projects aimed at providing improved connections between the town and the Murray River, creating high-quality, small public places, and providing opportunities for active and passive recreation based around water based activities.

Four specific projects have been identified as part of Berrigan Shire's application to the Commonwealth Government's Building Better Regions Fund. To support the application, Council requires an independent analysis of the potential economic benefits associated with the projects. This fee proposal responds to the economic analysis brief.

Objective

To prepare an economic benefit analysis for Council as part of an application for foreshore works under the Commonwealth Government's Building Better Regions Fund.

This Report

This report contains the following chapters:

- 1 Project Background
- 2 Business Case
- 3 Assessment against Building Better Regions Fund Criteria
- 4 Benefit Cost Analysis

EXECUTIVE SUMMARY

1 The Tocumwal Foreshore Revitalisation Projects

Berrigan Shire Council is seeking matched funding of \$1.63 million under the Building Better Regions Fund to facilitate four projects in and around Tocumwal's Foreshore precinct. The projects are costed at \$3.26 million in total.

The four projects are:

- An all-abilities riverside walk
- A splash park and play space
- Streetscape works based around Deniliquin Road and ANZAC Avenue
- Construction of Riverview Café and creation of a town square.

The proposed Foreshore projects will improve access to the Murray River for residents and tourists, provide greater activation of the area, and result in improvements to public amenity adjacent to the town centre.

This report provides an analysis of the economic benefits associated with the proposed projects and supports Council's application for funding through the Building Better Regions Fund.

2 Increased Economic Activity and Employment

The proposed Foreshore projects in Tocumwal will result in a significant increase in economic activity and employment at both a local and wider level. These are likely to include:

- Increased economic activity during the construction period of the proposed projects including:
 - the addition of almost \$5.8 million in direct and indirect output to the Berrigan Shire economy;
 - the addition of \$8.4 million to the local and wider Australian economy;
 - the creation of an additional 6 direct and 14 indirect jobs in the local Berrigan Shire economy and 3 jobs in the broader Australian economy; and
 - the addition of almost \$3.2 million to the broader Australian economy in value added activity.

- Increased economic activity and employment as a result of an increase in retail spending, including:
 - the direct addition of \$1.1 million annual output in the Retail Trade sector of the Berrigan Shire economy and a further \$0.49 million annually in indirect output;
 - the addition of almost \$2.6 million per annum to the local and wider Australian economy;
 - the creation of an additional 9 direct and 3 indirect jobs to the local Berrigan Shire economy and 4 jobs in the broader Australian economy; and
 - the addition of \$1.4 million to the broader Australian economy in value-added activity.
- Increased revenues in the local accommodation sector.
- An increased return from the popular Tocumwal markets.

3 Cost-Benefit Analysis

A cost benefit analysis based on a 25-year lifecycle indicates the proposed Foreshore projects provide significant positive benefits for the local community. The main findings of the benefit-cost analysis are as follows:

- Based on a discount rate of 4%, the Benefit Cost Analysis for the proposed Foreshore projects indicates a net present value of \$26.8 million and a benefit-cost ratio of 10.52.
- Based on a discount rate of 7%, the Benefit Cost Analysis for the proposed Foreshore projects indicates a net present value of \$20.8 million and a benefit-cost ratio of 8.35.

4 Assessment against BBRF Assessment Criteria

The proposed Foreshore projects provide a strong response in terms of the economic and social benefits criteria set out in the Building Better Regions Fund application.

In summary, the projects will revitalise and connect Tocumwal's greatest natural asset, the Murray River, with the Town Centre and thereby engender a greater sense of pride within the local community. Increased local economic activity, particular in the retail sector, will be expected to result in new businesses and town centre investment. Importantly, the proposed projects will make the Murray River Foreshore area a focal point of the community and enhance both passive and active recreational opportunities. All-abilities access to the Foreshore area will provide opportunities for people who may otherwise be prevented from enjoying the precinct. The proposed projects provide for improved amenity, walkability and connectivity and, ultimately, improved liveability.

1 TOCUMWAL – CONTEXT

This Chapter provides background to Tocumwal in terms of the town's population and socio-economic profile. Location of the town is shown on Figure 1.1.

1.1 Population

Tocumwal has a resident population totalling 2,640 persons in 2016, according to estimates prepared for the Shire by id Consulting. By 2036, the town is forecast to have a resident population of 3,410 persons, representing a growth rate of approximately 1.3% pa over the period.

For the Shire as a whole, the id Consulting data shows a resident population of 8,500 persons in 2016, increasing to 9,970 persons by 2036 and representing an average growth rate of 0.8% pa over the period.

1.2 Socio-Economic Profile

Tocumwal's social and economic characteristics are best explained in the context of the Tocumwal Profile Area as measured by id Consulting, which provides the Shire Council with statistical profiling derived from Australian Bureau of Statistics (ABS) data. The Tocumwal Profile Area encompasses the Tocumwal township (or urban area) and a rural area north of the Murray River within a radius of between 8km and 15km, as shown in Figure 2. The Tocumwal Profile Area is consistent with the geographic classification area defined by the Australian Bureau of Statistics as the 'Tocumwal State Suburb'.

In terms of its socio-economic profile, Tocumwal is similar to many small rural townships. Based on 2011 census data, key features include the following:

Age Group

- The proportion of the population aged 14 years and under (14.6%) was lower than of Regional New South Wales (19.3%)
- The proportion of the population aged 65 years or over (31.5%) is significantly higher than of Regional New South Wales (18.1%) This pattern is typical of many regional towns and supports Tocumwal's reputation as a lifestyle community that attracts retirees.

Overseas-Born

- The proportion of the population born overseas (8.9%) was lower than that of Regional New South Wales (10.8%) and significantly lower than that of New South Wales as a whole (25.7%). Like most regional areas, Tocumwal is relatively less multicultural than the major cities.

Household Structure

- In terms of household structure, the three most prevalent household types were Couples without Children (37.6%), Lone Person Households (29.1%), and Couples with Children (18.5%). The corresponding figures for Regional NSW were Couples without Children (27.7%), Couples with Children (26.7%), and Lone Person households (25.6%). Tocumwal's household structure reflects the prominence of older persons and reinforces the town's reputation for lifestyle and retirement.

Education

- The proportion of the population aged 15 years and older with a Bachelor Degree or higher (6.6%) was lower than that of Regional New South Wales (12.4%) and significantly lower than that of NSW as a whole (19.9%)

Labour Force

- The labour force participation rate (45.2%) was lower than that of Regional NSW (56.4%) and NSW as a whole (59.7%) The labour force participation rate also provides weight to the perception of Tocumwal (along with other Murray River townships) as places that attract lifestyle seekers, including early retirees

Industry Sectors

- The three industries with the highest proportion of employed persons were Agriculture, Forestry and Fishing (13.9%), Accommodation and Food Services (11.4%) and Health Care and Social Assistance (11.2%). For Regional New South Wales the corresponding industries were Retail Trade (11.4%), Health Care and Social Assistance (13.0%) and Construction (7.9%). The prominence of Agriculture is unsurprising given the rural basis of the municipality. Similarly, Accommodation and Food Services reinforces the importance of tourism and visitation to the Murray River township. The absence of Retail Trade as a major industry in Tocumwal reflects the proximity of Tocumwal to Cobram (21km by road) which is a larger urban centre with a considerably larger range of convenience and comparative shopping options compared with Tocumwal.

SEIFA Index

- Measured by reference to SEIFA Index of Disadvantage (which measures the relative level of socio-economic disadvantage based on a range of census characteristics), Tocumwal was ranked equivalent to that of the Shire overall but in the 26th percentile, meaning it is more disadvantaged than 74% of other areas in Australia. Tocumwal's SEIFA Index ranking is typical of many small regional towns. A high level of retirees is likely to impact on socio-economic characteristics, particularly in regard to employment and income measures. Retail and Commercial Environment

1.3 Regional Context

Tocumwal's town centre experiences strong competition from the centre's proximity to Cobram, a town is located a distance of 21km away on the Victorian side of the Murray River and 'over the bridge' from Barooga. The urban population of Cobram-Barooga is approximately 8,000 persons and the centre serves a significantly larger retail and commercial catchment compared with that of Tocumwal.

Tocumwal's town centre is focused on Deniliquin Street, with shops and commercial premises located on both sides of the street. Extending further to the west, Deniliquin Road has a number of shops and, more particularly, food and beverage business, which are located on the north side of the thoroughfare. The Foreshore area is located on the south side of Deniliquin Road.

The town centre, which has a strong heritage streetscape, includes several hotels, restaurants and cafes, IGA and Foodworks supermarkets, pharmacy, a range of other specialty shops and services, and the post office and library.

Tocumwal's location in the surrounding district is shown in Figure 1.1.

Figure 1.1: Tocumwal Location



Source: Essential Economics with MapInfo and StreetPro

2 PROJECT BACKGROUND

This Chapter provides an overview of the Tocumwal Foreshore Master Plan 2016, the four projects proposed for development under the Plan, and an outline of the Building Better Regions Fund.

2.1 Tocumwal Foreshore Master Plan 2016

The Tocumwal Foreshore Master Plan (TFMP) was commissioned by Berrigan Shire Council (Council) in response to a series of projects proposed by a range of local and community stakeholders, all aimed at enhancing the amenity and facilities of the Murray River foreshore area. The TFMP ensures that proposed projects are properly considered and planned, and holistically integrated to ensure the best outcome for Tocumwal.

The TFMP provides a plan for the development of the Foreshore over a 10-15 year period with priorities, broad costs and proposed staging. The Master Plan sets out a series of key concepts and guidelines that aim to build the Foreshore as a key local asset that:

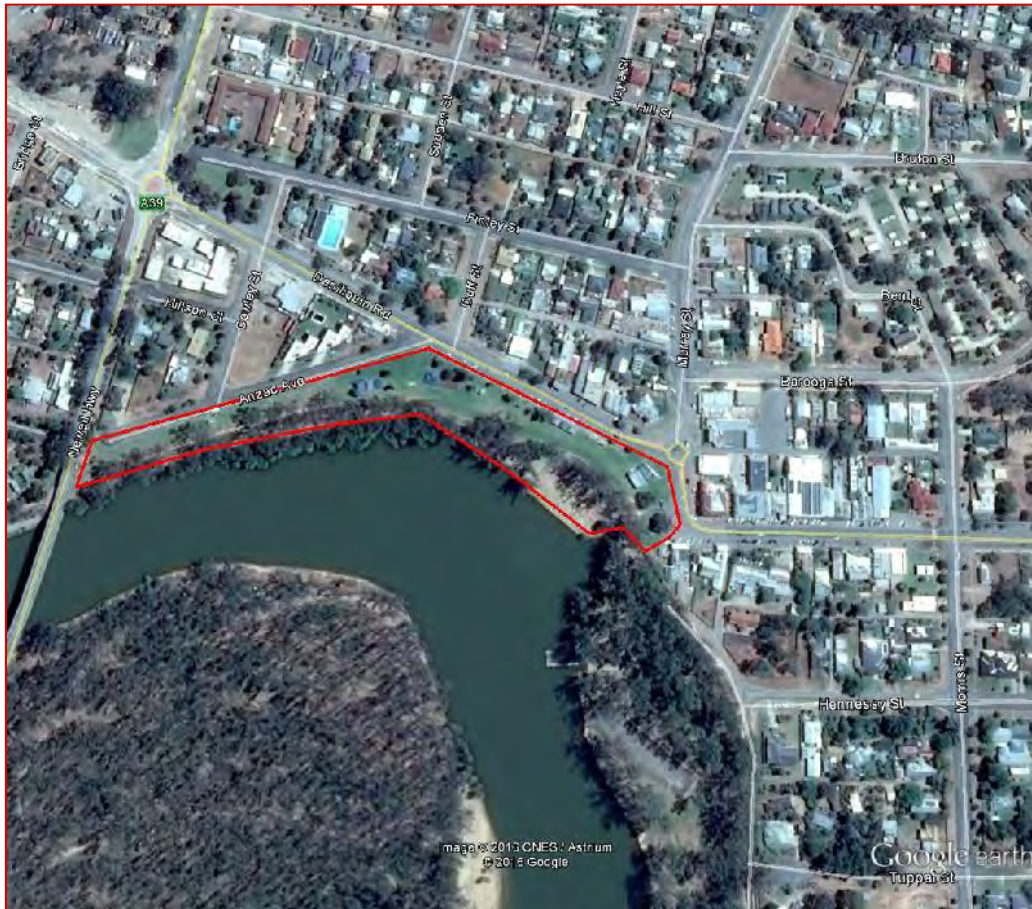
- Supports the local Tocumwal community.
- Attracts new residents, particularly families, to Tocumwal.
- Provides a new high-quality park and recreational area people of all ages and of all abilities
- Attracts visitors to Tocumwal, including Geo-Tourism
- Provides a better sense of connectivity between the town centre and the Foreshore area.
- Enhancing the interface between the township and the Murray River.

The TFMP, which was developed through extensive community consultation, proposes seven projects which include the following:

- A Splash Park and Play Space
- The creation of a Riverside Walk
- Streetscape works based around Deniliquin Road and ANZAC Avenue
- The creation of an amphitheatre
- Construction of a Riverview Café and creation of a town square
- Levee works and a spine path through the Foreshore precinct.

The foreshore area is shown in Figure 2.1.

Figure 2.1: Tocumwal Foreshore Area



Source: Google Earth (modified by Essential Economics)

2.2 Project Business Case: Redevelopment Tocumwal Foreshore

The development of a business case has further refined and prioritised the specific projects for which Council seeks funding. As a result, the following projects are considered integral to the overall development of the Foreshore precinct.

- Spine path: required to provide better connectivity along the Foreshore area and all-abilities access to the Murray River. Indicative Cost: \$62,500.
- Splash Park and Play Space: re-activation of the reserve and river precinct to drive the visitor economy. The project includes both water play and dry play spaces, toilets/ plant room, a shade structure and BBQ facilities. Indicative Cost: \$1,227,625.
- Construction of the Riverview Café and creation of a town square. The town square will provide a meeting place and interpretation on Tocumwal. Indicative Cost: \$876,250.

- **Streetscape Works:** required to accommodate the Splash Park and Play Space and associated car parking. The works include retention of the existing use of the site of for the Tocumwal Foreshore Market. Indicative Cost: \$1,087,500.

The total cost for the four projects associated with the funding application is \$3,253,875. Figure 2.1 on the following page shows the approximate location of the Foreshore area which is the focus of the proposed projects.

