



### EXTENDED AREA VISUAL TREE ASSESSMENT

This assessment is to be completed where more than one tree is being assessed for removal within a defined area. In addition to safety risks, the number of trees, the type of trees, the extent of the area and the presence of corridor habitats form part of this assessment.  
 (Attach photos and area maps of all trees under assessment)

Assessor:	MICHELLE KOOPMAN	Date:	18/2/2020	Signature:	<i>[Handwritten Signature]</i>
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Site Characteristics:	Location Address: 48 - 58 MURRAY ST., FINLEY (ASSESSMENT AREA = FINLEY REFER ATTACHED MAP)						
	<input type="checkbox"/> Park/Reserve <input checked="" type="checkbox"/> Roadside <input checked="" type="checkbox"/> Urban area <input type="checkbox"/> Rural area						
	Proposed Site Clearance Area (in m <sup>2</sup> or ha): 20m <sup>2</sup> . This includes the entire area. Where trees occur in intermittent clumps or patches, the area is the sum of those areas.						
Number of trees in area APPROXIMATELY 10 (includes small shrubs)				Proposed number of trees to be removed: APPROXIMATELY 10.			
Tree Information	Species (list types below)	Age Range: Y = Young; SM = Semi Mature; M = Mature; O = Old	Height (M) Estimates only in metres; Use landmarks to assist, i.e. powerlines, buildings, etc.	Trunk Diameter (mm) Measure at a height of approximately 1.3 metres from base	Vitality This is a measurement of the condition of the trees: D = Dead MD = Moribund (dying) P = Poor M = Moderate G = Good	EV Result (Refer assessment below)	ROH Result (Refer assessment below)
	DESERT ASH (2)	O	8M.	300mm.	MD-P.	Medium	Medium
	ROSE BUSHES	M	<1M.	NA.	G-P	NA	NA.
	UNKNOWN PRIVATE PLANTINGS	SM	<1M.	NA.	G-P.	NA	NA.
	NATIVE BUSH - GREVILLEA	SM.	1.5M.	NA.	G.	LOW	LOW.



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Environmental Assessment			Risk Assessment				
Native Vegetation Level	Fauna	Environmental Value (EV) NVL x F	Probability of Failure (POF)	Target Range (T)	Size Range (S)	Consequence (C)	Risk of Harm (ROH) POF x C
Assess the surrounding environment and vegetation. A = dense, native, vast understorey; B = native, woody areas with some density; C = minimal understorey, some natives and some leaf litter – acting as corridor to other areas; D = No understorey, some trees in the vicinity; E = Single tree, no understorey	Look for evidence of animal activity: 1 = Threatened species sighted; 2 = evidence of bird and animal life (e.g. nests, faeces); 3 = Evidence of previous animal occupation; 4 = Possibility of previous animal presence (not confirmed); 5 = No evidence of any activity.		Reference: This takes into account the state of the trees and the likelihood that they will fail using the information from the preceding five columns. A = Almost Certain B = Likely C = Possible D = Unlikely E = Rare	Reference: Consider pedestrian activity, vehicle activity and value of buildings that may be affected if the trees were to fail where: 1 = Constant Activity/ Expensive buildings; 2 = Busy streets/ High Cost buildings; 3 = Periodic Activity/ Smaller buildings; 4 = Minimal daily activity/Minimal cost; 5 = No activity/No buildings	Reference: When considering if the tree will fail; assess the size range of the part of tree most likely to hit the targets (i.e. if it is a limb of the tree – what size is it?) Where 1 = >500mm diameter; 2 = 250- 500mm diameter; 3 = 100 – <250mm diameter; 4 = 25mm - <100mm diameter; 5 = <25mm	Reference: This is a calculation to work out the Consequence of a tree or limb failing T + S = C	
D	2	MEDIUM.	C	3	3	6	MEDIUM.
E	4	LOW.	E	5	5	10	LOW

Risk Of Harm Calculation (POF x Consequence)

Native Vegetation Level/ Probability of Failure	Fauna/Consequence Range				
	1 – 2 (C) 1 (Fauna)	3 – 4 (C) 2 (Fauna)	5 – 6 (C) 3 (Fauna)	6 – 7 (C) 4 (Fauna)	8 – 10 (C) 5 (Fauna)
A	Very High	Very High	High	Medium	Medium
B	Very High	High	High	Medium	Low
C	High	High	Medium	Low	Low
D	High	Medium	Medium	Low	Low
E	Medium	Medium	Low	Low	Low

## EXTENDED AREA VISUAL TREE ASSESSMENT

Environmental Value/ Risk of Harm	Action/Treatment
Very High	Environmental Treatment – Do not remove or prune trees. Further biodiversity assessments required.
	Risk Treatment - Immediate individual tree assessments required. Tree mitigation works will be based upon individual assessments, and where deemed necessary, further advice sought from Arborists.
High	Environmental Treatment – Do not remove or prune trees – Council approval required.
	Risk Treatment - Individual tree assessments required. Tree mitigation works will be based upon individual assessments, and where deemed necessary, further advice sought from Arborists.
Medium	Environmental Treatment – Do not perform works until Management approval provided to proceed with risk mitigation works.
	Risk Treatment – Actions required will need to be identified and discussed. This may require maintenance pruning or individual assessment. Area of trees will be noted to monitor and review in 12 months.
Low	Environmental Treatment – Minimal environmental value identified – works to proceed in accordance with risk assessment
	Risk Treatment - No action required at this stage. Area of trees will be noted to monitor and review in 24 months.

Assessment Recommendations
<p>Minimal EV - Private plantings may cause issues with removal - other trees are not offering a lot - minimal native plants. Would benefit with removal and refreshing with new plantings.</p> <p>Private plantings force pedestrians onto roadside if they wish to continue to travel (N).</p>



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 (Attach photos and area maps of all trees under assessment)

<b>Assessor:</b>	MICHELLE KOOPMAN	<b>Date:</b>	18/2/2020	<b>Signature:</b>	
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<b>Site Characteristics:</b>	Location Address: 1-19 MURRAY ST. FINLEY = (W) SIDE (ASSESSMENT AREA = FINOZ REFER ATTACHED MAP) 24-26 MURRAY ST. FINLEY = (E) SIDE						
	<input type="checkbox"/> Park/Reserve <input type="checkbox"/> Roadside <input checked="" type="checkbox"/> Urban area <input type="checkbox"/> Rural area						
	Proposed Site Clearance Area (in m <sup>2</sup> or ha): 30m <sup>2</sup> This includes the entire area. Where trees occur in intermittent clumps or patches, the area is the sum of those areas. 20 (approx.)						
Number of trees in area				Proposed number of trees to be removed:			
<b>Tree Information</b>	<b>Species (list types below)</b>	<b>Age Range:</b> Y = Young; SM = Semi Mature; M = Mature; O = Old	<b>Height (M)</b> Estimates only in metres; Use landmarks to assist, i.e. powerlines, buildings, etc.	<b>Trunk Diameter (mm)</b> Measure at a height of approximately 1.3 metres from base	<b>Viability</b> This is a measurement of the condition of the trees: D = Dead MD = Moribund (dying) P = Poor M = Moderate G = Good	<b>EV Result (Refer assessment below)</b>	<b>ROH Result (Refer assessment below)</b>
	DESERT ASH	O	5M	300mm	M	LOW	LOW
	PAPERBARK (MELALEUCA)	M	3M	25mm	MD	LOW	LOW
	BLACKBOX (2)	M	10-12M	900mm	G	LOW	MEDIUM
	VARIOUS - BOTTLERUSH, MELALEUCA, EUCALYPTUS.	Y → O	2-5M	20mm	D; MD; P.	HIGH	LOW

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Environmental Assessment			Risk Assessment				
Native Vegetation Level	Fauna	Environmental Value (EV) NVL x F	Probability of Failure (POF)	Target Range (T)	Size Range (S)	Consequence (C)	Risk of Harm (ROH) POF x C
Assess the surrounding environment and vegetation. A = dense, native, vast understory; B = native, woody areas with some density; C = minimal understory, some natives and some leaf litter – acting as corridor to other areas; D = No understory, some trees in the vicinity; E = Single tree, no understory	Look for evidence of animal activity: 1 = Threatened species sighted; 2 = evidence of bird and animal life (e.g. nests, faeces); 3 = Evidence of previous animal occupation; 4 = Possibility of previous animal presence (not confirmed); 5 = No evidence of any activity.		Reference: This takes into account the state of the trees and the likelihood that they will fail using the information from the preceding five columns. A = Almost Certain B = Likely C = Possible D = Unlikely E = Rare	Reference: Consider pedestrian activity, vehicle activity and value of buildings that may be affected if the trees were to fail where: 1 = Constant Activity/ Expensive buildings; 2 = Busy streets/ High Cost buildings; 3 = Periodic Activity/ Smaller buildings; 4 = Minimal daily activity/Minimal cost; 5 = No activity/No buildings	Reference: When considering if the tree will fail; assess the size range of the part of tree most likely to hit the targets (i.e. if it is a limb of the tree – what size is it?) Where 1 = >500mm diameter; 2 = 250- 500mm diameter; 3 = 100 – <250mm diameter; 4 = 25mm - <100mm diameter; 5 = <25mm	Reference: This is a calculation to work out the Consequence of a tree or limb failing T + S = C	
D	5	LOW	D	5	4	9	LOW
D	5	LOW	D	5	4	9	LOW
D	5	LOW.	B	3	4	7	MEDIUM.
B	2	HIGH.	D	5	4	9	LOW.

**Risk Of Harm Calculation (POF x Consequence)**

Native Vegetation Level/ Probability of Failure	Fauna/Consequence Range				
	1 – 2 (C) 1 (Fauna)	3 – 4 (C) 2 (Fauna)	5 – 6 (C) 3 (Fauna)	6 – 7 (C) 4 (Fauna)	8 – 10 (C) 5 (Fauna)
A	Very High	Very High	High	Medium	Medium
B	Very High	High	High	Medium	Low
C	High	High	Medium	Low	Low
D	High	Medium	Medium	Low	Low
E	Medium	Medium	Low	Low	Low

## EXTENDED AREA VISUAL TREE ASSESSMENT

Environmental Value/ Risk of Harm	Action/Treatment
Very High	<b>Environmental Treatment</b> – Do not remove or prune trees. Further biodiversity assessments required.
	<b>Risk Treatment</b> - Immediate individual tree assessments required. Tree mitigation works will be based upon individual assessments, and where deemed necessary, further advice sought from Arborists.
High	<b>Environmental Treatment</b> – Do not remove or prune trees – Council approval required.
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Medium	<b>Environmental Treatment</b> – Do not perform works until Management approval provided to proceed with risk mitigation works.
	<b>Risk Treatment</b> – Actions required will need to be identified and discussed. This may require maintenance pruning or individual assessment. Area of trees will be noted to monitor and review in 12 months.
Low	<b>Environmental Treatment</b> – Minimal environmental value identified – works to proceed in accordance with risk assessment
	<b>Risk Treatment</b> - No action required at this stage. Area of trees will be noted to monitor and review in 24 months.

Assessment Recommendations
<p>Remove trees opposite pool (2); Remove dead trees from native area, clean up debris and replant native species.</p>



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 (Attach photos and area maps of all trees under assessment)

<b>Assessor:</b>	MICHELLE KOOPMAN	<b>Date:</b>	18/2/2020	<b>Signature:</b>	
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<b>Site Characteristics:</b>	Location Address:						
	<input type="checkbox"/> Park/Reserve <input checked="" type="checkbox"/> Roadside <input checked="" type="checkbox"/> Urban area <input type="checkbox"/> Rural area             Industrial area .						
	Proposed Site Clearance Area (in m <sup>2</sup> or ha): <b>50m<sup>2</sup></b> This includes the entire area. Where trees occur in intermittent clumps or patches, the area is the sum of those areas.						
Number of trees in area <b>50</b>				Proposed number of trees to be removed: <b>≈ 15 - 20 .</b>			
<b>Tree Information</b>	<b>Species (list types below)</b>	<b>Age Range:</b> Y = Young; SM = Semi Mature; M = Mature; O = Old	<b>Height (M)</b> Estimates only in metres; Use landmarks to assist, i.e. powerlines, buildings, etc.	<b>Trunk Diameter (mm)</b> Measure at a height of approximately 1.3 metres from base	<b>Viability</b> This is a measurement of the condition of the trees: D = Dead MD = Moribund (dying) P = Poor M = Moderate G = Good	<b>EV Result</b> (Refer assessment below)	<b>ROH Result</b> (Refer assessment below)
	VARIOUS - PARERBARK, MYALL, EUCALYPTS, SUGAR GUMS (SOME STUMPS)	Y → O.	≈ ↑ 10M.	≈ ↑ 100mm.	D - MD.	HIGH	LOW.

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Native Vegetation Level	Fauna	Environmental Value (EV) NVL x F	Probability of Failure (POF)	Target Range (T)	Size Range (S)	Consequence (C)	Risk of Harm (ROH) POF x C
<i>Assess the surrounding environment and vegetation.</i> A = dense, native, vast understory; B = native, woody areas with some density; C = minimal understory, some natives and some leaf litter – acting as corridor to other areas; D = No understory, some trees in the vicinity; E = Single tree, no understory	<i>Look for evidence of animal activity:</i> 1 = Threatened species sighted; 2 = evidence of bird and animal life (e.g. nests, faeces); 3= Evidence of previous animal occupation; 4 = Possibility of previous animal presence (not confirmed); 5 = No evidence of any activity.		Reference: This takes into account the state of the trees and the likelihood that they will fail using the information from the preceding five columns. A = Almost Certain B = Likely C = Possible D = Unlikely E = Rare	Reference: Consider pedestrian activity, vehicle activity and value of buildings that may be affected if the trees were to fail where: 1 = Constant Activity/ Expensive buildings; 2 = Busy streets/ High Cost buildings; 3 = Periodic Activity/ Smaller buildings; 4 = Minimal daily activity/Minimal cost; 5 = No activity/No buildings	Reference: When considering if the tree will fail; assess the size range of the part of tree most likely to hit the targets (i.e. if it is a limb of the tree – what size is it?) Where 1 = >500mm diameter; 2 = 250- 500mm diameter; 3 = 100 – <250mm diameter; 4 = 25mm - <100mm diameter; 5 = <25mm	Reference: This is a calculation to work out the Consequence of a tree or limb failing T + S = C	
C	2	HIGH.	C	3	5	3	LOW.

**Risk Of Harm Calculation (POF x Consequence)**

Native Vegetation Level/ Probability of Failure	Fauna/Consequence Range				
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Assessment Recommendations
<p>There are a lot of dead trees in this area, trees dying and others that are very poor specimens that require removal. This area despite being on a high way and adjacent to the industrial area, is offering high EV. Recommend removal of several trees and planting of more to increase "attractiveness".</p>



Office of  
Local Government

# COUNCILLOR SUPERANNUATION

A large, stylized graphic of a blue flower with white outlines, positioned behind the text.

**Discussion paper**

**March 2020**

## **ACCESS TO SERVICES**

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## Minister's foreword

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Since becoming the Minister for Local Government, I have actively engaged with local councils across New South Wales. I am constantly impressed by the passion held by our mayors and councillors, and frequently find myself commenting on the incredible work ethic of many who continually deliver for their communities.

I am proud to be a part of a Government that is committed to supporting councils to deliver for their local communities. Since 2011 this Government has provided more than \$9 billion to local councils to deliver and improve local infrastructure, services and facilities for their communities. About half of this funding has gone to regional and rural communities which are struggling through one of the worst droughts on record and are recovering and rebuilding after the recent natural disasters. This funding boost has helped local councils provide the very things that make our communities tick – from local infrastructure to essential services and programs that unite local residents.

Under Commonwealth legislation, councils are not required to make superannuation contributions in relation to the fees they pay to mayors and councillors because they are not employees of councils. Recently I was pleased to host a workshop where the obstacles that deter women from nominating to be a councillor or mayor were identified, and the lack of superannuation payments was one of the barriers raised. It can also be said that this goes some way in deterring people under 35 from representing their community on their local council.

As you know, mayors and councillors currently receive a level of remuneration that is independently set by the Local Government Remuneration Tribunal based on the application of a range of criteria. It is currently possible for councils to make superannuation contributions on behalf of mayors and councillors on a pre-tax basis out of the fees they receive from the council as determined by the Tribunal.

However, the Government recognises that not everyone agrees with the current arrangements and acknowledges the calls for councils to be required to make superannuation contributions on behalf of mayors and councillors in addition to the payment of their fees. The purpose of this discussion paper is to encourage further discussion about this issue and assist the Government in better understanding the views of the local government sector and the broader community.

The discussion paper:

- provides information on the current system for setting councillor remuneration and the legislation governing superannuation contributions for elected officials
- sets out the arguments for and against the payment of superannuation contributions for mayors and councillors, and
- provides different options and legislative models.

I welcome your input into this conversation and look forward to hearing your views.

**The Hon Shelley Hancock MP**  
**Minister for Local Government**

# 1. Should mayors and councillors in NSW receive superannuation payments in addition to their fees?

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Reasons that mayors and councillors should receive superannuation payments in addition to their fees can be summarised as follows:

- it will ensure that mayors and councillors are adequately remunerated for the performance of their duties
- it will address a historic anomaly that has seen mayors and councillors denied the benefit of superannuation guarantee payments enjoyed by the broader workforce, and
- it is hoped it will encourage more women to stand as candidates for election to councils.

Each of these arguments are examined below.

## Are NSW mayors and councillors adequately remunerated?

In NSW, the remuneration received by mayors and councillors is independently set by an expert tribunal, the Local Government Remuneration Tribunal.

Under section 239 of the NSW *Local Government Act 1993* (the Act), the Tribunal is required to determine the categories of councils and mayoral offices and to place each council and mayoral office into one of those categories. The categories are to be determined at least once every 3 years.

To ensure that mayors and councillors receive remuneration that is commensurate with, and reflects their workload and responsibilities, the Tribunal is required to consider a range of criteria under section 240 of the Act in determining remuneration categories. These include:

- the size, physical terrain, population and the distribution of the population of each local government area
- the nature and volume of business dealt with by each council
- the nature and extent of the development of each local government area
- the diversity of the communities each council serves
- the regional, national and international significance of the council, and
- any other matters the Tribunal considers relevant to the provision of efficient and effective local government.

The Tribunal last undertook a significant review of the categories and the allocation of councils into each of the categories in 2017. The Tribunal has indicated that it will next consider the model, the criteria applicable to each group and the allocation of councils in detail in 2020.

Under section 241 of the Act, the Tribunal is required to determine, no later than 1 May in each year, for each of the categories determined under section 239, the maximum and minimum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils.

As noted above, in determining the maximum and minimum fees payable in each of the categories, the Tribunal is required under section 242A(1) of the Act, to give effect to the same policies on increases in remuneration as the Industrial Relations Commission.

The current policy on wages is that public sector wages cannot increase by more than 2.5 per cent, and this includes the maximum and minimum fees payable to councillors and mayors and chairpersons and members of county councils.

However, the Tribunal is able to determine that a council can be placed into another existing or a new category with a higher range of fees without breaching the Government's wage policy pursuant to section 242A(3) of the Act. This means that where, for whatever reason, the workload or responsibilities of the mayor and councillors increase, they may receive an increase in remuneration that reflects their increased workload even if that increase exceeds the 2.5% public sector wages cap.

The current remuneration levels for mayors and councillors in each category are set out below:

**Table 1: Minimum and maximum fees for NSW mayors and councillors**

Category		Councils in Category	Councillor/Member Annual Fee		Mayor/Chairperson Additional Fee*	
			Minimum	Maximum	Minimum	Maximum
General Purpose Councils – <b>Metropolitan</b>	Principal CBD	1	27,640	40,530	169,100	222,510
	Major CBD	1	18,430	34,140	39,160	110,310
	Metropolitan Large	8	18,430	30,410	39,160	88,600
	Metropolitan Medium	9	13,820	25,790	29,360	68,530
	Metropolitan Small	11	9,190	20,280	19,580	44,230
General Purpose Councils – <b>Non - metropolitan</b>	Regional City	2	18,430	32,040	39,160	99,800
	Regional Strategic Area	2	18,430	30,410	39,160	88,600
	Regional Rural	37	9,190	20,280	19,580	44,250
	Rural	57	9,190	12,160	9,780	26,530
<b>County Councils</b>	Water	4	1,820	10,140	3,920	16,660
	Other	6	1,820	6,060	3,920	11,060

- Mayors and county council chairpersons receive their fee **in addition to** the fee they receive as a councillor/member.

A comparison of average remuneration received by mayors and councillors in NSW with the remuneration received by their counterparts in other jurisdictions indicates that NSW councillors receive similar or higher levels of remuneration than their counterparts in other jurisdictions other than Queensland.

**Table 2: Interjurisdictional comparison of councillor remuneration (as paid at March 2020)**

Jurisdiction	Average	Lowest Fee	% NSW fee	Highest fee	% NSW fee
NSW	24,860	9,190		40,530	
QLD	141,066	53,049	577%	160,938	397%
VIC	27,999	8,833	96%	47,165	116%
TAS	23,372	9,546	104%	37,198	92%
WA	17,634	3,589	39%	31,678	78%
NT <sup>1</sup>	13,283	4,428	48%	22,137	55%
SA	16,215	6,500	71%	25,930	64%

**Table 3: Interjurisdictional comparison of mayors' remuneration (as paid at March 2020)**

Jurisdiction	Average	Lowest Fee	% NSW fee	Highest fee	% NSW fee
NSW	141,005	18,970		263,040	
QLD	185,824	106,100	1,030%	265,549	101%
VIC	131,877	62,884	331%	200,870	76%
TAS	58,430	23,863	125%	92,997	35%
WA	94,443	4,102	22%	184,784	70%
NT	73,856	24,619	130%	123,093	47%
SA	101,500	26,000	137%	177,000	67%

<sup>1</sup> NT's councillor and mayoral fees are based on the Councillor Member Allowances for July 2018-2019

## Have NSW mayors and councillors been denied a financial benefit received by other members of the workforce through the payment of the superannuation guarantee?

The superannuation guarantee was introduced in 1992-93, with compulsory contributions rising at regular intervals from 3 per cent of wages in that year to 9 per cent in 2002-03 and 9.5 per cent in 2013-14. The superannuation guarantee is scheduled to rise incrementally from 9.5 per cent of wages today to 12 per cent by July 2025.

While superannuation guarantee payments are made in addition to an employee's wages, as the Grattan Institute has demonstrated<sup>2</sup>, higher compulsory superannuation contributions are ultimately funded by lower wages. When the superannuation guarantee increases, this is wholly or mostly borne by workers who receive smaller pay rises and lower take-home pay. For example, when the superannuation guarantee increased by from 9 per cent to 9.25 per cent in 2013, the Fair Work Commission stated in its minimum wage decision that the proposed minimum wage increase was *"lower than it otherwise would have been in the absence of the Super Guarantee increase"*.

Given the evidence that superannuation guarantee payments are in effect paid for by workers through lower wages, it would be over simplifying the situation to assume that workers are receiving a 9.5% supplementary payment that is being denied to NSW mayors and councillors.

The last increase in the superannuation guarantee came into effect in 2013/14 when the contribution rate increased from 9.25% to 9.5%. A comparison of increases in average weekly earnings with increases in NSW mayors' and councillors' remuneration as determined by the Tribunal since then indicates that NSW mayors and councillors have, on average, enjoyed slightly higher increases in remuneration than the rest of the community.

**Table 4: Comparison of increases in average weekly earnings with increases in mayors' and councillors' remuneration**

Financial year	Average weekly ordinary time earnings Aust - annual average increase June to June each year	Councillor remuneration increase 1 July
1 July 2014 – 30 June 2015	2.3%	2.5%
1 July 2015 – 30 June 2016	2.0%	2.5%
1 July 2016 – 30 June 2017	2.2%	2.5%
1 July 2017 – 30 June 2018	1.8%	2.5%
1 July 2018 – 30 June 2019	2.7%	2.5%
1 July 2019 – 30 June 2020	3.1%	2.5%

<sup>2</sup> See John Daley and Brendan Coates (2018) [Money in retirement: More than enough](#). Grattan Institute. November 2018



Were councils to be required to make an additional payment on behalf of mayors and councillors equivalent to the superannuation guarantee amount (currently 9.5% of their fees) this would, in effect confer on mayors and councillors a 9.5% increase in their remuneration outside of the normal process for setting mayors' and councillors' remuneration by the Local Government Remuneration Tribunal.

This will not be a one-off increase. With the superannuation guarantee set to increase to 12% in the years up to 2025, this would see further increases to mayors' and councillors' remuneration over and above any increases approved by the Tribunal.

While the receipt of a 9.5% increase in their remuneration through the payment of the superannuation guarantee is likely to be widely supported by mayors and councillors, it is important that the community is consulted and support shown by them before changes are made.

At present it is not clear whether ratepayers would support seeing the revenue they contribute to their local councils being diverted from providing services and infrastructure to fund a 9.5% increase in remuneration for their elected representatives.

### **Will payment of the superannuation guarantee encourage more women to stand as candidates at council elections?**

Payment of the superannuation guarantee for mayors and councillors has been promoted as an equity measure to address disparities in men's and women's superannuation balances.

Research has demonstrated that the principal impediments to more women standing as candidates at local government elections are:

- lack of awareness of local government and the role of councils and councillors
- feeling unqualified
- balancing carer and work commitments
- the investment of time required to be an effective councillor, and
- perceptions of the culture of councils and councillor conduct.<sup>3</sup>

The payment of the superannuation guarantee would benefit male and female councillors alike. In the short term, male mayors and councillors will be the principal beneficiaries of any increase in remuneration through the receipt of an additional superannuation payment given that they currently comprise 69% of councillors in NSW<sup>4</sup>.

Major stakeholders promoting an increase in the number of females represented on councils including Local Government NSW, Women for Election Australia, Australian Local Government Women's Association and the Country Women's Association of NSW recently noted that *"a key barrier for women standing for election to local government can be the lack of access to superannuation, with women unwilling to take on more work with insufficient remuneration"*. The stakeholders also noted *"women tend to have far lower superannuation balances than men, often due to time out of the workforce caring for family members"*.

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<sup>3</sup> See Manion, Jo and Sumich, Mark (2013), [Influencing Change – Views of elected representatives on leadership, decision making and challenges for Local Government in NSW](#)

<sup>4</sup> See Office of Local Government (2019), [NSW Candidate and Councillor Diversity Report 2017](#)

## Will payment of the superannuation guarantee encourage younger people to stand as candidates at council elections?

Two separate studies undertaken by the University of Melbourne in 2014<sup>5</sup> and 2015<sup>6</sup> found that younger people tend not to be engaged by and are uninterested in superannuation or retirement planning. HECS repayments and saving to purchase a first home tend to be higher financial priorities for younger people than saving for retirement.

The average tenure of councillors is between one to two terms. More than three quarters (77%) of councillors elected at the 2012, 2016 and 2017 elections had served two terms or less. Assuming that councillors were to receive the superannuation guarantee of 9.5% with respect to their fees over one or two terms, as demonstrated by table 5, the value of the capital contributions made to their superannuation funds would, at retirement, represent a small proportion of their accumulated lifetime superannuation capital.

**Table 5: Comparison of superannuation contribution amounts that would be made on the maximum annual fee in each category of council at a rate of 9.5% over 1 term (4 years) and 2 terms (8 years).**

Category		Number of Councils in Category	Councillor/Member Maximum Annual Fee	4 years at 9.5%	8 years at 9.5%
General Purpose Councils – <b>Metropolitan</b>	Principal CBD	1	40,530	15,401	30,802
	Major CBD	1	34,140	12,973	25,946
	Metropolitan Large	8	30,410	11,556	23,112
	Metropolitan Medium	9	25,790	9,800	19,600
	Metropolitan Small	11	20,280	7,706	15,412
General Purpose Councils – <b>Non-metropolitan</b>	Regional City	2	32,040	12,175	24,350
	Regional Strategic Area	2	30,410	11,556	23,112
	Regional Rural	37	20,280	7,706	15,412
	Rural	57	12,160	4,621	9,242
<b>County Councils</b>	Water	4	10,140	3,853	7,706

<sup>5</sup> See Ali, Paul and Anderson, Malcolm and Clark, Martin and Ramsey, Ian and Shekhar, Chander (2014), [Superannuation Knowledge, Behaviour and Attitudes in Young Adults in Australia](#). CIFR Paper No. RP002/2014

<sup>6</sup> See Ali, Paul and Anderson, Malcolm and Clark, Martin and Ramsey, Ian and Shekhar, Chander (2015), [No Thought for Tomorrow: Young Australian Adults' Knowledge, Behaviour and Attitudes About Superannuation](#). Law and Financial Markets Review Vol. 9, No. 2, pages 90-105

	Other	6	6,060	2,303	4,606
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## How much will it cost and who will pay?

The cost of paying the superannuation guarantee for mayors and councillors will need to be met by each council out of its existing budget.

This cost will vary from council to council depending on what fees the mayor and councillors receive and how many councillors there are on the council. The table below sets out the average annual cost to councils in each remuneration category of paying the 9.5% superannuation guarantee for the mayor and each councillor based on the maximum annual fee payable in each category.

The total estimated annual cost of paying the 9.5% superannuation guarantee for mayors and councillors for the local government sector as whole is close to \$3 million (\$2,758,739).

**Table 6: Average annual cost to councils of making a 9.5% superannuation contribution for mayors and councillors**

Category		Councils in Category	Average annual cost of paying 9.5% superannuation contribution for mayors and councillors
General Purpose Councils – <b>Metropolitan</b>	Principal CBD	1	55,792
	Major CBD	1	55,886
	Metropolitan Large	8	45,973
	Metropolitan Medium	9	35,911
	Metropolitan Small	11	21,541
General Purpose Councils – <b>Non-metropolitan</b>	Regional City	2	46,007
	Regional Strategic Area	2	45,973
	Regional Rural	37	21,543
	Rural	57	11,762
<b>County Councils</b>	Water	4	9,289
	Other	6	5,081

## 2. Why are councils not required to make superannuation guarantee payments to mayors and councillors?

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The Commonwealth *Superannuation Guarantee (Administration) Act 1993* (SG Act) imposes an obligation on an employer to pay the superannuation guarantee of 9.5% of an employee's earnings to a complying superannuation fund nominated by the employee.

The obligations under the SG Act do not extend to councils with respect to the fees they pay to mayors and councillors because they are not employees of the council for the purposes of that Act. Mayors and councillors are elected to a civic office in the council and the council is not their employer.

Section 12(9A) of the SG Act expressly excludes mayors and councillors across Australia from the definition of "employee" meaning that councils are not obliged to make superannuation guarantee payments to mayors and councillors under that Act. Section 12(9A) of the SG Act provides that, "*a person who holds office as a member of a local government council is not an employee of the council*".

Section 251 of the NSW Local Government Act also makes it clear that the payment of a fee to a mayor or councillor does not constitute the payment of a salary and mayors and councillors are not to be taken to be employees of councils because of the payment of the fee.

## 3. Can NSW councils make superannuation contributions on behalf of mayors and councillors as a component of their fees?

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There is nothing currently preventing councils from making superannuation contributions on a voluntary basis on behalf of the mayor and councillors.

The Australian Tax Office has made a definitive ruling, (ATO ID 2007/205) that allows for mayors and councillors to redirect their annual fees into superannuation on a pre-tax basis.

In practical terms, there is nothing currently preventing mayors and councillors, who wish to make concessional contributions to their superannuation funds, from entering into an arrangement with their council under which they agree to forego part of their remuneration in exchange for the council making contributions to a complying superannuation fund on their behalf on a pre-tax basis.

Councils are also able to determine for themselves, by council resolution and/or within an appropriate council policy, if and how councillors may do this.

## 4. Can NSW councils make superannuation contributions on behalf of mayors and councillors *in addition to the payment of their fee?*

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It is open to councils under sections 446-5(1)(a) and 12-45(1)(e) of Schedule 1 of the Commonwealth *Taxation Administration Act 1953* (TAA) to resolve that mayors and councillors are subject to Pay As You Go withholding. The resolution must be unanimous to be effective.

A resolution under sections 446-5(1)(a) and 12-45(1)(e) of Schedule 1 of the TAA operates to take the mayor and councillors out of section 12(9A) of the SG Act, which recognises that they are not employees of the council, and brings them within section 12(10) of the SG Act which states that:

*A person covered by paragraph 12-45(1)(e) in Schedule 1 to the Taxation Administration Act 1953 (about members of local governing bodies subject to PAYG withholding) is an employee of the body mentioned in that paragraph.*

Section 12(1) effectively deems the mayor and councillors to be employees and the council to be their employer for the purposes of the SG Act. This will mean the council will be obliged to make superannuation guarantee contributions (currently 9.5% of the mayor's and councillors' fees) to complying superannuation funds in respect of fees paid to the mayor and councillors. These contributions would be paid in addition to the fees received by the mayor and councillors.

It should be noted however that a resolution under sections 446-5(1)(a) and 12-45(1)(e) of Schedule 1 of the TAA will also result in mayors and councillors being treated as employees for a wide range of other taxation purposes. Among other things:

- the council will have to withhold amounts from the payment of fees to the mayor and councillors in accordance with section 12-45(1)(e) of Schedule 1 of the TAA
- the council will be subject to fringe benefits tax under the Commonwealth *Fringe Benefits Tax Assessment Act 1986* on the taxable value of expenses paid to and facilities provided to the mayor and councillors under the council's councillor expenses and facilities policy adopted under section 252 of the LGA, and
- the council will be obliged under Commonwealth *Child Support (Registration and Collection) Act 1988* to withhold payments from fees paid to the mayor and councillors for the purposes of making child support/maintenance/carer payments.

It is unclear however whether a resolution under sections 446-5(1)(a) and 12-45(1)(e) of Schedule 1 of the TAA is permissible under sections 248(2) and 249(3) of the Act where it would have the consequence of requiring a council to make a superannuation guarantee contribution in respect of the fees paid to councillors and the mayor that, taken together with their fees, exceeds the maximum amount determined by the Local Government Remuneration Tribunal.

It is also unclear what impact section 242A of the Act would have in relation to a council's resolution under sections 446-5(1)(a) and 12-45(1)(e) of Schedule 1 of the TAA. Section 242A of the Act places an obligation on the Local Government Remuneration Tribunal when determining the remuneration of mayors and councillors, to apply the same policies on increases in remuneration as those that the Industrial Relations Commission is required to apply under section 146C of the NSW *Industrial Relations Act 1996* when making or varying awards or orders relating to the conditions of employment of public sector employees.

It is possible that where a council is obliged to make superannuation guarantee contributions on behalf of the mayor and councillors in addition to their fee, the Tribunal may, in turn, be obliged under section 242A to make a determination reducing the mayor's and councillors' fees to ensure that the fee and superannuation contribution do not result in an increase that exceeds the 2.5% public sector wages cap.

## 5. What is the position in Queensland?

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Section 226 of the Queensland *Local Government Act 2009* gives councils the option to pay an amount into a complying superannuation fund on behalf of the mayor and councillors up to an amount payable with respect to employees of the council. The amount paid is in addition to the amount the mayor and councillor receive as a fee. Alternatively, councils may contribute a portion of the mayor's or councillors' fees to complying superannuation fund as is the case in NSW.

## 6. Options

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### **Option 1: Maintaining the status quo**

Under this option, councils will continue not to be obliged to make superannuation guarantee payments on behalf of the mayor and councillors. Mayors and councillors who wish to make concessional contributions to their superannuation funds can continue to enter into an arrangement with the council under which they agree to forego part of their fee in exchange for the council making contributions to a complying superannuation fund on their behalf on a pre-tax basis.

### **Option 2: Amending the NSW *Local Government Act 1993* to require councils to pay a portion of the mayor's and councillors' fees equivalent to the superannuation guarantee amount into a complying superannuation fund nominated by the mayor and councillors.**

Under this option, the Act would be amended to require councils to pay a proportion of the mayor's and councillors' fees equivalent to the superannuation guarantee amount into a complying superannuation fund nominated by the mayor and councillors.

### **Option 3: Amending the NSW *Local Government Act 1993* to require councils to pay an amount equivalent to the superannuation guarantee into a complying superannuation fund nominated by the mayor and councillors in addition to the payment of the mayor's and councillors' fees.**

Under this option, all councils will be required to pay an amount equivalent to the superannuation guarantee contribution payable with respect to the mayor's and councillors' fees, into a complying superannuation fund nominated by the mayor and councillors. The payment would be made in addition to the payment of the mayor's and councillors' fees.

A supporting amendment would be required to exempt the additional payment from section 242A of the Act.

### **Option 4: Amend the NSW *Local Government Act 1993* to give councils the option to pay an amount equivalent to the superannuation guarantee into a**

## complying superannuation fund nominated by the mayor and councillors in addition to the mayor's and councillors' fees.

This option is based on the Queensland model. Under this option, the payment of an additional superannuation contribution in addition to the mayor's and councillors' fees would be optional for councils. Councils would also have the option to make a superannuation contribution on behalf of the mayor and councillors as a portion of the mayor's or councillors' fees.

As with option 3, a supporting amendment would be required to exempt the additional payment from section 242A of the Act.

## 7. Have Your Say

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We now want to hear from you.

### Key questions to consider

- **Should councils be required to make superannuation contributions for the mayor and councillors?**
- **Should contributions be made as a portion of mayors' and councillors' fees or in addition to them?**
- **Which is your preferred option?**
- **Do you have an alternative suggested option?**

Submissions may be made in writing by COB Friday 8 May 2020 to the following addresses.

#### Post

Locked Bag 3015  
NOWRA NSW 2541

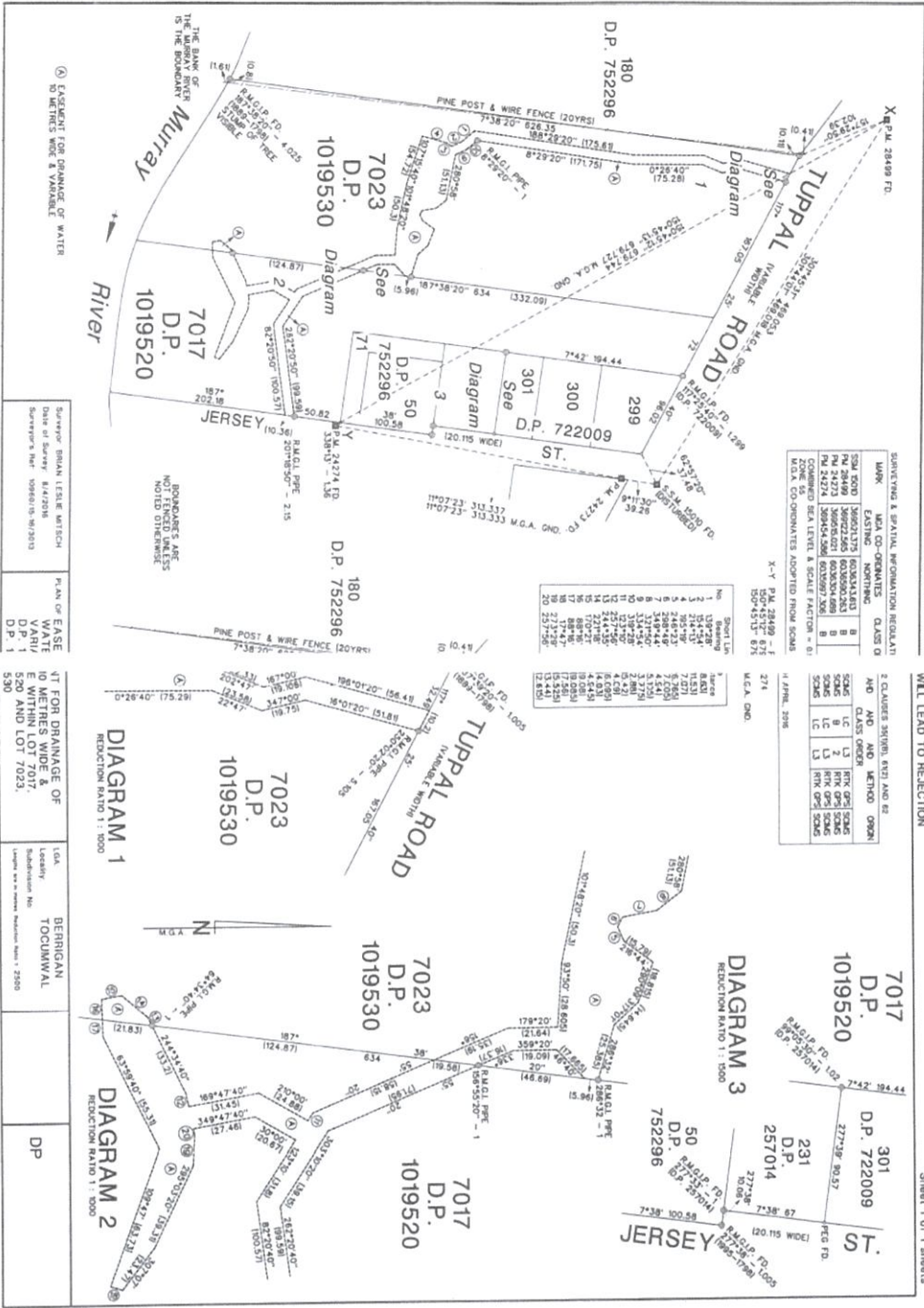
#### Email:

[olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au)

Submissions should be labelled 'Councillor Superannuation Consultation' and marked to the attention of OLG's Council Governance Team.

### Further information

For more information, please contact OLG's Council Governance Team on (02) 4428 4100 or via email at [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au).



WARNING: CHECKING OR FOLE WILL LEAD TO REJECTION

Sheet 1 of 1 sheets

SURVEYING & SPATIAL INFORMATION REGULATORY BOARD		CLASSIFICATION	
MARK	USA CO-ORDINATES	EASTING	NORTHING
PA 29499	598021.23	600304.81	B
PA 4273	598050.07	600304.81	B
PA 4274	598045.08	600309.205	B
PA 4275	598045.08	600309.205	B
PA 4276	598045.08	600309.205	B
PA 4277	598045.08	600309.205	B
PA 4278	598045.08	600309.205	B
PA 4279	598045.08	600309.205	B
PA 4280	598045.08	600309.205	B
PA 4281	598045.08	600309.205	B
PA 4282	598045.08	600309.205	B
PA 4283	598045.08	600309.205	B
PA 4284	598045.08	600309.205	B
PA 4285	598045.08	600309.205	B
PA 4286	598045.08	600309.205	B
PA 4287	598045.08	600309.205	B
PA 4288	598045.08	600309.205	B
PA 4289	598045.08	600309.205	B
PA 4290	598045.08	600309.205	B
PA 4291	598045.08	600309.205	B
PA 4292	598045.08	600309.205	B
PA 4293	598045.08	600309.205	B
PA 4294	598045.08	600309.205	B
PA 4295	598045.08	600309.205	B
PA 4296	598045.08	600309.205	B
PA 4297	598045.08	600309.205	B
PA 4298	598045.08	600309.205	B
PA 4299	598045.08	600309.205	B
PA 4300	598045.08	600309.205	B

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27	138.28	138.28	138.28
28	138.28	138.28	138.28
29	138.28	138.28	138.28
30	138.28	138.28	138.28

DATE OF SURVEY: 14/07/2016  
 SURVEYOR: BILLY BISHOP  
 DATE OF PLAN: 14/07/2016  
 PLAN NO: 1019530

PLAN OF EASE  
 WASTE  
 D.P. 1  
 D.P. 1

IT FOR DRAINAGE OF  
 10 METRES WIDE &  
 5 METRES HIGH  
 AND LOT 7023.

LOCALITY: BERRIGAN TOCUMWAL  
 SUBDIVISION NO: 2500

DP



TOCUMWAL RECREATION RESERVE

ABN: 900 833 102

Committee of Management: President - Mr ALAN JONES . PH 0358 743236  
Secretary - Mrs BARB CULLEN PH 0358 742242

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

Mr Matthew Hansen  
Director of Corporate Services

Re: 4 YEAR DELIVERY PLAN – Tocumwal Recreation Reserve

Dear Rowan and Matthew,

Over previous years we have been able with considerable financial and advisory assistance from the Berrigan Shire Council to develop various important projects for which we are very thankful.

- Extensive drainage in several areas of the Reserve .
- Major cricket wicket area retaining wall.
- Building improvements.
- Driveways / Roadway construction.
- Other drainage works completely funded from our own resources.

We have in conjunction with the Cricket Club plastered the internal walls, replaced ceiling and painted the centre section of the pavilion.  
Evaporative air conditioning is also been installed.

The Reservice Management Committee recently sold the old tractor which we purchased at least 25 years ago. We have purchased a small compact John Deere tractor mower which is much safer and easily operated.

We request financially and technically funding to build a new machinery and equipment shed. The old shed has served us well and at least forty years ago was moved from the **original pavilion** site, north end of the Reserve, to the present site in Morris Street.

A new building would compliment the area greatly and provide a much improved accommodation for our machinery and equipment.

After discussion with Nathan O'Connell on your staff, he has offered to do a costing and will deliver details to both Rowan and Matthew by Tuesday 3<sup>rd</sup> March.

The Recreation Reserve Committee would be able to support the above project to 40% of cost.

We thank Council for the opportunity to apply for funding assistance, and Council Staff for their assistance in making this application possible.

Hoping for a favourable result.

Yours faithfully,  
Alan Jones, President  
Tocumwal Recreation Reserve Committee of Management



## Shed Quote for Tocumwal Recreation Reserve

	10.5 x 7.0 shed	14 x 7.0 shed
shed kit	\$ 7,160.00	\$ 8,510.00
concrete slab	\$ 5,880.00	\$ 7,842.00
electrical	\$ 1,500.00	\$ 1,500.00
demo	\$ 1,500.00	\$ 1,500.00
delivery	\$ 440.00	\$ 440.00
erection	\$ 4,000.00	\$ 4,500.00
<b>total</b>	<b>\$ 20,480.00</b>	<b>\$ 24,292.00</b>

**OFFER EXTENDED!**

**FIRE & DROUGHT RELIEF**

**10% OFF**  
Entire Shed Range\*

\*T&Cs apply

Show Specials only at  
**Farm World**

26 - 29 March Site LS75

Appendix 'D'

**best sheds**

Dear Nathan O'Connell,

Thank you for your enquiry. We are pleased to offer you this quote for the supply of materials for your new Steel Building. It will be engineered to be suitable for Region A Terrain Category 2 Importance level 2, Internal Pressure +0.7. Design Snow Load 0.00 KPa.

CUSTOMER DETAILS	
Customer Name: Nathan O'Connell	
Phone:	Mobile: 0429831332
Email: nathano@berriganshire.nsw.gov.au	
Site Address: 30 Bushlands Road, Tocumwal, NSW, 2714	
Postal Address:	

QUOTE NUMBER
20003069
3/03/2020
<b>VALID FOR 14 DAYS</b> (Unless notified or scheduled price increase)

MAIN BUILDING	
Bay Width:	4 x 3.5m
Span:	7.00m
Length:	14.00m
Height:	2.70m
Roof Pitch:	11° Gable Shed
Left Lean-to:	NA
Right Lean-to:	NA
Front Garaport:	NA
Back Garaport:	NA

MAIN COMPONENTS	
Roof Cladding:	0.42 Corro bmt - 0.48 Corro tct
Wall Cladding:	0.42 Corro bmt - 0.48 Corro tct
Columns:	C15024"C" Purlin, Fixed with heavy duty plates and bolts
Rafters:	C15024"C" Purlin, Fixed with heavy duty plates and bolts
Purlins:	TH64100 purlin fixed with heavy duty framing teks
Girt:	TH64100 purlin fixed with heavy duty framing teks
Gutter:	Quad
Downpipes:	To ground level

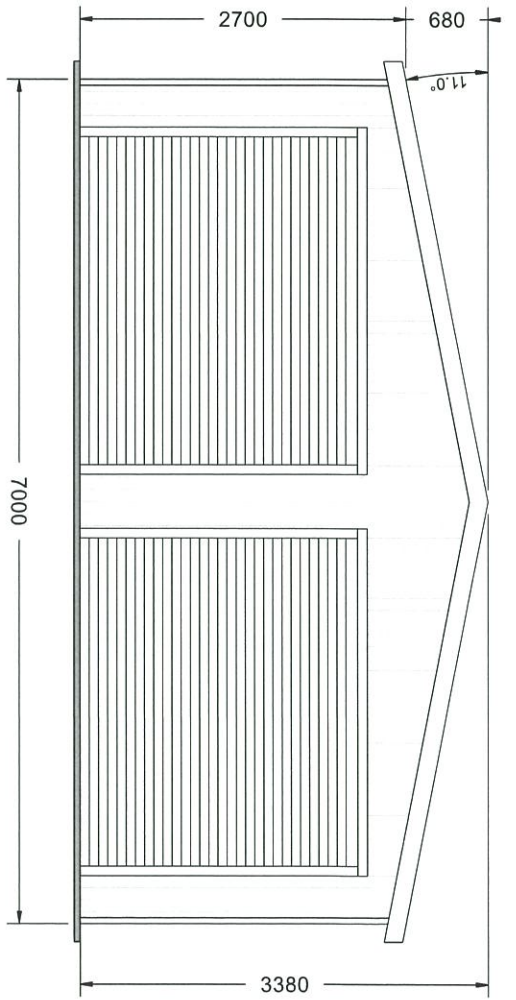
ADDED INCLUSIONS
<b>2 Roller Door 2.5m High x 2.77m Wide</b> <b>1 Access Doors \$310</b>
<b>OTHER:</b> All bolts, screws, rivets etc. are supplied and are coloured if fixing to colormaster. Engineering and drawings for your council submission are supplied at no additional cost.

EXTRAS
<b>P.A Door \$310</b>
<b>Window 900m x 1430m \$250</b>
<b>Barn Window 475 x 840 \$250</b>
<b>Insulation</b> is \$250 per roll cover 26msq (Wall: 5 Rolls, Roof: 4 Rolls)
Domestic Roller Door Motor \$330 each or
Commercial Motor \$720 each
Please note these are not included in the above price unless stated in added inclusions.

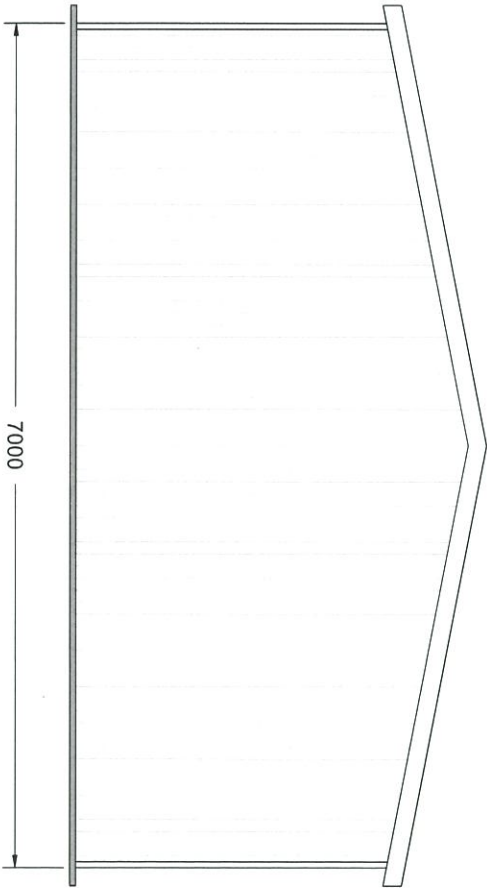
TOTAL COST of material inc GST
<b>\$8,510.00 inc GST if purchased during fire and drought relief \$7,660.00</b>
<b>Delivery is an Extra \$715.00</b>

Thank you for this opportunity to Quote,  
**Nicole Turner**

Please note: There has been an amendment in the National Construction Code effective 1 May 2019. This amendment requires that all shed structures are built to withstand higher internal pressure as doors and large windows shall now be considered openings, unless they are demonstrated to be capable of resisting the applied wind pressure (ie. wind-lock roller doors). All of our quotes will now be engineered with this internal pressure OR we will supply wind-lock roller doors (only certain sizes available) in the kit to meet these requirements.



FRONT ELEVATION



REAR ELEVATION



151 Smeaton Grange Road,  
Smeaton Grange, NSW, 2567  
Phone: 02 4648 7777  
Fax: 02 4648 7700  
Email: sales@bestsheds.com.au

Customer Name: Nathan O'Connell  
Site Address: 30 Bushlands Road  
Tocumwal,  
NSW, 2714

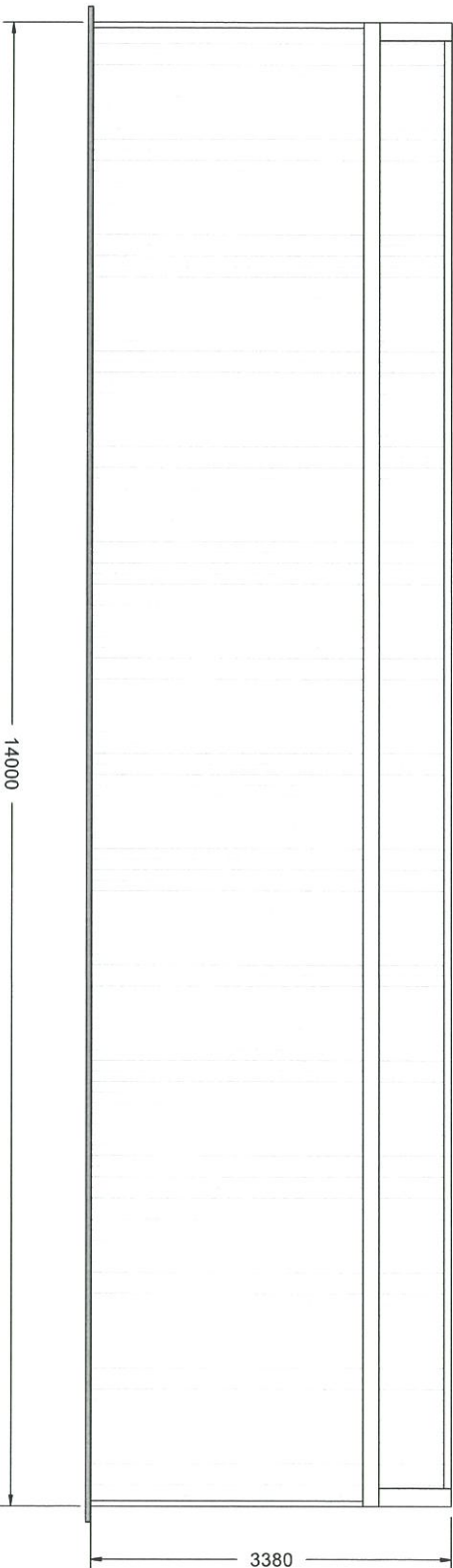
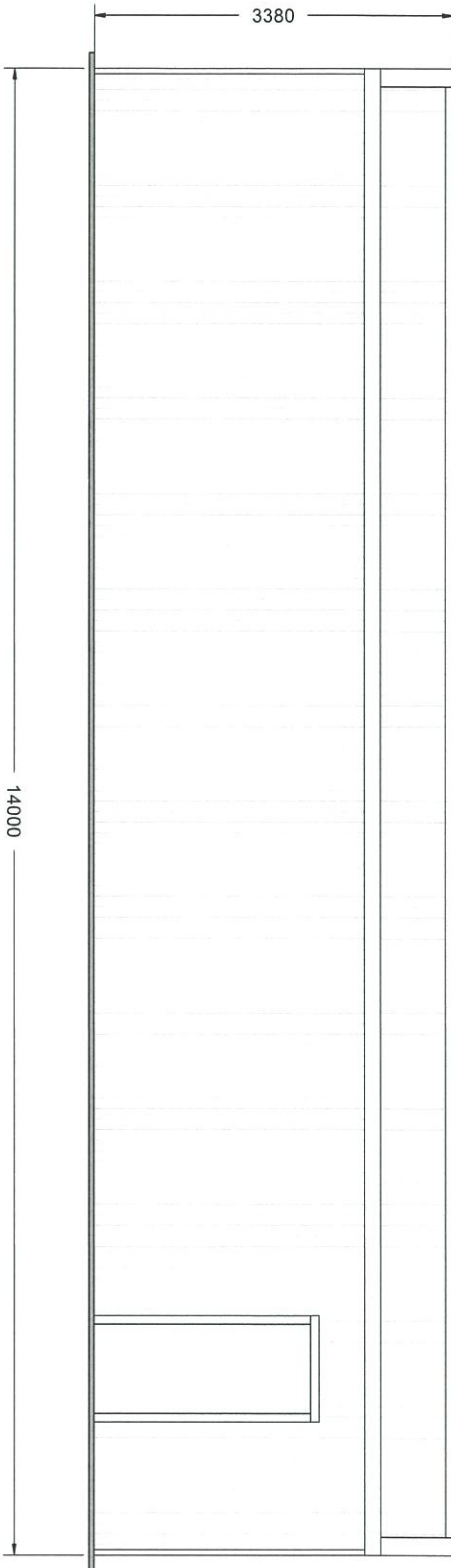
Drawing Title: End Elevations  
Scale: 1:58.910  
Date: 27-02-2020  
Job Number: 20003069



151 Smeaton Grange Road,  
Smeaton Grange, NSW, 2567  
Phone: 02 4648 7777  
Fax: 02 4648 7700  
Email: sales@bestsheds.com.au

Customer Name: Nathan O'Connell  
Site Address: 30 Bushlands Road  
Tocumwal,  
NSW, 2714

Drawing Title: Side Elevations  
Scale: 1:67.001  
Date :27-02-2020  
Job Number: 20003069

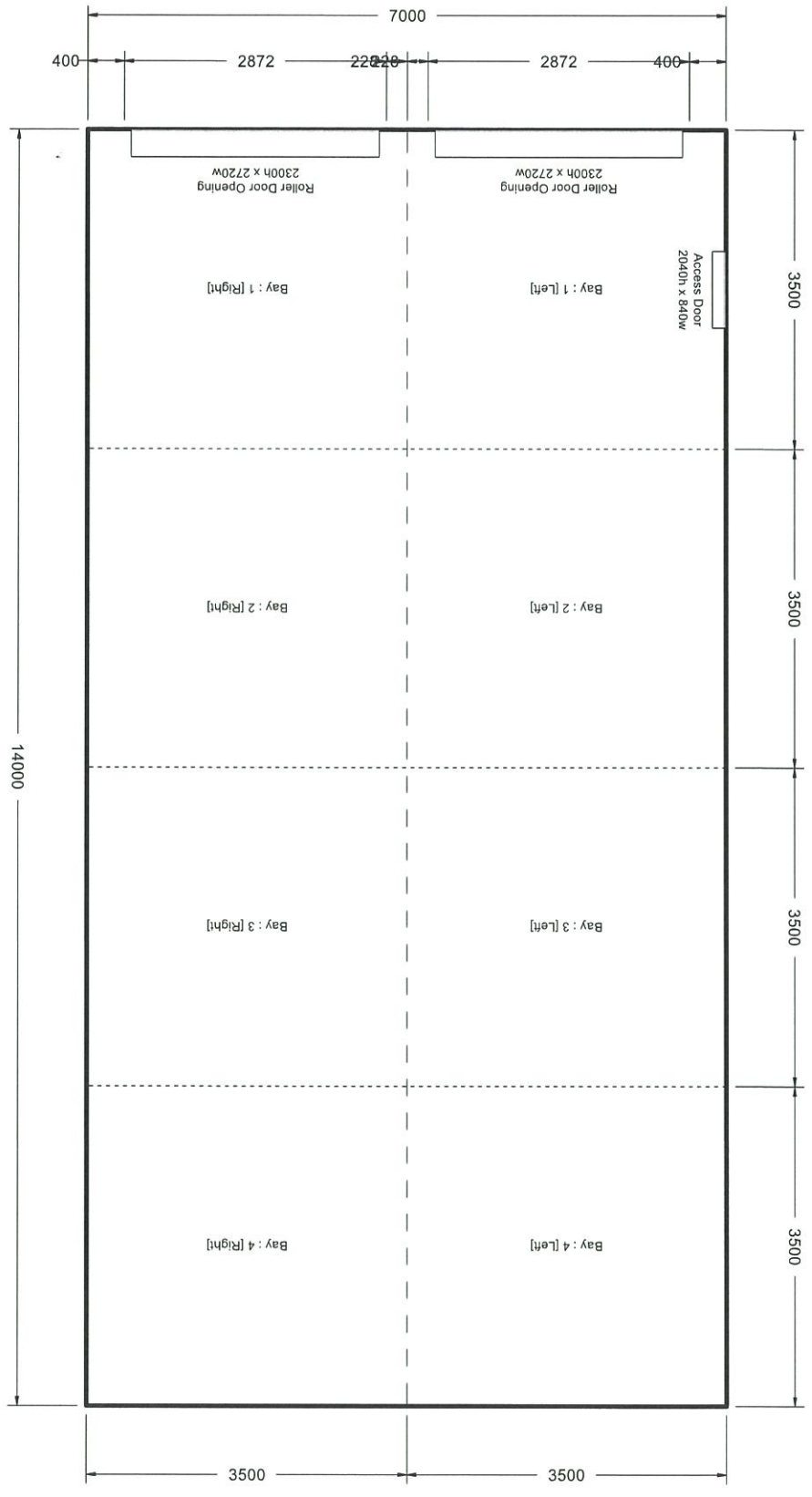




151 Smeaton Grange Road,  
 Smeaton Grange, NSW, 2567  
 Phone: 02 4648 7777  
 Fax: 02 4648 7700  
 Email: sales@bestsheds.com.au

Customer Name: Nathan O'Connell  
 Site Address: 30 Bushlands Road  
 Tocumwal,  
 NSW, 2714

Drawing Title: Floor Plan Elevation  
 Scale: 1:71.137  
 Date: 27-02-2020  
 Job Number: 20003069



FLOOR PLAN

**OFFER EXTENDED!**

**FIRE & DROUGHT RELIEF**

**10% OFF**  
Entire Shed Range\*

\*T&Cs apply

Show Specials only at  
**Farm World**

26 - 29 March Site LS75

Appendix "D"

**best  
sheds**

Dear Nathan O'Connell,

Thank you for your enquiry. We are pleased to offer you this quote for the supply of materials for your new Steel Building. It will be engineered to be suitable for Region A Terrain Category 2 Importance level 2, Internal Pressure +0.7. Design Snow Load 0.00 KPa.

