

THIS AGREEMENT is made the 20th day of April, 2016

BETWEEN: BERRIGAN SHIRE COUNCIL;
of 56 Chanter Street, Berrigan, New South Wales 2712 (Council)

AND: SPORTAVIATION PTY LTD ABN 47 124 035 249
of Gate 10, Babbingtons Road, Tocumwal, New South Wales 2714 (Consultant)

AND: JAMES E MADDEN
of PO Box 44 Tocumwal, New South Wales 2714 (Reporting Officer)

BACKGROUND:

- A. The Council is registered by the Civil Aviation Safety Authority as the operator of the Tocumwal Aerodrome (Aerodrome).
- B. The Consultant, inter alia, carries on business as a consultant to the aviation industry and has specialized expertise in the industry.
- C. The Council wishes to avail itself of the expertise of the Consultant
- D. The Reporting Officer is the key employee of the Consultant and has agreed to become a party to this Agreement upon the following terms.

OPERATIVE PART:

1. INTERPRETATION

- 1.1 In the interpretation of this Agreement the following terms should be interpreted to have the following meanings:

Aerodrome means the Tocumwal Aerodrome.

Commencing Date means the date set out in Item 1 of the Schedule.

Confidential Information means all information, manuals, forms, specifications, processes, statements, formulae, trade secrets, drawings and data that is by its nature confidential including, but not limited to, the operations and dealings of the Council and the Aerodrome relating to security, safety, operations, markets, suppliers, intellectual property and know-how of the Council.

Fees means the fees set out in Item 3 of the Schedule.

GST means a tax levy duty charge or deduction together with any related additional tax interest penalty fine or other charge imposed by or under the GST Law.

GST Law means the same as in *A New Tax System (Goods & Services Tax) Act 1998* or any other Act imposing or relating to the imposition or administration of such a tax.

GST Rate means the rate of GST under the GST Law.

Intellectual Property Rights means any and all intellectual and industrial protection rights throughout the world including rights in respect of or in connection with any Confidential Information, know-how, being technical or other information or experience or trade secrets devised, developed or acquired by any party to this Agreement, domain names, inventions (including patents), trade marks, service marks, designs, and any other right in connection with the Aerodrome, whether or not now existing, and whether or not registered or registrable and includes any right to apply for the registration of such right and includes all renewals and extensions.

Invoice means a tax invoice under the GST Law.

Licences means the licences set out in Item 5 of the Schedule.

Reporting Officer means, James E Madden.

Services means the duties, obligations and services to be performed by the Consultant for the Council and as set out in Item 4 of the Schedule.

Supply or Supplied means the same as in the GST Law.

Term means the term set out in clause 3.

Terminating Date means the date set out in Item 2 of the Schedule.

- 1.2 The singular includes the plural and vice versa.
- 1.3 A reference to one gender includes a reference to all other genders.
- 1.4 Headings to clauses are included for the sake of convenience only and shall not affect the interpretation of the clauses to which they relate.
- 1.5 References to any statute or statutory provision include that statute or statutory provision as amended, extended, consolidated or replaced by subsequent legislation and any orders, regulations, instruments or other subordinate legislation made under the relevant statute.
- 1.6 The word "**person**" means and includes a natural person, a Council, a firm or any other legal entity whether acting as a trustee or not.

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1.7 This Agreement shall bind each party's legal personal representatives, successors and assigns.

1.8 Words and phrases defined in the background or schedules or elsewhere in this Agreement shall have the meaning therein ascribed to them.

1.9 A reference to a dollar sum is a reference to that sum in Australian dollars.

2. **ENGAGEMENT OF THE CONSULTANT**

2.1 The Council engages the Consultant to provide, and the Consultant hereby agrees:

- (a) to retain the Reporting Officer to perform and carry out the Services;
- (b) to report to Council's Aerodrome Manager Fred Exton, as required;
- (c) to make available to the Council all knowledge, information and expertise available to or in the possession of the Consultant or any person employed by it (including, without limitation, the Reporting Officer) concerning the information, methods, techniques and other matters available to it or its employees which may assist the Council in providing the Services; and
- (d) to maintain and improve the efficiency and safety of the Aerodrome.

3. **TERM**

3.1 This Agreement commenced on the Commencing Date and shall expire on the Terminating Date unless terminated earlier pursuant to Clause 12.

4. **OWNERSHIP OF INTELLECTUAL PROPERTY**

4.1 The Consultant:

- (a) assigns to the Council all existing and future Intellectual Property Rights;
- (b) acknowledges that by virtue of this Agreement, ownership of all Intellectual Property Rights vest in the Council and, on their creation, all such future rights will vest in the Council;

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- (c) will do all things and sign all documents necessary to enable the Council to assume ownership of the Intellectual Property Rights assigned under this clause or created pursuant to the terms of this Agreement.

5. CONSULTANT TO EMPLOY REPORTING OFFICER

- 5.1 During the Term the Consultant will at all times ensure that the Reporting Officer remains an employee of the Consultant and will do all things necessary or convenient to ensure that the Reporting Officer, carries out the Services within his competence to ensure that the Services are efficiently and effectively carried out by the Consultant.

6. REMUNERATION TO BE PAID TO THE CONSULTANT

- 6.1 The Council will pay the Fees to the Consultant.
- 6.2 The Fees will be paid within 30 days of receipt of an Invoice from the Consultant.
- 6.3 The Consultant is required to render Invoices at the commencement of each month for the Services carried out in the preceding month.
- 6.4 If the parties agree that there are special circumstances that warrant a review of the Fees, the Council and the Consultant will meet and adjust the Fees in accordance with those special circumstances.

7. NO EMPLOYMENT RELATIONSHIP

The Consultant and the Council agree that notwithstanding any other provision contained in this Agreement or any other implication that may arise as a result of a course of dealing between them, the Reporting Officer is not an employee of the Council but is and will remain an employee of the Consultant.

8. RESOURCES AND EQUIPMENT

The Council will at its own cost provide the following resources and equipment to enable the Consultant to carry out the Services:

- (a) a VHF radio for use as the Reporting Officer;
- (b) a flashing orange light for use on your vehicle.

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OUT-Of-POCKET EXPENSES

In addition to the provisions of clause 8, the Council will meet or reimburse the Consultant for all reasonable out-of-pocket expenses, which the Consultant or the Reporting Officer incur in carrying out their duties including minor maintenance activities on the Aerodrome.

10. CONFIDENTIALITY

- 10.1 The Consultant and the Reporting Officer acknowledge that they may be given access to Confidential Information in the course of performing this Agreement.
- 10.2 The Consultant and the Reporting Officer will keep the Confidential Information confidential and will not disclose it to any third party or use it otherwise than:
 - (a) for the purposes of this Agreement;
 - (b) as authorised in writing by the Council; or
 - (c) as required by any law, judicial body or governmental agency.
- 10.3 The Consultant and the Reporting Officer will not copy any document or thing containing Confidential Information except as necessary to perform this Agreement.
- 10.4 On termination of this Agreement, the Consultant and the Reporting Officer will return to the Council all Confidential Information.
- 10.5 The Consultant will ensure that the Reporting Officer its employees, agents, contractors and other persons within its control comply with this clause.

11. INDEMNITY

- 11.1 The Consultant and the Reporting Officer will at all times indemnify and continue to indemnify the Council and its officers, employees and agents from and against all and any loss or liability incurred by any of them arising from any claim, demand, suit, action, or proceeding by any person against any of them where such loss or liability arose out of, or in connection with, or in respect of:
 - (a) any breach of this Agreement by the Consultant or Reporting Officer; or
 - (b) any negligent act or omission to act by the Reporting Officer or the Consultant; or

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- (c) any infringement or alleged infringement of any third party intellectual property rights including, without limitation, any infringement or alleged infringement in relation to the development of any Manuals

11.2 Without prejudice to any other right, action or remedy which the Council may have against the Consultant and/or the Reporting Officer, the Council will have the right to suspend payment of the Fees (or any part of it) until such claim, demand, suit, action or proceeding has been resolved to the reasonable satisfaction of the Council.

12. TERMINATION

12.1 Either party may terminate this Agreement on the provision of 1 months written notice.

12.2 Either party to this Agreement may immediately terminate this Agreement upon giving written notice to the other party to this Agreement upon the happening of anyone of the following events:

- (a) the date of commencement of the winding up or bankruptcy of one of the other parties, as the case may be;
- (b) the date of appointment of a receiver or manager to the assets of that party or in the case of a party being a Council the date of commencement of any official management of that other party pursuant to any relevant law;
- (c) the date of expiry of a notice referred to in this paragraph that is to say:
 - (i) if a party fails duly and punctually to carry out the obligations on its part to be performed or observed pursuant to this Agreement; and
 - (ii) the failure continues and persists for a continuous period of fourteen (14) days after service of written notice on that other party by any other party specifying the nature of the failure and directing the party to whom the notice is addressed to remedy the failure within such fourteen (14) day period.

12.3 The Consultant and the Reporting Officer must, within 48 hours of the termination of this Agreement:

- (a) return to the Council all property of the Council in the Consultant's (or the Reporting Officer's) possession or control including but not limited to plans, statistics, documents, records, manuals, computer hardware or software, flashing lights, VHF radios and keys; and

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- (b) if requested by the Council, destroy all Confidential Information and copies of extracts of any Confidential Information, stored on any computer in the possession or under the control of the Consultant (or the Reporting Officer), by erasing it from the magnetic media on which it is stored so that it is incapable of being revived.

13. DISPUTE RESOLUTION

13.1 Mediation or Conciliation

Any dispute between the parties in relation to this Agreement may be settled by any agreed process or, failing agreement as to a process, may be referred to the President of the Institute of Arbitrators (or any successor body) for mediation and conciliation by the President or by his or her nominee.

13.2 Arbitration

If mediation or conciliation does not resolve the matter, then the parties must submit to arbitration by the mediator performing the functions under clause 13.1, whose decision the parties agree to accept, subject to any legal avenues of appeal.

13.3 Continued Performance of Obligations

Both parties must, as far as practicable, continue to perform their obligations under this Agreement during the course of the procedures set out in this clause, and by so doing will not be prejudiced as to the outcome of the grievance or dispute.

14. ASSIGNMENT

The parties expressly acknowledge that the Consultant may during the Term of this Agreement assign its rights and obligations under this Agreement to another entity, but only with the prior written consent of the Council. If an assignment is agreed to by the Council, the Agreement will continue in force subject to the variation of the Consultant's name only.

15. GST

15.1 This clause applies if during the Term the Consultant is or may become required to include GST in relation to any Supply under this Agreement in a GST Return ("Taxable Supply").

15.2 In addition to any money payable by the Council to the Consultant under this Agreement ("GST Exclusive Consideration") the Council must pay GST on the

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Taxable Supply to the Consultant of an amount equal to the GST Exclusive Consideration multiplied by the GST Rate.

15.3 GST shall be payable by the Council without deduction or set off of any other amount at the same time as the GST Exclusive Consideration is payable under this Agreement. In all other respects GST shall be payable by the Council to the Consultant on the same basis as the GST Exclusive Consideration is payable by the Council under this Agreement.

15.4 The Consultant may issue an Invoice or Invoices to the Council for the amount of GST referable to the Taxable Supply.

15.5 As between the Consultant and the Council, the Consultant shall not be obliged to pay any GST on or to take any other steps to minimise the liability in respect of GST until the corresponding payment is received from the Council.

15.6 If the Consultant determines on reasonable grounds that the amount of GST included in its GST Return referable to any Taxable Supply under this Agreement differs for any reason from the amount of GST payable by the Council under this clause the amount of GST paid or payable by the Council shall be adjusted accordingly.

16. NOTICES

16.1 Service of any notice under or relating to this Agreement shall be sufficiently served:

- (a) if delivered personally to the party to be served;
- (b) if left at or sent by pre-paid registered post to:
 - (i) the address of the party to be served as set out in the description of that party at the beginning of this Agreement;
 - (ii) the last known place of abode or Aerodrome of the party to be served;
or
 - (iii) the registered office of any party to be served which is a Council;

and in the case of posting such notice shall be deemed to have been duly served on the second day after such notice has been posted; or

- (c) if sent by facsimile transmission to the last known facsimile number of the party to be served and shall be deemed to have been duly served at the time such facsimile transmission is sent.

SIGN

SIGN

17. GENERAL

17.1 This Agreement may only be modified, varied, amended or added to in writing signed by all parties.

17.2 The non-exercise of or delay in exercising any power or right of a party does not operate as a waiver of that power or right, nor does any single exercise of any power or right preclude any other or further exercise of it or the exercise of any other power or right. A power or right may only be waived in writing, signed by the party to be bound by the waiver.

17.3 If two or more parties are included within the same defined term in this Agreement:

- (a) a liability of those persons under this Agreement is a joint liability of all of them and a several liability of each of them;
- (b) a right given to those parties under this Agreement is a right given severally to each of them; and
- (c) a representation, warranty or undertaking made by each of them is made by each of them in respect of itself.

17.4 This Agreement is the entire agreement of the parties on the subject matter. The only enforceable obligations and liabilities of the parties in relation to the subject matter are those that arise out of the provisions contained in this Agreement. All representations, communications and prior agreements in relation to the subject matter are merged in and superseded by this Agreement.

17.5 Any provision in this Agreement which is invalid or unenforceable in any jurisdiction is to be read down for the purposes of that jurisdiction, if possible, so as to be valid and enforceable, and is otherwise capable of being severed to the extent of the invalidity or unenforceability, without affecting the validity or enforceability of that provision in any other jurisdiction.

17.6 No provision of this Agreement merges on or by virtue of termination of this Agreement.

18. GOVERNING LAW

18.1 This Agreement is governed by the laws in force in New South Wales.

18.2 The parties submit to the non-exclusive jurisdiction of the courts of New South Wales and any courts which may hear appeals from those courts in respect of any proceedings in connection with this Agreement.

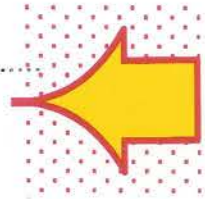
EXECUTED as a Deed.

IN WITNESS WHEREOF the parties have hereunto subscribed their hands and affixed their seals the day and year first hereinbefore written.

The Common Seal of BERRIGAN SHIRE COUNCIL was here unto affixed thisday of..... 2016 in pursuance of a resolution of the Council passed on the

.....
Mayor

.....
General Manager



EXECUTED by SPORTAVIATION PTY LTD)
ABN 47 124 035 249 by being signed by those)
persons who are authorised to sign for the Company)

[Handwritten signature] *[Handwritten signature]*

Director

Director / Secretary

SIGNED SEALED & DELIVERED BY JAMES E MADDEN in the presence of:

Signature of Witness

[Handwritten signature]

Print Name of Witness

DAVID KNIGHT

Print Address of Witness

24/87 BARINGTON RD,
TOCUMAL.

SCHEDULE

Item 1: Commencing Date
20th day of April, 2016

Item 2: Terminating Date
Three (3) year from Commencing Date.

Item 3: Fee

The agreed hourly rate for Aerodrome inspections and log maintenance will be \$47.00 per hour plus GST (which is inclusive of call outs); and

Item 4: Services

The Services, which the Consultant is to perform for the Council are:

Attend a minimum of three (3) inspections of the aerodrome weekly each requiring 1.5 hours of inspection time;

- Maintenance of the aerodrome log book for inspections and other works completed at the aerodrome or relevant incidents or events;
- Carry out any necessary actions arising from the inspections with required maintenance/works to be reported to Darron Fruend (Council's trained Reporting Officer) as soon as possible;
- If Darron is unavailable or not responding then subsequent reports are to be made to Fred Exton (Aerodrome Manager);
- Completed logbook pages are to be forwarded to the Berrigan Shire Council office for filing on a quarterly basis.
- You are to liaise with Council's trained Reporting Officer, Darron Fruend and to conduct at least four (4) inspections per year with the Reporting Officer to assist in maintenance of his skills and familiarity with the aerodrome.

Item 5: License and Insurances

The Consultant must maintain all licenses and any insurances necessary to carry out the Services required under this Deed.



Operational Plan Review

Third Quarter

January 2016 - March 2016






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Reading this report

The traffic light review format provides a visual update on the status of Council's Annual Operational Plan and Council's progress toward full implementation of its 4-year Delivery Program. It should be read in accordance with the following key:

Key

				
Complete	On Target	Not on Target	Past Due	No Status / Deferred

Additional information in the Delivery Program and Operational Plan Performance Review and Progress Report includes:





1. A Year to Date (YTD) assessment by the responsible Council Officer of progress toward completion and or the achievement of the set target
2. Comments from the Responsible Council Officer highlighting service achievements and or the challenges relevant to the Council operation and action being reported and its status



The following table provides a summary by strategic outcome and the financial year end status of Council's 2015/16 Annual Operational Plan.

	Completed	On target	Not on target	Past Due	Deferred / Not due to start	Total
Sustainable natural and built landscapes	1	15	0	0	0	16
Good government	0	14	0	0	0	14
Supported and engaged communities	4	13	1	0	0	18
Diverse and resilient business	1	20	0	0	0	21
Total Actions	6	62	1			69



Sustainable Natural and Built Landscapes

Support sustainable use of our natural resources and built landscapes


DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
1.1.1	Coordinate strategic land-use planning and effective development assessment and control	1.1.1.1	Review Land Use Strategy	Development Manager	Land Use Strategy reflects current and future needs	25%		
1.1.1	Coordinate strategic land-use planning and effective development assessment and control	1.1.1.2	Develop land-use strategy	Development Manager	Land-use strategy is developed	100%		
1.1.1	Coordinate strategic land-use planning and effective development assessment and control	1.1.1.2	Increase community awareness regarding development application process	Development Manager	Improved community satisfaction with Development Services	90%		Electronic Housing Code and DA Tracking ready to be uploaded to website. Development section of website to be reviewed and updated this quarter. All systems up and running. Commentary on website to assist community to be developed.
1.1.1	Coordinate strategic land-use planning and effective development assessment and control	1.1.1.3	Process and approve / refuse development applications in accordance with relevant legislation, codes and policies	Development Manager	Effective and timely assessment of development applications	70%		






DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
1.1.2	Enhance the visual amenity, heritage and liveability of our communities	1.1.2.1	Continue Annual Heritage Grants Program	Development Manager	Enhancement of the conservation value of heritage items	70%		Progressing
1.1.2	Enhance the visual amenity, heritage and liveability of our communities	1.1.2.2	Continue rolling program of works – town entrances	Director Technical Services	Improved visual amenity and attractiveness of our towns and major town entrances	100%		Following negative outcome of grant application. The consultants have been reactivated to complete the budgeted activities with works to commence in the February.

Retain the diversity and preserve the health of our natural landscapes and wildlife

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
1.2.1	Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife	1.2.1.1	Contribute to Central Murray County Council	Development Manager	County Council delivery of the Shire's weed eradication and control program/s	75%		
1.2.1	Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife	1.2.1.2	Participation in roadside vegetation enhancement projects	Development Manager	Enhanced bio-diversity in linear reserves	75%		




Connect and protect our communities

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
1.3.1	Coordinate flood levee, Council road network and stormwater asset management and planning	1.3.1.1	Develop and implement asset management plans which maintain a balance between improving and maintaining flood levees, stormwater, Council roads, paths and trails	Director Technical Services	Service levels met as set out in adopted Asset Management Plans	100%		AMP's for these assets are up to date and being implemented
1.3.1	Coordinate flood levee, Council road network and stormwater asset management and planning	1.3.1.2	Design, construct and maintain stormwater systems that safely capture and remove water	Director Technical Services	Service levels met as set out in adopted Storm water Asset Management Plan	100%		Budgeted works progressing satisfactorily, Tocumwal Dean St pumpstation complete, Berrigan trunk drainage under construction, Finley Murray Street drainage almost complete, Finley Finley Street drainage due to commence in March.
1.3.1	Coordinate flood levee, Council road network and stormwater asset management and planning	1.3.1.3	Design, construct and maintain flood protection network	Director Technical Services	A flood levee protection network that prevents inundation of Tocumwal and Barooga from recognized flood levels	100%		Audit from NSW Public Works received and works program to be determined for future years to address issues raised to ensure future integrity of levees. Levee maintenance up to date.





DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
1.3.1	Coordinate flood levee, Council road network and stormwater asset management and planning	1.3.1.4	Continue remediation Tocomwal Foreshore Levee	Director Technical Services	Remediation works prevents inundation of Tocomwal from recognized flood levels	100%		Works carried out as required
1.3.1	Coordinate flood levee, Council road network and stormwater asset management and planning	1.3.1.5	Maintain the safety of Council roads and walkways	Director Technical Services	Asset Management Plan identified service levels and standards are met	100%		Roads inspected and repaired as required
1.3.1	Coordinate flood levee, Council road network and stormwater asset management and planning	1.3.1.6	Exercise delegated functions Road Act 1993	Director Technical Services	Local roads are managed in accordance with the Act	100%		Functions exercised as required
1.3.2	Manage landfill, recycling and waste disposal	1.3.2.1	Reduce waste in landfill	Environmental Engineer	Develop a local waste management strategy that identifies waste diversion targets and realistic benchmarks	75%		Waste Plan targets being reviewed in line with regional targets
1.3.2	Manage landfill, recycling and waste disposal	1.3.2.2	Deliver township garbage collection and street cleaning services	Environmental Engineer	Instigate & manage a waste collection contract to ensure garbage collection	75%		





Good Government




Berrigan Shire 2023 objectives and strategies inform Council planning and community led projects

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
2.1.1	Council operations, partnerships and coordination of resources contribute toward implementation of Berrigan Shire 2023	2.2.1.1	Promote and support the engagement of Shire residents, local business and agencies in the development, implementation and review of Berrigan Shire 2023	Strategic and Social Planning Coordinator	Increase in resident, local business and other agencies participation in opportunistic and targeted engagement	75%		
2.1.1	Council operations, partnerships and coordination of resources contribute toward implementation of Berrigan Shire 2023	2.2.1.2	Continue to evaluate Fit for the Future options to determine contribution toward implementation of Berrigan Shire 2023	General Manager	Sustainable Council contributing toward the implementation of Berrigan Shire 2023	75%		the Council continues to respond to the challenges of the State's reform of local government program and to press for a stand alone solution. the Council has also responded to the review of the Local Government Act
2.1.1	Council operations, partnerships and coordination of resources contribute toward implementation of Berrigan Shire 2023	2.2.1.3	Develop Community Engagement Strategy and commence review of Berrigan Shire 2023	Strategic and Social Planning Coordinator	Residents, local business and other agencies engaged in the review of Berrigan Shire 2023	75%		

Ensure effective governance by Council of Council operations and reporting




DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
2.2.1	Meet legislative requirements for Council elections, local government and integrated planning and reporting	2.2.2.01	Provide facilities and support including financial to elected Council	General Manager	The leadership skills, experience and knowledge of Councillors is used	75%		Financial support has been provided to Councillors in accordance with Council policies and statutory requirements. all legislative requirements have been met. it is unclear when Council elections will be held.
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.02	Implement and further develop the Berrigan Shire Integrated Management System	Enterprise Risk Manager	Standardised documentation and review of Council operations	70%		
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.03	Coordinate Council investments, financial management financial operations and processing	Finance Manager	Effective management of Council investments and finances	80%		New investment guidelines in place. Procurement Manual nearly complete,
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.04	Deliver responsive customer service	Director Corporate Services	Customers satisfied by Council response	75%		Ongoing.




DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.05	Manage human resource and workforce development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2013-2017	Director Corporate Services	A workforce with the competencies needed to implement the Shire's 4-year Delivery Program	75%		Continuing. Training for managers of Salary Policy obligations re: performance management undertaken in February
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.06	Provide information technology and associated support for Council operations in line with Information Technology Action Plan	Finance Manager	Efficient operation of Information Technology Systems supporting other Council Services	75%		Full upgrade Practical Plus now complete
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.07	Coordinate the delivery and management of Shire records and communications	Director Corporate Services	Effective records management system	75%		Improvement in version controls for controlled documents ongoing.
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.08	Maintain and sustainably re-develop existing infrastructure and community assets	Director Corporate Services	Council owned community infrastructure and assets are sustainably maintained and developed	75%		Finley School of Arts precinct project in consultation phase. Discussions for upgrade of Finley Indoor Sports Centre have commenced. Work with Finley RSL for improvements to Memorial Park.





DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
								Tocumwal Foreshore redevelopment in design phase.
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.09	Coordinate and manage maintenance and renewal of Council plant and equipment	Director Technical Services	Ongoing maintenance and renewal of Council plant and equipment	75%		Plant replaced in line with budget although replacement of small patching deferred due to insufficient budget allowance. Plant repaired as required
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.10	Coordinate the ongoing review and development of Council and Operational procedures	Director Corporate Services	Regular review and update of Council Policies and associated Operational Procedures	75%		Update of Council's procurement and disposal policies and procedures expected to be complete by June 2016. Disposal policy to be adopted in April. Fuel Card Policy adopted in March.
2.2.2	Council operations support ethical, transparent and accountable corporate governance	2.2.2.5.1	Implement Equal Employment Opportunity Policy and Plan 2014 - 2018	Director Corporate Services	Workplace free from discrimination providing opportunities for all existing and future employees	75%		Implementation ongoing



Supported and Engaged Communities

Create safe, friendly and accessible communities


DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
3.1.1	Build communities that are home to more families and young people	3.1.1.1	Support and promote the healthy development and wellbeing of children and young people	Director Corporate Services	Local projects and programs are established to support and promote the healthy development and wellbeing of children and young people	75%		Tocumwal Skatepark design work complete with construction in April/May. Support for International Childrens Games continuing. Tocumwal Splashpark in early development. Holiday program provided at all four libraries
3.1.1	Build communities that are home to more families and young people	3.1.1.2	Deliver on behalf of the funder Shire based Early Childhood Intervention Services	Director Corporate Services	Local delivery of Early Childhood Intervention Services	75%		Ongoing. Work in transition to CDC model to start Q4 2015-16.
3.1.1	Build communities that are home to more families and young people	3.1.1.3	Complete the development of the Children and Families Strategy	Strategic and Social Planning Coordinator	Local projects and services support the attraction and retention of families and young people	100%		




DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
3.1.2	Facilitate all age healthy lifestyles and ageing in place	3.1.2.1	Implement transition plan for integrated in-home services and support to frail, aged, and disabled residents until such time as service is transitioned	Director Corporate Services	Local delivery of Home and Community Care Services A well managed transition to a new service provider for Home and Community Care services in the Berrigan and Jerilderie Shires	100%		Service fully transitioned with final acquittals all submitted. Project an overall success.
3.1.2	Facilitate all age healthy lifestyles and ageing in place	3.1.2.2	Implement Liveability and Healthy Ageing Strategy	Strategic and Social Planning Coordinator	Council facilities and services support older residents health, mobility and their economic / social participation in community life	75%		
3.1.2	Facilitate all age healthy lifestyles and ageing in place	3.1.2.3	Provide recreation facilities which support active lifestyle and ageing place	Director Corporate Services	Council recreation facilities support active lifestyle and ageing place	75%		Planning and design work for the redevelopment of Finley School of Arts is largely complete with wider public consultation to start in April 2016. The project will allow for improved access to the facility by the frail aged and disabled, parents of young children and other people with mobility



DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
								problems. Audit of disabled facilities in public toilets in Berrigan Shire is underway.
3.1.3	Strengthen the inclusiveness and accessibility of our community	3.1.3.1	Promote the social and economic wellbeing of Shire residents through social planning and community development activities	Strategic and Social Planning Coordinator	Annual program of social planning and community development activities implemented	75%		
3.1.4	Coordinate and facilitate the delivery of potable water, public health and safety services	3.1.4.1	Ensure potable water and sewer network is safe and functional	Environmental Engineer	Water and Sewer networks are managed to maximise operational functions	75%		
3.1.4	Coordinate and facilitate the delivery of potable water, public health and safety services	3.1.4.2	Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings and air	Development Manager	Safer and healthier communities	70%		
3.1.4	Coordinate and facilitate the delivery of potable water, public health and safety services	3.1.4.3	Coordinate and facilitate local emergency management committee	Director Technical Services	Committee coordinated and facilitated	100%		Meetings held as scheduled

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
3.1.4	Coordinate and facilitate the delivery of potable water, public health and safety services	3.1.4.4	Develop and maintain local cemeteries and associated infrastructure	Director Corporate Services	Cemeteries progressively developed to meet demand. Routine maintenance conducted	75%		Cemetery maintenance being undertaken regularly. Sprinkler system at Finley Cemetery installed. New fence for Barooga Cemetery installed.
3.1.4	Coordinate and facilitate the delivery of potable water, public health and safety services	3.1.4.9	Control and promote responsible ownership of companion animals	Development Manager	Negative impacts & disturbance caused by companion animals reduced	70%		

Support community engagement through life-long learning, culture and recreation




DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
3.2.1	Provide opportunities for life-long learning, cultural expression and recreation	3.2.1.1	Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2014 - 2018	Library Manager	A Library Service meeting the needs of its community	75%		<p>a) Jan-Mar 2016 quarter reflects significant drop in Finley Branch compared to same quarter 2015 due to Murray Street roadworks closure. Door Count; Barooga;990 (-150)Berrigan;1576 (+173)Finley;1271 (-317) Tocumwal;2239 (-299) Loans: Barooga; 949 (-167)Berrigan;1748 (-12) Finley; 2402 (-618) Tocumwal;2358 (-44)</p> <p>b) eBooks and eAudio loans are growing. Current eresource membership is 162 users. Quarterly loans: 314 ebooks and 105 eAudio and 13 new users.</p> <p>c) Wifi use is down but remains a significant library resource which is appreciated by all patrons.</p> <p>d) IWD Literary Lunch successful with 90 participants. Speaker, Karen Viggers, author and vet, impressed all with her knowledge, presentation and personality.</p> <p>e)Rhonda Wheeler</p>

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
								Photography Exhibition at Berrigan f) Great Aussie Pie Display at Berrigan g) 50% eSmart ready h) Seniors Groups utilising Library Services : Knitters & Knatters, Scrabble, MahJong, Broadband for Seniors, iPad Training with Volunteers
3.2.1	Provide opportunities for life-long learning, cultural expression and recreation	3.2.1.2	Strengthen community engagement and participation in Council activities	Strategic and Social Planning Coordinator	Increased resident engagement in Council activities	75%		
3.2.1	Provide opportunities for life-long learning, cultural expression and recreation	3.2.1.2.4	Lead strategic management of recreation and open space assets and facilities	Director Corporate Services	Strategic management of recreation and open space assets and facilities	75%		Tocumwal Skatepark works to start in April 2016. Masterplan for Tocumwal Foreshore nearly complete. Consultation on Finley School of Arts to start in April 2016.
3.2.1	Provide opportunities for life-long learning, cultural expression and recreation	3.2.1.3	Implement Council Volunteer Strategy and Action Plan 2012 - 2016	Director Corporate Services	Volunteers engaged and retained	80%		Work on transitioning committees of management has stalled. The Berriquin Toy Library has transitioned. There are land use issues with the Finley Second Hand Shop and Finley Pioneer Rail Committee.





DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
3.2.1	Provide opportunities for life-long learning, cultural expression and recreation	3.2.1.5	Financially contribute to and support South West Arts programs and activities	Director Corporate Services	South West Arts delivery of Shire based Arts program/s and activities	75%		2015/16 finding provided. Planning underway for the "Passing Parade" joint regional cultural project. South West Arts working with Tocumwal Strawberry Fields festival to promote and develop local artists. "Threads of our Communities" fibre art exhibition has been launched. Collaboration with Outback Theatre for Young People continuing.
3.2.2	Facilitate and partner with local communities in the development of township plans	3.2.2.1	Coordinate and align community projects and activities with township plans	Strategic and Social Planning Coordinator	Increased resident engagement in town plan development and implementation	100%		Desk top review completed of projects undertaken and will be used to inform End of Term Report





Diverse and Resilient Business

Invest in local job creation, retention and innovation

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
4.1.1	Identify opportunities for strategic investment and job creation	4.1.1.1	Support the development of Agriculture Industry	Economic Development Officer	Diverse and sustainable Agriculture Industry	75%		Implementation of Qfly program continues.
4.1.1	Identify opportunities for strategic investment and job creation	4.1.1.2	Support collaborative planning, shared resourcing in local industry and promotion of business and development projects	Economic Development Officer	Council facilitation of industry networks / collaborative projects and shared resourcing	75%		Funding application to Energise Enterprise fund for an expanded 2016/17 Industry development program
4.1.1	Identify opportunities for strategic investment and job creation	4.1.1.3	In conjunction with local business and employers develop an innovative industry and local skills retention and employment prospectus	Economic Development Officer	Industry groups, potential employers and local business have relevant information on industries and local skills	75%		





Strengthen and diversify the local economy


DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
4.2.1	Partner with government and industry to renew and promote the development of the Shire's economic assets	4.2.1.1	Continue implementation Berrigan Shire Economic Development Plan	Economic Development Officer	Economic Development Plan actions included in Annual Operational Plan	75%		
4.2.1	Partner with government and industry to renew and promote the development of the Shire's economic assets	4.2.1.2	Develop and implement action plan to promote business opportunities, location advantages and competitiveness of Tocumwal Aerodrome and its industrial precinct	Economic Development Officer	Action Plan completed and prospectus developed	75%		Continue to promote Tocumwal Airpark through social media and manage inquiry for the next stage of the residential park
4.2.1	Partner with government and industry to renew and promote the development of the Shire's economic assets	4.2.1.3	Lobby NSW Parks for investment in the enhancement of facilities and signage in and around National and Regional Parks	Economic Development Officer	Upgraded signage and facilities National Parks	75%		
4.2.2	Support local enterprise through economic development initiatives	4.2.2.1	Investigate the opportunity to hold a business event along the lines of a TEDx event	Economic Development Officer	Informed planning for a Berrigan Shire business event in undertaken	75%		

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
4.2.3	Engage local business through regular meetings, electronic newsletter, and Council bulletin and media publications	4.2.3.2	Facilitate the effective operation of Chambers of Commerce, Tourism Associations and other business groups through the development and implementation of business plans	Economic Development Officer	Strategic approach to local jobs and business growth	65%		Business Planning for the joint Chamber presidents is complete
4.2.3	Engage local business through regular meetings, electronic newsletter, and Council bulletin and media publications	4.2.3.2	Facilitate the operation of vibrant business support groups within the Shire	Economic Development Officer	Strategic approach to local jobs and business growth	75%		Meeting attended and bi monthly Chamber presidents meeting facilitated
4.2.3	Engage local business through regular meetings, electronic newsletter, and Council bulletin and media publications	4.2.3.3	Host Business and Environment Awards during business week	Economic Development Officer	Local business is recognised by nominations and Award attendance	75%		Online portal opened in late January and promotion of the awards continued in the SRN on a weekly basis.
4.2.3	Engage local business through regular meetings, electronic	4.2.3.4	Host Murray Darling Basin Association Annual Conference	Economic Development Officer	National exposure for local suppliers and accommodation	100%		

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
	newsletter, and Council bulletin and media publications							

Diversify and promote local tourism

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
4.3.1	Implement the Berrigan Shire Visitor Events Plan	4.3.1.1	Review the current Events Strategy (Action from the Tourism Strategy)	Economic Development Officer	A strengthened plan for supporting events based on evidence from the review	75%		Event Funding review commenced with online survey and presentation and discussion at the Annual Corporate Workshop
4.3.1	Implement the Berrigan Shire Visitor Events Plan	4.3.1.2	Provide support to event proponents and organisers.	Economic Development Officer	Increase in the number of successful events, proponents and organisers. Increased attendance local events	75%		Assistance has been provided to Garage Sale organisers and also to Event organisers who have entered the Business Awards
4.3.1	Implement the Berrigan Shire Visitor Events Plan	4.3.1.3	Facilitate use of Tocumwal Aerodrome for aviation and other events	Director Technical Services	Maintain the Tocumwal Aerodrome Management Plan and approve events in compliance with same	100%		Aerodrome operating in accordance with CASA requirements and used for events where appropriate
4.3.2	Partner regional Tourism Boards	4.3.2.1	Maintain membership and benefit of regional tourism boards to increase local visitation and economic activity	Economic Development Officer	Regional and interstate marketing and promotion of Shire's tourism products and services	75%		Regularly attend the MRTB Tourism Managers Forums
4.3.2	Partner regional Tourism Boards	4.3.2.2	Implement the Berrigan Shire Tourism	Economic Development Officer	Stronger local tourism industry	75%		Continue to assist the Tocumwal Visitor Centre operators. Event Funding review

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
			Strategy and Action Plan 2014 - 2018					commenced
4.3.2	Partner regional Tourism Boards	4.3.2.3	Encourage and support local tourism body / operator activities which, foster and promote increased local tourism industry growth and development	Economic Development Officer	Stronger local tourism industry	75%		Working with tourism operators to ensure their presence on the ATDW is up to date for transfer to the new MRTB digital platform

Connect local, regional and national road, rail and aviation infrastructure

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comments
4.4.1	Develop and promote Berrigan Shire regional transport and freight infrastructure	4.4.1.1	Continue development of the Tocumwal Intermodal precinct	Economic Development Officer	Improved access to Port of Melbourne and national freight hubs	75%		
4.4.1	Develop and promote Berrigan Shire regional transport and freight infrastructure	4.4.1.2	Lobby for upgrade of rail facilities, associated with Tocumwal rail line incl. line to Shepparton and Melbourne Ports	Economic Development Officer	Increased use of Tocumwal inter-modal facility	75%		
4.4.1	Develop and promote Berrigan Shire regional transport and freight infrastructure	4.4.1.3	Participate actively in efforts to upgrade Newell Highway and Midland Murray Valley highways particularly the Shepparton bypass	Economic Development Officer	Increased use of Tocumwal inter-modal facility	75%		
4.4.1	Develop and promote Berrigan Shire regional transport and freight infrastructure	4.4.1.4	Operate the Tocumwal Aerodrome	Director Technical Services	Operated in accordance with CASA regulations and Tocumwal Aerodrome Management Plan.	100%		Aerodrome operating in accordance with CASA requirements

4th May 2016

Mr. Rowan Perkins
General Manager
Berrigan Shire Council
PO Box 137
Berrigan NSW 2712

Dear Mr Perkins,

Letter of Engagement - Statutory Audit of Berrigan Shire Council for the Year Ended 30 June 2016

Auditing standards require that we establish the terms of our engagement as Council's auditor and accordingly we submit to you our Letter of Engagement effective for the current year. We set out below the basis on which we act as Council's auditor and the respective areas of responsibility for both Council and ourselves. This letter does not involve any change in our duties as auditors and is in accordance with your audit tender specification and our tender submission.

An Audit Strategy will be developed following completion of our planning work. It will set out specific matters relevant to the audit for each year, the engagement team, timetable, and further details of the scope of our services. This Letter of Engagement and the Audit Strategy outline the terms of our engagement.

Responsibilities of the Councillors

As Councillors, you are responsible for:

- ensuring the Council keeps accounting records in accordance with the requirements of the Local Government Act 1993 (as amended) and which at any time disclose with reasonable accuracy the financial position of the Council;
- establishing and maintaining an internal control structure;
- preparing a financial report (including adequate disclosure) which presents fairly the Council's operating result and financial position and is in accordance with Council's accounting and other records. The financial report must be prepared in accordance with the *Local Government Act 1993* (as amended) and the regulations made there under, Australian Accounting Standards and professional pronouncements, the Local Government Code of Accounting Practice and Financial Reporting and the Local Government Asset Accounting Manual regulations;
- enabling us access, on an unrestricted basis, to all the records, information and explanations we consider necessary in connection with the audit.

Responsibilities of the auditors

We have a statutory responsibility to:

- form an opinion and report on whether the financial report presented to us by Council:
 - is presented in accordance with the requirements of Chapter 13 part 3 Division 2 of the Act
 - is consistent with Council's accounting records
 - presents fairly the Council's financial position and the results of its operations .
- form an opinion on whether all information relevant to the conduct of the audit has been obtained.
- state whether any material deficiencies in the accounting records or financial reports have come to light during the course of the audit .
- prepare a report on the conduct of the audit containing such comments, statements and recommendations as we consider appropriate.

Our audit responsibilities do not extend to the budget figures contained in the financial reports nor to the Special Schedules which are attached to the financial reports.

We are also required to report to the Office of Local Government (the Office) instances where we have reasonable grounds to believe that a contravention of the Act has occurred and where it has not or will not be adequately dealt with in the audit report or by bringing it to the attention of the Council.

Scope of the Statutory Audit

Our Statutory Audit of the annual financial report will be conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial report is free of material misstatement. Our procedures include examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and evaluation of accounting policies and significant accounting estimates. These procedures will be undertaken to form an opinion as to whether, in all material respects, the financial report is presented fairly in accordance with Australian Accounting Standards, other mandatory professional reporting requirements in Australia and the Act so as to present a view which is consistent with our understanding of the Council's financial position, and performance, represented by the results of its operations and its cash flows.

We will obtain an understanding of the accounting system and the internal control structure to the extent necessary to consider their adequacy as a basis for the preparation of the financial report. This understanding will enable us to establish whether sufficient accounting records have been maintained.

The nature and extent of our audit procedures will vary according to our assessment of the Council's accounting system and, where we place reliance on it, the internal control structure. Our audit approach will be documented in an audit plan which may be amended on the basis of the matters identified during the course of the audit. Accordingly as the circumstances dictate we may amend our scope, visit different locations from the prior year, rotate our audit emphasis and propose matters of special emphasis.

Other documents accompanying the audited financial report

Generally accepted auditing standards require that we read any annual report and or other documents that contain our audit opinion. The purpose of this procedure is to consider whether other information in these documents, including the manner of its presentation, is materially inconsistent with information appearing in the audited financial report or concise financial report. We assume no obligation to perform procedures to corroborate such other information as part of our audit.

Detection of fraud, error and noncompliance with laws and regulations

The Councillors are responsible for safeguarding the Council's assets and for the prevention and detection of fraud, error and non-compliance with regulatory requirements. Our audit procedures are designed to provide reasonable assurance of detecting errors or irregularities, including fraud and other illegal acts, which are material to the financial report. There is an unavoidable risk that audits planned and executed in accordance with Australian Auditing Standards may not detect a material error or irregularity, particularly where there has been concealment through collusion, forgery and other illegal acts. There are inherent limitations in performing an audit - for example, audits are based on selective testing of the information being examined -therefore errors and irregularities may not be detected and as a result, our audit can only provide reasonable – not absolute - assurance that the financial report is free of material misstatement.

Management representation letter

We will seek written confirmation from the Councillors or senior management in respect of representations made to us in connection with the audit or review of the financial report.

Management reporting

At the conclusion of our work we may issue a report containing matters we consider appropriate to bring to the attention of management and the Councillors. If any such report deals with internal controls, it cannot contain all matters that a full review of internal controls may identify, as our audit work is primarily conducted to allow us to express an opinion on the financial report.

This report may not be provided to a third party without our written consent. We may, at our discretion, grant or withhold our consent or grant it subject to conditions, including an acknowledgement by a recipient that the report is not prepared with the interests of anyone other than you in mind and that we accept no duty or responsibility to any other party.

Other audit related services

From time to time you may request that we also provide other audit related services. The specific scope of these other audit related services may be subject to a separate engagement letter, depending on the nature and extent of the services requested, and will be performed in accordance with the terms of the engagement contract unless otherwise agreed.

Quality of service

It is our desire to provide you with a high quality service to meet your needs. If you believe that our service to you could be improved, or if you are dissatisfied with any aspect of our service, please raise the matter immediately with the engagement leader. This will enable us to ensure that your concerns are dealt with promptly and appropriately.

One of the many considerations in the design of our audit strategy is to develop an efficient audit approach and, where appropriate, we will discuss with management ways in which they can assist us in conducting the audit in an efficient manner.

Fees and Expenses

The audit fees are based on our tender proposal and indexed at the agreed indexation factor. The adjustments in the fees will be communicated to you annually through the Letter of Engagement.

Annual Fee for Audit Engagement

\$21,200 (ex GST)

These fees are based on the time required by the individuals assigned to the engagement. The fee includes allowance for any out-of-pocket expenses. Fees will be billed on a progressive basis as the audit work is undertaken, as follows:

Billing Phase	Requirements	Percentage of Fee
Interim Stage	Completion of interim visit & deliverables	30%
Final Stage	Completion of final visit	50%
Completion	Audit Sign-Off and completion of all deliverables	20%

In the event that unforeseen changes in the scope of our audit have arisen, we will agree with you the action that needs to be taken. This could include you re-directing certain of your staffs' efforts to deal with the issues or requesting us to provide assistance in some agreed manner.

Similarly, should we identify significant issues or changes to the scope of our audit at any other point during the course of the engagement; we will discuss the required action with you as soon as practical. You can be assured that we will not expect to be reimbursed for any additional costs unless we have discussed it with you beforehand.

Any assistance with accounting or other support services will be charged at our normal hourly rates, after first agreeing with you an estimate of those fees. Individual hourly rates vary according to the degree of responsibility involved and the experience and skill required.

Applicable Law

This engagement letter will be governed by the law of New South Wales and each of us submits to the non-exclusive jurisdiction on the courts of that place.

Acknowledgement of terms

Please acknowledge your agreement to the scope and terms of our engagement as set out in this by signing the copy of this letter in the space provided and returning it to us.

If you would like to discuss any aspect of our engagement further, please contact me on (03) 5445 4200 or at phild@rsdadvisors.com.au.

Yours faithfully



Philip Delahunty
Partner
RSD Chartered Accountants

Client Acceptance

The terms of this engagement are accepted by _____
(name of signatory) on behalf of the Council including any related entities for which RSD Chartered Accountants
is appointed as auditor who represents that he/she is authorised to accept these terms on its/their behalf.

.....
Signed

.....
Position

.....
Date



Tocumwal Chamber of Commerce & Tourism
Po Box 8
Tocumwal NSW 2714

President:
Secretary:
Treasurer:

BERRIGAN SHIRE COUNCIL	
Judith Renner	
Stephen Naughton	
- 7 APR 2016	
GM	
FILE	_____
REFER TO	_____
COPY TO	_____
ACTION / CODE	
ACKNOWLEDGE Y / N	

6th April 2016

Mr Rowan Perkins
GENERAL MANAGER
PO Box 137
BERRIGAN NSW 2712

Dear Rowan,

At the last general meeting of the Tocumwal Chamber of Commerce it was requested by Garry Mextead that the chamber support his request to Berrigan Shire Council regarding corellas along the Murray River.

His concerns are that the corellas are causing destruction of the trees along the foreshore. He said they are attracted by waste grain left uncovered by Grain Corp at the Tocumwal site.

Garry has asked that the Chamber send a letter to council asking that the council put pressure on Grain Corp so that they properly cover or remove waste grain and be active in culling the birds.

Could you please table this letter at the next council meeting?

Yours sincerely

Judith Renner
TCCT Secretary
Phone: 0427 141 241
Email: renner@netspace.net.au



IN PARTNERSHIP WITH



**FINLEY CAMPUS OUTSTANDING ACHIEVEMENT
AWARD
- SPONSORED BY BERRIGAN SHIRE COUNCIL**

LUCY REGAN

Certificate III in Aged Care



Dennis Toohey, Chair – Institute Advisory Council, Lucy Regan and Justine Turnbull, TAFE Commission Board Member

Working in residential Aged Care, Lucy's teacher has described her as hard working and determined to succeed.

That determination was evident when Lucy, who commenced six weeks into the course at Finley, worked hard and wasted no time catching up on the work. She was a self-directed learner who achieved to a very high standard.

During the course, Lucy was successful in gaining a position in residential aged care and she continued to work towards her completion.

Lucy has a calm and approachable persona and these qualities are a perfect fit for work in the aged care sector. This has been validated by Lucy's workplace employers and colleagues.

Lucy is a great example to other students that hard work and determination pay off both at TAFE and at work.

CONGRATUALTIONS LUCY

CUSTOMER FIRST INTEGRITY INNOVATION COURAGE PASSION



Murray Darling Association Inc.

Strategic Plan 2016-19

It's in the balance





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WELCOME!

One voice representing local government and communities across 14pc of the Australian continent on water-related issues – a powerful voice indeed.

The Murray Darling Association Strategic Plan 2016-19 aims to provide a clear, cohesive and concise statement of the actions that will enable the MDA to fulfil our purpose and to represent our members on issues of local and basin wide significance.

This Plan is a collection of the transformative actions that will provide a platform for genuine local government and community participation in the decisions that impact our communities on Basin-related issues.

With the implementation of the Murray Darling Basin Plan, there has never been a more important time to ensure that local government and communities work together with all levels of government to ensure balanced outcomes in the management of our resources.

This Strategic Plan identifies our most important needs and prioritises the concentration of our efforts.

Working together, with local government at the core of our membership we can achieve cost efficiencies; generate best practice; stimulate informed debate; identify positive outcomes and most importantly recognise our shared future.

This Plan has been endorsed by members and representatives of the 12 regions across the Basin.

Implementation of the Plan will rely on the strength and commitment of our local government members, our Board and their member councils, and our small but committed team of staff.

In its 72 years, there has never before been a published Plan for the MDA that recognises the importance of the issues unique to the distinct regions of the Basin and articulates a shared vision.

This Plan has benefited from the collective experience of hundreds of members, the contribution of stakeholders from across the policy spectrum, and from supporters and from critics representing a wide range of interests.

On behalf of the Murray Darling Association, I would like to thank those of you who have helped us shape the Strategic Plan 2016-19.

We now look forward to working with you all in its implementation.



Cr David Thurley
National President



Emma Bradbury
Chief Executive Officer

1 INTRODUCTION

In order to succeed in what is an imperative purpose, we must constantly respond to the needs of our members. We must deliver value, and ensure our strategy is clear, focused and fit to carry us forward into a challenging and dynamic future.

To be effective, our strategy has to be well communicated. It has to be a shared vision. And it must be understood.

But most of all, this strategy has to inspire.

Recognising this, the Board of Management representing its respective communities and regions; the executive team, and a skilled and experienced facilitator met in Echuca Victoria, February 2016.

Strategy and governance is a team activity.

The Echuca meeting generated creative discussions that encouraged innovation and challenged the status quo.

From those discussions, including invited presentations and submissions from stakeholders, the current plan of action emerged.

1.1 WHO WE ARE

The Murray Darling Association is a membership-based peak representative organisation representing local government and communities across the Murray Darling Basin.

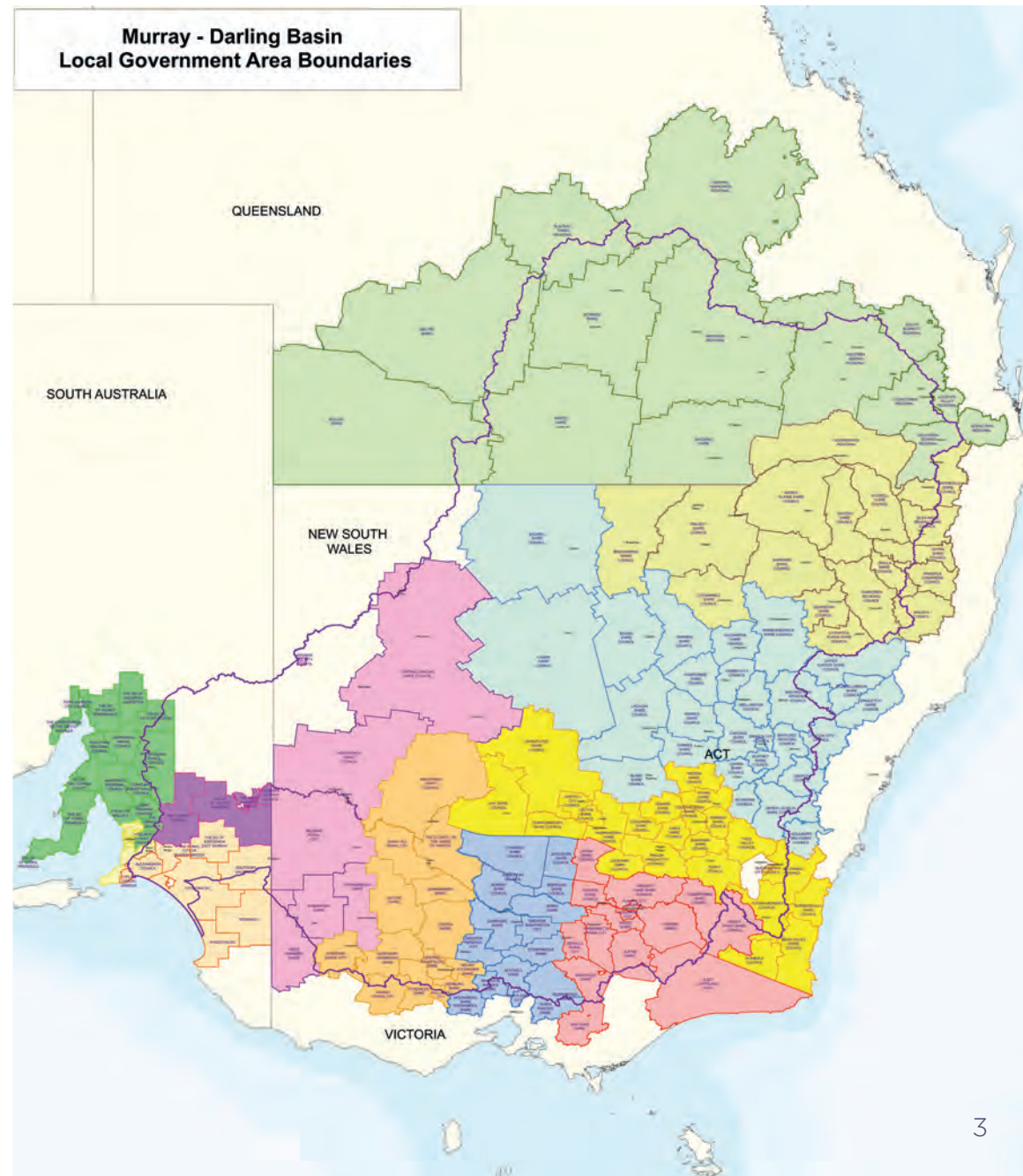
Established in 1944, the MDA has a strong history steeped in the traditions and achievements of local government.

This ensures that communities affected by the decisions of state and federal government have a clear and articulate voice at the table, informing the direction and realising the impact of those decisions.

1.2 WHERE WE ARE

Murray Darling Association represents 14pc of the Australian land continent.

It spans the length and breadth of the Murray Darling Basin, and includes all its communities and Basin resources.



2 STRATEGIC DIRECTION

2.1 OUR VISION

A healthy Murray Darling Basin supports thriving communities, economic development and sustainable productivity.

2.2 OUR PURPOSE

To provide effective representation of local government and communities at state and federal level in the management of Basin resources by providing:

- information
- facilitating debate
- seeking to influence government policy.

2.3 OUR WORK, IN SUMMARY

To achieve our purpose, we will:

- advocate on behalf of Basin communities
- use local knowledge and expertise to fully understand regional issues
- act as a two-way conduit for information and discussion between our communities and governments
- encourage and facilitate debate about the things that matter for the Basin's future
- explore options to achieve sound solutions to regional issues
- test information to ensure a sound base for those options
- be an educational resource for the Basin.



2.4 WHERE WE ARE AND WHERE WE'RE GOING

STRENGTHS

- primacy of purpose
- our members – the collective expertise across our local government organisations and the experience and passion across our communities
- over 72 years history of continuous service
- lobbying capacity and capability.

OPPORTUNITIES

- to harness the voice of 181 local government organisations across the basin
- to inform policy on Basin-related matters
- membership growth
- engage the next generation of farmers, advocates and community leaders
- better use of social media and information distribution technologies
- clearer definition of regional issues in pursuit of common goals.

WEAKNESSES

- diluted regional engagement in some regions
- fragmentation of messaging or purpose
- membership services
- loss of corporate memory
- financial security/resourcing.

THREATS

- disunity, and division
- poor quality or misinformation, diminishing credibility
- succession management.

3 MEMBERSHIP AND GOVERNANCE

3.1 OVERVIEW

Since its foundation, many things have endured at the MDA, including the passion and commitment of our members and the priority of our purpose.

A less lofty legacy is the alarming regularity with which our organisation has reached crisis point for the want of clear direction and good governance.

The definitive history of the organisation *Up and Doing: A brief history of the Murray Valley Development League and the Murray Darling Association from 1944 to 2014* by Adrian Wells notes that the question of whether to disband or fight-on has been considered on numerous occasions, from as far back as 1952.

On each occasion, the board, our members and stakeholders across all levels of government have been resolute. The purpose is essential. We must prevail.

The resilience of the MDA is equal to the community we represent.

Challenges across the organisation have included persistent confusion over voting rights at consecutive AGMs; steady decline in memberships; increase in expectations; inconsistencies in the organisation's messaging; financial uncertainty; and deviations from regulatory compliance.

These challenges threatened the viability of the organisation, prompting the Board to commence a review in 2014 of the MDA's operations, and to ensure in 2016 that the MDA is an organisation that is fit for purpose and that can continue to serve its members through the development of the Strategic Plan.

The result is a lean, focused and dynamic organisation, operating with the support of and for the benefit of local government and the communities of the Murray-Darling Basin.





3.2 OUR MEMBERS

We have four categories of membership:

- **Local government members**

181 municipalities are connected with and derive their wellbeing from the resources of the Murray-Darling Basin.

Local government is directly connected with and representative of almost every aspect of a community and is tasked to ensure the wellbeing of its municipality.

Councils provide over 97pc of our core funding, and are the foundation and the future of our organisation.

Local government members pay a membership fee based on population size.

Supported by organisations staffed by skilled and experienced professionals, and informed and directed by elected representatives, local government is the primary MDA membership category.

- **Life members**

Recognised for their outstanding contribution to Basin communities, life members have, and continue to contribute a wealth of knowledge and experience to the MDA.

There are currently 17 life members.

- **Associate members**

Three categories of associate memberships ensure a diversity of skills, experience and perspectives are well represented, enabling the decisions of the MDA to be more broadly informed.

These categories include: individuals, businesses, not-for-profit and community service organisations.

- **Patrons**

From time-to-time, the association may benefit from connections with outstanding and well-recognised individuals whose experience, connections and skills may be of service to our communities.

Patrons hold a special and valued place in the structure of our organisation.

3.3 OUR CONSTITUTION AND GOVERNANCE

Consistent with the review of the MDA's operations and compliance, the organisation also resolved to review the constitution.

The aim is not to change substantially the objectives/purposes of the organisation, however there are various uncertainties, interpretational issues and, in some cases, errors in the existing constitution.

Importantly, the constitution re-write should not drive discussions.

Rather, the re-write is intended to update the document to have it reflect the current objectives of the organisation and assist the MDA to operate with a clear and compliant governance structure.

The updated constitution will be put before the membership at the 2016 Annual General Meeting AGM in Dubbo.

3.3.1 VOTING RIGHTS

To align with the intention of the constitution as it is currently written, and to reflect the entitlements of the membership categories, the voting rights of members are:



MEMBERSHIP CATEGORY	VOTE AT THE AGM	VOTE AT REGION MEETINGS
Local government	1 vote, plus 1 vote per 20,000 head of population; capped at 3 votes	1 vote per region delegate in attendance. Up to 5 votes per member council
Life member	1 vote	1 vote
Associate member	1 vote per person Up to 3 delegates per region	1 vote per paid-up member



3.3.2 VOTING PRINCIPLES

The following principles provide clarity on issues that have previously been unclear:

- members of all categories are eligible to hold the position of Regional Chair, entitling them to a seat on the Board of Management
- serving councillors are not eligible for associate membership. This ensures that neither our member councils, individual councillors, nor the MDA are compromised by the potential for conflicting interests
- a local government member representative is not eligible to stand as an associate member delegate at the AGM. This preserves the right and opportunity for individual members to vote at the AGM
- associate member delegates to the AGM are appointed by the membership in each region
- life member votes at the AGM or regional meetings cannot be proxied. Members must be in attendance to vote
- life memberships are capped, and the criteria and process for the awarding of life membership established
- the chair of any meeting has only one casting vote.

3.3.3 ORGANISATION STRUCTURE

The MDA has 12 regions across the basin covering 4 states and the ACT, with regions associated as communities of interest.

Each region is led by a chairman and a deputy chairman.

The chairman is elected annually by members of the region, and is responsible to provide, or appoint from within the region, adequate resources to ensure an effective secretariat.

In most instances, although not exclusively, the regional chair is held by a local government member.

The member council is represented in the chair by a delegated representative, duly appointed to the role by resolution of the member council.

Role of the regional chair:

- represents the interests of the membership at state and federal level, consistent with the resolutions of the region
- promotes growth and engagement within the region, to ensure robust discussion, informed debate, and clear resolutions to determine the advocacy priorities of the region
- conducts and chairs a minimum of four regional meetings per year
- attends bi-monthly meetings of the MDA Council of Regional Chairs
- occupies a position on the MDA board of management, and provides for the good governance of the association.
- attends bi-monthly meetings of the MDA board of management
- provides timely notification and communication between members and stakeholders through the executive
- liaises with the CEO to ensure effective management and maintenance of the region's membership database
- arranges preparation and distribution of meeting agendas and minutes.

Each region's AGM is held at the last regional meeting of the calendar year.

Election of the national president, vice president and treasurer is held in February each year.

The regions are supported by a chief executive officer and small but dedicated team of staff, located in Echuca-Moama. The heart of region 2.



3.3.4 MURRAY DARLING FOUNDATION

The Murray Darling Foundation was formed in 1998 as a sub-committee of the association to enable philanthropists, individuals and businesses to donate funds in a tax-effective way towards the restoration of the Murray-Darling Basin.

Since its inception the foundation has undertaken a number of projects, many of which have had a significant influence on basin life.

2014 saw the dissolution of the committee, a significant cessation of contributions, and a sense that the purpose of the Foundation has been diminished.

The restoration of the Murray-Darling Basin is now well served by the Commonwealth Environmental Water Holder, and other state-based authorities.

The Foundation remains a registered entity and there may be opportunities for the Foundation to resume active operation in the future.

Any activities undertaken by the Foundation are required to be self-managed, self-funding, and comply with the regulatory requirements under which it operates.



3.4 ROLES

National President

The National President has a role in chairing the board of management and a further role in effectively representing the adopted position of the MDA on matters of Basin-wide significance.

Regional Chair

The role of the regional chair is to facilitate regular meetings, indentifying the interests and informing the advocacy priorities of their region.

The combined council of regional chairs also forms the board of management of the Murray Darling Association.

It is the role of the board of management to set the strategy for the organisation.

Chief Executive Officer

The role of the chief executive officer is to work with the board of management, the council of regional chairs, and the staff of the organisation to deliver the strategy.

Specific performance indicators, as set by the board of management annually will assist in prioritising the CEO's direction in the role.



3.5 THE BASIN PLAN 2012

Any strategic plan for the Murray Darling Association must clearly recognise the fundamental significance of the Basin Plan 2012 to our current role and purpose.

A core objective of the Basin Plan is to ensure that the social, environmental and economic impacts of the implementation of the Plan is balanced and positive.

The Murray Darling Basin Authority, tasked with the implementation of the basin plan shares with the MDA a commonality of work undertaken, and a mutual appreciation of the challenges faced.

Both authorities recognise the importance of mutual cooperation, consultation and knowledge sharing.

It is important that the Murray Darling Association articulates a clear and united position in relation to the often contentious Plan.

From this the MDA can provide advocacy and direction for policy changes and management practices, and avoid confusion and damage that can be caused by individual

advocates who may purport to represent the Murray Darling Association.

The MDA supports the purpose of and the need for the Basin Plan 2012, and acknowledges that it is an adopted strategy agreed by all states and the commonwealth.

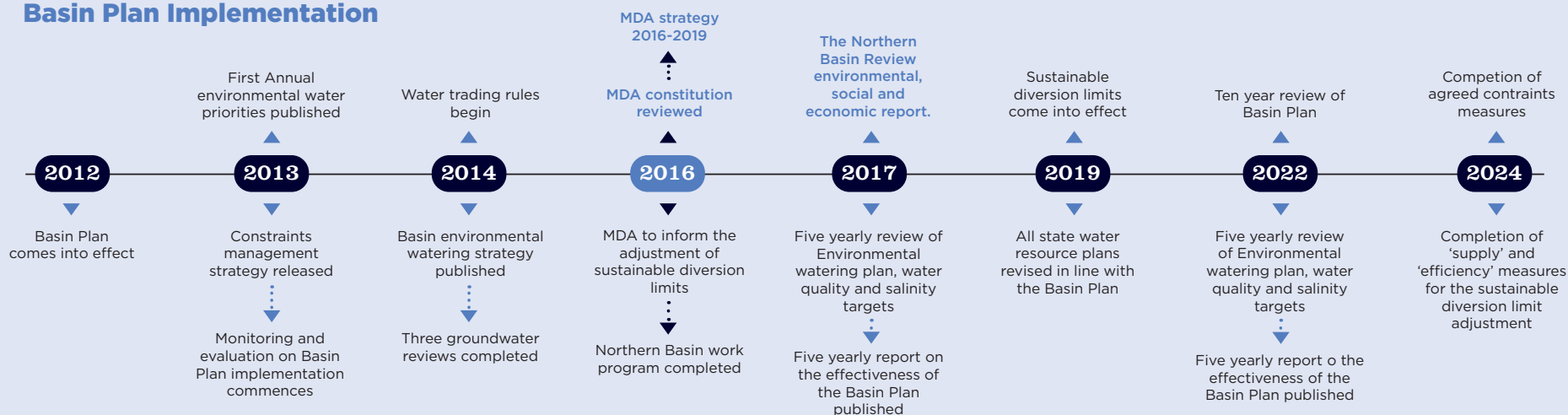
The MDA acknowledges that elements of the basin plan will always benefit from the application of adaptive management principles and practices.