2.3 Building Better Regions Fund Grant Application

The \$297.7 million Building Better Regions Fund (BBRF) supports the Australian Government's commitment to create jobs, drive economic growth and build stronger regional communities into the future. The program will run over four years from 2016-17 to 2019-20.

The program has been designed to achieve the following outcomes in regional and remote communities:

- create jobs
- have a positive impact on economic activity, including Indigenous economic participation through employment and supplier-use outcomes
- enhance community facilities enhance leadership capacity
- encourage community cohesion and sense of identity.

The program will fund projects in regional Australia outside the major capital cities of Sydney, Melbourne, Brisbane, Perth, Adelaide, and Canberra.

Two streams of funding are available under the program:

- **The Infrastructure Projects Stream**, which will support projects which involve the construction of new infrastructure, or the upgrade or extension of existing infrastructure that provides economic and social benefits to regional and remote areas
- **The Community Investments Stream**, which will fund community-building activities including, but not limited to, new or expanded local events, strategic regional plans, and leadership and capability-building activities. These projects will deliver economic and social benefits to regional and remote communities.

The minimum grant amount is \$20,000 and the maximum grant amount is \$10 million, with funded projects required to commence within 12 weeks and be completed by 31 December 2019. A 50/50 funding arrangement with the proponent is required for projects located in regional areas.

The projects are regarded as 'shovel ready', and Berrigan Shire Council is seeking a 50/50 funding arrangement (\$1,626,938) from the BBRF under the Infrastructure Projects Stream to be matched through Council financial contributions.

Council contributions are based on a mix of reserve funding, contributions from local stakeholders, working capital, and a loan of \$500,000 (over 10 years and assumed to be 3.10%)

2.4 Summary

Berrigan Shire Council is seeking matched funding of approximately \$1.6 million under the Building Better Regions Fund to facilitate several improvements to Tocumwal's Foreshore area which is costed at \$3.26 million.

The proposed Foreshore projects will improve access to the Murray River for residents and tourists, provide greater activation of the area, and result in improvements to public amenity adjacent to the town centre.

3 POTENTIAL ECONOMIC AND SOCIAL BENEFITS

This Chapter identifies the potential economic and social benefits anticipated to flow from the proposed projects. These benefits include construction investment, local employment impacts, and increased levels of retail expenditure. Impacts on the visitor sector are also highlighted.
Economic Benefits

3.1 Construction Activity and Employment

The project will generate both employment and economic activity as a result of the construction activities associated with the projects.

Based on the assumption that around 85% of the total project cost requires construction activities of some kind, amounting to an estimated \$2.8 million, the overall project has the potential to generate an increase in -

- economic output,
- local employment, and
- value added activity.

The calculation of these impacts is derived from the *id Economic Impact Model* which Council applies in assessing economic impacts.

Impact on Economic Output

The direct addition of \$2.8 million annual output in the Building Construction sector of Berrigan Shire economy would lead to an increase in indirect demand for intermediate goods and services across related industry sectors.

The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of \$5.79 million in Berrigan Shire economy, according to the model.

The combined effect of economic multipliers in Berrigan Shire and the wider Australian economy is estimated to be \$8.41 million.

Impact on Local Employment

The direct addition of \$2.8 million annual output in the Building Construction sector of Berrigan Shire economy is estimated to lead to a corresponding direct addition of 6 jobs in the local Building Construction sector. From this direct expansion in the economy, flow-on effects into other related intermediate industries would lead to an estimated additional 11 jobs.

This addition of jobs in the local economy would lead to a corresponding increase in wages and salaries, a proportion of which would be spent on local goods and services, creating a further 2 jobs through consumption impacts.

The combination of all direct, industrial and consumption effects would result in a total estimated increase of 20 jobs located in Berrigan Shire.

Employment impacts would not be limited to the local economy, as industrial and consumption effects would flow outside the region to the wider Australian economy; this flow-on effect would be creating an estimated further 10 jobs, nationally.

The combined effect of economic multipliers in Berrigan Shire and the wider Australian economy is estimated to be an addition of 30 jobs.

Impact on Value Added Activity

The direct addition of \$2.8 million annual output in the Building Construction sector of Berrigan Shire economy would lead to a corresponding direct increase in Value-added of \$0.66m. In addition, a further \$1.05m in Value-added would be generated from related intermediate industries.

An additional contribution to Berrigan Shire economy would occur through consumption effects as correspondingly more wages and salaries are spent in the local economy. This would result in a further increase in Value-added estimated at \$0.17m.

The combination of all direct, industrial and consumption effects would result in an estimated addition in Value-added of \$1.88m in Berrigan Shire economy.

These impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy, and this is estimated at \$1.29m in Value-added. The combined effect of economic multipliers in Berrigan Shire and the wider Australian economy is therefore estimated to contribute an additional \$3.17m to Australia's Value-added.

It is assumed these impacts arising from construction activities associated with the projects are 'one off' impacts and limited to the year of construction.

Increase in Retail Spending

Essential Economics has undertaken a number of case studies (previous projects) relating to the economic impacts arising from town centre streetscape and amenity improvements. Evidence from the selected case studies and research projects indicate that existing traders typically experience an improvement of between +5% and +10% in retail turnover as a result of streetscape and amenity improvements.

In addition to an increase in direct retail turnover, the research also highlights that streetscape and amenity improvements can play an important catalyst role in attracting new investment into an area.

The benefits from new investment have numerous flow-on benefits in the form of an improved retail offer, a wider range of available retail and commercial services, and growth in the resident population. This growth in resident population, in turn, supports existing and new businesses.

Implementing the proposed projects would deliver significant benefits to Tocumwal's town centre and its businesses, and to who use the centre including residents and visitors. These benefits are likely to include the following:

- Improved retail offer with a broader diversity of retailing, cafes, restaurants and other facilities
- Increased visitation to the town centre by residents and tourists
- Increased spending by visitors and tourists
- Improved trading turnover
- Reduced shop vacancies
- Increased property values and rental returns for owners
- New investment in retail facilities.

Quantification of economic impacts on Tocumwal's town centre has been calculated based on a number of assumptions.

- Available resident spending in Tocumwal has been increased over a twenty period to account for population growth at 1.28% pa and a real increase in retail spending of 1.3% pa.
- Current retail spending in Tocumwal is estimated at \$14.7 million. This is based on an estimate that 40% of total available retail spending by residents takes place in in Tocumwal. The balance in resident spending (60%) is assumed to occur outside Tocumwal in places such as Cobram and Shepparton. A further 15% of retail spending in the town centre is assumed to be accounted for visitors from outside the Tocumwal catchment.
- As noted, traders typically experience a retail uplift of between +5% and + 10% as a result of streetscape and public amenity improvements. Depending on the nature and location of the improvements, it is common to discount the uplift effect on a town centre to that part of the town centre expected to experience a direct improvement in retail performance. In this case, the streetscape and public amenity improvements are assumed to impact on 50% of the town centre.
- Using this method, and assuming the projects are completed in 2018 with benefits accruing in 2019, the cumulative benefits of the Foreshore projects is estimated to be \$25.3 million in increased retail spending in Tocumwal over a 25-year period, as shown in Table 3.1.

Table 3.1: Economic Benefits (Increased Retail Turnover) from Proposed Foreshore Projects, 2018 to 2042 (in 2016 constant prices)

	2016	2018	2019	2030	2042	Cumulative Total
	\$m	\$m	\$m	\$m	\$m	\$m
Available Retail Spending in Tocumwal per year	31.9	34.6	36.0	56.3	91.5	1467.4
Estimated Tocumwal Share (40%)	12.8	13.8	14.4	22.5	36.6	587.0
Visitor spending (15%)	1.9	2.4	2.2	4.0	6.5	103.6
Total Tocumwal Spending in Town Centre (no Foreshore Revitalisation Projects)	15.0	16.3	17.0	26.5	43.1	690.6
Discount to assume 50% of town centre impacted			8.5	13.2	21.5	337.1
<u>Net economic benefit</u>						
Scenario 1 (5.0%)			0.4	0.7	1.1	16.9
Scenario 2 (7.5%)			0.6	1.0	1.6	25.3
Scenario 3 (10.0%)			0.8	1.3	2.2	33.7
<u>Total spending in Tocumwal (After Foreshore Revitalisation)</u>						
Scenario 1 (5.0%)			8.9	13.6	22.6	354.0
Scenario 2 (7.5%)			9.1	14.2	23.1	362.4
Scenario 3 (10.0%)			9.3	14.6	23.7	370.9

Source: Essential Economics, Marketinfo
Note: Figures expressed in constant 2016 dollars

As with the calculation of economic impacts from construction activities associated with the project, the flow on impacts of increased retail spending have been calculated using the *id Economic Impact Model*.

Based on the assumption that retail trade would increase by an average of \$1.1 million per annum (using Scenario 2 and based over a 25-year period from 2018), the nominated Foreshore projects have the potential to generate an increase in -

- an increase in economic output,
- an increase in local employment, and
- an increase in value added activity.

Impact on Economic Output

The direct addition of \$1.1 million annual output in the Retail Trade sector of Berrigan Shire economy would lead to an increase in indirect demand for intermediate goods and services across related industry sectors. These indirect industrial impacts are estimated to be an additional \$0.30 million in Output.

An additional contribution to Berrigan Shire economy would occur through consumption effects as correspondingly more wages and salaries are spent in the local economy. This would result in a further increase in Output estimated at \$0.19 million.

The combination of all direct, industrial and consumption effects would result in a total estimated increase in Output of \$1.59 million in Berrigan Shire economy.

These impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy to and involve \$1.0 million in Output.

The combined effect of economic multipliers in Berrigan Shire and the wider Australian economy is estimated to be \$2.59 million added to Australia's Output.

Impact on Local Employment

The direct addition of \$1.1 million annual output in the Retail Trade sector of Berrigan Shire economy is estimated to lead to a corresponding direct addition of 9 jobs in the local Retail Trade sector. From this direct expansion in the economy it is anticipated that there would be flow on effects into other related intermediate industries, creating an additional 1 job.

This addition of jobs in the local economy would lead to a corresponding increase in wages and salaries, a proportion of which would be spent on local goods and services, creating further 1 job through consumption impacts.

The combination of all direct, industrial and consumption effects would result in a total estimated increase of 12 jobs located in Berrigan Shire.

Employment impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy creating a further 4 jobs.

The combined effect of economic multipliers in Berrigan Shire and the wider Australian economy is estimated to be an addition of 16 jobs.

Impact on Value-Added Activity

The direct addition of \$1.1 million annual output in the Retail Trade sector of Berrigan Shire economy would lead to a corresponding direct increase in Value-added of \$0.68 million. A further \$0.14 million in Value-added would be generated from related intermediate industries.

An additional contribution would be made to Berrigan Shire economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. This would result in a further increase in Value-added estimated at \$0.10 million.

The combination of all direct, industrial and consumption effects would result in an estimated addition in Value-added of \$0.92 million in Berrigan Shire economy.

These impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy to the tune of \$0.49 million in Value-added.

The combined effect of economic multipliers in Berrigan Shire and the wider Australian economy is estimated to be \$1.41 million added to Australia's Value-added.

Visitor Sector Growth

Visitor data for Tocumwal can be calculated from information available from the National Visitor Survey produced by Tourism Research Australia. The latest visitor data, for the year ended September 2016, is for a sub-region described as 'Sun Country' which includes a number of municipalities and towns along the Murray River in both Victoria and NSW. 'Sun Country' is described as including Cobram, Yarrawonga and Numurkah (and the balance of the Shire of Moira), Corowa and the Corowa Region and Tocumwal, Finley and Jerilderie (which is assumed to include the balance of Berrigan Shire).

The main figures for the year ended September 2016 are set out as follows:

- 510,000 domestic overnight visitors up by 11.1% on the previous year. Domestic overnight visitors spent \$202 million in the Sun Country region, an average of \$134 per night.
- 8,300 international overnight visitors. Expenditure by international visitors is considered statistically unreliable.
- 417,000 domestic daytrip visitors down by 10.4% on the previous year. Domestic daytrip visitors spent \$57 million in the Sun Country region, an average of \$137 per visitor (which appears to be a high figure from official sources).

There is no precise way of forecasting what proportion of visitor numbers or expenditure occurs in Tocumwal or predicting the extent to which the Foreshore projects may positively impact on visitor numbers or expenditure. Moreover, data for visitor spending include accommodation, retail, transport and other expenditures, and retail is only a proportion of this total expenditure.

However, it can be reasonably assumed that visitor numbers to Tocumwal are consistent with Tocumwal's proportion of the overall population of the 'Sun Country' region. This is considered to be a reasonable assumption, as some towns in the region are likely to attract fewer visitors than Tocumwal (eg Berrigan, Finley) while others are likely to attract more (eg Yarrawonga).

Based on the assumption Sun Country represents the combined area of the shires of Berrigan, Corowa and Moira, Tocumwal represents around 5.1% of the total population of Sun Country, as shown in Table 3.2 on the following page. Assuming Tocumwal's visitor economy is consistent with its share of Sun Country's total population, it is reasonable to conclude that Domestic Overnight Visitors contributed \$10.3 million to the Tocumwal economy in the year ended September 2016 and that Domestic Daytrip Visitors contributed \$2.9 million.

For consistency, it is assumed the proposed Foreshore projects will increase the visitor economy by 7.5%.

Table 3.2: Tocumwal as a Proportion of 'Sun Country' Tourism Region

Estimated Residential Population		
Local Government Area	2015	Share
Berrigan	8,420 persons	17.3%
Corowa	11,490 persons	23.6%
Moira	28,820 persons	59.2%
Sun Country Region	48,720 persons	100.0%
Tocumwal	2,500 persons	5.1%

Source: ABS Cat. No. 3218.00 (2014/15)

The impact of increased retail spending, including that of visitors, has already been addressed. The residual question relates to the economic impact of additional activity in the accommodation market. For the purposes of this assessment it is assumed expenditure on accommodation represents 35% of the average spend by domestic overnight visitors or \$47 per person per night. This equates to \$3.6 million per annum. A 7.5% increase in spending on accommodation which equates to \$270,000 per annum.

Tocumwal Foreshore Market

The Tocumwal Foreshore Market operates at least 10 times a year on land located within the Foreshore area. The proposed projects are therefore considered to provide the potential for an increase in the performance of the market and, possibly, the number of markets held each year.

The primary benefit is likely to be provided by way of increased retail spending in Tocumwal. This has already been accounted for in the retail spending analysis.