CUSTOMER DETAILS	
Customer Name: Nathan O'Connell	
Phone: +61429831332	Mobile:
Email: nathano@berriganshire.nsw.gov.au	
Site Address: 30 Bushlands Road, Tocumwal, Tocumwal, NSW, 2714	
Postal Address:	

QUOTE NUMBER
317456
3/03/2020
<b>VALID FOR 14 DAYS</b> (Unless notified or scheduled price increase)

MAIN BUILDING	
Bay Width:	3 x 3.5m
Span:	7.00m
Length:	10.50m
Height:	2.70m
Roof Pitch:	11° Gable Shed
Left Lean-to:	NA
Right Lean-to:	NA
Front Garaport:	NA
Back Garaport:	NA

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Rafters:	C15024"C" Purlin, Fixed with heavy duty plates and bolts
Purlins:	TH64100 purlin fixed with heavy duty framing teks
Girt:	TH64100 purlin fixed with heavy duty framing teks
Gutter:	Quad
Downpipes:	To ground level

ADDED INCLUSIONS
<b>2 Roller Door 2.5m High x 2.77m Wide</b> <b>1 Access Doors (\$310)</b>
<b>OTHER:</b> All bolts, screws, rivets etc. are supplied and are coloured if fixing to colormaster. Engineering and drawings for your council submission are supplied at no additional cost.

EXTRAS	TOTAL COST of material inc GST
<b>P.A Door</b> \$310 <b>Window</b> 900m x 1430m \$250 <b>Barn Window</b> 475 x 840 \$250 <b>Insulation</b> is \$250 per roll cover 26msq (Wall: 4 Rolls, Roof: 3 Rolls) Domestic Roller Door Motor \$330 each or Commercial Motor \$720 each	<b>\$7,160.00 inc GST if buy while fire and drought relief campaign is on \$6,445.00</b>
Please note these are not included in the above price unless stated in added inclusions.	<b>Delivery is an Extra \$440.00</b>

Thank you for this opportunity to Quote,  
**Shaun BURTenshaw**

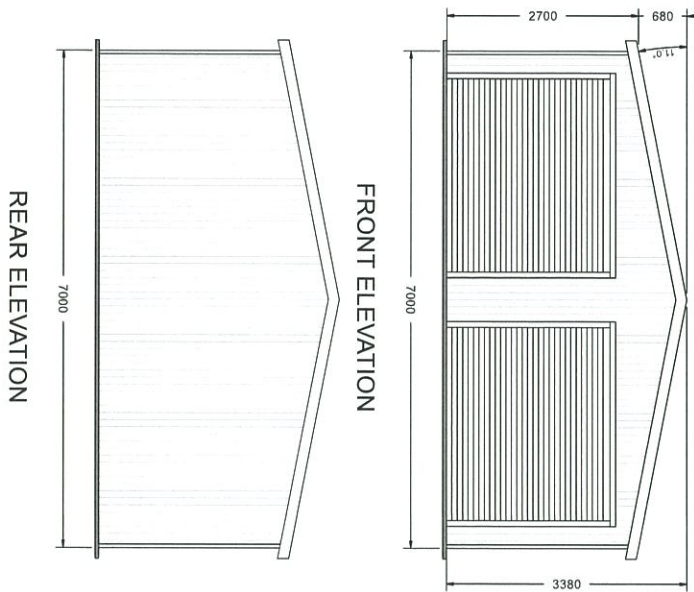
Please note: There has been an amendment in the National Construction Code effective 1 May 2019. This amendment requires that all shed structures are built to withstand higher internal pressure as doors and large windows shall now be considered openings, unless they are demonstrated to be capable of resisting the applied wind pressure (ie. wind-lock roller doors). All of our quotes will now be engineered with this internal pressure OR we will supply wind-lock roller doors (only certain sizes available) in the kit to meet these requirements.



151 Smeaton Grange Road,  
Smeaton Grange, NSW, 2567  
Phone: 02 4648 7777  
Fax: 02 4648 7700  
Email: sales@bestsheds.com.au

Customer Name: Nathan O'Connell  
Site Address: 30 Bushlands Road  
Tocumwal, Tocumwal,  
NSW, 2714

Drawing Title: End Elevations  
Scale: 1:100.000  
Date: 27-02-2020  
Job Number: 317456



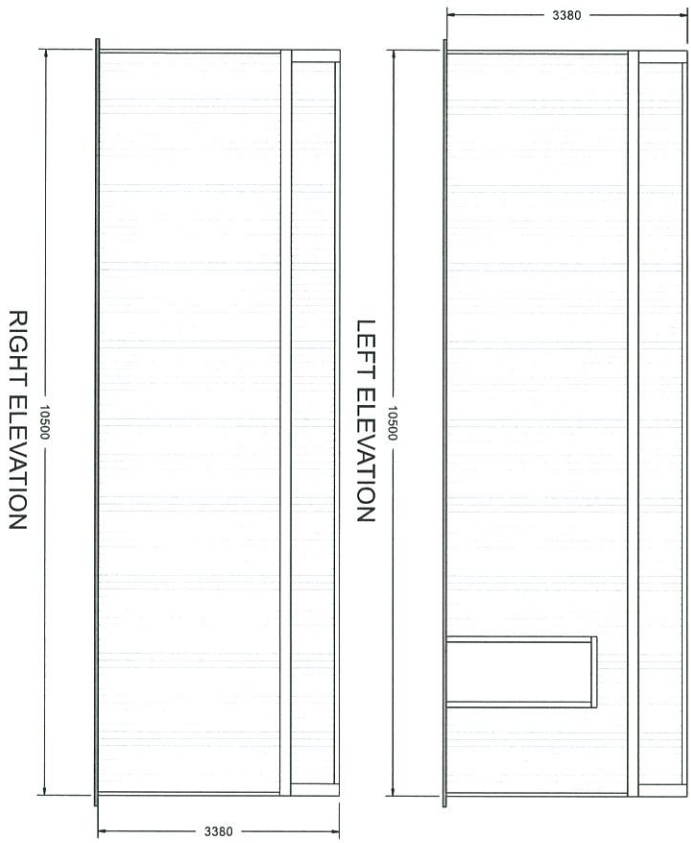




151 Smeaton Grange Road,  
Smeaton Grange, NSW, 2567  
Phone: 02 4648 7777  
Fax: 02 4648 7700  
Email: sales@bestsheds.com.au

Customer Name: Nathan O'Connell  
Site Address: 30 Bushlands Road  
Tocumwal, Tocumwal,  
NSW, 2714

Drawing Title: Side Elevations  
Scale: 1:100,000  
Date: 27-02-2020  
Job Number: 317456

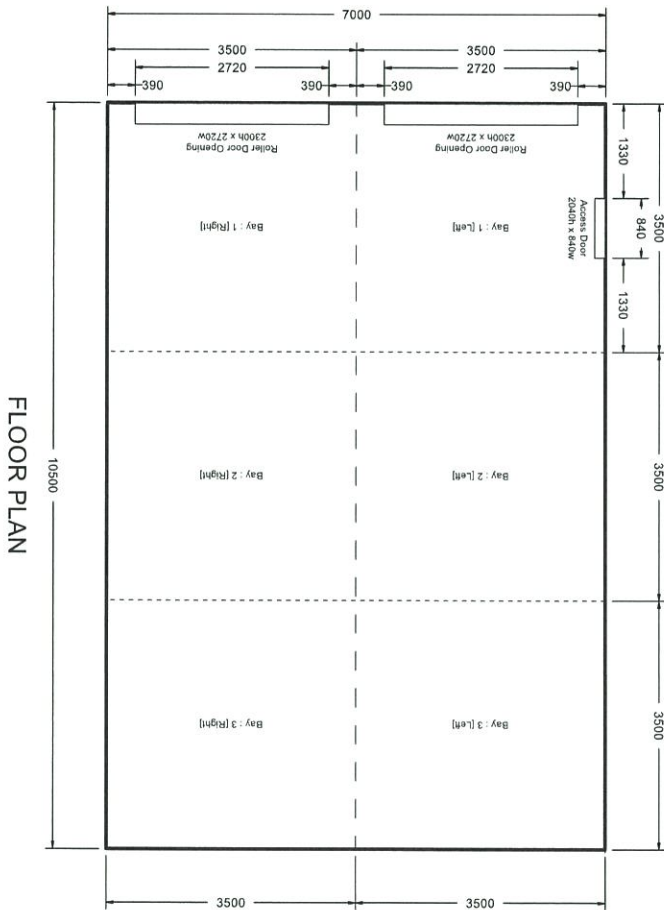




151 Smeaton Grange Road,  
 Smeaton Grange, NSW, 2567  
 Phone: 02 4648 7777  
 Fax: 02 4648 7700  
 Email: sales@bestsheds.com.au

Customer Name: Nathan O'Connell  
 Site Address: 30 Bushlands Road  
 Tocumwal, Tocumwal,  
 NSW, 2714

Drawing Title: Floor Plan Elevation  
 Scale: 1:100,000  
 Date: 27-02-2020  
 Job Number: 317456



FLOOR PLAN

BAROOGA COMMUNITY BOTANICAL GARDEN. 20/02/2020

BERRIGAN SHIRE COUNCIL

Jacq-Lyn Davis

Personal Assistant to the Manager

Dear Jacq

Please find the four year plan for BCBG

1. Sealing of parking area
2. Replacement of swing
3. Establishment of exercise stations
4. New pool fences.
5. Self mulching mowers
6. Defibrillator machine (Sp?)
7. Labyrinth

I hope this list is acceptable.

Jan Cullen Secretary BCBG

# TOCUMWAL WAR MEMORIAL HALL

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

19 February 2020

The General Manager  
56 Chanter Street  
BERRIGAN NSW 2712

Dear Rowan

## 4 YEAR DELIVERY PLAN

The Committee of Management for the Tocumwal War Memorial Hall welcomes the opportunity that the Council provides with the 4 year Delivery Plan. The following is what the committee has planned for Hall.

**Second stage air-conditioning installation** – The Hall Committee had the first stage of air-conditioning installed to the Supper Room (carpeted room) at a cost of \$8,043.20 by GSR Refrigeration & Airconditioning Pty Ltd.

This room is hired regularly by two dance groups, an art class and various community groups who need a space with kitchen attached. The users have given positive feedback as to the comfortable space it has now become with the aircon, with a plus of having the front doors kept closed for privacy.

The Committee is looking for help with the second stage where we add three units to the main body of the hall at a cost of \$24,799.50 (inc GST). We asked GSR Refrigeration & Airconditioning and Donovan Tainton Refrigeration & Airconditioning to quote as both are local to Tocumwal.

The Committee has limited funds and is looking for the Council to fund two units at \$16,533 (inc GST) with the Committee paying for the third unit at \$8,266.50 (inc GST). We would prefer to go with GSR Refrigeration & Airconditioning as they installed the first unit and their quote includes everything, however we will be guided by Council in this matter.

Adding the aircon to the main area of the hall will increase its hiring capabilities throughout the year. Currently the hall is underutilised in the warmer months as the hall only has ceiling fans and opening the doors and windows is impractical for different functions. The hall is now being used by both schools for their end of year productions all be it currently held at the end of Term 3 because of the weather. Berrigan Shire residents constantly ask if the hall is air conditioned yet as there are many enquiries for the venue to be hired for weddings and birthday parties, being a great sized venue in the heart of Tocumwal.

The units are reverse cycle and therefore will heat during the cooler months even though the hall has gas heating which works really well. However looking forward, when the hall adds a solar system this will then work in well with both options.



**The main hall floor** – The committee's has another project in the wings and that is to repair or replace the timber floor in the main hall. It has got to a point where it does not look as if it could handle another sanding and repolishing. Plus the timber is breaking up and has been patched in many places with an epoxy product which is also coming away.

We are currently trying to get quotes for fixing or replacing the floor and at this time asking for the Council's advice on what our options are with getting a project like this off the ground.

We look forward to working together. If you have any questions please do not hesitate to contact us.

Yours sincerely



Leanne Mark

Secretary/Treasurer

Attch x 2





# QUOTE

Tocumwal War Memorial Hall  
 50-54 Deniliquin St  
 TOCUMWAL NSW 2714  
 AUSTRALIA

Date  
 10 Feb 2020

Expiry  
 11 Mar 2020

Quote Number  
 QU-2665

ABN  
 53 607 552 670

GSR Refrigeration &  
 Airconditioning Pty Ltd  
 Factory 3/7 Barry Court  
 Wangaratta VIC 3677  
 Phone- 1800 477 247  
 ARCTick- AU46678  
 VBA- 44982  
 NSW- 293642C

Description	Quantity	Unit Price	GST	Amount AUD
Quote to Supply and Install 14.0kW Cassette Inverter Reverse Cycle split system to main hall area. Mount outdoor unit on west side roof. Includes electrical installation. (System will require 3 systems)	3.00	7,515.00	10%	22,545.00
			Subtotal	22,545.00
			TOTAL GST 10%	2,254.50
			<b>TOTAL AUD</b>	<b>24,799.50</b>

D.G. Tainton Nominees t/as

# **Donavan Tainton Refrigeration And AirConditioning Services**

ABN 38949245104 Ph: 0428433599

Email – donny.t@bigpond.com.au

Postal, P.O. Box 251 Tocumwal 2714

Delivery, 13-15 Hunter Drive

QUOTATION

Date 20/2/20

Dear Leanne Mark

Re. Tocumwal War Memorial Hall Air Conditioning

Quote to supply and install new Split System Air conditioner as required

Supply and install 3 x Mitsubishi 14kw Cassette units as requested

Total Cost \$21 520 Inc GST

Excludes all electrical work can be arranged if needed

Terms. 50% on order of units and 50% on completion of works.  
Equipment remains property of D.G. Tainton Nominees until all work  
is paid for in full. Quote valid for 30 day from date above.

Thank you for this opportunity to quote. If there are any queries about this quote,  
please do not hesitate to call me. Ph 0428433599.

Donavan Tainton

---

**Hansen, Matthew**

---

**From:** Jan Gray <janneice47@bigpond.com>  
**Sent:** Thursday, 20 February 2020 11:39 AM  
**To:** Mail  
**Cc:** Hansen, Matthew  
**Subject:** Finley SOA Hall 4 Year Delivery Plan 2020

Dear Mr Perkins

Firstly our committee would like to acknowledge and thank council for the redevelopment of the School of Arts hall.

We are delighted to have updated and modern facilities and a renovated and freshly painted hall – with this in mind our intention is to carry on with the renovations to the two front rooms of the hall. A Structural Engineer's report was carried out as part of the re-development and the walls are sound. A local builder, Darren Pyle has had a look at them and is happy to give a quote (not yet received) to remove old render and re-render and paint the rooms as well as double check and clear any white ant damage. As we do not yet have a quote and I assume it will be expensive we will probably need council assistance.

We have received a quote from A.K. Floors, Yarrawonga, to resand and apply 3 coats of polyurethane to floor – I have also contacted Mark Smith from Mulwala to give a quote but haven't heard back as yet. - Depending on funds we can raise we could probably do this but depends on priority.

We would also like to have a mural of a local scene painted on the backdrop of the stage – thinking of approaching the local arts group and applying for a grant.

We intend to appeal to the wider community selling our hall and declaring it ready for hire – will contact South West Arts Council and Outback Theatre stating we would like to hold concerts, musical recitals etc.. We already use the Finley for the Future website to advertise events and would also like to have access to the Berrigan Shire page.

Hopefully the gas will be connected this week AND the stove can be converted to natural gas – this is our most pressing need with two major events in April and May we need a working gas stove. IF we need a new stove may have to ask for financial help because of the split in committee our finances are now limited.

Thank you for considerations

Jan Gray  
Secretary  
School of Arts Hall



## FINLEY &amp; DISTRICT HISTORICAL MUSEUM

MURRAY STREET, FINLEY N.S.W. 2713

17<sup>th</sup> February, 2020

Mr Rowan Perkins  
 General Manager- Berrigan Shire Council  
 Chanter Street,  
 BERRIGAN. N.S.W. 2712

BERRIGAN SHIRE COUNCIL
19 FEB 2020
FILE _____
REFER TO <u>DCS</u>
COPY TO _____
ACTION / CODE _____
ACKNOWLEDGE Y / N _____

Dear Mr Perkins,

**Re: 4 Year Delivery Plan,**

With reference to the Berrigan Shire Council letter dated ~~22<sup>nd</sup> January, 2020~~ regarding our expression of interest in the 4 year delivery plan.

The Finley & District Historical Museum committee and members are seeking the Berrigan Shire Councils assistance with the build of a new display building.

This project would allow members to select historic items and tractors to be displayed at the front entrance of the museum for local residence and passing tourist to view from the others side of the fence when the museum is closed and encourage their patronage by a return visit.

Estimated Building cost \$8,000.00

Labor would be In Kind

As the Finley & District Historical Museum is a voluntary group that resides on the land and use the buildings that are owned by the Berrigan Shire Council, the members believe this project would enhance and benefit the local Shire by residence and tourist being part of the Finley Museum Walk currently being arranged between Closes Foundry Museum, Finley Railway Museum and the members Historical Museum.

If the committee could consider funding the Museum in anyway it would be greatly appreciated.

Kind Regards



Maureen Bevan-Secretary

Finley & District Historical Museum

Berrigan Sports Ground Committee

PO Box 88

Berrigan NSW 2712

20/01/2020

Mr Rowan Perkins

General Manager

Berrigan Shire Council

Chanter St Berrigan

NSW 2712

Dear Rowan,

The Berrigan Sportsground function centre was built ten years ago and it is the Committee's opinion, to maintain the quality of the building, painting of all interior rooms is required. It is estimated that this facility is used approximately on eighty occasions annually, for Cricket football and private functions.

It is in excess of twenty years since the interior and exterior of the time keepers room, as well as the exterior of the training rooms were painted, they appear very shabby and really require a facelift.

The Committee's annual Council allocation for maintenance cannot cover this added cost; we therefore request Council support with funding for these projects.

Two quotes for each of these jobs have been obtained, and attached herewith.

Trusting the Council can support this request.

Yours sincerely,



Ian Dickins

Chair Berrigan Sports Ground Committee

CC; Cr Reynoldson

CC; Cr Bruce

5/7/2020

## Ian Armer

Painting Contractor LIC NO:217803C

ABN:53443509272

46 Coree Street Finley 2713

Mobile: 0408473424

Email:sammy.ian@bigpond.com

### Quotation

#### **Berrigan Sports ground clubhouse**

Price to paint various rooms of clubhouse

Areas include

Main , bar , kitchen areas ,meeting room ,toilet air lock walkways

All walls to receive 2 coats of washable low sheen

Timberwork to be undercoated and finished in gloss or satin

Price includes all paint and preparation

Colour to match existing

Client to be responsible for what needs to be removed from walls ,,ie photos , honour boards

**Total :\$7300 plus gst**

Thankyou

*Ian Armer*

29/3/19

## Ian Armer

Painting Contractor LIC NO:217803C

ABN:53443509272

46 Coree st Finley 2713

Mobile: 0408473424

Email:sammy.ian@bigpond.com

### Quotation.

#### Berrigan rec reserve sheds

Price to paint exterior of above

All surfaces to be washed down where needed prior to paint

Weatherboard scoreboard and gable ends to be scraped back and sanded

Metal stairs to be treated for rust

All surfaces then to receive 2 coats of exterior acrylic

All paint and prep included in price

**Total:\$8000 plus gst**

Thankyou

*Ian Armer*



6 Hill St  
 TOCUMWAL New South Wales 2714  
 0429429226  
 cj-painters@hotmail.com

**Quote**

ABN: 28 558 072 784

Tax Invoice # 62  
 17th January 2020

Ian Dickins  
 Berrigan Sports Ground  
 71 Denison St  
 Berrigan, NSW 2712

DESCRIPTION	PRICE
EXTERIOR Painting of football change rooms and score board room All areas painted, Including stairs kill rust epoxy Colours to be determined Any minor prep to be completed by painter while major works will be undertaken by another trade	\$5,181.82
SUBTOTAL: \$5,181.82 GST: \$518.18 TOTAL: \$5,700.00	

**TERMS AND CONDITIONS:**

Quote is valid for 30 days from issue date.

**How to Pay**

Quote#62

We accept payment by: Bank Deposit, Cheque or Cash

**Cheque** 6 Hill St ,  
 TOCUMWAL New South Wales  
 2714

Thank you for choosing Cj Painters



6 Hill St  
 TOCUMWAL New South Wales 2714  
 0429429226  
 cj-painters@hotmail.com

**Quote**

ABN: 28 558 072 784

Tax Invoice # 61  
 17th January 2020

Ian Dickins  
 Berrigan Sports Ground  
 71 Denison St  
 Berrigan NSW 2712

DESCRIPTION	PRICE
Interior painting of Social rooms Full paint job of Walls, doors and arcs Colour to match existing Any patching and sanding to ensure to quality paint finish. Toilets and Kitchen excluded	\$3,045.46
SUBTOTAL: \$3,045.46	
GST: \$304.54	
TOTAL: \$3,350.00	

**TERMS AND CONDITIONS:**

Quote is valid for 30 days from issue date.

**How to Pay**

Quote#61

We accept payment by: Bank Deposit, Cheque or Cash

**Cheque** 6 Hill St ,  
 TOCUMWAL New South Wales  
 2714

Thank you for choosing Cj Painters

BERRIGAN SPORTSGROUND COMMITTEE OF MANAGEMENT

TO  
General Manager  
Berrigan Shire

8<sup>th</sup> March 2020



Dear Rowan,

At a recent meeting of the above Committee, discussion took place on the proposed upgrading of the solar panels at the Sportsground. Currently there are panels supplying aprox 9 Kw which is not sufficient to supply our needs.

The Sportsground Committee are planning to upgrade our panels to produce 35 Kw which will power most of our needs. The cost of this is \$32,000. We are requesting Berrigan Shire to pay this and we the S.G. Committee will pay back 50% over 3 years at a small Interest rate.

It is currently costing \$11,000 per year in electricity charges and the savings will help pay the Committees costs.

Hope this meets with your approval.

Yours Sincerely

Bruce Rendell  
Secretary  
Berrigan Sportsground Committee of Management

Cc Councilor Reynoldson  
Cc Councilor Bruce  
Cc Corp Services Matt Hanson.



Please review the document below and fill in your information.

**Purtle Electrical**  
*Contractors & Solar Specialists*

Get started

**PURTLE ELECTRICAL**

**ABN: 43034003893**

# 35.4 kW SOLAR SYSTEM



## ADDRESSED TO:

Berrigan sports ground

Stafford Street  
Berrigan  
New South Wales 2712  
Australia

Prepared by Luke Purtle on Feb 6, 2020  
Offer valid until Apr 6, 2020



## CONTACT

**Address**  
Purtle Electrical  
14 LANG STREET, MULWALA  
NSW 2647  
AUSTRALIA

**Phone**  
Mobile: 0400092189  
Office: 0357443321

**Online**  
**Email:**  
[admin@purtleelectrical.com.au](mailto:admin@purtleelectrical.com.au)  
**Website:**  
<http://www.purtleelectrical.com.au>





Please review the document below and fill in your information.

**Get started**



**PROPOSED PANEL LAYOUT**

Stafford Street, Berrigan  
2712 New South Wales  
Australia



Please review the document below and fill in your information.

**ASSUMED VALUES**

-

**DC Array Power Tilt Azimuth**

9kW 0° -25°

26.4kW 0° -25°

**System efficiency**

87%

**AC System Size**

30.8 kW

**Term**

20 years

**Inflation rate**

1.5% per annum

**Effective interest rate**

3.29% per annum

Get started  
**Quarterly Electric Bill**  
\$2500 (Summer)

**Utility Rate Inflation**  
3.79% per annum

**Self-Consumption Rate**  
40%

**Current Electricity Price**  
\$0.25

**Feed in Tariff**  
\$0.08

**PV degradation**

Tindo Solar Karra

Karra-250

90% for the first 12 year(s)

-0.769% per year to year 25

Jinko Solar Cheetah

JKM330M-60

97% for the first 1 year(s)

-0.7% per year to year 25

Get started

Please review the document below and fill in your information.





Please review the document below and fill in your information.

Get started

# 20 YEAR FINANCIAL SUMMARY

---

## Net present value of investment <sup>4</sup>

\$113,803.33

The Net Present Value (NPV) is the *present day value* of all future cash inflows minus the outflows. Since money is worth more in the present day than in the future, all future cashflows need to be discounted by inflation. A positive NPV indicates a good investment.

## Discounted payback period <sup>4</sup>

3 - 4 years

Similarly, the Discounted Payback Period also accounts for all discounted future cashflows. The resulting period will typically be longer than a "simple payback period" calculation.

## Total return on investment <sup>4</sup>

364%

The Return on Investment (ROI) is another measure of the efficiency of your solar investment. Imagine you invested \$100 today and received \$300 in return. The ROI would be 200%.

## Rate of return on cash invested <sup>4</sup>

28.3%

The Rate of Return on Cash Invested (or Internal Rate of Return) is the annual compounded rate of return that the cash flows bring based upon the net cash invested in the year of installation. Think of it as the interest rate that a term deposit would need to provide to match the returns on your solar investment.



Please review the document below and fill in your information.

Get started

# ENVIRONMENTAL ANALYSIS

Your solar system will generate significant environmental benefits. These come primarily from avoided power plant emissions.

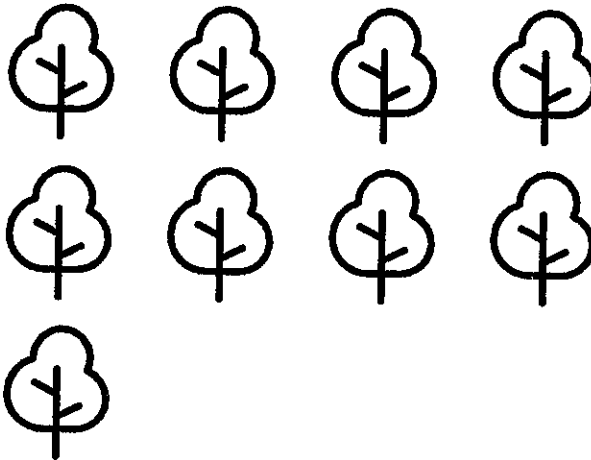
Below is a summary of environmental benefits your solar system will provide.

## TREES PLANTED EQUIVALENT

-

994 trees per year<sup>5</sup>

Each tree icon represents 100 trees

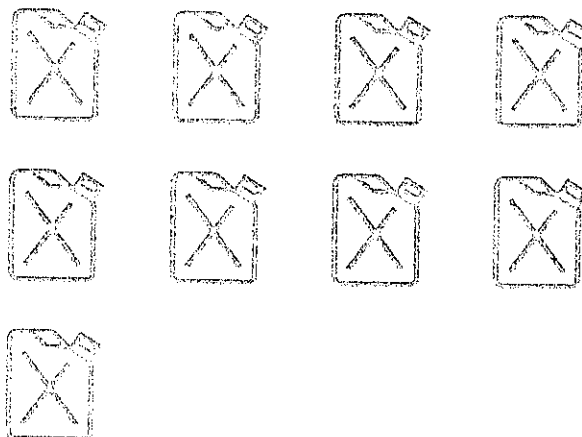


## AVOIDED EQUIVALENT FUEL

-

16519 litres of petrol per year<sup>5</sup>

Each fuel can icon represents 1660 litres of fuel



## AVOIDED COAL BURNT

-

18774 kg of coal per year<sup>5</sup>



**QUOTE**

Please review the document below and fill in your information.



Get started  
**Purtle Electrical**  
Contractors & Solar Specialists

<b>To</b>	Berrigan sports ground <a href="mailto:marion.dickins1@bigpond.com.au">marion.dickins1@bigpond.com.au</a>	<b>From</b>	<b>Purtle Electrical</b> 14 LANG STREET MULWALA NSW 2647 AUSTRALIA
<b>Address</b>	Stafford Street, Berrigan New South Wales 2712		
<b>Expiry date</b>	Apr 6, 2020		

Description	Qty	Price	Total
35.4 kW Solar System		\$45,013.64	\$45,013.64
Balance of system		(incl.)	
Network pre-approval		(incl.)	
Installation & labour		(incl.)	
		Subtotal excl. GST	\$45,013.64
		GST	\$4,501.36
		538 STCs <sup>6</sup> × \$34.00	-\$18,292.00
		<b>Total</b>	<b>\$31,223.00</b>

**ACCEPTANCE**

Please sign and return to Purtle Electrical. Be sure to keep a copy for your own records. A 10% (\$3,122.30) deposit is required to initiate the process. Final payments are to be made upon full completion of installation. **Offer valid until Apr 6, 2020**

Click to type

**Client Name**

Click to sign

**Client Signature**  
Signed:



## SYSTEM DETAILS

-

Your custom design

Please review the document below for more information.

**System size**<sup>1</sup>  
35.4 kW<sub>DC</sub> (STC)

[Get started](#)

**Estimated annual production**<sup>2</sup>  
55,167 kWh

**Solar panel**  
36 × 250W Tindo Solar Karra - Karra-250  
1667 mm × 1000 mm · Multicrystalline · [Datasheet](#)

**Solar panel**  
80 × 330W Jinko Solar Cheetah - JKM330M-60  
1665 mm × 1002 mm · Monocrystalline · [Datasheet](#)

**Inverter**  
1 × Fronius 25.0-3-S · 25000 W  
3 phase · 98.2% max efficiency · [Datasheet](#)

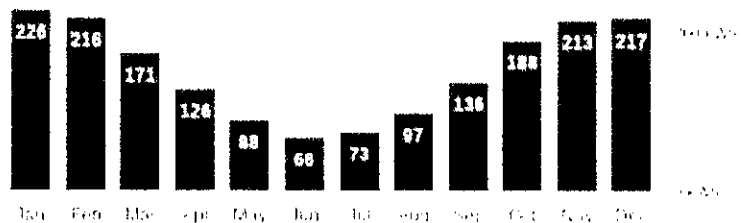
**Inverter**  
1 × Fronius Symo 10.0-3-M · 10000 W  
3 phase · 98% max efficiency · [Datasheet](#)

**System efficiency**<sup>3</sup>  
87%

## DAILY PRODUCTION PER MONTH

-

How much electricity will my system generate per day, on average?



## UTILITY COSTS

-

Average monthly bill

### BEFORE SOLAR

\$849.53

### WITH SOLAR

\$169.14 ↓ 80%  
First year average

Annual bill

\$10,194.39

\$2029.74 ↓ 80%  
Est. annual savings \$8,164.65

## INCLUDED SERVICES

-

### Warranty & Repair Services

A 5 year workmanship warranty applies to this solar system installation. For other warranty information refer to the Warranty section below.



Please review the document below and fill in your information.

Get started

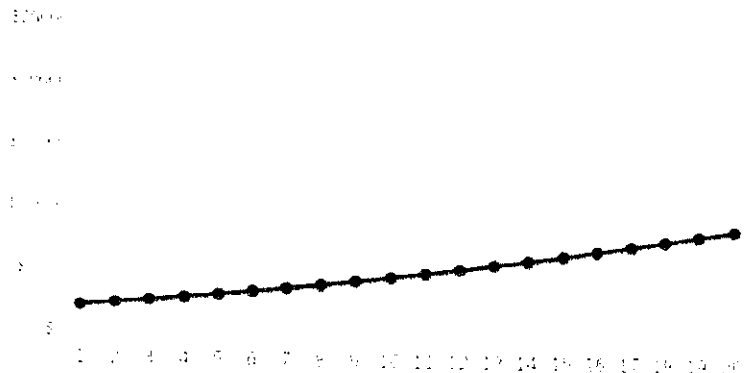
# FINANCIAL ANALYSIS

Your historical electricity bills were used to help size your solar system. Based upon the system size suggested, the expected electricity bill savings over a 20 year period are provided below.

In addition, the first-year electricity bill savings you can expect are provided together with a chart of the monthly solar system output you can expect.

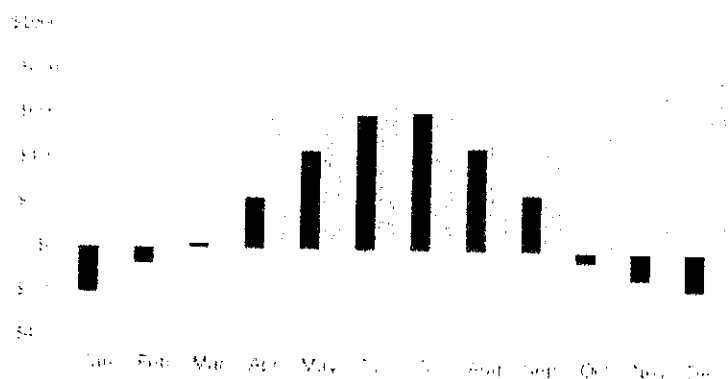
## ANNUAL ELECTRICITY BILL OVER TIME <sup>4</sup>

- Electricity bill without solar
- Electricity bill with solar



## MONTHLY ELECTRICITY BILL COMPARISON <sup>4</sup>

- Electricity bill without solar
- Electricity bill with solar



## Terms and Conditions for Your Origin Business Solar Boost Energy Plan

### Energy Plan Period

This Energy Plan is for 12 months from the Supply Start Date unless it ends earlier.

### Benefits

Under this Energy Plan you will receive the following benefits for 12 months from the Supply Start Date:

- a total feed-in tariff of 21c/kWh for any electricity your solar PV system exports to the grid until you reach your export cap for each billing period
- our standard retailer feed-in-tariff available at the time (as published on our website) for every kWh of electricity exported to the grid above your export cap during your billing period

Your export cap for each billing period is calculated by multiplying the number of days in your billing period by 14kWh.

### Eligibility Requirements

To be eligible for this Energy Plan:

- your solar PV system must be net metered
- you must not be receiving a feed-in tariff under any government scheme.

If you do not meet the eligibility requirements during this Energy Plan then the Energy Plan will continue but you won't receive the feed-in tariffs. As you won't be getting any benefits of this Energy Plan you may wish to take up another one of our plans.

### When could this Energy Plan end early?

If our Agreement to supply you with energy ends, this Energy Plan will also end - including if you move to another address.

We may also end this Energy Plan:

- if you stop being a Business Customer; or
- if we withdraw this Energy Plan from sale – refer to the Agreement Terms.

### What happens when this Energy Plan ends?

If we are still your retailer after this Energy Plan ends, we'll still supply you with energy under our Agreement. We may extend your current Energy Plan or set you up with a new Energy Plan, but only if we've written to you first and you haven't told us not to. If you don't take up an Energy Plan with a different feed-in-tariff, you'll receive our standard retailer feed-in tariff as published on our website at the end of your Energy Plan.

If you are entitled to an account credit (see the Details section to determine this) but this Energy Plan ends before it's applied to your account, then you won't receive the credit.

### Exit fee

If you'd like to end your Energy Plan - just let us know. Keep in mind that if it's after the cooling off period, you will need to pay an exit fee. The amount of the fee is set out in the Details section.





## Important notice to the customer

If you accept this quote, you have the right to cancel the Agreement within 10 business days from and including the day after you receive the Agreement.  
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### How your Energy Plan compares

The reference price is a rate set by the regulator for electricity in each area. Energy companies compare prices for electricity in an area against the reference price.

### This Energy Plan is 0% off the reference price.

**\$8045** is the annual, estimated electricity cost for an average small business using 20,000 kWh per year with a flat rate tariff in the Essential Energy network. This estimate doesn't take solar feed-in tariffs into account. Note that bills vary with usage.

#### Your contact & supply details

**Quote number** 0061187059  
**Account name** BERRIGAN SPORTS  
 GROUND COMMITTEE  
**ABN**  
**Account contact** Mr Ian DICKINS  
**Contact number** 0428852384  
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**Supply Address** JERILDERIE RD BERRIGAN  
 NSW 2712  
**Billing address** PO BOX 88  
 BERRIGAN NSW 2712  
**National Meter Identifier (NMI)** 40012894326

#### Your Energy Plan benefits

**Feed-in tariffs** See 'Benefits' section in this pack

#### Your Energy Plan details

**Energy Plan name** Origin Business Solar Boost  
 electricity  
**Energy Plan Period** 12 month(s)  
**Quote date** 9 March 2020  
**Quote expiry date** 30 March 2020

### Your electricity Charges as at 9 March 2020

We change the electricity and green product Charges from time to time, generally in July. We'll let you know if they do change.

Charge description	Units	Charges (incl GST)
Peak Usage	cents per kWh	37.0810
Supply Charge	cents per day	172.1610

#### Other fees that may apply

Card payment fee	Card payments may incur a fee applied to the total payment amount (incl GST), debit card (Visa 0.26%, Mastercard 0.32%), credit card (Visa 0.60%, Mastercard 0.72%); and for NSW customers 0.49% for card payments made at an Australia Post outlet.
Late payment fee	\$12.00 (non-taxable, no GST)
Reconnection and disconnection fees	A fee may apply when your property is reconnected or disconnected including when you move in or out. This fee is passed through from your Distributor or Meter Provider and may vary. Visit <a href="http://originenergy.com.au/business/additionalcharges">originenergy.com.au/business/additionalcharges</a> for more information on these fees.
Meter works administration fee	\$49.50 (incl GST) fee may apply when you request that we arrange metering-related goods or services for you with a Meter Service Provider or Distributor.

# Children, Young People & Families Strategy 2020 - 2024





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## Glossary

ACARA - Australian Curriculum,  
Assessment and Reporting Authority  
AEDI – Australian Early Development  
Index  
BSC – Berrigan Shire Council  
EIS – Early Intervention and Support  
NGO - Non government organisation

## 1 Background

The review and the development of this strategy recognizes Council's investment in the future of its communities and the activities that Council undertakes that promotes and supports the healthy development of children and the wellbeing of their families.

Council's Library Service currently provide services directly to children and their families. Annually Council also conducts in partnership with local schools:

- Kids Fest - a Children's Week Activity
- A Youth Week Event; and the Shire's
- Annual Careers Expo.

The Council's biggest financial commitment is to the family and early years' friendliness of the Council's and our broader community's management of open space and recreational facilities. The facilities used by children and their families include our playgrounds, splash and skate parks, pools and sporting facilities.

### 1.1 Strategy Objectives

This strategy sets out the Council's role and the actions it will take to

Build communities that are home to more families and young people (Berrigan Shire 2027 Strategic Action and BSC Delivery

Program 2017 – 2021 Strategic Objective 3.1.1).

## 2 Review Methodology

Included in this review is a brief overview of the policy context and a demographic profile of Council's communities. Included this review were interviews with local schools/service providers. Also, a survey of families with children aged from 0 years to 17 years of age asking for comment on:

1. Council service levels; and in the context of broader community issues related to
2. Access to social support services; and
3. Support needed by families balancing work and family commitments.

The Council has also conducted a number of on-line survey's and street-stalls in the past four-years seeking comment and service-user feedback on the Township Master Plans, the *Barooga Foreshore Master Plan*, the *Tocumwal Foreshore Master Plan*, *Finley's Railway Park Master Plan*, the re-development of *Berrigan's Apex and Hayes Park*. In addition, the *Tocumwal Foreshore Master Plan* involved extensive community comment and the involvement of children and families in the play values to be incorporated into Tocumwal's Splash

Park. Similarly, feedback from Barooga public school children collected as part of development of the Barooga Town Plan informed Master Planning for Barooga Foreshore and the construction of an Adventure Park at Barooga. Master Plan processes and Plans that guide Council's investment in the infrastructure used by young people and families with children.

This strategy and action plan is, therefore, one of a suite of Council strategies developed to inform iterative review, development and implementation of the Council's 4-year Delivery Program it complements and integrated with the Councils

- *Corporate Services Asset Management Plan 2011*
- *Active Ageing and Disability Inclusion Strategy and Action Plan 2017 – 2021*
- *Library Services Strategy and Action Plan 2014 – 2018*
- *Economic Development Strategy 2019 – 2021*

Strategies that contribute to the achievement of our community's *Berrigan Shire 2027*

Vision that

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





### 3 Literature Review / Policy

#### Context

##### 3.1 Council's Role

Historically Local government in New South Wales was required as part of its Charter Section 8 (1) of the *Local Government Act 1993 to promote and to provide and plan for the needs of children* this requirement changed as part of a raft of reforms (2016) to the Local Government Act replaced by the following principle. Namely, that

*Council carry out their functions in a way that facilitates local communities that are strong, healthy and prosperous.*

The Council no longer auspices early intervention and support services, hence its secondary and tertiary intervention, support and service delivery role is limited.

Nevertheless, the Council's Library branches, provide facilities to the NGOs that support children, families and young people.

Also our local preschools, and the play-groups use Council facilities – pools, libraries, playgrounds and recreation reserves which are fundamental elements of what is a complex network of universal services used by families.

Council services therefore, play a critical role in promoting the development of 'first to know' networks. First-to-know networks

that play a valuable role in building the social capital of our communities.

Moreover, in doing so Council services as universal spaces are non-stigmatising places of safety and support for vulnerable families, children and young people.

Part of a network of services that includes our local medical services, maternal child health service, schools, preschools and also the family support services provided by Centacare and Intereach. Part of a network that operates as a continuum of universal support on the one hand and on the other hand the tertiary support vulnerable families, children and young people.

In addition to its place-based and facility-based service delivery role the Council has an important planning and advocacy role. Planning for future growth and advocacy for and on behalf of all the families, children and young people who live, attend school or work in the Berrigan Shire.

Advocacy that recognises that the prosperity of our communities is grounded in our communities' aspiration that the Council together with local business and residents build on our assets to attract residents and their families. This Strategy, therefore, recognises the importance of families, young people, and children to the health and prosperity of our communities. Hence contribution to the achievement of our

communities Berrigan Shire 2027 Strategic Outcome: 3.0: Supported and Engaged Communities.

### 3.2 NSW Strategic Plan for Children and Young People (2016 – 2019)

Developed in 2016 this plan administered by the NSW Advocate for Children and Young People surveyed young people and children finding that:

- Education, access to sports and social activities, transport, access to sports facilities and health services was working well for many of those surveyed; finding also that
- Education, transport, drug and alcohol use, employment and bullying were issues that were not working well for children and young people. (Advocate Children and Young People, 2016)

The plan outlines that, the focus of NSW government funding, support, monitoring and evaluation for services used by families, children and young people is focused on:

1. Education
2. Transport
3. Health Care
4. Employment
5. Mental Health support and awareness

### 3.3 NSW Families and Community Services Strategic Plan 2017 – 2021

This strategic plan provides the overarching framework for the planning and delivery of

services to families in NSW. The focus of this plan is the long-term development of a service system and supports that:

- Enables families to live independently
- Protects vulnerable people from harm
- Offers ongoing support for vulnerable people
- Enables people with disability live independently (Families and Communities NSW, 2017)

### 3.4 Their Futures Matter

In New South Wales, *Their Futures Matters* service system reform is focused on the following four strategic priorities:

1. The needs of children, young people and families are at the centre of decisions.
2. The needs of children, young people and families will be addressed earlier.
3. Children, young people and families receive the right service at the right time.
4. A responsive and highly skilled workforce for better outcomes.

Responsibility for these strategic priorities rests with the NSW Government's multi-agency Community and Justice Department. The ***Their Futures Matter Investment Model*** is informed by NSW State Agency (Housing, Mental Health, Police, Courts, Health, and Education etc.) data and evidence-based research and is used to prioritise investment in service planning and supports for vulnerable children, young people and their families (Family and Community Services , 2018). It is an investment model that

assesses the long-term cost economic and social to communities, the economy and government of its investment in services and supports for vulnerable children, young people and families.

The investment approach operates on a cycle, using data and evidence to predict outcomes, which prioritise NSW state government investment and effort<sup>1</sup>.

**Figure 1 Their Futures Matter Investment Model**



In response to feedback from local services sought as part of this review it became evident that the number of children, young people and their families identified as vulnerable by local schools, maternal and child health services is increasing and the programs offered by Family Services, Youth Mental Health Service providers are spread too thinly across the region.

1

<https://www.theirfuturesmatter.nsw.gov.au/investment-approach/how-the-investment-approach-works>

Further investigation undertaken as part of this review suggests that systemic issues related to the development of the Their Futures Matter model and its application in the Murrumbidgee Region may have reduced the funding available in this region. It is an investment model that does not include in the base data children and young people who live in NSW but who were born interstate.

### 3.5 Services to Children (0-12 years)

The NSW Dept. of Health provides Maternal and Child Health Services with clinics conducted in Berrigan, Finley and Tocumwal. A central phone-based intake service supports access and referral to range of services used by families with infant and preschool age children including occupational therapy, and speech pathology. Council does not auspice or operate a childcare or preschool service or family support service.

The Early Childhood Education and Care sector, in the Shire, provides services to children aged 0 years to 12 years of age with the type of service based on age; education, care or developmental needs.

**Child Care** is provided to children aged 0 - 12 years. It includes centre-based long day care at Finley, Berrigan and Barooga. Family

Day Care primarily in Finley; also outside school hours care and occasional care offered by community based operators – generally local schools, preschools or long-day care centres.

Centre-based long day care or community-run preschools deliver preschool services. The defining feature of a preschool program is that it offers structured learning to three and four-year olds delivered by a qualified teacher in accordance with the *National Quality Standard for Early Childhood Education*.

An issue raised by our preschools previously and, also during this review is the negative impact of the State Government's funding model, which views our communities as inner regional towns servicing outer regional communities. An issue investigated during the development of this Strategy that will require Ministerial intervention to change. Preschools and long day care funding is a complex arrangement of State and Commonwealth funding with funding determined by the number of hours a child is enrolled. From a Council and community perspective the sustainability and viability of our early childhood services is critical. The Council's Library Services also play an important role. For parents of children aged 0 – 6 year old age Council libraries offer story time and have developed a close

relationship with local preschools and playgroups. The exception being Barooga – based children. With this review identifying that, the barrier to their participation is the location of the preschool and the Council's library. Requiring the hire of a bus to transport the children to the Library.

### 3.6 Middle Years (6 years to 12 years)

When not in school this age group participate in organised sport and recreation, and Out of School Hours Care programs, which include Council Library Services funded School Holiday Programs and Children's Week.

The *Time: Our Place Framework for School Aged Care* establishes the outcomes for by funded Out of School Hours Care programs

1. Secure, respectful and reciprocal relationships
2. Partnerships

The NSW *Sports Active Kids Program* initiated in 2018 provides vouchers to assist parents with the costs associated with participation in Sport. In the Berrigan Shire, this program has been particularly with above NSW state average of 63% of eligible families with 68% of eligible families accessing the scheme<sup>1</sup>. This relatively high participation rate is due, in part to the significant investment by the Council, Section 355 Committees of Management,

and user groups in the re-development and maintenance of our outdoor environments – the playgrounds, halls, swimming pools and other facilities used by young children and their families.

Real-world support for research, which, suggests that

Outdoor learning spaces are a feature of Australian learning environments ... Play spaces in natural environments include plants, trees, edible gardens, sand, rocks, mud, water and other elements from nature. These spaces invite open-ended interactions, spontaneity, risk-taking, exploration, discovery and connection with nature. They foster an appreciation of the natural environment, develop environmental awareness and provide a platform for ongoing environmental education. (Australian Government, 2009)

The development of the *Barooga Adventure Park* and its success is a testament to the value of play spaces in natural environments. Requiring, therefore, continued investment by Council in its playgrounds. Moreover, the renewal, redevelopment and maintenance of Council parks and gardens should continue to consider the opportunities provided by these works to enhance and promote the conditions that support the learning and wellbeing of children and their families.

### 3.7 Middle Years 8 – 14 yrs. of age & Young People 12 – 20 yrs.

Schools are the universal provider and contact point for children, young people and their families in this age group. The 2019 – 2023 *National Schools Reform Agreement* strategic outcomes are as follows:

- Academic achievement improves for all students, including priority equity cohorts;
- All students are engaged in their schooling; and
- Students gain the skills they need to transition to further study and/or work and life success.

The focus of this agreement (adopted by all state and territories) for middle-years students is on improving literacy and numeracy and reducing the gap for cohorts students identified as: rural, regional and remote, indigenous, disabled and students experiencing socio-economic disadvantage. For upper secondary school-age students the focus is on successful transition to further education, training and employment, which for rural young people (18 – 20 yrs.) can involve a post-secondary 'gap year/s' before transitioning to further education or employment.

Issues of youth mental health, bullying, social media use, excessive alcohol and drug use are part of the social milieu for this age group. These are also issues, which become evident in our communities if a young

person becomes disengaged from school and or fails to transition to meaningful employment.

The Council's role with this age group is primarily as a provider of recreation and leisure facilities. It is also an advocate to other levels of government and specialist youth services. A role supported by Australian research which has found that community participation and inclusion is a requisite to the promotion of the overall health and wellbeing of young people (Homel, et al., 2006).

The dilemma for Council and our communities is specialist youth services are outreach services. These services are not embedded in our communities. Schools intervene and provide pathways to keep children and young people engaged in

schooling. Their focus and resources are therefore, directed to that end. Our sports clubs and communities also play a crucial role in engaging young people and their families.

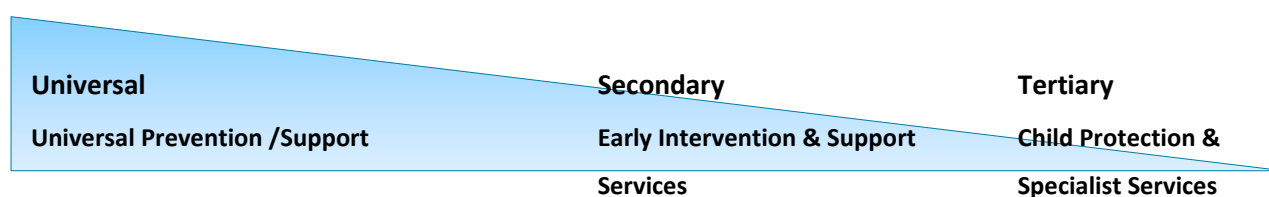
On the other hand, what we know and what community members tell us is that young people who are disengaged are falling through the cracks. Effective youth services and activities are place-based and co-designed with young people. Moreover, it is the process of designing the activity, which is inclusive that engages a young person. A model demonstrated by successful collaborations with Outback Youth Theatre which, are limited due to the project-based nature of its funding and need to spread its resources across what is a vast footprint.



## 4 Continuum of Universal Service and Support for Children, Young People and their Families

Council's universal service system supports inclusion and participation. Promoting the socio-economic and environmental conditions requisite to the healthy development of children and young people. Figure 2 illustrates the universal – secondary – tertiary continuum of services and support available to children, young people and their families.

**Figure 2 Continuum of Support**



**Universal** – access to essential services and facilities used by families, children and young people eg: Council libraries, playgrounds, recreation reserves, skate parks

**Early intervention** -- targeted intervention and support based on identified risk factors; primarily programs funded and delivered on behalf of other levels of government e.g.: NDIS and preschool; family support and mental health services

**Universal prevention** services and facilities that support the safety and wellbeing of children, young people and their families. For Council this means identifying the emergence of problems and issues: advocacy to other levels of government, community strengthening & youth development initiatives e.g: Social Planning/Advocacy, Youth Development Committee, Youth Week, PortSea Camp, Childrens' Week,

Within this framework individual families, the health, the early childhood education and care sector, and schools are responsible for planning and delivering the social support, education and learning opportunities needed by children and young people.

Communities, sports, cultural clubs, and Councils' on the other hand, play an important universal support role, in outside-school-hours providing opportunities for participation and inclusion, through:

- Recreation facilities used by sporting clubs
- Accessible buildings and public space
- Providing spaces – for the community to meet and come together e.g: halls,
- Promotion and development of volunteer opportunities; and
- Support for community events that encourage participation.



## 5 Profile Council Services / Facilities

Table 1 Profile of Council Services / Facilities

Services or Facilities	Libraries	Playgrounds	Pools	Recreation Reserves	Cycling/Walking Tracks	Skate parks	Youth Week	Social Planning/Advocacy	Youth Development	Kids Fest (Childrens Week)	Employment Expo	Scholarships	Portsea Camp
Early Years	◆	◆	◆	◆	◆			◆		◆			
Middle Years	◆	◆	◆	◆	◆	◆	◆	◆		◆			◆
Young People	◆	◆	◆	◆	◆	◆	◆	◆	◆			◆	
Families / Parents	◆	◆	◆	◆	◆			◆			◆		◆
Council Committee		◆	◆	◆	◆								
Council	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
NGOs/Other					◆		◆			◆	◆	◆	

Table 1 profiles the facilities and services provided by Council and in doing so describes Council's role, the target group

and whether Council provides the services (facilities / services) in partnership with another agency or with the assistance of a

Volunteer Committee of Council. The Council is committed to maintaining the current level of services and facilities used by children, young people and their families. There is however, with the development of this Strategy a need for the Council and the

## **6 Families, Children and Young People in the Berrigan Shire**

The towns of Barooga, Berrigan, Finley and Tocumwal offer families and their children a range of health and allied health services including maternal and child health. Early childhood services include long-day-care facilities in Berrigan, Finley and Barooga, occasional care, preschools, and early intervention and support services. Primary schools public and private are located in the Shire's towns; and secondary students from the Murrumbidgee Council, Edward River Council and the Berrigan Shire attend Finley High School.

Accurately identifying and forecasting the number of school age children who live in and need services in the Berrigan Shire is problematic. Because, unlike most other NSW LGAs irrespective of the school attended (public, private, independent or catholic) upwards of 40% of school age children in the LGA are not included in the twice-yearly educational censuses

agencies that commission, plan and deliver services to step back and take a helicopter and a long-term view of the current mix of services and facilities.

conducted by the NSW Department of Education and Communities.

A number of families take advantage of the Shire's proximity to Victorian secondary schools – Cobram Secondary College, Christ the King Anglican College (Cobram), Nathalia's St. Marys of the Angels Secondary College; and Goulburn Valley Grammar School – Shepparton with approximately 35% of the Shire's school-age residents attending schools in Victoria.

Based on data supplied by one local bus company approximately 340 children aged 5 years – 15 years travel to Victorian Schools. Moreover, an additional 94 children travel to Nathalia's St Mary's of the Angels Secondary College. This is 434 children out of 1,240 children and young people aged 5-years to 17-years of age living in the Berrigan Shire.

The number of children attending Victorian schools is also likely to be higher as the comparison age range does not include young people aged 17 years – 18 years of

age. Nor does school bus operator data include:

- Children that attend Victorian Boarding Schools;
- Children who travel to school with their parents because their parents work in Victoria;
- Children with moderate to severe disabilities attending special schools in Victoria; and
- Children who live in the Berrigan Shire's eastern and relatively sparsely populated rural districts and who may attend schools in Yarrawonga – Victoria.

What we do know (Table 2) is that the number of children who live in the LGA is increasing.

**Table 2 Times Series Change in Population 0 - 19 yrs**

Forecast age structure - 5 year age groups							
Berrigan Shire - Total persons	2016		2021		2026		Change between 2016 and 2026
Age group (years)	Number	%	Number	%	Number	%	Number
<b>0 to 4</b>	503	5.9	571	6.4	569	6.2	+66
<b>5 to 9</b>	521	6.1	562	6.3	602	6.5	+81
<b>10 to 14</b>	464	5.4	541	6.0	571	6.2	+107
<b>15 to 19</b>	456	5.3	397	4.4	449	4.9	-7

Source: <http://forecast.id.com.au/berrigan/population-age-structure> retrieved 18/12/19

The AEDI is a population-based measure of the social, physical, emotional and cognitive development of children by the time they start school. It looks at five areas of early childhood development: physical health and wellbeing, social competence, emotional maturity, language and cognitive skills, and communication skills and general knowledge. Table 3 provides a comparative snapshot of the proportion of children (4-years of age)

living in the Shire (2018) who were developmentally vulnerable on one or more measure of childhood development. Evident in this time series table is the 100% increase in the percentage of children who are developmentally vulnerable on one or more domains. A percentage increase flagging change in the capacity of families to meet the developmental needs of their children.

**Table 3 AEDI Berrigan Shire 2009 - 2018**

	No. of children	% Developmentally vulnerable on one or more domain/s	% Developmentally vulnerable on two or more domains
<b>NSW 2009</b>	84,159	21.3	10.3
<b>Berrigan 2009</b>	91	7.7	4.4
<b>NSW 2018</b>	93,245	19.9	9.6
<b>Berrigan 2018</b>	96	15.6	3.1

## 6.1 Emerging Issues for Children, Young People and their Families

The good news is that for the most part children, young people and their families who use the universal supports and services provided by the broader service system are doing well. The bad news is that a 100% increase in the percentage of children developmentally vulnerable on one or more domains confirms that broader socio-demographic or systemic secondary /tertiary service availability issues are at play.

For example, the past four years has seen the introduction of the NDIS concomitant with a contraction of community mental health services and centralised intake models to access community health, mental health, housing, and family violence services. Leading in the Berrigan Shire to fewer social support service professionals based in the LGA who have in a cross-border environment

knowledge of referral pathways or who have established networks.

Regional and state-level reforms in the coordination of multi-agency service provision has as predicted 'hollowed-out' local knowledge and capacity to support families, children and young people.

Increasingly, regional agencies plan and deliver Berrigan LGA support services. These are regionally based agencies that outreach to the LGA and who in turn are required to deliver services in accordance with funding agreements.

From a Council perspective the data collected by these agencies not surprisingly reflects the service delivered not the services needed. Data about service gaps or access to services within the LGA about services that are available is not being collected or collated.

Furthermore, in practice there is limited to no formal engagement by state, regional funders or funded NGOs with smaller Local Councils about socio-economic pressures evident in our communities. Data matching and evidence based planning is centralised, not inclusive of NSW Local Government and in a cross-border environment data it is evident that it is not being matched.

Where a family support, youth mental health service or early intervention service is based in the LGA – these professionals outreach on a day-to-day basis to neighbouring LGAs with the footprint of a single worker more likely than not to be 150 km from their base. With existing Family Support and Youth Support Workers routinely travelling ??? km per quarter and only having a two- to three hour window when in a community to:

- Engage a new client
- Promote their program
- Offer their program
- Provide support to existing client/s
- Develop local knowledge/network

Compounding the fragmentation is the regional nature and focus of planning for family and in particular youth mental health services. Our communities are transport disadvantaged and while housing is affordable, the amenity of social and rental housing is poor.

Feedback from the schools interviewed highlighted the need for outside of school hours supports / supervised activities. There was also a sense that while schools, sports clubs want to accommodate requests from family support, and youth support services for secondary level programs and interventions there is limited capacity to do this in an already crowded curriculum.

Further, in the case of sports clubs – their volunteers already have a full program of events scheduled.

The services interviewed expressed growing frustration with what they viewed as an increase in vulnerable families characterized by more than one interviewee stating that

‘new families are attracted by the affordability of housing and lack of transport. Allowing these families to fly under the radar’.

Pre-NDIS implementation (2018) the Council was a provider of Early Intervention Services. It therefore, had a limited role in the delivery of early intervention and family support services. Hence, Council staff were engaged in the networks that support children and their families. The Council was therefore on the radar, so to speak, with the state government and funded regional agencies: primarily Intereach, Kurrajong and Centacare the main providers of non-Murrumbidgee

Health and NSW State Government Education Department social support services used by families, young people and children.

Locally as funded programs have changed focus or been de-funded (particularly in the psychosocial space) as part of the transition to the NDIS all schools and services consulted commented on the loss of local knowledge and contacts. Commenting that referral pathways where these are centralised e.g.: Murrumbidgee Health for community services, the existing centralized screening and intake services for vulnerable children families, mental health do not have sufficient resources, or knowledge of the LGA, to respond in a timely manner. Alternatively, more worryingly insufficient knowledge of the extent of transport disadvantage experienced in the LGA. Hence, a caller to a central intake service is may be discouraged by the inability to communicate their community of interest and how they could access or accept a referral to regional service centre or service that outreaches to a neighbouring town. Further, regional providers may also receive funding to deliver a range of social support services to people who live in the Berrigan LGA. But these service also may not receive funding to out-reach to the LGA. Historically, and for valid reasons related to capacity to adequately resource and support the provision of social support services to

families, children and young people, the Council has a very limited role in this context. The impact of machinery of government changes on the commissioning and funding of services used by families, young people and children is a significant challenge. A challenge exacerbated at a time when our communities are experiencing significant social and economic upheaval attributed to the impact of the implementation of the Murray Darling Basin Plan<sup>2</sup> and the current drought. Social and economic upheaval that is changing the fabric and profile of our towns and schools. With all the services consulted and schools commenting on what is for our communities a new phenomenon 2<sup>nd</sup> and 3<sup>rd</sup> generation poverty accelerated by an inflow of a new generation of vulnerable families and children attracted by the affordability of housing, the liveability and amenity of our towns. With an increase in comments from those interviewed that, it is particularly evident that some families have chosen the LGA because of its border location and distance from government agencies that have statutory responsibilities for income support and supporting vulnerable children and families.

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<https://www.mdba.gov.au/sites/default/files/pubs/commUnity-profiles-berrigan-finley-june2018.pdf>

## 6.2 Social & Economic Impact Local (Place-based) Services

Based on modelling undertaken by Ernst and Young 2015 in its report the *Contribution of NSW Community Service Organisations* it is evident that machinery of government changes exemplified by funding being directed to

fewer, larger organizations' able to operate across regions or the state probably will reduce costs and increase efficiencies for government ... [moreover, that] reducing their footprint could have implications beyond the dollar value of the supposed gains with modelling'<sup>3</sup>

A prediction evident in the emerging trends and issues identified by this review of Children, Families and Youth Strategy. With our communities experiencing the negative impact of regional model of service delivery with the risk that this may also be:

- Impacting negatively the viability of local businesses and services
- Reducing local resilience in the face of economic downturn (eg drought)
- Reducing access to affordable facilities by small organisations and groups impacting on their viability
- Reducing local knowledge and understanding where services do not necessarily meet the needs of the local people (NCOSS, 2016)

<sup>3</sup> [https://www.intereach.com.au/wp-content/uploads/2016/11/4.-NCOSS\\_LocalServiceLocalCommunities\\_ReportFeb2016.pdf](https://www.intereach.com.au/wp-content/uploads/2016/11/4.-NCOSS_LocalServiceLocalCommunities_ReportFeb2016.pdf)





## SWOT Analysis

The following SWOT analysis provides an overview of emerging and established issues for children, young people and their families. These issues influence positively and negatively the socio-educative outcomes experienced by the children, young people and their families living in and attending schools in the Berrigan Shire.