We commit to work constructively with the MDBA, and other stakeholders using our collective engagement and influence for the overall benefit of the Murray Darling Basin and the communities reliant upon its resources, via the implementation of the basin plan.

The MDA will continue to advocate for the development of a rigorous and repeatable basin plan evaluation framework and methodology against which the social and economic impacts of the plan can be measured and assessed.

Any such assessment tool must be able to identify and distinguish short term, unrelated, and one-off impacts from the underlying performance of the Plan.

Basin Plan Implementation



3.6 REGIONAL ISSUES

As an Association we **share** the vision of a healthy Murray Darling Basin that supports thriving communities, economic development and sustainable productivity, and **work together in our common purpose** to provide effective representation of local government and communities at state and federal level in the management of Basin resources by providing information, facilitating debate, and seeking to influence government policy common.

We also recognise that our regions represent the interests, issues and circumstances of a wide array of communities across a vast tract of the Australian continent.

By working together to better understand the unique issues define, challenge and shape our regions, we are better able to inform policy and achieve shared solutions.

The development of our Issues Map, some of the key issues of which are noted below, will inform the strategic direction and define the work of our regions.

<p>REGION 1 Chair Albury City Council Cr David Thurley</p>	<ul style="list-style-type: none"> • Balance between the use of water for power generation and the operation of Snowy Hydro and water for irrigation and the environment • Groundwater mining • Potential impacts of the constraints management strategy
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<p>REGION 2 Chair Deniliquin Council Mr Des Bilske</p>	<ul style="list-style-type: none"> • Impact of the loss of 27% of productive water from the region following the millennium drought. The swiss cheese effect of non-productive farms being interspersed between highly productive irrigated properties with the remaining responsible for higher distribution costs of water. • The buyback of water increasing the market value of water for both permanent and temporary trade making some crops in low water allocation periods non-viable. • Constraints management for delivery of environmental water through the systems with the possibility of flooding of productive lands. • Conversion of productive red gum forests to national parks and resulting loss of employment and royalties to the region. • Environmental sustainability of the river systems and river valleys.
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<p>REGION 3 Chair (interm) Deniliquin Council Mr Des Bilske</p>	<ul style="list-style-type: none"> • Need for structural adjustment packages for directly affected economically impacted communities • Efficiency of environmental infrastructure investments • Regional leadership and local engagement
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<p>REGION 4 Mildura Rural City Council (interim)</p>	<ul style="list-style-type: none"> • Quality and quantity of water available through the Menindee Lakes and reliant communities • Regional leadership and local engagement
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REGION 5
Mid-Murray
Council
Cr Kevin Myers

- River health
- Balancing the needs and interests of tourism and horticulture
- Managing the uncertainty and diminished confidence that results from poor communication and understanding of the impacts of the Basin Plan.

REGION 6
Alexandrina
Council
Cr Barry
Featherston

- Lack of available information on the evaluation and monitoring of the Murray Darling Basin Plan
- Quality and quantity of water reaching the Murray Mouth
- Investigation of the connector between the Lower Lakes and the Coorong
- Understanding the trigger points and conditions for the effective use of the desalination plant.

REGION 7
City of Port
Adelaide
Enfield
Cr Peter
Jamieson

- Availability and quality of water available to the metro area – based on conditions impacting the balance of shandy of Mt Lofty catchment resource with water from the river system.
- Economic confidence within the metro area driven by rural and regional conditions.
- Opportunity for contribution of urban and metro development of water saving and management technologies that can benefit rural basin communities.
- Understanding the trigger points and conditions for the effective use of the desalination plant.

REGION 8
Vacant

- Reliance on the availability of Murray water whilst being external to the catchment.
- Understanding the trigger points and conditions for the effective use of the desalination plant.

REGION 9
Leeton Council
Cr Paul
Maytom

- Lack of understanding of the progress of the Murray Darling Plan Basin
- Information on the social and economic
- Absence of effective monitoring and evaluation of the social and economic impacts of the Basin Plan creating uncertainty and division
- Efficiency and effectiveness of on-river water storages and delivery

REGION 10
Dubbo City
Council
Murray Wood

- No targeted structural adjustment packages for directly affected economically impacted communities
- Absence of feedback from relevant authorities regarding outcomes of social, economic and environments benefits, or other impacts
- Resolution of competing priorities between floodplain graziers and irrigated agriculture and mining.

REGION 11
Vacant

- Northern Basin Review
- Social and economic impacts assessment
- Regional leadership and local engagement

REGION 12
Vacant

- Northern Basin Review
- Regional leadership and local engagement
- Regional leadership and local engagement

4 ACTION PLAN



GOALS



OBJECTIVES

Utilise local knowledge and expertise

STRATEGY

Ensure material considered at the regions is a position of the member council/s represented

Value and encourage the contribution of associate members

To understand and be informed by indigenous experience, expertise and perspectives

MEASURES

Reference by delegates to the resolutions and policies of the councils they represent

Increased satisfaction levels and support by individual members

Every region has an MOU with, or membership of local indigenous community representative organisation

GOALS – our goals align directly with the MDA’s purpose
STRATEGY – the approach we take to achieving our objectives

To be a valued source of accurate, concise, valid, timely information

To be a two way conduit of information between our membership and responsible authorities

Test information through a robust and vigorous process of fact checking and application of scientific, and empirical evidence

Validate information by utilising valid and valued educational resources

To explore viable options for solutions to basin related challenges

Member councils both provide and rely on information shared between council and the MDA
The minutes of region meetings are tabled at council by all council delegates

Information is tested and assessed by members and stakeholders

Responsible authorities engage more actively and responsively with the MDA

To build memberships

Value local government as the representative of the community

Value the diversity of experience, expertise and perspective contributed by associate members

Demonstrate value to both local government and associate members through a clearly articulated, fair and constructive membership rights and responsibilities, including voting rights

Reform the anomalies contained within the voting rights to ensure effective representation of and value for members

Target 80pc membership of all municipalities in each region

Target 1:1 ratio or better of local government and associate memberships across all regions

Adopt a compliant and workable draft of the MDA Constitution by 2016

OBJECTIVES – The actions we commit to, that will enable us to achieve our goals

MEASURES – how will we know we are implementing our strategy

GOALS

To facilitate informed and constructive debate

OBJECTIVES

To develop the strength and authority of the regions

STRATEGY

Properly resource our secretariats through data sharing and support

Conduct at least 4 region meetings per year

Ensure that regional meeting minutes, discussions, and resolutions are detailed, accurate and constructive

Support strong leadership within the regions

Apply eligibility criteria to regional leadership roles to strengthen regional leadership

Maintain current and accurate data to support member engagement

Develop consistent processes and procedures, data and resources to support the regional secretariats

Encourage councils to appoint appropriately skilled, experienced and qualified delegates

Grow membership numbers and participation

To re-establish the MDA's presence in the Northern Basin

Develop a Communication and Marketing Plan that sets out our pathway to being an effective and efficient conduit of information

MEASURES

Current and accurate database

Compliance across all regions

Member councils both provide and rely on information shared between council and the MDA
Minutes contribute to and support the advocacy issues and priorities

Elections are robustly contested among member councils
Member councils actively consider the value of their contribution to regional leadership on Basin related issues

Nominations are strongly supported by delegates' member councils
Member councils provide resources to support the Chair

All members are engaged, connected and fully informed

A balanced mix of local government representative (councillor) and professional (officer) delegates

Membership income reaches \$300,000
Every region achieves 100% financial participation of the municipalities in their region
Resolutions of the regions reflect and are supported by the position and or policies of member councils

Appoint an interim Chairing council for regions 11 and 12
Well lead, compliant region within 12 months of the appointment of an interim Chair

Consistent and timely delivery of approved messaging, communication and information sharing

GOALS – our goals align directly with the MDA's purpose

STRATEGY – the approach we take to achieving our objectives

OBJECTIVES – The actions we commit to, that will enable us to achieve our goals

MEASURES – how will we know we are implementing our strategy

To create a shared understanding of competing priorities across the regions

Conduct Bi-Monthly meeting of the Regional Chairs - 'Council of Regional Chairs'

Development of a regional issues map

Executive records

Adoption of the Issues Map

Communicate effectively inter-regionally

Conduct bi-monthly meetings of the region Chairs

Effective use of social media

Distinguish the role of the regional chair, and the responsibilities as board members

Adoption of bi-monthly Board, and Council of Regional Chairs meetings

Develop an Issues Map for the Basin regions that describes the range of needs and concerns across the different municipalities and provides a foundation for informed discussion and shared understanding

Investment in technology to ensure high-quality distance-conferencing across and outside the Basin

Implementation of seamless video conferencing for whole of Board/Council of Regional Chairs meeting



GOALS

To influence the policies of government

OBJECTIVES

To effectively advocate on behalf of our members

To inform the review of social and economic impacts of the Basin Plan due to be completed by the MDBA 2017

To provide policy direction to inform the implementation of the SDL Adjustment Mechanism

To participate in the finalisation of the Northern Basin Review

STRATEGY

Empower and support regions to be more active in their advocacy

Maintain detailed and accurate minutes of region meetings

Rely on the adopted position, reports and professional expertise of member councils in forming advocacy positions and priorities

Demonstrate clear accountability and veracity of advocacy positions and priorities

Advocate for suitably qualified technical expert to partner with the MDBA and the MDA to develop a rigorous and repeatable Basin Plan evaluation framework and methodology that can distinguish the one-off and short term impacts from the underlying performance and structural impacts of the Plan

MEASURES

Region Chairs meet regularly with state and federal members of parliament

Publication of the Minutes of Region meetings

Minutes are supported by the reports and policies of member councils

Publication of the minutes of the Council of Regional Chairs

GOALS – our goals align directly with the MDA’s purpose
STRATEGY – the approach we take to achieving our objectives

OBJECTIVES – The actions we commit to, that will enable us to achieve our goals
MEASURES – how will we know we are implementing our strategy

To work with consultants and researchers to investigate the possibilities of improving Plan outcomes

Partner with universities and other sources of research and technical expertise

Deliver a successful Annual National Conference

The application of new thinking from experiences gained informs new policy in Basin management practices

Conference delivers a clear set of advocacy priorities for the year ahead, informed by the regions and resolved by the members through an accountable and clear voting framework







GOALS – our goals align directly with the MDA’s purpose
STRATEGY – the approach we take to achieving our objectives

OBJECTIVES – The actions we commit to, that will enable us to achieve our goals
MEASURES – how will we know we are implementing our strategy

5 OUR FINANCIAL BASE

Current annual membership income stands at approximately \$200,000, enabling the MDA to deliver lean but effective representation and to ensure regulatory compliance.

It is imperative that memberships grow, in order to deliver better informed and empowered representation across the regions.

With growth in memberships comes an increase in revenue, allowing for further investment in delivering on the purpose of the organisation.

The current target is to grow annual membership income to \$220,000 by 2017, \$250,000 by 2018 and \$290,000 by 2019.

The role of Regional Chair provides further resources through secretariat support.

This support leverages membership income and is consistent with the MDA's current strategy to provide lean, focused representative advocacy.



COUNCIL MEMBERSHIP COST



\$0.24 plus GST per head of population
capped at \$5,500.00 plus GST

ie: 100,000 popl (last ABS Census)

~~\$24,0000.00~~

Total cost \$5,500.00





Murray Darling Association Inc. Strategic Plan 2016-2019

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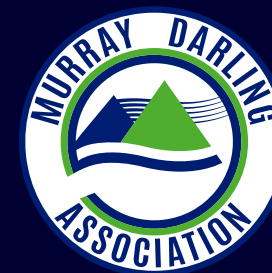
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WORK HEALTH AND SAFETY COMMITTEE MINUTES OF MEETING

Minutes of meeting held at 8:00am 14th April, 2016 at the Berrigan Depot.

Present: Michelle Koopman, Kevin Dunn, Jeff Manks, Scott Ansell, Aaron Chamberlain

Apologies: Karen Hanna

Previous Minutes

Moved K. Dunn seconded J. Manks that the minutes from the previous meeting, held on 11th February, 2016 be accepted. MOTION ACCEPTED.

RAP

RAP reviewed. Items for discussion include:

- Outstanding Pool items finalised, however will require ongoing review to ensure correct storage practices are followed.
- Store items gradually being addressed.
- Outstanding Workshop items need advice on progress.

Inspections Tabled

Nil

Incident Reports

Nil

General Business

Workplace Inspection Timetable

Responsibilities assigned to workplaces are listed on the attached schedule. Inspections are to be completed over a two year period.

Prior to conducting the inspection, the person responsible must liaise with the appropriate Manager and arrange on an agreed time to conduct the inspection.

Amalgamation – role of the WHS Committee

Whilst the outcomes of amalgamation proposals are still unknown, the WHS Committee will have a role to play in the newly formed amalgamated Council. Following announcement of a merger, the Council will enter an “implementation phase”. During this phase, the WHS Committee will be dissolved, and nominations will be called to form a new Committee.

The new Committee will represent the interests of groups from both Councils and will be involved in consulting with management and resolving issues surrounding work health and safety.

Barricading Stockpiles of pipes, etc.

Following a recent incident where a child was injured whilst playing on a temporary stockpile of pipes, advice has been received from Council's insurers that sites must be risk assessed and where appropriate should be barricaded off to prevent unauthorised access.

Any permanent stockpiles sites should be fenced off if possible, but must have warning signs erected.

Suggestions

None tabled

Meeting closed : 9:10am

Next Meeting: 9th June, 2016 (no meeting in May)

Area	Date	Inspector/s	Hazard/Non-Compliance	Risk Level	Recommended Action	Person Responsible	Proposed Completion Date	Actual Completion Date	Verification
Berrigan Depot	06/03/14	ID	Chainsaw equipment stored in shower	M		OM			
Berrigan Depot	06/03/14	ID	Outside areas of the Workshop are cluttered – poor housekeeping	M		OM			
Finley Recycling Centre	27/05/15	MK	Dump point for town maintenance into Cleanaway bins is dangerous	H	Barrier installation <i>Trench dug out in ramp at Tocumwal – waiting on Finley to be addressed.</i>	OM/EE			
Store	11/06/15	MK	Hazardous substances not being stored in accordance with SDS and Chemical Register	H	Provide additional storage shelving and cabinets to store chemicals in appropriate manner. <i>Cabinets in place</i>	FM/DCS			<i>Partially completed</i>
Store	11/06/15	MK	Standard Operating Procedures unavailable	L	Develop SOPs for Store Person role. <i>Under development – in draft</i>	ERM/FM			
Workshop	11/06/15	MK	First Aid kit has out of date items	M	Inspect and replace necessary items.	TO-AM			
Workshop	11/06/15	MK	No First Aid sign to advise of First Aid cabinet	L	Erect First Aid sign above cabinet.	TO-AM			
Workshop	11/06/15	MK	Workshop Supervisor failing to utilise PPE	H	Enforce PPE rules for the Workshop – Supervisor must wear ear protection.	OM			
Workshop	11/06/15	MK	Hazardous substances not stored according to SDS and Chemical Register	H	Arrange for additional storage room to store hazardous chemicals.	OM			
Workshop	11/06/15	MK	Spill Kit not available for use.	L	Spill kit sitting in Workshop – still wrapped in plastic – it needs to be ready for use	OM			
Workshop	11/06/15	MK	Eye Wash station has not been inspected	M	Ensure eyewash station is included on inspection list during next Fire Extinguisher/Eye	OM/DM			

Area	Date	Inspector/s	Hazard/Non-Compliance	Risk Level	Recommended Action	Person Responsible	Proposed Completion Date	Actual Completion Date	Verification
					Wash/Safety Shower inspection.				
Workshop	11/06/15	MK	Access to fire extinguishers inhibited by storage at the front of the office.	H	Remove storage in front of the office and allow clear access to the fire extinguisher	OM			
Workshop	11/06/15	MK	Non compliant ladder at mezzanine floor access above workshop office	H	Remove ladder and install compliant ladder, or remove ladder and prohibit access.	OM			
Workshop	11/06/15	MK	Poor housekeeping in office and side office/storage area.	M	Clean up areas and store items correctly.	OM			
Cemeteries	15/12/15	MK/KD	Graves in the lawn section have sunk considerably creating trip hazards and a high risk particularly for the elderly.	M	Graves in the lawn section at Tocumwal, Barooga and Berrigan require topping up. Topping up has already occurred at Finley	OM			
Cemeteries	15/12/15	MK/KD	Safe Work Method Statement not available for grave digging	L	Develop SWMS for all excavation activities – grave digging. <i>Issued in draft.</i>	ERM	31/03/16		
Cemeteries	15/12/15	MK/KD	Manual handling issues are high for old graves, e.g. hand digging and use of steel rafters to support the grave.	H	Investigate alternative ways, if possible, of excavating and supporting old graves.	ERM/OM			
Cemeteries	15/12/15	MK/KD	Dead wattle tree at risk of failure at Tocumwal cemetery.	H	Need to remove dead wattle tree from boundary fence of cemetery.	OM			
Sewer Treatment Plant - Berrigan	25/11/15	KH	First Aid Contents List missing and information regarding updating	L	Include current Contents List with First Aid kit and remove “update” label – no longer required	Technical Officer – Asset Management			
Sewer Treatment Plant - Berrigan	25/11/15	KH	Spill Kit not available for use.	M	Order and arrange for spill kit to be kept on site	EE			
Sewer Treatment	25/11/15	KH	Eye Wash station not	L	Need to install eye wash	EE			

Area	Date	Inspector/s	Hazard/Non-Compliance	Risk Level	Recommended Action	Person Responsible	Proposed Completion Date	Actual Completion Date	Verification
Plant - Berrigan			installed		stations at all sewer plants to meet requirements of SDS				
Sewer Treatment Plant - Berrigan	25/11/15	KH	No Rehabilitation Policy	L	Ensure policy is displayed following development/issue	ERM			
Sewer Treatment Plant - Berrigan	25/11/15	KH	Inadequate storage facilities	L	Chemicals stored in lunch room; Shower being used as storage	EE			
Sewer Treatment Plant - Berrigan	25/11/15	KH	Poor housekeeping	L	Office requires cleaning	EE			
Sewer Treatment Plant - Finley	08/12/15	KH	First Aid Contents List missing, eye wash out of date, and no First Aid sign	H	Include current Contents List with First Aid kit, update eye wash and affix sign.	Technical Officer – Asset Management			
Sewer Treatment Plant - Finley	08/12/15	KH	Spill Kit not available for use.	L	Order and arrange for spill kit to be kept on site	EE			
Sewer Treatment Plant - Finley	08/12/15	KH	Eye Wash station not installed	L	Need to install eye wash stations at all sewer plants to meet requirements of SDS	EE			
Sewer Treatment Plant - Finley	08/12/15	KH	No Rehabilitation Policy	L	Ensure policy is displayed following development/issue	ERM			
Sewer Treatment Plant - Finley	08/12/15	KH	Poor housekeeping	L	Office requires cleaning	EE			
Sewer Treatment Plant - Barooga	08/12/15	KH	No First Aid kit on site	M	Assess need for first aid kit – if required install kit.	Technical Officer – Asset Management			
Sewer Treatment Plant - Barooga	08/12/15	KH	Eye Wash station not installed	L	Need to install eye wash stations at all sewer plants to meet requirements of SDS	EE			
Sewer Treatment Plant - Barooga	08/12/15	KH	No Rehabilitation Policy	L	Ensure policy is displayed following development/issue	ERM			
Sewer Treatment	08/12/15	KH	Poor housekeeping	L	Office requires cleaning	EE			

Area	Date	Inspector/s	Hazard/Non-Compliance	Risk Level	Recommended Action	Person Responsible	Proposed Completion Date	Actual Completion Date	Verification
Plant - Barooga									
Sewer Treatment Plant - Tocumwal	08/12/15	KH	First Aid Contents List missing.	M	Include current Contents List	Technical Officer – Asset Management			
Sewer Treatment Plant - Tocumwal	08/12/15	KH	Spill Kit not available for use.	L	Order and arrange for spill kit to be kept on site	EE			
Sewer Treatment Plant - Tocumwal	08/12/15	KH	Eye Wash station not installed	L	Need to install eye wash stations at all sewer plants to meet requirements of SDS	EE			
Sewer Treatment Plant - Tocumwal	08/12/15	KH	No Rehabilitation Policy	L	Ensure policy is displayed following development/issue	ERM			

- Shaded areas include items requiring immediate action, or advice on progression.

2016/2017 WHS Committee Workplace Inspection Schedule

Inspection Area	Scheduled Inspection	Responsible Person	Date of Inspection	Completed
Office				
		J. Manks		
Libraries				
- Berrigan		J. Manks		
- Barooga		J. Manks		
- Tocumwal		J. Manks		
- Finley		J. Manks		
Store				
		A. Chamberlain		
Workshop				
		A. Chamberlain		
Tips				
- Tocumwal		S. Ansell		
- Berrigan		S. Ansell		
- Finley		S. Ansell		
Water Treatment Plants				
- Barooga Water Treatment		M. Koopman		
- Berrigan Water Treatment		M. Koopman		
- Finley Water Treatment		M. Koopman		
- Tocumwal Water Treatment		M. Koopman		
Sewer Treatment Plants				
- Barooga Sewer Treatment		M. Koopman		
- Berrigan Sewer Treatment		M. Koopman		
- Finley Sewer Treatment		M. Koopman		
- Tocumwal Sewer Treatment		M. Koopman		
Depots				
- Berrigan		K. Hanna		
- Finley		K. Hanna		
- Barooga		K. Hanna		
- Tocumwal		K. Hanna		
Roadworks				
		K. Hanna		
Ranger/Pound				
		J. Manks		
Cemeteries				
- Berrigan		K. Dunn		
- Finley		K. Dunn		
- Tocumwal		K. Dunn		
- Barooga		K. Dunn		



Workforce Management Strategy & Plan 2013 - 2017

Berrigan Shire 2023
Resourcing Strategy

Date	Reviewer	Saved as
4 April 2016	Jo Ruffin	Workforce Plan 2013 – 2017V1
6 April 2016	Jo Ruffin	Workforce Plan 2013 – 2017V2
28 April 2016	Jo Ruffin	Workforce Plan 2013 – 2017V3



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Introduction

Workforce planning is a requirement of Integrated Planning and Reporting. The Shire's *Workforce Management Strategy and Action Plan 2013 – 2017* is an element of the *Berrigan Shire 2023: Resourcing Strategy* and it contributes toward the achievement of *Berrigan Shire 2023 Strategic Outcomes* of:

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

The *Workforce Management Strategy and Action Plan 2013 – 2017* includes a snapshot of the demographic features of Council's workforce of 84.5 equivalent full time staff (EFT), our current organisational and reporting structure, workforce development issues and an action plan designed to facilitate the resourcing and workforce requirements of the Shire's 2013 – 2017 *Delivery Program*.

This strategy and action plan assumes no change in the base skills, knowledge and competency profile of the Shire's workforce and was developed from:

- A comprehensive analysis of the Shire's Community Strategic Plan *Berrigan Shire 2023*
- Consideration of Council's *Delivery Program 2013 – 2017*;
- A desk top review of *Workforce Management Strategy and Action Plan 2012 – 2016*;
- An updated summary profile of the Shire's workforce as at February 2013
- Consideration of issues identified (2010) internal discussion paper ¹; and
- A (2011) survey of Council's staff

Purpose

The *Workforce Management Strategy* and its action plan facilitates the maintenance and development of a workforce with the technical and managerial competence needed to implement the Shire's 4-year *Delivery Program* and annual operating plans.

According to SKILL *Australia* workforce development encompasses three interrelated elements:

- The demand for future skills and what planning for the future entails (**A**ttraction and recruitment)
- Improving the value from investments current being made in the existing and future workforce (**R**etention)
- Integrating policy, planning and service delivery with broader workforce participation, social inclusion and innovation ensuring that we have a workforce able to connect with or leverage wider economic, employment and social strategies (**T**raining and skill development)

Or **ART**

This strategy and action plan uses the 3 pillars of workforce development: attraction, retention and training for skill development to address the Council's *Delivery Program* and strategic workforce management and development issues² of

1. Succession planning
2. Recruitment to key roles, and
3. An ageing workforce

¹ Hansen, M (2010) *Workforce Management Plan – Discussion Paper and Options Paper (internal document)*

² *ibid*

Council Activities and Berrigan Shire 2023

The following table describes the relationship between Council's *Delivery Program* activities and *Berrigan Shire 2023* strategic outcomes which, in turn contribute toward the realisation of our community's vision that

In 2023 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.

CSP Strategic Outcome	CSP Strategic Objective	Council Activities and Services	Professional & Technical Skills
1.Sustainable Natural and Built Landscapes	1.1 Support sustainable use of our natural resources and built landscapes 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife 1.3 Connect and protect our communities	Stormwater Council roads, paths, levees Land use planning and development Waste Weed Control	Engineering & Surveying Statutory and Land Use Planning Project Management Building Control
2. Good Government	2.1 <i>Berrigan Shire 2023</i> objectives and strategies inform Council planning and community led projects 2.2 Ensure effective governance by Council of Council operations and reporting 2.3 Strengthen strategic relationships and partnerships with community, business and government	Council governance, enterprise risk management, plant and business operations Community planning	Strategic Planning Administration (Public) Public Policy Partnership development Finance Accounting Risk Management Business Planning Human Resource Management Asset Management Information & Records Management

CSP Strategic Outcome	CSP Strategic Objective	Council Activities and Services	Professional & Technical Skills
3. Supported and Engaged Communities	3.1 Create safe, friendly and accessible communities 3.2 Support community engagement through life-long learning, culture and recreation	Libraries and community services Parks, reserves, recreation facilities Cemeteries Water and sewerage Environmental health Animal Control Emergency Services	Information Studies (Libraries) Open Space Planning & Management Engineering and Design Public Safety Environmental Health Social Planning
4. Diverse and Resilient Business	4.1 Invest in local job creation, retention and innovation 4.2 Strong and diverse local economy 4.3 Diversify and promote local tourism 4.4 Connect local, regional and national road, rail and aviation infrastructure	Business and economic development Tocumwal Aerodrome Tourism and events promotion Saleyards	Economic Development & Planning Marketing Business Development

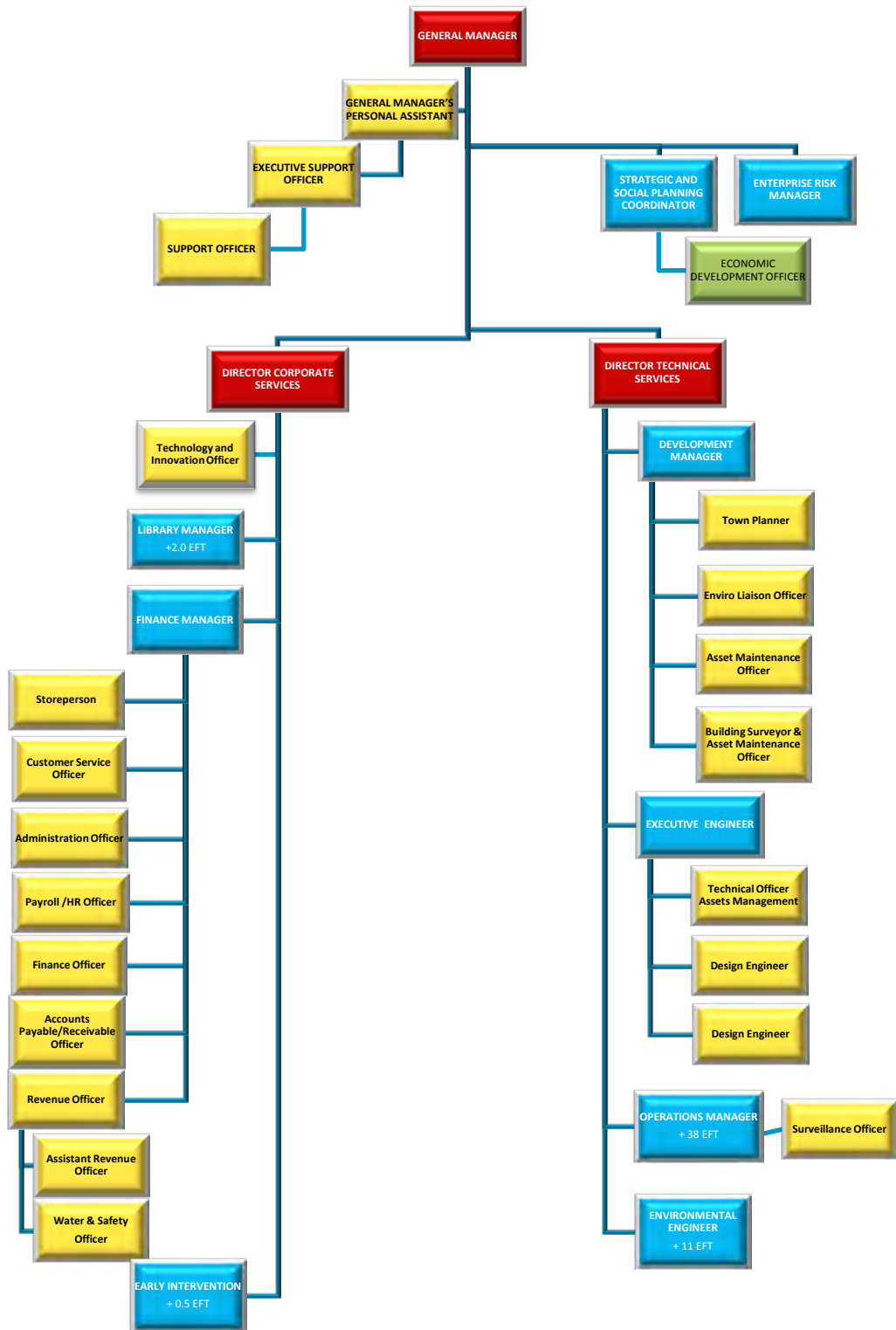
In addition to summarising the relationship between *Berrigan Shire 2023* and Council activities this table also describes the breadth of professional, technical and managerial competencies inherent in the delivery of Council activities and coordinated by this strategy.

Shire Workforce

The Shire's *Workforce Management Strategy and Plan (2012 – 2016)* canvassed national and localised population and employment trends, the age of the Shire's workforce, current and projected skills shortages, in addition to the succession planning requirements of key positions.