The market presently raises around \$50,000 per annum, which is understood to be injected back into the Tocumwal community for various activities. For the purposes of the analysis it is assumed the 'profit' from operating the market will increase by 7.5% as a result of the completion of the foreshore projects, and by real growth of 2% each year thereafter.

3.2 Conclusions

The proposed Foreshore projects would be expected to result in a significant increase in economic activity and employment at both a local and wider level. These are likely to include the following:

- 1 Increased economic activity and employment as a result of construction related activities associated with completion the Foreshore project including:
 - o The addition of almost \$5.8 million in direct and indirect output to the Berrigan Shire economy;

- The addition of \$8.4 million to the local and wider Australian economy;
 - The creation of an additional 6 direct and 14 indirect jobs in the local Berrigan Shire economy and 3 jobs in the broader Australian economy;
 - The addition of almost \$3.2 million to the broader Australian economy in value added activity.
- 2 Increased economic activity and employment as a result of an increase in retail spending including:
- The direct addition of \$1.1 million annual output in the Retail Trade sector of the Berrigan Shire economy and a further \$0.49 million annually in indirect output;
 - The addition of almost \$2.6 million per annum to the local and wider Australian economy;
 - The creation of an additional 9 direct and 3 indirect jobs to the local Berrigan Shire economy and 4 jobs in the broader Australian economy;
 - The addition of \$1.4 million to the broader Australian economy in value-added activity.
- 3 Increased revenues in the local accommodation sector.
- 4 An increased return from the popular Tocumwal markets.

4 BENEFIT COST ANALYSIS

4.1 Methodology

A benefit-cost analysis has been prepared to demonstrate the net benefits of the proposed Foreshore projects in net present value terms. The calculation is based on the following assumptions:

- A 25-year lifecycle.
- The construction phase is assumed to occur in 2018 with benefits accruing from 2019.
- For the purposes of conservatism in calculating benefits, the figures relating to benefits from Construction Related Activity and Increased Retail Spending are limited to those benefits accruing to the Berrigan Shire economy. They do not include economic benefits accruing to the Australian economy beyond Berrigan Shire and do not include value-add economic benefits in the local or broader Australian economy as a result of the proposed Foreshore projects.
- Two models have been prepared with 4% and 7% discount rates used for sensitivity analysis.
- All results expressed in Net Present Value (NPV).

4.2 Net Benefits Using a 4% Discount Rate

Over 25 years total costs are estimated at \$3.25 million (NPV), while total benefits are estimated at \$34.22 million (NPV).

Benefits comprise \$5.79 million (NPV) in added local benefits (both direct and indirect) as a result of construction related activity, \$24.24 million (NPV) in added local benefits (both direct and indirect) as a result of increased retail activity, \$4.1 million (NPV) in increased accommodation takings and \$0.07 million (NPV) in increased takings from the Tocumwal market.

Lifecycle costs and benefits are shown in Table 4.1.

Table 4.1: Tocumwal Foreshore Projects – Benefits and Costs (25-Year Lifecycle and 4.0% Discount Rate)

	Net Present Value (NPV)	Total
Costs		
Capital	\$3,253,870	\$3,253,870
<i>Total Costs</i>	<i>\$3,253,870</i>	<i>\$3,253,870</i>
Benefits		
Constructed related activity	\$5,790,000	\$5,790,000
Increased retail spending	\$24,242,670	\$38,160,000
Increase in accommodation revenues	\$4,116,680	\$6,480,000
Increased takings from Tocumwal Market	\$69,840	\$114,080
Total Benefits	\$34,219,200	\$50,544,080

Sources: Berrigan Shire Council (Population forecasts and economic impact modelling tool), Marketinfo, Tourism Research Australia, Essential Economics Pty Ltd. Totals rounded

As Table 4.2 highlights, the Foreshore projects deliver a Benefit Cost Ratio (BCR) of 10.52, which indicates a return of \$10.52 for every \$1.00 invested.

Table 4.2: Tocumwal Foreshore Project – Benefit Cost Analysis (25-Year Lifecycle and 4.0% Discount Rate)

Indicator	Value
Total benefits	\$34,219,200 (NPV)
Total costs	\$3,253,870 (NPV)
Net Present Value	\$26,848,640
Benefit Cost Ratio (BCR)	10.52

Sources: Berrigan Shire Council (Population forecasts and economic impact modelling tool), Marketinfo, Tourism Research Australia, Essential Economics Pty Ltd. Totals rounded

4.3 Net Benefits Using a 7% Discount Rate

Over 25 years total costs are estimated at \$3.25 million (NPV), while total benefits are estimated at \$27.17 million (NPV).

Benefits comprise \$5.79 million (NPV) in added local benefits (both direct and indirect) as a result of construction related activity, \$18.24 million (NPV) in added local benefits (both direct and indirect) as a result of increased retail activity, \$3.1 million (NPV) in increased accommodation takings and \$0.05 million (NPV) in increased takings from the Tocumwal market.

Lifecycle costs and benefits are shown in Table 4.3.

Table 4.3: Tocumwal Foreshore Projects – Benefits and Costs (25-Year Lifecycle and 7.0% Discount Rate)

	Net Present Value (NPV)	Total
Costs		
Capital	\$3,253,870	\$3,253,870
<i>Total Costs</i>	<i>\$3,253,870</i>	<i>\$3,253,870</i>
Benefits		
Constructed related activity	\$5,790,000	\$5,790,000
Increased retail spending	\$18,236,240	\$38,160,000
Increase in accommodation revenues	\$3,096,720	\$6,480,000
Increased takings from Tocumwal Market	\$51,220	\$114,080
Total Benefits	\$27,174,180	\$50,544,080

Sources: Berrigan Shire Council (Population forecasts and economic impact modelling tool), Marketinfo, Tourism Research Australia, Essential Economics Pty Ltd. Totals rounded

As Table 4.4 highlights, the Foreshore projects deliver a Benefit Cost Ratio (BCR) of 8.35, which indicates a return of \$8.35 for every \$1.00 invested.

Table 4.4: Tocumwal Foreshore Project – Benefit Cost Analysis (25-Year Lifecycle and 7% discount rate)

Indicator	Value
Total benefits	\$27,174,180 (NPV)
Total costs	\$3,253,870 (NPV)
Net Present Value	\$20,823,585
Benefit Cost Ratio (BCR)	8.35

Sources: Berrigan Shire Council (Population forecasts and economic impact modelling tool), Marketinfo, Tourism Research Australia, Essential Economics Pty Ltd. Totals rounded

4.4 Conclusions

The main findings of the benefit-cost analysis are as follows:

- 1 Based on a discount rate of 4%, the proposed Foreshore projects Benefit Cost Analysis indicates a net present value of \$26.8 million and a benefit-cost ratio of 10.52.
- 2 Based on a discount rate of 7%, the proposed Foreshore projects Benefit Cost Analysis indicates a net present value of \$20.8 million and a benefit-cost ratio of 8.35.

5 ASSESSMENT AGAINST BBRF ASSESSMENT CRITERIA

5.1 Building Better Regions Fund Assessment Criteria

The Building Better Regions Fund (BBRF) outlines four specific criteria against which proposed projects are assessed. These are as follows:

- 1 Economic Benefits: The economic benefit the project will deliver to the region during and beyond the construction phase
- 2 Social Benefits: the social benefit the project will deliver to the region during and beyond the construction phase
- 3 Value for Money: the value for money offered by the project
- 4 Project Delivery: capacity, capability and resources to carry out the project.

This section provides responses to the first two assessment criteria. Council will provide information in regard to Criteria 3 and 4.

5.2 Merit Criterion #1 - Economic Benefit

The BBRF sets out the Economic Benefits criterion as follows:

The economic benefit your project will deliver to the region during and beyond the construction phase

Economic benefits for a region may cover increases in economic activity, improvements in productivity, wider access to markets or fairer and more equitable economic outcomes.

Examples of how your project could demonstrate these economic benefits include:

1. Increasing the number or value of jobs, new businesses or the production of goods and services in the region (this includes direct and indirect opportunities created through the project)

Response: The proposed projects are estimated to result in an additional 6 direct and 14 indirect jobs in the local Berrigan Shire economy during the construction phase. The proposed projects will result in a significant increase in retail activity with the creation of an additional 9 direct and 3 indirect jobs to the local Berrigan Shire economy.

In reality some of these jobs may emerge outside of the Shire of Berrigan but within the wider regional economy.

2. Providing opportunities for growth in existing sectors, e.g. tourism, agriculture, manufacturing

Response: The proposed projects provide for indirect employment and economic growth activities across a range of industry sectors. For example, the increase in retail spending in the Berrigan Shire economy is estimated to result in \$0.49 million in annual indirect economic activity and \$1.4 million in value-add activity in the broader Australian economy.

3. The use of local suppliers and goods

Response: The region around Tocumwal is closely settled and has a relatively advanced economy in respect of logistic, manufacturing and construction enterprises. With the exception of elements of the Splash Park, it is reasonable to expect that the majority of construction-related activities associated with the proposed projects will be undertaken by local businesses. In terms of ongoing benefits in the retail sector and accommodation, it is expected that direct and indirect benefits will be largely contained within the local economy.

4. Increasing efficiency of the transport system or service delivery

Response: Tocumwal is located on the principal road transport route between Melbourne and Brisbane (a declared National Highway) and in proximity to the Murray Valley Highway. In this regard, existing road infrastructure is relatively efficient and any increase in product as a result of the proposed projects can be efficiently moved by way of existing infrastructure.

5. Increasing Indigenous economic participation – including Indigenous employment and supplier-use outcomes

Response: the proposed projects provide opportunities for increase economic participation by the local indigenous community, particularly in regard to the enhancement and promotion of the Murray River and its environs as a critical element of the local community.

6. The degree to which the project delivers benefits beyond the construction phase.

Response: The proposed projects provide for a significant increase in retail spending including:

- The direct addition of \$1.1 million annual output in the Retail Trade sector of the Berrigan Shire economy and a further \$0.49 million annually in indirect output;
- The addition of almost \$2.6 million per annum to the local and wider Australian economy;
- The addition of \$1.4 million to the broader Australian economy in value-added activity.
- Increased revenues in the local accommodation sector.
- An increased return from the popular Tocumwal markets.

Over time, the proposed projects can also be expected to result in increased town centre investments, reduced escape spending from the Tocumwal town centre, increased visitation and increased visitor spending, business growth across a range of industry sectors.

5.3 Merit Criterion #2 - Social Benefit

The BBRF sets out the Social Benefit criterion as follows:

The social benefit your project will deliver to the region during and beyond the construction phase

Social benefits for a region may cover increases in regional amenity, improving community connections and inclusion and providing opportunities for learning and knowledge creation.

Examples of how your project could demonstrate these social benefits include:

1. Making a region a more attractive place to live

Response: the proposed projects will revitalise and connect Tocumwal's greatest natural asset, the Murray River, with the Town Centre and, in so doing, engender a greater sense of pride within the local community. In time, increased local economic activity, particular within the retail sector, will be expected to result in new businesses and town centre investment.

2. Improving community connections and social inclusion

Response: the proposed projects will make the Murray River Foreshore area a focal point of the community and enhance both passive and active recreational opportunities. The addition of all-abilities access to the Foreshore area provides opportunities for people who may otherwise be prevented from enjoying the precinct.

3. Supporting or protecting local heritage and culture

Response: the proposed projects provide an opportunity for residents and visitors to better appreciate and enjoy the Foreshore area. An increase in economic activity, particularly in retail spending, provides an opportunity for increased investment in Tocumwal's heritage streetscapes.

4. Strengthening community institutions, governance and leadership capacity

Response: The proposed projects provide an opportunity for economic growth which frequently leads to greater community involvement and active leadership. The opportunity to grow the scale and popularity of the Tocumwal Markets represents an opportunity for greater input and engagement in the local community.

5. Increasing community volunteering

Response: The proposed projects will revitalise the Foreshore area and, in turn, engender a greater level of civic pride in the local community. Pride in the local community typically leads to a greater level of community engagement and volunteerism.

6. The degree to which the project delivers benefits beyond the construction phase

Response: the proposed projects deliver significant economic and social benefits to the local community beyond the construction phase by expanding the retail and accommodation sectors and, in turn, contributing to growth in other sectors of the local economy. The proposed projects provide for improved amenity, walkability and connectivity and, ultimately, improved liveability.

7. Addresses disadvantage within the community.

Response: The proposed projects provide an opportunity for economic growth in a community which sits just above the lowest quartile of disadvantage, based on the SEIFA Index of Social Disadvantage. The proposed projects will also provide employment opportunities across a range of industry sectors. One of the proposed projects will provide all-abilities access to the Murray River Foreshore area.