**Table 4 SWOT Analysis**

<b>Strengths - Internal</b>	<b>Weaknesses - Internal</b>
<ul style="list-style-type: none"> <li>✓ Community Spirit / Friendliness / volunteer ethos</li> <li>✓ Local Access to Hospital Services, Maternal &amp; Child Health</li> <li>✓ School Bus Access to range of public / private and independent schools in Victoria and NSW</li> <li>✓ Safe, Community Surveillance – in the towns the adults look out for and monitor behavior of children and young people</li> <li>✓ Life Style</li> <li>✓ Natural Environment</li> <li>✓ Recreation Facilities – Pools, Skate Parks, Libraries</li> </ul>	<ul style="list-style-type: none"> <li>✓ Low level of community awareness of support services or supported needed by young families</li> <li>✓ New residents – vulnerable families that are not included or do not participate in community activities due to poverty or they have limited capacity to contribute to volunteer ethos of the LGA</li> <li>✓ No visible youth spaces or celebration of youth culture</li> <li>✓ Perception that the best and brightest kids need to go to school outside the Shire</li> <li>✓ Low level of community awareness challenges experienced by young people e.g: mental health anxiety/depression, substance use / misuse</li> <li>✓ Competition between towns for resources / services</li> <li>✓ Information exchange is diffuse and multi-channel – local reliance therefore, on social media or place-based notice boards</li> </ul>
<b>Opportunities - External</b>	<b>Threats - External</b>
<ul style="list-style-type: none"> <li>✓ Affordable Housing</li> <li>✓ Well paid seasonal employment when there is a harvest</li> </ul>	<ul style="list-style-type: none"> <li>✓ Regional / Outreach models of service delivery</li> <li>✓ Lack of Child Care, After School Care / Early Years Education</li> <li>✓ Change in funding models impacting viability of the early years services that are established – our services funded as inner regional ARIA+</li> <li>✓ Centralised investment models informing the commissioning of services used by families – these models as with the ARIA+ are not an accurate reflection of lived experience in this region</li> <li>✓ Decrease in psycho-social services – loss of local knowledge resources and capacity within the community</li> <li>✓ Low wages / limited employment or career opportunities – young people and or their parents</li> <li>✓ Increase in inter-generational poverty and vulnerable families and individual</li> <li>✓ Poor Internet / Phone Service/ Connectivity</li> </ul>

### 6.3 Discussion of Emerging Issues

A consistent theme issue identified by this review of the policy context is the negative impact of machinery of government change in how the social services used by families (parents), young people and children planned and commissioned by the state and commonwealth government is influencing the viability and sustainability of the following:

- Community run Preschools
- Parent access to early intervention and support services 0 – 5 years
- Family support services – universal, early intervention and intensive
- Universal parenting programs
- Psycho-social support services for children, young people and their adult carers; and Disability Support Services

The strengths of our communities' ensures that the families supported by full time and well paid employment, and within these families the children and young people enjoy good health and experience a lifestyle that is enviable. The weakness and threats identified are not necessarily amenable to Council intervention without a significant investment by the agencies responsible for secondary and tertiary support services or by the Council with a re-orientation of its model of service delivery.

Our communities are changing, as are community expectations. The co-location of a number of Council playgrounds within recreation reserves and volunteer Committee Management of these reserves (associated sports facilities) and swimming pools facilitates community ownership and the financial sustainability of the current mix of services and facilities. As our communities change, a significant challenge is engaging service users in decisions about the sustainability and mix of services / facilities used by children, young people and their families.

In the context of Council's existing model of service delivery, there is limited scope (financially) to expand on the range of its services and facilities, other than programmed upgrades of the physical infrastructure, used by children, young people and their families. There is however, a role and a need for the Council

1. To optimise the use of current facilities through promotion and the continuation of its targeted re-development of facilities in accordance with Town Master Plans and Precinct Plans.
2. To map at a local level and to coordinate community feedback to other levels of government, business and non-government agencies about emerging issues. In particular, the gaps in childcare, early years learning, psychosocial youth and family support and the extent of transport disadvantage experienced by children, young people and their families.

3. Further, it is also evident that the Council may need to consider a re-orientation of its model of service delivery, in an environment where the Council is engaged in and provides a range of place-based facilities that support families, young people and children. The service delivery of facilities grounded in the strengths and opportunities evident in the LGA.
4. There is a very real risk that if the Council maintains a business-as-usual approach that the broader service system with its regional-focus will not initiate or take action that addresses the weaknesses evident in this SWOT analysis and identified by this review informed by feedback from local services and residents.

#### **Actions that could include:**

- Advocating for place-based response to the planning, coordination and development of services used by families, children and young people.
- Collaborating with Councils, community on projects that raise community awareness of services, referral pathways and supports available.
- Investing in open space that celebrates youth culture
- Actively promoting to broader audience the opportunities and successes achieved by young people who live in the Shire.
- Investigating the employment of a youth and families project officer.

### **If you could plan or build a child and family friendly project in your community what would it be?**

*... Please bring back the early intervention service. Employ allied health professionals and do it right. Kurrajong ruined the opportunity for this service to grow and develop and left town. Very disappointing...*

*... child/family friendly arts and crafts group, an activity where the men's shed help teach young adolescent males some practical skills...*

*... I think you have addressed the under 12 category extremely well however, there isn't much here for teenagers 13-17 which means we go out of town, taking our money to other shires ...*

*... Community youth centre ...*

*... more support and counselling for all ages ...*

*... indoor sports / community youth centre...*

*... Youth Mental Health/Support Service ...*

(Children, Young People and Their Families Strategy Review Survey , 2019)



## 7 Service Engagement and Survey Results

As part of the development of this Strategy, conducted were interviews with local schools, maternal and child health services, and family support services. In addition, a 4-week online survey October 2019 sought comment from 40 respondents on

- a) The services provided by Council and used by children, young people and their families;
- b) How easy it is to access support services; and
- c) The support needed by families balancing work and family commitments.

The survey replicated 2015 survey conducted as part of the development of the Council's Children, Families and Young People's Strategy.

### 7.1 Summary Online Survey Results

Comparison of the 2015 results with the 2019 results suggest that other than the number of survey respondents there is no significant change with respect to where survey respondents lived and their assessment of Council facilities, Council services used and respondents level of satisfaction. A view borne out by the results of Council's 2016 Residents and Business Satisfaction Survey conducted by Nexus Research which found that:

- 60% of resident used recreation and sports facilities
- 60% of residents used Council libraries
- 54% used public swimming pools

**Table 5 Survey Results 2019**

Respondents		40			
Where respondents live	% of Respondents	Schools their children attend	% of Respondents	What is Support Top 5	% of Respondents
<b>Berrigan</b>	20%	NSW Public	51.35%	Friends and Family	71.9%
<b>Finley</b>	22.5%	NSW Independent/Private	10.81	Access to health and community services	71.9%
<b>Tocumwal</b>	45%	VIC Public	5.41%	Affordable Staples	56.4%
<b>Barooga</b>	12.5%	VIC Independent/Private	16.22%	Child Care	51.28%
				Before & After	51.28%

Respondents		40			
Where respondents live	% of Respondents	Schools their children attend	% of Respondents	What is Support Top 5	% of Respondents
				School Care	
				Information about local services & activities	51.28%
Council Services Used - Top 5	% of Respondents	Satisfaction with Council Services	% of Respondents	Satisfaction with Council Facilities	% of Respondents
<b>Playgrounds</b>	84.21%	Very Satisfied	2.56%	Very Satisfied	10.26%
<b>Libraries</b>	68.4%	Satisfied	56.4%	Satisfied	53.85%
<b>Pools</b>	65.79%	Neither satisfied nor dissatisfied	33.33%	Neither Satisfied nor Dissatisfied	23.08%
<b>Recreation Reserves</b>	65.79%	Dissatisfied	2.56%	Dissatisfied	5.13%
<b>Kids Fest</b>	21.05%	Very Dissatisfied	5.13%	Very Dissatisfied	7.69%

Where there had been change over the past four-years is survey respondents' assessment of and change in the ranking of the top 5 issues identified as family support. Access to health and community services is equally ranked with friends and families. The affordability of staples has moved ahead of child-care as a form of family support. While information about local services and

activities, also before and after school care together with child-care are ranked as equally important.

Given the smaller sample size the transferability of survey results, hence its reliability, is strengthened by the consistency of the responses between 2015 and 2019 with respect to satisfaction with Council services and use of child-care (Table 6).

**Table 6 Time Series Child Care Survey Results**

If your child/dren are under 12 years of age. Do you currently use childcare?				
	2015	2015	2019	2019
Answer Options	Response Percent	Response Count	Response Percent	Response Count
<b>Grandparents</b>	52%	41	52%	16
<b>Registered in-home Care</b>	3%	2	0	0
<b>Registered Family Day Care</b>	20%	16	19%	6
<b>Centre Based Care</b>	30%	23	36%	11
<b>Family / Friends</b>	52%	41	52%	16
<b>Other (please specify)</b>		9		
<i>answered question</i>		<b>79</b>		<b>31</b>
<i>skipped question</i>		<b>27</b>		<b>9</b>

Suggesting therefore, that in the space of four years something has changed within our communities requiring further investigation. As described in Table 7 despite an overall increase in the number of preschool children the percentage of respondents whose children attend preschool has declined. Requiring further investigation to determine whether to additional cost of preschool due

to the ARIA+ rating that our preschools are inner regional is impacting on the affordability of preschool for parents. Similarly, there is a decline in the percentage of respondents who attend town based playgroups, and Council Library programs. Concomitant with an increase in use of before and after school care and school holiday programs.

**Table 7 Time Series of Other Supports and Programs**

Do you currently use or does your child attend the following?				
Answer Options	2015	2015	2019	2019
	Response Percent	Response Count	Response Percent	Response Count
<b>Before and After School Care</b>	9%	7	21%	6
<b>School Holiday Programs</b>	23%	17	32%	9
<b>Council Library</b>	71%	53	68%	19
<b>Church Programs</b>	5%	4	0	0
<b>Intereach Programs</b>	9%	7	11%	3
<b>Centacare Programs</b>	1%	1	4%	1
<b>Mobile Playgroups</b>	1%	1	0	0
<b>Town based Playgroups</b>	24.0%	18	18%	5
<b>Pre School</b>	41%	31	32%	11
<b>Other Programs</b>	4.0%	3	11%	3
<b>Other (please specify)</b>		9		
<i>answered question</i>		<b>75</b>		<b>28</b>
<i>skipped question</i>		<b>31</b>		<b>12</b>

Worryingly comparison of 2015 and 2019 (Table 8) of survey responses to question **how easy is it to get the support you need to parent your child/children in our shire?** Indicates the possibility that families who may have found it easy to get support (2015) no longer feel this way. With the percentage of respondents reporting that it was extremely easy or very easy to access support dropping from 17% in 2015 to just 8% in 2019 with evidence also of a 5% increase in respondents reporting that it was not all easy to get support.





*...A kids garden or art workshops...*

*...More support and counselling programs for all ages...*

*...Learn to drive/ride roads...*

*...Holiday child-care program....*

*...Make better use of natural environments...*

*...Family daycare in Tocumwal same as tricky kids...*

*...Day Care Centre...*

*...A ranger program to promote understanding of our natural environment ...*

Based on the online survey results and comments in relation to Council facilities and services and the re-development of existing Council facilities and playground there are clear statements about the importance of Council's playgrounds, pools and library services with shade and security (fencing) highlighted as issues for further consideration by Council. Of concern is the change in ranking of survey respondents' view of what constitutes support. With access to health and community support services ranked equally with family and friends, closely followed by affordable staples, information about local services and activities. Further analysis of data filtered survey respondents by the question **How easy is it for you to get the support you need to parent your child/children in our Shire?** Filtered the data identified that 19 respondents and of these 60% of these respondents live in Tocumwal. Of this cohort 73% ranked support as being access to health and community support services. Followed by information about services and activities (68.4%), before and after school care (63.8%), with affordable staples ranked together with families and friends 57.8%.

## 7.2 Service Interviews

Twelve interviews were conducted with local schools, preschools and family support services, and maternal and child health services. Using a standard format comment from services was sought on the following issues:

- The facilities and services provided by the Council
- Access to supports used by families and young people
- Challenges
- Aspirational project

### 7.2.1 Facilities and services provided by the Council

All commented on the benefits of the Council's recent investment and success with grants upgrading playgrounds. Well regarded are the Council's Library Services. The primary issues for Council

consideration involve shade also the location of Council facilities in relation to schools and other services. With comment that the distances involved between new developments, the intersection of towns by two highways, also the increasing the scale of our towns (new development on the outskirts), in the absence of shuttle bus or similar service within the towns, made it is difficult for young people and families to access Council facilities.

### 7.2.2 Access to supports used by families and young people

Schools in particular reported that most families were doing well and able to access support from family and friends. There was universal comment that NDIS related in-school support services lacked flexibility and that the mental health issues were 'huge' affecting parents and children. Access to Family Support services rated as moderately easy or better based on the service and perception of what was available. With comments, suggesting that service or agency confidence with referrals reflected experience with a local worker and or success with navigating centralised intake.

Where services indicated that it was not all easy for parents to access services this related to children and parents requiring additional social support, which included also families new to the area. Families that did have the support of neighbours, extended family or friends.

## 7.3 Summary Analysis Community Engagement

Comment was sought on:	Community Feedback	Council Role
a) The services provided by Council and used by children, young people and their families;	Maintain current range of services and involve service users in planned re-development, re-location or upgrade of existing facilities / services	Provide current range of services Maintain service levels Plan targeted re-development of facilities high use facilities in consultation with service users
b) How easy it is to access support services	Moderately easy to not at all easy	Investigate / pilot local research projects designed to increase quantum of support services in each town at times when families, children, and young people can access
c) The support needed by families balancing work and family commitments.	Community support and health services for families – all towns Before and After School Care – all towns School Holiday programs all towns Child Care - Tocumwal	Advocate for change in how government services are funded Advocate for increase in funding for community service agencies that specialise in the long-term delivery of local support services

## 8 Strategy

Our communities are changing, as are community expectations. The co-location of a number of Council playgrounds within recreation reserves and volunteer Committee Management of these reserves (associated sports facilities) and swimming pools facilitates community ownership and the financial sustainability of the current mix of services and facilities. As our communities, change without a commitment to place-base ownership and local engagement regional models of family support, youth mental health service delivery present a significant challenge. A challenge that is jeopardizing the sustainability and mix of services / facilities used by children, young people and their families.

With the Council's existing model of service delivery there is limited scope (financially) to expand on the range of its services and facilities, other than upgrades of the physical infrastructure, used by children, young people and their families. There is however, an expanded role for Council

1. To optimise the use of current facilities through promotion and the continuation of its targeted re-development of facilities in accordance with Town Master Plans and Precinct Plans.
2. To advocate and to coordinate community feedback to other levels of government, business and non-government agencies about emerging issues. In particular, the impact of regionalisation, data matching gaps in childcare, early years learning, psycho-social youth and family support issues exacerbated by the extent of transport disadvantage experienced by children, young people and their families in the LGA.
3. To collaborate with the Family Support, Youth Services Sector and invest in the development of place-based and responsive models of support for families and young people.

## 9 Children, Young People and Families Decision Making Framework

	...contributes to Berrigan Shire 2027 outcomes
<p><b>Council investment (human, physical and financial) in the facilities and services used by children, young people and their families:</b></p> <ol style="list-style-type: none"> <li>1. Is strategic;</li> <li>2. Is financially sustainable;</li> <li>3. Facilitates lifecycle asset planning and management;</li> <li>4. Facilitates service user engagement in the re-development of services / facilities; and</li> <li>5. Gives priority to promoting, planning and providing local and universal access to the services and facilities used by families, children and young people</li> </ol>	<p>Good government</p> <p>Supported and Engaged Communities</p> <p>Diverse and resilient business</p>

## 10 Children, Young People and Families Strategy 4 -yr Action Plan

<b>Berrigan Shire 2027: Good Government</b>					
<b>Strategy Action Plan 4-yrs</b>					
<b>Berrigan Shire 2027 Strategic Objective:</b> 2.3 Strengthen strategic relationships and partnerships with community, business and government					
<b>Delivery Program Objective:</b> 2.3.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery					
<b>Operational Plan Action:</b> 2.3.1.1 Monitor the demand for early childhood education supports and services within the LGA and facilitate localised engagement of other levels of government and community / commercial providers					
<b>Council investment (human, physical and financial) in the facilities and services used by children, young people and their families</b>					
<ul style="list-style-type: none"> <li>• Is strategic;</li> <li>• Is financially sustainable;</li> <li>• Facilitates lifecycle asset planning and management;</li> <li>• Facilitates service user engagement in the re-development of services / facilities; and</li> <li>• Gives priority to promoting, planning and providing local and universal access to the services and facilities used by families, children and young people.</li> </ul>					
<b>What we want to do</b>	<b>How are we going to do it?</b>	<b>What will be the outcome</b>	<b>Lead Responsibility</b>	<b>Cost/Other Resources</b>	<b>Commencing</b>
Advocate for development of place-based approach toward the planning and delivery of services to children, young people and their families.	Engage the family services sector in a) Investigating impact of machinery of government change on funding of services cross-border communities	An investment model is developed that accounts for cross-border anomalies  Vulnerable children and families receive the support they need	Council	Data – from Family Services Sector	March 2020

## Berrigan Shire 2027: Supported and Engaged Communities

### Strategy Action Plan 4 yrs

**Berrigan Shire 2027 Strategic Objective:** 3.1 Create safe, friendly and accessible communities

**Delivery Program Objective:** 3.1.1 Build communities that are home to more families and young people

**Operational Plan Action:** 3.1.1..1 Support and promote the healthy development and wellbeing of children and young people

**Council investment (human, physical and financial) in the facilities and services used by children, young people and their families:**

- Is strategic;
- Is financially sustainable;
- Facilitates lifecycle asset planning and management;
- Facilitates service user engagement in the re-development of services / facilities; and

**Gives priority to promoting, planning and providing local and universal access to the services and facilities used by families, children and young people.**

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost/Other Resources	Commencing
Local projects and programs are established to support and promote the healthy development of children and young people	Maintain service levels and the current range of services and facilities provided by Council and its Committees	Families have local supports and the community facilities needed to promote the healthy development of their children	Director Corporate Services  SSPC	Project participant surveys  Annual Budget allocation for local projects	Ongoing  July 2020

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost/Other Resources	Commencing
Local projects and programs are established to support and promote the healthy development of children and young people (cont)	Engage service users in the re-development of and decision making about high use facilities – playgrounds and pools	Increased patronage and use of Council facilities by service users	Director Corporate Services	Asset Management Plan Review	February 2020
	Investigate options for and advocate for the employment of a BSC LGA dedicated youth and families worker/linker	3-yr Project established	SSPC	BJCN Network / Council Advocacy	March 2020
Implement Children, Young People and Families Strategy	Council decision making and Operational Plan resource allocation is guided by Children, Young People and Families Strategy & Action Plan	<p>Universal services to children, young people and families are promoted, provided and planned</p> <p>Local projects and services support the attraction and retention of families and young people</p>	Council Management Team	Annual Budget	Ongoing



## Berrigan Shire 2027: Supported and Engaged Communities

### Strategy Action Plan 4 yrs

**Berrigan Shire 2027 Strategic Objective:** 3.1 Create safe, friendly and accessible communities

**Delivery Program Objective:** 3.1.1 Build communities that are home to more families and young people

**Operational Plan Action:** 3.1.2 Facilitate all age healthy lifestyles and ageing in place

**Council investment (human, physical and financial) in the facilities and services used by children, young people and their families:**

- Is strategic;
- Is financially sustainable;
- Facilitates lifecycle asset planning and management;
- Facilitates service user engagement in the re-development of services / facilities; and
- Gives priority to promoting, planning and providing local and universal access to the services and facilities used by families, children and young people.

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost/Other Resources	Commencing
Continue progressive upgrade of recreation reserve facilities and playgrounds	Engage service users (children, young people and their families) in the review and development of Open Space facilities	Child and family friendly Open Spaces	Director Corporate Services	Strategic & Social Planner	2020 - 2023

## Berrigan Shire 2023: Supported and Engaged Communities

### Strategy Action Plan 4 yrs

**Berrigan Shire 2027 Strategic Objective:** 3.1 Create safe, friendly and accessible communities

**Delivery Program Objective:** 3.1.1 Build communities that are home to more families and young people

**Operational Plan Action:** 3.1.3 Strengthen the inclusiveness and accessibility of our community

**Council investment (human, physical and financial) in the facilities and services used by children, young people and their families:**

- Is strategic;
- Is financially sustainable;
- Facilitates lifecycle asset planning and management;
- Facilitates service user engagement in the re-development of services / facilities; and
- Gives priority to promoting, planning and providing local and universal access to the services and facilities used by families, children and young people.

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost/Other Resources	Commencing
Promote the social and economic wellbeing of Shire residents through social planning and community development activities	Annual program of social planning and community development activities implemented e.g: Kids Fest, Youth Week	Whole of community engagement in activities that promote healthy development and wellbeing of young people and children	Strategic and Social Planning Coordinator / BJCN	Annual Budget	Ongoing
	Investigate opportunities to attract funding for place-based youth programs	Young people are supported and connected to their local community	Strategic and Social Planning Coordinator /BJCN	Annual Budget /NGOs	

## Berrigan Shire 2023: Supported and Engaged Communities

### Strategy Action Plan 4 yrs

**Berrigan Shire 2027 Strategic Objective:** 3.2. Support community engagement through life-long learning, culture and recreation

**Delivery Program Objective:** 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation

**Operational Plan Action:** 3.1.3 Strengthen the inclusiveness and accessibility of our community

**Council investment (human, physical and financial) in the facilities and services used by children, young people and their families:**

- Is strategic;
- Is financially sustainable;
- Facilitates lifecycle asset planning and management;
- Facilitates service user engagement in the re-development of services / facilities; and
- Gives priority to promoting, planning and providing local and universal access to the services and facilities used by families, children and young people.

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost/Other Resources	Commencing
Develop, in consultation with library branch users, an annual branch program of cultural, creative and recreational programs for children and their families	Annual Survey of Library Users Implementation of Library Services Program – Holiday Programs	Annual Calendar of events and activities	Manager Library Services / Community Projects Officer	Council Budget	Ongoing
Increase opportunities for young people to participate in creative arts	Sponsor the development of youth led projects with Outback Theatre for Young People or similar Youth Arts organisation	Inclusion and local celebration of Youth Arts / Culture	SSPC	Council Budget	2020 - 2023

## Berrigan Shire 2027: Diverse and resilient business

### Strategy Action Plan 4 yrs

**Berrigan Shire 2027 Strategic Objective:** 4.1 Invest in local job creation, retention and innovation

**Delivery Program Objective:** 4.1.1 Identify opportunities for strategic investment and job creation

**Operational Plan Action:** Support collaborative planning, shared resourcing in local industry and promotion of business and development projects

**Council investment (human, physical and financial) in the facilities and services used by children, young people and their families:**

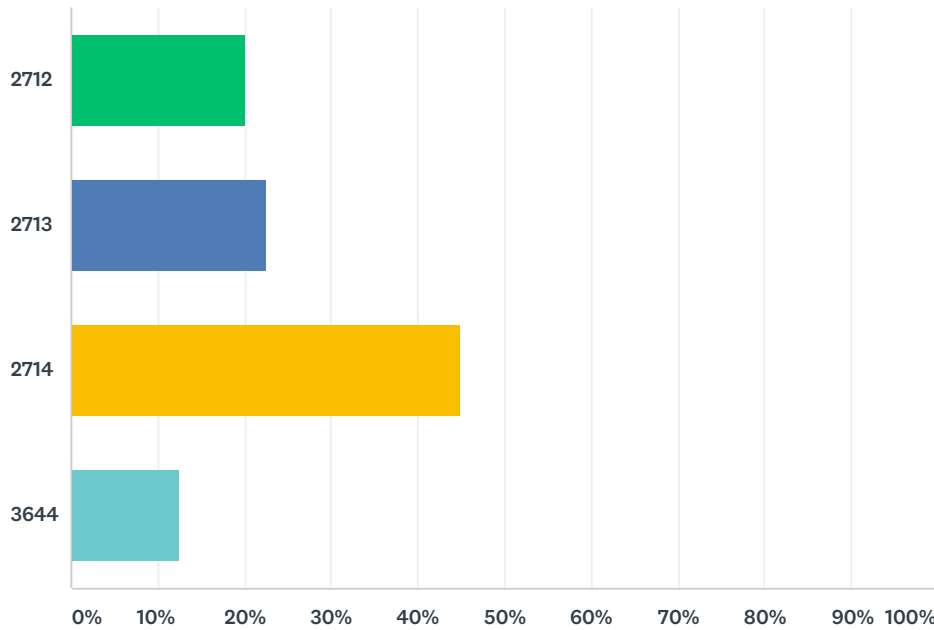
- **Is strategic;**
- **Is financially sustainable;**
- **Facilitates lifecycle asset planning and management;**
- **Facilitates service user engagement in the re-development of services / facilities; and**
- **Gives priority to promoting, planning and providing local and universal access to the services and facilities used by families, children and young people.**

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost/Other Resources	Commencing
Connect young people to local job opportunities and rural career pathways	Annual Youth Future's Expo	Retention of young people	Economic Development Officer	Annual Budget	Ongoing
Promote to regional Youth, Family and Children's Services providers the economic benefits of co-location as opposed to outreach service delivery in BSC LGA	Annual program – orientation to Berrigan LGA targeting newly recruited NGO and State Agency workers	Increase knowledge and awareness of BSC LGA – proximity to regional services  Retention and attraction of BSC LGA-based community support services workers	SSPC	Annual Budget	July 2020

## 11 Appendix – Online Survey Results

## Q1 Postcode

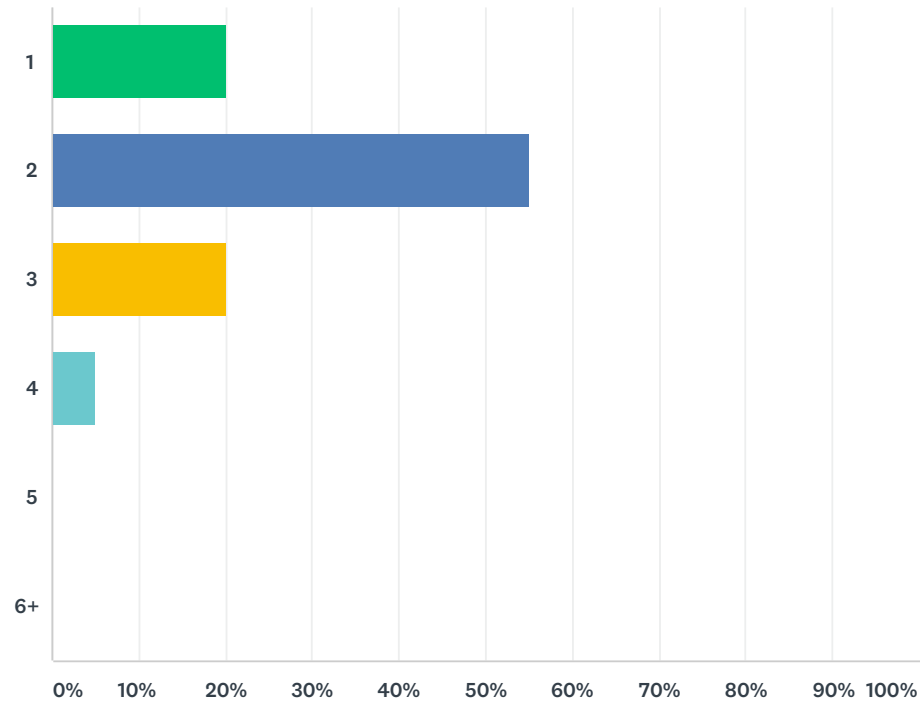
Answered: 40 Skipped: 0



ANSWER CHOICES	RESPONSES	
2712	20.00%	8
2713	22.50%	9
2714	45.00%	18
3644	12.50%	5
TOTAL		40

## Q2 Number of children under 18 years in your household?

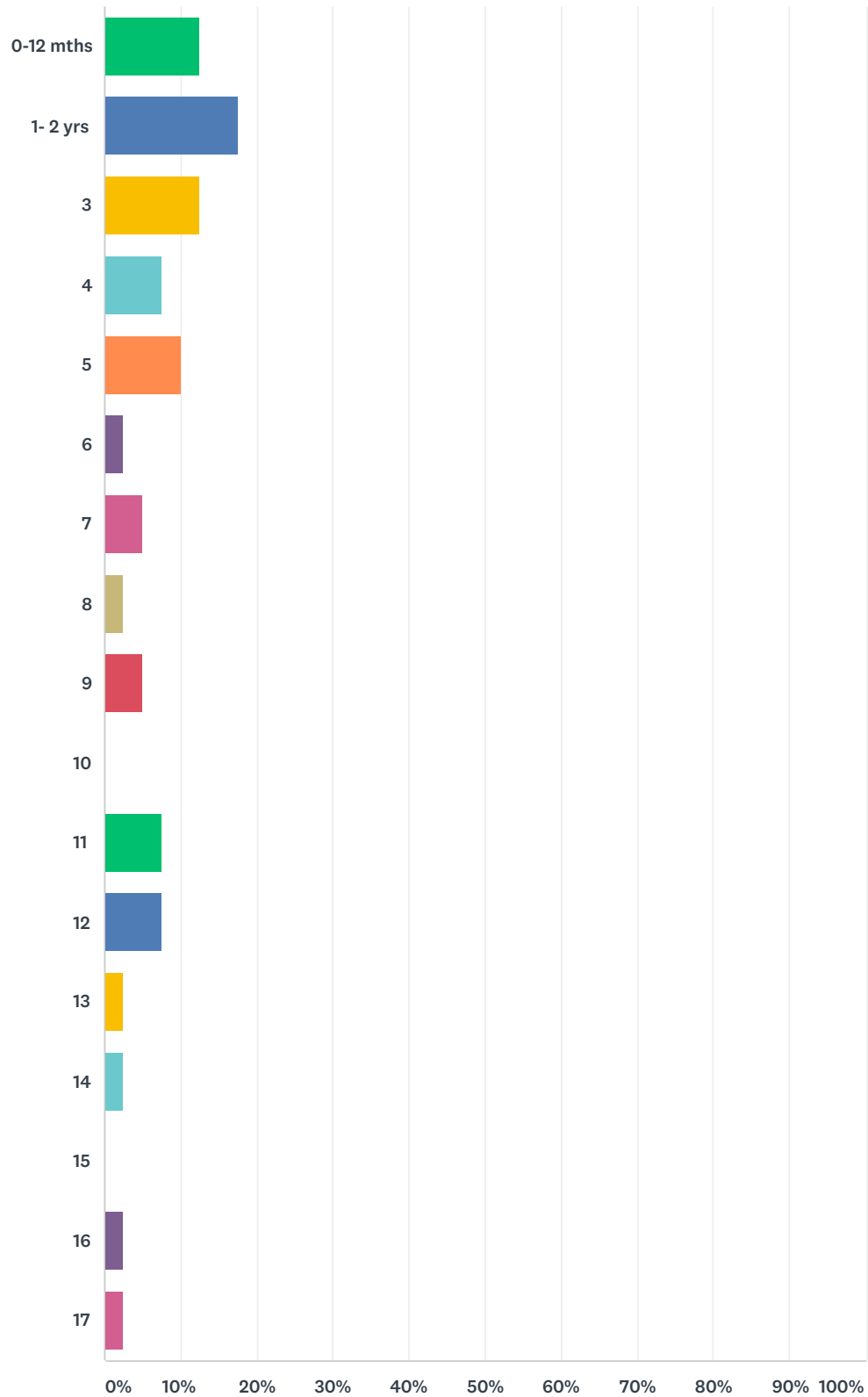
Answered: 40 Skipped: 0



ANSWER CHOICES	RESPONSES	
1	20.00%	8
2	55.00%	22
3	20.00%	8
4	5.00%	2
5	0.00%	0
6+	0.00%	0
<b>TOTAL</b>		<b>40</b>

### Q3 Age of youngest child or only the child who lives with you

Answered: 40 Skipped: 0

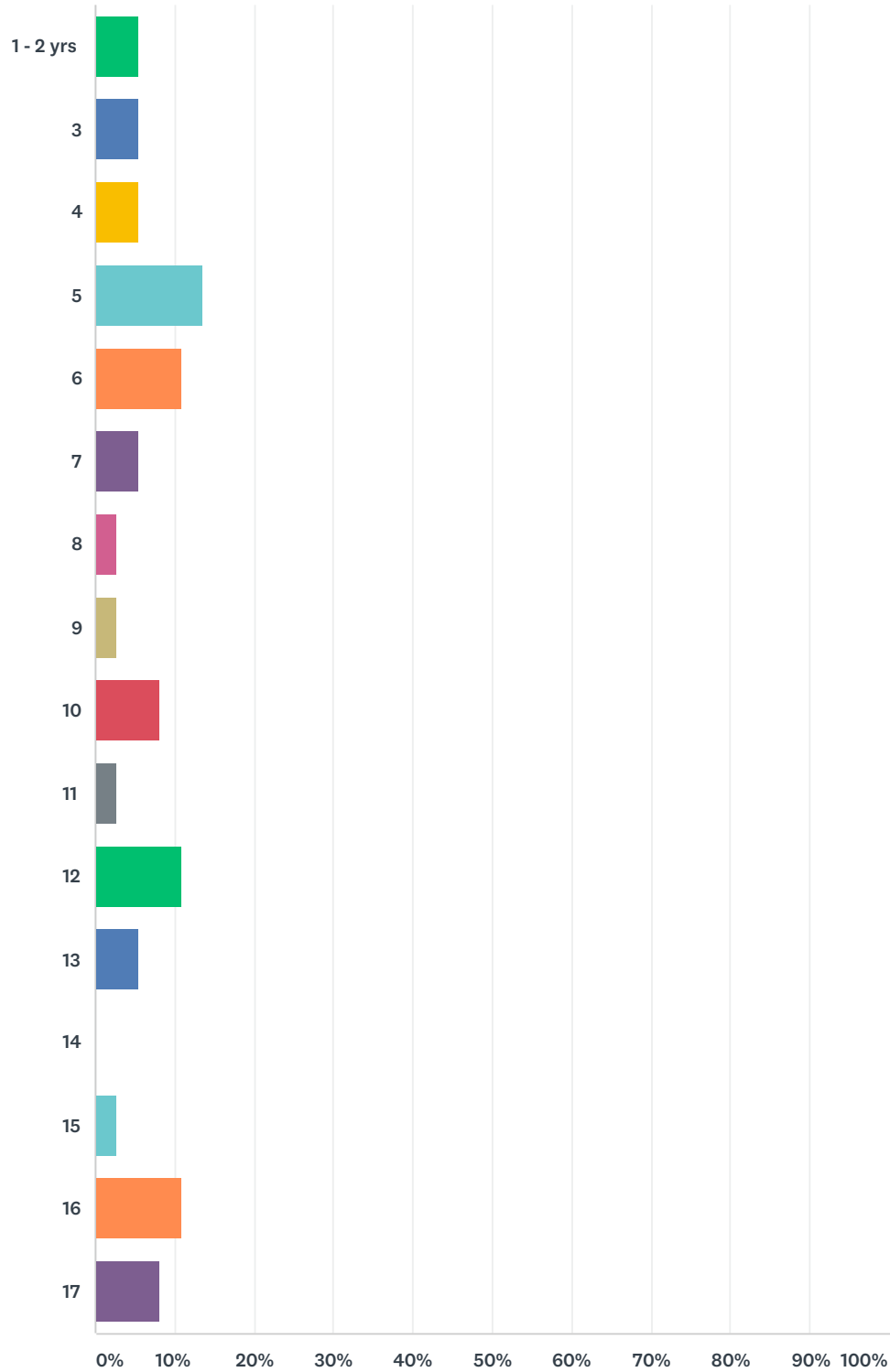




0-12 mths	12.50%	5
1- 2 yrs	17.50%	7
3	12.50%	5
4	7.50%	3
5	10.00%	4
6	2.50%	1
7	5.00%	2
8	2.50%	1
9	5.00%	2
10	0.00%	0
11	7.50%	3
12	7.50%	3
13	2.50%	1
14	2.50%	1
15	0.00%	0
16	2.50%	1
17	2.50%	1
TOTAL		40

## Q4 Age of the eldest child who lives with you?

Answered: 37 Skipped: 3

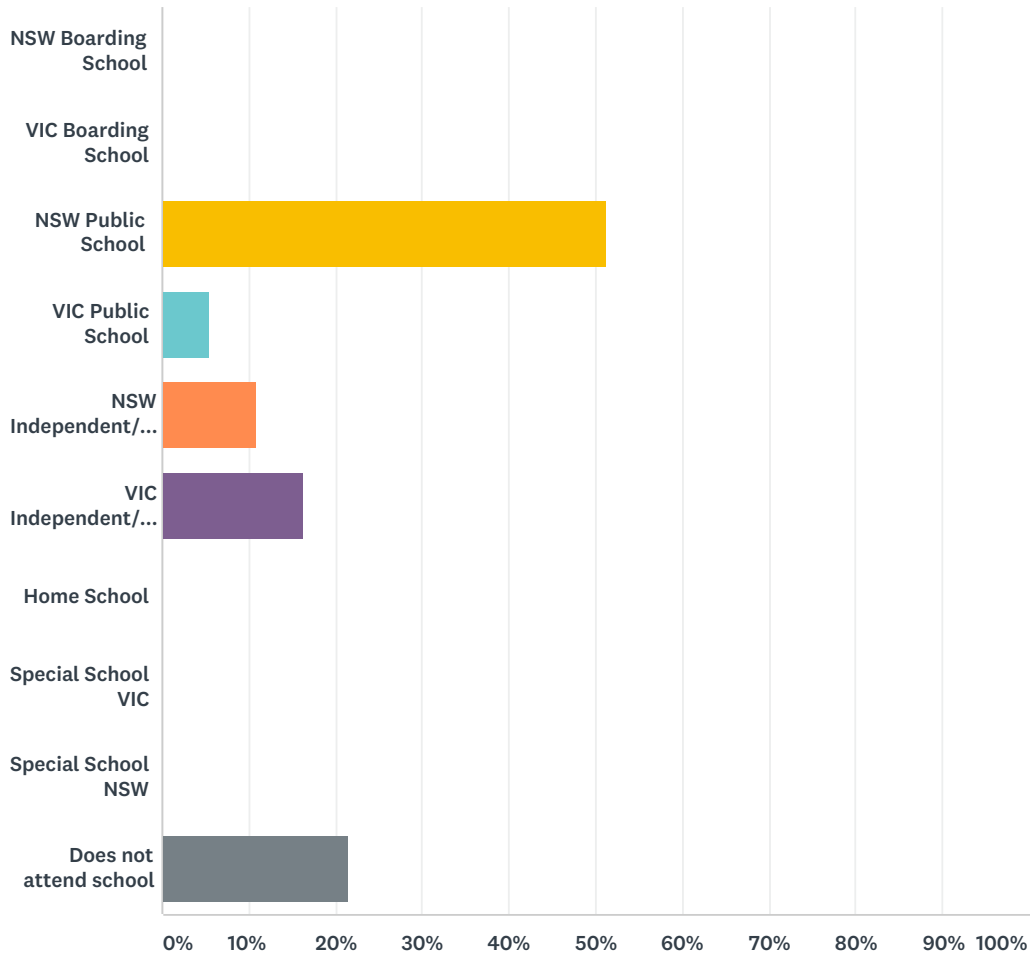


ANSWER CHOICES	RESPONSES
1 - 2 yrs	5.41% 2

3	5.41%	2
4	5.41%	2
5	13.51%	5
6	10.81%	4
7	5.41%	2
8	2.70%	1
9	2.70%	1
10	8.11%	3
11	2.70%	1
12	10.81%	4
13	5.41%	2
14	0.00%	0
15	2.70%	1
16	10.81%	4
17	8.11%	3
TOTAL		37

### Q5 If your children are of school age - and live in your household, how is your child/children schooled? Tick all that apply

Answered: 37 Skipped: 3

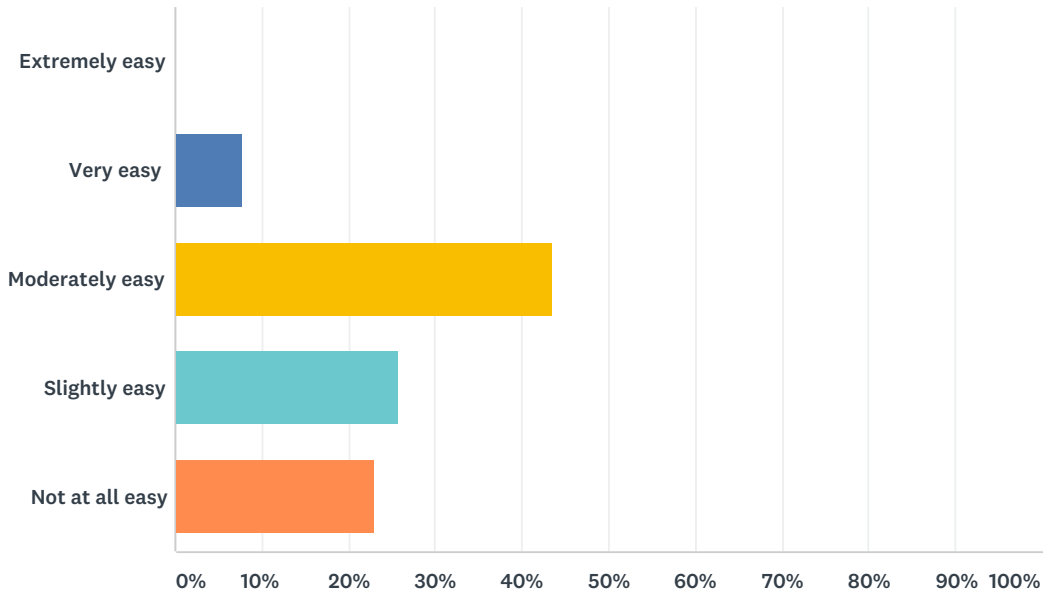


ANSWER CHOICES	RESPONSES	
NSW Boarding School	0.00%	0
VIC Boarding School	0.00%	0
NSW Public School	51.35%	19
VIC Public School	5.41%	2
NSW Independent/Private School	10.81%	4
VIC Independent/Private School	16.22%	6
Home School	0.00%	0
Special School VIC	0.00%	0
Special School NSW	0.00%	0
Does not attend school	21.62%	8

Total Respondents: 37

## Q6 How easy is it for you to get the support you need to parent your child/children in our Shire?

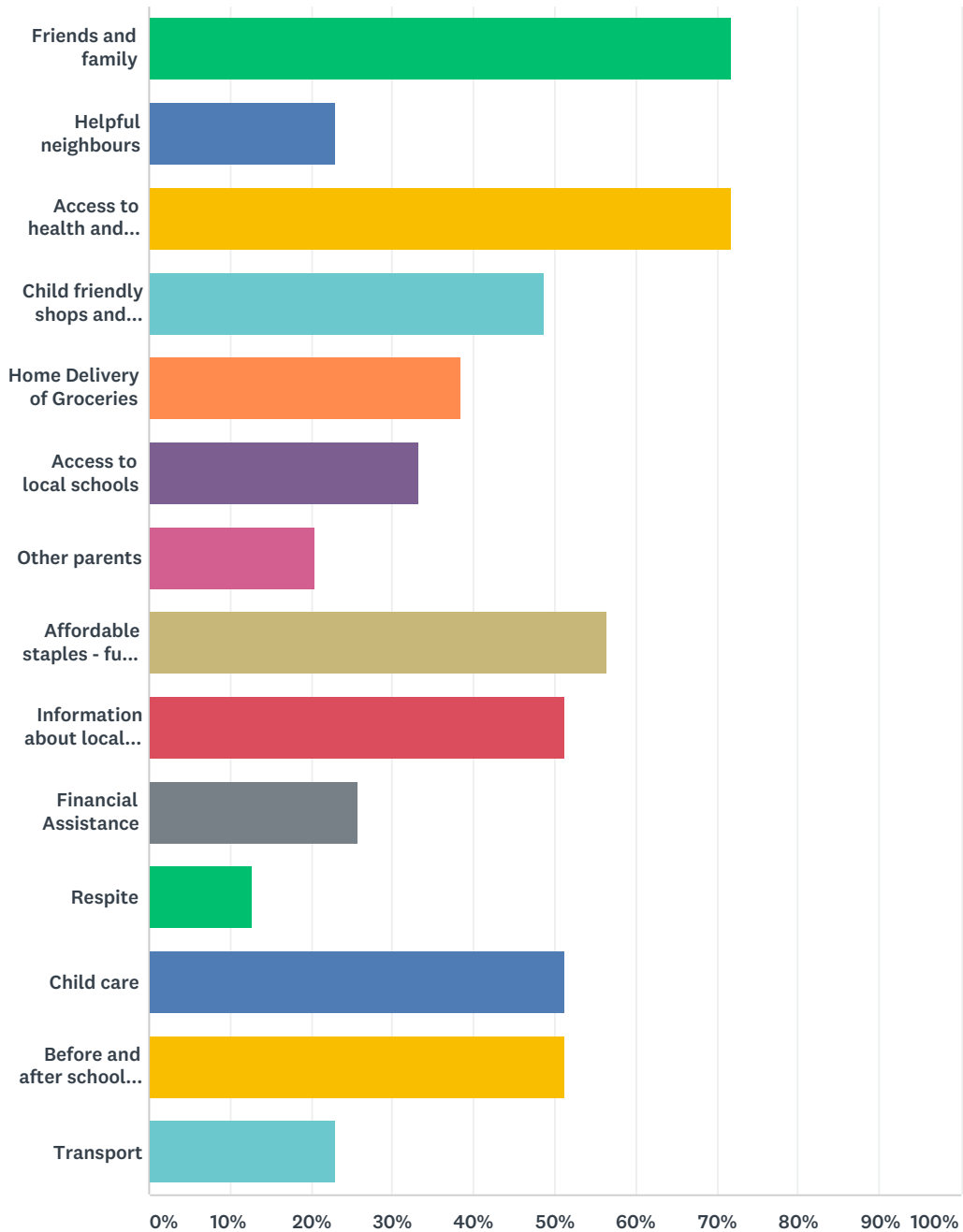
Answered: 39 Skipped: 1



ANSWER CHOICES	RESPONSES
Extremely easy	0.00% 0
Very easy	7.69% 3
Moderately easy	43.59% 17
Slightly easy	25.64% 10
Not at all easy	23.08% 9
<b>TOTAL</b>	<b>39</b>

## Q7 Thinking about the previous question what does support mean to you? Tick all that apply

Answered: 39 Skipped: 1



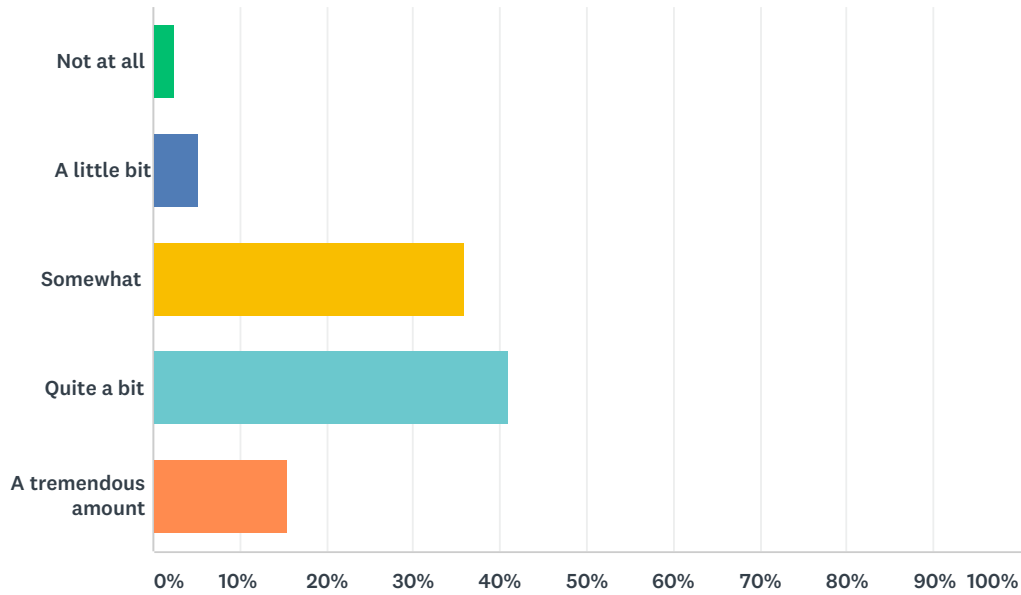
ANSWER CHOICES	RESPONSES	
Friends and family	71.79%	28
Helpful neighbours	23.08%	9
Access to health and community services	71.79%	28
Child friendly shops and public venues	48.72%	19

Home Delivery of Groceries	38.46%	15
Access to local schools	33.33%	13
Other parents	20.51%	8
Affordable staples - fuel, fresh fruit and vegetables, nappies, toiletries etc	56.41%	22
Information about local services and activities	51.28%	20
Financial Assistance	25.64%	10
Respite	12.82%	5
Child care	51.28%	20
Before and after school care	51.28%	20
Transport	23.08%	9
Total Respondents: 39		



# Q8 To what extent do you know how your child/young person is doing socially?

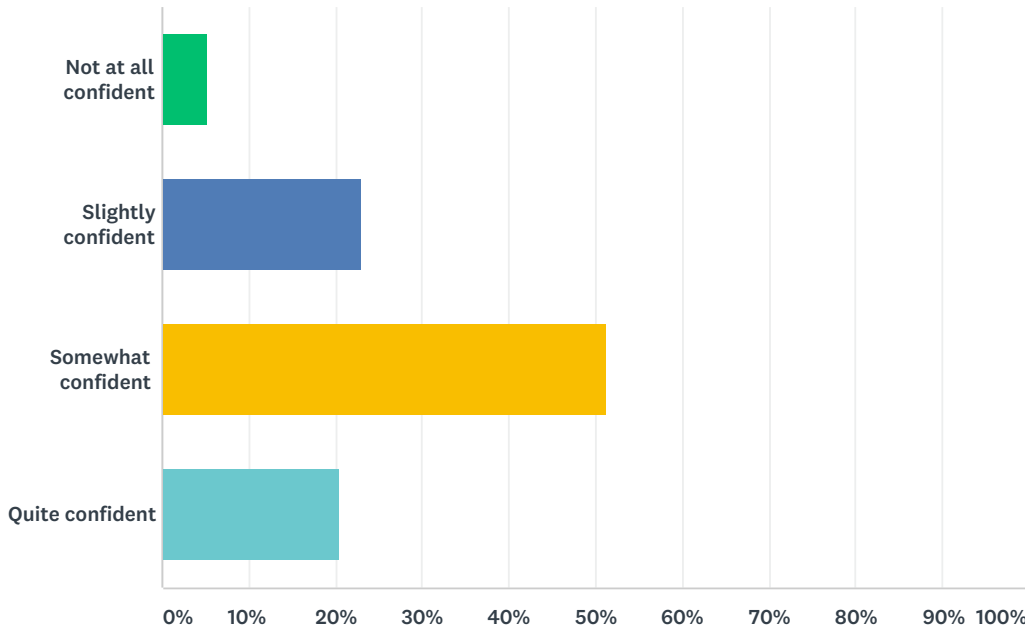
Answered: 39 Skipped: 1



ANSWER CHOICES	RESPONSES	
Not at all	2.56%	1
A little bit	5.13%	2
Somewhat	35.90%	14
Quite a bit	41.03%	16
A tremendous amount	15.38%	6
<b>TOTAL</b>		<b>39</b>

### Q9 How confident are you that you can help your child develop good friendships / tackle bullying?

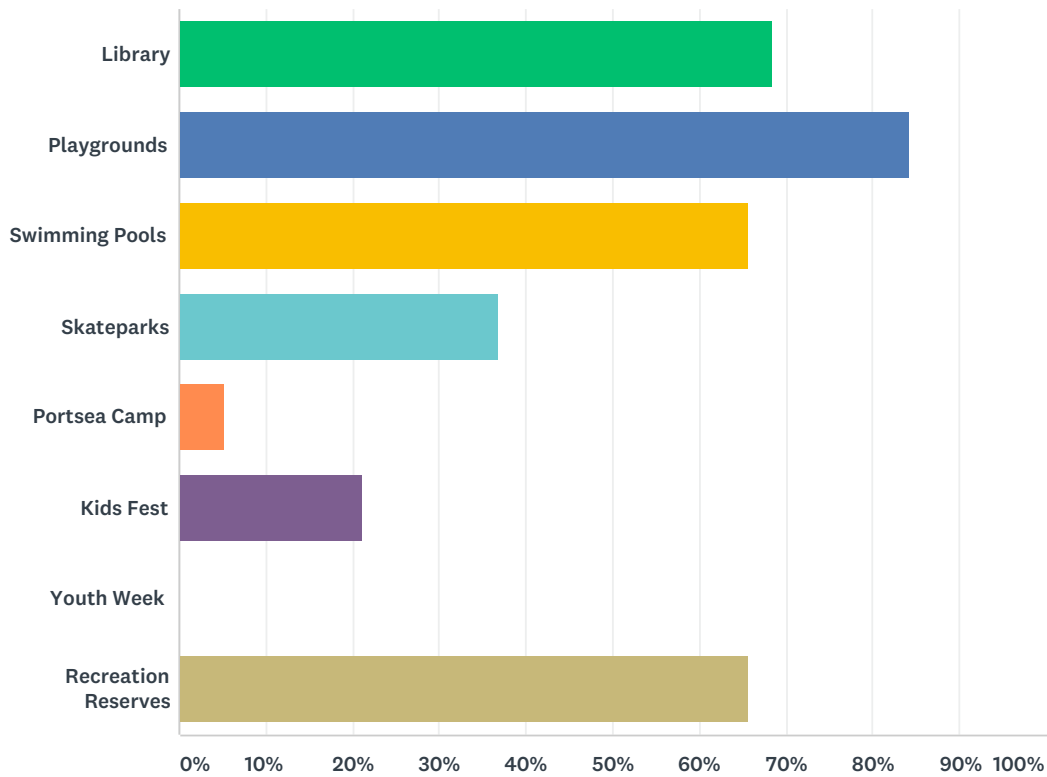
Answered: 39 Skipped: 1



ANSWER CHOICES	RESPONSES	
Not at all confident	5.13%	2
Slightly confident	23.08%	9
Somewhat confident	51.28%	20
Quite confident	20.51%	8
<b>TOTAL</b>		<b>39</b>

# Q10 Which Council services and facilities do you or members of your family use?

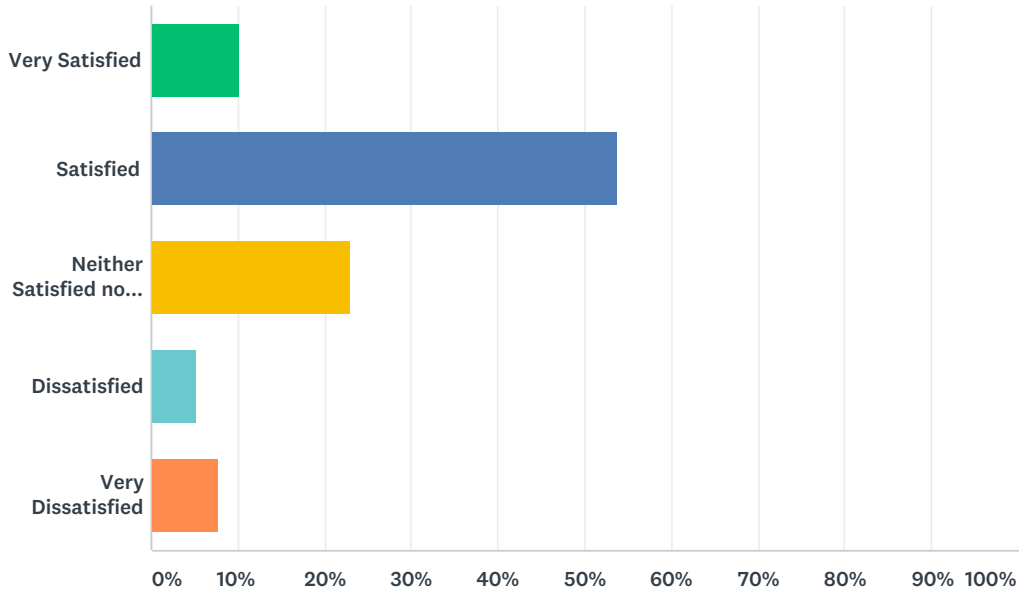
Answered: 38 Skipped: 2



ANSWER CHOICES	RESPONSES
Library	68.42% 26
Playgrounds	84.21% 32
Swimming Pools	65.79% 25
Skateparks	36.84% 14
Portsea Camp	5.26% 2
Kids Fest	21.05% 8
Youth Week	0.00% 0
Recreation Reserves	65.79% 25
Total Respondents: 38	

### Q11 Overall, are you satisfied with your experience of the open space facilities used by children and families (playgrounds, pools, and skate parks etc.) provided by Council and its Committees?

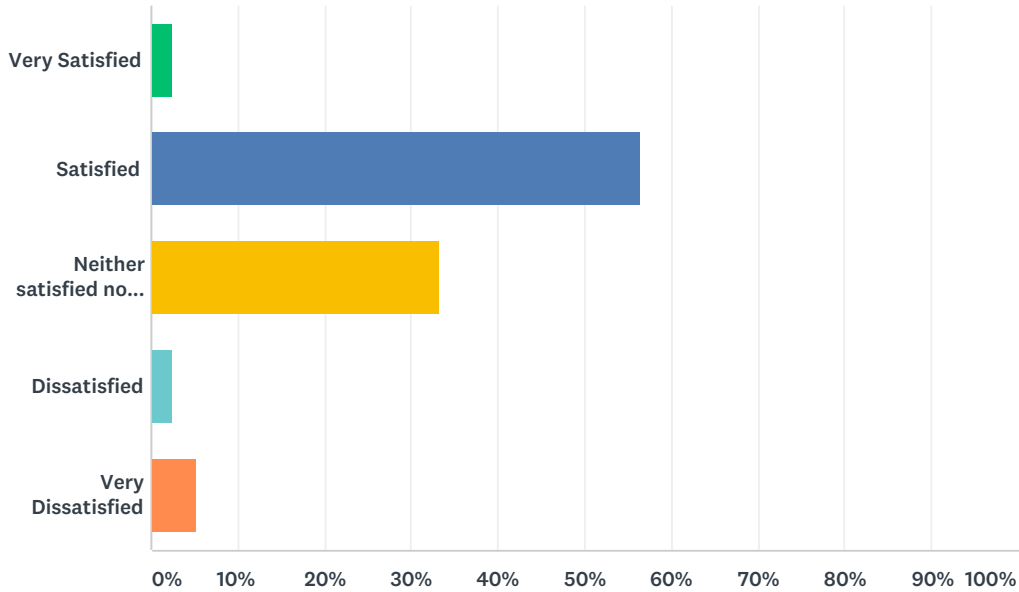
Answered: 39 Skipped: 1



ANSWER CHOICES	RESPONSES	
Very Satisfied	10.26%	4
Satisfied	53.85%	21
Neither Satisfied nor Dissatisfied	23.08%	9
Dissatisfied	5.13%	2
Very Dissatisfied	7.69%	3
<b>TOTAL</b>		<b>39</b>

### Q12 Overall, are you satisfied with your experience of the services (parks, libraries, events, pools) provided by Council and its Committees for children, young people and their families?

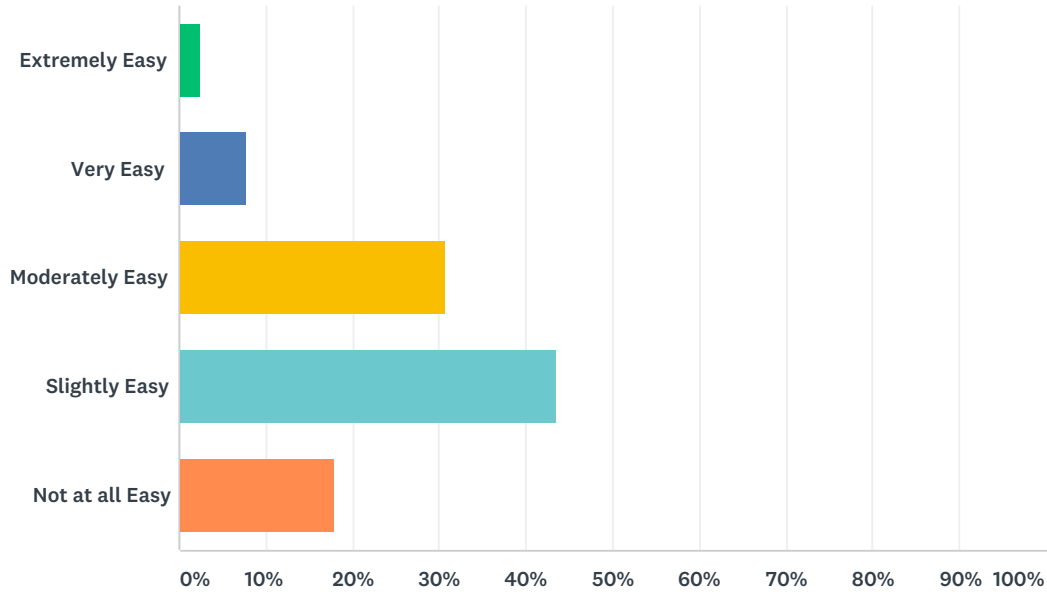
Answered: 39 Skipped: 1



ANSWER CHOICES	RESPONSES	
Very Satisfied	2.56%	1
Satisfied	56.41%	22
Neither satisfied nor dissatisfied	33.33%	13
Dissatisfied	2.56%	1
Very Dissatisfied	5.13%	2
<b>TOTAL</b>		<b>39</b>

### Q13 How easy is it for you to balance work/study commitments with accessing information about the services and supports your family may need?