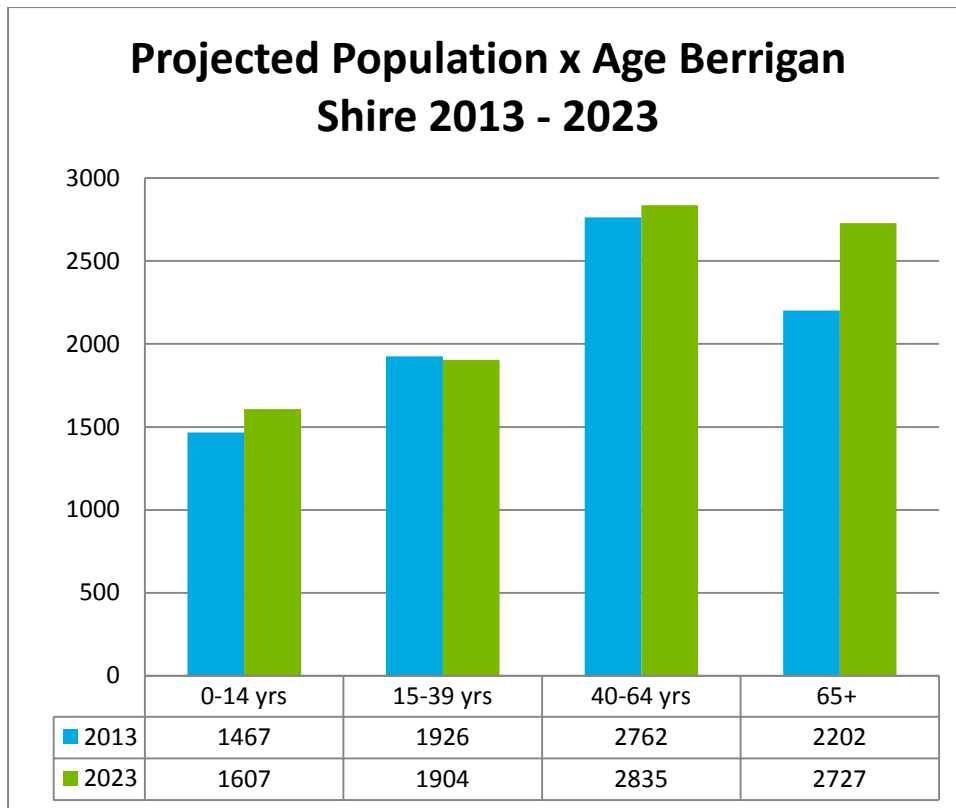
The Council's workforce reflects the working age profile of the Shire's general population and remains managed and directed on a day to day basis by the Council's executive management team – the General Manager and the Directors of Corporate and Technical Services.

Organisational Structure



As at 1 April 2016

Workforce Management Strategy and Plan for Ordinary Council Meeting 18 May 2016 includes Organisational Structure to be Adopted by Council at Ordinary Council Meeting 15 June 2016



(.id Berrigan Shire Population Forecast <http://forecast2.id.com.au/Default.aspx?id=393&pg=5210&gid=10> accessed 2 April 2013)

Workforce

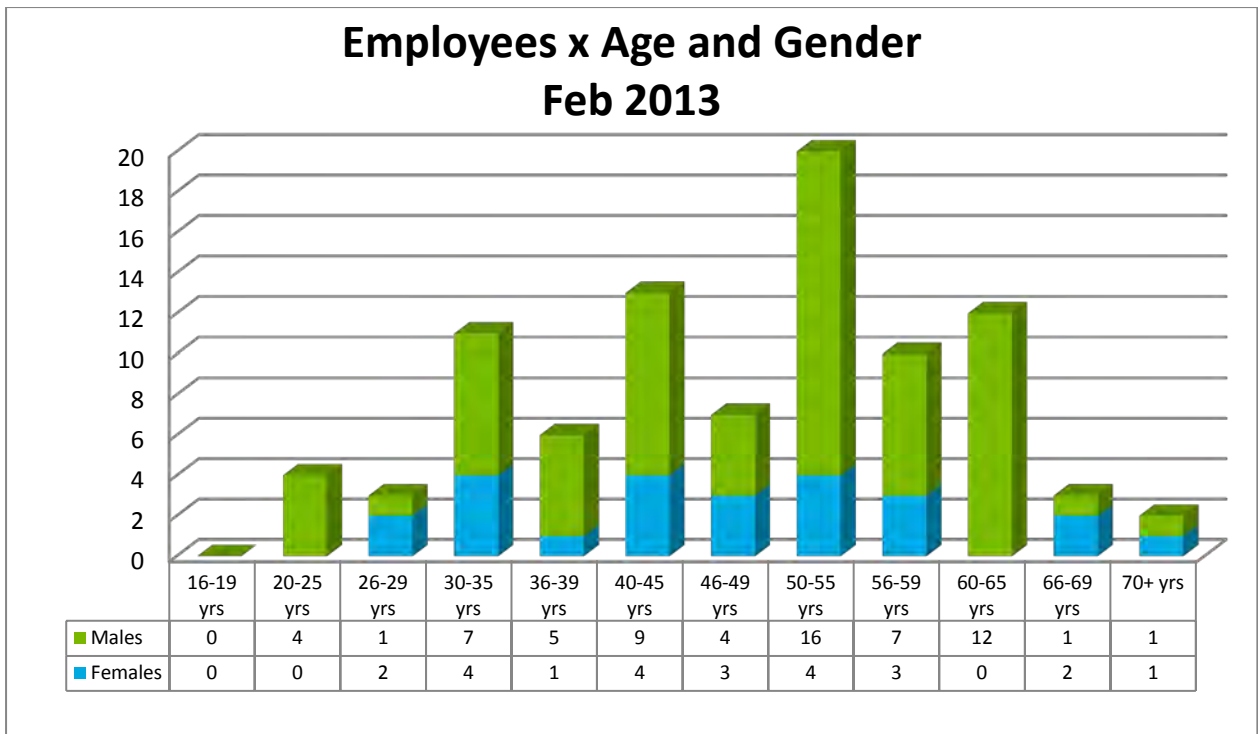
In February 2013, there were 91 persons employed by Berrigan Shire Council. This number fluctuates throughout the year and is the result of the employment of casual staff such as pool lifeguards. As with previous years, the majority of Council employees are men employed on a full-time basis by contrast, women are more likely to be employed on a part-time or casual basis.

	Council Governance	Corporate Services	Technical Services	EFT	Full-time	Part-time	Casual	Total
Male					66	0	1	67
Female					13	11	0	24
Total	6	17	59	82	79	11	1	91

The median age of a Council employee in 2012 was 53 years of age a 5 year increase in median age when compared with median age of employees in 2010. This means that more than 50% of the Council workforce is aged 53 years of age or over. Eighteen (18%) of the Council's workforce is aged over 60 years: a 7 % increase in the number of employees aged 60+ across a 2 year period. The most common age grouping for Council employees remains 50-55 years of age with 22% of the Shire's workforce aged 50 – 55 years of age.

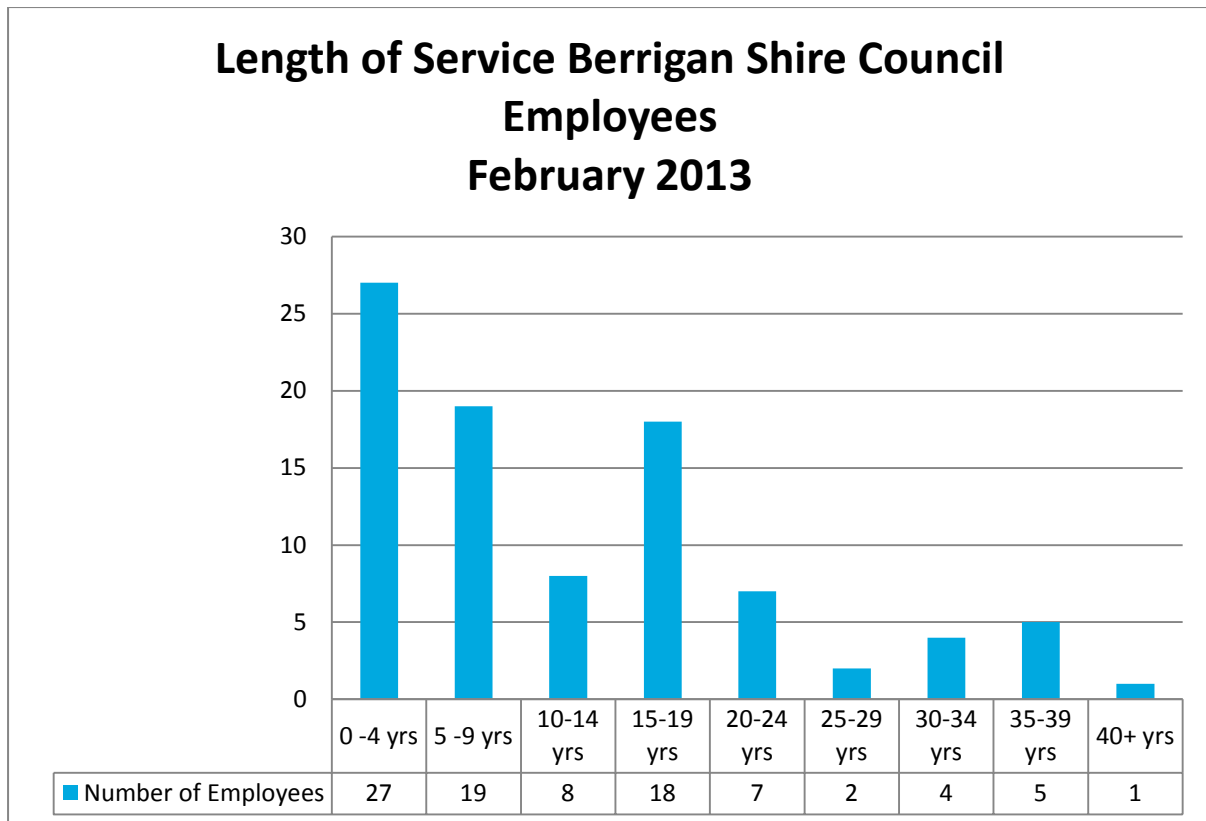
By contrast, 18 employees were aged under 35 years of which a third of these are women; some of whom are working in part time roles.

[Workforce Management Strategy and Plan for Ordinary Council Meeting 18 May 2016 includes Organisational Structure to be Adopted by Council at Ordinary Council Meeting 15 June 2016](#)



According to the 2010 *Options Paper* once employed, Council employees tend to remain with the Council for some time. This has contributed to a basically stable workforce. The average Council employee has been working with the Council for ten years and 23% of Council employees have been employed for over 20 years.

On the other hand, 30% of the Council's workforce has been with the Council for less than 5 years. This includes key positions in Finance, Development Services and Engineering Services.



Local Government Skills Shortages

The Council continues to operate under the threat of a shortage of skilled employees in key areas of its operations. Australia is undergoing a general skills shortage at present and this shortage is particularly pronounced in rural and regional areas. Local government specific skills such as engineering and town planning are in short supply in Australia and again, it is in rural and regional Australia where these shortages are most pronounced.

A report prepared by the NSW Department of Local Government in 2005 identified key areas of staff shortages across New South Wales. In that survey, 92% of surveyed Councils reported a skills shortage or were aware of a future or emerging skills shortage.

According to this survey the major areas of shortage were Town Planning and Civil Engineering. Other areas of shortage commonly mentioned included:

- Utilities Engineering;
- Trades such as Mechanics and Building Maintenance;
- Accountants and Rating professionals;
- Environmental Health and Building officers.

Berrigan Shire Council's experience with skills shortages is consistent with the experience of Local Government in New South Wales as a whole. Key professional and technical skills positions have been vacant for periods of over six months. This has led to downgrading some technical positions

and external contracting of technical skills on an as needs basis. Specific skill shortage issues for the Council in recent years include:

- Executive Engineer – Vacant between October 2006 and January 2007 and again between January 2009 and April 2010
- Building Surveyor / Asset Maintenance – Revised position description 2011 and 2012
- Design Engineer/s – Vacant 2011 & 2012 Revised Position description
- Town Planner – Vacant 2011

In the past year Council has successfully used the provisions of the Migration Act 1958 (Section 457 Temporary Visa – Skilled Workers) and filled vacant technical and town planning positions by sponsoring skilled workers who do not have Australian citizenship or residency.

Staff retention

The Council has been successful in retaining staff and maintaining a steady overall rate of staff turnover. Reflecting the general rule that Local Government employees have traditionally stayed with their employers for significant periods of time. Reasons for this include long service leave arrangements, and particularly in rural and regional areas the perception that employment with the Council is secure in an environment with limited local area employment opportunities.

Unfortunately, also in common with broader sector, this does not apply to positions and roles requiring professional / technical skills and tertiary qualifications. In common with most other rural and remote Councils the Shire experiences difficulty recruiting and retaining skilled and experienced professionals. An issue further compounded by generational change in the Australia's labour market. For example, most people entering the workforce (other than through skilled migration programs) are now *Generation Y*. *Generation Y* (born between 1980 and 1994), i.e. aged between 16 and 30. This cohort constitutes 20.4% of the Australian population and it is a population cohort that according to demographers

- Seeks variety
- Appears less inclined to stay with an employer for an extended period of time
- Is more geographically mobile
- Have due to the extensiveness of their formal training greater career choice and expectations with respect to wages, conditions, and career prospects

Staff Survey

Council staff (February 2012) completed a ten question survey designed to provide whole of Council data on issues related to staff training, attraction, and retention. The survey was completed by 98% of the Shire's full-time, part-time and casual workforce including their managers and supervisors. A total of 81 hardcopy surveys were completed out of a possible 82 and of the surveys completed all questions attracted a 97% or higher response rate.

Nine questions used a five-point or Likert type scale in addition to an optional comments item. The five point interval response scale did not offer a neutral third point but a third point response item that 'controlled' the neutral tendency bias often associated with five-point scaling.

The inherent and overall positive bias of the survey's design was controlled through the inclusion at question 7 of a 'negatively biased' item requiring comment. This question elicited a written comment from 32% of survey respondents and was analysed using recurrent text analysis software that excluded punctuation, common verbs, pronouns and adjectives.

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

To ensure anonymity and to encourage qualitative comments all staff were advised that hardcopy surveys would be collected by a single collector. Moreover, only once all surveys had been returned would the surveys then be forwarded to the Council Officer who had designed and constructed the survey. Survey respondents were also advised that identifying comments would be excluded and or if 'material' to the question re-written to ensure anonymity. Further, that aggregated results would be included in the Shire's Workforce Development Plan which would be a public document. Of the many comments received only one comment was re-written: all other comments included in the survey results are as written.

Results

The results of a survey of Council staff (February 2012) provides qualitative feedback on:

1. The attraction and retention of staff
2. The perceived value of Council's investment in workforce development / training and
3. Its effectiveness.

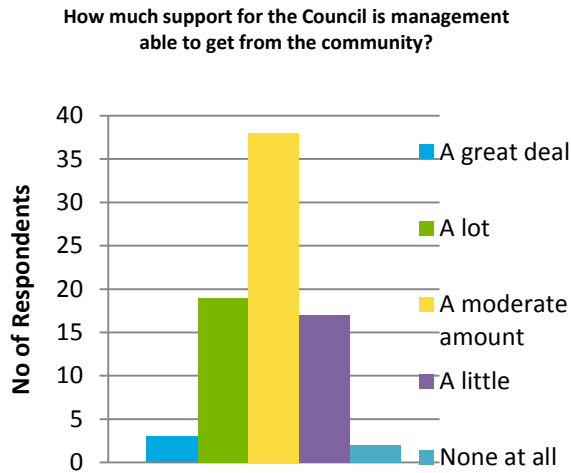
Attraction

Employees that attend external meetings, have customer service contact and or who are thinking about living and working in the same community are more likely to be attracted to apply for a position if we can provide information about

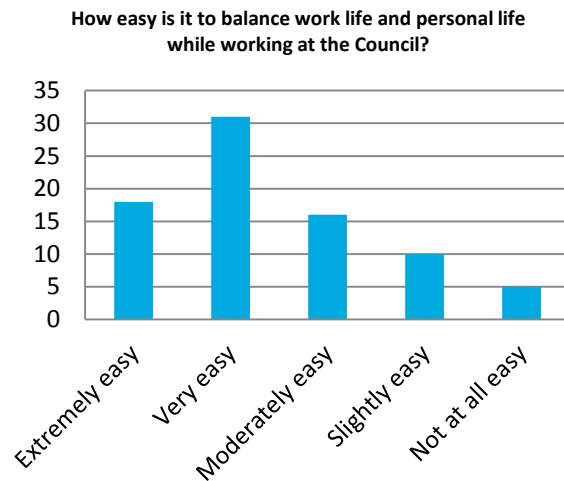
- Community perceptions about Council and customer service
- The experience of Council personnel attending network meetings
- The effectiveness of Council's engagement with broader community, business and other levels of government
- Work life balance

Survey responses informed Council planning about what actions can be taken to demonstrate to prospective staff the extent of Council's support in the broader community and our employees' experience of work/life balance.

According to 76% of surveyed staff Council management is able to get a moderate to great deal of support from the community. Moreover, 61% staff of staff surveyed reported that it is extremely easy or very easy to balance their work life and personal life while working at Council.



Answered: 79
Skipped: 2



Answered 80
Skipped 1

Retention

Employers are more likely to retain productive staff when the individuals, their skills and the work they undertake is valued by the organisation and a whole of organisation approach taken to the implementation and communication of an organisations' Management Plan.

The rationale for these questions (for all employees and managers) is that it provides insight into the knowledge or understanding of current staff in relation to: Council's management / capital works plans, the information that informs Council planning and decision making, why in some circumstances plans do change and how well this is communicated.

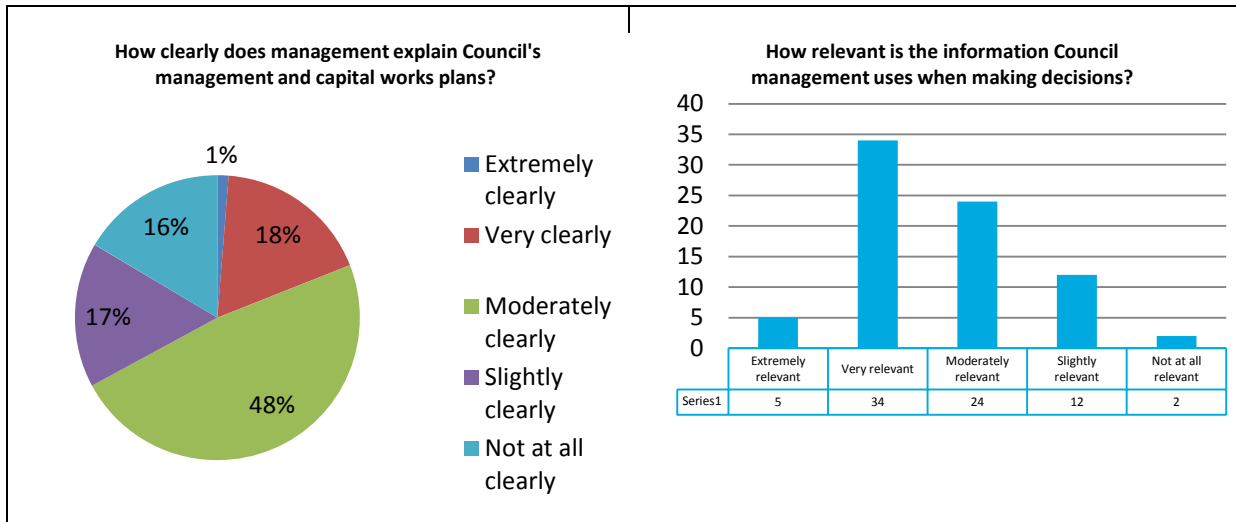
The premise of our staff survey was that just because staff do not have budget or planning responsibilities it was not assumed that they do not have the skills, are disinterested and or do not need to know what information guides Council decision-making and 'how' what they do contributes to Council's management and capital works plans.

The following survey responses will guide Council planning about how we can optimise the skills/knowledge and productivity of current employees and in doing so retain a skilled and productive workforce. A workforce, that is flexible and responsive to the practice of integrated planning developed through 'seeing and or being aware of the bigger picture' as it relates to Council and its operations.

From these results it is apparent that less than a quarter of the Shire's workforce felt that Council management very clearly or extremely clearly explained Council's management and capital works program. Moreover, 48% of the Shire's workforce indicated that Council management's explanation of its management and capital works program was moderately clear. This high percentage suggests

[Workforce Management Strategy and Plan for Ordinary Council Meeting 18 May 2016 includes Organisational Structure to be Adopted by Council at Ordinary Council Meeting 15 June 2016](#)

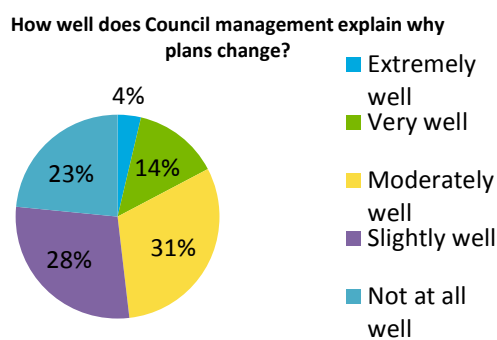
that targeted action by Council in this area should result in a significant number of its personnel rapidly acquiring a greater understanding of Council’s management and capital works plans – ensuring that more employees feel valued through informed participation in Council planning and its day to day operations. The flow-on benefit being that Council employees, who are also Shire residents and constituents, increase their knowledge of Council planning and operations.



Answered: 79
Skipped: 2

Answered: 77
Skipped: 4

The relevance of information used by Council management in its decision-making was viewed by 14 respondents as being only slightly relevant or not relevant at all. This question was skipped by 4 survey respondents which, given the still very high response rate to this question of 97% suggests that for the most part it is valid to suggest that Council’s workforce considers that Council management make decisions based on information that is relevant.



Answered: 81
Skipped: 0

On the other hand, 59% of Council employees responded *slightly well* and *not at all well* to the question that asked how well Council management explain why plans change. This question (no. 5 in the survey) was also the only question that elicited a 100% response.

In a survey which has an inherently positive bias the negative result suggests that actions that improve how well Council management explain why plans change are likely to have a very positive impact upon employee productivity and retention.

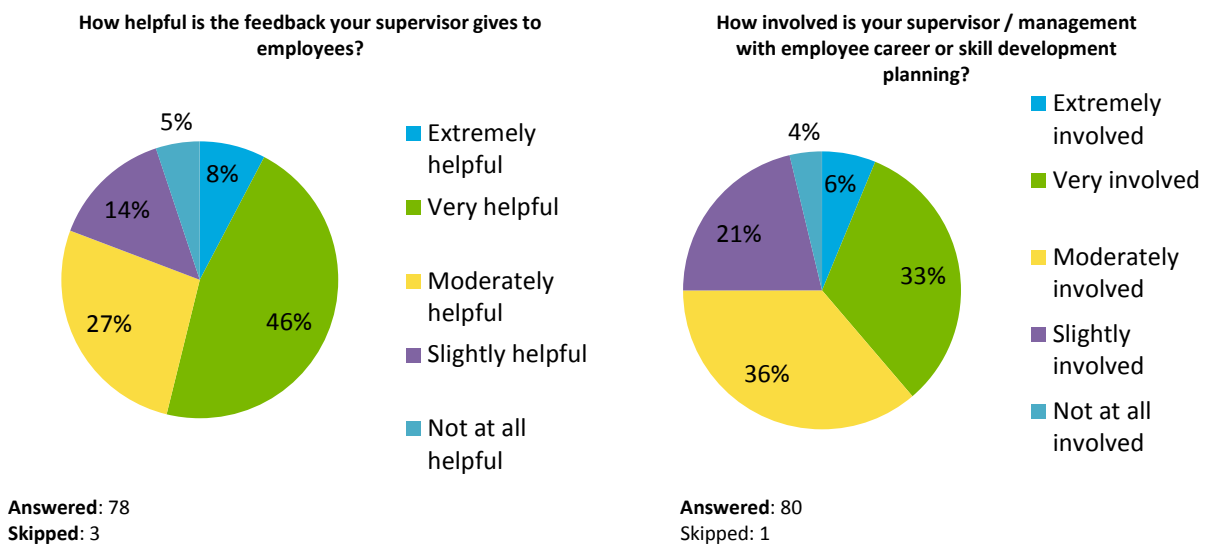
Skill

Employers are more likely to attract and retain staff if opportunities can be provided for staff to use:

- Current Skills
- Upgrade and further develop their skills, knowledge and experience

A skilled workforce is more productive and is also more likely to innovate, share their knowledge and experience.

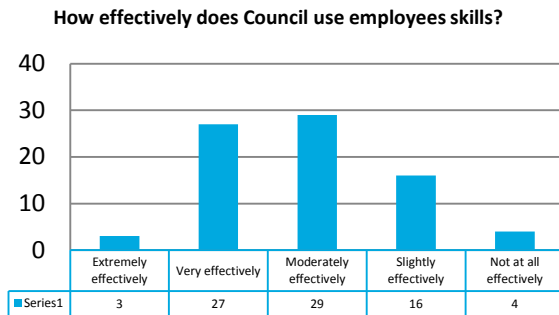
Survey results provide an insight into the value placed by Council employees upon supervisor / manager and employee feedback, career and skill development, and the effectiveness of current training.



Survey results suggest that 51% of the Shire’s workforce feel that the feedback their supervisor gives them is extremely or very helpful with a further 27% suggesting that supervisor feedback is moderately helpful. The perceived involvement of supervisors and management in employee skill development or career planning is not as strong with 39% of staff responding that their supervisor / management was extremely to very involved in their career / skill development.

As with the survey results that supported the retention of Council’s workforce, actions that increase the involvement of supervisors and management in employee career development and skill development will increase the productivity of Council’s workforce and enhance its capacity to promote itself as a local government employer of choice.

Survey responses to questions about how well Council used employees’ skills and the effectiveness of training suggest that this Workforce Development Plan should include actions that investigate how Council can improve effectiveness of its current use of employees’ skills.



Answered: 79
Skipped: 2



Answered: 77
Skipped: 4

The following word cloud analysis of staff comments has been developed from text analysis of survey responses to the question ‘what management need to do to improve their overall performance’

The key message drawn from a text analysis of the frequency with which key words were included in comments was that the 32% of respondents who commented commonly used words or phrases related to communication i.e.: listen, communicate, talk, talks, feedback, discussion, consultation. The other frequently used key words relate to context for communication i.e.: staff, employees, workers, skills, training, issues and resources.



Issues for Berrigan Shire Council

The demographic profile of the Shire community – both now and into the future – combined with the sector-wide shortage in key professional areas such as Town Planning, Engineering and Finance together with the wages and career expectations of younger professionals is a significant issue for Council in its consideration of the medium to long-term workforce requirements of its *Delivery Program*. As are the actions Council can take to attract, retain, and train its workforce.

In summary key contextual issues remain:

- **A decline in the age of the Shire’s working population.** As the Shire’s population ages, the number of people actively looking and available for work continues to decrease.

- **Balancing the mobility of skilled and motivated staff with perceptions of or real organisational inertia.** This is an industry-wide issue for local government and is a multi-dimensional and complex issue made all the more problematic by different workplace expectations (Gen Y, Gen X and Baby Boomers), the impact of technology in particular social media, changing community expectation, costs associated with infrastructure maintenance/development, government policy and practice, competition for the recruitment and retention of staff.
- **Attraction and retention of personnel.** While the Council does not have the same level of difficulty experienced by Shires to its west, it has experienced difficulty attracting and retaining professional and technical skilled staff. Due, in part, to sector shortages, the competitiveness of Council's salary package, the Shire's remoteness, comparative lack of facilities and opportunities for local career development and progression. Potential applicants and former employees have also reported that employment prospects for partners, is also a factor.
- **An ageing workforce** – In common with other organisations characterised by an ageing workforce there are also a number of issues related to corporate knowledge, succession planning, occupational health and safety, and transition to retirement that require consideration and planning. Depending on the physical requirements of the position and the skill set required some positions are generic and amenable to job re-design with no impact upon service delivery. On the other hand there are also positions where there is limited scope or capacity within Council for other staff to undertake tasks / or alternative tasks and or to acquire the necessary skills and experience associated with the role.
- **Employment of young people** – Council has, in general, accepted the notion that in order to attract and retain young people that opportunities should be provided by way of scholarships and traineeships. Increasingly, there is a conflict between the Council's legal obligation to appoint on merit and its operational obligation to manage its workforce in the most efficient manner possible.
- **Changing nature of work and impact of regulation** – Regulation and the changing nature of work is placing increased demands upon the technical knowledge, analytic, and literacy skills of Council employees in a wide range of positions. Moreover, this is particularly evident in roles where these skills were previously either not needed or a priority e.g: Water Supply and Distribution staff.
- **Section 355 Committee management of Council facilities and community assets** – Section 355 Committee's within their delegation manage or control the day to day operations of Council / community assets with a replacement value of \$24 million. Regulation and the changing nature of volunteering is placing increased demands upon Council arrangements for the management of these assets and volunteer involvement in Section 355 Committees. These issues are now being addressed through the implementation of the Shire's *Volunteer Strategy and Action Plan 2012 – 2016*.

- **Staff survey results** – staff survey results provide an insight into workforce development issues related to staff training, attraction and retention that in the direct control of Council and its executive management team. Key survey results include:
 - 76% of staff identified that Council management is able to get a *moderate to great deal* of support from the community
 - 61% of staff reported that it is *extremely easy* or *very easy* to balance their work life and personal life while working at Council
 - 20% of staff identified that the effectiveness of Council's use of employee skills was *slightly effective* or *not at all effective*
 - 51% of the Shire's workforce feel that the feedback their supervisor gives them is *extremely* or *very helpful*
 - 59% of Council employees responded *slightly well* and *not at all well* to the question that asked how well Council management explain why plans change

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

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

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

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

Issues that impact upon the Shire's workforce development but which Council during the life of this plan cannot control nor is likely to influence effectively are identified for subsequent review and consideration by the Executive Management Team as part of the ongoing monitoring and review of this plan.

Workforce Development Action Plan-Attract and Recruit

Berrigan Shire 2023 Strategic Outcome	2.0	Good Government
Berrigan Shire 2023 Objective	2.2	Council operations support ethical, transparent and accountable corporate governance
Delivery Program Objective	2.2.2.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2013 - 2017
Workforce Development Outcome		Attract and Recruit
Workforce Development Objective	2.2.2.5.1	Identify, attract and employ an appropriately qualified and flexible workforce.

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	13/14	14/15	15/16	16/17
A decline in the Shire's working population.	2.2.2.5.1.1	In partnership with our communities market and promote the lifestyle and liveability of our communities to attract local government and other professionals with families	Increased awareness of services and facilities by new residents / employees and prospective employees	Community Survey Results 2016 Staff survey 2016	DCS	✓	✓	✓	✓
Employment of young people	2.2.2.5.1.2	Continue Council support of <ul style="list-style-type: none"> CSU Accommodation Scholarship Traineeships 	Young people will have the opportunity of remaining close to home while studying	Report in Annual Report	DCS	✓	✓	✓	✓
	2.2.2.5.1.3	Investigate opportunities for partnerships with TAFE and school based traineeships	Increase in the local 'pool' of young people with vocational qualifications	Report in Annual Report	DCS	✓	✓		

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	13/14	14/15	15/16	16/17
Location and competitiveness	2.2.2.5.1.4	Actively promote to current and prospective employees the career development, packaging and work/life benefits provided by Council employment	Increase in the % of Council employees reporting <i>extremely satisfied</i> with work/life balance	Baseline Measure Staff Survey 2012 Staff Survey 2014 And 2016 Report results in Annual Report 2014 and 2016	DCS DTS	✓	✓	✓	✓
	2.2.2.5.1.5	Actively use skilled migration programs and sponsor Section 457 visa holders for vacant professional / technical services positions	Council operations are delivered in a timely and efficient manner	No of positions filled No. of positions vacant for more than 12 months	DTS	✓	✓	✓	✓

Workforce Development Action Plan - Retention

Berrigan Shire 2023 Strategic Outcome	2.0	Good Government
Berrigan Shire 2023 Objective	2.2	Council operations support ethical, transparent and accountable corporate governance
Delivery Program Objective	2.2.2.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2013 - 2017
Workforce Development Outcome		Retention
Workforce Development Objective	2.2.2.5.2	Increase the engagement and retention of Council's professional and technically skilled workforce.