Staging	Projects		Approx. Cost (all final costs to be confirmed by BSC)
Stage 1	Initial Design Stage	sub total	\$ 22,500.00
		contingency @25%	\$ 5,625.00
		Stage 1 Total	\$ 28,125.00
Stage 2	Splash Park and Play Space	sub total	\$ 982,100.00
		contingency @ 35%	\$ 343,735.00
		Stage 2 Total	\$ 1,325,835.00
Stage 3	River Walk	sub total	\$ 355,100.00
		contingency @ 35%	\$ 124,285.00
		Stage 3 Total	\$ 479,385.00
Stage 4	Streetscape Works - Deniliquin Road and ANZAC Avenue	sub total	\$ 870,000.00
		contingency @ 35%	\$ 304,500.00
		Stage 4 Total	\$ 1,174,500.00
Stage 5	Amphitheatre	sub total	\$ 137,000.00
		contingency @ 35%	\$ 47,950.00
		Stage 5 Total	\$ 184,950.00
Stage 6	Visitor Information Centre and Town Square	sub total	\$ 728,000.00
		contingency @ 35%	\$ 254,800.00
		Stage 6 Total	\$ 982,800.00
Stage 7	Levee Works	sub total	\$ 132,200.00
		contingency @ 35%	\$ 46,270.00
		Stage 7 Total	\$ 178,470.00

Action Plan - Tocumwal Foreshore Masterplan										
Staging	Project ID	Item	Description	Specialist(s) required	Priority	Quantity	Unit	Rate	Approx. cost (all final costs to be confirmed by BSC)	Comments
Stage 1	Initial Design Stage				Very High			sub total	\$ 22,500.00	
								contingency @25%	\$ 5,625.00	
								Stage 1 Total	\$ 28,125.00	
		1.01	Design and documentation of levee with concrete core with staging planned	Waterway Engineer		1	item	\$ 5,000.00	\$ 5,000.00	Design considered as a whole and implemented in parts so other works are not held up
		1.02	Design and documentation of path system including River Walk with setout, grading, drainage, levels and staging planned (Not including platform design)	Landscape Architect		1	item	\$ 3,500.00	\$ 3,500.00	Design considered as a whole and implemented in parts so other works are not held up
		1.03	Detailed design and documentation of Deniliquin Road and ANZAC Avenue including crossings, trees and works roundabout works	Landscape Architect (Note additional fee if a Civil Engineer is required for drainage design)		1	item	\$ 5,000.00	\$ 5,000.00	Any changes to kerb alignment will alter the levels back of kerb this design will impact on the whole foreshore
		1.04	Prepare an audit of existing Berrigan Shire Council documents to identify and update existing Reports, Strategies and Plans which need to be amended / extended to ensure integration with the Masterplan	Berrigan Shire Council		1	item	N/A	N/A	
		1.05	Prepare an outline for interpretation in Tocumwal			1	item	N/A		Integrated with another project
		1.06	Business Case for VIC, museum and commercial element within the VIC building	See comments		1	item	\$ 5,000.00	\$ 5,000.00	Strategic Planner / economic planner
		1.07	Business Case for Amphitheatre	See comments		1	item	\$ 5,000.00	\$ 4,000.00	This needs to be started early to ensure a full brief for the amphitheatre can be provided to the designers.
Stage 2	Splash Park and Play Space				High			sub total	\$ 982,100.00	Prioritised based on conversations with BSC officers
								contingency @ 35%	\$ 343,735.00	
								Stage 2 Total	\$ 1,325,835.00	
		2.01	Development of a detailed brief for Design & Construct Splash Park	Berrigan Shire Council Officers, Landscape Architect, Pool / Splash Park Engineer,		1	item	\$ 2,500.00	\$ 2,500.00	
		2.02	Construction of levee section near splash park	Civil Contractor		182	lm	\$ 300.00	\$ 54,600.00	Stage 1 of levee works
		2.03	Design & Construct Splash Park including grading, play spaces, equipment and plant room, toilets, pergola concrete, rubber surfaces, furniture, BBQ, lighting, tree planting and soft landscaping	Landscape Construction and Splash Park Construction		1	item	\$ 775,000.00	\$ 775,000.00	
		2.04	Decommission / closure of toilets in the current VIC ground floor			1	item	\$ 150,000.00	\$ 150,000.00	

Stage 3	River Walk				Medium			sub total	\$ 355,100.00	Prioritised based on conversations with BSC officers
								contingency @ 35%	\$ 124,285.00	
								Stage 3 Total	\$ 479,385.00	
		3.01	Hydraulic Analysis, Geotechnical analysis, Cultural Heritage Study, Arborist report on trees near proposed path and viewing platform elements	Waterway Engineer Geo tech Archaeologist Arborist		1	item	\$ 19,000.00	\$ 19,000.00	
		3.02	Design and documentation of pile fields, willow removal and monitoring system of erosion	Waterway Engineer		1	item	\$ 10,000.00	\$ 10,000.00	
		3.03	Detailed Design and Documentation of viewing platform elements	Landscape Architect		1	item	\$ 17,000.00	\$ 17,000.00	
		3.04	Structural Design of viewing platforms on pile fields	Structural Engineer		1	item	\$ 5,000.00	\$ 5,000.00	
		3.05	Detailed Design and Documentation of bank stabilisation near new boat ramp (if required)	Waterway Engineer		1	item	\$ 4,000.00	\$ 4,000.00	
		3.06	Supply and install rip rap	Specialist Contractor		150	m3	\$ 130.00	\$ 19,500.00	
		3.07	Supply and construction of viewing platforms (on bank)	Specialist Contractor Landscape Contractor		2	item	\$ 15,000.00	\$ 30,000.00	
		3.08	Supply and construction of pile fields (short life span, no viewing platform)	Specialist Contractor		180	piles	\$ 220.00	\$ 39,600.00	
		3.09	Supply and construction of pile fields (long life span, for viewing platforms)	Specialist Contractor		18	piles	\$ 1,500.00	\$ 27,000.00	
		3.10	Supply and construction of viewing platforms on pile fields	Specialist Contractor		3	item	\$ 30,000.00	\$ 90,000.00	
		3.11	Assess the impact of removal of specific willows on site	Waterway Engineer		1	item	\$ 2,000.00	\$ 2,000.00	
		3.12	Removal of willows	Specialist revegetation contractor		1	item	\$ 11,000.00	\$ 11,000.00	
		3.13	Supply and install paths (assumes compacted granitic sand without edging at 2.5m wide)	Contractor		1800	m2	\$ 25.00	\$ 45,000.00	
		3.14	Allowance for concrete areas as needed to provide all abilities access paths at grade or ramps including handrails	Contractor		1	item	\$ 30,000.00	\$ 30,000.00	
		3.15	Revegetation	Specialist revegetation nursery supplier and contractor		0.5	Ha	\$ 12,000.00	\$ 6,000.00	
Stage 4	Streetscape Works - Deniliquin Road and ANZAC Avenuenue				Medium			sub total	\$ 870,000.00	
								contingency @ 35%	\$ 304,500.00	
								Stage 4 Total	\$ 1,174,500.00	
<i>Stage4A</i>	<i>Deniliquin Road Streetscape Works</i>									Prioritised based on Councillors concern over encouraging turning traffic
		4.01	Supply and construction of new streetscape (excludes Ingo Renner Park work and town signage and banners at Murray Street)	Landscape Contractor / Council Works Team		1	item	\$ 450,000.00	\$ 450,000.00	
<i>Stage4 B</i>	<i>ANZAC Avenue Streetscape Works</i>									Prioritised to support markets
		4.02	Supply and construction of new streetscape (includes memorial at roundabout)	Landscape Contractor / Council Works Team		1	item	\$ 420,000.00	\$ 420,000.00	

Stage 5	Amphitheatre				Medium				sub total	\$ 137,000.00	Staged to allow business plan to be developed
									contingency @ 35%	\$ 47,950.00	
									Stage 5 Total	\$ 184,950.00	
		5.01	Initial Analysis- Hydraulic Analysis- establish expected environmental flow levels, Geotechnical analysis and review of existing Cultural Heritage Study	Waterway Engineer Geo tech			1	item	\$ 17,000.00	\$ 17,000.00	
		5.02	Design and documentation of amphitheatre including bank stabilisation, levels and grading, concrete details, lighting and electrical connections and revegetation	Waterway Engineer Landscape Architect			1	item	\$ 20,000.00	\$ 20,000.00	
		5.03	Construction of amphitheatre and bank stabilisation including tree planting and soft landscaping	Concrete Contractor Landscape Contractor			1	item	\$ 100,000.00	\$ 100,000.00	
Stage 6	Visitor Information Centre and Town Square				Medium				sub total	\$ 728,000.00	Staged to allow business plan to be developed and for current business to complete lease
									contingency @ 35%	\$ 254,800.00	
									Stage 6 Total	\$ 982,800.00	
<i>Stage6A</i>	<i>VIC Extension</i>										
		6.01	Detailed design and documentation of VIC extension	Building Designer / Architect			1	item	\$ 48,000.00	\$ 48,000.00	Subject to review during business case development
		6.02	Construction of levee behind VIC	Civil Contractor			90	lm	\$ 300.00	\$ 27,000.00	Stage 2 of levee works
		6.03	Construction of VIC extension (excluding fit out of commercial space and museum, displays and interpretation)	Qualified Builder			1	item	\$ 400,000.00	\$ 400,000.00	Subject to review during business case development
									<i>Sub total stage 6A</i>	<i>\$ 475,000.00</i>	
<i>Stage6B</i>	<i>Town Square</i>										
		6.04	Detailed design and documentation of plaza and interpretation elements	Landscape Architect			1	item	\$ 23,000.00	\$ 23,000.00	
		6.05	Construction of plaza, interpretation elements, furniture, tree planting and soft landscaping	Concrete Contractor Landscape Contractor Signage Fabricator			1	item	\$ 230,000.00	\$ 230,000.00	
									<i>Sub total stage 6B</i>	<i>\$ 253,000.00</i>	
Stage 7	Levee Works				Low				sub total	\$ 132,200.00	
									contingency @ 35%	\$ 46,270.00	
									Stage 7 Total	\$ 178,470.00	
		7.01	Construction of remaining stages of the levee	Civil Contractor			274	lm	\$ 300.00	\$ 82,200.00	Stage 3 of levee works
		7.02	Construction of remaining path network and seating areas including lighting and WIFI connection(s)	Civil Contractor / Council Works Team / Landscape Contractor			1	item	\$ 50,000.00	\$ 50,000.00	

Stage4A	Deniliquin Road Streetscape Works	Quantity	Unit	Rate	Approx. cost (all final costs to be confirmed by BSC)
	Services investigation Dial before you dig	1	item	\$ 5,000.00	\$ 5,000.00
	Demolition of existing kerb, foot path and road surface, tree removal	1	item	\$ 40,000.00	\$ 40,000.00
	Supply and install new kerb including outstands	679	lm	\$ 80.00	\$ 54,320.00
	Supply and install any new road surface as required (Provisional)	500	m2	\$ 40.00	\$ 20,000.00
	Resurfacing of asphalt (no base course)	3500	m2	\$ 25.00	\$ 87,500.00
	Line marking for traffic and parking bays	1	item	\$ 10,000.00	\$ 10,000.00
	Supply and install new footpath	707.5	m2	\$ 90.00	\$ 63,675.00
	Supply and install tree cells including soil medium	20	item	\$ 2,000.00	\$ 40,000.00
	Supply and plant new trees in tree cells	20	item	\$ 300.00	\$ 6,000.00
	Supply and install street signs	1	item	\$ 10,000.00	\$ 10,000.00
	Supply and install pedestrian lighting including permits	1	item	\$ 20,000.00	\$ 20,000.00
	Supply and install furniture	1	item	\$ 20,000.00	\$ 20,000.00
	Preliminaries	1	item	\$ 50,000.00	\$ 50,000.00
	Site management	1	item	\$ 20,000.00	\$ 20,000.00
				sub total	\$ 446,495.00
Stage4b	ANZAC Ave Streetscape Works	Quantity	Unit	Rate	Approx. cost (all final costs to be confirmed by BSC)
	Services investigation Dial before you dig	1	item	\$ 5,000.00	\$ 5,000.00
	Demolition of existing kerb, foot path and road surface, tree removal	1	item	\$ 40,000.00	\$ 40,000.00
	Supply and install new kerb	575	lm	\$ 80.00	\$ 46,000.00
	Resurfacing of asphalt (no base course)	3100	m2	\$ 25.00	\$ 77,500.00
	Supply and install new round about and ANZAC memorial	1	item	\$ 60,000.00	\$ 60,000.00
	Supply and install tree cells including soil medium (double pit)	35	item	\$ 2,500.00	\$ 87,500.00
	Supply and plant new trees in tree cells	70	item	\$ 300.00	\$ 21,000.00
	Supply and install street signs	1	item	\$ 10,000.00	\$ 10,000.00
	Preliminaries	1	item	\$ 50,000.00	\$ 50,000.00
	Site management	1	item	\$ 20,000.00	\$ 20,000.00
				sub total	\$ 417,000.00

Table 1.

TOCUMWAL FORESHORE OPERATIONAL COST PROJECTIONS												
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
Operational Income												
Lease VIC building	-	26,000	26,000	26,000	26,000	26,000	26,520	26,520	26,520	26,520	26,520	
Total Income	-	26,000	26,000	26,000	26,000	26,000	26,520	26,520	26,520	26,520	26,520	
Operational Expenditure												
Road maintenance	2,500	2,538	2,576	2,614	2,653	2,693	2,734	2,775	2,816	2,858	2,901	
Road Depreciation	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520	1,520	
Footpath maintenance	500	508	515	523	531	539	547	555	563	572	580	
Footpath Depreciation	830	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	
K&G maintenance	500	508	515	523	531	539	547	555	563	572	580	
K&G Depreciation	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Park maintenance	45,000	45,675	46,360	47,056	47,761	48,478	49,205	49,943	50,692	51,453	52,224	
Playground maint	500	508	515	523	531	539	547	555	563	572	580	
Playground Depn	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Current Building maint	2,500	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717	
Current Building Depn	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
Splashpark & Amenities block operation												
Utilities	-	18,000	18,270	18,544	18,822	19,105	19,391	19,682	19,977	20,277	20,581	
Insurance	-	1,200	1,218	1,236	1,255	1,274	1,293	1,312	1,332	1,352	1,372	
preventative maint	-	2,000	2,030	2,060	2,091	2,123	2,155	2,187	2,220	2,253	2,287	
water treatment - labour	-	12,000	12,180	12,363	12,548	12,736	12,927	13,121	13,318	13,518	13,721	
water treatment - chemical	-	6,000	6,090	6,181	6,274	6,368	6,464	6,561	6,659	6,759	6,860	
Splashpark Cleaning	-	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717	
Amenities cleaning	38,000	40,000	40,600	41,209	41,827	42,455	43,091	43,738	44,394	45,060	45,736	
Pump maintenance	-	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717	
Splashpark depn	-	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
Spine path maintenance	-	1,500	1,523	1,545	1,569	1,592	1,616	1,640	1,665	1,690	1,715	
Total Expenditure	103,850	190,955	193,137	195,351	197,598	199,879	202,195	204,545	206,930	209,351	211,809	
Net Operating Costs	- 103,850	- 164,955	- 167,137	- 169,351	- 171,598	- 173,879	- 175,675	- 178,025	- 180,410	- 182,831	- 185,289	

Table 2.