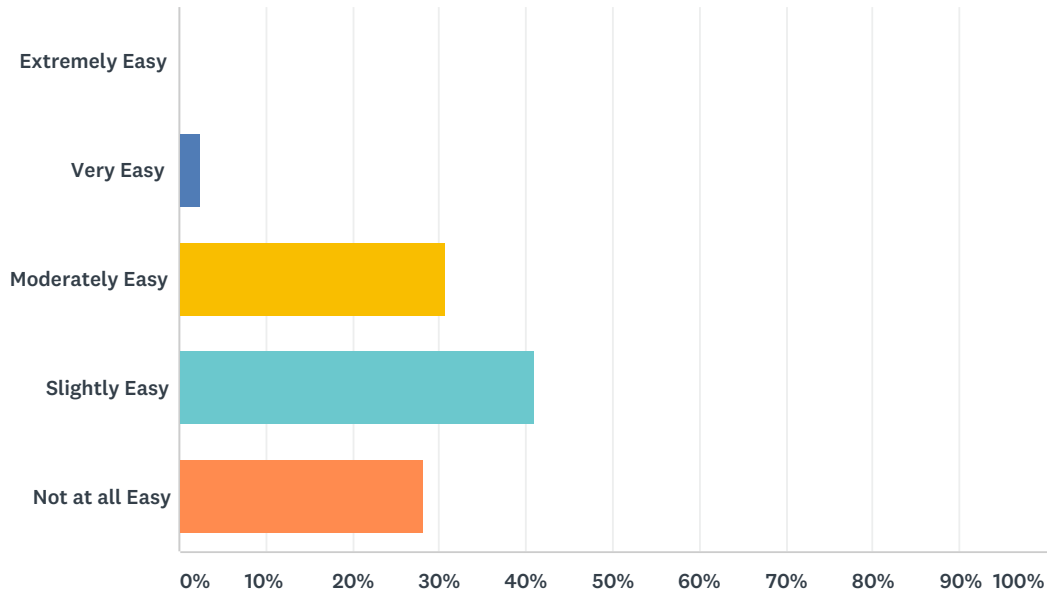
Answered: 39 Skipped: 1



ANSWER CHOICES	RESPONSES
Extremely Easy	2.56% 1
Very Easy	7.69% 3
Moderately Easy	30.77% 12
Slightly Easy	43.59% 17
Not at all Easy	17.95% 7
Total Respondents: 39	

### Q14 How easy is it for you to balance work/study commitments with access to the services and supports your family may need?

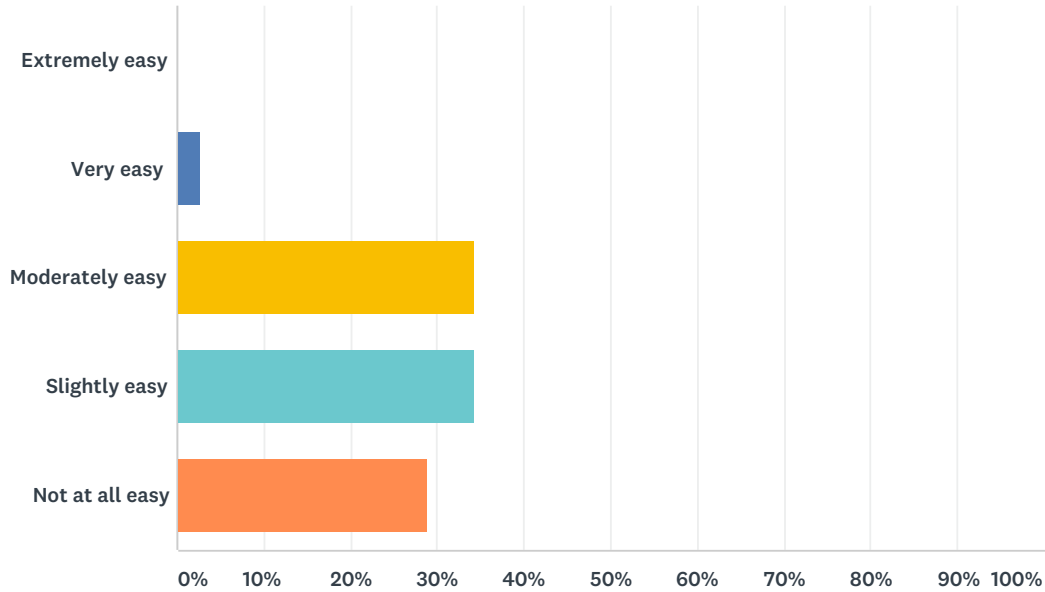
Answered: 39 Skipped: 1



ANSWER CHOICES	RESPONSES	
Extremely Easy	0.00%	0
Very Easy	2.56%	1
Moderately Easy	30.77%	12
Slightly Easy	41.03%	16
Not at all Easy	28.21%	11
Total Respondents: 39		

### Q15 Based on your experience how easy is it for new residents with children to balance working / study commitments with accessing information about the services and supports that they may need?

Answered: 38 Skipped: 2

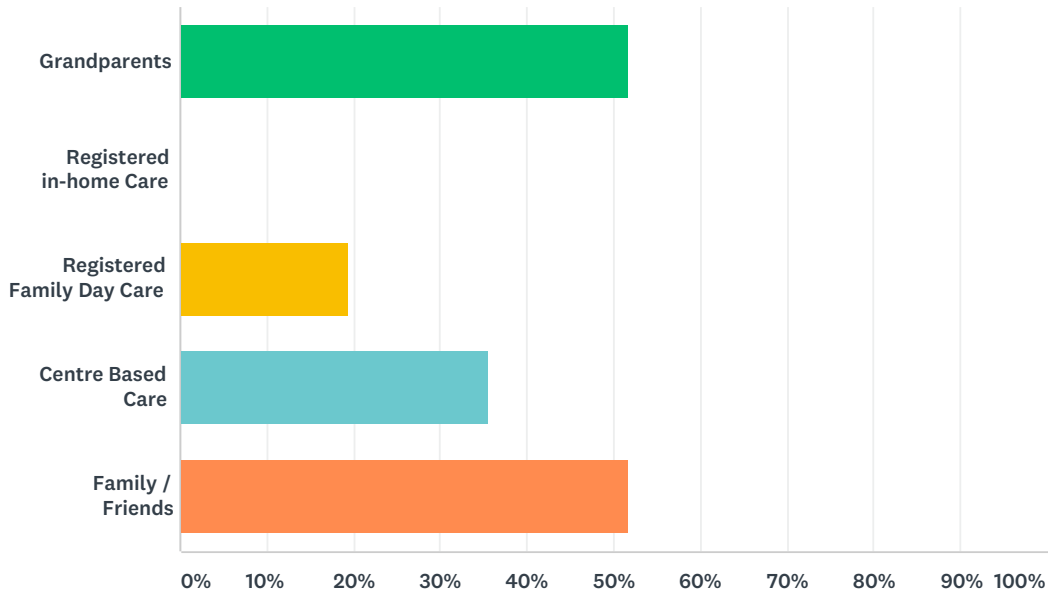


ANSWER CHOICES	RESPONSES	
Extremely easy	0.00%	0
Very easy	2.63%	1
Moderately easy	34.21%	13
Slightly easy	34.21%	13
Not at all easy	28.95%	11
<b>TOTAL</b>		<b>38</b>



### Q16 If your child/dren are under 12 years of age. Do you currently use child care? Tick all that apply.

Answered: 31 Skipped: 9



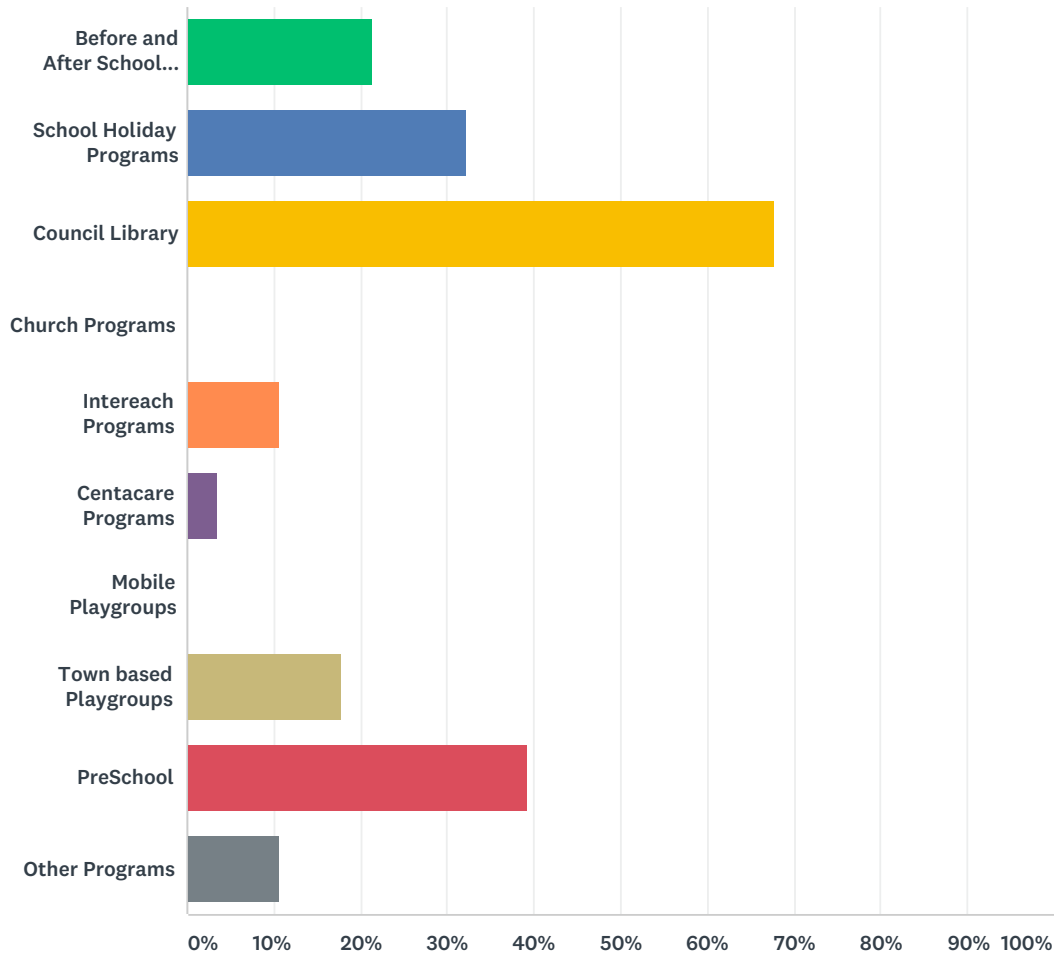
ANSWER CHOICES	RESPONSES	
Grandparents	51.61%	16
Registered in-home Care	0.00%	0
Registered Family Day Care	19.35%	6
Centre Based Care	35.48%	11
Family / Friends	51.61%	16
Total Respondents: 31		

**Q17 If you could plan or build a child and family friendly project in your community what would it be?**

Answered: 28 Skipped: 12

### Q18 Do you currently use or does your child attend the following? Tick whichever applies

Answered: 28 Skipped: 12

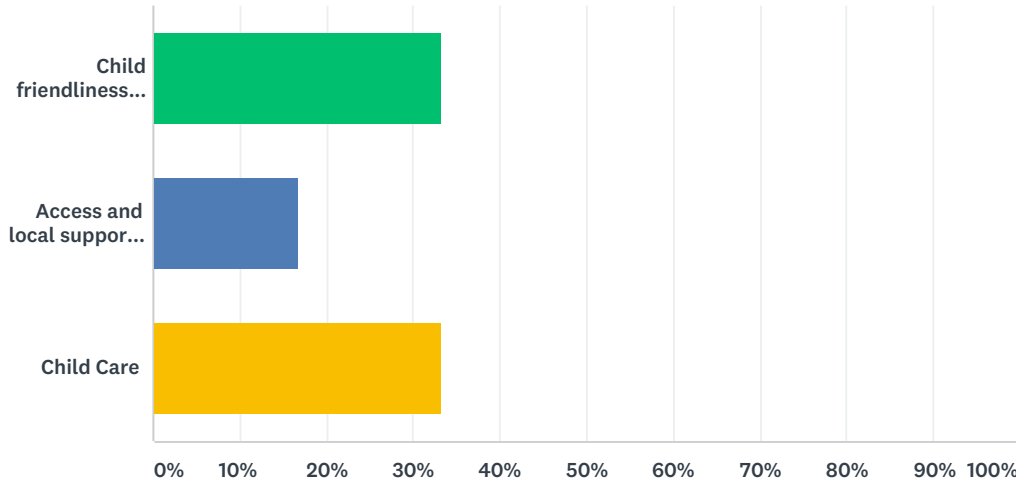


ANSWER CHOICES	RESPONSES	
Before and After School Care	21.43%	6
School Holiday Programs	32.14%	9
Council Library	67.86%	19
Church Programs	0.00%	0
Intereach Programs	10.71%	3
Centacare Programs	3.57%	1
Mobile Playgroups	0.00%	0
Town based Playgroups	17.86%	5
PreSchool	39.29%	11
Other Programs	10.71%	3

Total Respondents: 28

Q19 We will be conducting three focus groups in the last two weeks of October 2019. These focus groups will discuss the results of this survey and will also ask for your comment on

Answered: 18 Skipped: 22



ANSWER CHOICES	RESPONSES	
Child friendliness of Council & Community Facilities	33.33%	6
Access and local support services	16.67%	3
Child Care	33.33%	6
TOTAL		18

Survey Comments

A shade sail over the skate park would be great. It gets very hot in the summer months with little to no shade.

Childcare centre

A childcare centre

Day Care Centre

A cinema in the area and shopping complex with Aldi, Kmart or big w an arcade with games kids can play (air hockey and video games) at a bowling alley. Or something like that

Maze better use of natural environments

Family daycare in Tocumwal same as tricky kids

Day Care Centre

child / family friendly arts and crafts group, an activity where the men's shed help teach young adolescent males some practical skills

I think you have addressed the Under 12 category extremely well however there isn't much here for teenagers 13-17 which means we go out out of town, taking our money to enrich other shires

Holiday child care program

Daycare

An awesome park like rosebud pier at the Tocumwal foreshore. An athletics track in the shire would be awesome so my kids could experience what I had access to growing up with

Long daycare

Long day child care

Indoor sports / community youth centre

Learn to drive/ride roads

Community youth centre

Please bring back the early intervention service. Employ allied health professionals and do it right. Kurrajong ruined the opportunity for this service to grow and develop and then left town. Very very disappointing. A bike/walking trail. A fabulous exploratory play park. A free family/community afternoon/evening with free activities and food.

I'd love to see the Finley toy library back up and running. I'd also like to see the bridge at the skate park playground made somehow more grippy especially for younger children.

More support and counselling programs for all ages

Water park at the Finley lake with floating pontoon slides as the pool only open for a Quarter of the year

Youth Mental Health/Support Service

A kids garden or art workshops

A ranger program to promote understanding of our natural environment

Stand alone Preschool

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<sup>i</sup> Sports NSW <https://sport.nsw.gov.au/sectordevelopment/activekids>

# MHA Care

'The Right Care for You'

12<sup>th</sup> February 2020

Mr. Rohan Perkins  
General Manager  
Berrigan Shire Council  
56 Chanter Rd.  
Berrigan NSW 2647

BERRIGAN SHIRE COUNCIL	
20 FEB 2020	
FILE	02.163.1
REFER TO	DCS
COPY TO	
ACTION / CODE	
	Mark Weir Mgr.
ACKNOWLEDGE Y/N	(N)



Dear Rohan,

Your organisation's historical support of Moira Foodshare has encouraged me to reach out to you again to gratefully seek your further support, and to keep you abreast of our current circumstances and operations.

As you are no doubt aware, MHA Care Ltd. Is a not for profit community based organization that operates the Moira Foodshare program. This program provides emergency food relief to people living in the Federation, Berrigan, and Moira Shires who may be experiencing financial hardship, seasonal or personal issues, single parent families, people with serious illness, homelessness and those who may have lost their jobs or are having difficulty securing employment within the area they reside.

Moira Foodshare's core activities involve the sourcing of rescued foods for the purpose of repackaging and distributing these foods to individuals and families in need. I'm reaching out to you again because of your appreciation of the local difficult circumstances, particularly in the farming sector in respect to emergency food relief. For 15 years we have been sourcing rescued foods that can be made up into "emergency food hampers" and short-term food relief packages for distribution to individuals and families that find themselves in difficult circumstances through no fault of their own. Often these circumstances include house fire, flood, and most commonly where individuals have lost employment or are seeking some short-term relief to enable them to get back on track.

We distribute these food hampers through the following areas and townships: Cobram district, Tocumwal, Finley, Deniliquin, Jerilderie, Berrigan, Corowa, Barooga, Yarrawonga district, Numurkah, Nathalia, and immediately north of Shepparton.

The inaugural objectives and founding principles of Foodshare have changed little because the threat of the consequences of the effects of drought remain as real today as they ever have been.

The broader "donated food distribution" industry operates on a different model today and attracting the variety of foods from large manufacturers has become increasingly difficult and competitive.

Moira Foodshare is a registered partner with Foodbank Victoria based in Melbourne, and accordingly we have access to quantities of non-perishable foods via an on-line ordering system. These deliveries are received weekly and are a vital contribution to the food stocks we have available for local distribution.

However, the variety and quantity of these foods can vary significantly from week to week, and the competitive nature of the increasing number of charities all vying for the same supply has had a crippling effect on the supply to Foodbank Victoria, as well as affecting supplies from local manufacturers. In particular, the supply of staple foods e.g. cereals, fresh milk, eggs, meat, pasta, cheese, and other dairy products has been steadily declining over the for years.



### **Future Challenges**

Moira Foodshare has embarked on a strategy to "take the program" to those seeking support, by initiating service delivery to the local and more remote sectors of our district. This is particularly important to those families in southern N.S.W where the farming district has been heavily impacted financially, and yet the pride and self-esteem of the individuals and their communities remains stoic. Moira Foodshare will continue to work closely with rural financial counsellors and other community support agencies including, St. Vincent De Paul, Neighbourhood Community Houses, Lions' Clubs, and very generous local businesses, to link those seeking support with our program.

Our program is currently distributing over 5000 kg of food every month and the demand for our service continues to rise with an average client attendance at our two shop fronts of 350 per month.

Our initiatives continue to come at a cost, and although Moira Foodshare has some very generous benefactors within the local community, and the Moira Shire Council has been a staunch financial supporter for many years, the increasing costs inhibit the program's capacity to meet current demand and ability to grow to meet this demand.

Your financial and material support to date is very much appreciated and we gratefully request your consideration of providing further financial assistance, so that we can collectively make inroads into providing this much needed support to families and individuals in their time of need.

I thank you for taking the time to consider our request for support.

Yours Sincerely,



Michael Hogan  
**Chief Executive Officer**

**FINLEY CHAMBER OF COMMERCE, INDUSTRY AND  
AGRICULTURE**

**FEBRUARY 2020**

# **FINLEY WORK SPACE**



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**PREPARED AND PRESENTED BY**

JANE HARRIS / GARY CARR

# FINLEY WORK SPACE AN INVISIBLE FORCE FOR SUCCESS



## A LITTLE BIT ABOUT THE IDEA

The Finley Chamber of Commerce, Industry and Agriculture have identified an opportunity to establish a co-working space in our region. Recognising firstly that there is a current and unmet demand experienced by local and employing industries for a range of professional services. Second, local, national and international researchers identify that there is no fundamental difference between urban and rural business requirements for professional services. Moreover, that serviced-offices are a critical input for remote workers/home-based businesses engaged in delivering a range of professional services. (Youren 2019)

# PROJECT DESCRIPTION

Finley Work Space will provide professional and technical remote-workers, micro-businesses, home-based businesses and consultants with access to serviced office facilities. Access that is equitable to and enjoyed by our urban based counter-parts. Access that is essential to support the competitiveness, viability and sustainability of Finley's emergent remote worker professional and technical services sector. Without fail, this local cohort of professional and technical remote workers / business operators and consultants are people who choose to live, work and invest in our community.

They are also entrepreneurial and innovative, carving out successful and rewarding businesses that provide our employing industries with a range of professional services: accounting, mapping, surveying, engineering, agronomy, human resource management, specialty finance, graphic design and IT related support services to name a few. The Work Space will be operated on a paid membership basis with desks and spaces available for rent on a casual or monthly basis.

## REQUEST FOR CONSIDERATION

The Chamber is seeking support from Council to establish the co-working space in the office section of the Finley Library.

Proposed terms:

- Finley Work Space to be owned and operated by the Finley Chamber
- Berrigan Shire Council as the landlord for the enterprise
- 5-year term, rent free
- Establishment support be provided by Shire Economic Development Officer



# THE OPPORTUNITY

## PROVIDING AN ENVIRONMENT THAT PROMOTES SUCCESS.

The Finley Work Space will be a first of its kind facility within the Berrigan Shire. Established to provide a centre for connecting people, business and industry, Finley Work Space will be an extension of the Finley Chamber of Commerce, Industry and Agriculture and will assist in facilitating adaptation within the community to grow economic sustainability within the region.

Finley Work Space will be a central location supporting Innovation, Rural Resilience and Economic Development. The initiative is seeking to convert the back of the public library in to a collaborative co-working space designed to optimise innovation through creating an ecosystem for knowledge sharing, solution making and business growth.

Finley Work Space will provide a space for local and visiting businesses that:

- Enhances productivity
- Enables low-cost start-up
- Reduces business expansion costs
- Increases work flexibility
- Provides connection and networking opportunities
- Encourages interaction and collaboration
- Reduces isolation
- Stimulates creativity
- Delivers education opportunities
- Attracts and retains micro-businesses

Finley Work Space will be a flexible environment that adapts to the needs of the remote professional and technical services sector. It will be a place where businesses connect and grow.



# TIMELINE

BELOW IS AN OVERVIEW OF THE PROPOSED 5 YR TERM .

TASK	START DATE	END DATE
<b>PHASE 01</b> AGREEMENT AND ESTABLISHMENT	MARCH 2020	APRIL 2020
<b>PHASE 02</b> PROMOTION AND MANAGEMENT	APRIL 2020	FEBRUARY 2022
<b>PHASE 03</b> AGREEMENT REVIEW AND ONGOING MANAGEMENT	MARCH 2022	MARCH 2025



# INDICATIVE BUDGET

PHASE	ESTIMATED CHAMBER BUDGET
<b>PHASE 01</b> AGREEMENT AND ESTABLISHMENT	\$ 15,000.00
<b>PHASE 02</b> PROMOTION AND MARKETING	\$ 6000
<b>PHASE 03</b> ONGOING MANAGEMENT	\$ 10,000
<b>GRAND TOTAL</b>	<b>\$ 31,000</b>

# MEMBERSHIP

THIS SECTION PROVIDES AN OVERVIEW OF MEMBERSHIP TERMS.



The business hub will provide:

- Contemporary workspaces and a creative co-working environment
- Unlimited high-speed data / high-capacity internet and Wi-Fi
- Use of communal facilities, printer, kitchen, refreshments
- Unlimited use of meeting rooms
- Access to networking events
- Chamber initiated workshops/ presentations / event space
- Recording and teleconferencing facilities
- Informal Mentoring/ training / professional development
- Business information brokering point

Indicative membership fees:

- Full-time (Chamber) - \$197/mth
- Full-time (Non-chamber) - \$217/mth
- 3 days per week (Chamber) - \$157/mth
- 3 days per week (non-chamber) - \$169/mth
- Casual day - \$20/day
- Consulting space - \$40/day

(4, 2 and 1 day/week memberships also available)

IT IS SAID THAT WE  
ARE A PRODUCT OF  
OUR ENVIRONMENT.

OUR PURPOSE IS TO  
PROVIDE A WORK  
ENVIRONMENT THAT  
SERVES AS AN  
INVISIBLE FORCE FOR  
SUCCESS.



# CONSIDERATIONS

**BELOW ARE SOME ITEMS FOR CONSIDERATION AS PART OF THIS PROPOSAL.**

- Electricity - Can this be divided or will Council absorb this cost?
- Insurance - Would Council's contents insurance extend to cover the Work Space?
- Cleaning - Are cleaning arrangements currently in place?
- Secure internet - What options are available for the Work Space to access high speed, reliable, internet?
- Signage - Is it possible to install a promotional sign out the front of the Library?
- Blinds - Blinds are required to be installed in workspaces.
- Design - There are some cupboards in the large work space that would require dismantling and removal, would this be possible?
- Building maintenance - There is a water leak that requires fixing on the Northern wall.
- Air conditioning - There is one office area that requires air conditioning to be installed.
- Power-point installation - Power-points will need to be installed so that workspaces can safely access power.
- 2 Soundproof doors to be installed

# FINLEY WORK SPACE FOUNDING MEMBERS

## THE PEOPLE BEHIND THIS PROJECT



**RACHELLE  
DELMENICO**  
SENSIBLE SOLUTIONS



**JANE HARRIS**  
REGIONAL LEADERS  
AUSTRALIA



**CATHERINE HEALY**  
CAPABLE MINDS

Owned and operated by the Finley Chamber of Commerce, Finley Work Space will commence operations with 3 founding members in place and expressions of interest from a number of other remote workers and organisations.

As income is generated and available, Chamber will undertake the following activities:

- Create the brand for Finley Work Space
- Develop the design element of the space
- Provide office furniture and equipment
- Undertake marketing and promotional activities, including the installation of signage
- Manage members bookings

An online booking system and secure access will be implemented so that members can have 24/7 access.

The community will remain able to book the meeting room space (at no cost) via an online platform.

The spaces available for paid bookings will be:

- 6-8 individual desks
- Small collaboration space
- Private offices
- Meeting space

Finley Work Space will be an environment that fosters success.

For further information, please contact Jane Harris on 0419558869



## Major Event Funding Application Form

Information provided in this application will be used to determine Council funding.  
Applications will be assessed by Council the Events Committee.

### Part One – Details of Group/Organisation Making Application

#### 1.1 Group/Organisation Details

Name of Group/Organisation: RIVERINA DIVISION of NATIONAL ASSOCIATION of LEFT HANDED GOLFERS AUSTRALIA  
Address of Group/Organisation: 26 KINVARA DRIVE JUNEE NSW 2663

#### 1.2 Contact Details

Name: COLIN HOLDSWORTH  
Position: PRESIDENT  
Postal Address: 4 MCKINLEY COURT BAROOGA 3644 NSW.  
Telephone No. (B/H) 0418328963  
(A/H) 0418328963  
Fax No.:  
Email address: colinh31@gmail.com

#### 1.3 Proof of Incorporation

Does the group or organisation have legal status of organisation (Incorporated, Association)?

Please tick appropriate box and provide registration number and date of establishment:

Yes Registration Number: 9890721  
Date of Establishment: 2006

No

#### 1.4 What is your Group/Organisation GST status? (Please tick one box below)

- No ABN and not registered for GST (please attach a Statement by Supplier).  
 ABN but not registered for GST (please attach a copy of the ABN Certificate).  
 ABN and registered for GST (please attach a copy of the ABN Certificate).  
 Currently applying for ABN/GST registration (when received Council will require this information before funding can be made).  
 Section 355 Committee of Berrigan Shire Council.



## Major Event Funding Application Form

## Part Two – Event Overview

## 2.1 Event Title

55TH NATIONAL CHAMPIONSHIPS OF NATIONAL ASSOCIATION OF LEFT HANDED GOLFERS AUSTRALIA.

## 2.2 Event Description (Briefly describe the proposed event in one or two sentences)

CONDUCT A 4 ROUND GOLF TOURNAMENT FOR LEFT HANDED GOLFERS WHO ARE MEMBERS OF NALGA FROM AUSTRALIA, NEW ZEALAND AND ANY AFFILIATED BODY.

## 2.3 Location of Event (Address)

TOCUMWAL GOLF + BOWLS CLUB TOCUMWAL.

## 2.4 Event Start Date:

15/11/20

## Finish Date:

20/11/20

## 2.5 Has the event been held in previous years? If so, how many years?

EVENT HAS BEEN 54 TIMES AT DIFFERENT LOCATIONS ACROSS AUSTRALIA

## 2.6 Please specify any other assistance (financial and in-kind) that has been provided to the group or organisation by Council over the past three years and for which project/event.

NIL

## 2.7 Has a representative of the group met with Council staff before lodging this application?

Yes

Staff information: MERRAN SOCHA.

No

## 2.8 How many people are expected to attend this event?

150-200 PLAYERS PLUS FAMILY + FRIENDS

## 2.9 How did you estimate this number? (Please provide any evidence from previous events)

PLAYING NUMBERS AT PREVIOUS CHAMPIONSHIPS HELD IN HOBART 2019, BAROSSA VALLEY 2018, CANBERRA 2017



## Major Event Funding Application Form

### Part Three – Project Funding Assessment Criteria

It is important that all sections are completed to assist the Committee in their assessment, and that your responses target the assessment criteria contained in the Funding Guidelines. Attach additional pages if required.

#### 3.1 Event Rationale

What is the main objective of holding this event?

TO FOSTER LEFT HANDED GOLF NATIONALLY.

#### 3.2 Relevance of the event to the Community Strategic Plan Berrigan Shire 2023

Please indicate to which points your event could contribute:

- Create safe, friendly and accessible communities.
- Support community engagement through lifelong learning, culture and recreation.
- Invest in local job creation, retention and innovation.
- Strengthen and diversify the local economy.
- Diversify and promote local tourism.
- Connect local, regional and national road, rail and aviation infrastructure.

#### 3.3 Funding Requested from Council

Amount \$ 7500 -

Please explain what the funding will be used for?

TO ASSIST ADVERTISING AND PROMOTING THE 55TH NATIONAL CHAMPIONSHIPS OF NALGA IN AUSTRALIA, NEW ZEALAND, AND INTERNATIONAL LEFT HANDED GOLFING ASSOCIATIONS.



## Major Event Funding Application Form

### 3.4 Marketing and Promotion

List the activities that you will undertake to market and promote the event (how, when and through which mediums), identify who you are trying to attract by the activity (age, geographic location, special interest group), and how much each will cost. Enter total cost under Expenses "Advertising" in Section 4.1 Program Budget.

Dates	Advertising medium (Print, TV, radio, internet, etc.)	Advertising reach (e.g. circulation, no. of flyers, no. of adverts, etc.)	Scope	Est. Cost
e.g. 21/07/11 – 21/08/11	Radio – StarFM,	60 x 15 sec ads	Wodonga, Shepparton, Wagga	\$2,500.00
	LIST ATTACHED			
<b>Total Advertising Cost</b>				<b>\$ 16800</b>

### Part Four – Financial Details of Project

A copy of the groups/organisations latest annual report and financial statement (including balance sheet) must be attached to this application.

### 4.1 Program Budget

INCOME	
Source	Total \$
Amount requested from Council (from Question 3.4)	\$7500 –
Funds provided from your organisation	
Corporate sponsorship	\$1000 –
Business/philanthropic contribution	
Other government contribution	
Fees/admission	\$52500
Food and drinks	
Raffles/Fundraising	
Other (please specify)	
<b>Total Income of event</b>	<b>\$ 61000</b>

DATES	ADVERTISING MEDIUM	ADVERTISING REACH	SCOPE	EST COST
NOV 2019 - NOV 2020	ENTRY FORM	AUSTRALIA + NEW ZEALAND	AUSTRALIA + NEW ZEALAND	\$500
NOV 2019	PROMOTIONAL BAGS	AUSTRALIA + NEW ZEALAND	AUSTRALIA + NEW ZEALAND	\$1200
DEC 2019	INTERNET SITE UPGRADE	INTERNATIONAL COVERAGE	INTERNATIONAL	\$1300
JAN 2020	BROCHURES	AUSTRALIA	AUSTRALIAN GOLFERS	\$1000
AUGUST 2020	INSIDE GOLF MAGAZINE	AUSTRALIA	AUSTRALIAN GOLFERS	\$1500
JULY AUGUST SEPTEMBER 2020	AUSTRALIAN GOLF DIGEST	AUSTRALIA	AUSTRALIAN GOLFERS	\$3000
NOVEMBER 2020	TOURNAMENT PRESENTATION BAGS	TOURNAMENT PLAYERS	TOURNAMENT PLAYERS GIFTS + INFORMATION	\$1600
FEB 2020 TILL NOV 2020	ADVERTISING SIGN AT TOCUMWAL GOLF AND BOWLS CLUB	ALL PLAYERS TOCUMWAL GOLF CLUB - VISITORS + MEMBERS	ALL PLAYERS AT TOCUMWAL GOLF CLUB - VISITORS + MEMBERS	\$700
			TOTAL	\$10800



## Major Event Funding Application Form

### EXPENSES

Source	Total \$
Administration	\$ 3200
Advertising (from Question 3.7)	\$10800
Printing	\$ 2000
Marketing materials	
Hire fees	
Entertainment	\$20000
Food and drinks	\$15000
Prizes/donations	\$11000
Permit fees	
Other (please specify)	
<b>Total expenditure of event</b>	<b>\$62000</b>

### Part Five – Authorisation and Compliance

**This is to be signed by two executive committee members of the group/organisation**

I declare that the information supplied in this form is to the best of my knowledge accurate and complete.

I understand that should this funding application be successful, the group/organisation will be liable to complete and submit an acquittal document that details exactly how the Council funds were expended and a brief summary of the outcomes of the event including attendance figures.

Name: COLIN HOWDSWORTH	Name: COLIN RANDALL
Position: PRESIDENT	Position: Sec / TREASURER
Address: 4 MCKINLEY COURT BAROOGA NSW 3644	Address: 26 KINVARA DRIVE JUNEE NSW 2663
Phone: (A/H) 0418328963	Phone: (A/H) .....
(B/H) .....	Phone: (B/H) 0428 688349
Signature:	Signature:
Date: 21-2-2020	Date: 21-2-2020

Personal Information collected by the Council will be treated as per the Council's Privacy Management Plan and the Privacy and Personal Information Protection Act 1998.





## Major Event Funding Application Form

### Part Six - Checklist

	Yes (✓)	Committee Use Only
<b>Required:</b>	✓	
All questions have been answered	✓	
Copy of budget for the project	✓	
Evidence of public liability insurance with coverage of \$20m, noting Berrigan Shire Council as an interested party	TOCUMWAL	GOLF + BOWLS CLUBS
<b>If applicable:</b>		
Copy of incorporation	✓	
Proof of ABN	NA	
Details of registration for GST	NA	
Copy of latest Annual Report	✓	
Additional supporting information	✓	
Letter/s of endorsement from contributing organisations	NA	
Letter/s from community groups/stakeholders supporting event	NA	

Please forward completed applications to:

Berrigan Shire Council  
Economic Development Officer ~~Events Committee~~  
 56 Chanter Street  
 BERRIGAN NSW 2712

## Colin Holdsworth

---

**From:** Colin Randall [colinrandall12@gmail.com]  
**Sent:** Monday, 17 February 2020 11:07 AM  
**To:** Colin Holdsworth  
**Subject:** Corporation information

Hi Colin ,

As you are aware a lot of information went missing some years ago but after some 2 hours of searching through paper work i received from Evol Steley that John had noted that Riverina Division was incorporated for the 2007 Nationals . i am sure that Riverina Division was incorporated in 2006 exact date i do not know. also like the constitution the corporation registration certificate it went missing.

I am going to contact the Dept of Fair Trading NSW to ask if they are able to email a duplicate copy of the corporation registration certificate for Riverina Division to me.

This is the name Riverina Division is incorporated under

NATIONAL ASSOCIATION OF LEFTHANDED GOLFERS OF AUSTRALIA RIVERINA DIVISION INCORPORATED- INC9890721

Hope this is of some assistance to you Colin

Regards

Col

## RIVERINA DIVISION of NALGA

## The Treasurers report

Financial Report From the 1<sup>st</sup> July 2018 to 30<sup>th</sup> June 2019

As of the 1<sup>st</sup> July 2018 their was a balance of \$3875 .27

Income for the financial year .	Expenses for the year
\$1972.00	\$2,150.81
CURRENT BALANCE AS OF THE 30 <sup>TH</sup> JUNE 2019	
\$ 3696,46	

Working account Showed a loss of \$ 178.81

INVESTMENT TERM DEPOSITE of  
\$8598.05 with interest of \$173.59 .being reinvested into the term deposit  
The Term Deposit be re invested for a 6 month period when it comes due on  
the 19<sup>th</sup> November2019.

The Loss by Riverina Division was \$5.22 this is if you take into account if the  
interest is classified as income.

I Col Randall the treasurer move that my report be adopted as a true and  
accurate statement seconded by Robin Salvestro

To the Berrigan Shire,

I'm writing to you to complain about the trucks that park in front of my house at 131 Jerilderie St Berrigan. They continually park in front of my house at all hours of the day and night, sometimes completely blocking my driveway. They park their fridge vans out the front of a night time and leave their fridge motors running. They also urinate on the nature strip, they do this during daylight hours as well as night time hours. I have confronted them about these issues at different times, some apologise, some become abusive and on more than one occasion it has nearly come to fisty cuffs. Some of these drivers threaten me saying I know where you live and they'll be back to sort it out. As a rate payer I shouldn't have to live like this in my own house in the middle of Berrigan.

I would like a written response addressed to me on how you are going to solve this issue. I am sorry it has come to this but I have complained verbally numerous times about this issue and nothing seems to be getting done about it and I have had enough.

Yours Sincerely

John Jones



13/2/2020

BERRIGAN SHIRE COUNCIL	
17 FEB 2020	
FILE	_____
REFER TO	<u>DM</u>
COPY TO	_____
ACTION / CODE	
ACKNOWLEDGE Y / N	



# Berrigan Shire Local Strategic Planning Statement (Draft)

Regional Profile March 2020

## Mayors Message

The Berrigan Shire Local Strategic Planning Statement (LSPS) establishes a 20-year vision for economic, social and environmental land use planning. Living on our iconic Murray River provides a wealth of outdoor recreational experiences and being in close proximity to Melbourne represents a thriving visitor economy. We have nationally significant export-oriented irrigation agriculture industry, assets and infrastructure, efficiently connected to the Port of Melbourne. The LSPS provides us with a guide for community stewardship of our iconic cultural, environmental and economic assets to enhance our community into the future. This Berrigan Shire LSPS lists our community's assets and identifies actions we can use to

support future development. Of significance, this Berrigan Shire LSPS emphasises the community's economic, social and environmental links with Victoria and the need for cross border NSW and Victoria strategic planning.

This Berrigan Shire LSPS identifies the special characteristics that contribute to the Berrigan Shire's identity as a rural shire with an active lifestyle. It recognises the shared community values to be enhanced and ensures our communities continue to enjoy an active lifestyle and modern urban amenity that is the envy of our Neighbours.

## General Managers Message

The Berrigan Shire Local Strategic Planning Statement (LSPS) sets out a 20-year vision for land use planning in Berrigan Shire LGA, as stated below.

The Berrigan Shire LSPS vision is consistent with the Berrigan Shire 2027 Our Community Strategic Plan and the Riverina Murray Regional Plan. The Berrigan Shire LSPS contains six strategic themes, which highlights the Berrigan Shire LGA's local rural character, active lifestyle, identity, assets and opportunities.

To achieve the 20-year vision, the Berrigan Shire LSPS details challenges to be addressed to enable growth and change. The Berrigan Shire LSPS will guide Council's finer grained strategic planning and policy review, provide actions to utilise the planning system to address challenges and direct economic and social relations required by Council to advocate for the Berrigan Shire LGA.

### Our Vision

*Contemporary standard of urban amenity facilitating an active lifestyle in a rural community characterised by its proximity to Melbourne and a thriving visitor economy valuing and enhancing our communities' informed stewardship of*

- *our nationally significant export-oriented irrigation agriculture industry, its assets and infrastructure, and*
- *our iconic cultural, environmental and economic assets.*

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## About this Statement

### Purpose

The Berrigan Shire Local Strategic Planning Statement (LSPS) sets out the 20-year vision for land use planning for the Berrigan Shire Local Government Area (LGA) in line with the Riverina Murray Regional Plan. This LSPS identifies the special characteristics that contribute to the identity of the Berrigan Shire LGA and recognises the shared community values to be maintained or enhanced. This LSPS highlights the strategic planning priorities that will direct future economic, social and environmental land use development to ensure the vision is achieved. It sets out the assets and investment opportunities of the Berrigan Shire LGA and the challenges facing the LGA to achieve the vision. It includes specific actions for the Berrigan Shire Council to address these challenges and the means for monitoring and reporting on these actions.

The LSPS is a pivotal tool that will guide local and State Government strategic planning within

a strategic-led planning framework. It provides the detailed local level strategic planning that is consistent with the State Government's strategies and plans for regional growth and development. It is the link between the Berrigan Shire 2027 Our Community Strategic Plan and strategic land use planning, which has a similar, yet broader vision on how Council will meet the community's needs. Of significance, the Berrigan Shire LSPS will give effect to regional and district plans. At local government level, it will provide a rationale to the finer-grained planning level on what updates are required in the Council's Local Environmental Plan and Development Control Plan.

The line of sight between the local and State Government strategic-led planning framework is illustrated in figure 1 below.

## Berrigan Shire: Our Vision

*Contemporary standard of urban amenity facilitating an active lifestyle in a rural community characterised by its proximity to Melbourne and a thriving visitor economy valuing and enhancing our communities' informed stewardship of*

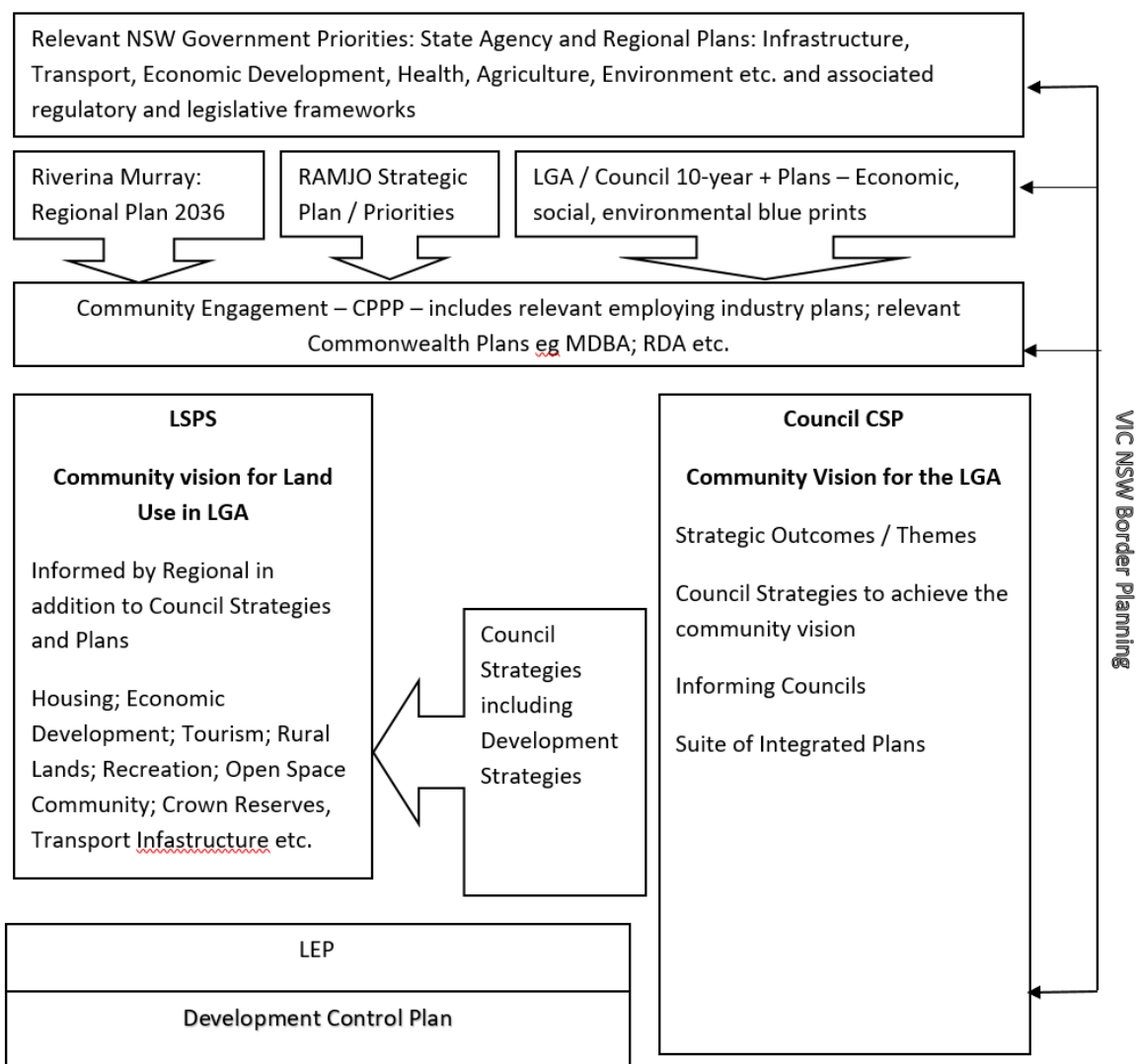
- *our nationally significant export-oriented irrigation agriculture industry, its assets and infrastructure, and*
- *our iconic cultural, environmental and economic assets.*

## Policy Context

The Berrigan Shire LSPS has been prepared in accordance with section 3.9 of the *Environmental Planning and Assessment Act 1979* (the Act) which requires that it include or identify the following:

1. the basis for strategic planning in the area, having regard to economic, social and environmental matters
2. the planning priorities for the area that are consistent with any strategic plan applying to the area and (subject to any such strategic plan) any applicable community strategic plan under section 402 of the *Local Government Act 1993*
3. the actions required for achieving those planning priorities
4. the basis on which the council is to monitor and report on the implementation of those actions.

Figure 1 – Line of Sight Strategic-Led Planning Framework



## Community Engagement

Council prepared the Berrigan Shire LSPS by building upon the results of extensive engagement undertaken in the development of Council's Berrigan Shire 2027 Our Community Strategic Plan during 2011-2016, including community feedback regarding what residents most like and dislike about Berrigan Shire, and what residents would like to see retained and changed. It also draws on the extensive community engagement in developing the shire's town masterplans (Berrigan, Barooga, Finley and Tocumwal) during 2014-2018 and the Berrigan Shire Land Use Strategy during 2018. Collaboration was also sought between councils in the region due to the wider role that Berrigan Shire's strategic planning has within a strategic context and the cross border networks. The LSPS was workshopped with the Berrigan Shire Council councillors in early 2020 to confirm the values and planning direction for Berrigan Shire articulated in Council's current strategic plans. All consultation requirements of the Berrigan Community Participation Plan 2019 were addressed.

## Consultation

Further to the above, the NSW Department Planning, Infrastructure and Environment, Riverina and Murray Joint Organisation (RAMJO) member councils and other relevant State Government agencies were consulted to confirm the values and planning direction for Berrigan Shire articulated in Council's current Community Strategic Plan, Land Use Strategy and various policies.

## Monitoring and Reporting

The LSPS describes the 20-year vision for the Berrigan Shire LGA to 2040 and is intended to be a living document that should be revised on an ongoing, as-needs-basis so that the LSPS remains responsive, relevant and local. To this end, it is intended that the statement will be updated upon completion of the various actions

identified throughout the document. Revisions to the LSPS may also be required in response, to fine-tune it to changes within the LGA and the regional perspective, such as business ventures and employment opportunities.

Council will monitor and report on the progress of the LSPS priorities, actions and outcomes in an annual report. This will inform adjustments to the LSPS to ensure local planning policy is effective, responsive and delivering on local community aspirations.

Community feedback will be regularly sought. It is anticipated that this consultation will identify continuous improvement opportunities and will ensure that the LSPS continues to reflect the community's social and economic needs as well as their vision of the future desired state of the local environmental area.

There will be a need to continue collaboration with other councils in the region to ensure the LSPS is in line with regional strategic planning perspectives, including cross border initiatives, responses and changes.

Council will monitor, review and report on the LSPS to ensure that its planning priorities are being achieved, using the existing Integrated Planning & Reporting framework (IP&R) in accordance with the *Local Government Act 1993*.

The Berrigan Shire LSPS will be reviewed at least every seven years pursuant to section 3.9 (1) of the Act.

## Funding and Investment

Strategies and studies required by this statement will primarily be funded in delivery programs and annual operational plans of Council, although availability of funding via the Regional Growth Fund and other state agency opportunities will also be explored.

## Snapshot of Berrigan Shire LGA

Berrigan Shire LGA is located in southern NSW, on the iconic Murray River and the border of NSW and Victoria. It is three hours driving time (270 km north) of Melbourne and seven hours driving time (670 km south west) of Sydney.

We are a rural shire with established Murray River based tourism and an extensive irrigation agriculture industry. Our proximity to Melbourne, efficient transport links and nationally significant and iconic assets represent continued opportunities to meet growing market demands.

Our rural and cross-border communities provide unique active lifestyles, attract substantial amounts of visitors and are connected to the higher-order centres of Shepparton (a distance of 79 km) and Albury Wodonga (a distance of 144 km). Recent population growth has been in the Murray River border townships of Barooga and Tocumwal attracting families to the rural lifestyle and retirees from metropolitan Melbourne.



### What makes us unique

In the context of NSW and the Riverina Murray region, the key and regionally distinguishing characteristics of the shire that makes us unique is the cross-border political, and social economy of the shire, the extent of irrigated agriculture and the LGA's population density.

## Our Communities

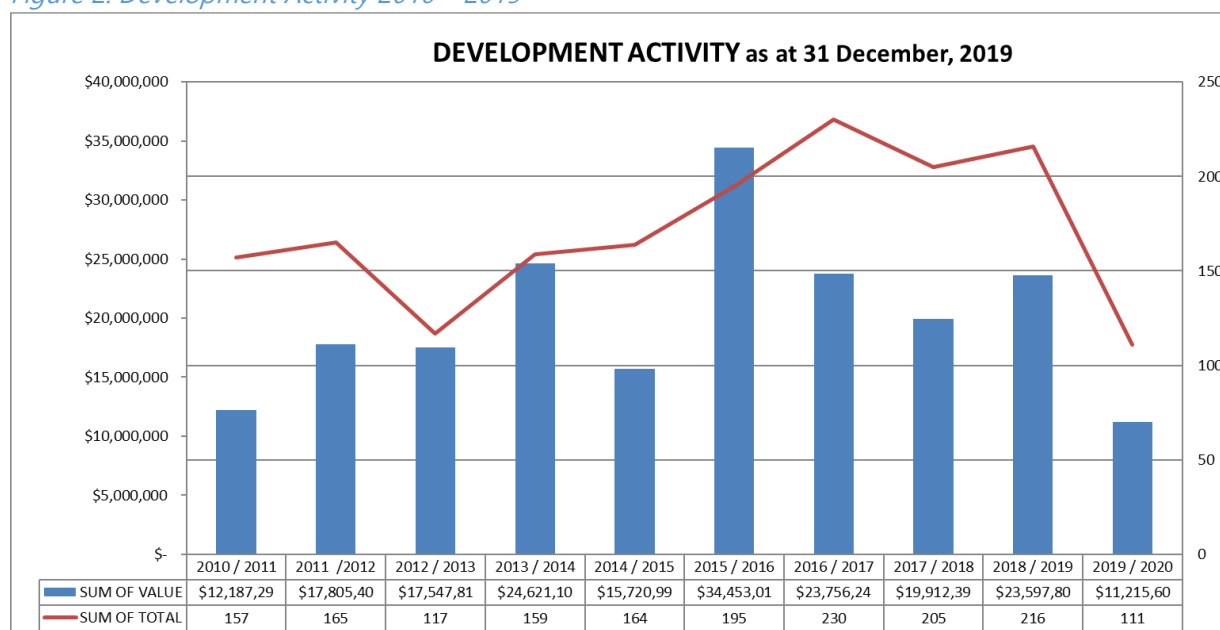
### Population

Berrigan Shire LGA has a population of 8707<sup>i</sup> encompassing the rural townships of Berrigan, Tocumwal, Finley and Barooga. Established on the NSW/Victorian border are the townships of Tocumwal and Barooga. Cobram-Barooga is a cross-border settlement with a combined population of 8138<sup>i</sup>. The average distance between Berrigan Shire LGA townships is 25 km. Berrigan Shire LGA is the most densely populated rural council in the Murray region compared to neighbouring rural shires (4.16 people per square kilometre<sup>i</sup>) followed by the Murray River Council (1.7 people per square kilometre<sup>i</sup>). Finley and Berrigan are built on the transport networks of the Newell Highway and the Riverina Highway.

*... our region includes the Victorian town of Cobram ...*

Berrigan Shire LGA experiences positive population growth and with the population of the LGA estimated to increase in the period 2020 – 2036<sup>i</sup> by 10.77% or 0.68% per annum. Growth consistent with the NSW Dept. of Planning data<sup>ii</sup> forecasting an annual population growth rate in the period 2021 – 2026 of 0.2. Population data (Australian Bureau of Statistics – Census 2016 usual place of residence) sourced via id.data.berrigan<sup>iii</sup> also notes that as at the 2016 Census 28.6 % of the LGAs population was aged 65 years and over. Household data from this Census also found that 19.7 % of the LGAs population are 'couples with children'. While a further 7.6% of households are identified as 'single parents with children'. Data supported (Figure 1) by the number of development applications and the value of development approvals.

Figure 2: Development Activity 2010 – 2019



## History

The river Murray and its floodplains were originally utilised by indigenous Australians to find food, shelter and materials and it has long been important for sustenance and spirituality for its people. The river Murray was utilised as a thoroughfare for transport and the trees were utilised for bark canoes. The banks of the Murray today still have a relatively large number of older trees, some with the wood exposed where bark for canoes was cut out in the early 19th century or before (symbolised as scar trees). Significant Aboriginal sites are protected within the Berrigan Shire LGA including the Blowhole in Tocumwal which is said to be sacred to the Ulupna and Bangaragn Aboriginal tribes, and Boat Rock Reserve between Berrigan and Savernake, a unique site

in Aboriginal history containing ancient engineering with identified water catchments.

The Shire of Berrigan was established in 1906 and during its early years, the population fluctuated in response to economic and environmental conditions. This changed with the expansion of irrigated agriculture and led to the development of mature agriculture service centres with a range of services and facilities.

In recent years agriculture industry restructure and the implementation of the Murray Darling Basin Plan contributed to the Berrigan Shire LGA developmentally mature towns of Berrigan and Finley experiencing sluggish growth and the development of two-part or

two-speed economy. In an economy characterised by continued and steady growth, development in our Murray River

towns is offsetting structural adjustment in the rural-sector-dependent towns of Finley and Berrigan.





## Local Centres

Cobram-Barooga, Berrigan, Finley and Tocumwal have their own unique function as local service centres and are among the 23 local service centres in the Riverina Murray Regional Plan. Each township is pivotal around local retail, tourism, health, and education services, recreational and sporting facilities and cultural heritage.



## How we move around our region

Berrigan Shire LGA is identified as NSW Southern Riverina. It is economically, socially and functionally part of the northern Victorian Murray Goulburn Valley region. The LGA's dominant transport, freight, education, travel, sports, health and social service supply chains and flows are to the south into Victoria. The rural service centre of Cobram in Victoria (10-40 km to the south) is utilised by the LGA and higher order services in the City of Shepparton in Victoria (80 kilometres to the south) for higher-order health, financial services, tertiary education, national and global services accessed by residents and businesses from the greater Melbourne metropolitan area, the Port of Melbourne and Melbourne Airport.

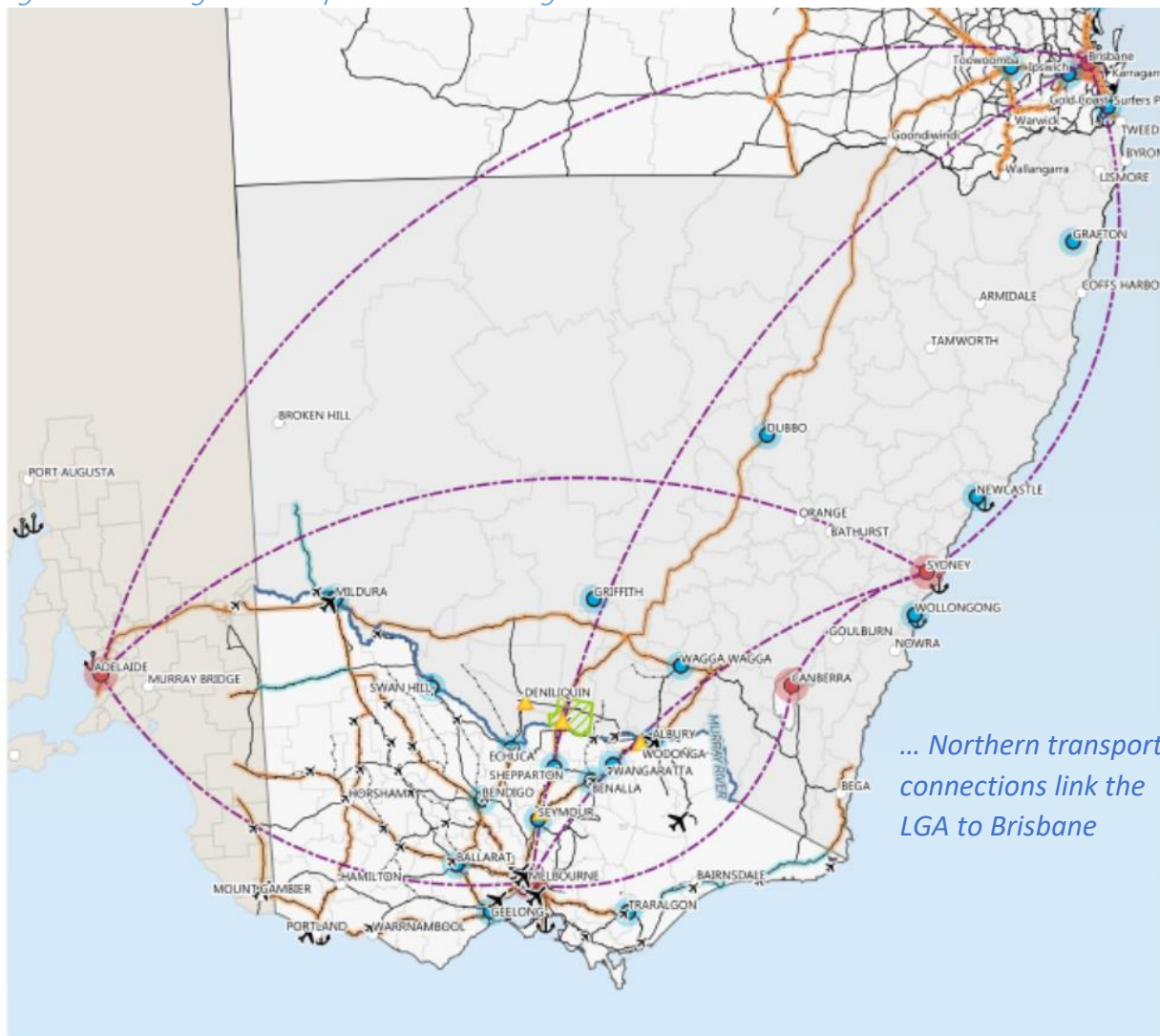
*... Higher-order health, education and social services are provided by our regional service centre Shepparton ... also in Victoria*

*... Regional transport connects flow to the south reflecting proximity to the Port of Melbourne and Melbourne Airport ... linking to other cities such as Sydney*

Concurrently, Albury NSW (a cross border city Albury Wodonga, a distance of 144 km to the east) is the LGA's principal NSW regional service centre, although a much lower-order flow is experienced due to distance and lower order road connections. The neighbouring NSW rural service centres provided by Mulwala and Corowa (Mulwala 60 km and Corowa 80 km east of the LGA) has limited use by Berrigan Shire LGA businesses and residents and is primarily social with some industry-based

connectivity and networks. Service flows and regional connectivity to City of Wagga Wagga (220km to the north-east) are at-best functionally maintained, although not appreciably developed, by the various NSW State agencies regionally responsible for the Riverina-Murray region.

Figure 3 – Interregional transport – National Freight Network



- Berrigan Shire Council
- Capital Cities
- Regional Centres
- Major towns
- Murrumbidgee River
- Key Freight Route
- Secondary Freight Route
- Major Roads
- Railway
- Operational Internode Terminal
- Airport
- Major Ports
- Major link

**Berrigan Shire LGA**  
 in context of National Strategic Freight Network  
 Local Strategic Planning Statement Mapping  
 Berrigan Shire Council

THOMSON HAY  
 LANDSCAPE ARCHITECTS

Prepared for:  
 Berrigan Shire Council  
 Date: March 2020  
 Scale: 1:350,000 @ A3  
 Drawn: GC

Connections to the west of the LGA specifically to the rural service centre of Deniliquin (60-70 km west) are similar to Wagga Wagga connections – institutionally maintained by NSW and

Commonwealth agencies. These include the rural – health services provided by Murrumbidgee Health Services as they are not offered locally LGA residents are required to travel to utilise these services. As are Riverina TAFE services.

Connections to the north of the Berrigan Shire LGA (into the Riverina region) are limited by distance and where these are evident, are primarily social, educational or agricultural industry-related involving primarily the communities of Jerilderie (40 km north) and Narrandera (150 km north). The regional centre of Griffith (170 km north) is important in so much as a number of the regionally based non-government services that outreach to the Berrigan Shire LGA also service Griffith. The effectiveness of the services that provide outreach services to the Berrigan Shire LGA from the Riverina regional centres is limited, as these services do not have functional social, economic or political communities of interest.