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	13/14	14/15	15/16	16/17
Balancing the mobility of skilled and motivated staff with perceptions of or real organisational inertia.	2.2.2.5.2.1	Offer career development opportunities through Performance Management System	Increase in the % of Council staff reporting that their supervisor/management are <i>extremely involved</i> with employee career or skill development planning	Baseline Measure Staff Survey 2012 Staff Survey 2014 And 2016 Report results in Annual Report 2014 and 2016	GM DTS DCS	✓	✓	✓	✓
	2.2.2.5.2.2	Promotion and backfill of vacant positions by appropriate internal applicants	Increase in the % of Council staff reporting that Council's use of employee skills is <i>extremely effective</i>	Baseline Measure Staff Survey 2012 Staff Survey 2014 And 2016 Report results in Annual Report 2014 and 2016	GM DTS DCS	✓	✓	✓	✓
Succession Planning	2.2.2.5.2.3	Directors and managers to identify and develop succession plans through performance management system		Report results in Annual Report 2014 and 2016	DTS DCS Managers	✓	✓	✓	✓

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	13/14	14/15	15/16	16/17
How well Council Management communicate and explain why plans change	2.2.2.5.2.4	Include quarterly briefings on Council's Delivery Program / Operational Management Plan as Standing Agenda items Staff Team Meetings and Tool boxes	A reduction in the % of staff responding <i>slightly well and not at all well</i> to the staff survey on 'How well Council management explain why plans change'	Baseline Measure Staff Survey 2012 Staff Survey 2014 And 2016 Report results in Annual Report 2014 and 2016	DCS Technical Services Managers & Supervisors	✓		✓	

Workforce Development Action Plan – Training and Skills

Berrigan Shire 2023 Strategic Outcome	2.0	Good Government
Berrigan Shire 2023 Objective	2.2	Council operations support ethical, transparent and accountable corporate governance
Delivery Program Objective	2.2.2.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2013 - 2017
Workforce Development Outcome		Training and Skills
Workforce Development Objective	2.2.2.5.3	Strengthen workplace training and skills

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	12/13	13/14	14/15	15/16
Changing nature of work and impact of regulation	2.2.2.5.3.1	Provide access to training related to regulatory and statutory compliance	Professionally competent and skilled workforce	Gap analysis Training Plans Training Provided Report of training activities Annual Report	DTS DCS Managers	✓	✓	✓	✓
	2.2.2.5.3.2	Identify, as part of training plans, skills gaps and provide competency based AQF accredited training				✓	✓	✓	✓
Ageing Workforce	2.2.2.5.3.3	Identify through integrated management system job re-design opportunities responsive to needs of an ageing workforce	Competent and skilled older workforce	Gap analysis Job Re-design Annual Report 2015	DTS			✓	
Section 355 Committee management of Council facilities and community assets	2.2.2.5.3.4	Develop and consider the recommendations of Berrigan Shire Volunteer Strategy	Sustainable Section 355 Committee management of the Shire's facilities and community assets	Strategy completed and recommendations considered by Council	DCS	✓			

Appendix

Staff Survey

1. How much support for the Council is management able to get from the community?

- A great deal
- A lot
- A moderate amount
- A little
- None at all

Other Comment

2. How clearly does management explain Council's management and capital works plans?

- Extremely clearly
- Very clearly
- Moderately clearly
- Slightly clearly
- Not at all clearly

Other Comment

3. How involved is your supervisor/management with employee career or skill development planning?

- Extremely involved
- Very involved
- Moderately involved
- Slightly involved
- Not at all involved

Other Comment

4. How relevant is the information Council management uses when making decisions?

- Extremely relevant
- Very relevant
- Moderately relevant
- Slightly relevant
- Not at all relevant

Other Comment

5. How well does Council management explain why plans change?

- Extremely well
- Very well
- Moderately well
- Slightly well
- Not at all well

Other Comment

6. How effectively does Council use employees' skills?

- Extremely effectively
- Very effectively
- Moderately effectively
- Slightly effectively
- Not at all effectively

7. What does management need to do to improve their overall effectiveness?

8. How effective is the training you receive from your employment?

- Extremely effective
- Very effective
- Moderately effective
- Slightly effective
- Not at all effective

Other Comment

9. How helpful is the feedback your supervisor gives to employees?

- Extremely helpful
- Very helpful
- Moderately helpful
- Slightly helpful
- Not at all helpful

Other Comment

10. How easy is it to balance your work life and personal life while working at the Council?

- Extremely easy
- Very easy
- Moderately easy
- Slightly easy
- Not at all easy

Other Comment



Long Term Financial Plan 2016-2026

Berrigan Shire Council

*Berrigan Shire 2023
Resourcing Strategy*

Date	Reviewer	Saved as
4 April 2016	Jo Ruffin	LTFPV1
6 April 2016	Carla von Brockhusen	LTFPV2
12 May 2016	Jo Ruffin	LTFP V3
13 May 2016	Matt Hansen	LTFP V4
13 May 2016	Jo Ruffin	LTFP V5



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1. INTRODUCTION

This review of the Shire's base case *Long-term Financial Plan* (LTFP) 2016 - 2026 has been developed in accordance with the requirements of the NSW Local Government's Integrated Planning and Reporting Framework. Integrated Planning and Reporting describes how the Council will work toward the realisation of our community's Vision.

Integrated Planning and Reporting involves the development by the Council of a *Resourcing Strategy* 2016 – 2026. Of which, the reviewed base case *Long Term Financial Plan* 2016 - 2026 is a critical element together with the Council's *Asset Management Plans* and reviewed *Workforce Development Strategy* (2013 – 2017). These complementary and integrated strategies and plans describe how Council resources and activities contribute toward the planning, development, implementation and review of *Berrigan Shire 2023*.

Council's base case LTFP is used by Council to assess its capacity to deliver the Council activities and services described in its Community Strategic Plan *Berrigan Shire 2023*, 4 year *Delivery Program* 2013 – 2017 and our annual *Operating Plans*. It

- Improves Council transparency and accountability;
- Is an opportunity to identify early financial issues and likely longer term impacts;

2. PLAN DEVELOPMENT

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

- Reinforces how the Council's various plans come together;
- Measures Council's progress and the success of its financial planning; and
- Verifies Council's longer term financial sustainability.

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

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

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

Berrigan Shire 2023 is the Shire's long term plan; the 2013 – 2017 *Delivery Program* is a medium term plan; whereas Council's Annual *Operating Plans* describing current Council operations, project proposals and strategies is a short term plan.

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

The sustainability of the Council's 10-year financial position and hence the validity of this LTFP is based on there being no change to existing policy. As part of the *Long Term Financial Plan's* initial development (2013 –

2023) varying scenarios were modelled. The implications of subsequent gaps in projected expenditure and projected income and their service delivery implications are described together with the action most likely to be taken should there be significant or material 'change' in projected income or expenditure.

The Key Financial Indicators described in Council's *Financial Strategy* 2016 are used to assess the effectiveness of the LTFP in coordinating and monitoring the financial sustainability of Council's operations and contribution to the realisation of *Berrigan Shire* 2023 Strategic Outcomes.

Financial Strategies

The Council's *Financial Strategy* 2016 adopted by Council at its Ordinary Council Meeting on 20 April 2016 identifies three key objectives:

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

Actions

To achieve these objectives Council will:

1	Prepare and review annually its Long Term Financial Plan with the aim of achieving the financial objectives identified in this strategy.
2	Prepare and review its Asset Management Strategy and its Asset Management Plans for the Council's major infrastructure assets annually as part of annual budget preparation.
3	Prepare Capital Expenditure Reviews, including an assessment of lifecycle costs, for all new and/or upgraded assets – with the exception of upgrades of roads, water mains and sewer mains.
4	Formalise the Council's existing preference to put money aside for future capital works, rather than borrow.
5	Prioritise the renewal of existing assets over the development and delivery of new services.
6	Maintain the existing Investment Policy settings prioritising preservation of capital over investment return.
7	Resist the pressure to fund services that are the responsibility of other levels of government.
8	Retain control of urban water supply and sewer services.
9	Recognise that funding for renewal and upgrading of sport, recreation and cultural infrastructure requires a combination of Council funding, community support and some contribution from other levels of government.
10	Retire existing debt in line with existing loan repayment schedules. Once paid, quarantine the repayment stream freed up to fund future capital renewal projects.

11	Implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where <ul style="list-style-type: none"> ○ There is an urgent need for the asset in the short term, or ○ It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and ○ The Council has access to a funding stream to meet its debt obligations without compromising its other activities.
12	Continue to actively recover outstanding rates debt as identified in the Council's Revenue Policy.
13	Set utility charges for water supply, sewer and waste management services at a level that delivers a commercial return on those assets.
14	Seek methods of achieving a return (or at least minimise ratepayer subsidy) on commercial assets and activities such as the Finley Saleyards, Tocumwal Caravan Park, Tocumwal Airfield and Tocumwal Visitor Information Centre.
15	Encourage and support the existing model of community provision of sport, recreation and cultural infrastructure.
16	Actively lobby the State and Federal Governments to retain existing grant funding levels for road maintenance and upgrades. Seek the introduction of a funding program for community infrastructure equivalent to the Roads to Recovery program
17	Consider seeking a Special Rates Variation where there is a clearly identified demand for new or significantly improved service levels.

3. ASSUMPTIONS

A successful Community Strategic Plan reflects community aspirations (vision) and the steps that residents, business, and government will take to achieve their vision.

The LTFP is informed by the Council's *Financial Strategy 2016* analysis of the political, social, economic and environmental assumptions that informed *Berrigan Shire 2023: Community Strategic Plan*. Namely

- 1) **Policy context:** - That all levels of government are involved in the development of strategic plans that look at the next 10 years and beyond and that these plans consider:
 - Population change, growth and decline.
 - The changing social, economic and environmental expectations and needs of the people who live and work in our communities.

- 2) **Challenges and Opportunities:** which include
 - a) Ageing Population
 - b) Cost of maintaining, developing and operating Council and community owned facilities and services
 - c) Economic forecasts and likely impact on Council operations and service delivery

- 3) **Change** imposed by the decision to freeze Financial Assistance Grant indexation from 2013/14 - 2016/17. The impact of such a freeze extends past the initial three year period and is reflected across the entire 10 year forecast.

Service Delivery

Berrigan Shire 2023 did not identify any significant issues that would impact on the range and type of services delivered by Council. Further a Service Review conducted by Council – February 2015 as part of its Corporate Workshop similarly found no significant or emerging issues likely to change the range and type of services delivered by Council.

Therefore the Council intends no change to the services it provides or it delivers on behalf of external funding bodies. The base scenario forecasts Appendices 1 - 4 assumes no significant change in service levels or service user behaviour – rates of use, operating costs, user capacity to pay or legislation governing facility or service delivery.

Rate pegging

The LTFP base scenario assumes that there will be no significant increase in the total amount of Ordinary rates raised and that future Ordinary rate increases will be the maximum permissible amount allowed by the Independent Pricing and Regulatory Tribunal (IPART). In 2015/16 IPART determined a 1.78% increase in the Local Government Cost Index and deducted a 0.0% productivity factor to reflect that the change is not material—setting the rate peg at 1.8%. For the LTFP base scenario the figure has been smoothed to 2%.

The base scenario included in this LTFP includes expenditure on major projects identified as part of Council's review of its *Delivery Program 2013 – 2017*. It also includes savings identified as part of Council's *Fit for the Future* improvement planning: changes reflected also in its organisational structure and reviewed *Workforce Development Plan*.

Major planned expenditure

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

- There is an urgent need for the asset in the short term, or
- It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and
- The Council has access to a funding stream to meet its debt obligations without compromising its other activities.

The base scenario included in this LTFP does not include additional and major planned expenditure.

4. REVENUE FORECASTS

The major sources of revenue for Council are:

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

Figure 1 shows the breakdown on Council's 2015/16 revenues and gives an indication of Council's reliance on the various revenue streams. Whereas Table 1 summarises the

percentage change in income projected across revenue streams.

Council does not envision that there will be significant change in the source or percentage of Council's revenue across revenue streams. Population profiling and environmental scans, undertaken as part of the development of *Berrigan Shire 2023*, further supports the view that there will be and should be no significant change in this regard.

Figure 1: Council Revenue 2014/15

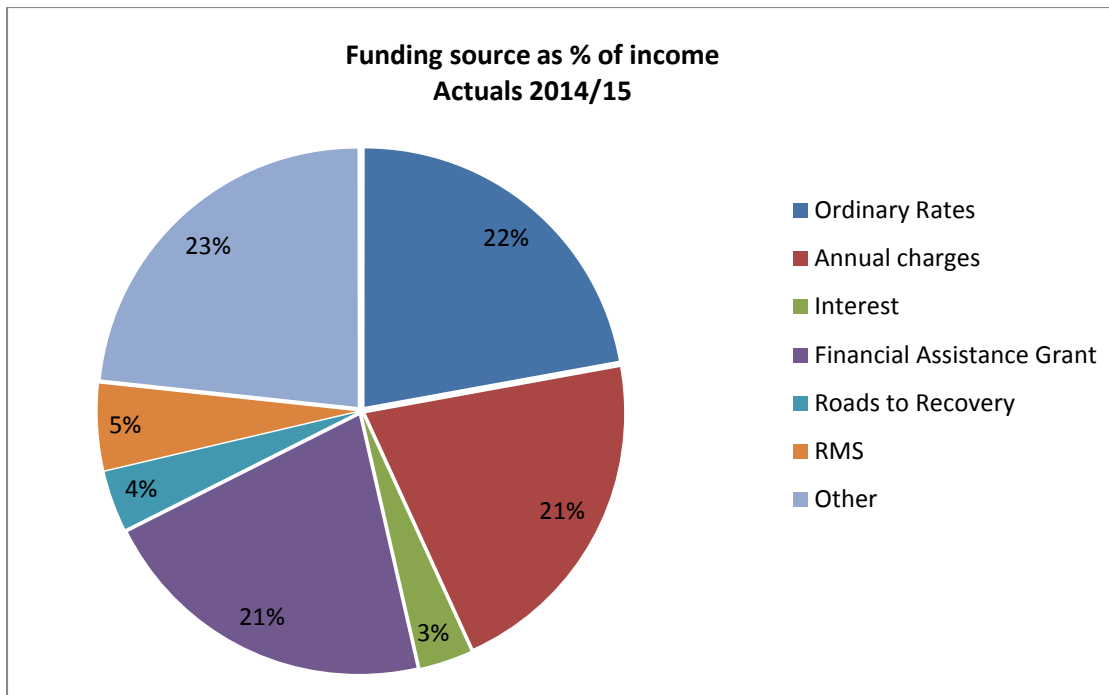


Table 1: Berrigan Shire Council Projected % Change in Global Income 2016 – 2026 (Base Scenario)

Operating Income	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Rates - Ordinary	1.78%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Annual Charges	2.23%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
User Charges - Specific	1.58%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Fees & Charges - Statutory & Regulatory	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Fees & Charges - Other	2.88%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest & Investment Revenues - o/s Rates & Annual Charges	-1.33%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest & Investment Revenues - Investments	2.36%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Revenues	-2.27%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Grants - General Purpose (Untied)	0.11%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%
Operating Grants - Specific Purpose	-1.31%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%
Operating Contributions - General Purpose (Untied)	0.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

4.1 Rates and Annual Charges

Council reviews its Rates and Annual Charges Policy each year cognisant of legislative requirements, projected and upcoming change in the number of rating assessments, planned developments and the adequacy of its current schedule of annual charges. The LTFP base scenario assumes the Council will take up the entire amount of the 2016/17 rate peg permissible increase as set by IPART.

A copy of Council's Rates and Annual Charges Policy is included as an Appendix to the Council's Annual Operating Plan.

4.2 User Charges and Fees

Council also reviews annually its schedule of User Charges and Fees and includes this as an Appendix to the Shire's Annual Operating Plan. The Schedule describes:

- The activity or function
- The title of the fee/charge
- Absorbed cost of the service
- Public/ Private good
- Community Service Obligation
- Council's Pricing Policy (% cost recovery);
- The fee or cost to be levied/ GST treatment

The LTFP's base scenario also assumes (Table 1) that User Charges and Fees will change by -4.94% (2016/17) and by 2.50% per annum in 2018 – 2026.

4.3 Interest and Investments and Other Revenues

Council's *Financial Strategy 2016* (Appendix 13) notes that in accordance with the Shire Council's existing Investment Policy settings [Council] will prioritise preservation of capital over investment return. This is reflected in the conservative projection of a 2% interest and investment revenue return for the 2018 – 2026 period.

Moreover, in accordance with the Shire's Investment Policy and as part of the Shire Council's quarterly review of the Shire's investment returns material changes are reflected in subsequent reviews and iterations of the LTFP.

4.4 Other Revenues

Council's Other Revenues are derived from assets used or leased for commercial purposes which include:

- Tocumwal Caravan Park
- Tocumwal Aerodrome
- Hire of Council Plant; and
- Lease arrangements related to Council property

Table 1 notes that the projected change in Other Revenue used for the base scenario is on average 2.5% for the period 2017 – 2026

4.5 Grants - Operating & Capital

Operating and Capital Grants make up a significant proportion of the Council's income. The nature, amount and timing of these grants are not generally in the control of the Council and as such assumptions need to be made about future years. In general, the base case assumes that unless specific information is at hand, recurring grant programs will continue in a similar manner as in the recent past.

The LTFP base case assumes that Financial Assistance Grants and Rural Local Road grants will increase by 2.5% per year post the current indexation freeze imposed by the Federal Government – due to expire in 2017-18. This is consistent with the long term pattern of growth in Financial Assistance Grants until the recent indexation freeze. Including an indexation rate of 2.5% does require the Council to bear some risk (up to \$100,000 per year, cumulatively) if another freeze is imposed in the future, but is a reasonably conservative position to take.

The Roads to Recovery program has been extended for another five year period until 2020/21, and this has been included in this plan. This plan assumes it will continue until 2026.

A similar assumption has been made regarding grant funding from Roads and Maritime Services for the Block Grant and the REPAIR program. The Council has taken a conservative position regarding funding likely to be due under the *Natural Disaster Relief and Recovery Assistance* program.

Capital grants have been included where specifically known and agreements have been reached. Where appropriate a matching contribution from the Council has been included. The base case scenario does not include any funding for future infrastructure upgrades over and above the grants specifically identified above.

4.6 Net gain from disposal of assets

The LTFP assumes that the Council will not dispose of any significant assets over the life of the plan. The Council will routinely continue to trade plant and equipment and the LTFP assumes that this will be generally be on a cost recovery basis and no significant gain will be made.

5. EXPENDITURE FORECASTS

The LTFP in addition to considering the implications of forecast revenues also reviews planned expenditures based on the contribution of Council operations to *Berrigan Shire 2023* strategic objectives and Council's Resourcing Strategy requirements. As previously mentioned, *Berrigan Shire 2023* and Council's response to the challenges faced by its community rely not on the development of new services and or a substantive increase in service levels but on ensuring that Council assets and resources continue to be focused on:

- Financial Sustainability
- Investment in the maintenance and further development of the Shire's critical physical infrastructure: levees, roads, stormwater, water supply, sewer and waste management facilities – Life cycle cost Asset Management and Planning
- Planning for an Ageing population ; and
- Engaging our communities in the implementation of *Berrigan Shire 2023*

Table 2 describes the % change in expenditure by type used in the development of the LTFP base scenario the basis of this LTFP.

Table 2: Berrigan Shire Council Projected % Change in Global Expenses 2016 – 2026 (Base Scenario)

Operating Expenditure	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Employee Costs - Salaries	2.92%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Employee Costs - Casual Wages	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Employee Costs - Superannuation	3.26%	4.76%	4.54%	4.34%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Employee Costs - Workers Comp	3.26%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Employee Costs - Other	5.46%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Employee Costs - Capitalised	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Materials & Contracts - Raw Materials & Consumables	23.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Materials & Contracts - Contracts	-4.16%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Materials & Contracts - Legal Expenses	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Materials & Contracts - Other	2.10%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Depreciation - IPP&E	2.70%	3.00%	3.00%	3.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Other Expenses - Insurance	2.81%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Expenses - Utilities	3.67%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Expenses - Other	7.09%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

5.1 On-going Commitments

Much of Council's expenditure is regular and ongoing. Council's *Resourcing Strategy – Asset Management Plans and Workforce Development Plan* provide detailed information about the extent of the services and resources controlled and needed to maintain service levels and Council's ongoing commitments.

Scheduled review of the Shire's Asset Management Plan's and the effectiveness of its Workforce Management Plan during the life of Council's 4-year *Delivery Program* embeds ongoing monitoring and review of Council's ongoing commitments ensuring that any changes can be anticipated and expenditure forecasts varied at subsequent reviews of the LTFP.

5.1.1 Employee Costs

The Shire Council's *Workforce Management Plan 2013 – 2017* an element of Council's *Resourcing Strategy 2016 - 2026* assumes no material change in the base skills, knowledge and competency profile of the Shire's workforce and was developed from a

- Comprehensive analysis of the Shire's Community Strategic Plan *Berrigan Shire 2023*;
- Summary profile of the Shire's workforceⁱ; and
- 2013 and 3.0% change forecast 2017 – 2023. A survey of Council staff

Therefore in developing LTFP no provision has been made for an increase in staffing costs other than those that could be reasonably expected, taking into account anticipated wage and salary increases and the likelihood of long-term staff retiring. This has been factored into the (Table 2) base scenario 2.5 % changed described for employee costs.

5.1.2 Borrowing Costs

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

PURPOSE	AMOUNT	TERM	RATE	ANNUAL REPAYMENTS	DUE	LENDER
Finley Reservoir	\$1,000,000	10 y	6.770%	\$137,973	April 2017	CBA
Tocumwal Drainage	\$600,000	10 y	6.940%	\$42,102	Dec 2016	BSC Sewer
LIRS Drainage	\$1,630,000	10 y	4.260%	\$200,488	Dec 2024	NAB

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

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

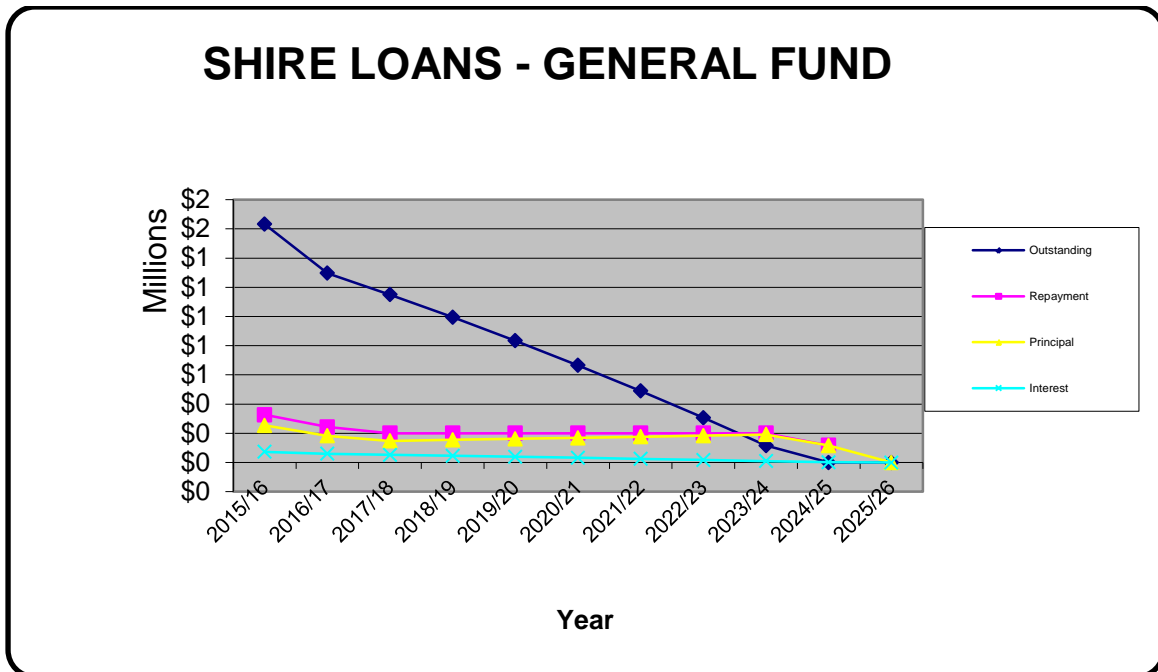
FUND	30 JUNE 2017	30 JUNE 2018	30 JUNE 2019	30 JUNE 2020
General	\$1,297,037	\$1,149,225	\$994,557	\$833,314
Water	\$0	\$0	\$0	\$0
Sewer	\$0	\$0	\$0	\$0
TOTAL	\$1,297,037	\$1,149,225	\$994,557	\$833,314

Total repayments of principal and interest are as follows:

FUND	2016 / 2017	2017 / 2018	2018/2019	2019/2020
General	\$242,590	\$200,488	\$200,488	\$200,488
Water	\$114,977	\$0	\$0	\$0
Sewer	\$0	\$0	\$0	\$0
Sub Total	357,567	\$200,488	\$200,488	\$200,488
Less Int. Borrowing	(42,102)	-	-	-
TOTAL	\$355,077	\$200,488	\$200,488	\$200,488
Less LIRS subsidy	(\$38,031)	(\$34,112)	(\$30,065)	(\$25,774)
NETT COST	\$317,046	\$166,366	\$170,423	\$174,714

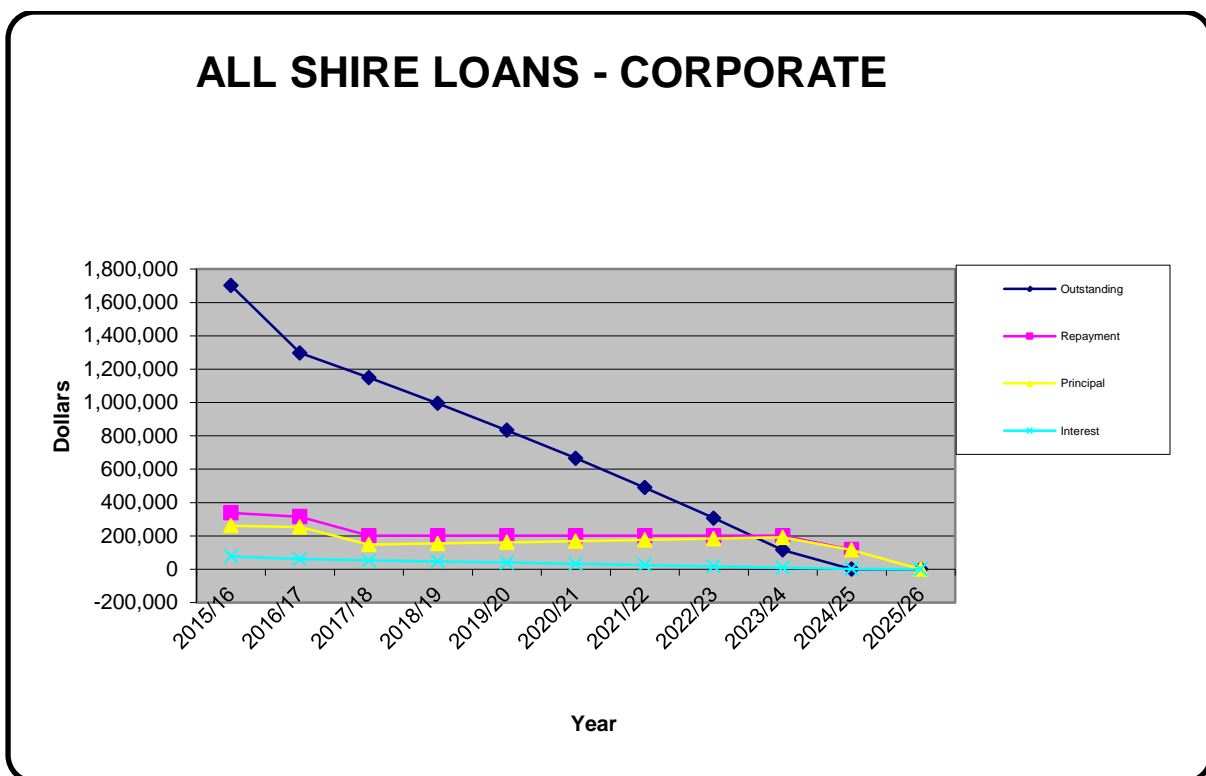
The following chart details the Council's total General Fund borrowings and repayments, therefore does not include the internal loan from the sewerage fund to drainage.

Outstanding Loans and Redemption – General Fund



The second chart shows total Council borrowings.

Outstanding Loans and Redemption – Consolidated



The above chart shows the Council's loans as a corporate entity. It includes the proposed LIRS-subsidised loan and any funds borrowed by the Water and Sewer funds. It excludes the internal loans described above.

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

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

- a) There is an urgent need for the asset in the short term, or*
- b) It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and*
- c) The Council has access to a funding stream to meet its debt obligations without compromising its other activities*

As such, no additional borrowings have been proposed over the life of this LTFP. Assuming there is no additional borrowing, the Council will be entirely free of long term debt by 2025/26.

5.1.3 Materials and Contracts

The Council has not identified significant changes in this area over the term of the LTFP. There has been an identified program to upgrade the Council's information technology and financial management systems which has been deferred until after the *Fit for the Future* program and slated amalgamations are determined.

5.1.4 Depreciation

This LTFP has included depreciation determined from the Council's existing asset management system and its Asset Management Plans. Where new assets have been proposed, depreciation for those amounts has been included in this report. Depreciation is determined in line with the Council's asset accounting policy as identified in Note 1 to its Annual Financial Statements.

5.1.5 Other Expenses

The LTFP base case proposes that the expenses in this category will increase in general terms by 2% per year from 2017 - 2023.

While not included in the LTFP base case, the Council has considered the possibility of additional support for the volunteer

committees managing some of the Council's recreation and cultural infrastructure such as public halls and recreation reserves. Items such as contributions to Central Murray County Council, NSW Fire & Rescue and NSW Rural Fire Service have been included at historic levels and inflated in the absence of more specific advice.

Income statement: The operating surplus before capital grants and contributions is forecast to remain steady at around \$2.3m until 2016/17, declining to around \$0.8m by 2019/20 then a moderate increase to \$1.6m by 2025/26.

Balance Sheet and Cash Flow Statement: Council's cash and investments are forecast to generally increase over the ten year life of this plan – from \$20.4m in June 2016 – to \$33.5m in June 2026. This increase is forecast with the Council's capital works program remaining within the bounds of \$5.0m to \$6.4m per annum (the exception being 2020/21 where \$8.7m will be spent) – in line with the existing program. This should allow the Council to meet its asset management funding obligations provided the Council does not significantly improve existing service levels.

While up to two-thirds of the Council's cash holdings in 20125/26 is restricted for use in the Water and Sewer funds, Council's unrestricted cash is also proposed to increase moderately over this period to around \$4.1m

6. ASSET MANAGEMENT

Council's *Asset Management Strategy* specifies what is required to maintain and develop Council's asset management capability and meet its objectives. While, its asset management plans identify service levels and the condition of assets and the likely cost of asset maintenance and development.

The costs resulting from Council's Asset Management Plan are included in the LTFP as capital costs for new assets, renewals, rehabilitation and non-capital expenditure for costs related to maintenance, Council operating costs and depreciation.

Asset related expenditure identified in the Asset Management Plan is being incorporated into the LTFP. Moreover, subsequent reviews of the LTFP will factor in greater detail on planned and forecast expenditure as the Council strengthens its Asset Management capacity through exploration of:

- More efficient use and operation of assets
- Demand management
- Asset rationalisation and review of asset growth requests
- Low cost strategies over high cost strategies
- Re-evaluation of service levels and standards

The Council already incorporates into its Asset Management and Planning:

- Forward provision for renewal by reducing its reliance on debt
- Creating and funding its renewal reserves

- Conducting capital reviews for new and existing projects

7. PERFORMANCE MEASURES

The Council's *Financial Strategy 2016* incorporates the Office of Local Government's *Code of Financial Practice* benchmarks and attached as an Appendix is a summary of the key performance indicators (KPIs) used to measure Council's financial performance and the financial sustainability of its Delivery Program and ongoing operations. These include:

- Operating Performance ratio;
- Building Infrastructure and Other Structures Renewals Ratio;
- Infrastructure Backlog ratio; and
- Cash Expense Cover ratio.

Council reviews its progress against these Key Performance Indicators on an annual basis.

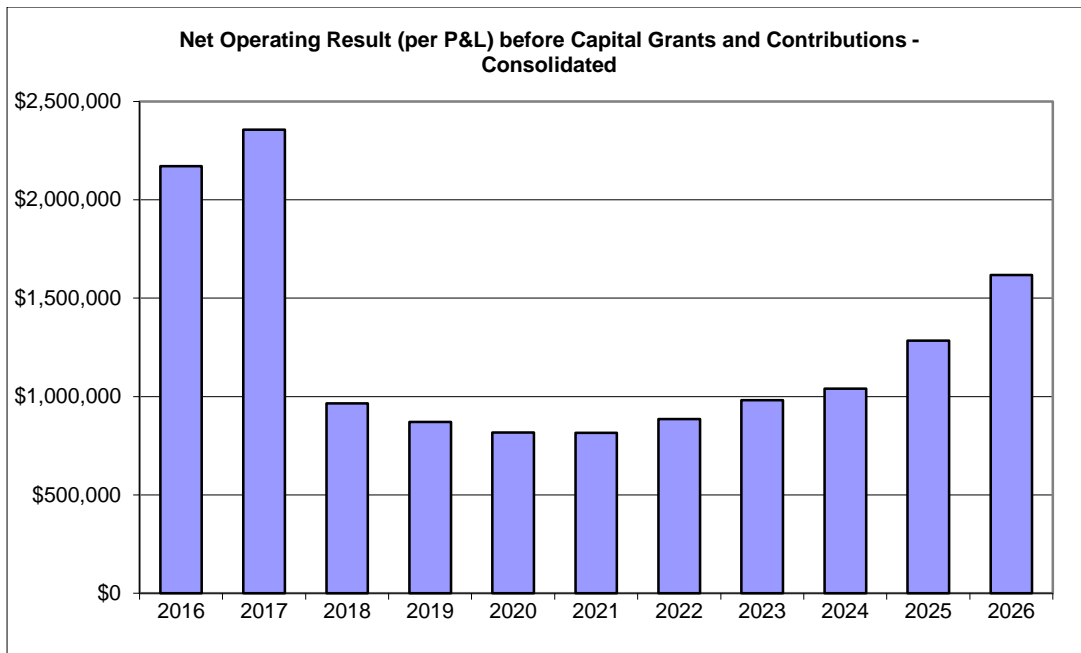
8. MODELLING

Base Case Scenario:

The base case scenario Appendices 1 -3 is the foundation of the final year of Council's 4 – year *Delivery Program 2013 – 2017*.