Berrigan Shire Council											
10 Year Financial Plan for the Years ending 30 June 2026											
INCOME STATEMENT - CONSOLIDATED											
Scenario: Inclusion of Foreshore Redevelopment											
	Projected Years										
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	9,367	9,606	9,850	10,101	10,359	10,626	10,898	11,176	11,462	11,756	
User Charges & Fees	1,645	1,669	1,696	1,720	1,746	1,772	1,800	1,826	1,854	1,862	
Interest & Investment Revenue	617	612	636	661	653	653	704	748	778	778	
Other Revenues	500	509	545	554	564	575	585	596	607	608	
Grants & Contributions provided for Operating Purposes	7,919	6,648	6,735	6,844	6,935	6,992	7,086	7,182	7,400	7,400	
Grants & Contributions provided for Capital Purposes	640	1,847	75	128	65	65	65	65	65	65	
Other Income:											
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	
Total Income from Continuing Operations	20,689	20,891	19,536	20,008	20,323	20,682	21,138	21,593	22,167	22,469	
Expenses from Continuing Operations											
Employee Benefits & On-Costs	3,824	3,923	4,025	4,130	4,238	4,349	4,462	4,579	4,700	4,705	
Borrowing Costs	61	67	59	51	43	34	25	15	6	3	
Materials & Contracts	5,902	6,083	6,201	6,351	6,525	6,652	6,791	6,968	7,079	7,172	
Depreciation & Amortisation	5,898	6,097	6,269	6,446	6,629	6,817	7,010	7,211	7,417	7,417	
Impairment	-	-	-	-	-	-	-	-	-	-	
Other Expenses	2,007	1,996	2,099	2,148	2,201	2,252	2,306	2,360	2,415	2,432	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	17,693	18,166	18,654	19,127	19,636	20,104	20,594	21,134	21,616	21,730	
Operating Result from Continuing Operations	2,996	2,725	882	882	687	578	545	459	550	739	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	
Net Operating Result for the Year	2,996	2,725	882	882	687	578	545	459	550	739	
Net Operating Result before Grants and Contributions provided for Capital Purposes	2,356	878	807	754	622	513	480	394	485	674	



Integrated Risk Management Plan

Tocumwal Foreshore Redevelopment Business Case

1. Introduction

This Integrated Risk Management Plan (IRMP) has been developed for the Berrigan Shire Council's Tocumwal Foreshore Redevelopment – Business Case (the project). It is developed in accordance with AS/NZS ISO 31000:2009 *Risk management – Principles and guidelines*, Berrigan Shire Council's Risk Management Policy and Framework, and within the guidelines and procedures of Council's Integrated Management System.

The IRMP assesses the project in broad terms and from a project concept perspective, and not from a construction perspective. A separate plan will be developed to identify hazards and risk control measures for each stage of the design and construct project, and will form part of the Project Management Plan.

The IRMP uses an integrated approach incorporating the elements of Quality, Health and Safety, Social, Environmental Management, and Positive Outcomes, and outlines how risks will be identified, assessed, treated and managed in accordance with the proposed concepts outlined in the Tocumwal Foreshore Master Plan. Identified risks will be included in the Risk Register with strategies, actions, timeframes and responsibilities outlined in the Risk Strategic Action Plan.

2. Context

The Tocumwal Foreshore Redevelopment project is based on several component projects identified in the Tocumwal Foreshore Master Plan. These projects include:

- (i) Levee works;
- (ii) Splash Park and Play Space
- (iii) Redevelopment of the Tocumwal Visitor Information Centre, and the construction of second-level commercial space;
- (iv) Development of a Town Square, and
- (v) Street Scape works.

The IRMP identifies the broader risks associated with the overall project and the strategies to be adopted to manage them.

2.1 Risk management Process

Risks have been identified and assessed in accordance with the following criteria:

Likelihood

Level	Descriptor	Description	Indicative Frequency
A	Almost Certain	The event will occur on an annual basis.	Expected to occur.
B	Likely	The event has occurred several times or more in your career.	Will probably occur.
C	Possible	The event might occur once in your career.	Might occur at some time.
D	Unlikely	Heard of something like this occurring.	Not likely to occur.
E	Rare	Have never heard of this happening.	Conceivable, but highly unlikely.

Consequences

Level of Severity	Anticipated Loss	Public Liability	Health and Safety	Natural Environment	Social/Cultural Heritage	Community government reputation / media	Legal	Positive Consequences
5	>\$500,000	Death or permanent disability	Single fatality and / or severe irreversible disability (>30%) to one or more persons	Very serious, long term environmental impairment of ecosystem functions			Significant prosecution and fines. Very serious litigation including class actions.	Significantly enhanced reputation, huge financial gain.
4	\$50,000-\$500,000	Long term illness or serious injury resulting in permanent disability.	Moderate irreversible disability or impairment (<30%) to one or more persons.		Ongoing serious social issues. Significant damage to structures/items of cultural significance.	Serious public or media outcry (regional or national coverage).	Major breach of regulation. Major litigation.	Enhanced reputation, major financial gain.
3	\$10,000-\$50,000	Serious injury requiring hospitalisation (i.e. broken limb, facial lacerations, partial disability etc.)	Objective but reversible disability requiring hospitalisation	Serious medium term environmental effects.		Significant adverse regional media/public attention.	Serious breach of regulation with investigation or report to authority with prosecution and/or minor fine possible.	Some enhancement to reputation, high financial gain.
2	\$1,000-\$10,000	Minor injury requiring medical first aid treatment (i.e. sprains & strains)	Minor injury requiring medical treatment or first aid.	Moderate, short-term effects but not affecting ecosystem functions.	Ongoing social issues. Permanent damage to items of cultural significance.	Attention from media or heightened concern by local community.	Minor legal issues, non-compliances and breaches of regulation.	Minor improvement to image, some financial gain.
1	<\$1,000	Insignificant – minor injury not requiring medical treatment (i.e. cuts, grazes, bruises, bleeding etc.) / No injury	Minor injury not requiring medical treatment / No injury	Minor effects on biology of physical environment.	Minor medium-term social impacts on local population. Mostly repairable.	Minor, adverse local public or media attention or complaints.		Small benefit, low financial gain.

Risk Matrix

Likelihood	Consequence				
	1	2	3	4	5
A	Medium (11)	High (16)	High (20)	Very High (23)	Very High (25)
B	Medium (7)	Medium (12)	High (17)	High (21)	Very High (24)
C	Low (4)	Medium (8)	High (14)	High (18)	High (22)
D	Low (2)	Low (5)	Medium (9)	Medium (13)	High (19)
E	Low (1)	Low (3)	Medium (6)	Medium (10)	High (15)

Risk Response

	Response	Action
Very High	<ul style="list-style-type: none"> Senior management attention required. Action plan required. 	<ul style="list-style-type: none"> Immediate response Specify management responsibility
High	<ul style="list-style-type: none"> Senior management attention Action plan required 	<ul style="list-style-type: none"> Response required within 7 working days Specify management responsibility
Medium	<ul style="list-style-type: none"> Implement specific monitoring or response procedures 	<ul style="list-style-type: none"> Heightened action Specify management responsibility
Low	<ul style="list-style-type: none"> Manage by routine procedures. Unlikely to require a specific application of resources 	<ul style="list-style-type: none"> Business as usual Response may not be necessary

At all stages, where reasonably practicable, Council will attempt to promote a positive risk and eliminate an adverse risk. Where elimination is not possible, controls will be implemented that will minimise the risk to as low as reasonably practicable.

Risk evaluation is critical in determining which risks will be treated and the priority assigned to an activity. It may not be cost-effective or practical to implement all possible risk treatments, therefore it is necessary to choose, prioritise and implement the most appropriate combination of risk treatments.

Results of risk analysis will be included in the Risk and discussed with stakeholders. The Risk Register is a dynamic document and will undergo regular review and assessment through various consultation mechanisms.

2.2 Risk Register

Hazard	The Risk: What can happen and how can it happen	Location of Risk	Risk Type	Consequence	Likelihood	Likelihood Rating	Consequence Rating	Level of Risk	Risk Priority
Poor quality of design	Due to inadequate or poor design, the redevelopments along the Foreshore may result in unused facilities and significant media and community backlash.	Tocumwal Foreshore	Community/ Government/ Reputation/ Media	Level 3	Unlikely	D	3	9	Medium
Adverse environmental impact (1)	Works and changes to the Foreshore area may result in significant adverse environmental impacts.	Tocumwal Foreshore/Murray River	Natural Environment	Level 5	Unlikely	D	5	19	High
Adverse environmental impact (2)	Works and changes to the Foreshore area may result in significant adverse environmental impacts.	Tocumwal Foreshore/Murray River	Community/ Government/ Reputation/ Media	Level 5	Unlikely	D	5	19	High
Work scheduling	Work scheduling and delays may result in adverse effects on the business community due to lack of trade activity and tourist visitation.	Tocumwal Foreshore/Town of Tocumwal	Community/ Government/ Reputation/ Media	Level 3	Possible	C	3	14	High
Inaccurate cost estimates (1)	Insufficient grant funds and funds from other sources may not sufficiently cover the cost of the scheduled works due to inaccurate cost estimates, resulting in a significant contribution from Council.	Tocumwal Foreshore	Anticipated Loss	Level 4	Possible	C	4	18	High
Inaccurate cost estimates (2)	Insufficient grant funds and funds from other sources may not sufficiently cover the cost of the scheduled works due to inaccurate cost estimates, resulting in work delays.	Tocumwal Foreshore	Community/ Government/ Reputation/ Media	Level 2	Possible	C	2	8	Medium

Hazard	The Risk: What can happen and how can it happen	Location of Risk	Risk Type	Consequence	Likelihood	Likelihood Rating	Consequence Rating	Level of Risk	Risk Priority
Scope of works not well defined	Works may include additional activities that have not been included in the Scope of works resulting in delays and/or additional costs.	Tocumwal Foreshore	Anticipated Loss	Level 4	Unlikely	D	4	13	Medium
Additional activities for works to occur not identified	Additional activities, unidentified risks or works dependent upon other activities to occur may not have been identified or may be unknown until works have begun resulting in delays, halt to work and/or additional costs.	Tocumwal Foreshore	Anticipated Loss	Level 4	Unlikely	D	4	13	Medium
Lack of Council and Community support	Community backlash over proposed works may result in delays to work or halt to works.	Tocumwal Foreshore	Community/ Government/ Reputation/ Media	Level 3	Unlikely	D	3	9	Medium
Lack of regulatory stakeholder support	A lack of support from regulatory authorities including Roads and Maritime Services, and Office of Environment and Heritage may result in delays to work or halt to works.	Tocumwal Foreshore	Community/ Government/ Reputation/ Media	Level 3	Unlikely	D	3	9	Medium
Changes to design and/or work schedules	Council may be unable to incorporate changes to design or work schedules resulting in different outputs, and/or delays or halt to works.	Tocumwal Foreshore	Anticipated Loss	Level 4	Rare	E	4	10	Medium
Grant/Funding withdrawn	The Project may not be able to proceed if funding is withdrawn.	Tocumwal Foreshore	Social/ Cultural/ Heritage	Level 3	Possible	C	3	14	High

Hazard	The Risk: What can happen and how can it happen	Location of Risk	Risk Type	Consequence	Likelihood	Likelihood Rating	Consequence Rating	Level of Risk	Risk Priority
Lack of stakeholder consultation	Community backlash over lack of community consultation, and consultation with other stakeholders may result in adverse media attention and damage to Council's reputation.	Tocumwal Foreshore	Community/ Government/ Reputation/ Media	Level 2	Unlikely	D	2	5	Low
Disruptive external changes	External changes to the political environment may result in grant funding not being made available, or delays with the project.	Tocumwal Foreshore	Community/ Government/ Reputation/ Media	Level 2	Unlikely	D	2	5	Low
Positive Assessment									
Social capital	Significant social benefit is may be derived from the implemented changes to the Foreshore Area.	Tocumwal	Positive	Level 3	Likely	B	3	17	High
Environmental enhancement	Implemented project works may result in enhancements to the environment that benefits the natural flora and fauna in the area.	Tocumwal Foreshore	Positive	Level 4	Likely	B	4	21	High
Economic benefit/growth	Implemented project may result in new businesses being established and growth within the town.	Tocumwal	Positive	Level 5	Likely	B	5	24	Very High
Economic benefit	Enhanced area may result in significant increases in tourism with flow on benefits to the local economy.	Tocumwal	Positive	Level 5	Almost Certain	A	5	25	Very High

2.3 Tocumwal Foreshore Redevelopment Risk Strategy

In order to manage the project effectively, the following key strategies have been identified, with supporting actions:

Key Strategy 1:	<i>Plan and deliver stakeholder and community consultation sessions/material</i>
<ul style="list-style-type: none"> • Identify all stakeholders; • Identify appropriate consultative methods including flyer delivery/teleconferencing/face to face; • Develop an Action Plan identifying sessions and methods of delivery, assigning responsibilities and realistic timeframes; • Consultation delivery/feedback; • Report on and incorporate feedback into design where possible and/or appropriate. 	
Key Strategy 2:	<i>Conduct impact assessments and reports</i>
<ul style="list-style-type: none"> • Conduct appropriate impact assessments including social and environmental impacts, and report on recommendations; • Include recommendations in final design/concept plan. 	
Key Strategy 3:	<i>Identify all steps of development</i>
<ul style="list-style-type: none"> • Ensure all steps of development are identified and included in the Scope of Works; • Develop a comprehensive Project Management Plan; • Develop schedule of works including stages of development, contingency plans and allowances for delays. 	
Key Strategy 4:	<i>Develop a cost analysis to ensure the project can be completed within budget constraints.</i>
<ul style="list-style-type: none"> • Consult with Finance Manager to ensure appropriate costs are identified; • Establish working budget; • Establish reporting mechanisms to ensure anomalies are identified and strategies incorporated to address shortfalls; • Develop Procurement Plan and incorporate into Project Management Plan. 	