## Social Economy - Connection to Victoria

**Travel to work** and place of residence data highlights the connectivity and social economy of the LGA. 60% of Berrigan Shire residents live and work in the LGA, and a further 20% of residents work in the neighbouring Victorian LGA of Moira. Less than 4% of LGA residents work in the neighbouring NSW LGAs of Murrumbidgee (to the north), Federation (east), Murray River and Edward River (west). This data reinforces the cross-border as opposed to intra-regional Riverina-Murray social and economic connectivity of the LGA.

*Table 1: Travel to work*

<b>Residents Place of Work</b>	<b>N</b>	<b>%</b>
Berrigan (A)	2,069	60.6
Moira (VIC)	649	19.0
POW State/Territory undefined NSW	363	11.0
POW not stated	91	2.7
Greater Shepparton (VIC)	54	1.6
Jerilderie (A)	56	1.6
Edward River	49	1.4
Federation	25	0.7
Albury	11	0.3

*Source: ABS Census 2016*

**Electronic media.** Television and radio, including the ABC are broadcast from Victoria, and newspaper production is based in Victoria. All home phone numbers in Berrigan LGA are based on the Victorian numerical system. The postal system is based around the Victorian network and the township of Barooga has a postcode

*... Another option to the east is Albury, the LGA's NSW regional centre which connects shire residents and business to Sydney ...*

*... The most densely populated LGA in the Murray Region (outside of Albury) ...*

*... Less than 4% of shire residents work in neighbouring NSW LGAs ...*

*... 40% of young people attend school in Victoria*

...

number utilised for Victoria. Also administered in Victoria is Commonwealth level social support services, as is telecommunications infrastructure as part of the Greater Shepparton region.

**Education opportunities.** At a community level, parents make decisions about the educational opportunities available to their children. There are primary school facilities in each township, a high school facility within the LGA and multiple education facilities within a comfortable day trip in Victoria. School buses transport data indicates that 40% of the shire's primary school and secondary school-aged children are transported to Victorian schools in Cobram, Yarrawonga, Shepparton and Nathalia<sup>v</sup>.

*... Endogenous growth factors (lifestyle, liveability) account for inward migration from Melbourne, Moira (LGA) (VIC) and Greater Brisbane (QLD) ...*

**Sporting Clubs.** Sporting club affiliations and competitions are also governed by Victorian associations. The LGA's Professional Golf Association (PGA) standard golf courses (Barooga and Tocumwal) regularly host Victorian PGA-affiliated golf tournaments.



## Social Economy – Local Liveability and Amenity

The shire's population growth reflects endogenous (local factors) which include the liveability and amenity of shire towns and facilities. This includes the shire's proximity to Melbourne, its popularity as a Victorian family holiday destination, and as a low-cost retirement option for metropolitan Melbourne retirees.

ABS 2016 data notes that, of those moving to an address in Berrigan LGA, 42% had moved from elsewhere in Berrigan LGA.

After that, the next five places people relocated from were:

1. Greater Melbourne
2. Moira LGA (VIC)
3. Murrumbidgee (NSW)
4. Greater Shepparton (VIC), and
5. Greater Brisbane (QLD).

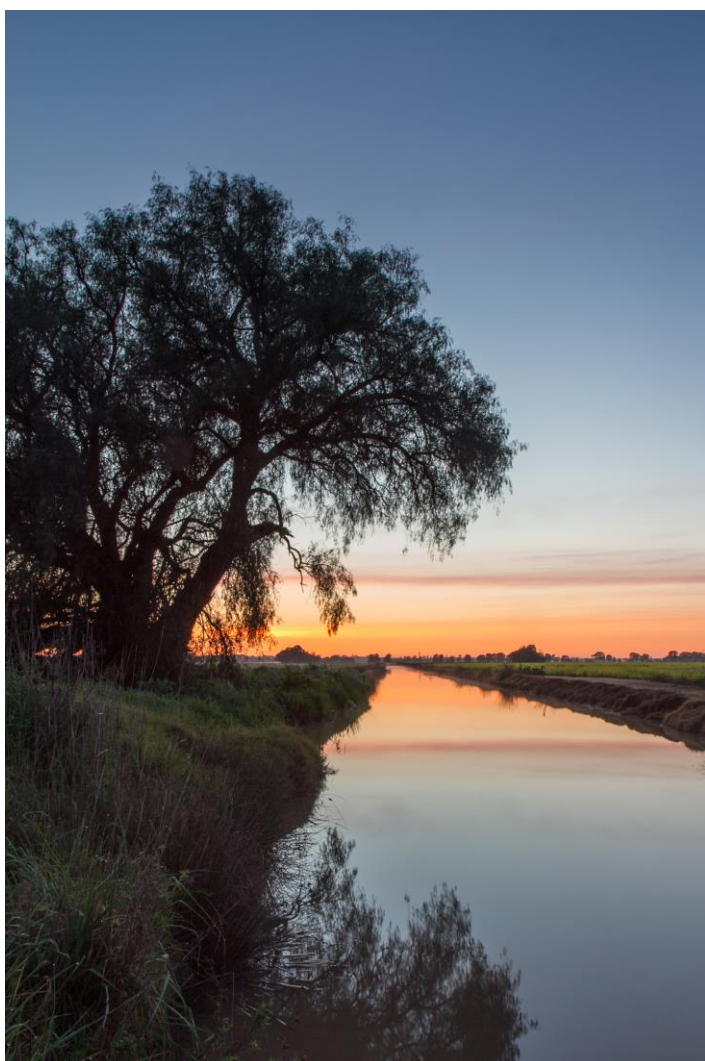
*...rural populations will commute twice as far as urban populations ...*

Therefore, nuanced and localised strategic planning is required, as regional-level modelling cannot, and does not, account for what continues to be a sustained pattern of growth.

## Our Strategic Assets

### Irrigation – Agriculture and Environment Assets

**Irrigation Infrastructure.** Berrigan Shire LGA has irrigation infrastructure to service more than 75% of its landmass. It is therefore, the most intensively irrigated LGA within the Riverina Murray region. Water is supplied, in accordance with the Murray Darling Basin Plan, via Murray Irrigation Limited and the West Corurgan Irrigation Scheme, which draw water from the Murray River. Recognised for the first time in this LSPS is the importance of the irrigated landscape and its role in supporting not just agricultural production, but the economic and social livelihood of shire residents.



*... Processed locally or in Victoria, the gross value of agricultural product is \$109m per annum ...*

**Environmental Networks.** Irrigation networks also support an ecologically diverse network of riparian habitats, adding to the biodiversity of the LGA and forming vital strategical links. A strategic and planned approach to irrigation is acknowledged for both

productive purposes and the environmental value of eco-systems that have developed in response to irrigation.

This requires consideration of irrigation, its operation and development in the Berrigan Shire LGA and the suitability (given the scarcity of water) of extending the footprint within the broader Riverina Murray of irrigation networks.

### Political - Economy

**Nationally Significant Export-Oriented Agriculture.** In common with neighbouring NSW Central Murray River shires, the region's local and export-oriented agriculture product (that is either processed locally or in Victoria) has a total value of \$109m per annum (2015<sup>vii</sup>). It is transported to Victorian markets and overseas through Victoria's Port of Melbourne.

**Freight Transport.** Strategic planning for transport, freight and logistics needs to consider not only cross-border anomalies but also north-south connectivity to Port of Melbourne via Victoria's Goulburn Valley. This north-south connectivity is therefore a strategic planning objective that in the context of this LSPS is prioritised over the Riverina-Murray Regional Plan's focus on strengthening east-west connectivity.

...north-south connectivity for transport, freight and logistics is a critical and defining characteristic in the context of the Riverina-Murray Regional Plan's priority for east-west connectivity

### Iconic Murray River:

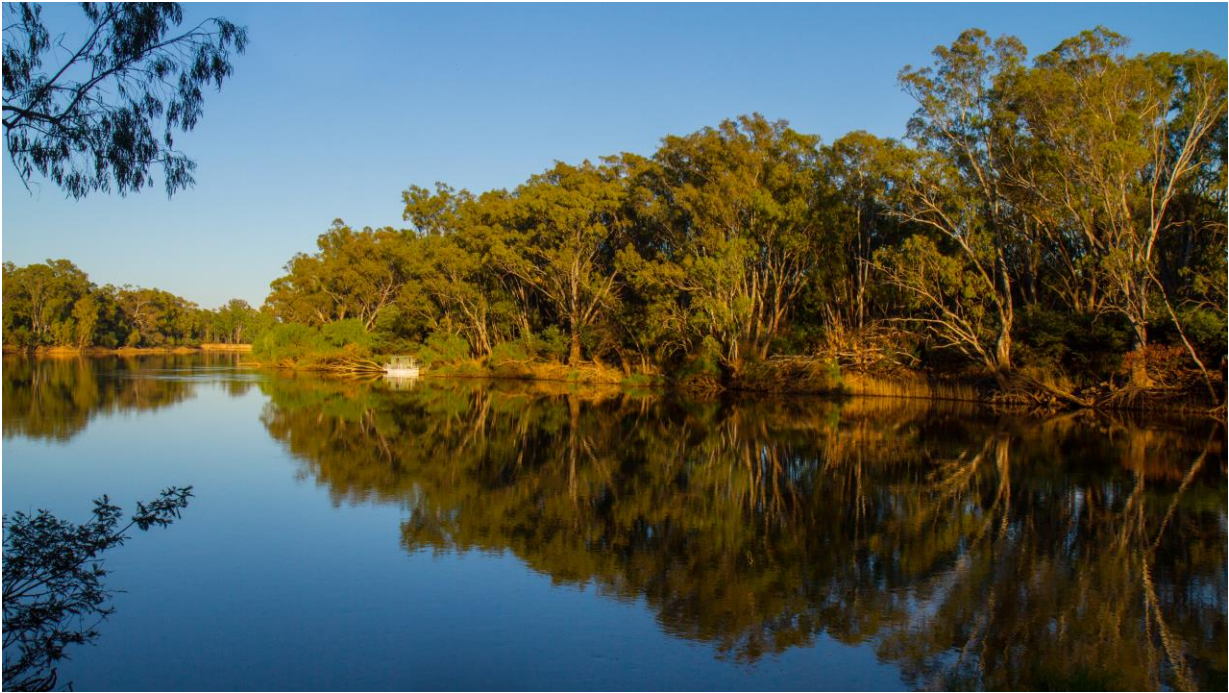
#### Environmental and Visitor Economy Assets

The Berrigan Shire LGA covers 130 kilometres of the iconic Murray River corridor, including its associated tributaries and water bodies such as Tuppal Creek and Bullaginya Lagoon.

#### National and Regional Parks – River Red Gum Forest

Sections of the Murray River corridor have been declared national and regional parks. The NSW Murray Valley National Park and Murray Valley Regional Park - former state forests - were identified following an assessment of the Riverina Bio-region by the Natural Resources Commission in 2009. They were reserved under the *National Park Estate (Riverina Red Gum Reservations) Act 2010* and the *Riverina Red Gum Reservations Act*. Together with the Victorian Barmah National Park, Tocumwal and Cobram regional parks, Millewa, Moira and Gulpa Island precincts, they protect the largest contiguous stand of iconic River Red Gum (*Eucalyptus camaldulensis*) Forest in Australia. The forests are recognised for their outstanding natural and indigenous values and have also been declared Ramsar wetland sites of international significance (Parks NSW, 2014).

... Home to the largest contiguous stand of river red gum (*Eucalyptus camaldulensis*) forest in Australia ...

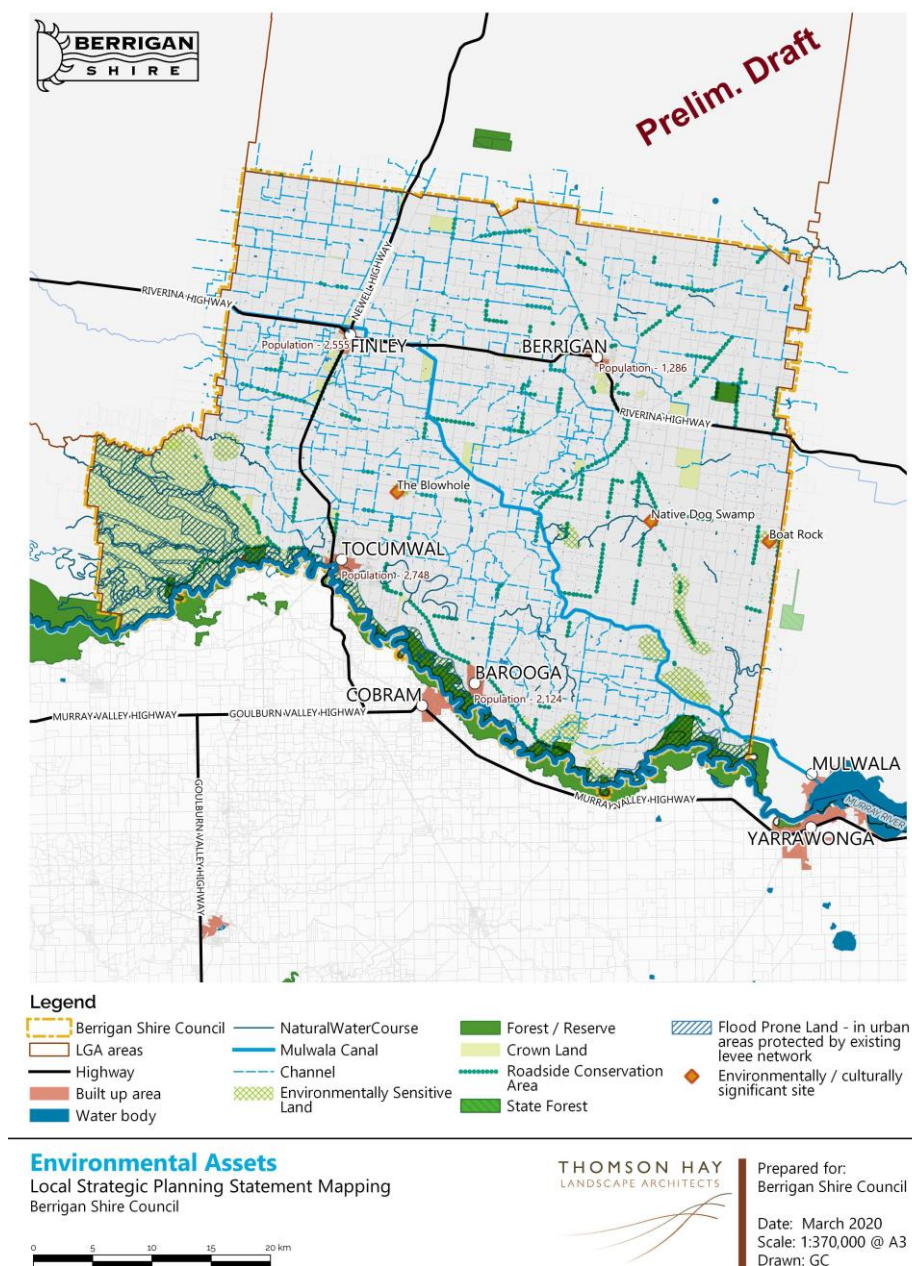


**Murray River Tourism** is a major industry in the Berrigan Shire LGA. Berrigan Shire LGA is one of the closest Murray River access points from Melbourne and visitors utilise the Murray River corridor extensively for outdoor recreation and river beach camping. They enjoy activities such as water skiing, swimming, fishing, canoeing, kayaking, jet skiing, hiking and cycling. The townships of Barooga and Tocumwal enjoy pedestrian and cycling access to the national and regional parks and cater for visitors to the Murray River corridor.

*... The gross value of tourism is \$122m per annum ...*



Figure 4: Environmental Assets



**Tourism Services.** Strategic planning for tourism services (gross value per annum 2017/18 being \$112 million<sup>vii</sup>) is primarily driven by the Murray Regional Tourism Board and tourism industry engagement via Murray Regional Tourism cross-border Destination Management Plan.

The recent reformulation of Destination NSW Strategic Plan for the Riverina-Murray region extends the strategic reach of the LGA's tourism operators, highlighting the need for the LSPS to continue to

*... Cross-border tourism product strengths (non-golf and river-related) are sport at Barooga, and cultural events at Tocumwal ...*

support development of the LGA's tourism. The identified product strengths include:

- events
- sport and recreation
- nature and parks
- rivers and waterways
- business and conferencing.

Industry also identified opportunities to promote further development of the industry with the following tourism products:

- arts and culture
- dining and local produce
- wine, brewing and distilling
- destination tourism.

This LSPS facilitates the continued growth and emergence of environmentally sound tourism development.

*... Emerging  
development  
opportunities – arts,  
culture and dining ...*

# Future Challenges and Opportunities

## Megatrends

Based on research undertaken by the CSIRO the following megatrends will impact all of regional Australia, requiring therefore, strategic land use planning that considers how development will:

1. improve time and distance travelled
2. capitalise and mitigate effects of global exposure
3. respond to divergence in urban growth and population
4. grow new economies
5. respond to environmental risks.

### Improve Time and Distance Travelled

The community and business expectations trend includes a reduction in travel time and freight costs and while rural populations will still commute twice as far as urban populations, it is expected that commuting times will reduce. Similarly, freight volumes which have quadrupled since the 1970s will continue to increase, while rail freight will double by 2030. For Berrigan LGA car-dependant communities located at the cross roads of national, regional and local transport networks, strategic planning needs to consider how the LSPS can respond to and meet the challenges imposed by the 'improve time and distance travelled' megatrend. Also of importance is how communication and digital technology can overcome barriers related to distance and time, as well as the impact of digital communication and technology on how we move about our communities (supply chains and infrastructure). For example, on-line retail verses main street retail, and online sale of stock/grain verses on-farm storage and direct delivery.

### Capitalise on global exposure

The 'capitalise on global exposure' trend considers change in markets and agricultural commodities. Asian demand for clean, safe, reliable, quality agricultural and horticultural product is the very provenance of products in the rural region. It also considers the services industry growth primarily related to personal services and visitor economy. Global exposure and movement of capital (overseas investment) are disrupting boom and bust cycles. There is a continued and growing demand for meat, fresh fruit, milk products and vegetables which has implications for rural and regional agribusinesses that set up to service local or national markets. What are the implications of continued growth in corporate agriculture (movement of capital and investment) for the sustainability and viability of Berrigan Shire LGA towns and the business model of its agricultural sector (family companies)?

*... freight volumes will continue to increase on our highways with implications for other road users and town amenity ...*

*... online retail v/s main street retail will change the space requirements of our retail shopping strips*

*... growing demand for meat, fresh fruit and vegetables ...*



### **Respond to divergence in urban growth and population**

Given the visitor numbers and increasing urban amenity, our communities are quarantined from the negative impact of demographic trends that characterise the long-term decline of small towns in regional Australia. Young people will continue to leave for education and employment in regional centres and capital cities, however, this will continue to be offset by continued growth in amenity of the Murray region; its national parks, and lifestyle attracting retirees, visitors and young professionals from Melbourne, neighbouring Victorian LGAs and intrastate. Young professionals are attracted to service industries due to the improvements in time/distance heralded by the 'improved time and distance' megatrend.

### **Grow new economies**

There is a megatrend of an increasing consumer demand for clean energies which will continue to drive growth and demand for renewable energy such as solar. Our communities recognise the natural attributes of our solar assets (hours of daylight and solar exposure 365 days per year). As technologies develop in battery storage and solar, new developments and developers (such as housing, accommodation, tourism product, manufacturers and retail businesses) will need to consider requirements for battery storage, grid connectivity and electric motor vehicle charging. Consideration will also need to be given to implications for driverless vehicles, drones, and automation and infrastructure that will support and drive growth on new economies.

### **Respond to Environmental Risks**

In common with other regional communities, it is expected that the frequency of heat waves will increase. Historical rainfall distribution patterns are changing, representing a risk to the LGA's agribusinesses as demand for agricultural water is expected to increase. Bio-security risks are also more likely to increase due to the global movement of people, livestock and produce. Increased

*... continued growth in tree-change lifestyle driven by the amenity of the Murray region ...*

*... responsiveness to consumer and business demand for solar grid connectivity and removal of transmission constraints ...*

### ***Preferred Scenario: Natural Advantage***

- *diverse human capital*
- *limited technological progress and capacity.*

investment in technologies will be required to enhance the productivity of agriculture, water use and to manage bio-security risks.

## Scenario Strategic Planning

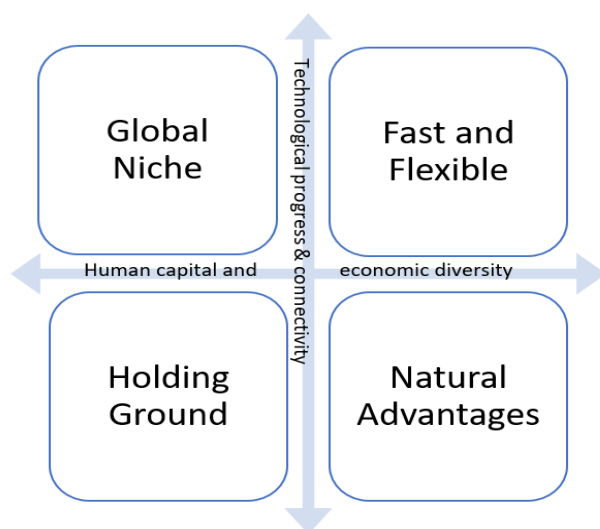
Using the following scenario-quadrant analysis, this LSPS is designed to assist our communities to respond to megatrends in a manner that is consistent with the overall vision of Berrigan Shire 2027 Our Community Strategic Plan. Namely, that we will build on our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.

The quadrant analysis identifies the risks and development implications of each scenario on two axes:

1. the extent of technological progress and connectivity, and
2. the level of human capital and economic diversity.

Our preferred scenario focuses on attracting development, using the planning system to address limitations in technology and connectivity needed to shift our communities from a future where we are holding ground, to a future where we can capitalise on our natural advantages.

Figure 5: Scenarios



(Measham, Taylor, Walton et al 2019)

### Characterised by:

- *successful multi-purpose land use*
- *growth in new carbon and energy markets*
- *corporate investment*
- *strong sustainability values and lifestyles*
- *cohesive community*
- *varied employment opportunities*
- *growing population – attracted by employment and amenity*
- *adaptive capacities are mixed*
- *growing marginalised segment.*

**Risks:** *Business unable to compete on productivity and efficiency, reducing long-term viability and opportunities to expand and grow. Increasing cost of living pressures from population growth and low-income segment*

# Achieving our Vision

## Planning Priorities

To achieve the LSPS 20-year vision for land use, Berrigan Shire Council has identified strategic planning themes that align with the Riverina Murray Regional Plan strategic direction and the Berrigan Shire 2027 Our Community Strategic Plan outcomes to guide future strategic planning in the Berrigan Shire Council and State Government.

- agriculture and agribusiness
- enabling Infrastructure
- transport and logistics
- visitor economy
- urban amenity
- protect and enhance cultural and natural environmental assets.

The strategic themes are identified in the following six Planning Priorities:

The integration of the LSPS strategic themes with regional planning and the Community Strategic Plan is outlined in the table below.

*Table 2: Integration of LSPS, Regional Planning and Local Community Strategic Planning*

Regional Plan Strategic Directions	Berrigan Shire 2027 Our Community Strategic Plan Outcomes	LSPS Strategic Themes
A growing and diverse economy  Efficient transport and infrastructure networks	Diverse and resilient business	Agriculture and agribusiness Visitor economy Enabling infrastructure  Transport and logistics
Strong, connected and healthy communities  A healthy environment with pristine waterways	Supported & engaged communities  Sustainable natural and built environments	Urban amenity Visitor economy Agriculture and agribusiness Protect and enhance Cultural and natural Environmental assets

## Actions

Berrigan Shire Planning Priorities will be delivered through actions and policy commitments which will be upheld by Council over the coming years. These may include ensuring future development is consistent with a particular position, research of identified planning issues, preparation of strategies or policies, implementation of specific projects, or amendment to existing Council plans such as Berrigan Local Environmental Plan or Berrigan Development Control Plan.



## Implementation, monitoring and reporting

Council will monitor and report on the implementation of the actions to ensure that the planning priorities are being achieved. This will, as much as possible, be aligned to other Council review and reporting processes such as the review of Berrigan Shire finer grain Local Planning including:

- Local Environmental Plan (every five years)
- Development Control Plan (every five years).

This approach is consistent with the Integrated Planning and Reporting (IP&R) framework under the *Local Government Act 1993*, which recognises that council plans and policies are inter-connected.

This statement will be reviewed at least every seven years pursuant to section 3.9 (1) of the Act.



## Planning Priority 1 - Agriculture and Agribusiness

*Agriculture is the major industry in the Berrigan Shire LGA and future megatrends indicate growth in Asian market for fresh produce. With agriculture the centre of a circular local economy, we need to future-proof our agriculture industry through the development of a Riverina Murray Regional Plan Land Use Agriculture Strategy.*

### Why is this important?

Agriculture is the major industry in the Berrigan Shire LGA. Recognised in the Riverina Murray Regional Plan, the agriculture industry is the largest regional contribution to export-oriented agriculture production in NSW (\$1.4 billion). In Berrigan Shire LGA, the total value of the industry in 2015/16 was \$109 million<sup>vi</sup>. It employs 22% of Berrigan LGA's workforce which is the largest employment industry for the LGA<sup>vi</sup>. The Berrigan Shire LGA is strategically located, benefiting from national connections to export markets through the Port of Melbourne within a three hour driving time. Given the growing Asian market trend for fresh produce, this presents an exciting future for the agriculture industry in Berrigan LGA, particularly for refrigerated produce. The Berrigan Shire LGA also directly benefits from markets in the Victorian Murray Goulbourn Valley.

The agriculture industry contributes to a vital circular economy in its local communities by injecting funds into the local economy, sustaining employment in communities, contributing to localised investment and building the social capital in the local community.

### Irrigation Assets

The Berrigan Shire LGA has extensive irrigation infrastructure and extensive established agribusiness investment in the agriculture industry contributing to the nationally significant regional agriculture industry. The

LGA has large tracts of highly productive soil types, favourable climate, and is located adjacent to a reliable irrigation water source, the Murray River. Key commodities from the Berrigan LGA agriculture industry are export-oriented cereal and dairy products with growth in horticulture figures (citrus and stone fruit).

### Challenges

Historically agribusiness in the Berrigan Shire LGA has utilised adaptive farming practices to respond to environmental conditions such as reducing yield to ensure a response to water availability while maintaining the viability of their holdings. The challenge for Berrigan Shire LGA is the changing water allocation, and availability in recent years has had significant impacts on primary production in the region. Establishment of large-scale permanent plantings downstream of Berrigan Shire LGA reliant on the purchase of water rights from the Murray River has impacted on the overall water availability particularly during drought conditions, which has impacted on existing agriculture development in the Berrigan Shire LGA. A lack of irrigation water severely modifies an agriculture business especially when it has invested in irrigation infrastructure on a reduced acreage parcel of land that is designed for irrigation agricultural methods. It modifies the land value they have invested in and makes future agribusiness investment decisions problematic. Furthermore, increasing pressures of climate change and new farming methods



and developments make forecasting demand difficult. Planning priorities in the Riverina Murray Regional Plan need to include policy settings to support the significant agriculture industry in the Berrigan Shire LGA and the region with irrigation assets reliant on irrigation water allocations. The policy settings need to ensure that the region continues to future-proof irrigation agriculture and agribusiness, to support local communities, employment and the environment.

This lack of policy setting on irrigation assets is compounded, for the purpose of this LSPS, by the lack of an agricultural strategy for the region. Therefore it is necessary that this LSPS establish a set of principles to guide and inform investment in agriculture and irrigation agriculture in the Berrigan Shire LGA.



### To deliver this Planning Priority, Council will:

- advocate for the development of a Riverina Murray Regional Plan Land Use Agriculture Strategy
- manage land use conflict by supporting pre-existing, lawfully operating agriculture land uses in the case of nuisance complaints and in a manner consistent with the NSW Right to Farm Policy
- encourage complementary value-add agriculture opportunities through flexible planning provisions in local strategies and local planning controls.

### Planning Priority 1 - Action

- develop a Berrigan Shire LGA Land Use Agriculture Strategy.

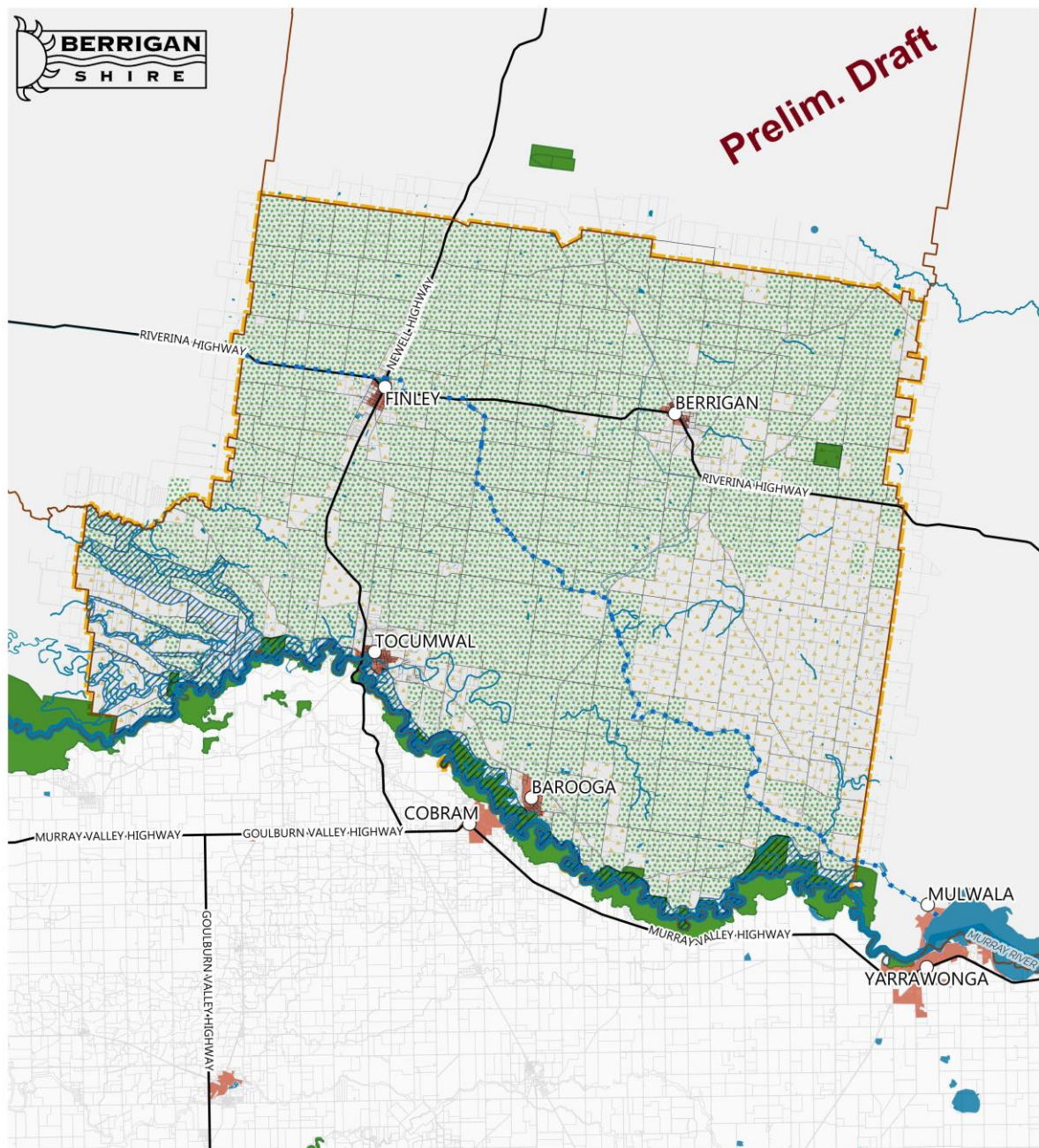
### Monitoring and Reporting

- provide a progress report of LSPS outcomes achieved from defined actions as an addendum to the Council's end of term report.

### Relationship to Other Plans

- Riverina Murray Regional Plan – D1 and D13
- Berrigan Shire 2027 Our Community Strategic Plan outcome SO1

Figure 5 – Irrigation Agriculture



**Legend**

- |               |                      |   |                |
|---------------|----------------------|---|----------------|
| BSC copy      | Water body           | Flood Prone Land - in urban areas protected by existing levee network | Irrigated Land |
| LGA areas     | Murray River         | Forest / Reserve  | Dry Land       |
| Highway       | Natural Water Course |   |                |
| Built up area | Mulwala Canal        |   |                |

**Irrigation Agriculture**  
Local Strategic Planning Statement Mapping  
Berrigan Shire Council

THOMSON HAY  
LANDSCAPE ARCHITECTS

Prepared for:  
Berrigan Shire Council

Date: March 2020  
Scale: 1:370,000 @ A3  
Drawn: GC



## Planning Priority 2 - Enabling Infrastructure

*The Berrigan Shire LGA has substantial economic assets for renewable energy investment and is in close proximity to market sources in Victoria and the city of Melbourne. Cross-border planning will identify strategic links between assets with market sources*

### Why is this important?

The Berrigan Shire LGA has substantial economical assets and opportunities for renewable energy development with vast rural landholdings, renewable energy resources such as a favourable climate for solar generation, and is located both inland and in proximity to market sources in Victoria's Murray Goulbourn Valley and Melbourne. Enabling infrastructure to efficiently transport energy production from Berrigan Shire LGA to market sources will facilitate renewable energy development and strengthen connections to valuable market sources.

### Renewable Energy Industries

Given increasing national energy costs, pressure in uncertainties from climate change research and a push for net-zero emissions, an increasing emphasis is being placed on the renewable energy market. Furthermore, increasing technologies supporting renewable energy manufacturing, storage, and transportation are emerging from this industry. The Riverina Murray Regional Plan states that this represents opportunities for a new industry, new economy and a growing employment base. In recent times, renewable energy industries have emerged in the region including a large-scale solar development within the Berrigan Shire LGA in Finley. Given the substantial economic assets within the Berrigan Shire LGA, there is substantial investment potential in this growing industry.

### Challenges

The challenge for the Berrigan Shire LGA is that further investment in the renewable energy industry is limited by the capacity of the existing energy infrastructure to transport energy off-site, which is currently at capacity, in particular to distribute energy directly to market sources in Victoria and Melbourne.

Furthermore, there is limited government support for emerging industries to provide economically viable energy storage solutions. A further challenge for the Berrigan Shire LGA, as per the previous theme, is the protection of significant irrigation agriculture land within a network of the greater national economy, which currently is the very heart of a local circular economy. Planning priorities in the Riverina Murray Regional Plan and the NSW Renewable Energy Action Plan (2013) need to include policy settings to support renewable energy development and recognise cross border connections of assets and market demand centres such as in Berrigan Shire LGA.

Commitment to a Renewable Energy Strategy is required to identify potential renewable energy priority zones. This strategy would address ways to efficiently provide energy to demand centres that provide investors information on appropriate locations to invest planning into industry development. Future investors in the renewable energy sector need certainty that commodity produced can be effectively delivered or stored through suitable infrastructure to market sources.

To deliver this Planning Priority, Council will:

- advocate for investment of critical high voltage transmission network to ensure the network has the capacity to enable further development of industry in Berrigan Shire LGA and the region
- advocate for cross-border strategic planning for the high voltage transmission network

Planning Priority 2 - Action

- facilitate appropriate smaller-scale renewable energy projects.

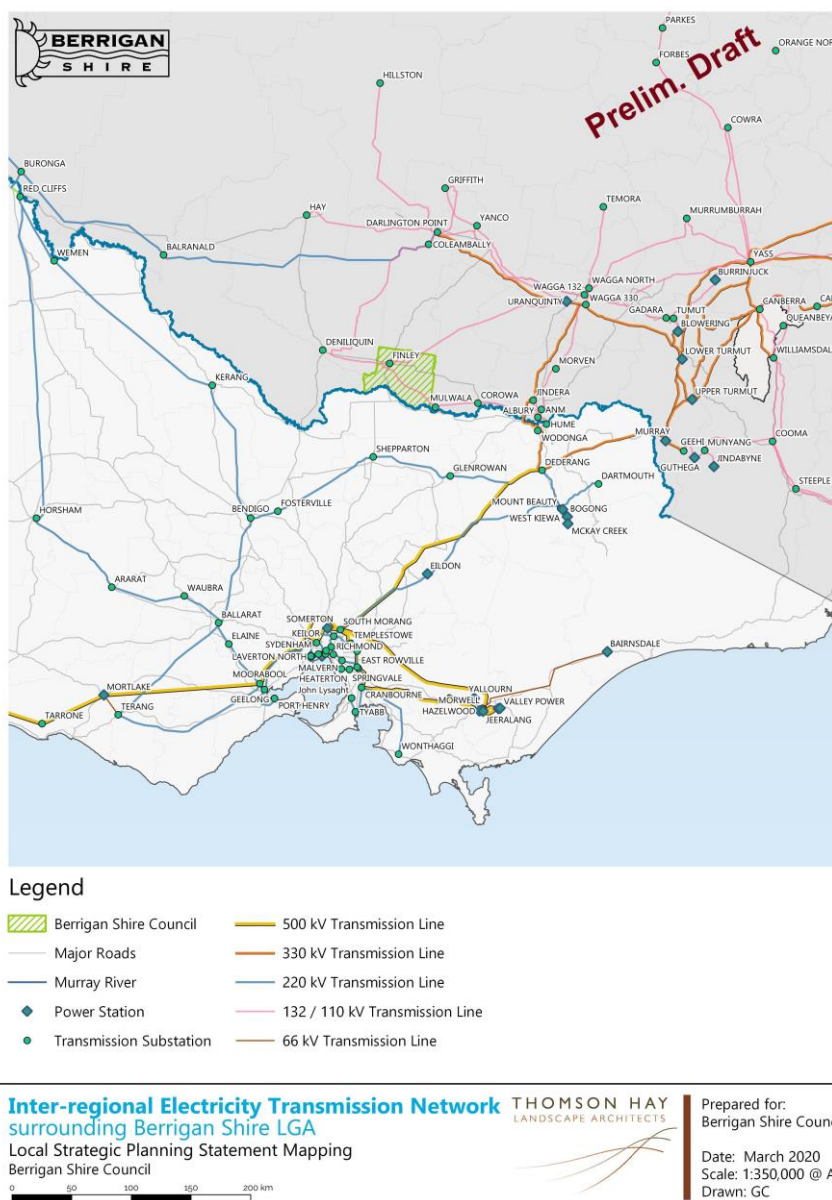
Monitoring and Reporting

- provide a progress report of LSPS outcomes achieved from defined actions as an addendum to the Council’s end of term report.

Relationship to Other Plans

- Riverina Murray Regional Plan – D21
- Berrigan Shire 2027 Our Community Strategic Plan outcome SO4

Figure 6 – Inter-regional Electricity Transmission Network surrounding Berrigan Shire LGA



## Planning Priority 3 - Transport and Logistics

*The freight transport connections from the Berrigan Shire LGA are efficiently connected to transport agriculture produce from Riverina Murray to export markets through the Port of Melbourne*

### Why is this important?

#### Efficient Inter-Regional Transport

The freight transport connections (road and rail) from the Berrigan Shire LGA are efficiently connected to transport nationally significant export-orientated agriculture produce from the Berrigan Shire LGA and the Riverina Murray to export markets through the Port of Melbourne within a three hour drive in a north-south direction. The Tocumwal Intermodal and Logistics Terminal in the Berrigan Shire LGA delivers products daily on the Victorian railway (via the cities of Shepparton and Seymour in Victoria) and the national highway route (Melbourne to Brisbane). This plan reflects the shire's location in the context of a national strategic freight network framework rather than a Riverina Murray Regional Planning context.

#### Challenges

There are significant opportunities for the development of services to support the freight and logistics industry along key freight infrastructure within the Berrigan Shire LGA. Of particular importance is cross-border government strategic planning to deliver both NSW and Victorian infrastructure to develop the transport logistic industry at the Tocumwal Intermodal Terminal and Logistics Precinct. Berrigan Shire Council has conducted preliminary strategic planning for the Tocumwal facility and vacant land within the precinct is zoned General Industry to facilitate future business development. Berrigan Shire Council actively advocates for the development of required infrastructure to further develop this facility and future industries within the precinct. With Victoria investing of its regional and freight rail capacity with a further \$10 million

allocated to the Shepparton Rail Freight Study<sup>9</sup>, Berrigan Shire Council actively advocates for the development of freight infrastructure within the LGA to support current and future freight demands. The challenge for the Berrigan Shire LGA is that State Government transport planning needs to recognise and prioritise north-south connectivity of the region's economic markets and supply chains, requiring therefore, active consideration and management of social and environmental conflicts. Given the infrastructure is within Victoria and NSW, a further challenge relates to planning and funding for transport infrastructure including the Tocumwal Intermodal Precinct which requires national strategic and cross-border transport and logistics planning and funding commitments.

As per figure 7 indicates, townships within the Berrigan Shire LGA interact with the transport infrastructure within the Berrigan Shire LGA. The economic prosperity and social wellbeing of local business, employees, and residents are linked to the transport infrastructure. A challenge for Berrigan Shire LGA is that future land use for the townships needs to ensure a thriving economy that encompasses the highway corridors and balances the community development to provide a contemporary standard of urban amenity.

Figure 7 – Local Centres and Freight Transport Network



**Local Centres and Freight Transport Network**  
Local Strategic Planning Statement Mapping  
Berrigan Shire Council

THOMSON HAY  
LANDSCAPE ARCHITECTS

Prepared for:  
Berrigan Shire Council

Date: March 2020  
Scale: 1:370,000 @ A3  
Drawn: GC



## To deliver this Planning Priority, Council will:

- advocate for a heavy vehicle bypass around townships in Berrigan Shire LGA and work with State Government agencies to facilitate projects where possible

## Planning Priority 3 - Action

- investigate development controls for Electronic Vehicle charging in new retail, accommodation, residential and transport logistic developments and retrofitting
- continue to support investment in Tocumwal Intermodal and Logistics

Precinct rail link and infrastructure for industry development

- enhance the connectivity and efficiency of the freight network from Tocumwal to the Port of Melbourne.

### Monitoring and Reporting

- provide a progress report of LSPS outcomes achieved from defined actions as an addendum to the Council's end of term report.

### Relationship to Other Plans

- Riverina Murray Regional Plan – D17 and D18
- Berrigan Shire 2027 Our Community Strategic Plan outcome SO4

Figure 8 – Berrigan Shire LGA in context of NSW and Victoria



## Planning Priority 4 - Visitor Economy

*Tourism is a major industry in the Berrigan Shire LGA with the iconic Murray River as a Tourism assets, along with Sports, Events and Eco-Tourism and Tocumwal Aerodrome. Tourism is a growth industry and Berrigan Shire LGA needs to ensure that it has sufficient visitor amenity to cater for the growth and expectations in the tourism industry.*

### Why is this important?

#### Murray River Tourism

Tourism is a major industry in the Berrigan Shire LGA. Tourism assets of the Berrigan Shire LGA include Murray River tourism especially for the townships built on the banks of the river, Barooga and Tocumwal. Along the entire Murray River in the Murray Valley national and regional parks, tourism is a growth industry with visitors predominantly coming from Melbourne and regional Victoria. Berrigan Shire

LGA is one of the closest Murray River access points from Melbourne with 130 kilometres of the Murray River corridor within the Berrigan Shire LGA and over 50 river beaches within 10 kilometres of Tocumwal and Barooga. Visitors enjoy camping, outdoor sports and recreation such as water skiing, fishing, canoeing, kayaking, jet skiing, hiking and cycling. The river townships have picturesque river-view parks and easy walking/cycling access to the forests from the urban centres.





## Planning Priority 4 - Visitor Economy

### Sports, Events and Eco-Cultural Tourism

The unique picturesque qualities of the Berrigan Shire LGA, the quality of sporting facilities and large land areas provide a great opportunity for sport tourism, events tourism and eco-cultural tourism. The quality of golf courses in Berrigan Shire LGA contributes to the Murray region being the number one destination in Australia

for golfing holidays. The unique features in each of the townships, including their cultural and heritage assets and unique rural local atmosphere, provide opportunities for Berrigan Shire LGA to increase day trip visitation and stopover visitation for travellers given its proximity to Melbourne on the Newell Highway and its situation on the scenic Riverina Highway.



## Tocumwal Aerodrome

Travelling by light aircraft, the Berrigan Shire LGA is a comfortable day trip from regional cities and Melbourne for visitors. The Tocumwal Aerodrome WW2 history also provides a point of difference for the region to enhance tourism opportunities. Furthermore, the large land area and relic infrastructure from its former use provides opportunities for air show events. The Berrigan Shire LGA is renowned for air sport gliding, attracting international visitors to experience the existing aircraft hangers (relics from World War 2 developments), the vast lands surrounding the aerodrome, picturesque views and favourable climate.



## Challenges

Tourism in the Berrigan Shire LGA is a growth industry and there are further opportunities to expand tourism including an increased visitation from regional NSW and Canberra. The challenge for the Berrigan Shire LGA is ensuring that product and industry development and infrastructure relating to community and visitor amenity efficiently caters for future growth and expectation in the tourism industry. Berrigan Shire Council is implementing all township entry programs including the Tocumwal Foreshore Master Plan (splash park) and the Barooga Adventure Park in conjunction with

other levels of government. Berrigan Shire Council has adopted its 2019-2023 Berrigan Shire - Tourism Strategy. The Berrigan Shire Council actively seeks partnerships with regional tourism boards (Murray Regional Tourism Board, Destination Riverina Murray) and continues to encourage events into the region offering sponsorship through the Major Events Funding program and Sports Tourism program within Moira Shire and Cobram Barooga Business and Tourism. Investment in infrastructure is needed to drive job growth in the visitor economy, such as the redevelopment of Tocumwal Foreshore.

## To deliver this Planning Priority, Council will:

- continue to collaborate with Murray Regional Tourism to enhance cross border visitor experience
- encourage infrastructure that supports tourism
- continue to support event proponents and planners to facilitate events in the Berrigan Shire LGA.

## Planning Priority 4 - Action

- implement master plans for each township to attract and retain visitors to the area.

## Monitoring and Reporting

- provide a progress report of LSPS outcomes achieved from defined actions as an addendum to the Council's end of term report.

## Relationship to Other Plans

- Riverina Murray Regional Plan – D7
- Berrigan Shire 2027 Our Community Strategic Plan outcome SO1 and SO4

Figure 9 – Location Map Tocumwal

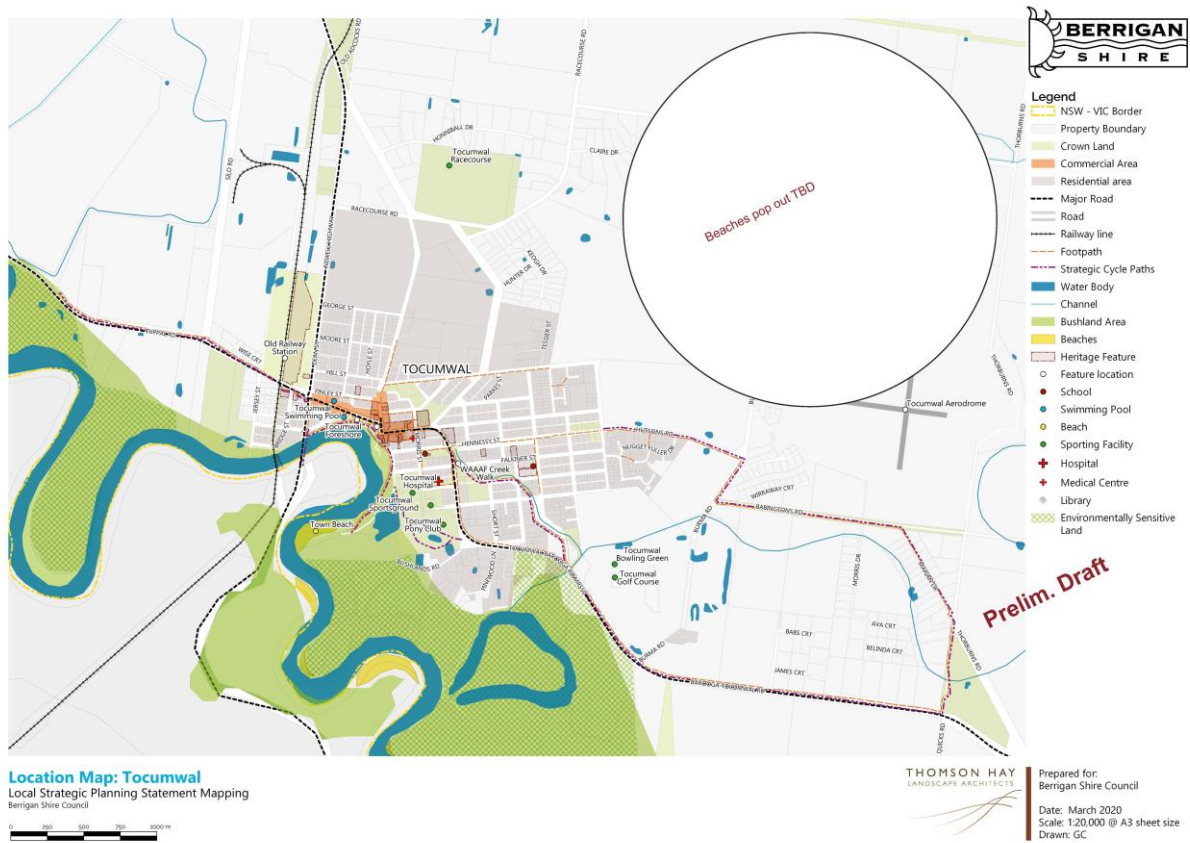


Figure 10 – Location Map Barooga



## Planning Priority 5 - Urban Amenity

*Cobram-Barooga (cross-border settlement), Berrigan, Finley and Tocumwal uniquely function as local service centres. To achieve a contemporary standard of urban amenity, bespoke place-based planning will be required that will enhance the uniqueness of each township and its sense of place.*

### Why is this important?

#### Active Lifestyle

The rural townships of Berrigan Shire LGA have evolved since European settlement (in the mid-19th century) with an identity shaped by the experience of the people who have called them home. Cobram-Barooga (cross-border settlement), Berrigan, Finley and Tocumwal uniquely function as local service centres. They are among the 23 local service centres in the Riverina Murray Regional Plan which play a pivotal role around local retail, tourism, health, and education services, recreational and sporting facilities, and cultural heritage. Each township has central local services, and is well connected being an average of 25 kilometres apart. The proximity and transport links to

Melbourne and unique local centre experience attracts retirees from Melbourne and young families to settle in the LGA. This also provides opportunities for townships to provide a contemporary standard of urban amenity and given the local assets and resources, can promote an active lifestyle for residents and visitors. The townships of Barooga and Tocumwal create a landscape and urban form central to their identity. They are built on the banks of the iconic Murray River corridor, the towns are framed with magnificent Red Gum trees, they are home to premier golf courses and sit adjacent to Murray Valley National Park, regional parks and river beaches. Finley and Berrigan are identified as rural service centres with outstanding medical facilities and commercial access to the Newell and Riverina highways.



Population growth is estimated to increase at a rate of 0.2 % per year reflecting historically strong patterns of increasing growth in the number of development applications and the value of yearly approvals. A historical pattern is

illustrated in Figure 2 Development Activity 2010 – 2019 (above) informing a forecast of future dwelling and development as indicated in Table 3 below.

*Table 3: Forecast dwellings and development*

**Table 1 Forecast dwellings and Development**

Berrigan Shire	2016		2036		Change between 2016 and 2036	
Area	Number	%	Number	%	Number	%
Berrigan Shire	4,334	100.0	4,948	100.0	+614	+14.2
Berrigan - Finley & District	1,940	44.8	2,008	40.6	+68	+3.5
Tocumwal - Barooga & District	2,394	55.2	2,940	59.4	+546	+22.8

Population and household forecasts, 2016 to 2036, prepared by [.id](#), the population experts, November 2017.

## Challenges

The challenge for the Berrigan Shire LGA, like other regional centres, is that the townships are dominated by three bedroom dwellings (88% of all housing<sup>vi</sup>), an aged housing stock with minimal climate control around central business streets and minimal shade in urban transport corridors. This trend conflicts the requirements of an ageing population. Furthermore, if current trends in climate conditions continue, Berrigan LGA in the future will experience an increased occurrence of natural hazards such as floods and fire, and more extreme temperatures during summer and winter. A further challenge is the local service centres of the Berrigan Shire LGA have development pressures influenced by cross-border settlement, and strategic centres are located outside the Berrigan Shire LGA in particular higher-order services located in City of Shepparton, Victoria (76 km). NSW centred planning limits strategic planning and funding for services for Berrigan LGA, an area with strong social and economic connections, which extend across the border into Victoria.

To achieve a contemporary standard of urban amenity in Berrigan Shire LGA, the Berrigan Shire Council will need to implement bespoke place-based planning that will enhance the uniqueness of each township and its sense of place. It will need to ensure that planning caters for changing demographics of the Berrigan Shire LGA by providing a range of housing choices, namely small houses that are located in central urban areas close to services. It will also need to provide an urban canopy along key walkability corridors, and retain significant trees in urban corridors and urban parks. Berrigan Shire Council is currently implementing actions from a recently adopted town masterplan for each of the townships to improve town entry and visitor amenity. To mitigate against current trends in climatic conditions, Council will need to ensure that new buildings have adequate climate protection. Whilst the existing levee banks provide Murray River flood protection for the townships of Barooga and Tocumwal,

Berrigan Shire Council will need to build on these protections and develop an understanding of the impact of changing weather patterns. This must include informed mapping of both flood-prone and bushfire prone land guides for future development.

## To deliver this Planning Priority, Council will:

- promote local character and facilitate contemporary urban amenity by:
  1. reviewing guidelines for new subdivision
  2. identifying areas of special amenity including waterfront areas, large lot residential (rural residential), and trees and developing guidelines to ensure development adds to the amenity of that area
  3. enhancing heritage items and heritage conservation areas as per heritage guidelines.
- seek to resolve the conflict between agribusiness, heavy transport, large lot (rural) residential and urban living
- support and promote development of new buildings with adequate climate

### Monitoring and Reporting

- provide a progress report of LSPS outcomes achieved from defined actions as an addendum to the Council's end of term report.

- protection and the redevelopment of existing serviced residential lots
- develop and extend the urban tree canopy in Berrigan Shire LGA
- facilitate the revitalisation of the town centres
- advocate for cross border NSW and Victoria strategic planning to consider strategic links between local and strategic centres.

### Planning Priority 5 - Action

- undertake a formal audit of social housing in Berrigan Shire LGA
- facilitate the redevelopment of existing serviced residential lots
- refer to regional flood and bushfire mapping to inform local land use and planning.

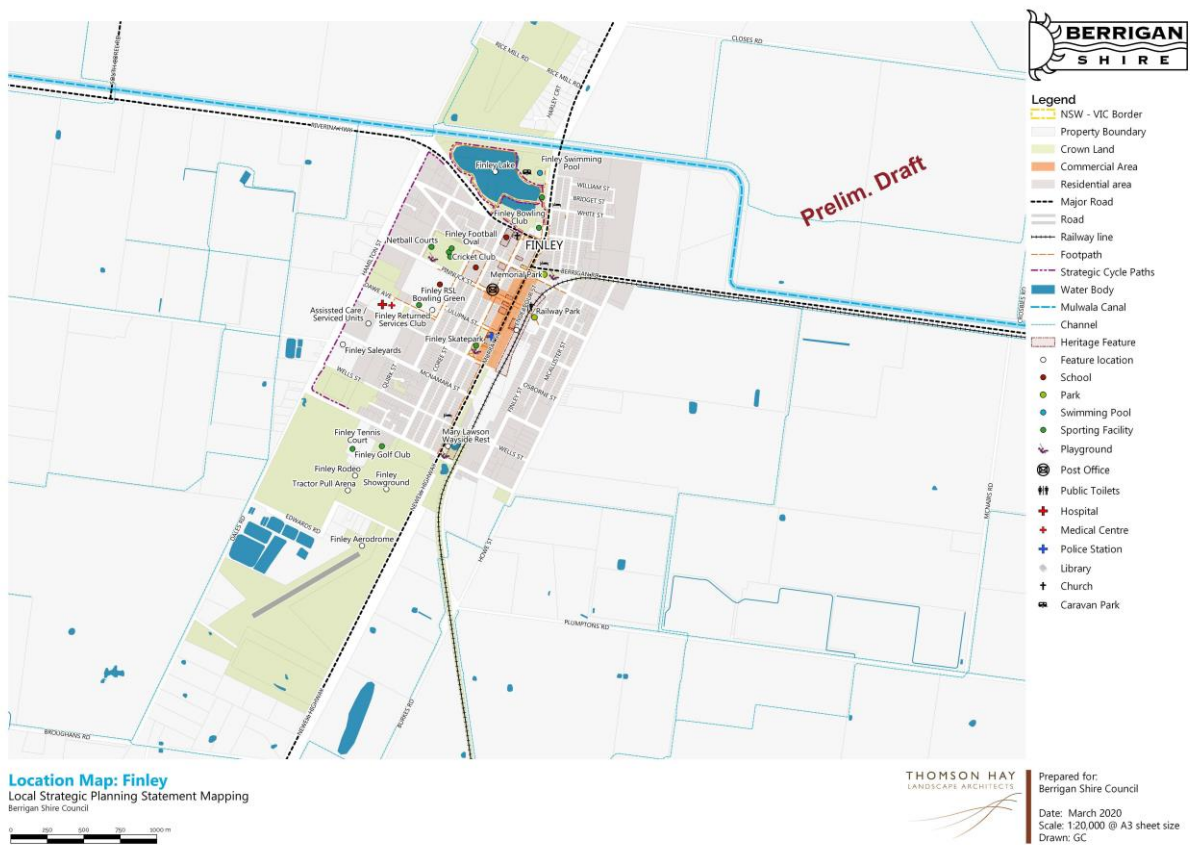
### Relationship to Other Plans

- Riverina Murray Regional Plan – D16, D23, D24, D25, D26 and D28
- Berrigan Shire 2027 Our Community Strategic Plan outcome SO3

Figure 11– Location Map Berrigan



Figure 12 – Location Map Finley



## Planning Priority 6 - Protect and Enhance Cultural and Natural Environmental Assets

*The incorporation of biodiversity into agribusiness value-adds to the agriculture industry. Informed stewardship of our environmental and culture assets provide opportunities to further expand eco-tourism and cultural tourism within the LGA.*

### Why is this important?

#### Biodiversity Stewardship

The incorporation of biodiversity into agribusiness value-adds to the agriculture industry. Effectively utilising, for example, natural organic matter, natural pest controls and natural biological systems to cleanse irrigation water and water storage areas, increases production outcomes, reduces operational costs and adds value to land. Utilising native vegetation, for example,

protects soils from erosion, reduces land degradation and stores carbon. Utilising this methodology also represents an opportunity to enter into a megatrend, increasing market for ecological and ethically sustainable products. Furthermore, there are opportunities to gain offset biodiversity credits to trade on an open market, by entering into informed biodiversity stewardship of environmental assets, as per the *Biodiversity Conservation Act 2016*.



Photo Credit: Rosie Nicolai

Image – Foundation for National Parks & Wildlife <sup>ix</sup>



### Iconic Murray River

The iconic cultural and environmental assets of the Berrigan Shire LGA include 130 kilometres of the Murray River corridor and its associated tributaries and water bodies such as Tuppal Creek and Bullaginya Lagoon. Sections of the internationally recognised Murray Valley National Park and regional parks are within the Berrigan LGA. Directly adjacent is Barmah National Park, and Cobram and Tocumwal regional parks in Victoria, protecting one of the largest River Red Gum forests in the world, the internationally recognised Ramsar wetlands, fauna and flora, and resources used by its Aboriginal people.

### Strategic Corridors

There are significant pockets of moderate to significant biodiversity and culturally significant sites across the LGA, and strategic corridors throughout. The extensive irrigation network and water storage areas within the LGA provide local riparian habitats and strategic corridors. The significant eras of European settlement that contribute to the cultural assets within the Berrigan Shire LGA include early pastoralists, rail heritage, Murray River transport, World War 2 soldier settlements, pioneer irrigation establishment, Tocumwal Aerodrome World War 2 and general aviation history and travelling stock routes.



### Eco-Cultural Tourism

Given the vast amount of agricultural land and various reserves in the Berrigan Shire LGA, identification and informed stewardship of these iconic cultural and environmental assets provide opportunities to further expand eco-tourism and cultural tourism within the LGA.

There are opportunities for joint management of these iconic cultural and environmental sites between the private sector, government, environmental groups and communities to carry out the stewardship of these assets. Joint management, particularly with the community, provides vast opportunities for educational experiences, including hands-on learning activities for school-aged children.

## Challenges

Planning controls protect and enhance significant cultural assets identified in the Berrigan Local Environmental Plan (LEP) and further sites identified will be included in future reviews of the plan. Berrigan Shire Council actively seeks funding opportunities to undergo direct seed plantings along road corridors where appropriate, providing valuable strategic environmental links across the LGA. The challenge for the Berrigan Shire LGA is the lack of accurate local base-line data for culturally significant sites and pockets of moderate to significant biodiversity. Furthermore, there is minimal strategic mapping to indicate potential environmental corridors including on private land and government lands such as irrigation networks within the Berrigan Shire LGA to neighbouring LGAs in NSW and Victoria. There is minimal cross-government integration to facilitate planning, funding and joint management to protect and enhance these significant sites. There are very few anecdotal records of cultural history, namely Aboriginal history, to ensure adequate protection through planning mechanisms.

## To deliver this Planning Priority, Council will:

- refer to regional cultural studies to inform local land use and planning
- provide resources for local heritage and culture advice to inform planning processes
- establish local base-line data of environment and culturally significant sites to provide adequate protection to existing sites and promote further development of the LGA biodiversity
- establish regional base-line data of strategic corridors and potential sites to add to a strategic corridor to provide cross border and cross LGA biodiversity and cultural connections.