Income statement: The operating surplus before capital grants and contributions is forecast to remain steady at around \$2.3m until 2016/17, declining to around \$0.8m by 2019/20 then a moderate increase to \$1.6m by 2025/26.

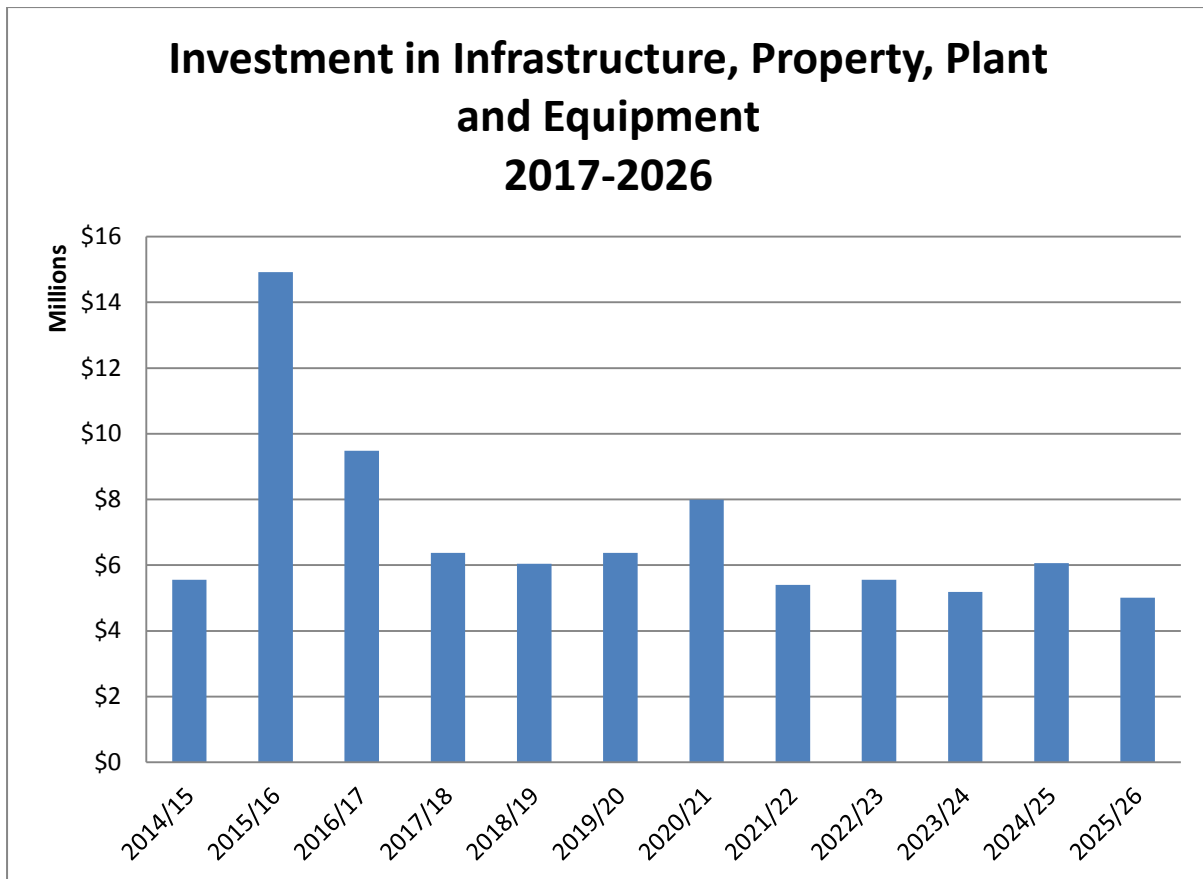
No new income streams are anticipated and growth in rateable properties is not expected to be significant.



Balance Sheet and Cash Flow Statement:

Council's cash and investments are forecast to increase over the ten year life of this plan – from \$18.4m in June 2016 – following a scheduled \$14.9m of capital works in 2012/13 - to \$33.5m in June 2026. This increase is forecast with the Council's capital works program remaining

within the bounds of \$5.0m to \$8.6m per annum – in line with the existing program. This should allow the Council to meet its asset management funding obligations provided the Council does not significantly improve existing service levels.



APPENDICIES

Appendix 1 - Base Case Scenario

Berrigan Shire Council

10 Year Financial Plan for the Years ending 30 June 2026

INCOME STATEMENT - CONSOLIDATED

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	8,826	9,169	9,367	9,606	9,850	10,101	10,359	10,626	10,898	11,176	11,462	11,756
User Charges & Fees	2,214	1,697	1,645	1,669	1,696	1,720	1,746	1,772	1,800	1,826	1,854	1,862
Interest & Investment Revenue	666	619	617	632	656	682	675	675	727	771	802	802
Other Revenues	734	874	500	509	519	528	538	549	559	570	581	582
Grants & Contributions provided for Operating Purposes	6,889	8,042	7,919	6,613	6,700	6,809	6,900	6,992	7,086	7,182	7,400	7,400
Grants & Contributions provided for Capital Purposes	988	3,549	640	20	75	128	65	65	65	65	65	65
Other Income:												
Net gains from the disposal of assets	129	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	20,446	23,950	20,689	19,049	19,496	19,969	20,284	20,678	21,135	21,590	22,164	22,467
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,295	3,563	3,824	3,923	4,025	4,130	4,238	4,349	4,462	4,579	4,700	4,705
Borrowing Costs	57	77	61	52	45	39	32	24	17	9	1	1
Materials & Contracts	2,860	6,690	5,902	6,027	6,143	6,291	6,463	6,587	6,724	6,899	7,007	7,098
Depreciation & Amortisation	5,741	5,745	5,898	6,065	6,238	6,415	6,598	6,786	6,978	7,180	7,385	7,385
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,003	2,155	2,007	1,996	2,099	2,148	2,201	2,252	2,306	2,360	2,415	2,432
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	17,956	18,230	17,693	18,063	18,551	19,023	19,531	19,998	20,487	21,027	21,509	21,622
Operating Result from Continuing Operations	2,490	5,720	2,996	986	945	946	752	680	648	563	655	844
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,490	5,720	2,996	986	945	946	752	680	648	563	655	844
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,502	2,171	2,356	966	870	818	687	615	583	498	590	779

Appendix 2 - Base Scenario

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2026

BALANCE SHEET - CONSOLIDATED

Scenario: Base Case

	Actuals	Current Year	Projected Years									
	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	4,691	2,852	2,260	2,441	3,036	3,826	2,339	2,570	2,943	3,987	3,837	4,070
Investments	16,630	15,630	15,830	16,380	17,180	17,680	18,680	20,580	22,380	23,980	26,280	29,430
Receivables	1,377	1,411	1,382	1,389	1,422	1,447	1,483	1,525	1,564	1,607	1,661	1,705
Inventories	331	488	448	454	460	468	477	484	491	500	506	510
Other	28	73	68	68	70	72	74	76	77	79	80	81
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	23,057	20,454	19,987	20,732	22,169	23,493	23,053	25,234	27,455	30,153	32,363	35,796
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	102	152	152	152	152	152	152	152	152	153	153	153
Inventories	257	257	257	257	257	257	257	257	257	257	257	257
Infrastructure, Property, Plant & Equipment	214,931	223,425	226,550	226,518	225,923	225,429	226,506	224,869	223,157	220,885	219,268	216,602
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	215,290	223,834	226,959	226,927	226,332	225,839	226,915	225,279	223,566	221,294	219,678	217,011
TOTAL ASSETS	238,347	244,288	246,946	247,659	248,501	249,331	249,968	250,513	251,022	251,448	252,041	252,808
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,485	1,968	1,884	1,760	1,812	1,858	1,912	1,953	1,997	2,053	2,090	2,111
Borrowings	261	254	149	155	162	169	176	184	192	99	11	(88)
Provisions	2,505	2,528	2,528	2,528	2,528	2,528	2,528	2,528	2,528	2,528	2,528	2,528
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	4,251	4,750	4,561	4,443	4,502	4,555	4,616	4,665	4,717	4,680	4,630	4,552
Non-Current Liabilities												
Payables	17	17	17	17	17	17	17	17	17	17	17	17
Borrowings	1,551	1,296	1,147	992	831	662	486	302	110	11	-	-
Provisions	303	280	280	280	280	280	280	280	280	280	280	280
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,871	1,593	1,444	1,289	1,128	959	783	599	407	308	297	297
TOTAL LIABILITIES	6,122	6,343	6,005	5,732	5,629	5,514	5,399	5,263	5,124	4,988	4,927	4,849
Net Assets	232,225	237,945	240,941	241,927	242,872	243,817	244,570	245,250	245,897	246,460	247,115	247,959
EQUITY												
Retained Earnings	94,642	100,362	103,358	104,344	105,289	106,234	106,987	107,667	108,314	108,877	109,532	110,376
Revaluation Reserves	137,583	137,583	137,583	137,583	137,583	137,583	137,583	137,583	137,583	137,583	137,583	137,583
Council Equity Interest	232,225	237,945	240,941	241,927	242,872	243,817	244,570	245,250	245,897	246,460	247,115	247,959
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	232,225	237,945	240,941	241,927	242,872	243,817	244,570	245,250	245,897	246,460	247,115	247,959

Appendix 3 - Base Scenario

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2026												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: Base Case												
	Actuals	Current Year					Projected Years					
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	8,873	9,123	9,356	9,594	9,838	10,088	10,346	10,612	10,884	11,162	11,448	11,741
User Charges & Fees	2,262	2,039	1,655	1,664	1,690	1,715	1,741	1,766	1,794	1,821	1,848	1,860
Interest & Investment Revenue Received	633	640	631	630	647	682	663	658	714	754	777	776
Grants & Contributions	7,877	11,560	8,568	6,638	6,775	6,937	6,965	7,057	7,151	7,247	7,464	7,465
Bonds & Deposits Received	40	-	-	-	-	-	-	-	-	-	-	-
Other	1,720	480	510	519	515	525	535	545	555	566	576	583
Payments:												
Employee Benefits & On-Costs	(7,027)	(3,745)	(3,811)	(4,069)	(4,025)	(4,130)	(4,238)	(4,349)	(4,462)	(4,579)	(4,700)	(4,705)
Materials & Contracts	(3,581)	(6,281)	(5,951)	(6,016)	(6,104)	(6,258)	(6,426)	(6,559)	(6,693)	(6,860)	(6,981)	(7,086)
Borrowing Costs	(57)	(77)	(61)	(52)	(45)	(39)	(32)	(24)	(17)	(9)	(1)	(1)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(2,034)	(2,079)	(2,012)	(1,995)	(2,097)	(2,146)	(2,199)	(2,250)	(2,304)	(2,358)	(2,413)	(2,431)
Net Cash provided (or used in) Operating Activities	8,706	11,661	8,886	6,913	7,193	7,373	7,356	7,457	7,623	7,743	8,018	8,202
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	1,000	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	302	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	227	684	459	346	399	456	314	249	289	281	291	291
Payments:												
Purchase of Investment Securities	(2,630)	-	(200)	(550)	(800)	(500)	(1,000)	(1,900)	(1,800)	(1,600)	(2,300)	(3,150)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(5,557)	(14,922)	(9,482)	(6,379)	(6,042)	(6,377)	(7,988)	(5,399)	(5,555)	(5,188)	(6,060)	(5,010)
Purchase of Real Estate Assets	(4)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(120)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(7,782)	(13,239)	(9,224)	(6,583)	(6,443)	(6,421)	(8,674)	(7,050)	(7,066)	(6,507)	(8,069)	(7,869)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	1,630	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(172)	(262)	(254)	(149)	(155)	(162)	(169)	(176)	(184)	(192)	(99)	(99)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	1,458	(262)	(254)	(149)	(155)	(162)	(169)	(176)	(184)	(192)	(99)	(99)
Net Increase/(Decrease) in Cash & Cash Equivalents	2,382	(1,839)	(592)	181	595	790	(1,487)	231	373	1,043	(150)	234
plus: Cash, Cash Equivalents & Investments - beginning of year	2,309	4,691	2,852	2,260	2,441	3,036	3,826	2,339	2,570	2,943	3,987	3,837
Cash & Cash Equivalents - end of the year	4,691	2,852	2,260	2,441	3,036	3,826	2,339	2,570	2,943	3,987	3,837	4,070
Cash & Cash Equivalents - end of the year	4,691	2,852	2,260	2,441	3,036	3,826	2,339	2,570	2,943	3,987	3,837	4,070
Investments - end of the year	16,630	15,630	15,830	16,380	17,180	17,680	18,680	20,580	22,380	23,980	26,280	29,430
Cash, Cash Equivalents & Investments - end of the year	21,321	18,482	18,090	18,821	20,216	21,506	21,019	23,150	25,323	27,967	30,117	33,500
Representing:												
- External Restrictions	12,295	12,024	12,305	12,967	13,927	15,333	14,429	15,850	17,551	19,489	20,499	22,688
- Internal Restrictions	3,210	3,901	3,189	3,289	3,489	3,460	3,752	4,377	4,927	5,536	6,182	6,828
- Unrestricted	5,816	2,557	2,596	2,565	2,800	2,713	2,837	2,923	2,845	2,942	3,436	3,984
	21,321	18,482	18,090	18,821	20,216	21,506	21,019	23,150	25,323	27,967	30,117	33,500

Appendix 4 – Scenario 1 Projected Income and Expenditure

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2023												
INCOME STATEMENT - CONSOLIDATED												
	Past Year	Current Year	Projected Years									
Scenario: 1	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	7,611	7,924	8,706	8,886	9,062	9,259	9,491	9,728	9,971	10,220	10,476	10,738
User Charges & Fees	1,636	1,621	1,367	1,377	1,392	1,409	1,445	1,482	1,520	1,559	1,599	1,640
Interest & Investment Revenue	963	326	438	438	438	437	450	463	477	491	506	521
Other Revenues	873	730	519	507	511	515	528	541	555	569	583	598
Grants & Contributions provided for Operating Purposes	7,850	6,766	4,208	6,461	6,604	6,696	6,879	7,067	7,260	7,458	7,662	7,872
Grants & Contributions provided for Capital Purposes	463	2,050	240	175	277	195	171	172	175	176	178	180
Other Income:												
Net gains from the disposal of assets	108	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	19,504	19,417	15,478	17,844	18,283	18,512	18,964	19,454	19,958	20,474	21,004	21,547
Expenses from Continuing Operations												
Employee Benefits & On-Costs	5,924	3,329	3,345	3,427	3,526	3,631	3,759	3,890	4,025	4,156	4,290	4,430
Borrowing Costs	48	35	28	20	12	3	-	-	-	-	-	-
Materials & Contracts	4,629	6,255	5,433	5,580	5,803	5,987	6,137	6,290	6,447	6,607	6,772	6,941
Depreciation & Amortisation	4,824	5,012	5,149	5,287	5,429	5,575	5,743	5,915	6,092	6,275	6,463	6,657
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,175	2,112	1,869	1,953	1,951	2,053	2,118	2,185	2,254	2,325	2,399	2,474
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	27	-	-	5	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	17,600	16,771	15,823	16,268	16,726	17,250	17,756	18,280	18,818	19,363	19,924	20,502
Operating Result from Continuing Operations	1,904	2,646	(345)	1,576	1,557	1,261	1,207	1,174	1,140	1,111	1,079	1,045
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,904	2,646	(345)	1,576	1,557	1,261	1,207	1,174	1,140	1,111	1,079	1,045
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,441	595	(585)	1,401	1,280	1,066	1,037	1,002	965	934	901	865

Appendix 5 – Scenario 1 Projected Balance Sheet

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2023												
BALANCE SHEET - CONSOLIDATED												
Scenario: 1	Past Year	Current Year	Projected Years									
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,332	627	227	367	536	542	515	475	519	458	573	558
Investments	16,000	11,312	10,091	10,559	11,684	12,614	14,364	15,714	17,064	18,614	20,084	21,784
Receivables	1,586	1,929	1,639	1,718	1,766	1,805	1,866	1,929	1,993	2,060	2,130	2,201
Inventories	298	572	498	508	523	535	545	556	567	578	589	601
Other	167	308	249	256	263	272	279	287	295	302	311	319
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	19,383	14,748	12,704	13,407	14,772	15,768	17,570	18,960	20,437	22,012	23,687	25,463
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	38	57	57	57	57	57	57	57	57	57	57	57
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	181,321	189,564	190,712	191,534	191,653	191,878	191,341	191,183	190,906	190,504	189,972	189,306
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	103	16	16	16	16	16	16	16	16	16	16	16
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	181,462	189,637	190,785	191,607	191,726	191,951	191,414	191,256	190,979	190,577	190,045	189,379
TOTAL ASSETS	200,845	204,385	203,489	205,015	206,497	207,719	208,983	210,216	211,416	212,589	213,732	214,842
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,399	2,395	1,955	2,022	2,072	2,144	2,201	2,260	2,320	2,382	2,446	2,511
Borrowings	102	110	118	126	111	-	-	-	-	-	-	-
Provisions	1,995	1,997	1,997	1,997	1,997	1,997	1,997	1,997	1,997	1,997	1,997	1,997
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,496	4,503	4,069	4,145	4,181	4,142	4,199	4,257	4,317	4,379	4,443	4,508
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	465	355	237	111	0	0	0	0	0	0	0	0
Provisions	168	166	166	166	166	166	166	166	166	166	166	166
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	633	520	403	277	166	166	166	166	166	166	166	166
TOTAL LIABILITIES	4,129	5,023	4,472	4,422	4,347	4,307	4,364	4,423	4,483	4,545	4,609	4,674
Net Assets	196,716	199,362	199,017	200,593	202,150	203,412	204,619	205,793	206,933	208,044	209,123	210,168
EQUITY												
Retained Earnings	92,234	94,880	94,535	96,111	97,668	98,930	100,137	101,311	102,451	103,562	104,641	105,686
Revaluation Reserves	104,482	104,482	104,482	104,482	104,482	104,482	104,482	104,482	104,482	104,482	104,482	104,482
Council Equity Interest	196,716	199,362	199,017	200,593	202,150	203,412	204,619	205,793	206,933	208,044	209,123	210,168
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	196,716	199,362	199,017	200,593	202,150	203,412	204,619	205,793	206,933	208,044	209,123	210,168

Appendix 6 – Scenario 1 Projected Cash Flow

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2023												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: 1	Past Year	Current Year	Projected Years									
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	7,640	7,874	8,663	8,877	9,052	9,249	9,478	9,715	9,958	10,207	10,462	10,724
User Charges & Fees	1,651	1,697	1,379	1,375	1,388	1,405	1,440	1,477	1,515	1,554	1,593	1,634
Interest & Investment Revenue Received	991	408	489	430	424	429	424	437	450	463	476	489
Grants & Contributions	8,409	8,738	4,543	6,602	6,877	6,891	7,048	7,236	7,431	7,632	7,837	8,048
Bonds & Deposits Received	5	-	-	-	-	-	-	-	-	-	-	-
Other	1,418	331	670	490	495	500	514	527	540	554	567	582
Payments:												
Employee Benefits & On-Costs	(6,000)	(3,329)	(3,345)	(3,427)	(3,526)	(3,631)	(3,759)	(3,890)	(4,025)	(4,156)	(4,290)	(4,430)
Materials & Contracts	(4,585)	(5,692)	(5,698)	(5,542)	(5,778)	(5,940)	(6,101)	(6,253)	(6,409)	(6,568)	(6,732)	(6,900)
Borrowing Costs	(132)	(39)	(28)	(20)	(12)	(3)	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(3,021)	(2,084)	(1,888)	(1,951)	(1,949)	(2,050)	(2,116)	(2,183)	(2,252)	(2,323)	(2,396)	(2,472)
Net Cash provided (or used in) Operating Activities	6,376	7,905	4,785	6,834	6,972	6,849	6,929	7,067	7,209	7,362	7,517	7,676
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	5,488	1,571	82	-	-	-	200	250	200	180	150
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	62	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	529	532	679	449	307	386	389	393	397	401	405	409
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(2,400)	(800)	(350)	(550)	(1,125)	(930)	(1,750)	(1,550)	(1,600)	(1,750)	(1,650)	(1,850)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(5,098)	(13,727)	(6,975)	(6,558)	(5,858)	(6,186)	(5,595)	(6,151)	(6,212)	(6,274)	(6,337)	(6,400)
Purchase of Real Estate Assets	(1)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(20)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(6,928)	(8,507)	(5,076)	(6,577)	(6,677)	(6,731)	(6,955)	(7,107)	(7,165)	(7,423)	(7,402)	(7,691)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(95)	(103)	(110)	(118)	(126)	(111)	-	-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(95)	(103)	(110)	(118)	(126)	(111)	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	(647)	(705)	(401)	140	169	7	(27)	(41)	44	(61)	116	(15)
plus: Cash, Cash Equivalents & Investments - beginning of year	1,979	1,332	627	227	367	536	542	515	475	519	458	573
Cash & Cash Equivalents - end of the year	1,332	627	227	367	536	542	515	475	519	458	573	558

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2023												
CASH FLOW STATEMENT - CONSOLIDATED												
	Past Year	Current Year	Projected Years									
Scenario: 1	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash & Cash Equivalents - end of the year	1,332	627	227	367	536	542	515	475	519	458	573	558
Investments - end of the year	16,000	11,312	10,091	10,559	11,684	12,614	14,364	15,714	17,064	18,614	20,084	21,784
Cash, Cash Equivalents & Investments - end of the year	17,332	11,939	10,318	10,925	12,219	13,156	14,879	16,189	17,583	19,072	20,657	22,342
Representing:												
- External Restrictions	7,602	7,272	7,291	8,088	8,850	9,474	10,160	10,421	10,722	11,064	11,447	11,874
- Internal Restrictions	2,129	2,138	2,651	2,521	2,915	3,072	3,228	3,385	3,541	3,698	3,854	4,011
- Unrestricted	7,600	2,529	376	317	454	610	1,490	2,382	3,320	4,310	5,356	6,458
	17,332	11,939	10,318	10,925	12,219	13,156	14,879	16,189	17,583	19,072	20,657	22,342

Appendix 7 –Scenario 1 Projected Key Performance Indicators

Berrigan Shire Council															
10 Year Financial Plan for the Years ending 30 June 2023															
FINANCIAL PERFORMANCE INDICATORS	Past Years				Current Year	Projected Years									
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Unrestricted Current Ratio	3.21	3.69	3.96	4.19	1.88	1.49	1.44	1.61	1.70	1.99	2.28	2.56	2.86	3.15	3.45
Debt Service Ratio	1.61%	1.01%	0.96%	0.83%	0.84%	0.94%	0.82%	0.81%	0.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates & Annual Charges Coverage Ratio	35.30%	42.30%	41.74%	39.03%	40.81%	56.25%	49.80%	49.56%	50.02%	50.05%	50.01%	49.96%	49.92%	49.88%	49.83%
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	5.25%	5.07%	5.06%	4.56%	5.25%	5.02%	4.99%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Building & Infrastructure Renewals Ratio *)	78.60%	33.00%	45.68%	73.11%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Operating Surplus/(Deficit) Ratio - on total operating income				7.57%	3.43%	-3.84%	7.93%	7.11%	5.82%	5.52%	5.20%	4.88%	4.60%	4.33%	4.05%
Operating Surplus/(Deficit) Ratio - on own sourced operating income				12.88%	5.63%	-5.30%	12.50%	11.23%	9.18%	8.70%	8.20%	7.71%	7.28%	6.84%	6.41%
Budgeted Income/(Expenditure) Gap (excluding Reserve Transfers)					(5,640,041)	(1,602,653)	635,980	1,308,569	924,690	1,744,534	1,331,485	1,417,444	1,512,855	1,610,800	1,711,328
Budgeted Income/(Expenditure) Gap (including Reserve Transfers)					(5,238,801)	(1,937,596)	198,517	344,752	251,075	1,070,919	657,870	743,829	839,240	937,185	1,037,713
Net Financial Liabilities Ratio (Gearing Ratio)				-3.81%	-0.55%	0.16%	0.18%	-0.18%	-0.39%	-0.89%	-1.41%	-1.94%	-2.50%	-3.09%	-3.71%
Net Interest Coverage Ratio				-4.69%	-1.50%	-2.65%	-2.34%	-2.33%	-2.34%	-2.37%	-2.38%	-2.39%	-2.40%	-2.41%	-2.42%
Net Interest Coverage Ratio - adjusted by externally restricted investment income				-2.53%	-0.47%	-0.65%	-0.52%	-0.59%	-0.64%	-0.75%	-0.85%	-0.93%	-1.01%	-1.07%	-1.13%
Net Borrowing Ratio					29.28%	27.69%	-7.31%	-23.98%	-13.67%	-27.27%	-18.05%	-19.24%	-20.53%	-21.84%	-23.16%
Other Debtor Outstanding Percentage					13.72%	19.75%	15.54%	15.53%	15.82%	16.00%	16.13%	16.26%	16.40%	16.54%	16.67%
Asset Renewal Ratio (all assets)					0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asset Renewal Gap					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Gap / Maintenance required					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Appendix 8 – Scenario 2 Projected Income and Expenditure

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2023												
INCOME STATEMENT - CONSOLIDATED												
Scenario: 2	Past Year	Current Year	Projected Years									
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	7,611	7,924	7,924	8,104	8,280	8,477	8,689	8,906	9,129	9,357	9,591	9,831
User Charges & Fees	1,636	1,621	1,367	1,377	1,392	1,409	1,445	1,482	1,520	1,559	1,599	1,640
Interest & Investment Revenue	963	326	438	438	438	437	450	463	477	491	506	521
Other Revenues	873	730	519	507	511	515	528	541	555	569	583	598
Grants & Contributions provided for Operating Purposes	7,850	6,766	4,208	6,461	6,604	6,696	6,879	7,067	7,260	7,458	7,662	7,872
Grants & Contributions provided for Capital Purposes	463	2,050	240	175	277	195	171	172	175	176	178	180
Other Income:												
Net gains from the disposal of assets	108	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	19,504	19,417	14,696	17,062	17,501	17,730	18,162	18,632	19,115	19,610	20,119	20,640
Expenses from Continuing Operations												
Employee Benefits & On-Costs	5,924	3,329	3,345	3,427	3,526	3,631	3,759	3,890	4,025	4,156	4,290	4,430
Borrowing Costs	48	35	28	20	12	3	-	-	-	-	-	-
Materials & Contracts	4,629	6,255	5,433	5,580	5,803	5,987	6,137	6,290	6,447	6,607	6,772	6,941
Depreciation & Amortisation	4,824	5,012	5,149	5,287	5,429	5,575	5,743	5,915	6,092	6,275	6,463	6,657
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,175	2,112	1,869	1,953	1,951	2,053	2,118	2,185	2,254	2,325	2,399	2,474
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	27	-	-	5	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	17,600	16,771	15,823	16,268	16,726	17,250	17,756	18,280	18,818	19,363	19,924	20,502
Operating Result from Continuing Operations	1,904	2,646	(1,127)	794	775	479	406	352	298	247	194	138
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	1,904	2,646	(1,127)	794	775	479	406	352	298	247	194	138
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,441	595	(1,367)	619	498	284	235	180	123	71	16	(42)

Appendix 9 – Scenario 2 Projected Balance Sheet

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2023												
BALANCE SHEET - CONSOLIDATED												
Scenario: 2	Past Year	Current Year	Projected Years									
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	1,332	689	776	1,500	2,159	2,461	2,995	3,608	4,251	4,683	5,303	5,917
Investments	16,000	11,250	9,350	9,000	9,400	9,800	10,750	11,200	11,700	12,500	13,200	14,000
Receivables	1,586	1,929	1,592	1,668	1,713	1,748	1,804	1,862	1,922	1,984	2,048	2,114
Inventories	298	572	498	508	523	535	545	556	567	578	589	601
Other	167	308	249	256	263	272	279	287	295	302	311	319
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	19,383	14,748	12,466	12,932	14,058	14,816	16,374	17,513	18,734	20,046	21,451	22,951
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	38	57	57	57	57	57	57	57	57	57	57	57
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	181,321	189,564	190,167	190,444	190,019	189,700	188,605	187,876	187,013	186,010	184,863	183,566
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	103	16	16	16	16	16	16	16	16	16	16	16
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	181,462	189,637	190,240	190,517	190,092	189,773	188,678	187,949	187,086	186,083	184,936	183,639
TOTAL ASSETS	200,845	204,385	202,706	203,449	204,149	204,589	205,051	205,462	205,820	206,129	206,387	206,590
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,399	2,395	1,953	2,021	2,071	2,143	2,200	2,259	2,319	2,381	2,444	2,509
Borrowings	102	110	118	126	111	-	-	-	-	-	-	-
Provisions	1,995	1,997	1,997	1,997	1,997	1,997	1,997	1,997	1,997	1,997	1,997	1,997
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,496	4,503	4,068	4,143	4,180	4,140	4,197	4,256	4,316	4,378	4,441	4,507
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	465	355	237	111	0	0	0	0	0	0	0	0
Provisions	168	166	166	166	166	166	166	166	166	166	166	166
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	633	520	403	277	166	166	166	166	166	166	166	166
TOTAL LIABILITIES	4,129	5,023	4,471	4,421	4,346	4,306	4,363	4,422	4,482	4,544	4,607	4,672
Net Assets	196,716	199,362	198,235	199,028	199,804	200,283	200,688	201,040	201,338	201,585	201,780	201,918
EQUITY												
Retained Earnings	92,234	94,880	93,753	94,546	95,322	95,801	96,206	96,558	96,856	97,103	97,298	97,436
Revaluation Reserves	104,482	104,482	104,482	104,482	104,482	104,482	104,482	104,482	104,482	104,482	104,482	104,482
Council Equity Interest	196,716	199,362	198,235	199,028	199,804	200,283	200,688	201,040	201,338	201,585	201,780	201,918
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	196,716	199,362	198,235	199,028	199,804	200,283	200,688	201,040	201,338	201,585	201,780	201,918

Appendix 10 – Scenario 2 Projected Cash Flow

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2023												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: 2	Past Year		Current Year		Projected Years							
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	7,640	7,874	7,924	8,095	8,270	8,467	8,678	8,895	9,117	9,345	9,579	9,818
User Charges & Fees	1,651	1,697	1,379	1,375	1,388	1,405	1,440	1,477	1,515	1,554	1,593	1,634
Interest & Investment Revenue Received	991	408	493	434	428	432	427	441	453	466	480	493
Grants & Contributions	8,409	8,738	4,543	6,602	6,877	6,891	7,048	7,236	7,431	7,632	7,837	8,048
Bonds & Deposits Received	5	-	-	-	-	-	-	-	-	-	-	-
Other	1,418	331	668	490	495	500	514	527	540	554	567	582
Payments:												
Employee Benefits & On-Costs	(6,000)	(3,329)	(3,345)	(3,427)	(3,526)	(3,631)	(3,759)	(3,890)	(4,025)	(4,156)	(4,290)	(4,430)
Materials & Contracts	(4,585)	(5,692)	(5,698)	(5,542)	(5,778)	(5,940)	(6,101)	(6,253)	(6,409)	(6,568)	(6,732)	(6,900)
Borrowing Costs	(132)	(39)	(28)	(20)	(12)	(3)	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(3,021)	(2,084)	(1,888)	(1,951)	(1,949)	(2,050)	(2,116)	(2,183)	(2,252)	(2,323)	(2,396)	(2,472)
Net Cash provided (or used in) Operating Activities	6,376	7,905	4,049	6,055	6,193	6,070	6,131	6,250	6,372	6,503	6,637	6,774
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	5,500	1,900	450	-	-	-	350	300	300	300	300
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	62	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	529	532	679	449	307	386	389	393	397	401	405	409
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(2,400)	(750)	-	(100)	(400)	(400)	(950)	(800)	(800)	(1,100)	(1,000)	(1,100)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(5,098)	(13,727)	(6,430)	(6,013)	(5,314)	(5,642)	(5,037)	(5,580)	(5,626)	(5,673)	(5,722)	(5,769)
Purchase of Real Estate Assets	(1)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(20)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(6,928)	(8,445)	(3,852)	(5,214)	(5,408)	(5,657)	(5,597)	(5,636)	(5,729)	(6,072)	(6,017)	(6,160)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(95)	(103)	(110)	(118)	(126)	(111)	-	-	-	-	-	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(95)	(103)	(110)	(118)	(126)	(111)	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	(647)	(643)	87	724	659	302	534	613	643	431	621	614
plus: Cash, Cash Equivalents & Investments - beginning of year	1,979	1,332	689	776	1,500	2,159	2,461	2,995	3,608	4,251	4,683	5,303
Cash & Cash Equivalents - end of the year	1,332	689	776	1,500	2,159	2,461	2,995	3,608	4,251	4,683	5,303	5,917