2.4 Risk Strategic Action Plan

Strategy	Actions	Resources	RO	Timeframe	Comments
Plan and deliver stakeholder and community consultation sessions/material	Identify all stakeholders	Staff	DTS/ SSPC	Completed	Consultation conducted in preparation of Tocomwal Foreshore Master Plan. Feedback incorporated into Project Concept and Business Case.
	Identify appropriate consultative methods	Staff Venue Printing budget	SSPC	Completed	Consultation conducted in preparation of Tocomwal Foreshore Master Plan. Feedback incorporated into Project Concept and Business Case.
	Develop Action Plan for delivery	Staff	SSPC	Completed	Consultation conducted in preparation of Tocomwal Foreshore Master Plan. Feedback incorporated into Project Concept and Business Case.
	Consultation delivery/feedback	Staff Venue Printing budget	SSPC	Completed	Consultation conducted in preparation of Tocomwal Foreshore Master Plan. Feedback incorporated into Project Concept and Business Case.
	Report and incorporate	Staff	SSPC	Completed	Consultation conducted in preparation of Tocomwal Foreshore Master Plan. Feedback incorporated into Project Concept and Business Case.
Conduct impact assessments and reports	Conduct social and environmental impact assessment	Staff	SSPC/ DM	TBA	
	Report on findings	Staff	SSPC/ DM	TBA	
	Incorporate strategies into design	Staff	SSPC/ DM/ DTS	TBA	
	Finalise design	Staff Design Plans	DTS	TBA	
Identify all steps of development	Include all steps of development in Scope of Works	Staff	DTS/ EE/ Technical Off.	TBA	

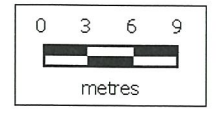
Strategy	Actions	Resources	RO	Timeframe	Comments
	Develop a comprehensive Project Management Plan	Staff	DTS/ EE/ Technical Off.	TBA	
	Develop schedule of works including stages of development, contingency plans and allowances for delays.	Staff	DTS/ EE/ Technical Off.	TBA	
Develop of a cost analysis to ensure the project can be completed within budget constraints.	Consult with Finance Manager to ensure appropriate costs are identified	Staff	DTS/ DCS/ FM	TBA	
	Establish working budget	Staff	DTS/ DCS/ FM	TBA	
	Establish reporting mechanisms to ensure anomalies are identified and strategies incorporated to address shortfalls.	Staff	DTS/ DCS/ FM	TBA	
	Develop Procurement Plan and incorporate into Project Management Plan.	Staff	DTS/ DCS/ FM	TBA	

AMENDED SITE PLAN



8

Map Zoom: 84.92 m | Scale: 1:500



O'Kane, Camillus

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

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

Trevor Turner

Sent from my iPhone

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

Hi Trevor,

As discussed can you please confirm the following:

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

Kind regards,

Camillus O'Kane
Town Planner

<image001.jpg>

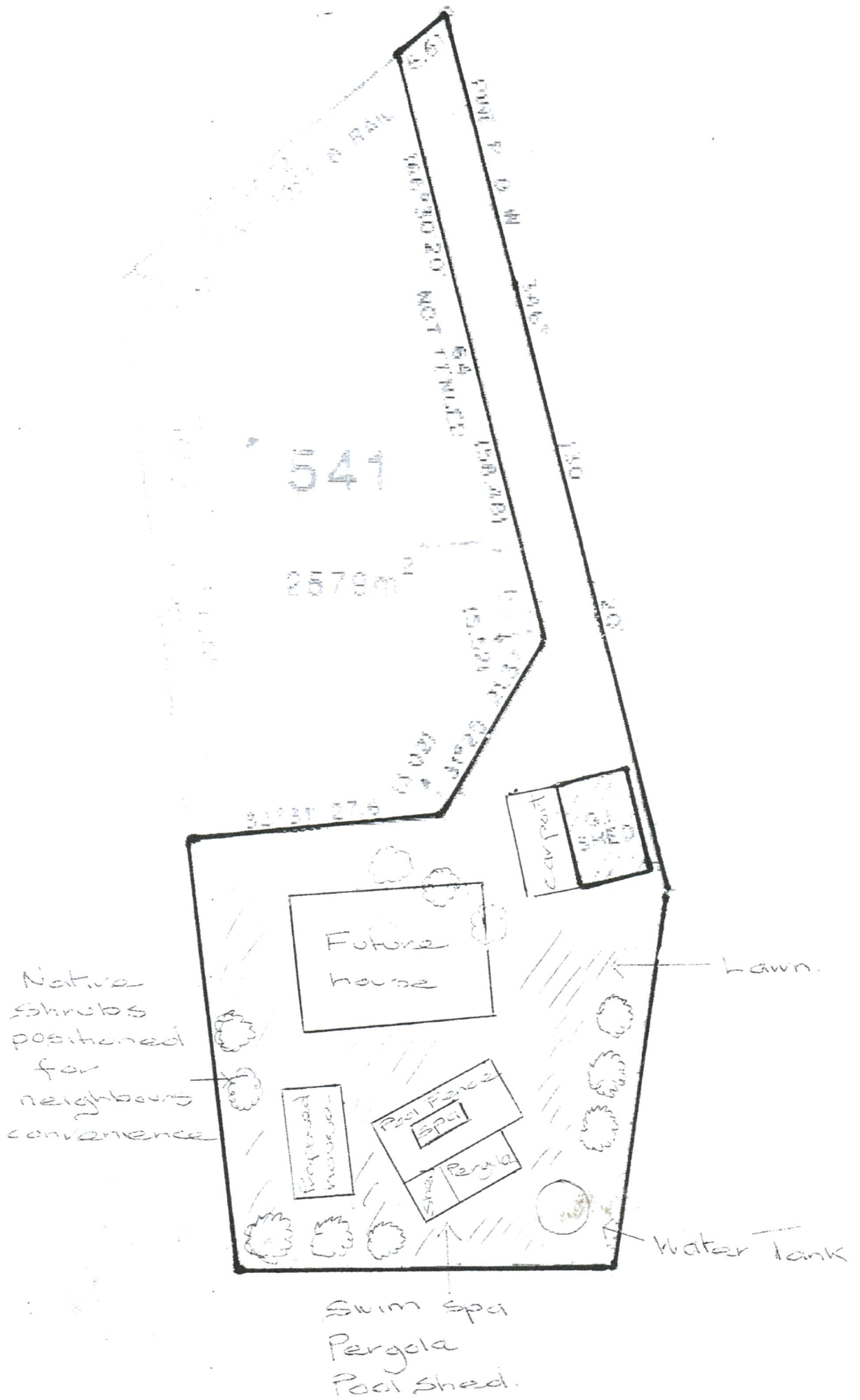
P: 03 5888 5100 F: 03 5885 2092

W: www.berriganshire.nsw.gov.au

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

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

<Site Plan for Transportable Dwelling.pdf>



O'Kane, Camillus

From: Mail
Sent: Wednesday, 8 March 2017 8:16 AM
To: O'Kane, Camillus
Subject: FW: Lot 542 Bushmans Road, Tocumwal. N.S.W.
Attachments: CCF05032017_00000.jpg

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

To whom it may concern,

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

Regards
Trevor Turner.

6.4 DEVELOPMENT APPLICATION 82/17/DA/D1

AUTHOR: TOWN PLANNER

STRATEGIC OUTCOME: Sustainable natural and built landscapes

STRATEGIC OBJECTIVE: 1.1 Support sustainable use of our natural resources and built landscapes

FILE NO: 82/17/DA/D1

RECOMMENDATION: that the Development Application 82/17/DA/D1 for installation of a Transportable Dwelling be approved subject to the following conditions:

1. **Approved Plans**

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

2. **Critical Stage Inspections**

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

3. **Occupation**

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

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

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

4. **Permitted hours for building work**

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

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

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

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6. **Excavations and backfilling**
- (a) All excavations and backfilling associated with the erection or demolition of a building must be executed safely and in accordance with appropriate professional standards.
 - (b) All excavations associated with the erection or demolition of a building must be properly guarded and protected to prevent them from being dangerous to life or property.
7. **Signs to be erected on building & demolition site**
- a. A sign must be erected in a prominent position on any work site on which work involved in the erection or demolition of a building is being carried out:
 - (i) stating that unauthorised entry to the work site is prohibited, and
 - (ii) showing the name of the person in charge of the work site and a telephone number at which that person may be contacted outside working hours.
 - b. Any such sign is to be removed when the work has been completed. (Clause 78H of Regulation).
8. **Toilet facilities**
- a. Toilet facilities are to be provided, at or in the vicinity of the work site on which work involved in the erection or demolition of a building is being carried out, at the rate of one toilet for every 20 persons or part of 20 persons employed at the site.
 - b. Each toilet provided:
 - (i) must be a standard flushing toilet, and
 - (ii) must be connected:
 - to a public sewer, or
 - if connection to a public sewer is not practicable, to an accredited sewage management facility approved by the Council, or
 - if connection to a public sewer or an accredited sewage management facility is not practicable, to some other sewage management facility approved by the Council.
 - c. The provision of toilet facilities in accordance with this clause must be completed before any other work is commenced.
9. **Waste**
- A garbage receptacle for the reception of all waste materials from the site shall be provided prior to building work commencing and shall be maintained and serviced for the duration of the work.
10. **Smoke Alarms**
- The Environmental Planning and Assessment Amendment (Smoke Alarms) Regulation 2006 requires that all existing buildings used for sleeping must be fitted with smoke alarms that comply with Australian Standard (AS) 3786-1993. Prior to the issuing of a Final Occupation Certificate for the works specified in this consent, the Principle Certifying Authority must be satisfied that the smoke alarm/s are installed and operate correctly.

11. Protection of public places

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

12. Erosion & Sediment Control

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

13. Stormwater

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

Division:

In Favour:

Against:

REPORT:

Background

The subject site is located at 3 Bushlands Road, Tocumwal which is also identified as Lot 542 on Deposited Plan 1107605. The site has been improved by the construction of a residential storage shed and is approximately 2,814m² in size. The subject property is located approximately 1km south of the central business district of Tocumwal, nestled between other residential lots, and contains a handle which provides access from Bushlands Road. The site is located within Zone RU5 – Village Zone under the provisions of the Berrigan Local Environmental Plan 2013 (BLEP 2013).

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

RESOLUTION



Figure 1 – Aerial Photo showing subject site and neighbouring properties

Proposal

The proposal is for the installation/placement of a two-bedroom transportable dwelling which is 65.8m². Under the *Berrigan LEP 2013*, the property is within the RU5 Village Zone, which permits the installation/placement of a transportable dwelling upon obtaining development consent. The site plan, the floor plan, sections & elevations and photos of the Transportable Dwelling are found in Appendix "B".

Assessment

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

- **Relevant State Environmental Planning Policy provisions**

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

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

Compatibility

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

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

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

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

Neighbourhood Character

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

2.5 Building Setbacks

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

Neighbour Notification

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

Summary of Submission

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

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

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

Response to Submissions

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

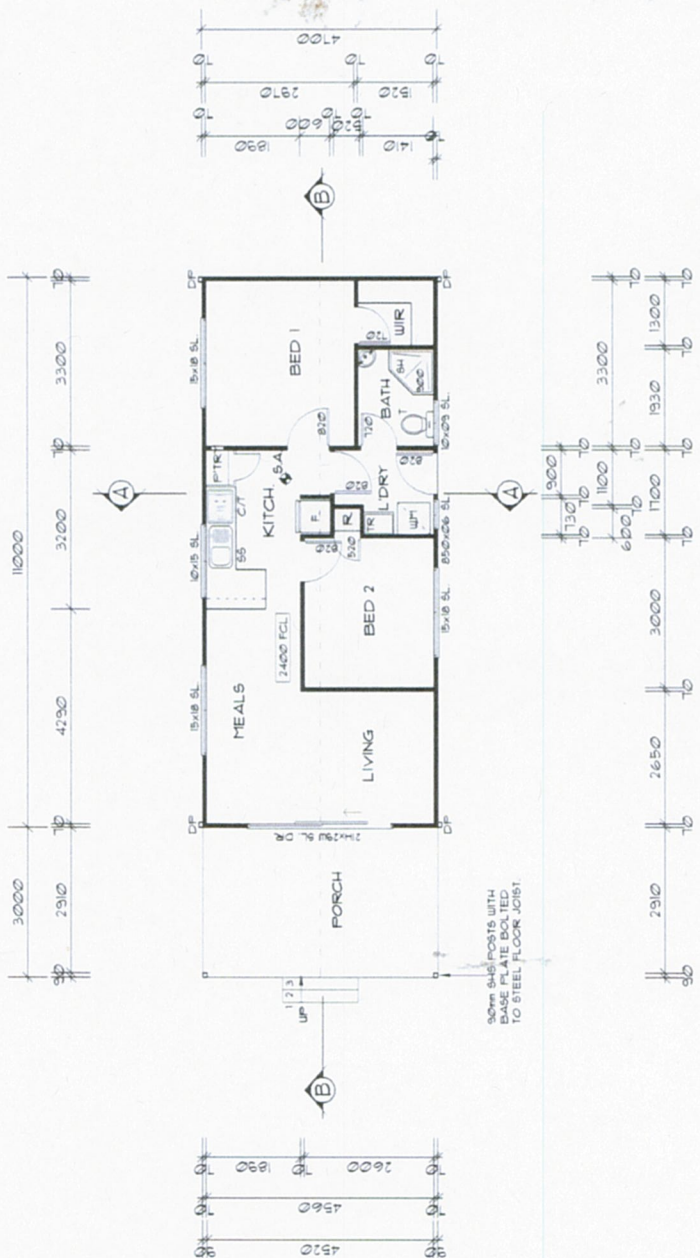
5. Dwelling Failing to Meet Minimum Standards of LAHC & NSW SEPP 65 – The Standards of LAHC and NSW SEPP 65 do not apply to this development;
6. No Credible Precedent – There have been Transportable Dwelling approved in all townships of the Berrigan Shire, especially as infill development. This argument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

Conclusion / Legislation

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

Recommendation

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



AREAS	5170 #2	5.65 Sq
LIVING	1410 #2	152 Sq
TOTAL AREA	6580 #2	1115 Sq

TIMBER SPECIFICATION

ROOF SCHEDULE

- ROOF TRUSSES: IN ACCORDANCE WITH MANUF. DESIGN AT 6000 CTR. MAX. TO BE CONFIRMED
- SIDE BEAMS: 100x40 FT TREATED PINE
- ROOF BATTENS: 30x40 FT PINE #4000 CTR. MAX
- POSTS: 90mm SHS POSTS WITH BASE PLATE BOLTED TO STEEL FLOOR JOIST.
- SINGLE UPPER STOREY:
 - 10x45 MGP10 # 450 CTR. MAX.
 - 10x45 MGP10 UP TO 1500mm OPENINGS
 - 10x70 MGP10 3000 - 3400mm OPENINGS
 - 10x70 MGP10 3000 - 4500mm OPENINGS
- TOP PLATE: 10x45 MGP10
- BOITCH PLATE: 10x45 MGP10
- NOGGINS: 10x35 MGP10
- METAL ANGLE OR PLYWOOD BRACING: SEE DETAILS

LINTELS SCHEDULE

- 10x35 FT KD4U UP TO 1500mm OPENINGS
- 140x35 FT KD4U 1500 - 2200mm OPENINGS
- 180x35 FT KD4U 2200 - 2800mm OPENINGS
- 180x35 FT KD4U 2800 - 2800mm OPENINGS

NOTES

- WHERE THE BUILDING IS LOCATED IN A DESIGNATED TERMITES AREA, THE BUILDING SHALL BE PROTECTED IN ACCORDANCE WITH THE RELEVANT AUSTRALIAN STANDARD.
- ALL TRUSS FRAMING SHALL BE IN ACCORDANCE WITH A.S. 1664 NATIONAL TRUSS FRAMING CODE
- REFER TO ENGINEER'S SPECIFICATIONS FOR ADDITIONAL MEMBERS NOT COVERED IN THIS SCHEDULE.