## Planning Priority 6 - Action

- support investigation of carbon capture projects
- work with local land managers on projects that add to local LGA biodiversity and strategic links.
- extend and connect roadside conservation areas identified and strategic links via re-vegetation programs and development conditions.

## Monitoring and Reporting

- provide a progress report of LSPS outcomes achieved from defined actions as an addendum to the Council's end of term report.

## Relationship to Other Plans

- Riverina Murray Regional Plan – D15
- Berrigan Shire 2027 Our Community Strategic Plan outcome SO1 and SO4

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## Referencing:

<sup>i</sup> <https://profile.id.com.au/berrigan> accessed 5 March 2020

<sup>ii</sup> <https://forecast.id.com.au/berrigan> accessed 5 March 2020

<sup>iii</sup> <https://www.planning.nsw.gov.au/-/media/Files/DPE/Factsheets-and-faqs/Research-and-demography/Population-projections/2019-Berrigan.pdf> accessed 5 March 2020

<sup>iv</sup> <https://atlas.id.com.au/berrigan> accessed 5 March 2020

<sup>v</sup> <https://transport.vic.gov.au/ports-and-freight/key-freight-projects#Shepparton> accessed 5 March 2020

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<sup>vi</sup> [https://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/communityprofile/LGA10650?opendocument](https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/communityprofile/LGA10650?opendocument) Table G38 accessed 5 March 2020

<sup>vii</sup> <https://economy.id.com.au/berrigan/value-of-agriculture> accessed 11 March 2020

<sup>ix</sup> <https://www.fnpw.org.au> accessed 11 March 2020

# Berrigan Shire 2027



Delivery Program 2017 - 2021

## Our Vision

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

## Creating our Preferred Future

### Delivery Program 2017 – 2021

The Council's 4-year **Delivery Program** is developed from the Shire Council's 10-year **Resourcing Strategy 2017 - 2027** which includes the Shire's **Asset Management Plans**, **Workforce Development Plan 2017 – 2021** and **Long Term Financial Plan 2017 – 2027**. It describes how Council operations contribute to the achievement of **Berrigan Shire 2027 Strategic Outcomes**:

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

# Delivery Program 2017 - 2021

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Cr Matthew Hannan  
Mayor  
Berrigan Shire Council

## Mayor's Message

The Council's [Delivery Program 2017 – 2021](#) is the result of the hard work of the Council and Council Officers. We are now into the fourth year of the Council's Delivery Program, a Delivery Program reviewed by the Council at its Annual Workshop and as part of the Council's quarterly review program and 6-monthly Delivery Program Progress Report.

### Priority projects and initiatives include:

- Continued investment by the Council in the maintenance and further development of the Shire's network of critical physical infrastructure: levees, roads, stormwater, water, sewer and waste management facilities.
- Completing the redevelopment of Tocumwal's Foreshore Reserve's work which will see the long awaited construction of a new commercial building connecting the River to the town.
- Reviewing with our communities of [Berrigan Shire 2027](#) projects and initiatives.
- Marketing and promoting the lifestyle and liveability of our communities with a focus on marketing our events through the production of high quality videos.
- Continuing to plan for the diverse needs of our community families with young children and our older residents
- Working in partnership with the NSW State Government and the Commonwealth Government on the development of the Shire's regional / freight and industry infrastructure – Tocumwal Intermodal Facility and the Tocumwal Aerodrome.

The Council's review of the Delivery Program has not materially changed the services provided by the Council, nor is there a material change in how the Council delivers the goods and services expected by our communities. There is, however a renewed focus on planning the Council's workforce succession requirements in addition to the steps that we can take to improve the efficiency and effectiveness of the services. Hence, the financial sustainability of the core services provided.

The Council is committed to reporting on a 6-monthly basis the Council's progress toward achieving the works described by its [Delivery Program 2017 – 2021](#). Reporting to our community through audio recordings and publication of the Minutes of Council meeting our monthly Bulletins, social media, also the publication in plain English an accessible version of our Annual Report. Reporting that is in addition to the full version of the Council's Annual Report published online and available at all our libraries.

## Delivery Program 2017 - 2021

# Councillors 2016 - 2020



**Top (Left to Right) Councillor**

Councillor Roger Reynoldson, Councillor Matthew Hannan (Mayor), Councillor Colin Jones, Councillor Denis Glanville

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





## Section 1

A Vision and Plan for the  
Berrigan Shire

Our Challenges

Berrigan Shire the next four  
years

What does the Council Do?

Council's Planning &  
Monitoring Framework

# A Vision and Plan for the Berrigan Shire

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

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

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

## Online Survey and Street Stall Respondents

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

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

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

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

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

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

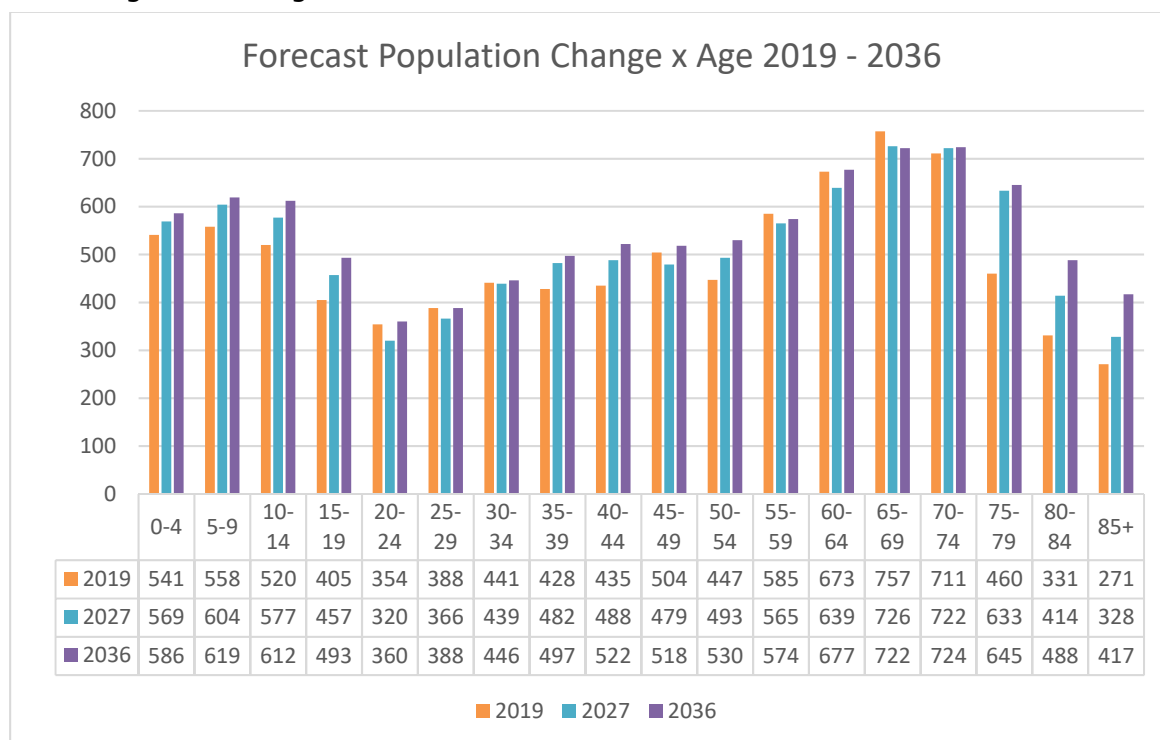
## Delivery Program 2017 - 2021

### Our Challenges

- An ageing population and how we re-prioritise current expenditure to meet community needs
- The sustainability of the Shire's current expenditure on essential and current infrastructure
- The impact of The [Murray Darling Basin Plan](#) on irrigated agriculture and the Visitor Economy
- The cost of energy and fuel
- The impact of external political environment on the Shire's industries and jobs
- Lower than Murray Darling Basin average per capita income
- Continued access to social services and issues associated with limited public transport
- NSW community awareness, public safety and health promotion campaigns are not broadcast via Victorian media outlets

### Berrigan Shire: The next four years

Berrigan Shire (pop 8,416) on the New South Wales and the Victorian border is three hours north of Melbourne (270 km) and 7 hours (670 km) south-west of Sydney. A rural community with Murray River tourism and exceptional recreation, social and health services and facilities in its four towns (Berrigan, Barooga, Finley and Tocumwal) the Shire's towns service also surrounding dry land and irrigated farming districts.



## What does the Council do?

The system of local government in NSW is changing. Within the NSW system of local government the Council's role includes:

- The provision of goods, services and facilities that are appropriate to the current and future needs of our local communities and of the wider public
- Facilitating engagement with the local community by the Council, Councillors; and also
- Promoting our local communities' engagement in the activities of the agencies that make up the broader NSW system of local government.

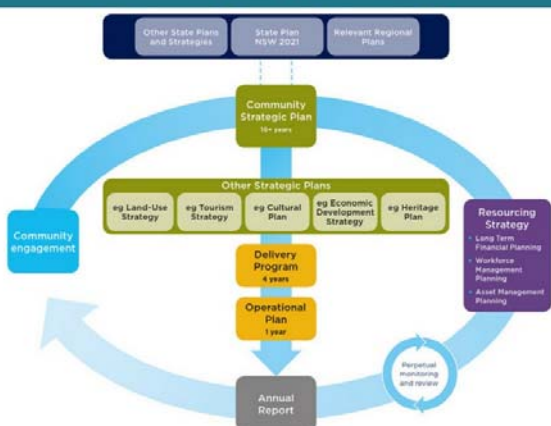
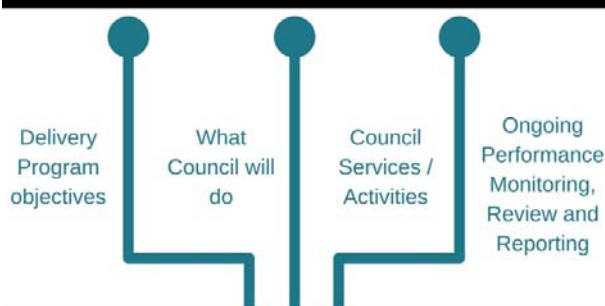
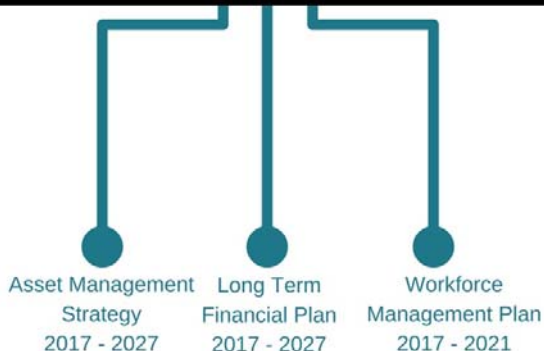
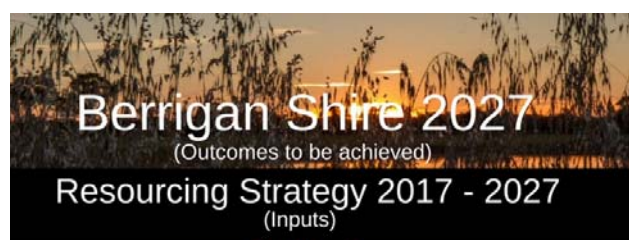
Council meetings are open and Ordinary Council Meetings are held in the Council Chambers at Berrigan, 56 Chanter Street, on the third Wednesday of the month. Committees of the Council meet on the Wednesday two weeks prior to an Ordinary Council Meeting.

Council Committee Meetings are a forum for detailed discussion by the Council of community issues and are also the meeting used by the Councillors to work with the Council's executive management team and senior managers on the review, development and monitoring of the Council's [Delivery Program 2017 - 2021](#), operational and financial management.

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



# Council's Planning and Monitoring Framework



The NSW Local Government Integrated Planning and Reporting Framework underpins the Council's planning. A framework based on the Integrated Planning and Reporting principles described by the Local Government Act 1993. The adjacent figure illustrates the outcome, input, output, action and review logic and operational integration of **Berrigan Shire 2027** (a Community Strategic Plan) with the Council's suite of Integrated Plans.

The Council's **Delivery Program 2017 – 2021** includes the activities undertaken by the Council and is integrated with **Berrigan Shire 2027** strategic outcomes. Describing the Council's commitments for the next four years and the resources it can draw on: resources identified in the Council's **Resourcing Strategy 2017 - 2027**.

The Council's 4-year **Delivery Program** developed from the Shire Council's 10-year **Resourcing Strategy** includes the Shire's Asset Management Plans, **Workforce Development Plan 2017 – 2021** and **Long Term Financial Plan 2017 – 2027**. Asset Management Plans describe and estimate the resources needed by Council to achieve service levels and community expectations and are the basis of the Shire's 4-year Capital Works Program an element of the Shire's **Long Term Financial Management Plan**.

The Shire's **Long Term Financial Plan** and the costings included in the forward projections of its Capital Works Program are subject to ongoing monitoring and review by Council. This ensures Council's **Delivery Program** and cost estimates do not compromise the Council's **Financial Strategy 2016** objectives of:

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

Themed according to the outcomes we want to achieve the **Delivery Program 2017- 2021** describes:

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



## Section 2: Delivery Program Strategic Objectives

What we will do to contribute to the  
delivery of Berrigan Shire 2027 Outcomes

Sustainable natural and  
built landscapes

Good government

Supported and engaged  
communities

Diverse and resilient  
business



## Sustainable natural and built landscapes

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

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

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### Why is this important?

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

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

Council's [Delivery Program](#) actions include: control of the impact of environmental hazards (waste, flood and fire) on our natural landscape so that current and future residents and visitors can enjoy the social, economic and environmental benefits of the River and its forests.

Inland landscapes and native vegetation have been extensively modified by irrigation, cropping and grazing. Therefore, protecting and conserving the bio-diversity of remnant vegetation and the wildlife it supports is critical if we are to retain and preserve the diversity and health of our natural landscapes and the wildlife it supports.

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

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

## Strategic Objectives

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

## Delivery Program Objectives

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

### Headline Indicator                      Target:

Percentage of Waste Diverted from Landfill      70% or NSW Waste Plan Target

**Why is the 'percentage of waste diverted from landfill' the headline indicator for sustainable natural and built landscapes?**

The control of litter, illegal dumping and unsafe disposal of toxic materials is central to the sustainable and safe use of our natural and built landscapes. The Council operates two landfill sites to minimise environmental harms from waste disposal. In partnership with our communities it also aims to conserve resources through its support for community initiatives preventing waste and which encourage the diversion of waste from landfill.

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

## Delivery Program: Measures and Indicators

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

## Sustainable natural and built landscapes

CSP Outcome	Sustainable Natural & Built Landscapes	
	Monitoring Measure	Indicators
	Liveability	<ul style="list-style-type: none"> <li>● Development decisions reflect State Environmental Planning Policies aimed at enhancing liveability e.g.: <u>BASIX</u>, <u>Housing for Seniors or People with Disabilities</u>, <u>State Environmental Planning Policy (Rural Lands) 2008</u> etc.</li> </ul>
	Environmental Reserves	<ul style="list-style-type: none"> <li>● Area of Council retained Land for the Environment</li> <li>● Roadside vegetation enhancement projects</li> <li>● Area of Reserves managed by Council Committees</li> <li>● Noxious Weed Management</li> <li>● In-kind support community initiatives / projects – e.g.: Tidy Town NSW</li> </ul>
	Pest & Feral Animal Control	<ul style="list-style-type: none"> <li>● Pests</li> </ul>
	Asset Management	<ul style="list-style-type: none"> <li>● Value of Council flood protection, road, paths, bridges, sewer and drainage assets</li> <li>● Replacement Cost</li> <li>● Condition</li> <li>● Life-Cycle Sustainability Indices</li> </ul>
	Waste	<ul style="list-style-type: none"> <li>● Waste to landfill</li> <li>● Waste diverted from Landfill</li> <li>● Illegal Dumping Complaints</li> </ul>

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

<b>Delivery Program Objective: 1.1.1 Coordinate strategic land-use planning</b>									
<b>Monitoring Measure: Development Control</b>									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.1.1.1	Local Environment Plan (LEP) reflects community values and aspirations	Local Environment Plan	Development decisions reflect Local Environment Plan & Land Use Strategy	The LEP is gazetted by the Minister	Development Manager / Environmental Services	✓	✓	✓	✓
1.1.1.1.1	Review of LEP is informed by community values and aspirations and legislation	Local Environment Plan is informed by community values and aspirations	Satisfaction rating Development Services	The LEP is gazetted by the Minister	Development Manager / Environmental Services				✓

Delivery Program Objective: 1.1.1 Coordinate strategic land-use planning									
Monitoring Measure: Development Control									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.1.1.2	Monitor and implement changes to legislation on an ongoing basis	Land-use planning and development reflects legislation	Quarterly Reporting Development Activity and Approvals	Land-use planning and development reflects legislation & LEP	Development Manager	✓	✓	✓	✓
1.1.1.3	Process and approve / refuse development applications in accordance with the relevant legislation, codes and policies	Effective and timely assessment of development applications	Quarterly Reporting Development Activity and Approvals	90% of applications are assessed and processes within statutory timeframes	Development Manager	✓	✓	✓	✓

<b>Delivery Program Objective: 1.1.2 Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework</b>									
<b>Monitoring Measure: Development Control</b>									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.1.2.1	Establish a framework for the development of Community Participation Plans when required to do so by legislation	Additional opportunities will be provided for the community to comment on new Development	Annual Report participation rates	Framework and the process is established	Development Manager			✓	

Delivery Program Objective: 1.1.3 Enhance the visual amenity, heritage and liveability of our communities									
Monitoring Measure: Heritage, Liveability and Amenity									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.1.3.1	Continue Annual Heritage Grants Program	Enhancement of the conservation value of heritage items	Successful completion of works granted funding	The allocation of grants results in increased conservation of heritage items	Development Manager / Environmental Services	✓	✓	✓	✓
1.1.3.2	Continue rolling program of works – town entrances	Improved visual amenity and attractiveness of our towns and major town entrances	Program is developed and included in Annual Capital Works Program	Scheduled Program of Works – town entrances included in Annual Capital Works Program is completed on time within resources	Director Technical Services	✓	✓	✓	✓
1.1.3.3	Implement the Tocumwal Foreshore Master Plan	Sensitive and sustainable development Tocumwal Foreshore	Foreshore projects enhance visual amenity and the attractiveness of natural and built landscape	Tocumwal Foreshore is redeveloped	Director Technical Services	✓	✓	✓	✓



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

<b>Delivery Program Objective: 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife</b>									
<b>Monitoring Measure: Environmental Reserves</b>									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.2.1.1	Deliver weed eradication and control services	Council delivery of the Shire's weed eradication and control program/s	Annual Report	Weed infestation within the Shire is eradicated and / or manageable	Director Technical Services	✓	✓	✓	
1.2.1.1.1	Implement Weed Action Plan 2020 - 2024	Delivery of the Shire's weed eradication and control program/s	Quarterly Reporting of Weed Action Plan	Weed infestation within the Shire is eradicated and / or manageable	Director Technical Services			✓	✓

Delivery Program Objective: 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife									
Monitoring Measure: Environmental Reserves									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.2.1.2	Participation in roadside vegetation enhancement projects when external funds become available	Enhanced bio-diversity in linear reserves	Increased health of native flora and fauna	Projects completed on time and within budget	Development Manager	✓	✓	✓	✓
1.2.1.3	Undertake tree assessments	Hazardous trees will be identified	Number of assessments undertaken	Trees assessed as hazardous are made safer	Enterprise Risk Manager	✓	✓	✓	✓
1.2.1.4	Monitor and undertake as required the control and management of pests	Environmental harms caused by pests will be reduced	Annual report of pest management activities	Harms caused by pests is minimised	Development Manager	✓	✓	✓	✓

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

<b>Delivery Program Objective: 1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning</b>									
<b>Monitoring Measure: Asset Management</b>									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.3.1.1	Review and implement asset management plans which maintain a balance between improving and maintaining flood levees, stormwater, Council roads, paths and trails	Service levels met as set out in adopted Asset Management Plans	Service Level Data	Asset Plans are reviewed by due date Review of Asset Management Plans is informed by community feedback / expectations re: service levels	Director Technical Services	✓	✓	✓	✓

Delivery Program Objective: 1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning									
Monitoring Measure: Asset Management									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.3.1.2	Design, construct and maintain stormwater systems that safely capture and remove storm water	Service levels met as set out in adopted Storm water Asset Management Plan	Service Level Data	On an ongoing basis 95% of service levels set out in the Storm Water Asset Management Plan are met	Director Technical Services	✓	✓	✓	✓
1.3.1.3	Ensure sewer network is safe and functional	Sewer networks are managed to maximise operational functions	Compliance with relevant Standards	Supporting Operational Plan actions are undertaken and the outcome reported T: 100%		✓	✓	✓	✓
1.3.1.3.1	Generate sufficient income from fees and charges to provide for the renewal of sewer and distribution assets	Sewer networks operates on full cost recovery basis and in doing so generates sufficient revenue to ensure the long term sustainability of operations	Funds in Sewer Reserve Accounts	Sewer operations meet full-cost recovery requirements i.e.: making an operating surplus and generating sufficient cash to meet future capital works	Director Technical Services	✓	✓	✓	✓

Delivery Program Objective: 1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning									
Monitoring Measure: Asset Management									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.3.1.3.2	Review Sewer Asset Management Plan	Functionality and future capital and maintenance requirements are known	Review undertaken	Sewer Asset Management Plan adopted by the Council	Environmental Engineer			✓	✓
1.3.1.4	Continue remediation Tocumwal Foreshore Levee	Remediation works prevents inundation of Tocumwal from recognized flood levels	Annual inspection for defects. Performance in flood events.	Annual inspection is undertaken and scheduled maintenance completed	Director Technical Services	✓	✓	✓	✓
1.3.1.5	Maintain the safety of Council roads and walkways	Identified service levels and standards in the Transport Asset Management Plan are met	Works completed in accordance with relevant standards Annual Review	On an ongoing basis 95% of service levels set out in the <a href="#">Transport Asset Management Plan</a> are met	Executive Engineer	✓	✓	✓	✓
1.3.1.5.1	Exercise delegated functions Road Act 1993	Local roads are managed in accordance with the Act	Annual Review	Continue to improve the safety of Council Roads	Executive Engineer	✓	✓	✓	✓

Delivery Program Objective: 1.3.2 Manage and landfill, recycling and waste disposal									
Monitoring Measure: Waste									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.3.2.1	Implement the <a href="#">Berrigan Shire Council Waste Plan</a>	Sustainable management of Berrigan Shire Council Waste Management facilities and services	Quarterly reporting and monitoring of KPIs in accordance with <a href="#">Berrigan Shire Council Waste Plan</a>	Waste Plan targets and services are delivered	Environmental Engineer	✓	✓	✓	✓
1.3.2.1.1	Reduce waste in landfill		Diversion targets set out in the <a href="#">Berrigan Shire Council Waste Plan</a>	100% of Diversion targets set out in <a href="#">Berrigan Shire Council Waste Plan</a> are met	Environmental Engineer	✓	✓	✓	✓
1.3.2.2	Deliver township garbage collection and street cleaning services	Instigate & manage a waste collection contract to ensure garbage collection	Garbage is collected within agreed timeframes and budgets	Garbage is collected within agreed timeframes and budgets T: 100%	Environmental Engineer	✓	✓	✓	✓



### Sustainable natural and built landscapes – 4-year financial forecast

	Delivery Program 2017-21 Year 4	Delivery Program 2021-25 Year 1	Delivery Program 2021-25 Year 2	Delivery Program 2021-25 Year 3
	2020/21 Forecast \$	2021/22 Forecast \$	22/23 Forecast \$	23/24 Forecast \$
Capital expenditures				
Capital source of funds				
Net Capital funds results				
Operating expenditure				
Operating source of funds				
Net Operating result				
Net funds / surplus (Deficit)				





## Good government

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

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

### Why is this important?

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

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

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

- Technical and managerial competence
- Organisational capacity
- Decision making that is reliable and predictable and in accordance with the rule of law
- Accountability
- Transparency and open information systems
- Participation by elected representatives and constituents

In the context of the Shire's [Delivery Program](#) the Berrigan Shire Council is responsible for:

- Council roads and paths
- Water, sewerage and drainage
- Environmental health
- Animal control
- Land use planning and development
- Community and library services
- Business and economic development
- Social planning
- Council governance, enterprise risk management and business operations.

## Strategic Objectives

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

## Delivery Program Objectives

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

### Headline Indicator

### Target:

Residents 2015 – mean satisfaction rating  
6.45

No reduction mean satisfaction rating  
2019/20

Business 2015 – mean satisfaction rating  
6.48

**Why is a ‘no reduction in mean satisfaction rating’ the headline indicator for good government?**

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

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

## Delivery Program: Measure and Indicators

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

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

<b>Delivery Program Objective: 2.1.1 Council operations, partnerships and coordination or resources contribute toward implementation of <b>Berrigan Shire 2027</b></b>									
<b>Monitoring Measure: Partnerships, Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance</b>									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.1.1.1	Promote and support the engagement of Shire residents, local business and agencies in the development, implementation and review of <b>Berrigan Shire 2027</b>	Co-production of local services	No. of new projects and partnerships  Surveys and feedback from participants and project partners	Projects undertaken are completed and outcomes reported in 6 monthly Delivery Program Progress Report	Strategic and Social Planning Coordinator	✓	✓	✓	✓

Delivery Program Objective:		2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting							
Monitoring Measure: Partnerships, Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.1.2.1	Provide facilities and support including financial to elected Council	The leadership skills, experience and knowledge of Councillors is used	Council Meeting Attendance  Conference and workshop attendance	Council Minutes and Annual Report publish information on Councillor Meeting, Conference & Workshop Attendance	General Manager	✓	✓	✓	✓
2.1.2.2	Implement and further develop the Berrigan Shire Integrated Management System	Standardised documentation and review of Council operations	Procedures developed in accordance with Action Plan; Workplace Inspections; Internal Audits	The system is in place and being audited annually	Enterprise Risk Manager	✓	✓	✓	✓
2.1.2.3	Implement 2015 – 2019 Fit for the Future Improvement Plan	A sustainable Council	Fit for the Future Benchmarks	All actions are implemented	Director Corporate Services	✓	✓		

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance									
Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.1.3.1	Coordinate Council investments, financial management, financial operations and processing	Effective management of Council investments and finances	External audit  Internal review	External auditor issues unqualified audit opinion each year  Internal review system implemented and improvements adopted	Director Corporate Services	✓	✓	✓	✓
2.1.3.2	Monitor and respond to change in the Financial Governance, Regulatory and Reporting Frameworks	Council operations comply with relevant frameworks	Council governance indicators	Council operations respond to change in the Financial Governance, Regulatory and Reporting Frameworks	Director Corporate Services	✓	✓	✓	✓
2.1.3.3	Deliver responsive customer service	Customers satisfied by Council and or corporate services response	Customer survey  Complaints system	Customer requests addressed	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance									
Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.1.3.1	Conduct Resident and Business Satisfaction Survey	External – statistically valid longitudinal measurement of Resident and Business Satisfaction with Council Services	Benchmarks achieved from previous surveys	Survey conducted and results used to inform Council planning	Director Corporate Services			✓	
2.1.3.4	Conduct service review and develop the <a href="#">Corporate Services Strategic Plan 2017 - 2021</a>	Strategic management and prioritization of the resourcing and staffing requirements Corporate Services	Organisational Capacity indicators	Plan adopted by the Council	Finance Manager  Director Corporate Services			✓	✓

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



Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance									
Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.1.3.5.1	Promote and facilitate a diverse and inclusive workplace for current and prospective employees	A workforce that is inclusive	Staff Survey  Disability & Carers Action Plan Reporting	Decrease in the % of workforce that neither agree or disagree that Disability is not a barrier to success	Director Corporate Services			✓	✓
2.1.3.5.2	Equal Employment & Opportunity Policy and Action Plan to be integrated with Disability Inclusion Action Plan	Merit based employment in an inclusive and accessible workplace	Survey  Disability & Carers Action Plan Reporting	Decrease in the % of workforce that neither agree or disagree that Disability is not a barrier to success	Enterprise Risk Manager  Strategic and Social Planning Coordinator			✓	

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance

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

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.1.3.5.3	Continue the development of Volunteer Management system addressing workplace and health and safety issues tasks will include:  Review Volunteer Policy and Procedures  Developing consultation mechanisms  Training for Volunteers	Safer workplace for volunteers	Number of activities undertaken	100% of volunteers have attended information and training sessions	Enterprise Risk Manager  Director Corporate Services	✓	✓	✓	✓
2.1.3.5.5	As part of the volunteer Management System prioritise development of a	Monetised value of volunteer effort – Council Committees	Committees prepare Annual Return of Volunteer Hours	Committee Data submitted and data collated	Finance Manager	✓	✓	✓	✓

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance									
Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
	system to track the monetised value of volunteer work – Council facilities	recorded and reported							
2.1.3.6	Provide information technology and associated support for Council operations	Efficient operation of Information Technology Systems supporting other Council services	Survey of Users	90% of respondents rate their level of satisfaction as satisfied or more than satisfied	Director Corporate Services	✓	✓	✓	✓
2.1.3.7	Coordinate the delivery and management of Shire records and communications	Effective records management system	Internal monitoring of information retrieval and storage	Revised electronic document management system implemented	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance									
Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.1.3.8	Maintain and sustainably re-develop existing infrastructure and community assets	Council owned community infrastructure and assets are sustainably maintained and developed	Asset Management Plans implemented  Planned Works Completed	Asset Management Plans implemented  80% of identified works either completed or assessed as suitable for deferral	Director Corporate Services	✓	✓	✓	✓
2.1.3.9	Coordinate and manage maintenance and renewal of Council plant and equipment	Ongoing maintenance and renewal of Council plant and equipment	Capital Works Budget Reporting	Plant Renewal occurs as part of Annual Capital Works Plan	Director Technical Services	✓	✓	✓	✓

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

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.2.1.1	Develop resources and establish partnerships that improve local assessment of the social and economic implications of regional and inter-governmental decision-making on Shire residents, businesses and Council operations	Accurate, and accessible information about regional and local social and economic conditions, trends and pressures is accessible and used by Shire Officers, Other Agencies, Community Groups	Cost of Annual Subscription forecast id.data	Suite of forecast id.data is used to inform Council planning and submissions	Director Corporate Services  Strategic & Social Planning Coordinator	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
2.2.1.2	Actively lobby all levels of government and industry re: Murray Darling Basin Plan	Improved economic and social outcomes for the Shire's irrigators and communities	Submissions prepared  No. invitations by other levels of government to represent the Shire's position	Council Minutes and Annual Report publish information on lobbying activity re: Murray Darling Basin Plan and its implementation	General Manager	✓	✓	✓	✓

### Good government – 4-year financial forecast

	Delivery Program 2017-21 Year 4	Delivery Program 2021-25 Year 1	Delivery Program 2021-25 Year 2	Delivery Program 2021-25 Year 3
	2020/21 Forecast \$	2021/22 Forecast \$	22/23 Forecast \$	23/24 Forecast \$
Capital expenditures				
Capital source of funds				
Net Capital funds results				
Operating expenditure				
Operating source of funds				
Net Operating result				
Net funds / surplus (Deficit)				



## Supported and engaged communities

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

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

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

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### Why is this important?

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

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

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

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

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

Families and young people are needed to ensure the sustainability of our schools, local economy, sporting clubs, recreation facilities, social support and health services.



## Strategic Objectives

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

## Delivery Program Objectives

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

### Headline Indicator

### Target:

Combined SEIFA (Advantage/Disadvantage)

Net increase in SEIFA 2016

ABS (2011) 938

**Why is a net increase in SEIFA ' the headline indicator for supported and engaged communities?**

The SEIFA Index of Advantage and Disadvantage is a summary of different subsets of Census variables. These variables are indicators or measures of socio-economic advantage or disadvantage. The Council and other agencies use the SEIFA to

- Identify which communities require funding and services.
- Conduct research into the relationship between socio-economic disadvantage and various social, health and educational outcomes.

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

## Delivery Program: Measure and Indicators

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

## Supported and engaged communities

<b>Strategic Objective</b>	3.1 Create safe, friendly and accessible communities
<b>Delivery Program Objectives</b>	<p>3.1.1 Build communities that are home to more families and young people</p> <p>3.1.2 Facilitate all age healthy lifestyles and ageing in place</p> <p>3.1.3 Strengthen the inclusiveness and accessibility of our community</p> <p>3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services</p>
<b>Monitoring Measures</b>	Community Events, Community Health & Wellbeing , Lifelong Learning and Culture, Environmental Health and Safety, Open Space Management & Recreation

Delivery Program Objective: 3.1.1 Build communities that are home to more families and young people									
Monitoring Measures: Community events, Community Health and Wellbeing									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.1.1.1	Support and promote the healthy development and wellbeing of children and young people	Local projects and programs are established to support and promote the healthy development and wellbeing of children and young people	<p>Project participant and facility user surveys</p> <p>Value of Volunteer Hrs Council sponsored projects supporting families, young people / children</p>	<p>Reports to Council provide feedback on participant survey results</p> <ul style="list-style-type: none"> <li>• Kids Fest</li> <li>• Youth Week</li> </ul> <p>Annual Report to council re: Volunteer Hours / Management facilities: Pools, &amp; Recreation Reserves</p>	Director Corporate Services	✓	✓	✓	✓

## Supported and engaged communities

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

## Supported and engaged communities

Delivery Program Objective: 3.1.2 Facilitate all age healthy lifestyles and ageing in place									
Monitoring Measures: Community events, Community Health and Wellbeing, Open Space Management and Recreation									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.1.2.2	Implement <b>Liveability and Healthy Ageing Strategy (DIAP)</b>	Council facilities and services support older residents health, mobility and their economic / social participation in community life	<b>Liveability and Healthy Ageing Strategy</b> is implemented	Council adopts and implements <b>Liveability and Healthy Ageing Strategy and Action Plan (DIAP) 2018-2022</b>	Strategic & Social Planning Coordinator		✓	✓	✓
3.1.2.3	Provide recreation facilities which support active lifestyle and ageing place	Council recreation facilities support active lifestyle and ageing place	Strategic Management Plans developed for high value recreational assets	<b>Corporate and Community Services Asset Management Plan</b> reviewed	Director Corporate Services	✓	✓	✓	✓

## Supported and engaged communities

Delivery Program Objective: 3.1.3 Strengthen the inclusiveness and accessibility of our community									
Monitoring Measures: Community events, Health and Wellbeing									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.1.3.1	Promote the social and economic wellbeing of Shire residents and the inclusiveness of our communities through social planning and community development activities	Annual program of community development activities implemented	No. of activities held  Reports to Council  Participant Surveys	Based on participant surveys <ul style="list-style-type: none"> <li>Youth Week</li> <li>International Womens' Day</li> <li>Childrens' Week</li> </ul> Participant numbers are maintained and or increased  Participants/ Survey Respondents report high levels of satisfaction with the activity	Strategic & Social Planning Coordinator	✓	✓	✓	✓

## Supported and engaged communities

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.1.4.1	Develop an <b>Integrated Water Cycle Management Strategy</b>	Strategy will guide and inform the management of the Council's Water Business	Range of indicators to be identified in the Strategy	Strategy is adopted by the Council	Environmental Engineer Director Technical Services	✓	✓	✓	✓
3.1.4.2	Ensure potable water network is safe and functional	Water networks are managed to maximise operational functions	Compliance with established Public Health drinking water standards	Supporting Operational Plan actions are undertaken and the outcome reported T: 100%	Environmental Engineer	✓	✓	✓	✓
3.1.4.2.1	Generate sufficient income from fees and charges to provide for the renewal of sewer, water supply and distribution assets	Water and sewer networks operates on full cost recovery basis and in doing so generates sufficient revenue to ensure the long term sustainability of operations	Funds in Water and Sewer Reserve Accounts	Water and Sewer service operations are meeting full-cost recovery i.e.: making an operating surplus and generating sufficient cash to meet future capital works	Director Corporate Services	✓	✓	✓	✓

## Supported and engaged communities

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.1.4.3	Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings and air	Safer and healthier communities	Assess impacts associated with actions resulting in contamination	Environmental contaminants and public health hazards minimised	Development Manager	✓	✓	✓	✓
3.1.4.3.1	Develop and implement inspection programs: <ul style="list-style-type: none"> <li>• Food premises</li> <li>• Building works</li> <li>• Water/Sewerage treatment</li> <li>• Fire safety/hazard reduction</li> <li>• Swimming pools</li> <li>• Trade waste</li> </ul>	Food premises, building works, water and sewerage treatment and fire safety/hazard reduction services meet standards	Delivery Program Report No. inspections completed x type  No program inspections not completed x type	Inspection programs result in safer and healthier premises	Development Manager	✓	✓	✓	✓



## Supported and engaged communities

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.1.4.4	Coordinate and facilitate local emergency management committee	Committee coordinated and facilitated	LEMPan is maintained	In the event of an emergency LEMPlan coordinates and facilitates local response	Director Technical Services	✓	✓	✓	✓
3.1.4.4.1	Provide and maintain local emergency operations centres	Fit for purpose LEOC's	LEOC's found fit for purpose during emergencies and/or training operations	In the event of an emergency LEOC's provide 'fit for purpose' emergency operations centres	Director Technical Services	✓	✓	✓	✓

## Supported and engaged communities

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.1.4.5	Develop and maintain local cemeteries and associated infrastructure	Cemeteries progressively developed to meet demand  Routine maintenance conducted	Graves available  Work undertaken	Sufficient gravesites exist in the lawn cemeteries to meet 5+ years of estimated demand  Cemetery Maintenance agreements with service clubs maintained and reviewed	Director Corporate Services	✓	✓	✓	✓
3.1.4.6	Control and promote responsible ownership of companion animals	Negative impacts & disturbance caused by companion animals reduced	Customer Service Complaints  No. Registered Companion Animals	Education of community results in minimal impacts from companion animals	Development Manager	✓	✓	✓	✓

## Supported and engaged communities

Delivery Program Objective: <b>3.2.1</b> Provide opportunities for life-long learning, culture and recreation									
Monitoring Measures: AEDI, Home Internet access, Library Membership									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.2.1.1	Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2014 - 2018	A Library Service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> <li>• Patronage</li> <li>• Borrowings</li> </ul> Community Survey  Library Management Plan implemented following community consultation	Community surveys and user surveys report that the Library Service meets and is responsive to community needs	Director Corporate Services  Library Manager	✓	✓	✓	✓

## Supported and engaged communities

Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, culture and recreation									
Monitoring Measures: AEDI, Home Internet access, Library Membership									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.2.1.1.1	Review Library Service Strategic Plan	A Library Service aware of and responsive to changing needs of its users	Library Management Plan implemented following community consultation	Strategic Plan incorporating user feedback is adopted by the Council	Director Corporate Services		✓	✓	✓
3.2.1.2	Strengthen community engagement and participation in Council activities	Increased resident engagement in Council activities	Surveys Volunteer rates x Council activities	There is no reduction in participation rates – Council surveys, events, social media	Strategic and Social Planning Coordinator	✓	✓	✓	✓
3.2.1.3	Financially contribute to and support <i>South West Arts</i> programs and activities	<i>South West Arts</i> delivery of Shire based Arts program/s and activities	Membership of <i>South West Arts</i> maintained No. of activities held in the Shire	Shire residents access local delivery of Arts / Cultural programs	Director Corporate Services	✓	✓	✓	✓

## Supported and engaged communities

Delivery Program Objective: <b>3.2.2</b> Facilitate and partner with local communities in the development of township plans									
Monitoring Measures: Appearance of public space, Volunteerism, Opportunities to participate in Arts and Cultural events									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
3.2.2.1	Coordinate and align community projects and activities with township plans	Increased resident engagement in town plan development and implementation	No. of meetings attended  No. projects undertaken with in-kind support from Council Services	Township Landscape Master plan projects are implemented	Strategic and Social Planning Coordinator	✓	✓	✓	✓
3.2.2.1.1	Partner with our communities on the development of walking and cycling tracks along rail trails and river bank reserves	Increased resident engagement in town plan development and implementation	Value of in-kind support from Council services for community development of walking tracks / trails	Walking and cycling tracks are developed	Director Corporate Services	✓	✓	✓	✓



## Supported and engaged communities – 4-year financial forecast

	Delivery Program 2017-21 Year 4	Delivery Program 2021-25 Year 1	Delivery Program 2021-25 Year 2	Delivery Program 2021-25 Year 3
	2020/21 Forecast \$	2021/22 Forecast \$	22/23 Forecast \$	23/24 Forecast \$
Capital expenditures				
Capital source of funds				
Net Capital funds results				
Operating expenditure				
Operating source of funds				
Net Operating result				
Net funds / surplus (Deficit)				



## Diverse and resilient business

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

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

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

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

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### Why is this important?

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

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

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

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



## Strategic Objectives

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

## Delivery Program Objectives

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

### Headline Indicator

### Target:

Regional Institute Australia

+ or minus 5 places

LGA Competitiveness Index Rating 315/500

**Why is the Regional Institute of Australian LGA Competitiveness Index Rating' the headline indicator for diverse and resilient business?**

The Competitiveness Index Rating is a summary of 10 variables that contributes to a region's economic competitiveness. These variables are made up of a number of indicators capturing the competitive position of each LGA and revealing the indicators that can be improved to realise the economic potential of industries and businesses.

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

## How we will monitor our progress

### Delivery Program: Measure and Indicators

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

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

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

**Monitoring Measure:** Economic & Industry Development

DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
4.1.1.1	Complete review and implement <a href="#">Berrigan Shire Economic Development Plan 2017 - 2021</a>	Economic Development Plan developed	Adopted by Council and implemented	Annual Report to Council of the Plan's status and implementation	Economic and Industry Development Liaison	✓	✓	✓	✓
4.1.1.2	Develop industry profiles informed by strategic analysis of local conditions and relative competitive advantages	Conditions that support or inhibit the comparative growth and competitiveness of local business are identified	Profiles published	Industry reports using data to enhance operations and attract investment	Economic and Industry Development Liaison	✓	✓	✓	✓

Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs									
Monitoring Measure: Economic & Industry Development									
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
4.1.1.3	Support collaborative planning, shared resourcing in local industry and promotion of business and infrastructure development projects	Council facilitation of industry networks / collaborative projects and shared resourcing	Surveys  Infrastructure projects	Local networks initiate new projects and share resources	Economic and Industry Development Liaison	✓	✓	✓	✓
4.1.1.4	Continue the development and marketing Tocumwal Aerodrome industrial precinct	Development of Tocumwal Airpark	Development of sold allotments	Subdivision is completed and allotments sold are developed by owners	Economic and Industry Development Liaison	✓	✓	✓	✓

Delivery Program Objective: 4.1.2 Support local enterprise through local economic and industry development initiatives and projects									
Monitoring Measure: Economic & Industry Development									
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
4.1.2.1	Promote the development of business support groups /networks within the Shire.	Active business groups / networks contributing towards local jobs and business growth	Local business surveys  Employment Data	The business groups in each town involve significant proportion of business operators for their mutual benefit	Economic and Industry Development Liaison	✓	✓	✓	✓
4.1.2.2	Convene regular meetings between Council and presidents' of local Chambers of Commerce or similar	Forum for local business and Council to identify and resolve issues of common concern	No. of meetings held  Attendance  No. projects	There is active participation by local Chambers of Commerce or similar	Economic and Industry Development Liaison	✓	✓	✓	✓
4.1.2.3	Recognise excellence in local business and industry	Excellence in local business and industry recognised by peers	No. of nominations received  Attendance at awards	Local business and industry support Awards	Economic and Industry Development Liaison	✓	✓	✓	✓

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

<b>Delivery Program Objective: 4.2.1 Implement the Berrigan Shire Tourism Strategy</b>									
<b>Monitoring Measure: Tourism and Events</b>									
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
4.2.1.1	Invest in infrastructure that will add value to and increase the competitiveness of the Shire's Visitor Economy e.g: Redevelopment of the Tocumwal Foreshore Reserve	Local operators develop new Visitor Economy product and services	Increase in Visitors Tocumwal Foreshore	Visitor numbers increase	Director Technical Services	✓	✓	✓	✓

Delivery Program Objective: 4.2.1 Implement the Berrigan Shire Tourism Strategy									
Monitoring Measure: Tourism and Events									
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
4.2.1.2	Partner with industry and other levels of government on securing investment needed for <b>Ports of the Murray and Murray River Adventure Trail</b>	New Visitor Experiences	Investment by other levels of Government and Industry in <b>Ports of the Murray and Murray River Adventure Trail Projects</b>	<b>Ports of the Murray and Murray River Adventure Trail</b> Projects are funded	Economic and Industry Development Liaison	✓	✓	✓	✓
4.2.1.3	Provide support to event proponents and organisers.	Increase in the number of successful events, proponents and organisers  Increased attendance local events	No. of events supported by Council  Event Surveys	At least 4 events are supported each year  Participant feedback is reported by event organisers to Events Committee	Economic and Industry Development Liaison	✓	✓	✓	✓

Delivery Program Objective: 4.2.2 Partner with regional Tourism Boards									
Monitoring Measure: Tourism and Events									
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
4.2.2.1	Membership of regional tourism boards established to increase visitation and economic activity in the Murray Region of NSW and Murray River towns	Regional and interstate marketing and promotion of the Shire's tourism products and services	Participation in Regional Tourism Boards  Value of projects undertaken by that Regional Board that promote Murray River towns as a Destination	Councillor and staff attendance at Regional Tourism Board Meetings	Economic and Industry Development Liaison	✓	✓	✓	✓



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

**Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure**

**Monitoring Measure: Freight Infrastructure & Projects**

DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
4.3.1.1	Develop business case for the development of hardstand and serviced truck parking Tocumwal, Berrigan and Finley	Improved safety and services for transport and logistics industries	Business Case developed and costed	Funding is secured for identified projects	Economic and Industry Development Liaison	✓	✓		✓
4.3.1.2	Lobby for upgrade of rail facilities, associated with Tocumwal rail line incl. line to Shepparton and Melbourne Ports	Increased use of Tocumwal inter-modal facility	Investment by government in facilities	Funding is committed by Victorian and Commonwealth Governments	Economic and Industry Development Liaison				✓

Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure									
Monitoring Measure: Freight Infrastructure & Projects									
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
4.3.1.3	Participate actively in efforts to upgrade Newell Highway and Midland Murray Valley highways particularly the Shepparton bypass	Increased use of Tocumwal inter-modal facility	Highway upgrades demonstrate progress	Funding is committed by Victorian and Commonwealth Governments	Economic and Industry Development Liaison	✓	✓	✓	✓
4.3.1.4	Operate the Tocumwal Aerodrome	Operated in accordance with CASA regulations and <a href="#">Tocumwal Aerodrome Management Plan</a> .	Annual report on activity	Annual Report Presented to Council on Aerodrome Operations	Director Technical Services	✓	✓	✓	✓

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

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

	Delivery Program 2017-21 Year 4	Delivery Program 2021-25 Year 1	Delivery Program 2021-25 Year 2	Delivery Program 2021-25 Year 3
	2020/21 Forecast \$	2021/22 Forecast \$	22/23 Forecast \$	23/24 Forecast \$
Capital expenditures				
Capital source of funds				
Net Capital funds results				
Operating expenditure				
Operating source of funds				
Net Operating result				
Net funds / surplus (Deficit)				



## Section 3: Delivery Program Budget

Projected Income and  
Expenditure Statement

Projected Balance Sheet

Projected Cash Flow  
Statement

Outcome Budget Summary –  
Four-Year Forecast

Capital Works Summary Plan  
Projection

## Projected Income and Expenditure Statement

## Projected Balance Sheet



## Projected Cash Flow Statement

## Budget x Outcome 4-Year Forecast









Capital Works Plan Summary 2017 - 2021

## Capital Works Plan Summary



FINANCIAL AUDIT

5 MARCH 2020

# Report on Local Government 2019

NEW SOUTH WALES AUDITOR-GENERAL'S REPORT

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## THE ROLE OF THE AUDITOR-GENERAL

The roles and responsibilities of the Auditor-General, and hence the Audit Office, are set out in the *Public Finance and Audit Act 1983* and the *Local Government Act 1993*.

We conduct financial or 'attest' audits of State public sector and local government entities' financial statements. We also audit the Total State Sector Accounts, a consolidation of all agencies' accounts.

Financial audits are designed to add credibility to financial statements, enhancing their value to end-users. Also, the existence of such audits provides a constant stimulus to entities to ensure sound financial management.

Following a financial audit the Audit Office issues a variety of reports to entities and reports periodically to parliament. In combination these reports give opinions on the truth and fairness of financial statements, and comment on entity compliance with certain laws, regulations and government directives. They may comment on financial prudence, probity and waste, and recommend operational improvements.

We also conduct performance audits. These examine whether an entity is carrying out its activities effectively and doing so economically and efficiently and in compliance with relevant laws. Audits may cover all or parts of an entity's operations, or consider particular issues across a number of entities.

As well as financial and performance audits, the Auditor-General carries out special reviews and compliance engagements.

Performance audits are reported separately, with all other audits included in one of the regular volumes of the Auditor-General's Reports to Parliament – Financial Audits.

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The Legislative Council  
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Sydney NSW 2000

In accordance with section 421D of the *Local Government Act 1993*, I present a report titled '**Report on Local Government 2019**'.

**Margaret Crawford**

Auditor-General  
5 March 2020

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## Report on Local Government 2019

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# **Section one**

## **Report on Local Government 2019**

This report analyses the results of our audits of local councils for the year ended 30 June 2019.

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# Auditor-General's foreword

I am pleased to present my third report to the Parliament on the 2019 audits of local government councils in New South Wales.

This report notes that unqualified audit opinions were issued on the 2018–19 financial statements of 134 councils and 11 joint organisations. The opinion for one council was disclaimed and three audits are yet to complete.

The report also highlights improvements I have seen in financial reporting and governance arrangements across councils. Fewer errors were identified. More councils have audit, risk and improvement committees and internal audit functions. Risk management practices, including fraud control systems, have also improved.

These are very pleasing indicators of the gradual strengthening of governance and financial oversight of the sector. I want to acknowledge the investment councils have made in working with the Audit Office to improve consistency of practice and accountability generally.

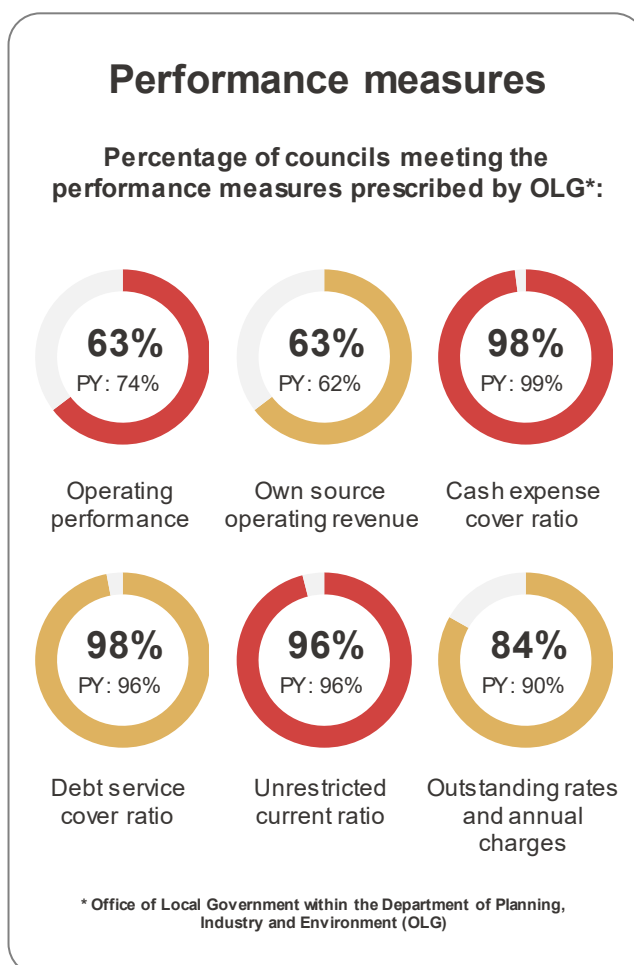
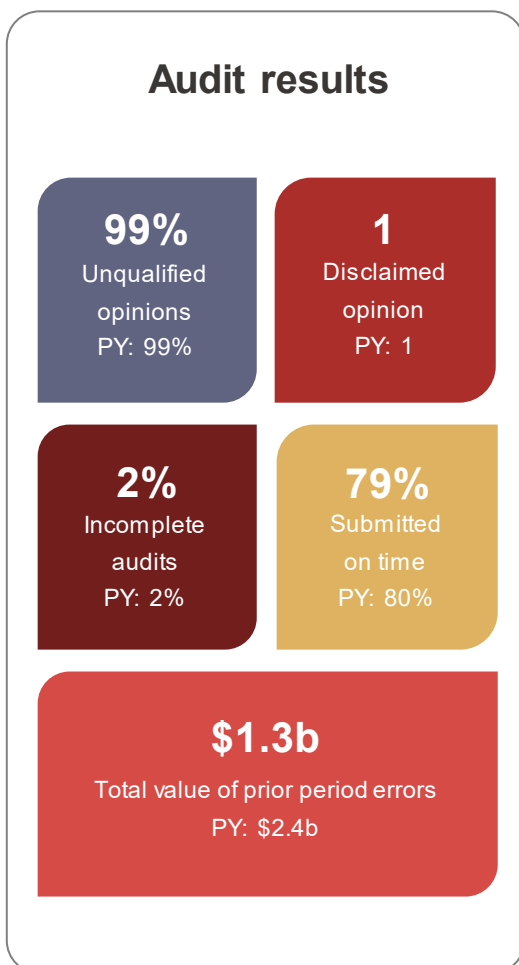
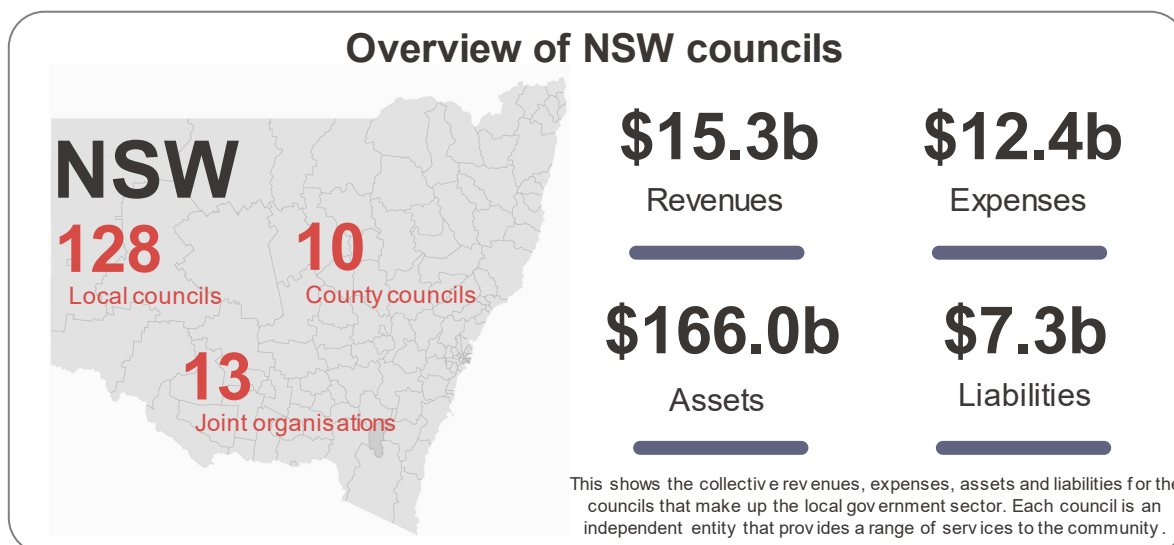
Of course there is more work to do, particularly to prepare for new accounting standards and to strengthen controls over information technology and cyber security management. Asset management practices can also be improved. This report provides some guidance to council on these matters and we will continue to partner with the Office of Local Government in the Department of Planning, Industry and Environment to support good practice.



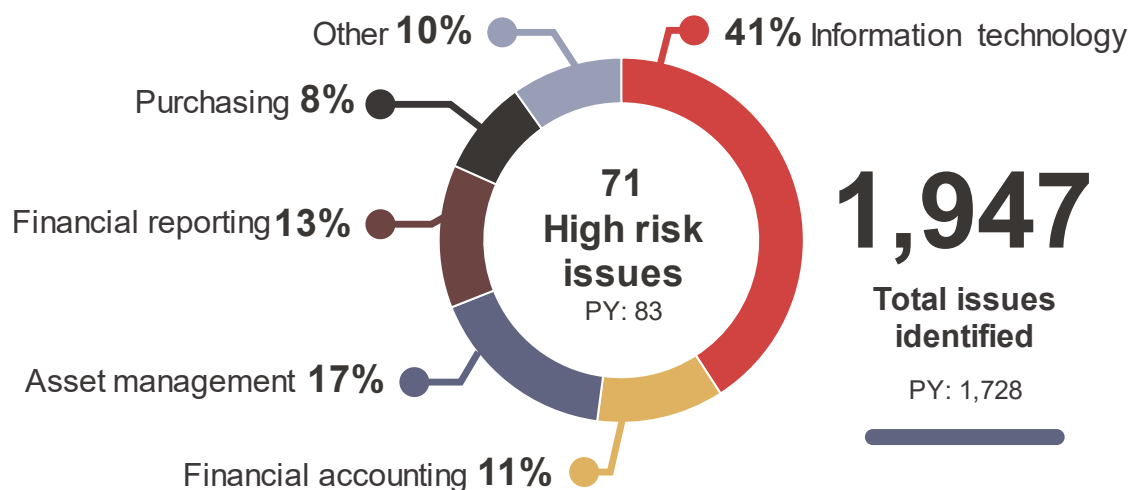
**Margaret Crawford**

Auditor-General  
5 March 2020

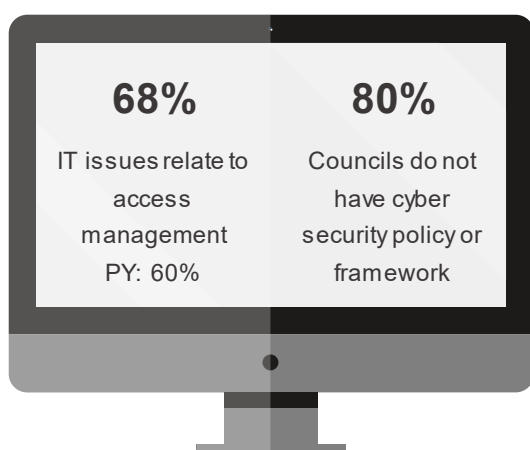
# At a glance



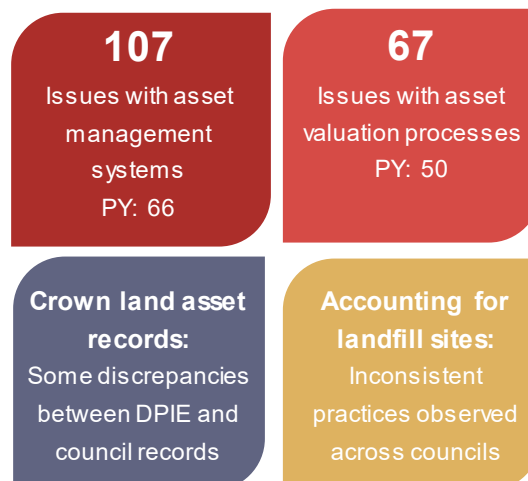
### Audit matters raised with councils



### Information technology findings



### Asset management findings



## Insights for councils

### Strengthen the quality and timeliness of financial reporting

Councils should:

- allocate sufficient time and resources to the financial reporting process. Refer to page 18 for better practice guidance
- have appropriate systems, processes and resources to implement the new accounting standards. Refer to page 20 for some key points to consider in the transition.

### Improve governance and internal controls

Councils should:

- ensure that audit recommendations in our management letters are addressed in a timely manner. High risk issues need to be prioritised and repeat issues from prior years resolved
- have an audit, risk and improvement committee, which is a mandatory requirement by March 2021. Early adoption is encouraged
- have an internal audit function to support a risk and compliance culture
- have a legislative compliance framework to capture and monitor compliance with key laws and regulations
- continue improving their fraud control systems
- have adequate processes and controls to ensure compliance with their gifts and benefits policy and the Model Code of Conduct.

### Strengthen IT controls and cyber security management

Councils should:

- ensure key IT policies are formalised and regularly reviewed to ensure emerging risks are considered and policies are reflective of changes to the IT environment
- ensure IT risks are identified and appropriately managed
- improve user access management processes to ensure that information systems are secure and that there are adequate controls for making changes to information systems
- implement at least the basic governance and internal controls to manage risks associated with cyber security.