Cash & Cash Equivalents - end of the year	1,332	689	776	1,500	2,159	2,461	2,995	3,608	4,251	4,683	5,303	5,917
Investments - end of the year	16,000	11,250	9,350	9,000	9,400	9,800	10,750	11,200	11,700	12,500	13,200	14,000
Cash, Cash Equivalents & Investments - end of the year	17,332	11,939	10,126	10,500	11,559	12,261	13,745	14,808	15,951	17,183	18,503	19,917
Representing:												
- External Restrictions	7,602	7,272	7,245	7,956	8,631	9,167	9,766	9,935	10,143	10,390	10,676	11,004
- Internal Restricticons	2,129	2,138	2,651	2,521	2,915	3,072	3,228	3,385	3,541	3,698	3,854	4,011
- Unrestricted	7,600	2,529	230	24	13	22	751	1,488	2,267	3,095	3,973	4,903
	17,332	11,939	10,126	10,500	11,559	12,261	13,745	14,808	15,951	17,183	18,503	19,917

Appendix 11 –Scenario 2 Projected Key Performance Indicators

Berrigan Shire Council															
10 Year Financial Plan for the Years ending 30 June 2023															
FINANCIAL PERFORMANCE INDICATORS	Past Years				Current Year	Projected Years									
	2008/09	2009/10	2010/11	2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Unrestricted Current Ratio	3.21	3.69	3.96	4.19	1.88	1.44	1.34	1.48	1.52	1.77	2.01	2.26	2.51	2.77	3.03
Debt Service Ratio	1.61%	1.01%	0.96%	0.83%	0.84%	0.99%	0.86%	0.84%	0.69%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates & Annual Charges Coverage Ratio	35.30%	42.30%	41.74%	39.03%	40.81%	53.92%	47.50%	47.31%	47.81%	47.84%	47.80%	47.76%	47.71%	47.67%	47.63%
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	5.25%	5.07%	5.06%	4.56%	5.25%	4.97%	4.97%	4.98%	4.98%	4.98%	4.98%	4.98%	4.98%	4.98%	4.98%
Building & Infrastructure Renewals Ratio *)	78.60%	33.00%	45.68%	73.11%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Operating Surplus/(Deficit) Ratio - on total operating income				7.57%	3.43%	-9.45%	3.66%	2.89%	1.62%	1.31%	0.98%	0.65%	0.37%	0.08%	-0.21%
Operating Surplus/(Deficit) Ratio - on own sourced operating income				12.88%	5.63%	-13.34%	5.94%	4.69%	2.62%	2.11%	1.58%	1.05%	0.59%	0.13%	-0.33%
Budgeted Income/(Expenditure) Gap (excluding Reserve Transfers)					(5,640,041)	(1,839,873)	398,760	1,070,349	686,470	1,500,759	1,080,665	1,161,078	1,250,431	1,340,790	1,435,192
Budgeted Income/(Expenditure) Gap (including Reserve Transfers)					(5,238,801)	(2,174,816)	(38,703)	106,532	12,855	827,144	407,050	487,463	576,816	667,175	761,577
Net Financial Liabilities Ratio (Gearing Ratio)				-3.81%	-0.55%	0.24%	0.33%	0.05%	-0.09%	-0.53%	-0.97%	-1.44%	-1.94%	-2.47%	-3.03%
Net Interest Coverage Ratio				-4.69%	-1.50%	-2.79%	-2.45%	-2.43%	-2.45%	-2.48%	-2.49%	-2.50%	-2.50%	-2.51%	-2.52%
Net Interest Coverage Ratio - adjusted by externally restricted investment income				-2.53%	-0.47%	-0.66%	-0.50%	-0.56%	-0.60%	-0.72%	-0.82%	-0.91%	-0.99%	-1.06%	-1.13%
Net Borrowing Ratio					29.28%	33.73%	-4.03%	-21.95%	-10.77%	-25.46%	-15.40%	-16.68%	-18.08%	-19.47%	-20.90%
Other Debtor Outstanding Percentage					13.72%	19.68%	15.36%	15.32%	15.57%	15.71%	15.81%	15.91%	16.01%	16.11%	16.22%
Asset Renewal Ratio (all assets)					0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asset Renewal Gap					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Gap / Maintenance required					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Appendix 13 – Berrigan Shire Council Financial Strategy 2016

ⁱ Hansen, M (2010) *Workforce Management Plan – Discussion Paper and Options Paper (internal document)*

Financial Strategy 2016

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Matthew Hansen

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Executive Summary

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

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

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

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

Objectives

The Financial Strategy identifies three key objectives:

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

Actions

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

1.1	Prepare and review annually a Long Term Financial Plan with the aim of achieving the financial objectives identified in this strategy.
1.2	Prepare Capital Expenditure Reviews, including an assessment of lifecycle costs, for all new and/or upgraded infrastructure assets – with the exception of upgrades of roads, water mains and sewer mains.
1.3	Resist the pressure to fund services that are the responsibility of other levels of government.
1.4	Retain control of urban water supply and sewer services.
1.5	Recognise that funding for renewal and upgrading of sport, recreation and cultural infrastructure requires a combination of Council funding, community support and preferably some contribution from other levels of government.
1.6	Seek methods of achieving a return (or at least minimise ratepayer subsidy) on business activities such as the Finley Saleyards, Tocumwal Caravan Park and Tocumwal Aerodrome. Subsidies to programs such as the private operation of the Tocumwal Visitor Information Centre should also be reviewed regularly.

1.7	Encourage and support the existing model of community provision and operation of sport, recreation and cultural infrastructure.
1.8	Actively lobby the State and Federal Governments to retain existing grant funding levels for road maintenance and upgrades.
2.1	Prepare and review its Asset Management Strategy and its Asset Management Plans for the Council's major infrastructure assets annually as part of annual budget preparation.
2.2	Prioritise the renewal of existing assets over the development and delivery of new services.
2.3	Implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where <ul style="list-style-type: none"> ○ There is an urgent need for the asset in the short term, or ○ It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and ○ The Council has access to a funding stream to meet its debt obligations without compromising its other activities.
3.1	Formalise the Council's existing preference to put money aside for future capital works, rather than borrow.
3.2	Maintain the existing Investment Policy settings prioritising preservation of capital over investment return.
3.3	Retire existing debt in line with existing loan repayment schedules. Once paid, quarantine the repayment stream freed up to fund future capital renewal projects or specifically identified programs.
3.4	Continue to actively recover outstanding rates debt as identified in the Council's Revenue Policy.
3.5	Set utility charges for water supply, sewer and waste management services at a level that delivers a return on those assets sufficient to ensure long term sustainability.
3.6	Consider seeking a Special Rates Variation where there is a clearly identified demand for new or significantly improved service levels.

Performance Measures

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

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

Financial Objectives	Strategy	Possible Indicators	Performance Measures/Target
1. Financial sustainability		Operating Performance Ratio Unrestricted Current Ratio Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	

Financial Objectives	Strategy	Possible Indicators	Performance Measures/Target
2. Cost maintenance of infrastructure levels	effective of service	Building, Infrastructure & Other Structures Renewals Ratio Infrastructure Backlog Ratio Capital Expenditure Ratio	
3. Financial freedom	capacity and	Debt Service Cover Ratio Cash Expense Cover Ratio	

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Where are we now?

Berrigan Shire is a rural community on the New South Wales and Victorian border with an economy based largely around irrigated agriculture and to a lesser extent, tourism. The Shire has an estimated population of 8,716, growing at around 1% per annum.

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

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

NSW Treasury Corporation assessment

In 2013, the NSW Treasury Corporation (TCorp) prepared an independent Financial Assessment, Sustainability and Benchmarking Report on Berrigan Shire Council

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

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

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

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

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

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

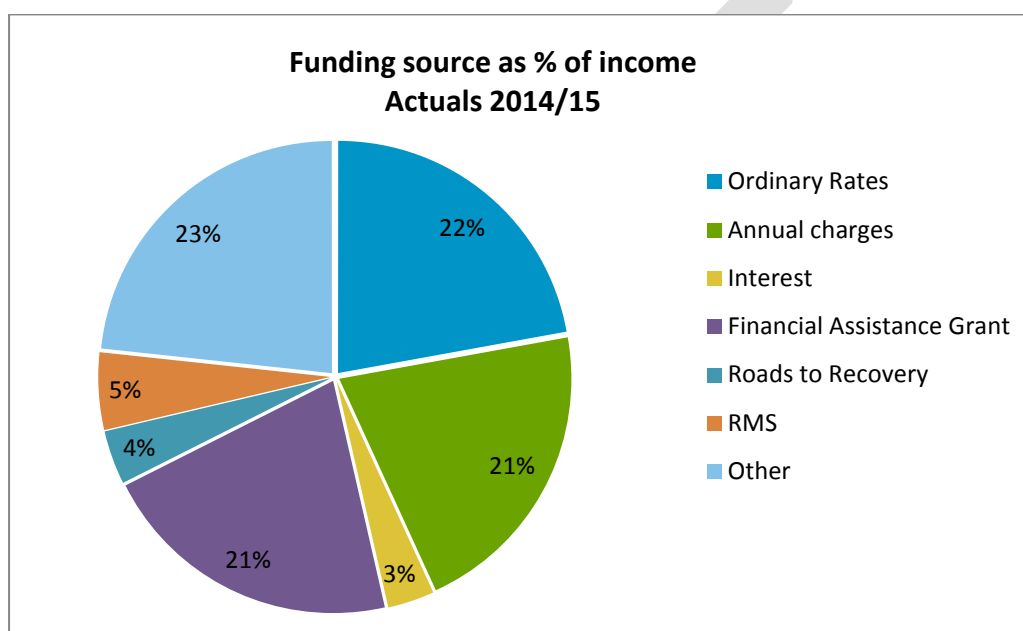
1. *Council's current LTFP for its General Fund forecasts operating surpluses in most years of their forecast but this is expected to gradually decline. Operating revenue is forecast to increase at a lesser rate than operating expenses, but this may be at least partly due to conservative forecasting of revenue increases.*
2. *Council will need to continue to improve its AMP so the community's view on the desired level of service can be collected and reflected in the AMP. This will then need to be integrated with the LTFP. Council's first version of the Road, Streets and Bridges AMP was completed in October 2009 and it is now due for review.*

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

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

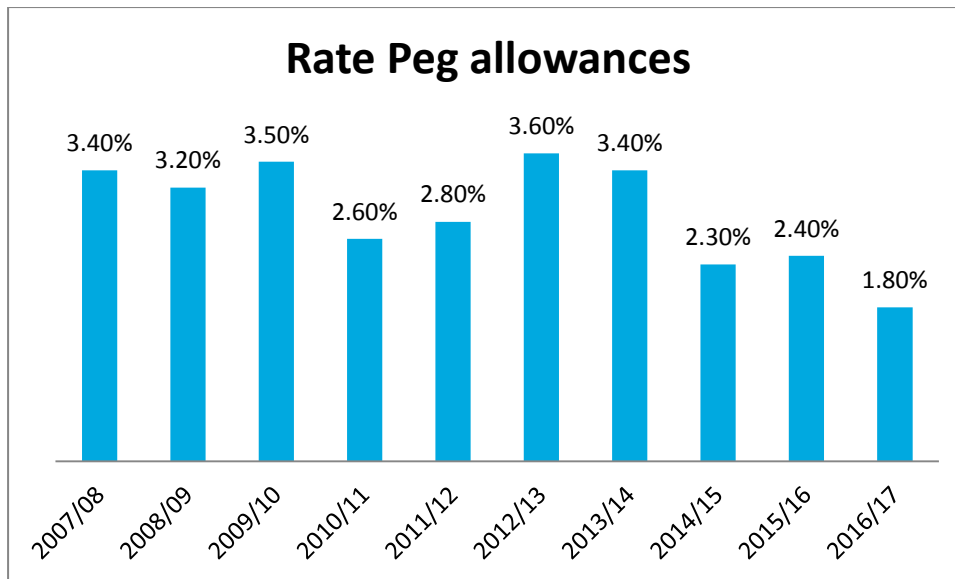
Funding

The following figures provide a summary of the source of Council's funds. Approximately 77% of Council's income is subject to rate pegging and external regulation or control.



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

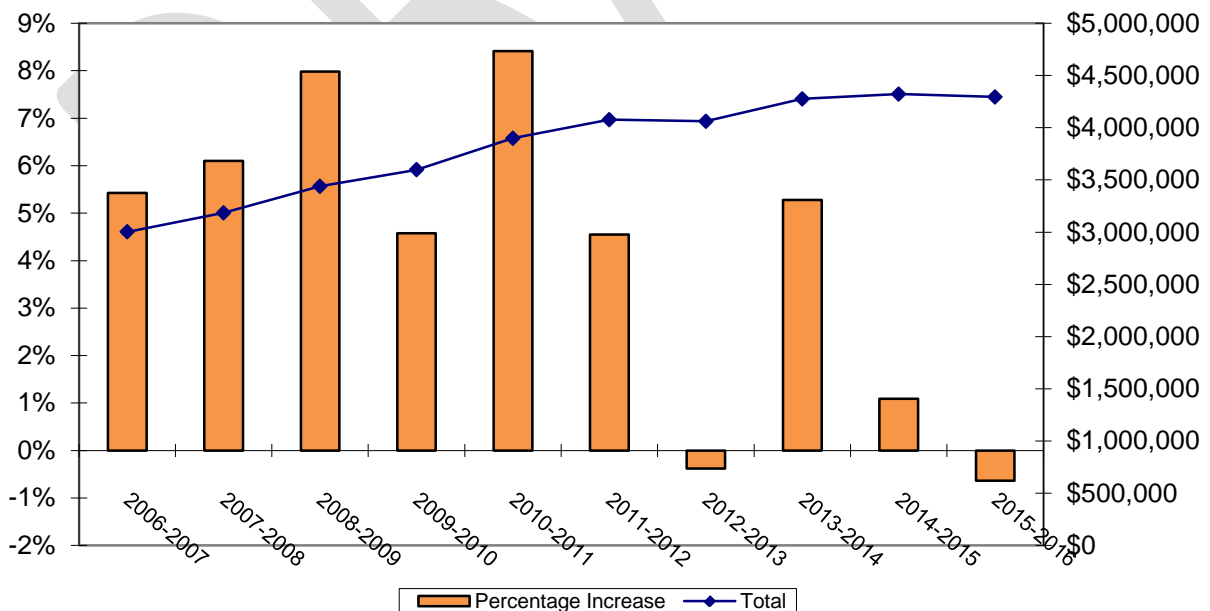
Since 2002/03, Rate Peg allowances have ranged between permissible increases of 1.8% and 3.6%. The Council does not expect the Rate Peg to move much outside the lower end of this range.



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

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

Berrigan Shire Council Financial Assistance Grant



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

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

Approximately 21% of Council's is derived from its utility services and investments. Utility charges for water supply, sewer and waste management services are set at a level that delivers a return on those assets.

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

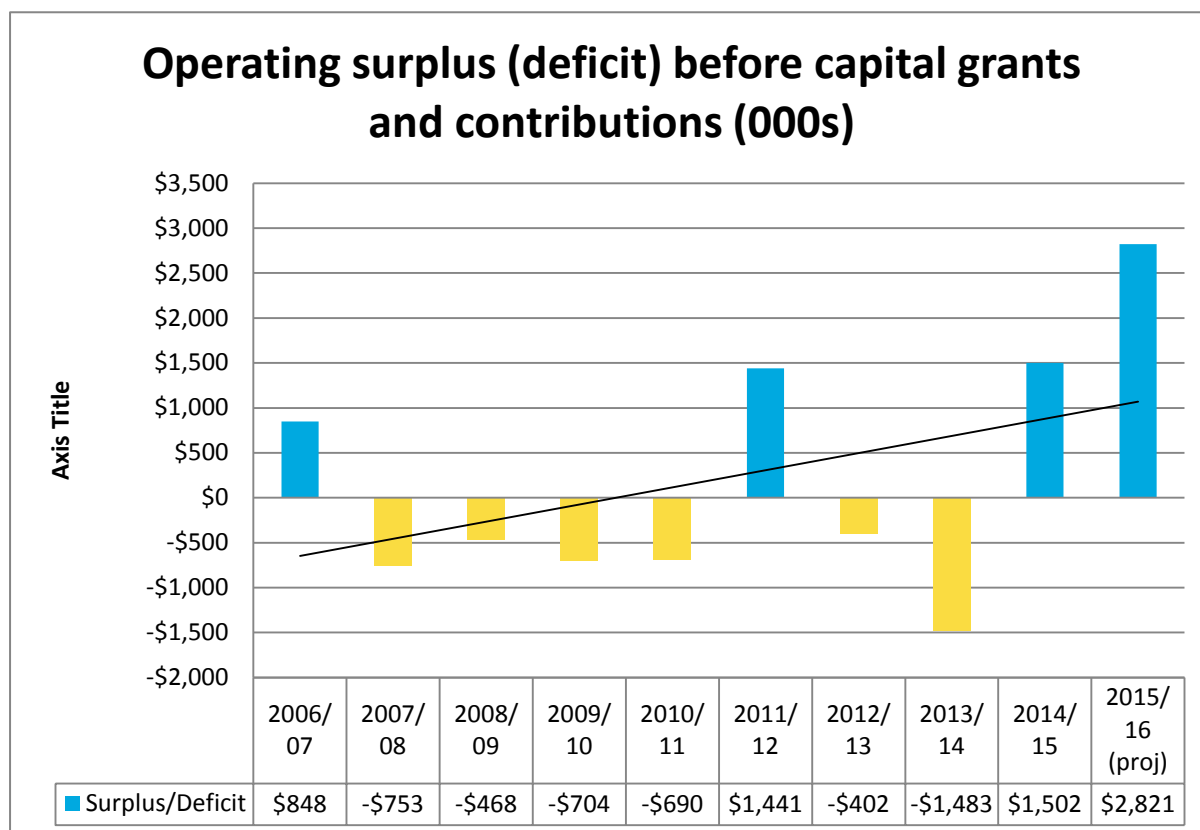
Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. [...] Investments are expected to achieve a market average rate of return in line with the Council's risk tolerance.

The Council is a "price-taker" with regard to its investment returns with interest rates determined by the market. At present, the vast majority of the Council's investments are in Term Deposits with institutions under the oversight of the Australian Prudential Regulation Authority. With recent reforms under the Fit for the Future Program, the Council now has access to New South Wales Treasury Corporation investment products. The Council plans to take advantage of these products, especially with some of its longer term investments.

Interest rates and investment returns are at historic lows and the Council expects this will continue in the short to medium term.

Operating results

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



Working capital

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

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

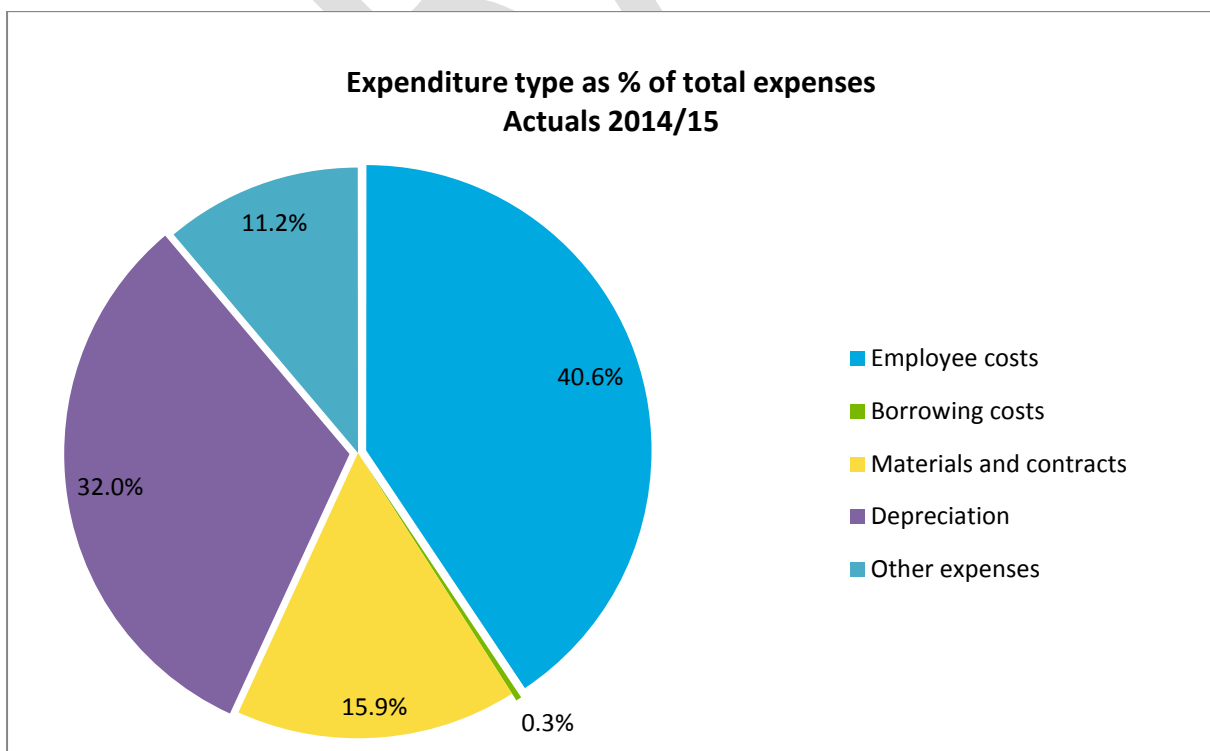
Since 2007/08 the Council has steadily increased and then maintained its unrestricted working capital.



Expenses

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

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

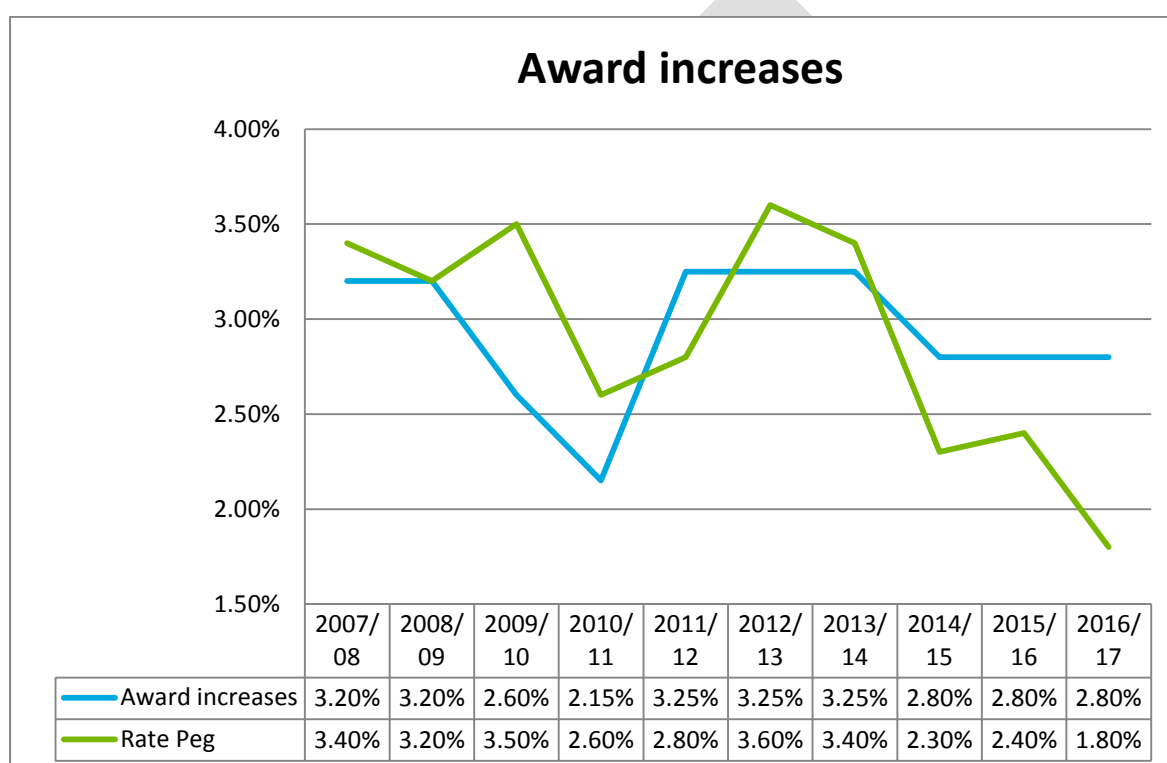


The Council's wages and salaries expense is influenced by two major factors:

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

The Council's Workforce Development Plan does not identify any significant increase in staff numbers and the Council's Community Strategic Plan does not identify any new services likely to require additional staff.

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



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

Materials and contracts will increase as a result of inflation. The Reserve Bank has indicated that its medium-term target for inflation is between 2-3% on average, as measured by the Consumer Price Index. Given the unique cost pressures on local government, for the Council's purposes the Local Government Cost Index prepared by IPART provides a better guide to inflation. The Council estimates that its costs will increase by around 1% more than CPI.

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

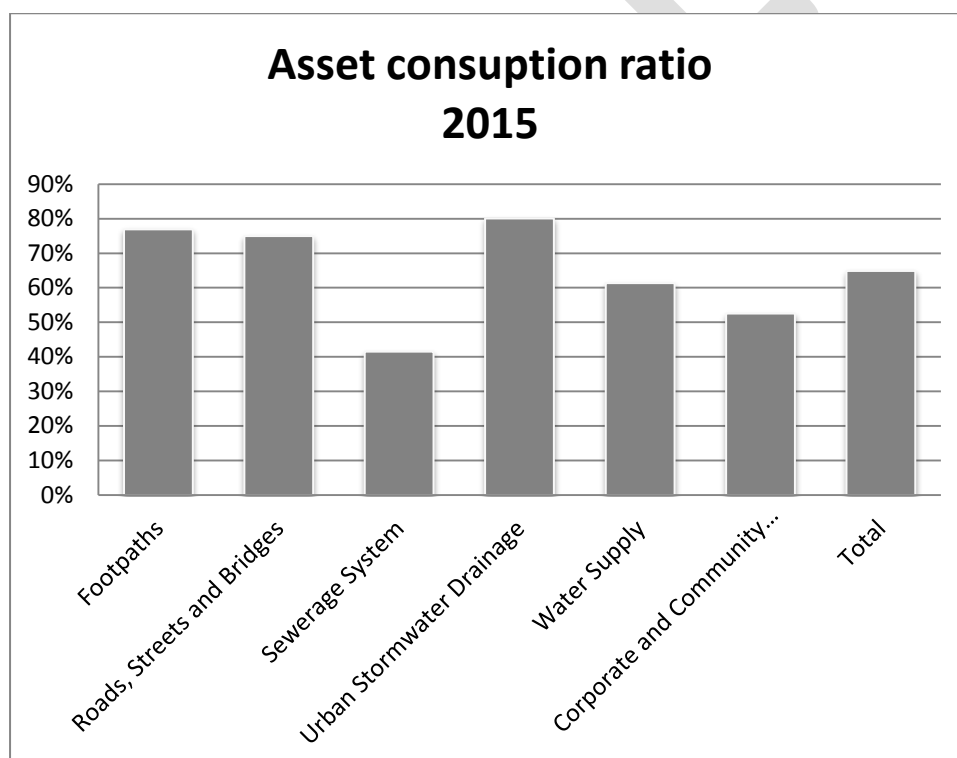
Depreciation expense is simply a method of allocating the cost of assets across multiple accounting periods (i.e. financial years) and as such is discussed in detail in the Asset Management section below.

Asset condition

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

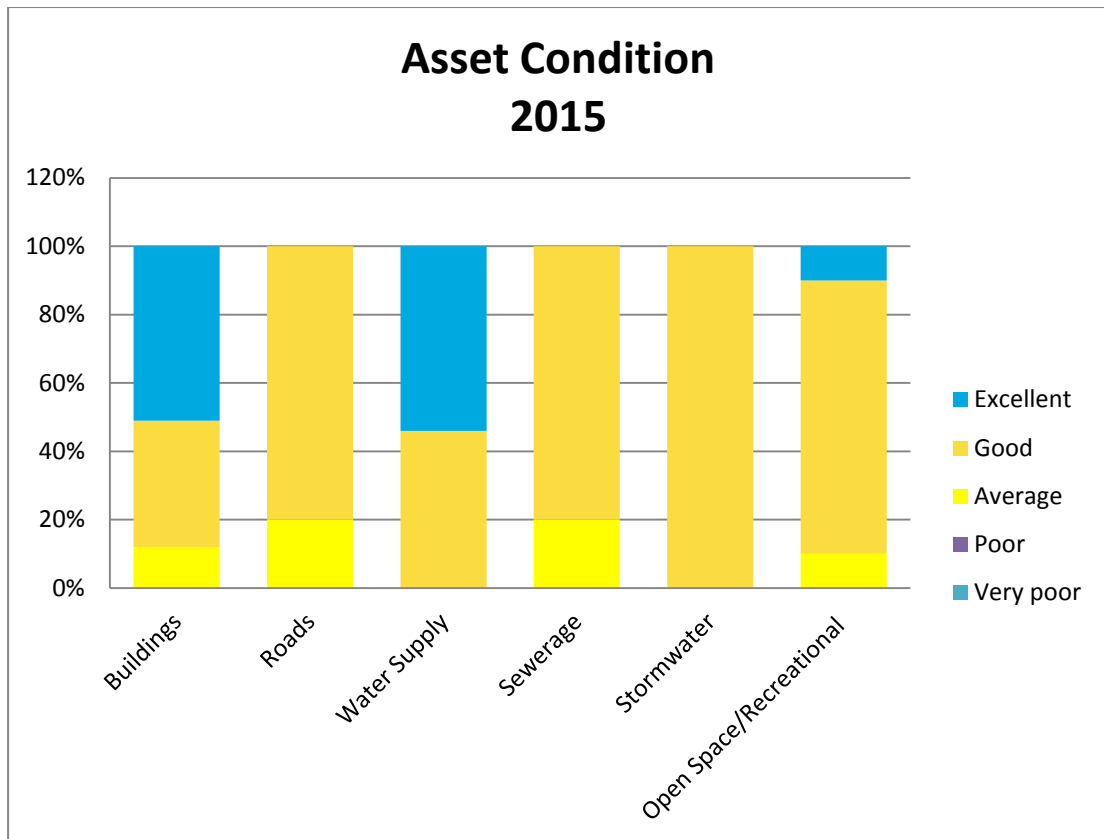
This measurement is done by dividing the written down value of the asset (the fair value of the asset less accumulated depreciation) by the fair value of the asset. This is called the Asset Consumption Ratio.

The Asset Consumption ratios of Council's assets at 30 June 2015 are shown below. The Asset Consumption Ratio shows the average proportion of "as new condition" left in assets by comparing the "written down" value of the Council's assets – replacement cost less the depreciation charged to the asset over time – against the replacement of the Council's assets. An asset with a 100% ratio is in "brand new" condition while one at 0% has been fully depreciated over time.