- FLOOR JOISTS**
- 150mm x 100mm C PURLINS
 - PURLINS BACK TO BACK AT EACH END OF MAIN BUILDING AND ONE DOUBLE SET IN CENTER OF BUILDING.

FLOOR PLAN

- SCALE 1:100
- 100mm TIMBER FRAMED WALL WITH SELECTED STUDS #4000 CTR. MAX. WITH INSULATION PLACED BETWEEN WALL STUDS ON EXTERNAL WALLS. ALSO WRAP OUTSIDE OF STUD FRAME WITH REFLECTIVE FOIL LAMINATE THROUGHOUT.
 - PLASTERBOARD 10mm ON SELECTED CEILING BATTENS TYPICAL ON TRUSSES WITH BULK INSULATION PLACED BETWEEN TRUSS BOTTOM CHORDS

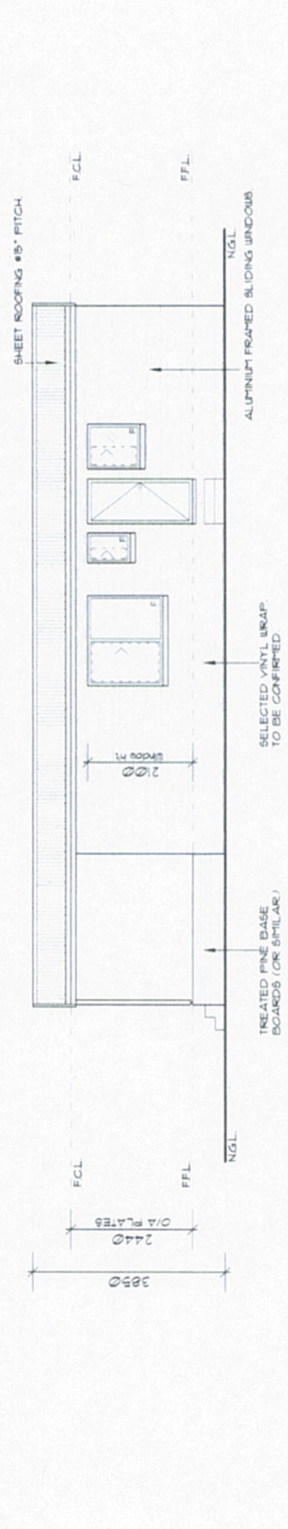
Craig Corfield Building Designs

0419 991 033
craigcorfield@bigpond.com
craigcorfield@bigpond.com

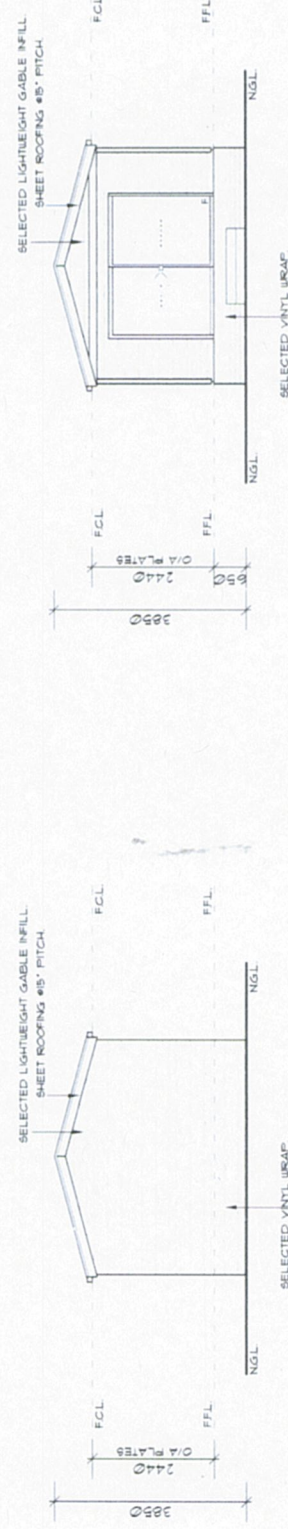


PROPOSED: MODULAR UNIT.
AT: ADDRESS TO BE CONFIRMED.

CLIENT: TREVORT TURNER 0439 171 159 turner.trevort@yathoo.com.au
JOB No: CC 1324 31ST AUG 2013 REVISION: D1 DP AD:
DRAWN: C. CORFIELD SHEET: 1 OF 5 © CC Building Designs

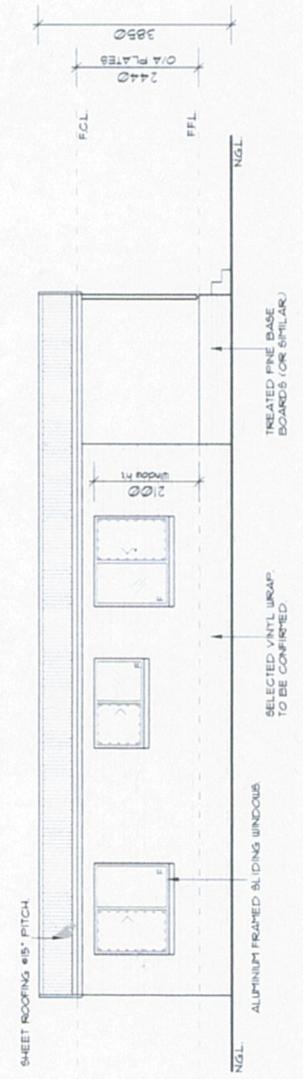


SIDE ELEVATION (I)
 SCALE 1:100



REAR ELEVATION
 SCALE 1:100

FRONT ELEVATION
 SCALE 1:100



SIDE ELEVATION (II)
 SCALE 1:100

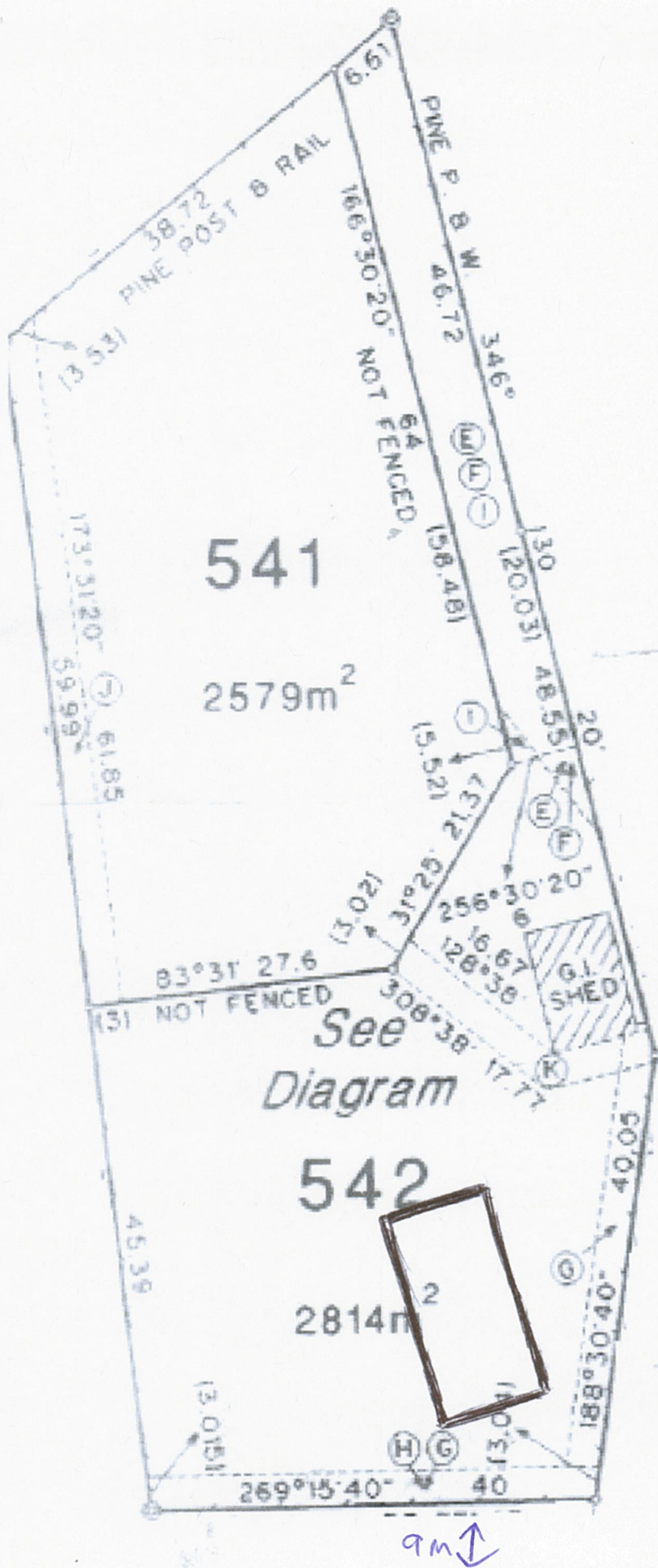
Craig Corfield Building Designs
 4 Architectural Drafting

0419 997 033
 ccbuildingdesigns.com.au
 corfieldcraig@bigpond.com

PROPOSED: MODULAR UNIT.
 AT: ADDRESS TO BE CONFIRMED.

CLIENT: TREVORT TURNER 0439 721 159 turner.beverley@ghoo.com.au
 JOB No: CC 1324 31ST AUG 2013 REVISION: D|D|F AD:
 DRAWN: C. CORFIELD SHEET: 3 OF 5 © CC Building Designs

ARCHITECTURAL DRAFTING





MINUTES OF THE GENERAL MEETING OF THE RIVERINA AND MURRAY REGIONAL ORGANISATION OF COUNCILS (RAMROC), HELD IN THE MOUNTBATTEN ROOM OF THE DENILQUIN RSL CLUB ON WEDNESDAY 8TH FEBRUARY 2017 AT 10.00 AM

PRESENT

Albury City:	Cr Kevin Mack (RAMROC Chairperson) Ms Tracey Squire
Balranald:	Apology
Berrigan:	Cr Matthew Hannan Mr Rowan Perkins
Carrathool:	Cr Darryl Jardine Mr Ken Murphy
Edward River:	Ashley Hall (Administrator)
Federation:	Mr Paul Miegel (Chair Local Representation Committee)
Greater Hume:	Apology
Griffith City:	Cr John Dal Broi Mr Brett Stonestreet
Hay:	Cr Bill Sheaffe Mr Jack Terblanche
Leeton:	Cr Paul Maytom Ms Jackie Kruger
Murray River:	Ms Margot Stork
Murrumbidgee:	Mr Austin Evans (Administrator) Mrs Ruth McRae (Chair Local Representation Committee) Mr Craig Moffitt
Narrandera:	Cr Neville Kschenka Ms Judy Charlton
Wentworth:	Cr Susan Nichols Mr Peter Kozlowski
RAMROC	Mr Ray Stubbs (Executive Officer)

MEETING GUESTS:

The Hon Bronnie Taylor MLC – Parliamentary Secretary to
the Deputy Premier and Southern New
South Wales

Professor Ross Garnaut – Chairman ZEN Energy
Richard Turner – Founder and Director Innovation ZEN
Energy

Annabel Gebbie - Chairman's Executive Assistant and Office
Manager ZEN Energy

Jane Spring – Executive Director NSW Department of
Industry - Regional Development

Suzie Matthews – Director of Small Business Engagement
– NSW Department of Industry
Karen Ballantyne – Manager Special Projects and Programs
NSW Small Business
Graeme Sayer - CEO Murray Hume and Riverina Business
Enterprise Centres
Kylie Walker – Clean Energy Regional Co-ordinator NSW
Office of Environment and Heritage
Gary Saliba – CEO RDA Murray
Margaret O'Dwyer - Regional Director NSW Department of
Industry
Paul Miegel – Chair Local Representation Committee –
Federation Council
Patrick Bourke – Former Mayor Urana Shire

MRRR 1 - WELCOME

The Chairperson Cr Kevin Mack extended a warm welcome to all of the meeting guests.

MRRR 2 - APOLOGIES

Cr Leigh Byron and Aaron Drenovski (Balranald Shire)
Cr Heather Wilton and Steven Pinnuck (Greater Hume Shire)
Cr Peter Laird (Carrathool Shire)
Administrator David Shaw (Murray River Council)
Administrator Mike Eden and Chris Gillard (Federation Council)
Cr Mick Rutledge and Allen Dwyer (Hay Shire)
Frank Zaknich (Albury City)
Barry Barlow (Edward River Council)
Trudi McDonald – Regional Co-ordinator NSW Department of Premier and Cabinet
Wendy McPherson – Executive Assistant Department of Premier and Cabinet
Jennifer Weller (Chair RDA Murray)

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

MRRR 3 - MINUTES OF RAMROC MEETING HELD AT JERILDERIE ON 2ND NOVEMBER 2016

**RESOLVED that the Minutes of the RAMROC General Meeting held on 2nd November 2016 be confirmed.
(Moved Murrumbidgee and seconded Griffith)**

MRRR 4 – MATTERS ARISING FROM MINUTES OF 2ND NOVEMBER 2016 MEETING

There were no other matters arising from the Minutes of the 2nd November 2016 meeting.

MRRR 5 – PRESENTATION – NSW DEPARTMENT OF INDUSTRY - REGIONAL DEVELOPMENT AND SMALL BUSINESS

Jane Spring, Executive Director NSW Department of Industry - Regional Development addressed the meeting and outlined the current range of regional development programs administered by the Department

Suzie Matthews, Director Small Business Engagement Department of Industry gave a powerpoint presentation of the activities currently being undertaken. A copy of the presentation has been distributed to Councils with these Minutes.

MRRR 6 – EXECUTIVE OFFICERS REPORT

Item 6.1 – RAMROC Operational Areas – Action Plan for 2017

The Executive Officer presented a proposed Action Plan to guide RAMROC's operational areas for the year 2017

RESOLVED that the Executive Officer's Operational Plan for the 2017 year be endorsed (Moved Murrumbidgee seconded Hay)

Item 6.2 – Contaminated Land Management – Project Officer's Progress Report

The Contaminated Land Management Project Officer Jessica Conner submitted her quarterly progress report on the RAMROC / REROC CLM program.

RESOLVED that the Project Officer's report be received and noted (Moved Murrumbidgee and seconded Hay)

Item 6.3 – NSW Legislative Council Standing Committee Inquiry into Water Augmentation in Rural and Regional New South Wales

RAMROC's Chair and Executive Officer have been invited to appear as witnesses at the Standing Committee Public Hearing in Deniliquin on 28th February, specifically in relation to the RAMROC submission made to the Committee in July 2016, a copy of which was separately attached to the EO's report for information.