### Improve asset management practices

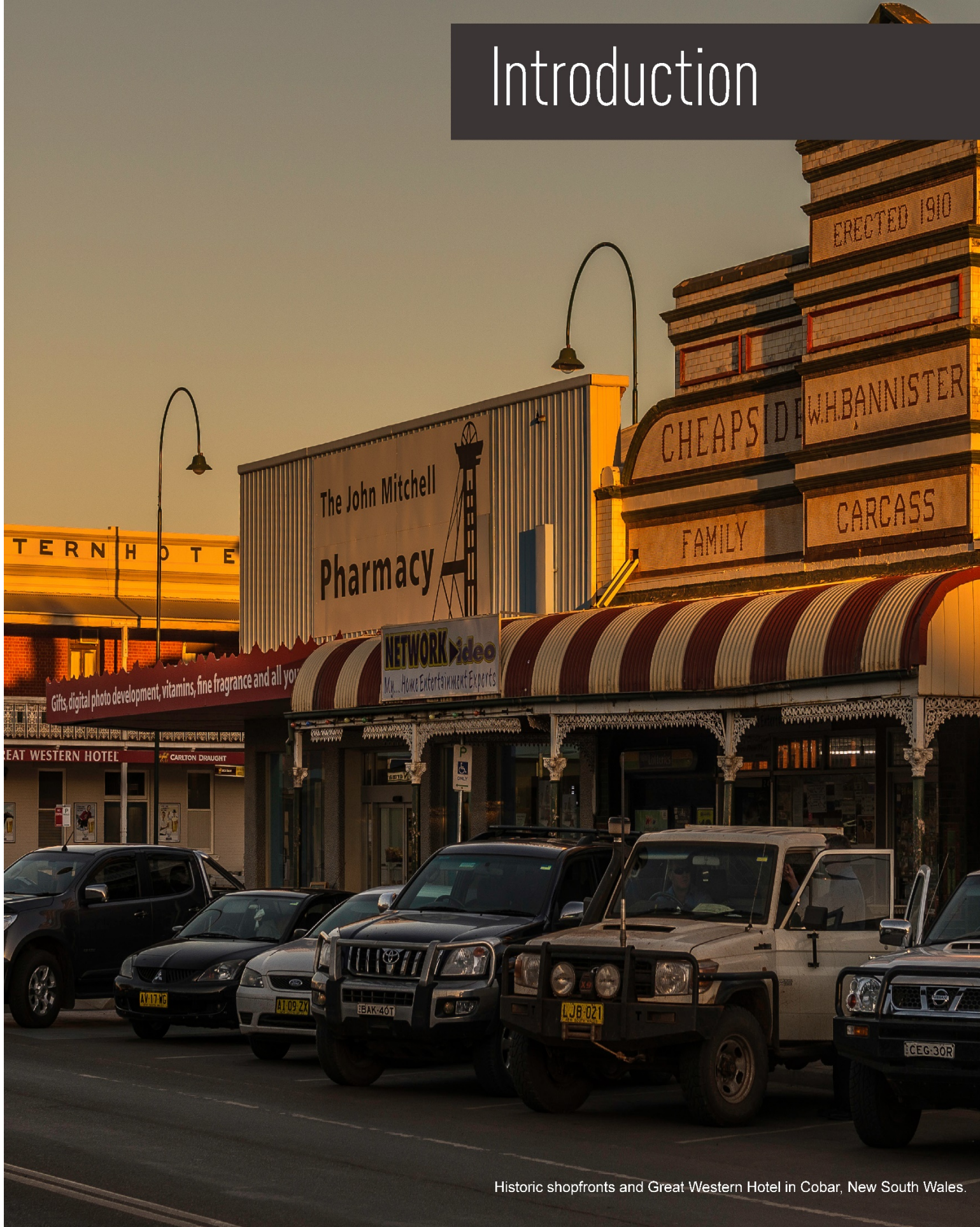
Councils should:

- regularly update asset registers, reconcile their asset registers with asset management systems and have suitable controls in place to ensure the integrity of manual spreadsheets
- start the asset valuation process earlier and ensure there is a clear plan to ensure valuations are managed and documented appropriately
- periodically reconcile asset registers to the Crown Land Information Database (CLID) and investigate any discrepancies in a timely manner
- review the methodology and assumptions in how they account for landfill sites.

## Recommendation for the Department

The Office of Local Government within the Department of Planning, Industry and Environment should develop a cyber security policy by 30 June 2021 to ensure a consistent response to cyber security risks across councils.

# Introduction



Historic shopfronts and Great Western Hotel in Cobar, New South Wales.



# 1. Introduction

## 1.1 The Local Government Sector

Local Government is the third tier of government. It is established under state legislation, which defines the powers and geographical areas each council is responsible for.

Each council is a statutory corporation with elected councillors forming the governing body to direct council affairs in line with the *Local Government Act 1993* and *Local Government (General) Regulations 2005*. Local councils provide services and infrastructure for a geographical area.

County councils are formed for specific purposes such as to supply water, manage flood plains or eradicate noxious weeds.

At 30 June 2019, there were 128 local councils, ten county councils and 13 joint organisations in New South Wales.



This report details the results of the 2018–19 financial audits of 125 councils, ten county councils and 11 joint organisations. It also includes the results of the 2017–18 financial audits of Bayside Council, Hilltops Council and Maitland Council which are now completed.

We are yet to issue an audit opinion on the 30 June 2019 financial statements of the following councils:

Council	Reason for extension
Hilltops Council	Resourcing issues at council and implementing a new IT system.
Mid Coast Council	Resourcing issues at council and implementing a new IT system.
Murrumbidgee Council	Resourcing issues at council.

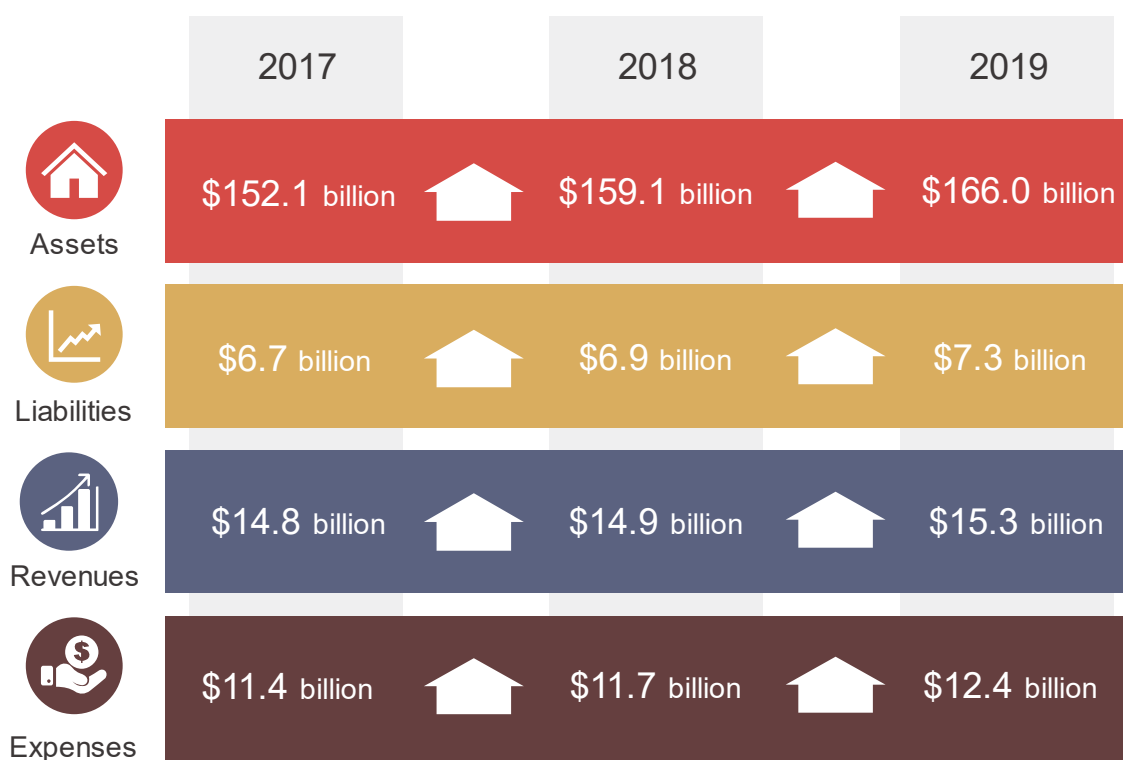
Next year's Report to Parliament will include the outcome of these incomplete audits.

In preparing this report, the comments and analysis are drawn from:

- audited financial statements
- our performance audit reports
- data collected from councils
- audit findings reported to councils in our management letters.

## 1.2 Financial snapshot

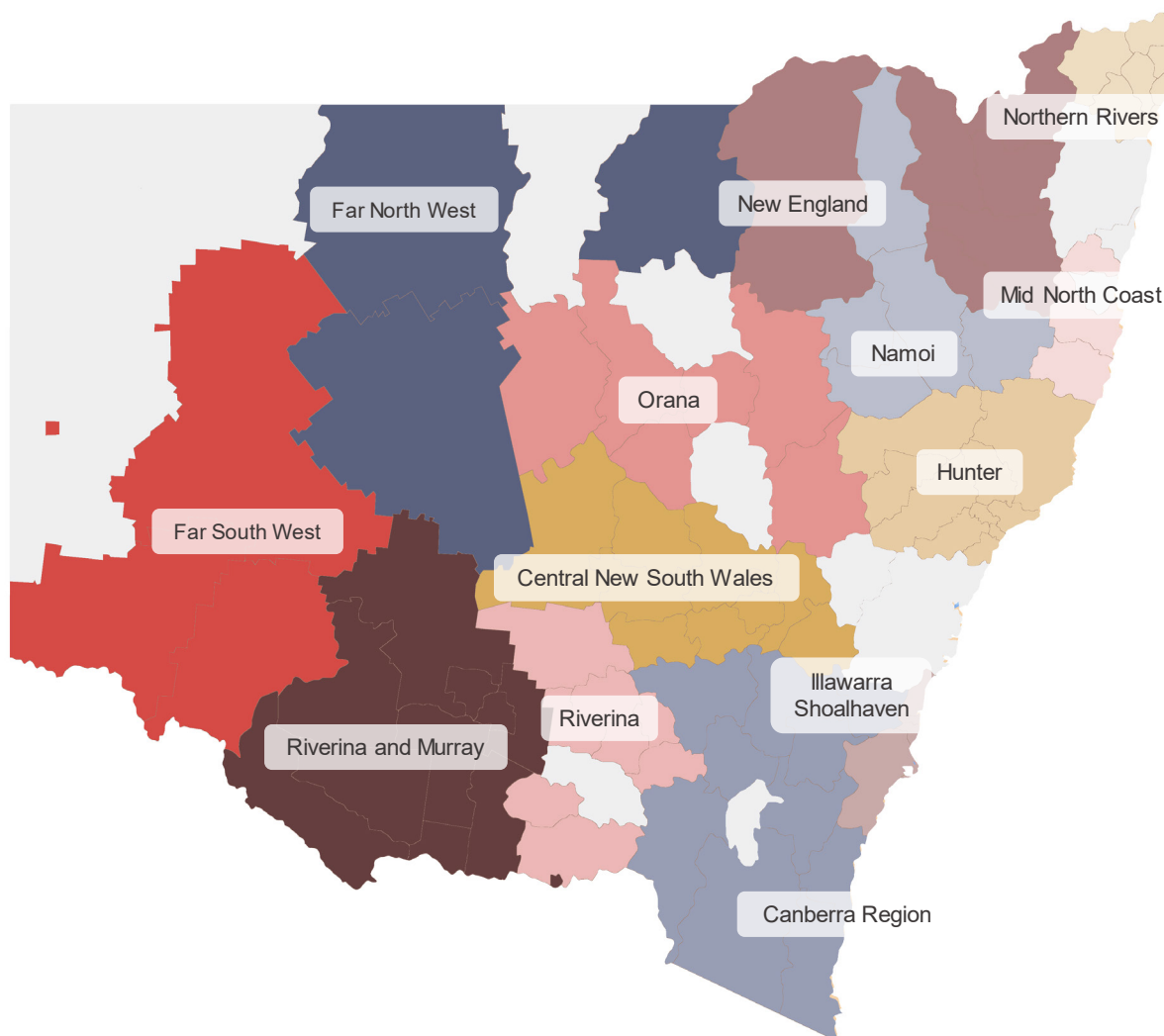
The snapshot below shows the collective assets, liabilities, revenues and expenses for councils that make up the Local Government sector over the past three years. Each council is an independent entity that provides a range of services, influenced by its population density, demographics, economy, geographic and climatic characteristics. These characteristics influence the financial profile of each council.



Source: Audited financial statements for 30 June 2017, 30 June 2018 and 30 June 2019.

## 1.3 Joint Organisations

On 30 November 2017, the NSW Government amended the *Local Government Act 1993* allowing councils in regional NSW to form Joint Organisations (JOs).



Note: Eighty-six councils in regional NSW are members of 13 JOs.

The core activities of JOs include regional strategic planning and priority setting, regional advocacy and collaboration with the State and Australian Governments. In addition, JOs can also engage in shared services with member councils.

In accordance with the legislation, 11 out of 13 JOs were required to prepare financial statements for audit by the Auditor-General from 2018–19 onwards. The Far North West JO and Far South West JO were established on 12 July 2018. The Local Government (General) Regulation 2005 allows a Joint Organisation established after 1 July 2018 to prepare its first set of financial statements from the date of establishment to the last day of the financial year for the next period, which is 30 June 2020. The financial statements for the Far North West JO and Far South West JO will be audited next year.

## 1.4 Audit Office Annual Work Program

In addition to forming an opinion on the financial statements of councils, our audits examine a small number of specific topics across councils. We determine which topics to consider by looking for opportunities to improve public-sector accountability, governance and administration. We also consider the risks and challenges to councils in the Local Government sector and how these may be addressed during our audits. Our annual work program is carried out through our financial and performance audits.

Our 2018–19 financial audits focused on:

- Credit card management (see Chapter 3)
- Fraud controls (see Chapter 3)
- Gifts and benefits (see Chapter 3)
- Cyber security (see Chapter 4)
- Landfill rehabilitation (see Chapter 5).

The following performance audits are scheduled to be published in 2020:

- Credit card management
- Developer contributions and voluntary planning agreements
- Management of procurement.

Post 30 June 2020, the following performance audits are planned:

- Audit, Risk and Improvement Committees
- Cyber security
- Rural water supply and sewerage - fees and charges.

# Financial reporting and performance



## 2. Financial reporting and performance

Financial reporting is an important element of good governance. Confidence in and transparency of public sector decision making is enhanced when financial reporting is accurate and timely. Strong financial performance provides the platform for councils to deliver services and respond to community needs.

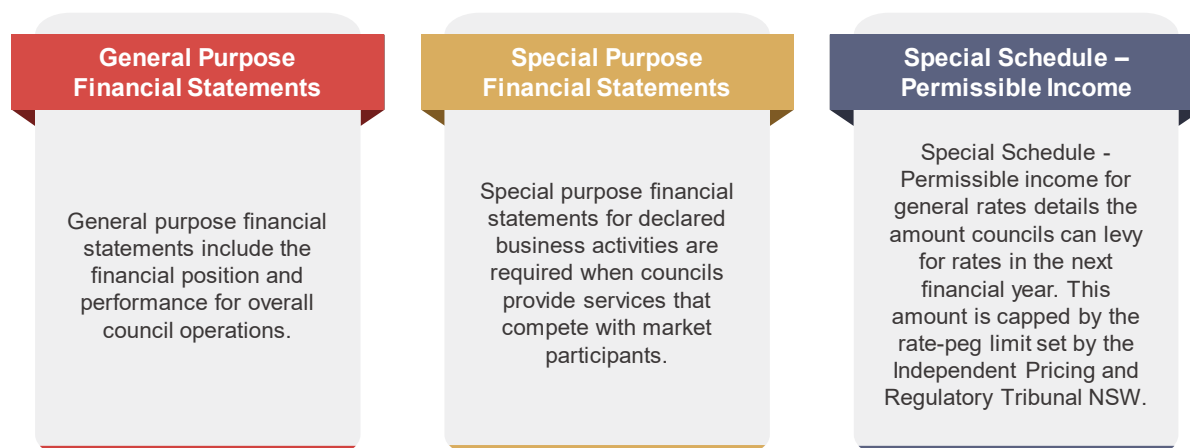
This chapter outlines our audit observations on the financial reporting and performance of councils and joint organisations.

### Section highlights

- There was a reduction in the number and dollar value of errors identified in councils' financial statements.
- We continue to identify prior period errors, which are predominantly asset-related.
- Unqualified audit opinions were issued for 99 per cent of completed audits for councils and joint organisations.
- Three audits remain outstanding, with the outcomes to be reported in next year's Report to Parliament.
- Seventy-nine per cent of councils and joint organisations lodged their financial reports by 31 October 2019.
- Councils that performed some early reporting procedures achieved better outcomes in terms of the quality and timeliness of financial reporting.
- Councils are at various levels of preparedness to implement the new accounting standards for the 2019–20 financial year. Some have made the necessary modifications to systems and processes, but others are still assessing impacts.
- Most councils met the prescribed benchmarks for the liquidity and working capital performance measures over the past three years.
- More councils reported negative operating performance compared with the prior year, meaning their operating expenditure exceeded their operating revenue.

### 2.1 Quality of financial reporting

The Auditor-General is required under the *Local Government Act 1993* to issue an audit opinion on the following reports prepared by councils.



Indicators of quality financial reporting include:

- unqualified audit opinions
- low number of errors in the financial statements
- less issues reported in our management letters relating to financial reporting processes.

## Audit opinions

### For completed audits, unqualified audit opinions were issued for all but one council

Except for Bayside Council, the 2018–19 financial statements in the sector were free of material misstatement and users can rely on them to make informed decisions.



Three audits remain outstanding and the outcomes will be reported in next year's Report to Parliament.

### Two unqualified opinions and one disclaimed opinion issued on the 2017–18 audits

Three financial audits from the previous year were not completed at the time of tabling the 'Local Government 2018' report in Parliament. We subsequently issued unqualified opinions for two of these councils and a disclaimed opinion for Bayside Council.

Hilltops council did not meet the extension date approved by OLG for the 2017–18 audit. This was a breach of section 416 of the *Local Government Act 1993* and was reported to the Minister for Local Government.

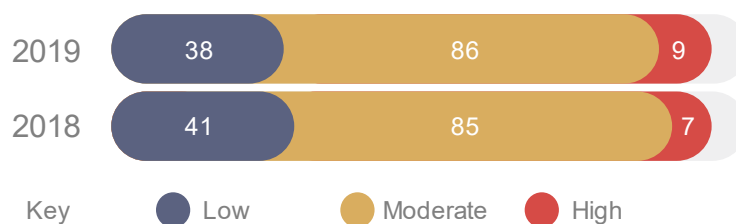
### Audit opinions for the 30 June 2019 and 30 June 2018 financial statements of Bayside Council were disclaimed

A disclaimed audit opinion was issued for the 30 June 2018 financial statements of Bayside Council. This was based on management being unable to confirm that the financial statements present fairly the financial performance and position of the Council due to control deficiencies in the Council's financial accounting systems.

Consequently, there was insufficient audit evidence to support the opening balances at 1 July 2018. This impacted the Income Statement, Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows and related notes accompanying the financial statements for the year ended 30 June 2019. We were also unable to obtain sufficient evidence to support the completeness and accuracy of stormwater drainage assets recorded in the 30 June 2019 financial statements. The pervasiveness of these issues resulted in a disclaimed opinion for the 30 June 2019 financial statements. Except for stormwater drainage assets, the opening balances as at 1 July 2019 were not impacted.

## Financial statements

Our audits identified 133 issues (2017–18: 133 issues) relating to financial reporting processes. Thirty-two per cent were repeat issues.



Source: Interim and final management letters for 30 June 2019 and 30 June 2018 audits.

High risk issues were reported at the following councils:

Council	Description
Berrigan Shire Council	The financial statements were delayed, key areas of the financial statements were not reconciled, and significant errors were identified and corrected.
Central Coast Council	The financial statements were significantly delayed, key reconciliations of the financial statement areas were prepared late in the process and there were a number of errors and disclosure deficiencies that were identified and corrected.
Cootamundra-Gundagai Council	The financial statements were delayed and a number of errors were identified and corrected. There were significant delays in reconciling the fixed asset balances to the general ledger and preparing a full set of financial statements.
Dungog Shire Council	The financial statement preparation process was delayed due to reconciliation of significant differences between the fixed assets register and the general ledger.
Federation Council	The financial statements were delayed, and significant errors were identified and corrected.
Inner West Council	The financial statements were delayed due to data migration to a new system, issues with the asset reconciliations and council staff resourcing. Numerous errors and disclosure deficiencies were identified and corrected.
Murrumbidgee Council	Council did not have workplans, timetables and adequate resourcing in place for the financial reporting process. Council was not regularly performing key functions such as reconciliations. These factors, along with the delays in the migration into a new IT system, led to significant delays in the financial reporting process.
Murray River Council	The financial statements were delayed due to council resourcing issues. A number of issues and errors were identified during the audit which were corrected.
Riverina and Murray Joint Organisation	The financial statements were delayed and there were a number of errors and disclosure deficiencies which were corrected.

Common issues classified as moderate or low risk include:

- not adequately assessing the impact of new accounting standards
- inadequate financial reporting project plan, impacting the quality and timeliness of financial reporting.



### Reduction in number and dollar value of errors identified

Our audits identified fewer errors, both in number and dollar value, compared to the prior year.

Year ended 30 June	2019			2018		
	✓	!	—	✓	!	—
Less than \$5 million	161	214	27	181	283	28
\$5 million to \$15 million	14	8	15	21	12	18
\$15 million to \$30 million	6	0	7	7	1	4
\$30 million to \$50 million	3	0	3	2	1	3
\$50 million and greater	1	0	7	4	0	7
<b>Total number of errors</b>	<b>185</b>	<b>222</b>	<b>59</b>	<b>215</b>	<b>297</b>	<b>60</b>
<b>Total value of errors (\$ billion)</b>	<b>0.5</b>	<b>0.2</b>	<b>1.3</b>	<b>1.0</b>	<b>0.4</b>	<b>2.4</b>

**Key**      ✓ **Corrected errors**      ! **Uncorrected errors**      — **Prior period errors**

Source: Engagement Closing Reports for 30 June 2019 audits.

### Fifty-nine prior period errors were identified with a total value of \$1.3 billion

Our audits identified 59 prior period errors with a total value of \$1.3 billion affecting the financial statements of councils (2017–18: 60 prior period errors with a value of \$2.4 billion). These errors were subsequently corrected by the councils.

Most of the prior period errors were asset-related.



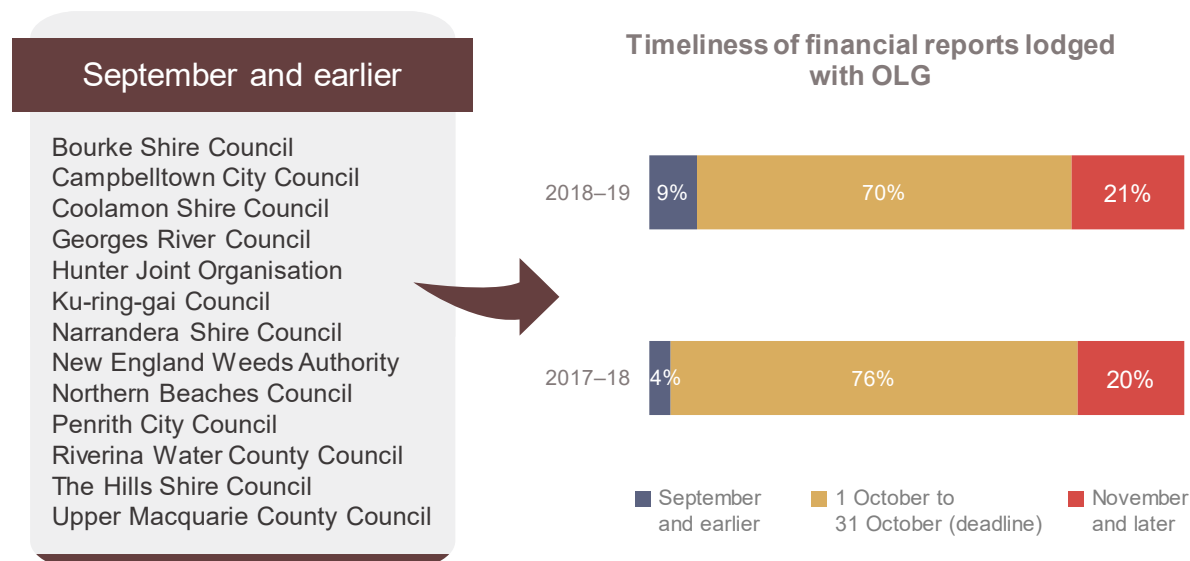
Source: Engagement Closing Reports for 30 June 2019 audits.

## 2.2 Timeliness of financial reporting

### Seventy-nine per cent of councils and joint organisations lodged their financial reports on-time

The *Local Government Act 1993* requires councils to submit audited financial reports to OLG by 31 October or apply for an extension.

Seventy-nine per cent of councils and joint organisations<sup>1</sup> (2017–18: 80 per cent of councils) lodged their 2018–19 audited financial reports before the deadline. More councils lodged their financial reports during September or earlier.



Castlereagh Macquarie County Council, Illawarra Shoalhaven Joint Organisation and Mid North Coast Joint Organisation did not submit their audited financial statements by the statutory deadline and did not apply for an extension before the deadline lapsed. This constitutes a breach of section 416 of the *Local Government Act 1993*.

Twenty-seven councils (2017–18: 24 councils) and three joint organisations applied for extensions to lodge their financial statements. Of these, eight councils applied for a further extension as they were unable to meet the original extension date approved by OLG.

The diagram shows the common reasons why councils required extensions.



Source: Council extension letters.

<sup>1</sup> Joint Organisations were required to prepare financial statements for audit by the Auditor-General from 2018–19 onwards.

## Sixty-two per cent of councils performed early financial reporting procedures

This year, 62 per cent of councils (2017–18: 44 per cent of councils) performed early financial reporting procedures, including:

- completing infrastructure, property, plant and equipment valuations before 30 June
- preparing proforma financial statements and associated disclosures
- assessing the impact of complex and one-off significant transactions.

Eighty-five per cent (2017–18: 85 per cent) of councils who performed some early financial reporting procedures lodged their financial statements within the statutory deadline.

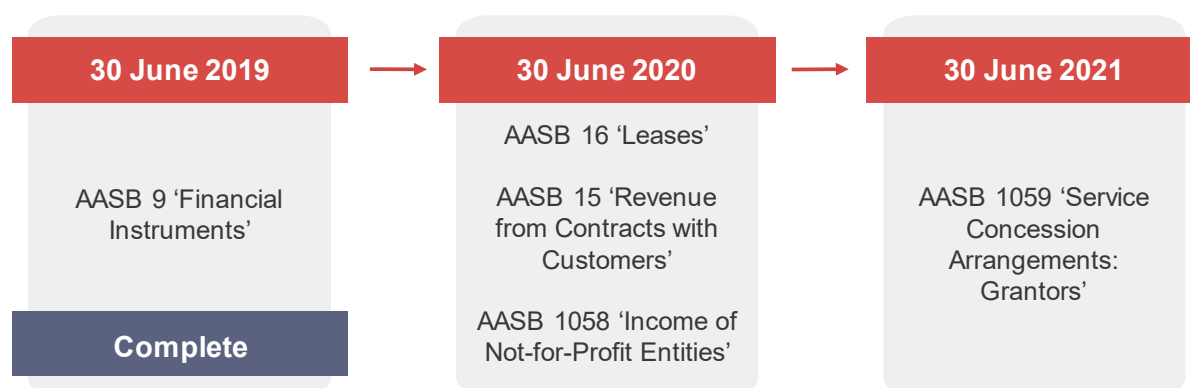
Ninety-two per cent (2017–18: 85 per cent) of councils who performed valuations before 30 June lodged their financial statements within the statutory deadline.

It is important that councils appropriately plan the financial reporting process to ensure statutory deadlines are met. Better practice guidance is provided below with some key actions to assist councils to improve the quality and timeliness of their financial reporting.

Better practice financial reporting	
✓ Have a project timetable to effectively plan resources, assign key tasks and set timeframes.	✓ Reconcile key general ledger accounts to subsidiary ledgers and other information such as fixed asset registers.
✓ Prepare proforma financial statements to enable early review of the format, adequacy of accounting policies and note disclosures, and declutter and remove unnecessary notes.	✓ Engage the audit, risk and improvement committee early to consider the financial statements, key accounting estimates and significant changes in accounting policies.
✓ Revisit the project plan regularly to identify and manage delays and key issues.	✓ Assess the impact of new and revised accounting standards effective in the current and future years.
✓ Analyse budget variances and movements from prior year.	✓ Document proposed action plan to resolve prior year audit issues.
✓ Organise and manage information requirements from internal and external parties, including valuation experts.	✓ Document key assumptions and judgements used for estimates and financial statement preparation.
✓ Engage early and openly with the auditors.	✓ Assess the impact of material, complex and one-off significant transactions.
✓ Have a clear plan to ensure valuations are managed and documented appropriately. Conduct comprehensive revaluation of Infrastructure, property, plant and equipment (IPPE) by 30 June, including review of the outcomes for quality and reasonableness and resolving any queries. Assess the fair value of IPPE not subject to a comprehensive revaluation by 30 June.	✓ Keep adequate financial records to support the financial statements.

## 2.3 New accounting standards

### Three new accounting standards to be implemented this financial year



Changes in accounting standards can materially impact the financial statements. It is important that councils and joint organisations review the impact of upcoming changes and have appropriate systems, processes and resources to implement the new accounting standards.

Our audits identified and reported 60 instances (2017–18: 95 instances) where management could be better prepared for the changes to accounting standards. This was an improvement from the previous year and indicates some councils have made progress to prepare for the changes.

Our audits found councils need to do more work on their impact assessments to minimise the risk of errors in the financial statement disclosures. Some councils disclosed that the new standards would not have a material impact on their reported financial position and performance but had little evidence to support this.

Each council is unique and implementing the new standards is not straight forward as many new principles apply. Management judgement is needed to interpret how the principles will impact their specific council. As a result, councils face the following risks and challenges:

- having the required technical skills in house
- having accurate data and complete contract registers to assess the impacts
- correctly and consistently interpreting the new requirements
- adequately planning and preparing for their application
- implementing new systems and processes to capture the information needed to meet the new reporting obligations.

To help councils implement the new accounting standards, the OLG conducted workshops, developed guidance and mandated options for councils to adopt on transition.

The table below shows the key points to consider in the transition.

Assess	Prepare	Implement
Develop a detailed project plan and identify key team members.	Engage with key stakeholders, communicate the project plan.	Continuous engagement with stakeholders.
Identify key financial statement line items and complex transactions affected by the new standards.	Determine staff training needs, schedule in advance and develop training material. Seek guidance from experts, if required.	Execute staff training.
Perform gap analysis between current and new recognition principles for revenue, leases and service concessions.	Consider and determine what processes need to change to collect relevant data before implementing new accounting standards.	Clearly document judgements made when applying the new standards.
Determine transition options and practical applications.	Assess completeness of contract registers and nature of contracts with customers, grant and lease agreements, arrangements with private sector operators.	
Determine availability and populations of information/data to support these balances.	Identify system enhancements or new software solutions to capture information for increased reporting obligations.	Capture contract information/data. Integrate contract information/data into systems, update processes and controls. Implement and test completeness and accuracy of data and calculations. Ensure system is operating effectively and fully integrated into council's/joint organisation's operations. Adjust opening balances to reflect the impact of the new accounting standards.
	Revise accounting policies and guidelines to align with the new accounting standards.	Communicate new policies and guidelines.
	Review and update financial statement disclosures.	Socialise the updated accounting disclosures with your auditors.
	Identify impacts on key performance indicators and whether metrics need to change.	Revise key performance indicators and internal reporting.

## 2.4 Financial performance

Councils are required to report against the performance indicators prescribed by OLG. Council's audited financial statements report performance against the six financial performance measures, including operating performance, revenue, liquidity and working capital measures.

### Operating performance and revenue measures

The operating performance and revenue measures indicate whether councils:

- kept operating expenses within operating revenue
- generated sufficient own source revenue as a proportion of total revenue from all sources.

Overall, more councils:

- reported negative operating performance in 2018–19 compared with 2017–18
- met the benchmark for own source operating revenue in 2018–19 compared with 2017–18.

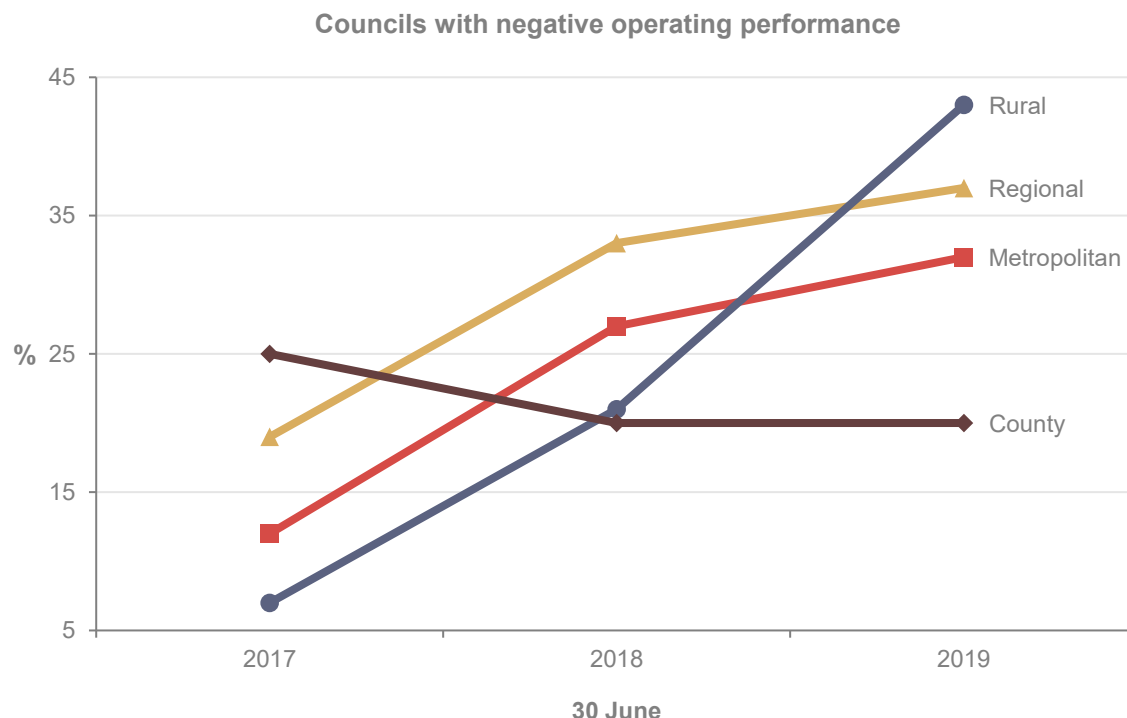
**63%** of councils met the operating performance ratio (2017–18: 74%)



**63%** of councils met the own source operating revenue ratio (2017–18: 62%)

Source: Audited financial statements for 2017–18 and 2018–19.

### More councils reported negative operating performance



The percentage of metropolitan, regional and rural councils reporting negative operating performance has increased over the past three years.

Councils should ensure they have appropriate financial management strategies in place to support their financial performance over the long term.

## Rural councils continue to face challenges in generating own source revenue

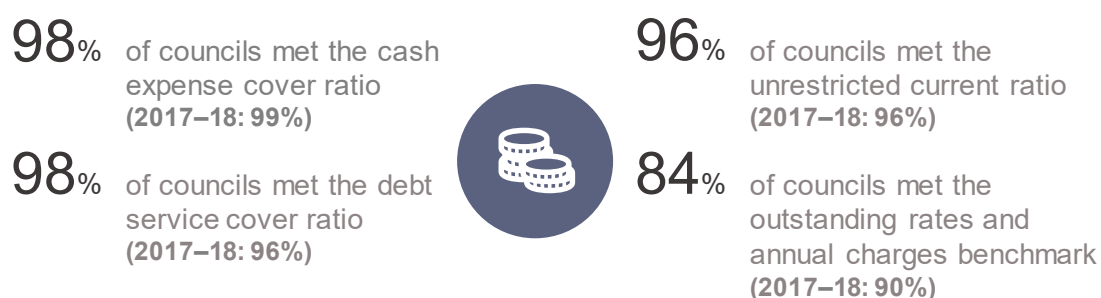
In 2018–19, 68 per cent of rural councils did not meet the own source operating revenue benchmark (2017–18: 62 per cent). The ability to generate own source revenue remains a challenge for rural councils, who are more reliant on external funding from grants. Rural councils have high-value infrastructure assets covering large areas, less ratepayers, lower land values and less capacity to raise revenue from alternate sources compared with metropolitan councils. For example, they have less capacity to generate revenue from sources such as parking fees, property development and rental income.

## Liquidity and working capital performance measures

The liquidity and working capital performance measures indicate whether councils can:

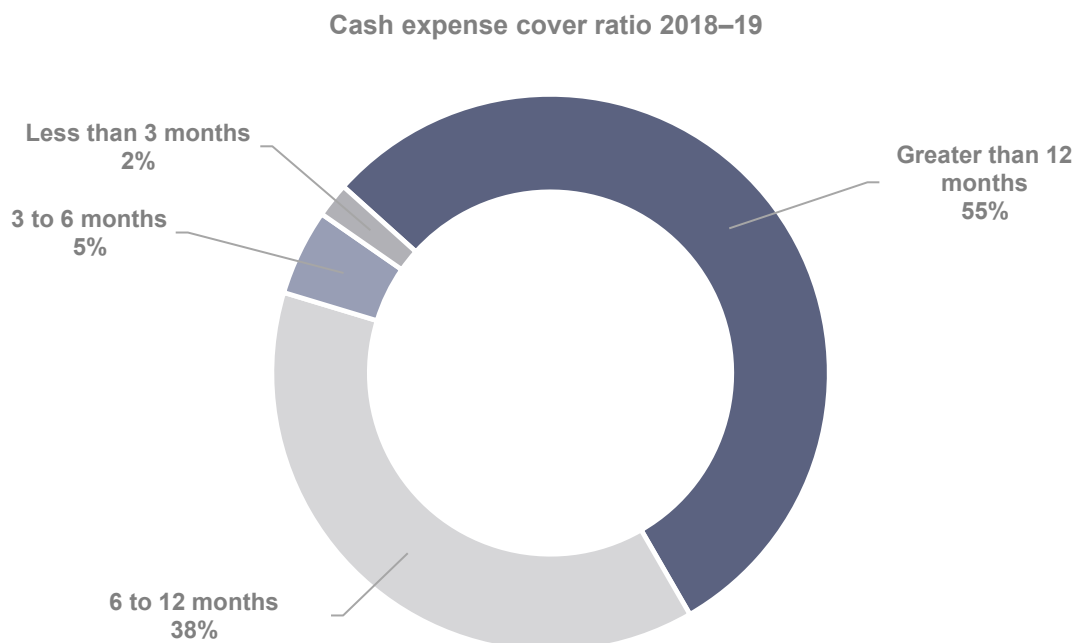
- meet their future expenses without additional cash inflows
- meet their short-term obligations as they fall due
- service their debt including interest, principal and lease payments
- collect sufficient rates and annual charges.

Most councils met the benchmarks for the liquidity and working capital performance measures over the last two years.



Source: Audited financial statements for 2017–18 and 2018–19.

In 2018–19, all but three councils had the capacity to cover more than three months of expenditure without extra cash inflows (2017–18: one council). Seventy-four councils had enough cash on hand to fund more than 12 months of expenditure (2017–18: 69 councils). Another 52 councils had enough cash to fund between six and 12 months of expenditure (2017–18: 54 councils), and seven councils had enough cash to cover three to six months of expenditure (2017–18: 11 councils).



Source: Audited financial statements for 2018–19.

### **Another 19 councils would need to use externally restricted funds to cover three months of expenses**

Some funds are externally restricted and cannot be used for purposes other than what they were collected for, due to legislative or other externally imposed requirements. Councils are not required to exclude externally restricted funds when calculating the cash expense cover ratio.

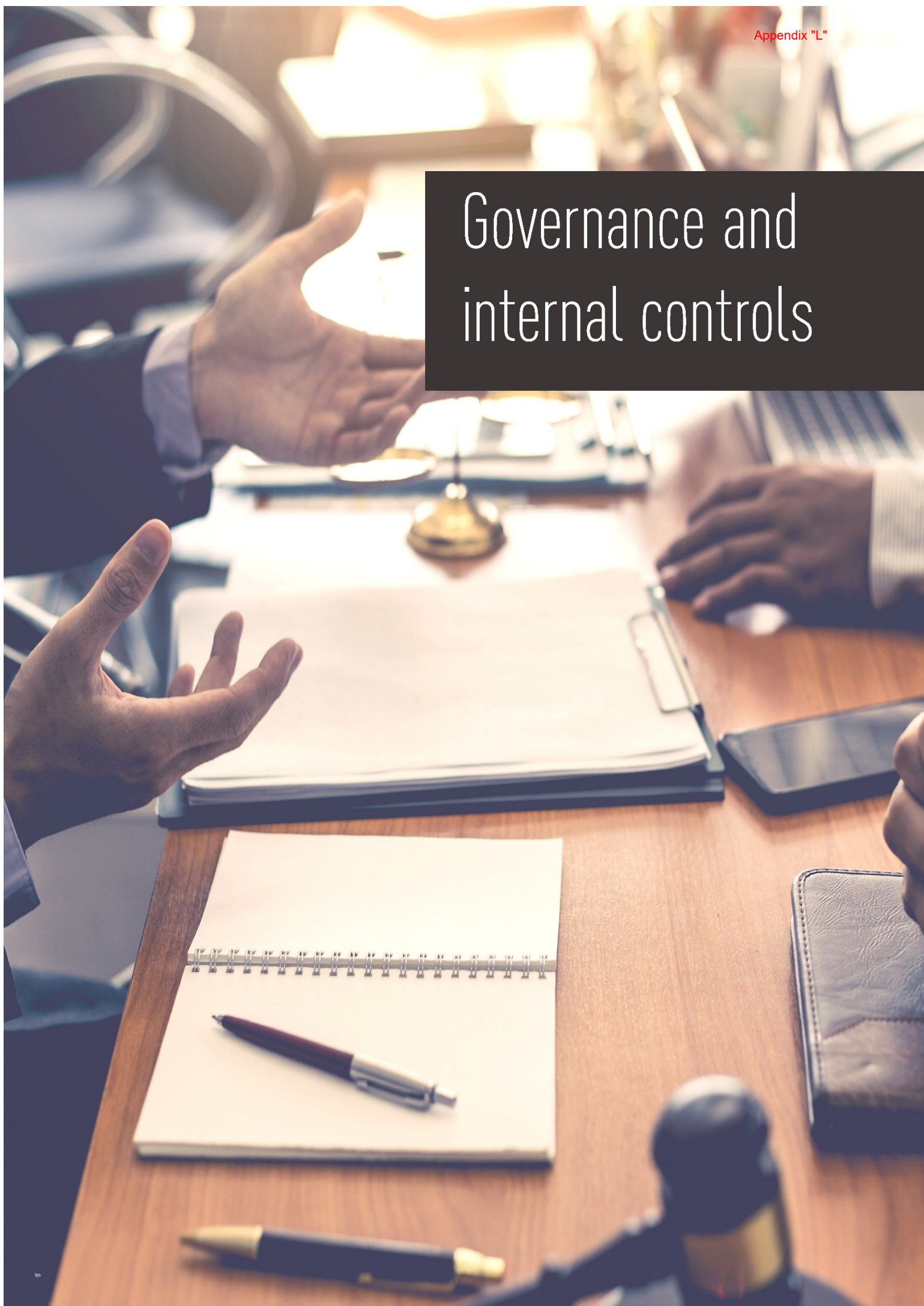
If externally restricted funds are excluded from the cash expense cover ratio, an additional 19 councils would not meet OLG's benchmark for the cash expense cover ratio.

To pay for employees and other operating expenses, councils with low levels of unrestricted funds may need to:

- borrow funds
- seek approval from the Minister for Local Government to use externally restricted funds
- reduce expenses and/or increase revenue.



# Governance and internal controls



## 3. Governance and internal controls

Strong governance systems and internal controls help councils to operate effectively and efficiently, produce reliable financial reports, comply with laws and regulations and support ethical government.

This chapter outlines the overall trends related to governance and internal control issues across councils and joint organisations for 2018–19.

### Section highlights

- While the total number of issues reported in our management letters increased compared with the prior year, the total number of high risk issues have decreased. Of the high-risk issues, 41 per cent were deficiencies in information technology controls.
- More councils have established audit, risk and improvement committees and internal audit functions.
- Councils have improved risk management practices, with over 75 per cent of councils now having a risk management policy and register.
- While most councils have policies and processes to manage gifts and benefits, we identified some instances of non-compliance with the Model Code of Conduct.
- Most councils have policies and processes to manage the use of credit cards.
- Councils can strengthen policies and practices for managing fraud controls and legislative compliance.
- There are further opportunities for councils to improve internal controls over revenue, purchasing, payroll, cash, financial accounting and governance processes.

### 3.1 Internal controls

Our financial audits focus on the key governance matters and internal controls supporting preparation of the councils' financial statements. We assess whether they are designed and implemented effectively to manage the risk of material error in the financial statements.

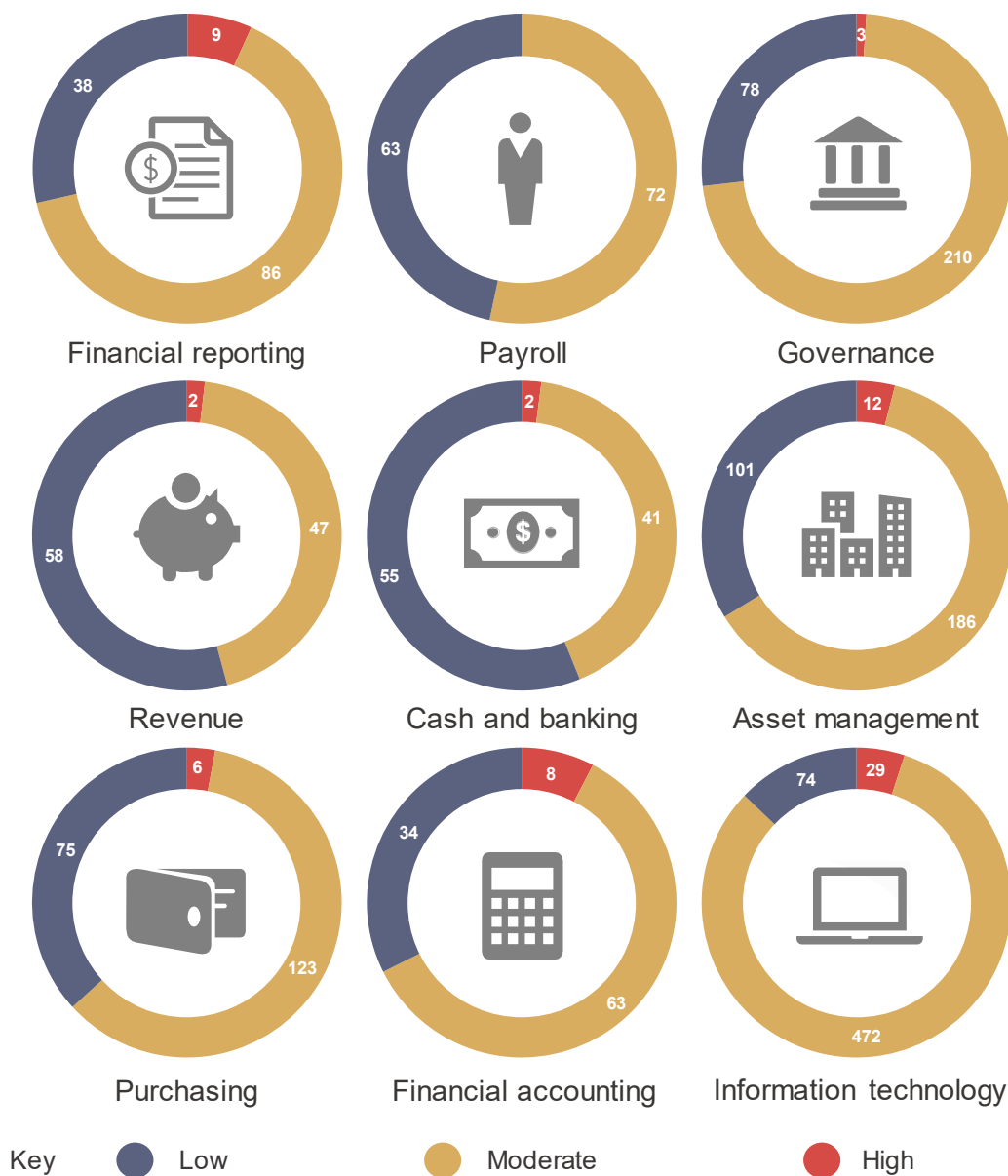
We report control deficiencies identified to management and those charged with governance of a council through our audit management letters. The issues are rated as high, moderate or low risk in accordance with the risk management framework in the Treasury Policy Paper 12-03 'Risk Management Toolkit for the NSW Public Sector'.

Our audits do not review all aspects of internal controls and governance every year. We select a range of measures, and report on those that present heightened risks for councils to address.

**The total number of issues reported in our management letters has increased**

The diagram shows the total number of issues reported in our management letters. This year, we reported 1,947 issues compared with 1,728 issues in the prior year.

**Management letters**



Source: Interim and final management letters for 30 June 2019.

## High-risk findings

### The total number of high risk issues reported in our management letters has decreased

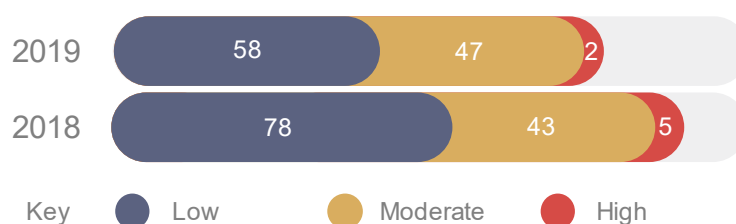
Our 30 June 2019 financial audits identified 71 high-risk findings compared to 83 in 2017–18.

The high-risk findings are in the following areas:

- financial reporting and performance (see Chapter 2)
- information technology (see Chapter 4)
- asset management (see Chapter 5)
- revenue process
- purchasing process
- cash and banking process
- financial accounting
- governance.

## Revenue process

Our audits identified 107 issues related to revenue processes (2017–18: 126 issues). Fourteen per cent were repeat issues.



Source: Interim and final management letters for 30 June 2019 and 30 June 2018 audits.

High risk issues were reported at the following councils:

Council	Description
Balranald Shire Council	Lack of processes to verify the completeness and accuracy of revenue provided to council by an external operator of the Caravan park.
Maitland City Council	Lack of regular reconciliation between the rates and annual charges system and the general ledger. Also, council was unable to generate a list of outstanding rate levies by individual ratepayers that may impact the effectiveness of debt collection procedures.

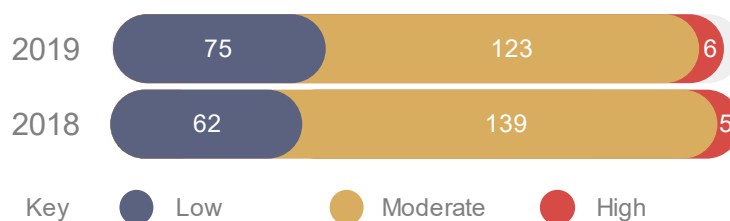
Common issues classified as moderate or low risk include:

- inadequate segregation of duties in the revenue process
- revenue reconciliations not prepared or reviewed
- lack of review of changes to the debtor master file.

There is currently a performance audit being performed over developer contributions, including voluntary planning agreements. This is scheduled to be tabled in Parliament during the second quarter of 2020. This audit will consider the governance and internal controls over developer contributions, including voluntary planning agreements, at four selected councils.

## Purchasing process

Our audits identified 204 issues related to purchasing processes (2017–18: 206 issues). Eighteen per cent were repeat issues.



Source: Interim and final management letters for 30 June 2019 and 30 June 2018 audits.

High risk issues were reported at the following councils:

Council	Description
Murrumbidgee Council	There was no formal review process to acquit credit card expenditure and some staff were sharing credit cards.
Maitland City Council	Council implemented a new procurement module during 2018–19. Our review of system controls identified deficiencies over the following areas: <ul style="list-style-type: none"> <li>request for quotation process</li> <li>lack of review and approval of purchase orders</li> <li>lack of system enforcement of financial delegations.</li> </ul>
Mid-Coast Council (two high risk issues)	Control deficiencies were identified over the following areas: <ul style="list-style-type: none"> <li>vendor master file maintenance</li> <li>lack of segregation of duties</li> <li>invoice payments</li> <li>lack of system enforcement of financial delegations.</li> </ul>
Shoalhaven City Council Liverpool Plains Shire Council	Control deficiencies were identified over the authorisation of purchase orders.

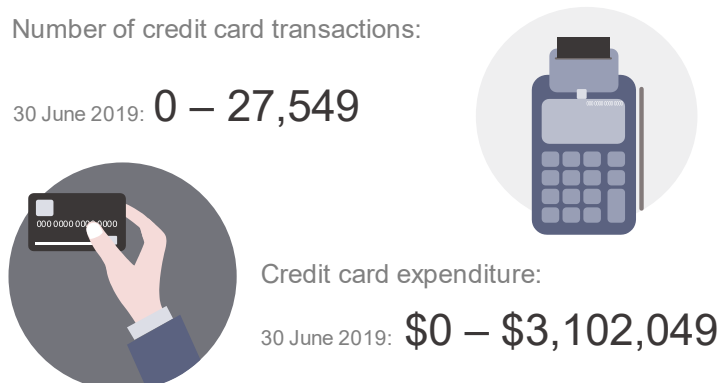
Common issues classified as moderate or low risk include:

- inadequate segregation of duties in the purchase and payables processes
- inappropriate use of purchase orders and/or not using purchase orders
- lack of review of changes to the creditors master file.

There is currently a performance audit being performed over the management of procurement. This is scheduled to be tabled in Parliament during the second quarter of 2020. The audit will assess how effectively procurement is managed for six selected councils, with the aim of generating sector-wide learnings on procurement and tender management.

## Most councils have policies and processes over credit card management

Some councils use credit cards for purchasing general consumables, minor plant and equipment, hospitality and travel. The level of credit card usage varies across councils.



Effective credit card management helps to reduce the risk of inappropriate or unauthorised use of corporate credit cards.

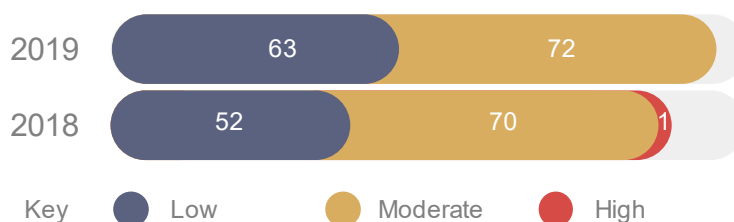
We reviewed the controls in place to manage the use of credit cards and our observations are summarised in the table below.

Credit card management	%
Council has a periodic credit card acquittal process, which requires cardholders to provide receipts or other supporting documentation	98
Credit card reconciliations are reviewed by an appropriate delegated authority	94
Credit card reconciliations are reviewed in a timely manner	93
Council has a corporate credit card policy	92
New cardholder is required to sign the agreement of terms of use	87
Corporate credit card policy is current	82

The former Minister for Local Government requested we conduct a performance audit over credit card usage at local councils given the alleged misuse of a credit card at a rural council. This audit is scheduled to be tabled in Parliament during the second quarter of 2020. The audit will assess the effectiveness of credit card management practices at six selected councils, including testing the effectiveness of their policies in practice.

## Payroll process

Our audits identified 135 issues related to payroll processes (2017–18: 123 issues). Twenty-four per cent were repeat issues.



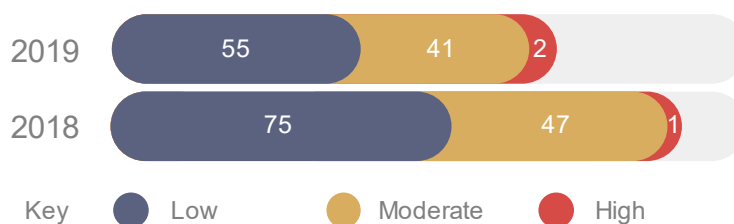
Source: Interim and final management letters for 30 June 2019 and 30 June 2018 audits.

Common issues classified as moderate or low risk include:

- lack of review of changes to details in the employee master file
- no review of payroll reports and timesheets.

## Cash and banking process

Our audits identified 98 issues related to cash and banking processes (2017–18: 123 issues). Seventeen per cent were repeat issues.



Source: Interim and final management letters for 30 June 2019 and 30 June 2018 audits.

High risk issues were reported at the following councils:

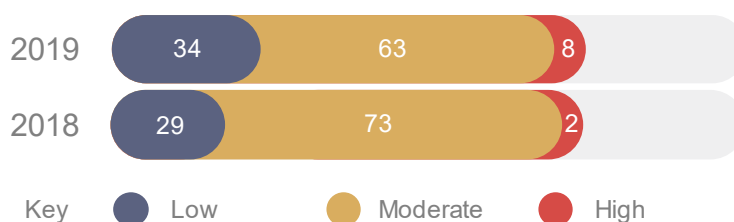
Council	Description
Mid-Western Regional Council	The Council breached the <i>Unclaimed Money Act 1995</i> by not remitting monies held longer than six years to Revenue NSW.
Upper Hunter Shire Council	The Council breached the <i>Local Government Act 1993</i> by utilising externally restricted funds without ministerial approval. This was due to an administrative delay in obtaining 2018–19 budgeted loan funds until 2 August 2019.

Common issues classified as moderate or low risk include:

- no segregation of duties in the cash handling and receipting processes
- lack of review of bank reconciliations
- lack of security controls over access to bank payment files
- outdated bank signatories.

## Financial accounting process

Our audits identified 105 issues related to financial accounting processes (2017–18: 104 issues). Thirty-one per cent were repeat issues.



Source: Interim and final management letters for 30 June 2019 and 30 June 2018 audits.

High risk issues were reported at the following councils:

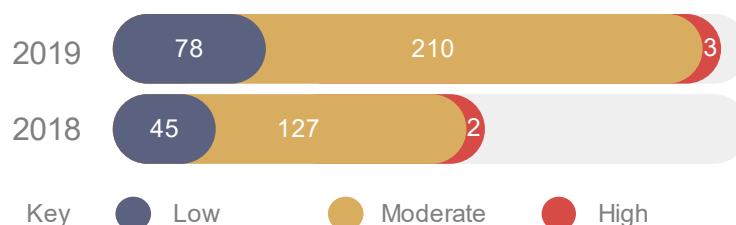
Council	Description
Central Darling Shire Council Hunter Joint Organisation Narrabri Shire Council Woollahra Municipal Council	Some manual journals were prepared and posted by the same employee. The journals were not reviewed by an independent officer and there was a lack of supporting evidence for the manual journals.
Shoalhaven City Council	Council's processes for preparing and posting manual journals did not require any independent review prior to the journals being posted to the general ledger.
Central Darling Shire Council	Lack of segregation of duties within the Council's finance function.
Mid-Coast Council (two high risk issues)	Inconsistent application of policies and procedures across Council's financial systems, processes and control environments.  Council did not perform key balance reconciliations in a timely manner and there was no evidence of review. Some of the reconciliations have not been performed since the start of the financial year.

Common issues classified as moderate or low risk include:

- lack of review of reconciliations
- key balance reconciliations not performed in a timely manner
- lack of segregation of duties over processing journals.

## 3.2 Governance

Our audits identified 291 issues related to corporate governance (2017–18: 174 issues). Fifteen per cent were repeat issues.



Source: Interim and final management letters for 30 June 2019 and 30 June 2018 audits.

High risk issues were reported at the following councils:

Council	Description
Bellingen Shire Council	Non-compliance with workplace health and safety legislation and the Environment Protection Agency's requirements for waste and quarry operations.
Murrumbidgee Council	Incomplete contract registers and inadequate probity controls.
Central Coast Council	The Council used section 7.11 infrastructure contributions to pay Council administration expenses. This is a breach of the <i>Environmental Planning and Assessment Act 1979</i> . This has subsequently been repaid.

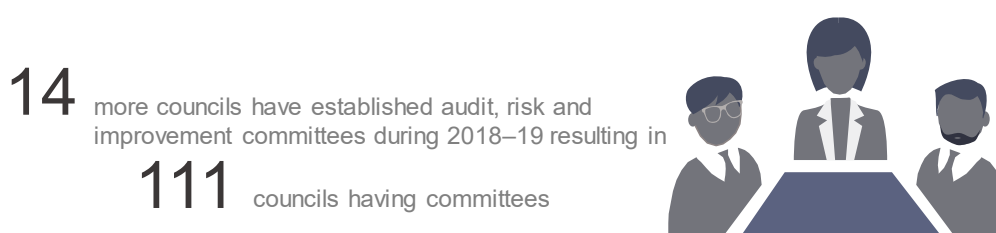


The common governance issues can be grouped into the following areas, and are explained further below:

- audit, risk and improvement committees
- internal audit
- legislative compliance
- risk management
- fraud controls
- gifts and benefits.

### More councils have established audit, risk and improvement committees

An effective audit, risk and improvement committee is an important contributor to good governance. An effective committee helps councils to build community confidence, meet legislative and other requirements and meet standards of probity, accountability and transparency.



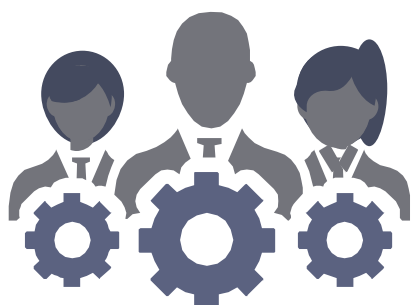
Changes outlined in Section 428A of the *Local Government Amendment (Governance and Planning) Act 2016* will require the remaining councils to establish an audit, risk and improvement committee by March 2021.

For those councils with an audit, risk and improvement committee, we assessed their performance against better practice. The table below summarises our observations.

Audit, risk and improvement committee	2019	2018
	%	%
Chair of the committee is independent	97	94
Committee has a charter	96	98
Committee monitors progress in addressing audit recommendations	95	87
Committee is advised of financial reporting issues	90	90
Majority of the committee members are independent	84	83
Committee reviews the enterprise risk register	81	81
Committee performs an annual self-assessment of its performance	52	48

### More councils have established an internal audit function

Internal audit is another important element of an effective governance framework as it supports a risk and compliance culture. Internal audit provides assurance over council's governance practices and internal control environment and identifies where performance can improve.



**11** more councils have established an internal audit function during 2018–19 resulting in

**103** councils having an internal audit function

The *Local Government Act 1993* also envisages the establishment of an internal audit function in each council to support the work of the audit, risk and improvement committee.

For those councils with an internal audit function, we assessed their performance against better practice. The table below summarises our observations.