RESOLVED that the Executive Officer's Report be received and noted and that Member Councils be invited to provide any additional information which should be raised by RAMROC at the Standing Committee Hearing (Moved Murrumbidgee and seconded Hay)

Item 6.4 – Fit for the Future Reform Program- Joint Organisations

The Executive Officer presented a current status report in relation to the State Government's proposals and timetable for the establishment of Joint Organisations. As at this time, the final Joint Organisation boundaries have yet to be announced and there is uncertainty as to when the draft JO legislation will be presented to Parliament. An announcement by Premier the Hon Gladys Berejiklian MP and the Minister for Local Government the Hon Gabrielle Upton MP is expected to be made in the near future.

RESOLVED that the Executive Officer's report be received and noted (Moved Murrumbidgee and seconded Hay)

Item 6.5 – Murray Darling Basin Plan – Speak Up Community Campaign for Food Production, Environment and Vibrant Communities

Consideration was given to a written progress report on activities and financial management to date submitted by the Speak Up Campaign Co-ordinator Shelley Scoullar, to which RAMROC contributed an amount of \$10,000 in early 2016. RAMROC has been requested to consider making a further contribution in the 2017 year, although no provision has been made in the 2016-2017 RAMROC Budget.

RESOLVED that the Speak Up Campaign Co-ordinator be commended on the program to date and thanked for her update report, and that Speak Up be advised that RAMROC has made no provision in its 2016-2017 Budget for a further contribution to Speak Up in 2017 (Moved Murrumbidgee and seconded Hay)

AGENDA ITEM MRRR 7 – RAMROC 2016-2017 FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31ST DECEMBER 2016

The Executive Officer submitted the quarterly 2017-2017 Financial Reports as at 31st December 2016 and reported that the Budget estimates are on track, with no significant deviations evident or anticipated

**RESOLVED that the quarterly Financial Statement of RAMROC's various accounts be noted and endorsed
(Moved Narrandera and seconded Griffith)**

AGENDA ITEM MRRR 8 – RAMROC WORKING GROUP MINUTES

The Minutes of the following Working Group meetings were submitted for information and discussion:-

- 8.1 Records Management Group – 8th November 2016
- 8.2 Riverina Waste Group – 30th November 2016
- 8.3 Planners Group – 1st December 2016
- 8.4 Murray Waste Group – 14th December 2016
- 8.5 General Managers Group – 24th January 2017
- 8.6 Economic Development Officers Group – 24th January 2017

**RESOLVED that the minutes of the various RAMROC Working Group meetings be received and noted and that the actions taken therein be endorsed.
(Moved Narrandera and seconded Leeton)**

AGENDA ITEM 9 – GENERAL BUSINESS ITEMS

9.1 – Indexation of Financial Assistance Grants and Roads to Recovery Funding

Mayor of Hay Shire Cr Bill Sheaffe raised the importance of RAMROC maintaining its strong representations to the Federal Government in relation to its commitment for the removal of the Government's freeze on the indexation of Commonwealth Financial Assistance Grants to Local Government Councils, as well as ensuring the retention of recent increased levels of Roads to Recovery funding into the future.

**RESOLVED that the RAMROC Executive Officer liaise with ALGA and LGNSW in making appropriate representations on these issues to the Prime Minister and Federal Treasurer and that RAMROC seek the support of the Member for Farrer Sussan Ley MP
(Moved Hay and seconded Narrandera)**

AGENDA ITEM 10 – WORKSHOP WITH ZEN ENERGY CHAIR AND OFFICIALS – RENEWABLE ENERGY OPPORTUNITIES FOR RAMROC REGION'S COUNCILS AND COMMUNITIES

Chair Cr Kevin Mack welcomed Professor Ross Garnaut Chairman of ZEN Energy, Richard Turner Founder / Director of Innovation and Annabel Gebbie Executive Assistant / Office Manager to the RAMROC meeting.

Richard tabled for information of Mayors, Administrators and General Managers a summary of the ZEN Energy's Expression of Interest to the NSW State Government for assistance under the Advanced Energy Challenge Program, which proposes the following four elements for the implementation of solar, biogas, biothermal and battery storage renewable energy systems within the region:-

1. Economically efficient combinations of solar and other renewables with high technology battery storage at a central location within each Council area, which will supply low cost power to industrial areas and adjacent users
2. Utilisation of this large scale local power to supply Council, State Government and other commercial and industrial users, at lower average cost than the conventional sources of power delivered through the grid
3. Working with Councils to encourage household and small businesses to generate solar PV power and to store it in batteries for use at peak times, which will lower annual power costs across the board
4. Working with Councils and State Government agencies to reform local network pricing, which will support greater use of the network for local trade in power at times when the network is underutilised, and to reduce the demand for power in peak times when the network is constrained

A copy of the ZEN Energy EOI Summary has been distributed to Member Councils with these Minutes.

These proposals were discussed at length with ZEN Energy and in particular potential opportunities for the renewable energy technology to be applied to industries, businesses and households across the region.

ZEN Energy is prepared to visit and discuss opportunities with individual councils and communities and indicated that a favourable response from the Advanced Energy Challenge EOI would certainly facilitate early progress to bring these opportunities to fruition.

Arising from the workshop discussions, RAMROC delegates unanimously passed the following resolution:-

RESOLVED that RAMROC endorse working with ZEN Energy to explore renewable energy opportunities for Councils and communities in the Riverina Murray region and advise the Deputy Premier and Minister for Regional NSW the Hon John Barilaro MP and the Minister for Resources, Energy and Utilities the Hon Don Harwin MLC that RAMROC strongly supports the ZEN Energy Expression of Interest lodged with the NSW Government under the Advanced Energy Challenge Program.

FURTHER that RAMROC Member Councils be encouraged to participate in ZEN Energy's offer to engage one-on-one with individual Councils to discuss potential renewable energy opportunities within their respective areas; and further that Councils maintain communication with Renewable Energy officials in the NSW Department of Industry (Resources and Energy) and the NSW Office of Environment and Heritage"

(Moved Murrumbidgee and seconded Griffith)

There being no further business, the meeting concluded at 12.33 pm

**MINUTES OF LOCAL EMERGENCY MANAGEMENT COMMITTEE MEETING HELD ON 3
March 2017 IN THE BERRIGAN SHIRE COUNCIL CHAMBERS, CHANTER STREET,
BERRIGAN COMMENCING AT 10AM**

Meeting was chaired by – Fred Exton LEMO – Berrigan Shire

Present

Jinette Graham	NSW SES Berrigan D/Controller
Tina Hooper	NSW Ambulance (Berrigan)
Steve Hoare	Local Land Services (Deni)
Josephine Cusack	D/Team Leader (Red Cross)
Craig McIntyre	NSW SES D/RegCon-MYR
Ct. Andrew Romancewicz	NSW Police
Des Bradley	Team Leader (Red Cross)
Myles Humphries	D/LEMO (Berrigan Shire Council)
Scott Fullerton	REMO (NSW Police)
Daryl Manson	NSW Fire and Rescue
Greydn Davis	NSW RFS

Invitees

Mr John Shaw	Moira Shire EM (Vic.)
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1. Apologies

Kris Weiss	Tocumwal Search and Rescue Squad President
Justin Greatorex	NSW SES Berrigan Local Controller
Sgt Paul Jones	LEOCON - NSW Police (Tocumwal)
Marg Wehner	RFS-Southern Border
Patrick Westwood	NSW RFS

Moved: Jinette Graham
Seconded: Andrew Romancewicz

2. CONFIRMATION OF MINUTES of last meeting held on 21 October 2016

Moved: Josephine Cusack
Seconded: Myles Humphries

2. BUSINESS ARISING FROM THE MINUTES

- **Discussion of DRAFT Berrigan Shire Flood Plan**
NSW SES presented the Draft flood plan for signature by the LEMC Chair.
- **Progress of DRAFT EM Plan (LEMO)** – Referred to General Business
- **Transfer of Primary Rescue (VRA to SES)** – Jinette Graham advised the meeting that the Tocumwal Unit of the NSW SES has been appointed as the Primary General Land Rescue for Berrigan Shire.
- **Levee Upgrade Grant** - The Chair (Fred Exton) advised that a grant had been received to strengthen and raise the existing town levee at Tocumwal between the Tourist Centre and the Newell Highway road bridge. These works are expected to be completed in May 2017.
- **Disaster Relief Funding (Flood Damage)** – The Chair further advised that Council is awaiting relief funding to undertake flood damaged repairs on Lower River Road and Taylors Road
- **Road Closures at Stan Collie Causeway (November 2017 Flood Event)** - This item was discussed between The Chair and Mr John Shaw (EM Moira Shire) and agreed that local decisions were made without consultation with combat agencies and affected Shires. Mr Shaw advised that procedures on the Victorian side were being reviewed to ensure this did not occur in future. Both Council's EM staff again expressed frustration with the process and outcome.

3. AGENCY REPORTS

- **SES** – (JG) Storm Callouts – 5, Flood Callouts –General Land Rescue Callouts -2, Tocumwal SES still assisting Cobram SES with members, callouts and training.
- **Fire and Rescue** – (DM) Cat 7 Appliance now located at Tocumwal (2 crew). Community First Responder (CFR) callouts – 157, Deputy Finley Fire Captain appointed, 2 recruits from Berrigan to attend training in Sydney, Inspector Garry Tye has relocated and Paul Baxter is the new Fire Commissioner
- **Ambulance**- (TH) Assist Tocumwal F&R with CFR , totalling 204 since the last meeting. Berrigan has around 40 responses per month. Zone Manager appointed- Ms Lisa Huggins. Jerilderie now has Doctor On Call to minimise patient transport to Finley. Oaklands looking at Volunteer CFR capability.
- **Rural Fire Service**- (GD) 42 incidents including 5 mva's. Oaklands fire in December burnt 300Ha with air support and 65 appliances being deployed. Two separate fires on South Coree Road that threatened dwelling are suspicious. Council staff and machinery were welcome at second event with unreserved thanks to shire staff, Barnes and Moses.
BUSH FIRE DANGER PERIOD ends 31st March, with permits required to burn on farm after 4pm between 1st March and 31st March
- **Police** – (AR) Assisted RFS with incidents on South Coree Road. Spate of break-ins at Finley with numerous Beehives being stolen from a rural location between Berrigan and Finley.

- **VRA – RIP**
- **Red Cross – (DB)**

Activation. During the recent heavy rains our team was advised that there was the potential of flooding and consequent evacuation of Moulamein. A registration centre was established @ the Indoor Basket Ball centre @ Deniliquin. I understand that nobody registered or required assistance.

Team Membership. Since the last L.E.M.C. we have gained two new Team Members, one here in Berrigan and one in Corowa.

Team Training. It is a requirement that Red Cross members of the Disaster Team undertake a course entitled "Physiologic First Aid ". To comply with this requirement, six members of our Team participated in this course last Saturday @ Albury.

On the 1st April this year, Red Cross will be conducting a "Cultural Awareness "course again in Albury. This course is designed to make us aware of the diversity and cultural background of people who may have to register @ an Evacuation Centre or who the Team Members may meet while undertaking an Outlook operation.

- **Berrigan Shire Council – Covered in Business arising and General Business**
- **REMO –**
 1. NSW Water are continuing to supply any Blue Green algae updates for both the Murray and Murrumbidgee River system.
 2. NSW Police radio (VKG) are currently requesting any AEP to be forwarded for current contacts and emergency procedures.
 3. Local Emergency Management Plans Part III and the relative Consequence Management Guides continue to be a priority for LEMCs around the region. The deadline for these plans has been extended for amalgamated council until July 2017.
 4. Scheduled Training Course Dates for the Riverina Murray Emergency Management Region:
TRAINING – 10/11 May - Manage Evacuations – Tocumwal Golf Club.
Note: nommat1on for courses can be accessed on the web at:
www.emergency.nsw.gov.au.
 5. Emergency Operations: Flood recovery meeting are continuing for 2016 flood event. Thanks to all impacted LEMC for supplying impact assessment as requested.
 6. Exercises: The Riverina Murray Regional Rescue Committee is in the process of planning a second SAREX for May 20/21st 2017. This exercise will be based around the Murray River at Echuca and will involve a stranded paddle steamer and casualties.

7. Next Meeting Riverina Murray REMC: 11:00 hrs Wed 22/03/2017 Wagga
Wagga EOC, Fernleigh Rd

- **Local Lands Services (LLS)- (SH)- NTR**

- **Moira Shire Council (Vic)- (JS)**

Increasing numbers of MVA related fatalities within the shire causing concern for EM personnel.

2. On-going EM structural changes in Victoria based on Commissioner Lapsley's revised EM models

3. Road closures during recent flooding being followed up by SES Regional H/Q at Benalla.

4. Levee protecting towns located on and adjacent to the Murray River, traverses public and private lands. "Government" only responsible for maintaining levees within public lands

4. CORRESPONDENCE

Inwards

- As per Agenda

Outwards

- Nil

5. EVENTS

- Mild to Wild Hot Rod Event - 10-11 March - Tocumwal Recreation Ground
- Berrigan Autumn Race Meeting – 18th March
- Show and Shine – 9th April – Finley Showgrounds
- Sheep Dog Trials – 8-12 June – Finley Showgrounds

6. UPDATE OF EMERGENCY CONTACT DETAILS –

The contact list was circulated and amended by members.

7. GENERAL BUSINESS

The adopted draft EM plan still require the completion of numerous consequence management guides (CMG) prior to proposed adoption at the next LEMC meeting in June.

Proceedings in Brief:

The committee revisited the current plan and discussed the Hazards and Risks Summary. A number of typographic changes and updates were suggested including a discussion related to the Dam Failure Hazard and consequences from this Hazard. The committee agreed to remove this Hazard and mention any additional risk as part of the Riverine Flooding Hazard.

Moved: Daryll Manson/Steven Hoare

That the Dam Failure Hazard item be deleted from the EM Plan Hazard and Risk Summary.

The committee further proceeded examine the EM plan and suggest additional items and information to be included to complete the document. The REMO and SES requested a draft document be circulated prior to the next meeting for proof reading.

8. NEXT MEETING – 2nd June 2017, 10am, Berrigan Shire Council Chambers, incorporating the Rescue Sub Committee.

There being no further business the LEMC meeting closed at 11:35am.