Internal audit functions	2019	2018
	%	%
Audit, risk and improvement committee reviews the internal audit plan	99	90
Internal audit plan is documented	95	95
Audit, risk and improvement committee assesses the performance of internal audit	83	61
Internal audit plan aligns with the enterprise risk register	78	85

### Councils need to improve practices to comply with key laws and regulations

A legislative compliance framework assists councils to capture and monitor compliance with key laws and regulations.

While there was a slight improvement in the percentage of councils with a legislative compliance policy and register, there needs to be further improvement overall.

**38%** of councils have a legislative compliance policy  
(2017–18: 34%)

**41%** of councils have a legislative compliance register  
(2017–18: 36%)



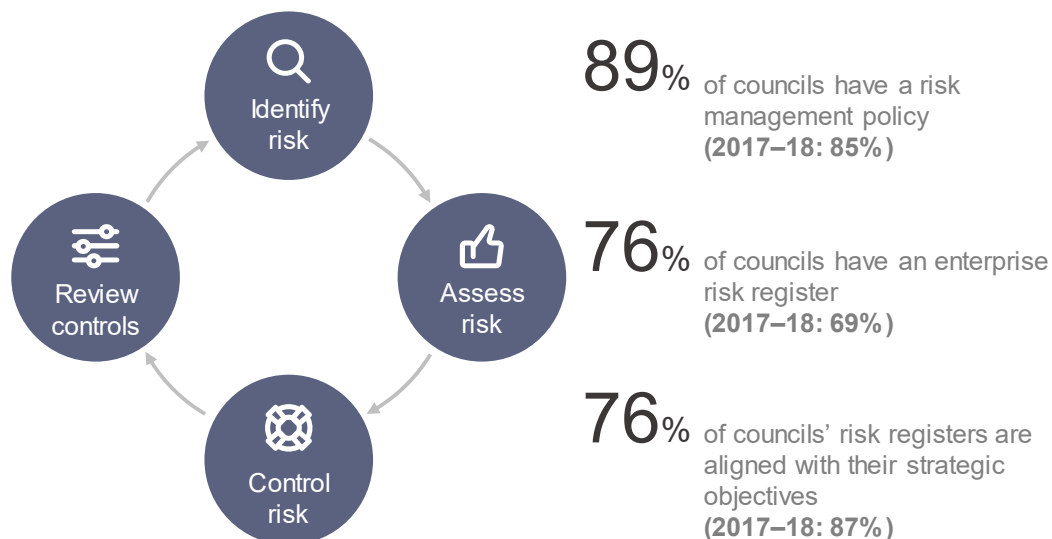
Ineffective legislative compliance frameworks increase the risk of councils breaching legislation. This can attract penalties, affect service delivery and cause significant reputational damage.

A compliance framework should be tailored to the size and risk profile of a council.

### Most councils have a risk management policy and register

A risk management policy helps to provide a framework for managing risks. A risk register, aligned to strategic objectives, can be an effective tool to support decision-making.

Over seventy per cent of councils have a risk management policy and register.



### Councils have improved their fraud control systems

Effective fraud control and ethical frameworks can help protect councils from events that risk serious reputational damage and financial loss.

On 22 June 2018, the Auditor-General tabled in Parliament a performance audit report on 'Fraud controls in local councils'. The report found councils often have fraud control procedures and systems in place but are not ensuring people understand them and how they work. There is also significant variation in the quality of fraud controls across councils.

We performed a follow up review to assess the progress made since the performance audit<sup>2</sup> in 2018. The results are summarised in the table below.

Fraud controls	2019	2018
	%	%
Council has a fraud control policy	77	78
Fraud awareness information is provided to new starters	70	58
Fraud control policy was updated within the past three years	68	51
Staff are required to complete an annual conflicts of interest declaration	57	35
A fraud risk assessment has been undertaken within the past three years	35	18
Council has a fraud control plan	54	37
Fraud awareness training is provided for all staff (at least every three years)	50	35
Fraud control health check was completed (within the last three years)	50	39
Staff are required to sign off on the code of conduct annually	25	8

<sup>2</sup> A total of 88 out of 128 local councils in New South Wales participated in the fraud control survey.

### Most councils have policies and processes to manage gifts and benefits

Effective management of gifts and benefits helps to minimise real or perceived integrity and reputational risks. In the Local Government sector, there is a Model Code of Conduct (Model Code), which sets the minimum standards of conduct for council officials in relation to the receipt of gifts and benefits.

Our review found most councils had sound policies, transparent record keeping and communication activities to manage gifts and benefits.

Gifts and benefits management	%
Gifts and benefits policy covers the Mayor and the Councillors	97
Gifts and benefits policy outlines the approval process for accepting gifts or benefits	96
Gifts and benefits policy is included in the induction process for new staff	93
Council has a gifts and benefits policy	93
Gifts and benefits register captures key information	90
Council maintains a central register for gifts and benefits declaration	89
Council has a business ethics statement that communicates expected behaviours to suppliers and contractors	83
Gifts and benefits policy was last updated within the past three years	71

While most councils have sound policies and processes to manage gifts and benefits, we noted some instances of non-compliance with Part 6 of the Model Code.

Twenty per cent of councils accepted cash-like gifts and benefits, which is not allowed under section 6.5 of the Model Code, regardless of the amount.

Cash-like gifts include, but are not limited to gift vouchers, credit cards, debit cards with credit on them, prepayments such as phone or internet credit, lottery tickets or memberships or entitlements to discounts not available to the public or a broad class of persons.



# Information technology

## 4. Information technology

Councils rely on information technology (IT) to deliver services and manage information. While IT delivers considerable benefits, it also presents risks that council needs to address.

In prior years, we reported that councils need to improve IT governance and controls to manage key financial systems. This chapter outlines the progress made by councils in the management of key IT risks and controls, with an added focus on cyber security.

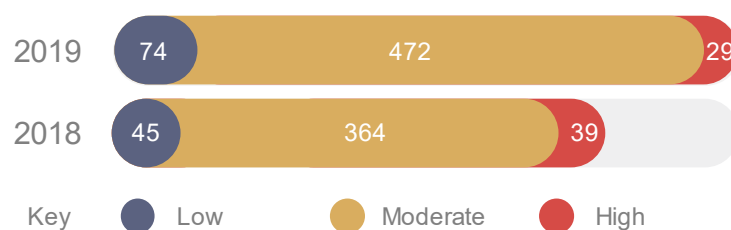
### Section highlights

- We continue to report deficiencies in information technology controls, particularly around user access management. These controls are key to ensuring IT systems are protected from inappropriate access and misuse.
- Many councils do not have IT policies and procedures and others do not identify, monitor or report on IT risks.
- Cyber security management requires improvement, with some basic elements of governance not yet in place for many councils.

### 4.1 High risk issues

Our audits identified 575 issues related to information technology (2017–18: 448 issues). Sixty-eight per cent related to user access management (2017–18: 60 per cent).

While the total number of IT control deficiencies reported in our management letters has increased compared with the prior year, the total number of high risk issues have decreased.



Source: Interim and final management letters for 30 June 2019 and 30 June 2018 audits.

High risk issues were reported at the following councils which related to one or more IT processes:

	Number of IT high risk issues	IT policies and procedures	IT risk management	User access management	Segregation of duties conflict	Privileged user access	Password configuration	System implementation
Bayside Council*	4			✗		✗	✗	✗
Bellingen Shire Council	3	✗						
Blue Mountains City Council	1					✗		
Fairfield City Council	1					✗		
Greater Hume Shire Council	1					✗		
Hay Shire Council	2	✗				✗		
Hilltops Council	1	✗						
Lake Macquarie City Council	4	✗		✗			✗	✗
Liverpool Plains Shire Council	2			✗				
Maitland City Council	2	✗	✗		✗			
Murrumbidgee Council	1	✗						
Newcastle City Council	1	✗	✗					
Port Stephens Council	4	✗	✗		✗			✗
Uralla Shire Council	1					✗		
Woollahra Municipal Council	1				✗	✗		

\* The high risk issues relate to the 2017–18 audit of Bayside Council. The audit opinion for the 2018–19 audit was disclaimed, and an IT management letter was not issued.

Source: Interim and final management letters for 30 June 2019 audits.

The high-risk issues above are related to:

- lack of key IT policies and procedures
- lack or minimal IT risk management activities
- user access reviews over key financial systems not performed
- shared user accounts
- segregation of duties not properly enforced in the key financial systems
- privileged user access not being adequately restricted and monitored to identify suspicious or unauthorised activity
- weak password configurations
- system implementation with missing documentation, sign offs and unresolved defects.

Overall IT control deficiencies identified in 30 June 2019 audits can be grouped into the following areas:

- IT governance
- IT general controls, including user access management, program change management, disaster recovery planning
- cyber security management.

We provide further commentary on each of these areas below.

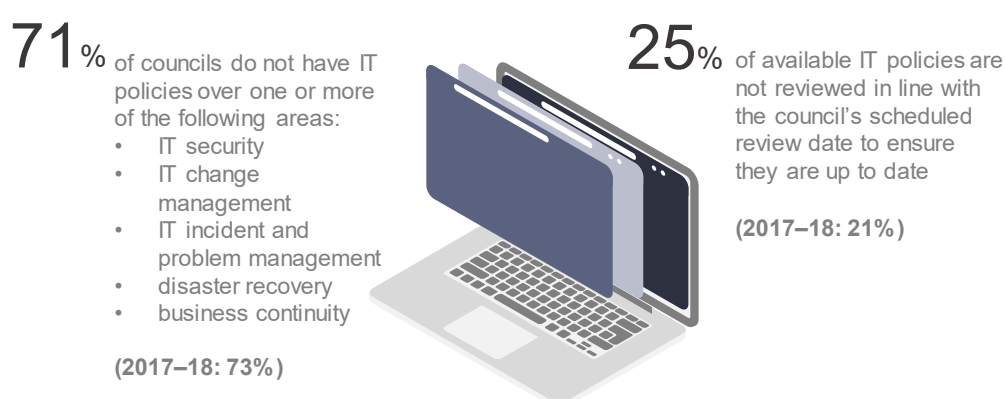
## 4.2 IT governance

IT governance provides a structure to enable councils to effectively manage their IT risks and ensure associated activities are aligned to achieve their objectives.

### IT policies are not formalised or kept up-to-date

It is important that key IT policies are formalised and regularly reviewed to ensure emerging risks are considered and policies are reflective of changes to the IT environment. Lack of formal IT policies and procedures may result in inconsistent and inappropriate practices and an increased likelihood of inappropriate access to key systems.

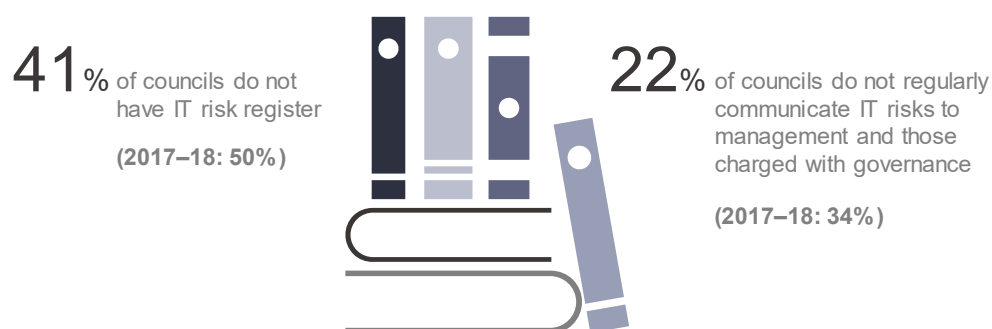
There has not been much improvement in councils formalising their IT policies and ensuring they are regularly reviewed.



### More councils are identifying, monitoring and reporting IT risks

Councils should identify and communicate risks arising from the use of IT to those charged with governance, so they are aware of the risks and able to respond appropriately within an acceptable timeframe.

More councils are identifying, monitoring and reporting on IT risks.





## 4.3 IT general controls

IT general controls are the procedures and activities designed to ensure confidentiality and integrity of systems and data. These controls underpin the integrity of financial reporting.

Our financial audits involved the review of IT general controls relating to key financial systems supporting the preparation of council's financial statements, addressing:

- user access management
- privileged user access restriction and monitoring
- system software acquisition, change and maintenance
- disaster recovery planning.

We did not review all council IT systems. For example, IT systems used to support service delivery are generally outside the scope of our financial audit. However, councils should consider the relevance of our findings below to these systems.

### User access management

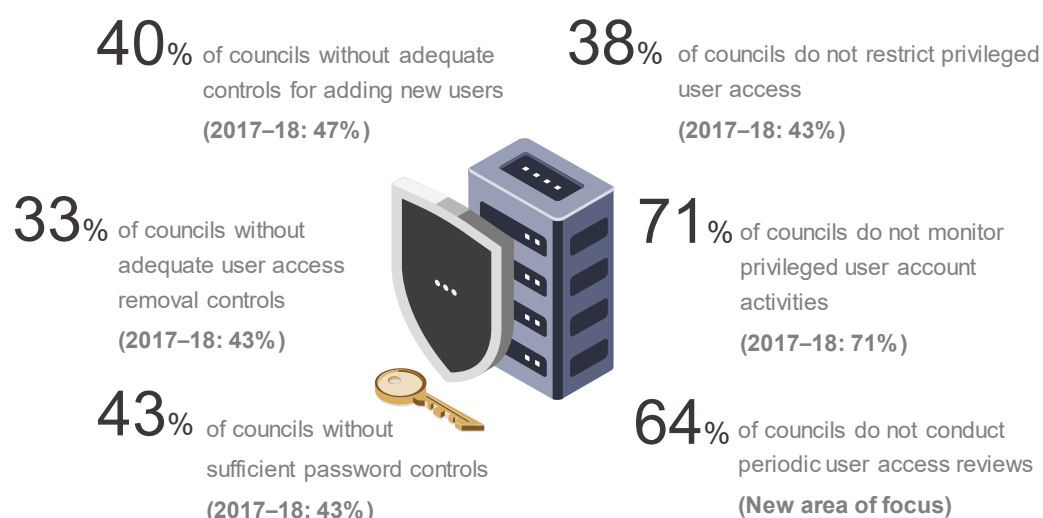
#### User access management of IT systems is improving

Information technology is essential to how councils deliver services. While IT can improve service delivery, the growing dependency on technology means councils face risks of unauthorised access and misuse.

Key areas of effective user access management are:

- appropriate approvals for new access, and changes of access to IT systems
- timely removal of access to IT systems
- strong password controls to avoid user access being compromised
- periodic user access review to identify any inappropriate access
- restriction of privileged access to appropriate staff
- monitoring of privileged access activities.

The councils have improved their access management processes. However, further improvements are required for monitoring of privileged user account activities and periodic user access reviews.



## Program change management

### Controls over IT system changes need to improve

Changes to IT programs and related infrastructure components need to be authorised prior to implementation. This ensures changes are appropriate and in line with business requirements.

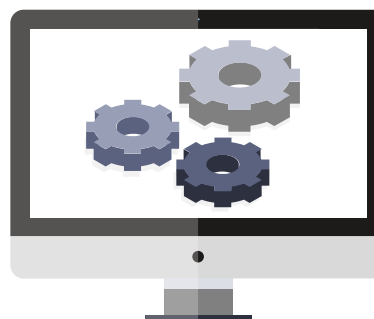
Weak system change controls expose councils to the risk of:

- unauthorised and/or inaccurate changes to systems or programs
- issues with data accuracy and integrity
- unintended changes to how programs process or report information
- errors in financial reporting.

Councils have not improved their change management controls over IT systems compared with the prior year.

**36%** of councils do not have segregation of duties between the developer and the implementer of the change  
(2017–18: 36%)

**33%** of councils are implementing changes to systems without appropriate approval  
(2017–18: 23%)



## Disaster recovery planning

### Disaster recovery planning and testing need to improve

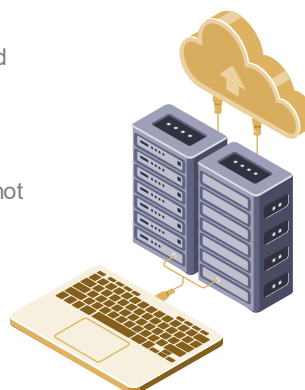
Disaster recovery planning (DRP) helps councils to minimise the disruption to operations in the event of a major systems outage or other disaster. Without detailed analysis and planning, councils may not be able to predict the impact of disruption, identify maximum tolerable outages, or successfully recover critical systems in the event of a disaster.

Some councils do not have an adequate and current DRP.

**31%** of councils have not formalised and approved the DRP

**28%** of councils with formal DRP have not recently reviewed it

**55%** of councils with formal DRP have not tested the plan with sufficient regularity



## 4.4 Cyber security management

### Council's response to cyber security risks can improve

At a State Government level, the NSW Cyber Security Policy states that 'strong cyber security is an important component of the NSW Digital Government Strategy. The term cyber security covers all measures used to protect systems and information processed, stored or communicated on these systems from compromise of confidentiality, integrity and availability'. While there is currently no requirement for councils to comply with the State Government's cyber security policy, councils may find it useful to refer to the policy for further guidance.

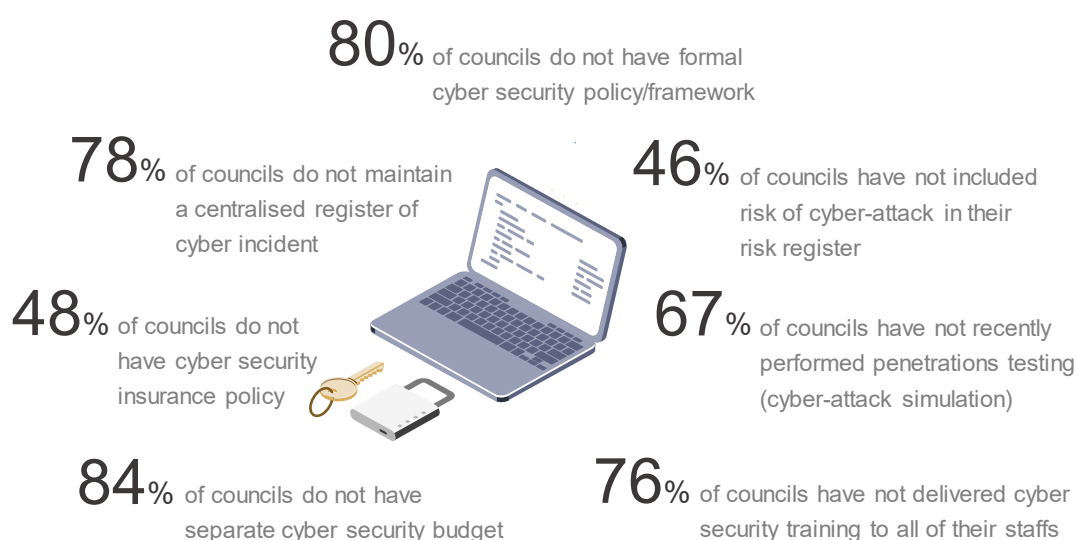
#### Recommendation

**The Office of Local Government within the Department of Planning, Industry and Environment should develop a cyber security policy by 30 June 2021 to ensure a consistent response to cyber security risks across councils.**

Poor management of cyber security can expose councils to a broad range of risks, including financial loss, reputational damage and data breaches. The potential impacts may include:

- theft of corporate and financial information and intellectual property
- theft of money
- denial of service
- destruction of data
- costs of repairing affected systems, networks and devices
- legal fees and/or legal action from losses arising from denial-of-service attacks causing system downtime in critical systems
- third-party losses when personal information stored on government systems is used for criminal purposes.

We performed a high-level assessment to determine whether councils have the basic governance and internal controls to manage cyber security.



Councils' cyber security management requires improvement, as most councils are yet to implement the basic elements of governance, such as a cyber security policy or framework. This will continue to be an area of focus, with an upcoming performance audit planned on cyber security post 30 June 2020.

# Asset management



## 5. Asset management

Councils are responsible for managing a significant range of assets to deliver services on behalf of the community.

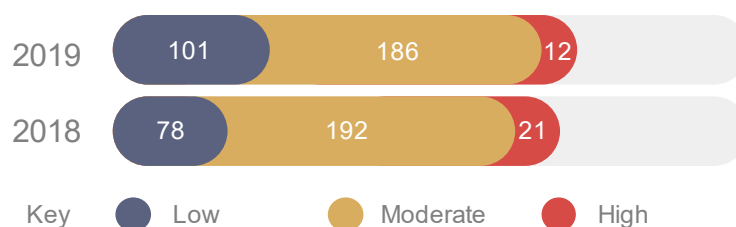
This chapter outlines our asset management observations across councils and joint organisations.

### Section highlights

- There was an increase in the total number of issues reported in our management letters for asset management processes.
- There were less high-risk issues reported compared to the previous year.
- We continue to identify discrepancies between the council's Crown land asset records and the Crown Land Information Database (CLID) managed by the former Department of Industry (DOI).
- Inconsistent practices remain across the Local Government sector in accounting for landfill sites.

### 5.1 High risk issues

Our audits identified 299 issues related to asset management (2017–18: 291 issues). There was a reduction in high risk matters reported in our management letters compared to the previous year.



Source: Interim and final management letters for 30 June 2019 and 30 June 2018 audits.

### 5.2 Asset management systems

Asset management systems record key data on councils' infrastructure, property, plant and equipment. Maintaining accurate and up to date asset data helps council in making appropriate decisions around asset management.

Our audits identified 107 issues related to councils' asset management systems (2017–18: 66 issues). Twenty-four per cent were repeat issues.

High risk issues were reported at the following councils:

Council	Description
Bayside Council (two high risk issues)	Data quality issues were identified within the asset management system. Assets were also incorrectly classified, revaluation outcomes and disposed assets were not adjusted in a timely manner and an impairment assessment was not performed for some assets.
Dungog Shire Council	Fixed assets register is maintained in excel spreadsheets and reconciled with the general ledger at year-end. The reconciliation practice delayed the financial reporting process.
Lockhart Shire Council	Costs were incorrectly capitalised, asset register included assets previously disposed, and asset reconciliation was not performed.
Midcoast Council	The fixed asset register was not updated until year-end. This impacted the timing of depreciating the assets.

Common issues classified as moderate or low risk include:

- non-timely recognition of asset movements in the asset register
- excel spreadsheets storing asset data outside asset management systems without any controls to protect the data integrity
- assets in use not capitalised on a timely basis
- asset registers not being reconciled with the asset management system
- assets recorded in the incorrect asset classes in the asset registers
- asset registers with duplicate assets
- multiple asset registers maintained to record various asset classes
- physical verification of property, plant and equipment is not performed regularly.

## 5.3 Asset valuation processes

Our audits identified 67 issues related to councils' asset valuation processes (2017–18: 50 issues). Twenty per cent were repeat issues.

High risk issues were reported at the following councils:

Council	Description
Cootamundra-Gundagai Regional Council	Lack of sufficient information to support the componentisation of assets.
Inner West Council	Management did not perform quality assurance review of the asset valuation outcomes resulting in errors in the financial statements.
Berrigan Shire Council	Key assumptions and methodology supporting the comprehensive valuation of roads assets were not documented. The workpapers to support the valuation of water and sewerage were not reconciled and significant misstatements were identified.
Murray River Council	Council did not conduct a regular re-assessment of the carrying values of infrastructure assets to ensure they did not materially differ from fair values post amalgamation in 2017. When council conducted a revaluation of transportation assets in 2019 it identified a material prior period error which was mainly due to developer contributed assets and found assets.

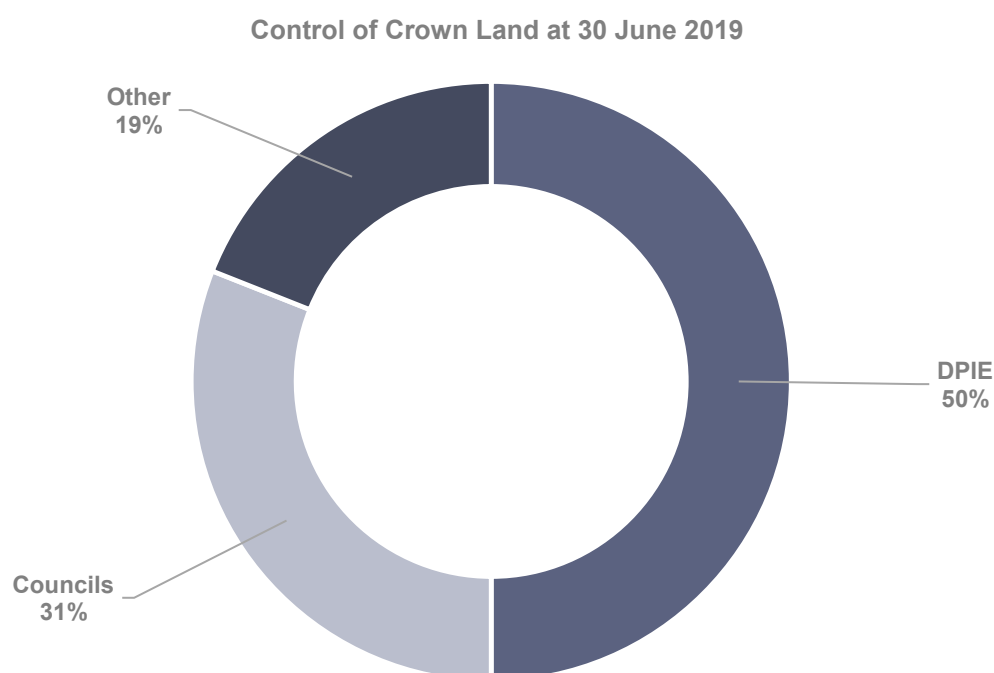
The Australian Accounting Standards require carrying values of infrastructure, property, plant and equipment assets to be reassessed with sufficient regularity to ensure they don't materially differ from fair values. If carrying values are not regularly assessed, it may result in significant errors in the financial statements.

Common issues classified as moderate or low risk include:

- lack of formal re-assessment of the carrying values of infrastructure assets with sufficient regularity
- absence of quality review procedures over the asset valuation outcomes
- remaining useful life of infrastructure assets not being reviewed annually or supported by regular condition assessments
- assets are not appropriately componentised into significant depreciable components
- absence of a suitable methodology to allocate indirect costs to assets capitalised.

## 5.4 Recognition of Crown land

The former DOI was responsible for overseeing the management of NSW Crown land, which is estimated to cover approximately 42 per cent of the State. Crown land includes parks, reserves, roads and cemeteries. Parcels of Crown land are managed and controlled by Local Government and other private sector organisations, including corporations and statutory bodies. The Department of Planning, Industry and Environment (DPIE) now maintains the Crown Land Information Database (CLID), which records various details about the State's Crown land and the respective Crown land manager.



Source: Crown Land Information Database (unaudited).

A high risk issue was reported at the following council:

Council	Description
Edward River Council	Crown Land records did not reconcile with the Crown Land Information Database (CLID). Council did not complete the review of discrepancies by the agreed deadline. The issue was noted during the interim phase of the audit and was resolved before the audit was completed.

### We continue to identify discrepancies between the CLID and councils' Crown land records

In the prior year, we reported discrepancies between councils' Crown land records and the CLID.

On 1 July 2018, the former DOI launched an online portal to enable councils to query Crown land data. The portal provides councils with information on Crown land where they are identified as the manager in CLID.

Since the launch of the online portal, Councils compared their Crown land records with the CLID and identified prior period errors in councils' 2018–19 financial statements. For the completed 2018–19 financial statements audits of local councils, the corrections resulted in a \$201 million increase in Crown land assets recognised by nine councils.

In November 2018, the former DOI commenced the implementation of CrownTracker as a replacement system for CLID. The DOI advised the key differences include:

- spatial information will be captured in CrownTracker, which was previously imported and reconciled with CLID
- a modern case management module which aims to improve delays in updating changes
- integration with SAP and reporting tools to assist with financial reporting
- an external portal for non-council Crown Land Managers to lodge financial reports.

The project is due for completion by 30 June 2021.

Our 2019 Planning, Industry and Environment Report to Parliament recommended the DPIE ensure the Crown land database is complete and accurate so state agencies and local councils are better informed about the Crown land they control.

## 5.5 Accounting for landfill rehabilitation

Councils manage landfill sites, which are in-ground facilities for the safe and secure disposal of waste. As landfill operators, councils have a legal obligation to monitor and provide aftercare for closed landfill sites for an extended period after their closure. This requires councils to comply with the requirements of the *Protection of the Environment Operations Act 1997* and the standard landfill rehabilitation accounting practices. These include accounting for landfill cell costs, the landfill site land asset, rehabilitation obligations and the long-term management of landfill sites in accordance with the licensing requirements of the EPA.

### Accounting for landfill remediation provision is inconsistent across councils

Australian Accounting Standards require a provision for landfill remediation when the obligation to operate landfill sites would result in cash outflows for the council, and it can be reliably measured. Such provisions should be annually reassessed for changes in assumptions, legal requirements and emergence of new landfill remediation techniques.



Our review of Councils landfill rehabilitation accounting practices identified high-risk issues at the following councils:

Council	Description
Snowy Monaro Regional Council	Council was unable to reliably measure the future cost of rehabilitating closed landfill sites due to the uncertainty of the cost estimates, potential changes in legal requirements, nature of site disturbance and emergence of new landfill remediation techniques. Councils obligation to rehabilitate the closed site was disclosed as a contingent liability in the 2018–19 financial statements.
Liverpool Plains Shire Council	Council was unable to adequately identify disturbed landfill areas and accurately calculate the future cost of its rehabilitation. In addition, the council does not have a formalised landfill management plan as required by the EPA Act.

Twenty councils have not formalised landfill management plans. Of the councils with a formalised plan, 27 have not reviewed the plans within the last two years.

Fifteen councils did not re-assess the appropriateness of their future landfill rehabilitation costs. Of the councils that undertook the reassessment, we observed the following inconsistencies:

Assessment of landfill rehabilitation costs	Number of councils
Potential cash inflows to reduce the future costs of landfill rehabilitation obligation for the landfill sites were not considered. For example, tipping fees.	42
Post closure rehabilitation costs for landfill sites were not considered.	29
The asset's carrying value was not tested for impairment.	20
Completeness and reasonability of the data used to calculate the landfill rehabilitation provision was not re-assessed.	14
A corresponding asset against its landfill site rehabilitation obligation was not recorded.	8
Remaining useful lives of the landfill sites were not re-assessed.	8
Future landfill rehabilitation obligations were not reported in the 2018–19 financial statements.	5

# Appendices



# Appendix one – Response from the Office of Local Government within the Department of Planning, Industry and Environment



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Locked Bag 3015 NOWRA NSW 2541

Our Reference: A691830  
Your Reference: D2002775  
Contact: Stephen Walker  
Phone: 02 4428 4166

Ms Margaret Crawford  
Auditor General of New South Wales  
GPO Box 12  
Sydney NSW 2001

By email: [mail@audit.nsw.gov.au](mailto:mail@audit.nsw.gov.au)

Strengthening local government

Dear Auditor General

Thank you for your letter of 17 February 2020 and for the opportunity to respond to your *Report on Local Government 2019*. The Office of Local Government (OLG) has reviewed the report and liaised with Audit Office staff about the content. I would like to recognise the contribution of the Audit Office towards strengthening governance, financial management and reporting in the local government sector.

I note your recommendation on cyber security management. I understand that some councils are aware of this matter and have already taken steps to ensure that IT systems have appropriate cyber security protocols in line with the July 2019 *NSW Cyber Security Policy*. OLG commits to working with other agencies within the NSW Government and also the local government sector to identify the best way to address this issue.

I would like to acknowledge the significant work done by the Audit Office in undertaking the 2018-19 financial audits. In addition, the work completed in relation to fraud controls to date is of great importance to the sector, and it is encouraging to see that councils have improved their fraud control systems in the last year. Clearly there is still work to be done, and OLG will continue to support councils and the Audit Office in this key focus area.

I note the report this year specifically names councils which have been identified as having high risk issues in a number of audit areas. I am advised that the Audit Office has ensured that the relevant councils have been notified about these matters in management letters and are also aware that they will be mentioned within your report.

Throughout the past year OLG has worked towards addressing the recommendations from your *Report on Local Government 2018*, with particular regard to councils' compliance with asset management requirements of the *Local Government Act 1993* and Reporting Guidelines issued by OLG. OLG continues to work with councils on asset management issues and monitors comparative asset ratio performance on an annual basis. I am advised that there

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has been improvement compared to previous years in the number of councils which have in place the necessary asset management strategy, policy and plan.

I am pleased to see that the number of high-risk issues has decreased and councils have addressed the governance and internal controls recommendation from the 2018 report.

I am encouraged by the partnership between OLG and the Audit Office and look forward to continuing this important work to ensure that both local and state government work together to best serve local communities in NSW.






Yours sincerely



**Tim Hurst**  
**Deputy Secretary**  
**Local Government, Planning and Policy**

28/2/20

## Appendix two – Status of 2018 recommendations








Recommendation	Current status
<b>Governance and internal controls</b>	
Councils should reduce risk by addressing high-risk findings as a priority.	The number of high risk issues reported in our management letters has decreased. 
<b>Asset management</b>	
Councils' asset management policy, strategy and plan should comply with the requirements of the <i>Local Government Act 1993</i> and the Integrated Planning and Reporting Guidelines issued by the OLG.	Our 2018–19 audits identified five councils without an asset management strategy, policy and plan. This has improved compared with the prior year. 
<b>Key</b>  <b>Fully addressed</b>  <b>Partially addressed</b>  <b>Not addressed</b>	







































## Appendix three – Status of audits

Below is a summary of the status of the 2018–19 financial statement audits, including the type of audit opinion and the date it was issued.

### 2018–19 audits

#### Key

Type of audit opinion		Date of audit opinion	
Unmodified opinion		Financial statements were lodged by the statutory deadline of 31 October 2019	
Unmodified opinion with emphasis of matter		Extensions to the statutory deadline (and met)	
Modified opinion: Qualified opinion, an adverse opinion, or a disclaimer of opinion		Financial statements not submitted as at tabling date	
		Extension to the statutory deadline (approval not obtained from OLG for the extension)	

Local Council/Joint Organisation	Type of opinion		Date of audit opinion	
Albury City Council	Unmodified		28 October 2019	
Armidale Regional Council	Unmodified		31 October 2019	
Ballina Shire Council	Unmodified		24 October 2019	
Balranald Shire Council	Unmodified		28 October 2019	
Bathurst Regional Council	Unmodified		29 October 2019	
Bayside Council	Modified		16 January 2020	
Bega Valley Shire Council	Unmodified		28 February 2020	
Bellingen Shire Council	Unmodified		28 October 2019	
Berrigan Shire Council	Unmodified		15 November 2019	
Blacktown City Council	Unmodified		30 October 2019	
Bland Shire Council	Unmodified		25 October 2019	
Blayney Shire Council	Unmodified		16 October 2019	
Blue Mountains City Council	Unmodified		18 October 2019	
Bogan Shire Council	Unmodified		8 October 2019	
Bourke Shire Council	Unmodified		24 September 2019	
Brewarrina Shire Council	Unmodified		23 October 2019	
Broken Hill City Council	Unmodified		22 October 2019	
Burwood Council	Unmodified		16 October 2019	
Byron Shire Council	Unmodified		24 October 2019	

Local Council/Joint Organisation	Type of opinion	Date of audit opinion
Cabonne Council	Unmodified	21 October 2019
Camden Council	Unmodified	9 October 2019
Campbelltown City Council	Unmodified	18 September 2019
Canberra Regional Joint Organisation	Unmodified	27 November 2019
Canterbury-Bankstown Council	Unmodified	28 October 2019
Carrathool Shire Council	Unmodified	25 October 2019
Central Coast Council	Unmodified	28 February 2020
Central Darling Shire Council	Unmodified	28 November 2019
Central NSW Joint Organisation	Unmodified	25 October 2019
Cessnock City Council	Unmodified	22 October 2019
City of Canada Bay Council	Unmodified	24 October 2019
City of Parramatta Council	Unmodified	29 October 2019
City of Sydney Council	Unmodified	30 October 2019
Clarence Valley Council	Unmodified	29 October 2019
Cobar Shire Council	Unmodified	29 October 2019
Coffs Harbour City Council	Unmodified	25 October 2019
Coolamon Shire Council	Unmodified	20 September 2019
Coonamble Shire Council	Unmodified	28 October 2019
Cootamundra-Gundagai Regional Council	Unmodified	28 February 2020
Cowra Shire Council	Unmodified	24 October 2019
Cumberland Council	Unmodified	30 October 2019
Dubbo Regional Council	Unmodified	28 November 2019
Dungog Shire Council	Unmodified	29 November 2019
Edward River Council	Unmodified	31 October 2019
Eurobodalla Shire Council	Unmodified	31 October 2019
Fairfield City Council	Unmodified	23 October 2019
Federation Council	Unmodified	29 October 2019
Forbes Shire Council	Unmodified	16 October 2019
Georges River Council	Unmodified	27 September 2019
Gilgandra Shire Council	Unmodified	23 October 2019
Glen Innes Severn Council	Unmodified	30 October 2019
Goulburn Mulwaree Council	Unmodified	25 October 2019
Greater Hume Shire Council	Unmodified	04 October 2019
Griffith City Council	Unmodified	23 October 2019

Local Council/Joint Organisation	Type of opinion	Date of audit opinion	
Gunnedah Shire Council	Unmodified	10 October 2019	✓
Gwydir Shire Council	Unmodified	21 October 2019	✓
Hawkesbury City Council	Unmodified	24 October 2019	✓
Hay Shire Council	Unmodified	10 October 2019	✓
Hilltops Council			!
Hornsby Shire Council	Unmodified	15 October 2019	✓
Hunter's Hill Council	Unmodified	23 October 2019	✓
Hunter Joint Organisation	Unmodified	16 September 2019	✓
Illawarra Shoalhaven Joint Organisation	Unmodified	4 December 2019	—
Inner West Council	Unmodified	31 October 2019	✓
Inverell Shire Council	Unmodified	30 October 2019	✓
Junee Shire Council	Unmodified	18 October 2019	✓
Kempsey Shire Council	Unmodified	21 November 2019	✓
Kiama Municipal Council	Unmodified	20 December 2019	✓
Ku-ring-gai Council	Unmodified	18 September 2019	✓
Kyogle Council	Unmodified	29 October 2019	✓
Lachlan Shire Council	Unmodified	31 October 2019	✓
Lake Macquarie City Council	Unmodified	31 October 2019	✓
Lane Cove Municipal Council	Unmodified	25 October 2019	✓
Leeton Shire Council	Unmodified	29 October 2019	✓
Lismore City Council	Unmodified	28 November 2019	✓
Lithgow City Council	Unmodified	29 October 2019	✓
Liverpool City Council	Unmodified	28 October 2019	✓
Liverpool Plains Shire Council	Unmodified	29 November 2019	✓
Lockhart Shire Council	Unmodified	4 December 2019	✓
Maitland City Council	Unmodified	26 November 2019	✓
Mid North Coast Joint Organisation	Unmodified	04 November 2019	—
Mid-Coast Council			!
Mid-Western Regional Council	Unmodified	29 October 2019	✓
Moree Plains Shire Council	Unmodified	21 November 2019	✓
Mosman Municipal Council	Unmodified	03 October 2019	✓
Murray River Council	Unmodified	19 December 2019	✓
Murrumbidgee Council			!
Muswellbrook Shire Council	Unmodified	29 October 2019	✓



Local Council/Joint Organisation	Type of opinion	Date of audit opinion	
Nambucca Shire Council	Unmodified	21 October 2019	✓
Namoi Joint Organisation	Unmodified	29 October 2019	✓
Narrabri Shire Council	Unmodified	31 January 2020	✓
Narrandera Shire Council	Unmodified	05 September 2019	✓
Narromine Shire Council	Unmodified	28 October 2019	✓
New England Joint Organisation	Unmodified	02 September 2019	✓
Newcastle City Council	Unmodified	11 October 2019	✓
North Sydney Council	Unmodified	29 October 2019	✓
Northern Beaches Council	Unmodified	25 September 2019	✓
Northern Rivers Joint Organisation	Unmodified	13 November 2019	✓
Oberon Council	Unmodified	24 October 2019	✓
Orana Joint Organisation	Unmodified	30 September 2019	✓
Orange City Council	Unmodified	29 October 2019	✓
Parkes Shire Council	Unmodified	26 November 2019	✓
Penrith City Council	Unmodified	24 September 2019	✓
Port Macquarie-Hastings Council	Unmodified	24 October 2019	✓
Port Stephens Council	Unmodified	29 October 2019	✓
Queanbeyan-Palerang Regional Council	Unmodified	25 October 2019	✓
Randwick City Council	Unmodified	09 October 2019	✓
Richmond Valley Council	Unmodified	23 October 2019	✓
Riverina and Murray Joint Organisation	Unmodified	08 November 2019	✓
Riverina Joint Organisation	Unmodified	25 October 2019	✓
Ryde Council, City of	Unmodified	30 October 2019	✓
Shellharbour City Council	Unmodified	31 October 2019	✓
Shoalhaven City Council	Unmodified	31 October 2019	✓
Singleton Council	Unmodified	22 October 2019	✓
Snowy Monaro Regional Council	Unmodified	30 October 2019	✓
Snowy Valleys Council	Unmodified	25 October 2019	✓
Strathfield Municipal Council	Unmodified	02 October 2019	✓
Sutherland Shire Council	Unmodified	22 October 2019	✓
Tamworth Regional Council	Unmodified	27 November 2019	✓
Temora Shire Council	Unmodified	18 October 2019	✓
Tenterfield Shire Council	Unmodified	22 October 2019	✓
The Hills Shire Council	Unmodified	06 September 2019	✓

Local Council/Joint Organisation	Type of opinion	Date of audit opinion	
Tweed Shire Council	Unmodified	26 November 2019	✓
Upper Hunter Shire Council	Unmodified	31 October 2019	✓
Upper Lachlan Shire Council	Unmodified	31 October 2019	✓
Uralla Shire Council	Unmodified	24 October 2019	✓
Wagga Wagga City Council	Unmodified	28 October 2019	✓
Walcha Council	Unmodified	21 October 2019	✓
Walgett Shire Council	Unmodified	28 November 2019	✓
Warren Shire Council	Unmodified	16 October 2019	✓
Warrumbungle Shire Council	Unmodified	29 October 2019	✓
Waverley Council	Unmodified	25 October 2019	✓
Weddin Shire Council	Unmodified	23 October 2019	✓
Wentworth Shire Council	Unmodified	28 October 2019	✓
Willoughby City Council	Unmodified	24 October 2019	✓
Wingecarribee Shire Council	Unmodified	28 October 2019	✓
Wollondilly Shire Council	Unmodified	30 October 2019	✓
Wollongong City Council	Unmodified	11 October 2019	✓
Woollahra Municipal Council	Unmodified	15 October 2019	✓
Yass Valley Council	Unmodified	23 October 2019	✓

County Council	Type of opinion	Date of audit opinion	
Castlereagh Macquarie County Council	Unmodified	25 November 2019	—
Central Murray County Council	Unmodified	31 October 2019	✓
Central Tablelands County Council	Unmodified	30 October 2019	✓
Goldenfields Water County Council	Unmodified	04 October 2019	✓
Hawkesbury River County Council	Unmodified	31 October 2019	✓
New England Weeds Authority	Unmodified	29 August 2019	✓
Riverina Water County Council	Unmodified	18 September 2019	✓
Rous County Council	Unmodified	25 October 2019	✓
Upper Hunter County Council	Unmodified	29 October 2019	✓
Upper Macquarie County Council	Unmodified	12 September 2019	✓

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### OUR PURPOSE

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

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Curious and open-minded  
Valuing people  
Contagious integrity  
Courage (even when it's uncomfortable)

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Office hours: 8.30am-5.00pm



# Country Mayors Association of NEW SOUTH WALES

Chairperson: Cr Katrina Humphries  
PO Box 420 Moree NSW 2400  
02 6757 3222  
ABN 92 803 490 533

## MINUTES

### GENERAL MEETING

FRIDAY, 6 MARCH 2020 THEATRETTE, PARLIAMENT HOUSE, SYDNEY

The meeting opened at 9.03 a.m.

#### 1. ATTENDANCE:

Armidale Regional Council, Cr Diane Gray  
Bega Valley Shire Council, Cr Kristy McBain, Mayor  
Bellingen Shire Council, Cr Dominic King, Mayor  
Bellingen Shire Council, Ms Liz Jeremy, General Manager  
Bland Shire Council, Cr Brian Monaghan, Mayor  
Blayney Shire Council, Cr Scott Ferguson, Mayor  
Blayney Shire Council, Ms Rebecca Ryan, General Manager  
Cabonne Shire Council, Cr Kevin Beatty, Mayor  
Cabonne Shire Council, Cr Jamie Jones Deputy Mayor  
Clarence Valley Shire Council, Cr Jim Simmons, Mayor  
Coffs Harbour City Council, Mr Stephen McGrath, General Manager  
Cootamundra-Gundagai Regional Council, Cr Abb McAlister  
Cootamundra-Gundagai Regional Council, Mr Phil McMurray, General Manager  
Cowra Shire Council, Cr Bill West, Mayor  
Cowra Shire Council, Mr Paul Devery, General Manager  
Dubbo Regional Council, Cr Ben Shields, Mayor  
Edward River Council, Cr Norm Brennan, Mayor  
Edward River Council, Mr Adam McSwain, General Manager  
Forbes Shire Council, Cr Phyllis Miller, Mayor  
Forbes Shire Council, Cr Jenny Webb, Deputy Mayor  
Forbes Shire Council, Mr Steve Loane, General Manager  
Gilgandra Shire Council, Cr Doug Batten, Mayor  
Glen Innes Shire Council, Cr Carol Sparkes, Mayor  
Glen Innes Shire Council, Mr Craig Bennett, General Manager  
Goulburn Mulwaree Council, Mr Warrick Bennett, General Manager  
Griffith City Council, Mr Brett Stonestreet, General Manager  
Gunnedah Shire Council, Cr Jamie Chaffey, Mayor  
Gunnedah Shire Council, Mr Eric Growth, General Manager  
Gwydir Shire Council, Cr John Coulton, Mayor

Gwydir Shire Council, Mr Max Eastcott, General Manager  
 Hay Shire Council, Cr David Townsend, Deputy Mayor  
 Hay Shire Council, Mr David Webb, General Manager  
 Hilltops Council, Cr Brian Ingram, Mayor  
 Kempsey Shire Council, Cr Liz Campbell, Mayor  
 Kyogle Council, Cr Danielle Mulholland, Mayor  
 Kyogle Council, Mr Graham Kennett, General Manager  
 Leeton Shire Council, Cr Paul Maytom , Mayor  
 Leeton Shire Council, Ms Jackie Kruger, General Manager  
 Lithgow City Council, Cr Ray Thompson, Mayor  
 Lithgow City Council, Cr Steve Ring, Deputy Mayor  
 Moree Plains Shire Council, Cr Katrina Humphries, Mayor  
 Murray River Council, Cr Christopher Bilkey, Mayor  
 Murray River Council, Mr Des Bilske, General Manager  
 Narrabri Shire Council, Cr Catherine Redding, Mayor  
 Narrabri Shire Council, Mr Stewart Todd, General Manager  
 Narrandera Shire Council, Mr George Cowan, General Manager  
 Narromine Shire Council, Cr Craig Davies, Mayor  
 Narromine Shire Council, Ms Jane Redden, General Manager  
 Oberon Council, Cr Kathy Sajowitz, Mayor  
 Oberon Council, Mr Gary Wallace, General Manager  
 Orange City Council, Cr Reg Kidd, Mayor  
 Parkes Shire Council, Cr Ken Keith, Mayor  
 Port Stephens Council, Cr Ryan Palmer, Mayor  
 Port Stephens Council, Mr Wayne Wallis, General Manager  
 Queanbeyan-Palerang Regional Council, Mr Tim Overall, Mayor  
 Singleton Council, Cr Sue Moore, Mayor  
 Singleton Council, Mr Jason Linnane, General Manager  
 Snowy Monaro Regional Council, Cr Peter Beer, Mayor  
 Snowy Monaro Regional Council, Mr Peter Bascombe, General Manager  
 Snowy Valleys Council, Cr James Hayes, Mayor  
 Temora Shire Council, Mr Gary Lavelle, General Manager  
 Tenterfield Shire Council, Cr Peter Petty, Mayor  
 Uralla Shire Council, Cr Michael Pearce, Mayor  
 Wagga Wagga City Council, Cr Greg Conkey, Mayor  
 Walcha Council, Cr Eric Noakes, Mayor  
 Walcha Council, Ms Anne Modderno, General Manager  
 Warren Shire Council, Cr Milton Quigley, Mayor  
 Warren Shire Council, Mr Glen Wilcox, General Manager  
 Warrumbungle Shire Council, Cr Denis Todd, Mayor  
 Warrumbungle Shire Council, Mr Roger Bailey, General Manager  
 Wentworth Shire Council, Cr Melisa Hendrics, Mayor  
 Wentworth Shire Council, Mr Ken Ross, General manager  
 Yass Valley Council, Cr Rowena Abbey, Mayor  
 LGNSW, Cr Linda Scott, President  
 LGNSW Ms Kylie Yates, Acting CEO

**APOLOGIES:**

As submitted

**SPECIAL GUESTS:**

Hon Melinda Pavey MP, Minister for Water, Property and Housing

Ms Teresa Corbin, Chief Executive Officer, Australian Communications Consumer Action Network

Mr Rob Rogers, AFSM, Deputy Commissioner, NSW Rural Fire Service and Rebel Talbert, Assistant Commissioner, NSW Rural Fire Service

Hon Jennifer Gardiner, Chairperson, NSW Local Government Grants Commission

Dr Lindsay White, Director, Northern Basin, Commonwealth Environmental Water Holder and Mr Hilary Johnson, Director, Southern Basin, Commonwealth Environmental Water Holder

Ms Susan Madden, Board Member, Murray Darling Basin Authority

Mr David Harris, CEO Water NSW

**2. Condolences and Welcome**

Cr Humphries expressed condolences on behalf of the Country Mayors Association to those Councils that were affected by the bush fires and welcomed to the meeting Mary O'Kane and Dave Cowen from the NSW Independent Bushfire Enquiry

**3. ADOPTION OF MINUTES OF PREVIOUS MEETING:**

RESOLVED that the minutes of the General Meeting held on 1 November 2019 be accepted as a true and accurate record it being noted that Cr Reg Kidd, Mayor of Orange was in attendance (Kyogle Council / Uralla Shire Council).

**4. Hon Melinda Pavey MP, Minister for Water, Property and Housing**

Catchments are not filling up yet which will be a challenge. 180 litres per person are being used in Sydney versus 118 litres in Orange. There are restrictions on flood plain harvesting and there are embargos on rivers but some are being lifted with recent rain. 150 regulators are auditing. 244,000 mega litres have passed Walgett. There are concerns by communities regarding the Murray Darling Basin Plan because there has been a lack of communication but the government is trying to connect. Along with the Victorian Government, New South Wales commissioned a review of the constraints of the Murray Darling Basin Authority which found that if the plan continues there is a big chance of failure. Stakeholder consultations are to take place in March and April. However the basin is in a better condition due to the plan. New metres are being rolled out throughout the State to ensure fair allocations

**5. Ms Teresa Corbin, Chief Executive Officer, Australian Communications Consumer Action Network**

The Network is working for communication services and takes issues to communication companies. There are 200 members across Australia. Fires have damaged infrastructure which has created challenges. The network has been fighting hard to keep pay phones which proved their worth during the fires. Regional concerns include higher costs, greater dependency on services, unreliable services, and limited mobile coverage. Goals of the network are guaranteed access, equitable voice, expansion of mobile coverage and digital capacity. A Regional Connectivity Program is being introduced and funding is available similar to the Black Spots Program. The next round of the Black Spots Program is coming up. 5G next generation for mobile phones needs more base stations so will not go everywhere

but will deliver data to the areas where it is providing a service. The 4G footprint needs to be the same as 3G before 3G is switched off. Reliability of services in regional areas means NBN and a land line are required in many areas. Digital literacy solving technical problems in regional areas is more difficult.

## 6. Membership

Resolved That Hay Shire Council be admitted as a member of the Association (Forbes Shire Council/ Kyogle Council)

## 7. CORRESPONDENCE

Inward

(a)Mr John Cleland, Chief Executive Officer, Essential Energy, regarding Disaster Hardship provisions provided to those that have suffered a loss as a result of a natural disaster

(b)Hon Matt Kean MP, Minister for Energy and Environment, regarding Disaster Hardship provisions provided to those that have suffered a loss as a result of a natural disaster

(c)Mr Gary White, Chief Planner, Planning, Industry and Development, thanking him for his presentation to the 1 November meeting

(d)Mr Matt Fuller, Acting Deputy Secretary, Regional and Outer Metropolitan, Transport for NSW, thanking him and Peter Ryan for their presentation to the 1 November meeting

(e)Mr Rob Rogers AFSM, Deputy Commissioner, NSW Rural Fire Service, thanking him and Cory Shalkleton for their presentation to the 1 November meeting

(f)Hon Rob Stokes MP, Minister for Planning and Public Spaces, requesting information on progress of the Land Negotiation Program concluded in 2017

(g)Hon Matt Kean MP, Minister for Energy and Environment, following up the reply from Andrew Lewis, Executive Director, Energy, Strategy, Planning, Industry and Environment regarding prioritization of electricity grid connections at substations

(h)To all members from CR Humphries, Chairperson, CMA, regarding the recent bushfires, requesting information on what assistance CMA may be able to give to affected Council's

Outward

(a)Hon Rob Stokes, Minister for Planning and Public Spaces, advising that Regional Crown Lands falls under the responsibility of the Hon Melinda Pavey MP, Minister for Water, Property and Housing and the Associations correspondence has been forwarded to her for attention

(b)James Griffin MP, Parliamentary Secretary for the Environment and Veterans regarding hazard reduction and water infrastructure for bush fire management (Copy Attached)

(c)Cr Linda Scott, President, Local Government NSW, regarding per capita grants Local Government Financial Assistance Grants Act 1995 (Copy Attached)

(d)John Cleland, Chief Executive Officer, Essential Energy, regarding assets located beyond the customer connection point (Copy Attached)

NOTED

## 8. FINANCIAL REPORT



RESOLVED That the financial reports for the last quarter were tabled and accepted (Tenterfield Shire Council / Singleton Council)

**9. Mr Rob Rogers AFSM, deputy Commissioner, NSW Rural Fire Service and Ms Rebel Talbert, Assistant Commissioner, NSW Rural Fire Service**

In the 2019/20 fire season 21 councils commenced bushfire danger period early. September 2019 more than 1300 bush and grass fires. October 2019 significant impact on towns in northern NSW. November 2019 catastrophic fire danger in many areas with fires in Port Macquarie, Taree and Foster. December 2019 three firefighters killed. January 2020 fire activity intensifies in southern NSW and C130 crashes killing three American crew. February 2020 widespread heavy rain begins. During these periods there were more than 200 days of continuous major operations, over 11500 bush and grass fires, 5.5 million hectares burnt, and more than 2400 homes destroyed. Challenges of the RFS are paying invoices, communication risk, NSW RFS website, Fires Near Me NSW, interagency efforts, interstate and international assistance and aviation support.

**10. Hon Jennifer Gardiner, Chairperson, NSW Local Government Grants Commission**

The Grants Commissions recommendations go to the NSW Minister for Local Government and to the Federal Minister for Regional Services, Decentralisation and Local Government. The Commission operates under the Local Government Financial Assistance Act 1995 and the NSW Local Government Act 1993. The Commonwealth Act provides for two funding pools the General Purpose Component and the Local Roads Component. The National Principles require an assessment of Revenue Capacity and Expenditure Needs. They also contain the key elements of Horizontal Equalisation and Effort Neutrality. The minimum grant is based on 30% of the General Purpose component pool. All 17 minimum grants are for metropolitan councils. The Local Roads Component looks at population, local road length, and bridge length on local roads. 73.9% of NSW FAGS distribution is to non metropolitan councils. The NSW Grants Commission does not determine the size of the bucket of money but divides up the bucket in an equitable and objective manner. The total grant is untied. The isolation allowance applies to non metropolitan councils and recognizes additional costs for fuel. The main disability factors are population, no of aboriginals, road length, environment, rainfall, topography and drainage. The length of funding for future years are unknown

**11. Bush Fire Impact**

RESOLVED 1. That the Country Mayors Association acknowledges the financial impact that the 2019/20 bush fires had on a number of councils, but in particular those regional and rural councils impacted in NSW and writes to both the Federal and State Governments to ask them to immediately review financial assistance grants criteria for the benefit of regional and rural councils

2. That the Country Mayors Association provides its support as a lobbying organisation to any of its member councils initiatives during this recovery phase (Bega Valley Shire Council/Yass valley Council)

- 12. Waste to Energy**  
RESOLVED that The Country Mayors Association follow up its letter dated 3 June 2019 to the Minister for Local Government on Waste to Energy (Bellingen Shire Council/Tenterfield Shire Council)
- 13. Additional Contributions Local Government Superannuation**  
RESOLVED That Country Mayors write to the Chief Executive and the Board Chair of Local Government Superannuation and appeal to humanitarian and sensitive attitude of this organisation and seek that two year moratorium be placed on these "additional contributions" for the defined benefit plan totalling \$40 million to allow NSW Councils to focus on the devastating natural disasters that need to be managed and funded. It needs to be acknowledged that the payment of over 1% of our annual rate income (\$40,000,000) to Local Government Superannuation would be better spent on essential recovery focus in our destroyed and homeless communities (Goulburn Mulwaree Council/Yass Valley Council)
- 14. Letter from GP Synergy Re Contact Persons in Towns for Rural Doctors**  
RESOLVED That member councils be encouraged to respond to GP Synergy and nominate a suitable staff member to liaise with them (Kyogle Council/Kempsey Shire Council)
- 15. Inland Rail – Level Crossings and Grade Separation of Highway and regional Roads**  
RESOLVED 1. That Country Mayors lobby both the Hon John Barrilaro MP, Deputy Premier, and Minister for Regional New South Wales, Industry and Trade and the Hon Michael McCormack MP, Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development, to ensure grade separation to all State Highway crossings intersecting with the Inland Rail is achieved, and
2. A working party be developed with representatives from impacted Councils, in conjunction with Transport NSW Staff, to progress a standardised approach on all rail crossings on private property, local, regional and state roads for Inland Rail route.  
(Gilgandra Shire Council/Forbes Shire Council)
- 16. Coronial Inquests**  
RESOLVED That the Association follow up the Minister for Health and Medical Research on the matter of Coronial Inquests (Leeton Shire Council/Tenterfield Shire Council)
- 17. General Business**  
(a) an invitation be extended to Minister for Regional Transport and Roads to present to the 29 May meeting regarding returning regional roads to State care  
(b) The Mayor of Yass Cr Rowena Abbey to be given time at the 29 May meeting to up date Country Mayors on Joint Organisation Chairs meeting

The meeting adjourned at 12.50pm for lunch

The meeting resumed at 1.10pm

## 18. Panel Session Murray Darling Basin

### **Ms Susan Madden, Board Member, Murray Darling Basin Authority**

The Murray Darling Basin is home to 2.6million, produces \$24billion worth of agriculture and \$8billion in tourism. It is the most complex river system in Australia. Inflows to the basin in 1895 was 28,000GL per year fluctuating over the years due to drought and flood. In 2010/11 it was 20,000GL and in 2013/15 it was 10,000GL. The Basin Plan has limits on use, targets for water quality, rules for water trading, water resource planning, environmental water plan, monitoring and evaluation, sustainable diversion limit and water resource plan implementation. Before the Basin Plan 136,236GL was the average amount of water extracted from the basins rivers annually. The new SDL is 10,873GL. Water to be recovered for the environment is 2,700GL. Current issues are water sharing investigation including inflows and supply into the basin, delivery of water, water sharing and potential opportunities for enhancement. Report card water recovery - on track, SDL adjustment mechanism - at risk of delay, water resource plans - good progress, water resource plans NSW - at risk of delay, northern basin initiatives - some progress, planning and delivery of e water - good progress, compliance - good progress

### **Dr Lindsay White, Director, Northern Basin, Commonwealth Environmental Water Holder and Mr Hilary Johnson, Director, Southern Basin, Commonwealth Environmental Water Holder**

The Environmental Water Office are looking to engage more with local Councils. Healthy rivers mean healthy communities and healthy industries. With water for the environment the Department of Agriculture and Water buys the water requirement. The State Governments decides how much it gets each year. Critical human needs include the need for the environment and what is needed for production. Environmental water worth \$3.77billion. Water management options include use it, hold it, or trade it. There six local engagement offices. There are environmental success stories such as introducing fish at the local level and reinvigoration of forests at the catchment level. The recent rainfall is very welcome and is highest north of the basin. Runoff from the fire affected areas are impacting Murray headwaters water quality. Basin watering priorities are Narran Lakes including maintaining habitat because it is a critical waterbird habitat

### **Mr David Harris, Chief Executive Officer, NSW Water**

Water NSW is the States river system manager and looks after source water protection, bulk water supply, system operation, bulk water infrastructure and customer water transactions. Storage levels are generally low enough for coastal drought response. Water NSW controls regulated rivers, and provides infrastructure solutions to optimize water releases. The 20 year infrastructure options study ,Rural Valleys, identifies infrastructure options and is customer focused and developed. In drought they change the way they do things eg Peel pipeline reduced from two and half years to nine months to complete. Water projects include Nyngan and Cobar Water Security, Lachlan Valley Wyangala dam raising, Macquarie Water security, Macquarie water grid a strategic business case to connect towns and major users to build drought resilience, Bunerong drought resilience, Wilcannia weir raising, Lake Rowlands to Carcoar business case, and Glennies to Lostock water security project.

The cost of Wyangala dam is \$650million providing 650GL additional storage, Moll river dam \$355million to provide 100GL storage capacity and Dungowan dam \$480million to provide 22.5GL storage capacity.

There being no further business the meeting closed at 3.00pm.

Cr Katrina Humphries

Chair – Country Mayor's Association of NSW