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

A technical assessment of the condition of the Council's infrastructure assets is shown in the chart below. These condition ratings have been derived from the ratings shown in Special Schedule 7 of the 2014/15 Financial Statements



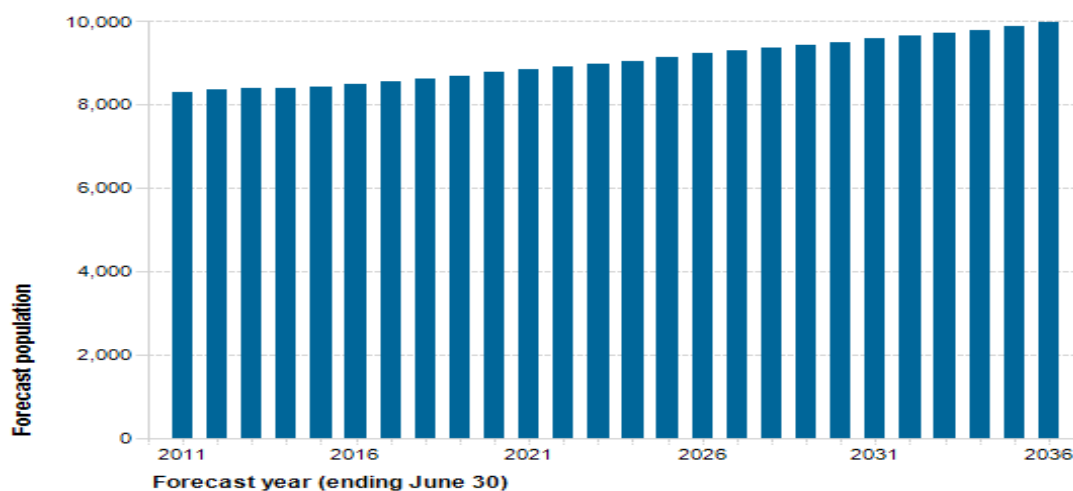
Where are we going?

Population growth

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

Forecast population

Berrigan Shire



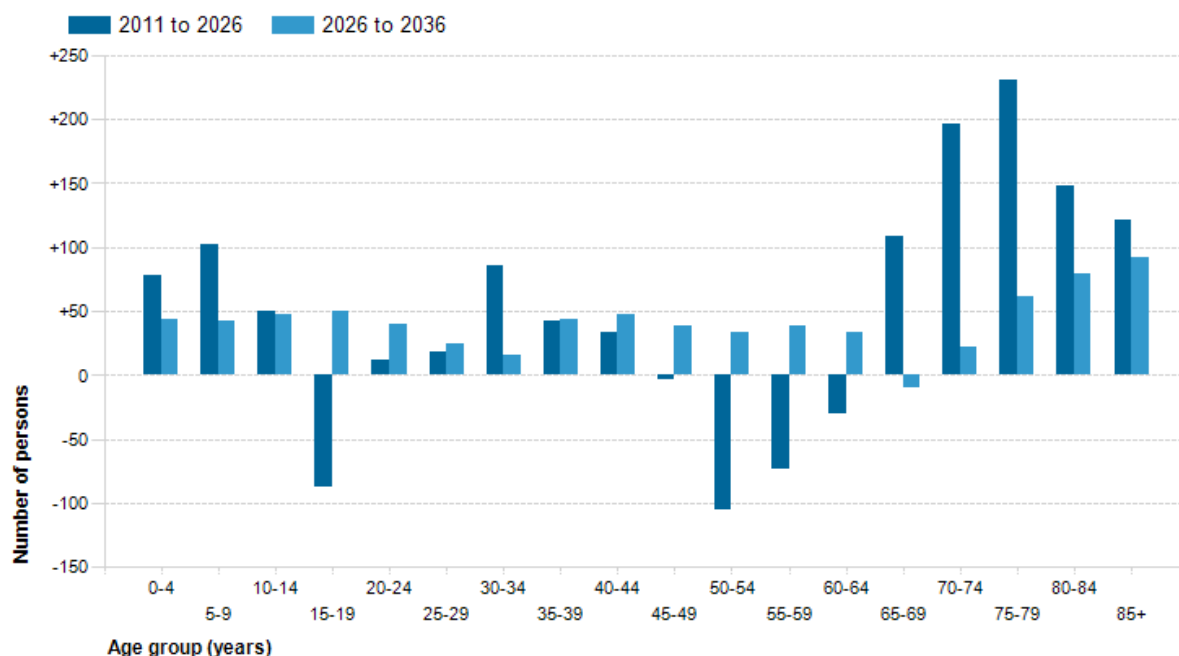
Population and household forecasts, 2011 to 2036, prepared by .id, August 2014.



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

Forecast change in age structure - 5 year age groups

Berrigan Shire - Total persons



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



A Land Demand Plan developed in 2006 identified significant spare infrastructure capacity in the two towns that will see considerable population growth between now and 2026 – Tocumwal and Barooga. As a result, there is not expected to be great demand for new “greenfield” infrastructure. Rather, the focus is expected to be on maintaining existing infrastructure, identification of surplus community infrastructure, and improvement on the margins. Similarly, there is not expected to be huge demand pressure on most Council-funded services.

On the other hand, there is also unlikely to be a significant increase in the Council’s rating and revenue base. The Council has the option to raise additional rates via a special rate variation but should be cognisant of the ability of the community to meet a larger rating burden.

Community Strategic Plan

Berrigan Shire Council has facilitated the development of a Community Strategic Plan – *Berrigan Shire 2023*. The plan adopts the following vision for the shire.

In 2023 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.

The aim of this Financial Strategy is to ensure the Council has the financial resources it needs to progress the implementation of Berrigan Shire 2023 objectives and associated Council activities and services.

Council Activities / Services and Berrigan Shire 2023

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

These activities and services all require the Council:

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

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

Asset planning

The development of this Financial Strategy is also informed by the Council's *Asset Management Strategy*. The *Asset Management Strategy* was adopted by the Council in January 2012 has been reviewed annually by the Council since its adoption. The Council has previously adopted an Asset Management Policy and a series of Asset Management Plans:

- Roads, streets and bridges
- Water
- Sewer
- Urban Stormwater
- Footpaths etc.
- Corporate and Community Assets

The *Asset Management Strategy* has the following aim:

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

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

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

This review of the Financial Strategy has been undertaken in conjunction with a concurrent review of Council's Asset Management Policy

Assumptions and scenarios

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

These assumptions are as follows

- Inflation, as measured by the Local Government Cost Index will average 2.5% per annum
- Wages growth will average 2.5% per annum, after the expiration of the current mandated award wage rate increases.

- Staffing levels will remain static
- The rate peg will increase by the rate of inflation as measured by the Local Government Cost Index
- The number of rateable properties will remain static
- User charges and other fees and charges will increase by the rate of inflation, as will operating grants and contributions.
- Financial Assistance Grant will increase by the rate of inflation as measured by the Local Government Cost Index
- Roads to Recovery (or an analogous program) will continue until 2026
- Investment returns will average around 3% per annum.

What is our financial direction?

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

1. Financial sustainability

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

How are we going to get there?

Actions

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

Berrigan Shire 2022 and Financial Strategy Actions
2. Good Government
<i>2.2 Ensure effective governance by Council of Council operations and reporting</i>
2.2.2 Council operations support ethical, transparent and accountable corporate governance

Financial Strategy Objectives	Actions
1. Financial sustainability	<p>1.1 Prepare and review annually a Long Term Financial Plan with the aim of achieving the financial objectives identified in this strategy.</p> <p>Using a ten year financial planning horizon allows the Council to take into account the longer term consequences of current decision making. It also allows for consideration of short term fluctuations etc.</p> <p>A minimum 10 year Long Term Financial Plan is a component of the Council's resourcing strategy, a core requirement of the new Integrated Planning and Reporting Model</p> <p>1.2 Prepare Capital Expenditure Reviews, including an assessment of lifecycle costs, for all new and/or upgraded infrastructure assets – with the exception of upgrades of roads, water mains and sewer mains.</p> <p>When making decisions regarding new and upgraded infrastructure it is important that the costs of operating, maintaining and replacing that infrastructure is taken into account. A sustainable Council only takes on obligations that it can afford to meet</p> <p>1.3 Resist the pressure to fund services that are the responsibility of other levels of government.</p> <p>While cost-shifting is often inevitable, the Council will resist this where possible and certainly will not look to take on obligations properly belonging to other levels of government without a corresponding funding stream.</p> <p>The Council's response to inadequate service delivery from other levels of government will not be to take on these obligations itself but to act as an advocate for the community to the NSW and Federal governments.</p>
1. Financial sustainability cont	<p>1.4 Retain control of urban water supply and sewer services.</p> <p>The Council will continue to resist plans to remove control of its urban water supply and sewer services. Berrigan Shire Council runs these services in an efficient and effective manner.</p> <p>These services share the cost of running the Council's governance, corporate and financial services. Losing these services will significantly financially disadvantage Berrigan Shire Council with little if any benefit to the local community.</p> <p>1.5 Recognise that funding for renewal and upgrading of sport, recreation and cultural infrastructure requires a combination of Council funding and community support and preferably some</p>

Financial Strategy Objectives	Actions
	<p>contribution from other levels of government.</p> <p>Berrigan Shire Council does not have the capacity to fund the replacement and upgrade of this recreational, sporting and cultural infrastructure (Recreation Reserves, Community Halls, etc.) without support from the community and ideally other levels of government.</p> <p>Without funding assistance from the community and/or other levels of government, the Council cannot responsibly consider upgrade and replacement of these assets</p> <p>1.6 Seek methods of achieving a return (or at least minimise ratepayer subsidy) on business activities such as the Finley Saleyards, Tocumwal Caravan Park and Tocumwal Aerodrome. Subsidies to programs such as the private operation of the Tocumwal Visitor Information Centre should also be reviewed regularly.</p> <p>Berrigan Shire Council has made significant progress over the past ten years in limiting its exposure to loss-making commercial enterprises. The Finley Saleyards, the Tocumwal Caravan Park and the Berrigan Caravan park have all been leased to private operators to run on a commercial basis and this has markedly improved the Council's financial position.</p> <p>The Council has also identified strategies to ease the financial burden of the Tocumwal Aerodrome – including the establishment of a sinking fund for runway maintenance and the development of the Tocumwal Residential Airpark.</p> <p>The Council has also placed the Tocumwal Visitor Information Centre on a more sustainable financial footing through a partnership with a private operator.</p> <p>1.7 Encourage and support the existing model of community provision and operation of sport, recreation and cultural infrastructure.</p> <p>Berrigan Shire Council relies on a volunteer-driven model to provide services such as sporting fields, public swimming pools and community halls.</p> <p>Without the in-kind support of these volunteers, the community would be required to choose between service level reductions or rate increases.</p> <p>Cultural change and increasing regulatory burdens have seen this volunteer model come under some stress in recent years. The Council will conduct a range of activities to support, retain and attract volunteers to assist in supplying these services.</p>

Financial Strategy Objectives	Actions
1. Financial sustainability cont	<p>1.8 Actively lobby the State and Federal Governments to retain existing grant funding levels for road maintenance and upgrades.</p> <p>Without the retention of existing levels of RTA and R2R funding, the Council cannot continue to maintain its existing road service levels.</p>
2. Cost effective maintenance of infrastructure service levels	<p>2.1 Prepare and review its Asset Management Strategy and its Asset Management Plans for the Council's major infrastructure assets annually as part of annual budget preparation.</p> <p>The Council reviews its Asset Management Strategy annually and has prepared Asset Management Plans for all its major classes of assets.</p> <p>The Council's major expenditure items relate to replacement and upgrading of its infrastructure assets. It is important that the Council continues to review its asset plans and strategies as circumstances change.</p> <p>2.2 Prioritise the renewal of existing assets over the development and delivery of new assets and services.</p> <p>A sustainable Council ensures it can fund its existing range of services before taking on new obligations. The challenge is to be able to manage community expectations on sustainable service levels</p>
	<p>2.3 Implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where</p> <ul style="list-style-type: none"> a) There is an urgent need for the asset in the short term, or b) It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and c) The Council has access to a funding stream to meet its debt obligations without compromising its other activities. <p>This has been traditionally the Council's preference and adoption of a policy will formalise this process.</p> <p>In effect, this will mean that borrowing will be largely be restricted to functions such as urban water supply, sewer and waste management where the Council retains some control over its future revenues. It may also be an appropriate funding tool for land development in limited circumstances.</p> <p>The policy will still allow for the possibility of borrowing for other services where borrowing is identified as the cheaper whole-of-life</p>

Financial Strategy Objectives	Actions
	<p>funding option or immediate construction allows the Council to access an opportunity that would otherwise be missed. Interest subsidies may influence any decision to borrow.</p> <p>The Council now has the opportunity to cheaper finance via NSW Treasury Corporation which may make borrowing a more attractive option in the future.</p> <p>Finally, if community support can be demonstrated, the policy borrowing for the replacement of recreational, sporting and community assets where it can be tied to additional funding from a Special Rates Variation.</p>
3. Financial capacity and freedom	<p>3.1 Formalise the Council's existing preference to put money aside for future capital works, rather than borrow.</p> <p>Saving for new infrastructure rather than borrowing has been the Council's traditional preference. It minimises the burden placed on future generations and allows the Council to retain some financial capacity and flexibility.</p> <p>For a Council with moderate population and revenue growth such as Berrigan Shire, there is unlikely to be immediate pressure to construct new or upgraded assets in a time frame that does not allow for the required funds to be put aside.</p> <p>Interest subsidy schemes such as the Local Infrastructure Renewal Scheme (LIRS) and access to finance via NSW Treasury Corporation will make borrowing for renewal of community infrastructure a viable option.</p> <p>3.2 Maintain the existing Investment Policy settings prioritising preservation of capital over investment return.</p> <p>Chasing revenue growth from investments necessarily adds to the risk levels borne by the Council. Berrigan Shire Council has historically sought to avoid investment risk through the use of relatively safe investment products such as Term Deposits and through a diverse investment portfolio.</p> <p>Again, access to NSW Treasury Corporation products may allow the Council to access higher-yield investments for long-term cash reserves</p>

Financial Strategy Objectives	Actions
	<p>3.3 Retire existing debt in line with existing loan repayment schedules. Once paid, quarantine the repayment stream freed up to fund future capital renewal projects or specifically identified programs.</p> <p>Retirement of existing debt frees up additional funds to spend on other services. However, it is important that these newly freed-up funds continue to be allocated to the replacement or upgrade of infrastructure and not lost in the pool of recurrent funding. This could include funding the repayment of new loans to fund infrastructure renewal in line with Objective 2.3.</p> <p>Identifying funding streams for future replacement of assets is good financial discipline and assists the Council's sustainability and financial flexibility.</p>
3. Financial capacity and freedom cont	<p>3.4 Continue to actively recover outstanding rates debt as identified in the Council's Revenue Policy.</p> <p>The Council has an active and successful debt recovery process and this will continue. This assists the Council to maintain an adequate level of working capital.</p> <p>3.5 Set utility charges for water supply, sewer and waste management services at a level that delivers a return on those assets sufficient to ensure long term sustainability.</p> <p>The Council is unlikely to be eligible for funding assistance for replacement or upgrade of its assets for these services and will need to generate sufficient funds from its own sources to do so. Making a return on these assets will generate sufficient funds to ensure the sustainability of these services.</p> <p>A necessary corollary of this action is that revenues generated from these assets should be reasonably predictable. This means targets such as raising at least 50% of its water revenue from variable user charges may not always be appropriate.</p> <p>3.6 Consider seeking a Special Rates Variation where there is a clearly identified demand for new or significantly improved service levels.</p> <p>While Berrigan Shire Council's preferred approach will be to live within its means where possible, it is of course required to respond to community demand.</p> <p>Where the community has clearly identified that is willing to pay for increased levels of service, the Council will consider applying for a Special Rate Variation to fund this. This will only occur after considering and exhausting all other actions as identified above.</p>

Financial Strategy Objectives	Actions

How will we know if we are on course?

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

Effective performance indicators:

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

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

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

The measures below have been selected as ones common across local government.

- Operating Performance Ratio
- Unrestricted Current Ratio
- Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage
- Building, Infrastructure & Other Structures Renewals Ratio
- Infrastructure Backlog Ratio
- Capital Expenditure Ratio
- Debt Service Cover Ratio
- Cash Expense Cover Ratio

The Council will need to determine which of these measures (or other measures not listed here) will be adopted to track progress against the objectives of this strategy.

Financial Objectives	Strategy	Possible Indicators
1. Financial sustainability		Operating Performance Ratio Unrestricted Current Ratio

	Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage
2. Cost effective maintenance of infrastructure service levels	Building, Infrastructure & Other Structures Renewals Ratio Infrastructure Backlog Ratio Capital Expenditure Ratio
3. Financial capacity and freedom	Debt Service Cover Ratio Cash Expense Cover Ratio

- See Appendix for description of indicator and indicative targets

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Appendix

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
1. Operating Performance Ratio	The percentage by which income (excluding capital grants) varies from expenses	The operating performance ratio is the operating surplus (or deficit) before capital grants expressed as a percentage of total expenses	Operating surplus/deficit divided by operating expenditure. <u>2014/15 actual</u> Operating surplus = \$1.4 M Operating expenses = \$19.3 M Operating Surplus Ratio = $[1.4 / 19.3] = 7\%$	An operating performance ratio greater than 0% across any five year period
	What does it mean?	A positive value indicates the Council is meeting its operating expenses, including depreciation. A negative value indicates the Council needs to reduce its expenses or raise additional revenue to be sustainable in the long term.		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
2. Unrestricted Current Ratio	The ratio between current assets and current liabilities – not including those assets and liabilities held for a specific purpose	This measure is the Council's current assets (i.e. liquid assets) expressed as a ratio of its current liabilities (i.e. short term debts) –	Current assets (less all external restrictions.) divided by current expenses <u>2014/15 actual</u> Current Assets = 10.0 M Operating expenses = 2.4 M Operating Surplus = 4.2x	An Unrestricted Current Ratio of at least 2x
	What does it mean?			<p>If the Council is not maintaining its current assets at the at least the level of its current assets it may not be able to pay its debts and other obligations as and when they fall due.</p> <p>It means that the Council's obligations over the next 12 months exceed the funds available to pay them as they fall due. If the Council's current liabilities exceed its current assets and the Long Term Financial Plan does not provide a proposal to turn this around, it is inevitable that the Council will face a cash flow crisis in the future.</p> <p>The position would come to a head when a major obligation was required to be paid and the Council would be required to borrow to meet this obligation – increasing its debt and reducing its financial flexibility.</p>

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
3. Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	What rates, annual charges are owing to the Council as a proportion of its total rates and annual charges revenue.	Indicates the amount of rates and changes outstanding as a percentage of total rates and charges.	<p>Rates, annual and extra charges outstanding divided by rates, annual and extra charges, expressed as a percentage</p> <p><u>2014/15 actual</u> Rates, annual and extra charges outstanding = \$0.41 M Rates, annual and extra charges = \$9.36 M</p> <p>Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage = 4.4 %</p>	Outstanding rates, annual and extra charges percentage to remain under 8% as 30 June each year
	What does it mean?	<p>This indicator identifies how well the Council collects its outstanding rates, annual and extra charges</p> <p>A result of greater than 8% per year – if unchecked – would lead to Council facing potential cash flow problems in the future due to a lack of working capital.</p>		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
4. Building, Infrastructure & Other Structures Renewals Ratio	The amount spent on asset renewals expressed as a percentage of depreciation and impairment.	Indicates the extent to which Council is renewing its asset base	<p>Asset renewals on buildings, infrastructure and other structures divided by depreciation, amortisation and impairment expressed as a percentage</p> <p><u>2014/15 actual</u> Asset renewals on buildings, infrastructure and other structures = \$5.65 M depreciation, amortisation and impairment = 5.18M</p> <p>Building, Infrastructure & Other Structures Renewals Ratio = 109.2%</p>	<p>Building, Infrastructure & Other Structures Renewals Ratio to remain over 100% on average over life of the LTFP.</p> <p>When setting this target, the Council should consider that asset replacement is often lumpy – with large changes in asset renewals depending on the needs of the time</p> <p>The Council should consider its performance on this measure over no shorter than a 10 year period and preferably longer.</p>
	What does it mean?	<p>It is possible for the Council to save money by not renewing its assets as they deteriorate over time. This indicator attempts to measure if the Council is renewing its assets at an adequate rate.</p> <p>A measure below 100% indicates that the Council's asset base is depreciating faster than the Council is able to renew it.</p> <p>If this continues over time, the Council's assets will eventually become unsuited for purpose, adding to its infrastructure backlog and creating severe financial pressure for future generations.</p>		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
5. Infrastructure Backlog Ratio	The cost to bring the Council's assets to a satisfactory condition as a proportion of its overall assets.	An overall indicator the standard of the Council's assets . Provides a measure of the amount of work that is required to bring its assets to an acceptable standard	<p>Estimated cost to bring Assets to a Satisfactory Condition divided by the total Value of Infrastructure, Building, Other Structures and depreciable Land Improvement assets, expressed as a percentage</p> <p><u>2014/15 actual</u> Estimated cost to bring Assets to a Satisfactory Condition = \$NIL Total Value of Infrastructure, Building, Other Structures and depreciable Land Improvement assets = \$198 M</p> <p>Interest Cover Ratio = -0%</p>	Infrastructure Backlog Ratio to remain at less than 2% at all times
	What does it mean?	<p>This indicator is a general guide to the condition of the Council assets.</p> <p>This indicator tends to reflect the Council's performance against the Building, Infrastructure & Other Structures Renewals Ratio over time, If that ratio is consistently under 100%, the Infrastructure Backlog Ratio will increase. Conversely, reducing the Infrastructure Backlog Ratio tends to require maintaining the Building, Infrastructure & Other Structures Renewals Ratio at greater than 100% over time</p> <p>If this ratio is over 2% and growing, it indicates that the Council needs to either put more effort into renewing its assets (perhaps requiring rate increases to fund) or reconsider what standard of asset the community feels is acceptable</p>		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
6. Capital Expenditure Ratio	The ratio of expenditure on capital assets and annual depreciation.	Indicates whether the Council is replacing or renewing non-financial assets at the same rate that its overall stock of assets is wearing out for the period	Capital expenditure divided by annual depreciation expense. <u>2014/151 actual</u> Capital expenditure = \$5.3 M Depreciation expense = \$5.7 M Capital Expenditure Ratio = 0.92	Target to be set having regard to the relative age and replacement/renewal profile of the Council's asset portfolio. On average should be at least 100% provided Council wishes to maintain level of service
	What does it mean?	If capital expenditure on renewing or replacing existing assets is at least equal to depreciation on average over time then the Council is ensuring the value of its existing stock of its physical assets is maintained This ratio will vary, often by significant amounts, as the Council's asset replacement program is unrolled over time.		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
7. Debt Service Cover Ratio	The amount of operating cash available as a proportion of its debt repayment obligations	Measures the availability of operating cash to service debt including interest, principal and lease payments	<p>Operating result before capital excluding interest and depreciation, impairment divided by principal repayments and borrowing costs</p> <p><u>2014/15 actual</u></p> <p>Operating result before capital excluding interest and depreciation, impairment = \$7,2 M principal repayments and borrowing costs = \$0.229 M</p> <p>Debt Service Cover Ratio = 31.31 x</p>	Debt service ratio is greater than 2.00 x
	What does it mean?	<p>This ratio seeks to highlight if the Council is generating sufficient cash to meet its debt obligations</p> <p>A ratio of less than 2.00 x, unless addressed, may see the Council struggle to raise sufficient cash to pay its debt obligations without selling realisable assets.</p> <p>The Council currently has a low level of indebtedness and its Long Term Financial Strategy does not seek to change this.</p>		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
8. Cash Expense Cover Ratio	How many months work of operating expenses can the Council meet with its existing holdings of cash	Measures the number of months a Council can continue paying for its immediate expenses without additional cash inflow	<p>Cash and Cash Equivalents and Term Deposits divided by payments from cash flow of operating and financing activities x 12</p> <p><u>2014/15 actual</u></p> <p>Cash and Cash Equivalents and Term Deposits = \$21.3 M</p> <p>Payments from cash flow of operating and financing activities = \$1.07 M</p> <p>Cash Expense Cover Ratio = 20 months</p>	Cash Expense Cover Ratio is to be no less than three months
	What does it mean?	<p>This ratio seeks to highlight the Council's ability to meet a short term revenue and/or cash flow shock and continue to operate.</p> <p>A ratio of less than three months could see the Council struggling to meet expenses on a periodic basis without having to borrow. Rates instalments and Financial Assistance Grants tend to paid in three-monthly cycles.</p>		



Asset Management Strategy 2013

Berrigan Shire Council


Berrigan Shire 2023
Resourcing Strategy

Date	Reviewer	Saved as
4 April 2016	Jo Ruffin	AssetManagementStrategyV1
7 April 2016	Carla von Brockhusen	Asset ManaementStrategyV2
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Rev No	Date	Revision Details	Author	Reviewer	Approver	
2	29 April 2013	Reviewed Asset Management Strategy and aligned it with Berrigan Shire 2023		J Ruffin		
3	21 May 2014	Reviewed by Council as part of an annual review of Council's suite of IPR documents		J Ruffin		
4	15/4/2015	Reviewed by Council as part of an annual review of Council's suite of IPR documents		J Ruffin		
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Asset Management for Small, Rural or Remote Communities Guidelines

The Institute of Public Works Engineering Australia.

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Executive Summary

This *Asset Management Strategy* is prepared to assist Council in improving the way it delivers services from infrastructure including: roads, bridges, footpaths, stormwater drainage, and flood protection levees; corporate and council community service facilities - parks, reserves, pools, libraries, halls and other council buildings; commercial facilities – caravan parks, sale yards, quarries and aerodrome; waste management, sewerage, water distribution and supply. In addition to service delivery from infrastructure Council assets also include plant and Council business operations technology and systems. As at 30 June 2015 Council's infrastructure assets have a replacement value of \$322,549 million.

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

- how its asset portfolio will meet the service delivery needs of its community into the future,
- what Council's asset management policies are to be achieved, and
- ensure the integration of Council's asset management with its long term strategic plan.¹

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

The *Asset Management Strategy* is prepared following a review of the Council's service delivery practices, financial sustainability indicators, asset management maturity and fit with Council's vision for the future outlined in the Berrigan Shire Community Strategic Plan – *Berrigan Shire 2023*. The strategy outlines an asset management improvement plan detailing a program of tasks to be completed and resources required to bring council to a minimum 'core' level of asset maturity and competence.

Strategy outlook

1. Council is able to maintain current service levels for the next ten years at current funding levels. This is dependent on maintenance, in real terms, of existing funding streams including Roads to Recovery funding and community contributions for maintenance and replacement of recreation facilities. There is also no capacity to improve assets to meet adopted levels of service in some areas.
2. Council is able to fund current infrastructure life cycle cost at current levels of service and available revenue. This is dependent on maintenance, in real terms, of existing funding streams including Roads to Recovery funding and community contributions for maintenance and replacement of recreation facilities. There is also no capacity to improve assets to meet adopted levels of service in some areas.

¹ LGPMC, 2009, Framework 2 *Asset Planning and Management*, p 4.

3. Council's current asset management maturity is below 'core' level and investment is needed to improve information management, lifecycle management and service management.

Asset management strategies

No	Strategy	Desired Outcome
1	Move from Annual Budgeting to Long Term Financial Planning	The long term implications of Council services are considered in annual budget deliberations
2	Develop and conduct annually a desk top review <i>Asset Management Plans</i> covering at least 10 years for all major asset classes (80% of asset value).	Identification of services needed by the community and required funding to optimise 'whole of life' costs
3	Develop <i>Long Term Financial Plan</i> covering 10 years incorporating asset management plan expenditure projections with a sustainable funding position outcome	Sustainable funding model to provide Council services
4	Incorporate Year 1 of <i>Long Term Financial Plan</i> revenue and expenditure projections into annual budgets	Long term financial planning drives budget deliberations
5	Review and update asset management plans and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks	Council and the community are aware of changes to service levels and costs arising from budget decisions
6	Report Council's financial position at <i>Fair Value</i> in accordance with Australian Accounting Standards, financial sustainability and performance against strategic objectives in Annual Reports	Financial sustainability information is available for Council and the community
7	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs	Improved decision making and greater value for money
8	Report on Council's resources and operational capability to deliver the services needed by the community in the <i>Annual Report</i>	Services delivery is matched to available resources and operational capabilities
9	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for asset management is defined
10	Implement an <i>Improvement Plan</i> to realise 'core' maturity for the financial and asset management competencies within 2 years	Improved financial and asset management capacity within Council
11	Report three (3) monthly to Council by General Manager on development and implementation of <i>Asset Management Strategy, AM Plans and Long Term</i>	Oversight of resource allocation and performance

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<i>Financial Plans</i>	
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Asset management improvement plan

The program of tasks and resources required to achieve a minimum 'core' asset management maturity reflects a number of the improvement program key milestones identified July 2012 – Asset Management Maturity Report. The updated tasks and program are shown below.

IPR Project Plan	Manager Responsible	Key Milestones for Achieving and Retaining Core Maturity				
Key Project Components		Jan 2013 – May 2013	May 2013	July 2013	July 2013 – June 2017	Review April 2016
1. Review and update Berrigan Shire 2023	General Manager Director Technical Services			<i>Ensure that planned reviews of Asset Management Plans reflect Berrigan Shire 2023 priority projects</i>	<i>Refine integration between CSP and resourcing strategy and service level targets.</i> <i>Include state of Assets reporting in future Annual Reports linked to AMPs</i>	<i>Ongoing</i>
2. Resourcing Strategy development and coordination	General Manager Strategic and Social Planning Coordinator	<i>Complete draft resourcing strategy that balances LTFP with AMPs. AM strategy outlines risks of current maturity as well as service levels that can be achieved by resourcing</i>	<i>Council Adopts 2013 Resourcing Strategy</i>	<i>New Council engages community in reviewing and updating the Council's Resourcing Strategy as per community consultation strategy.</i>	<i>Council adopts 2013-2023 Resourcing Strategy that meets IPR legislative requirements</i>	<i>Annual Desktop review</i>

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IPR Project Plan	Manager Responsible	Key Milestones for Achieving and Retaining Core				Maturity
		Jan 2013 – May 2013	May 2013	July 2013	July 2013 – June 2017	
<i>strategy</i>						
2.1 <i>Review and update Long Term Financial Plan</i>	Director Corporate Services Director Technical Services	<i>New Council reviews LTFP and accompany ing delivery programm e. Ensuring LTFP balances with AMP costs to deliver service level and risk targets. This may involve a number of scenarios</i>	<i>New Council adopts LTFP and updated 2013 delivery programm e and operation al plan. LTFP.</i>			<i>Annual Review & Discussion Corp Workshop LTFP Updated</i>
2.2 <i>Review and update Asset Management Plans Policy, Strategy</i>	Director Technical Services Executive Engineer	<i>Ensure AMPs contain service levels and risks that reflect available resources in LTFP as well as scenarios to achieve target levels of service (if different to achievable levels of service)</i>	<i>Council adopts 2013-2023 Asset Management Policy and Strategy that meet IPR legislative requirements as a key component of the Council's Resourcing Strategy by</i>	<i>Update resourcing strategy as required. Council review of AM Policy as required – (must be reviewed at least once during Council term)</i>		<i>AMPs reviewed and updated as part of Op Plan actions</i>
				<i>Service levels of reviewed AMPs will report on</i>		

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IPR Project Plan	Manager Responsible	Key Milestones for Achieving and Retaining Core Maturity				Review April 2016
		Jan 2013 – May 2013	May 2013	July 2013	July 2013 – June 2017	
Key Project Components		Adopt AMPs, AM Strategy and AM Policy.	June		'function, capacity and utilisation'	
					Asset Management C'ttee review of AMPs improvement plans	
3.1		<i>By May draft 2013-2014 Operational Plan actions against service activities that can be delivered with available revenue and that will achieve strategies in the Delivery Program</i>	<i>Complete delivery programme</i>	<i>Update delivery programme</i>	<i>Update delivery programme</i>	IPR Suite of Plans informed by routine business planning & Corporate Workshop and Tour of facilities
Business Planning and Budgeting coordination	Director Corporate Services Finance Manager					

IPR Project Plan	Manager Responsible	Key Milestones for Achieving and Retaining Core Maturity				
		Key Project Components	Jan 2013 – May 2013	May 2013	July 2013	July 2013 – June 2017
3.2 Annual Budget and Report	Director Corporate Services Director Technical Services				<i>Annual Report SS7 to align IPR documents & include report on state of assets</i>	
3.3 Develop a Knowledge / Information Management Strategy	Director Corporate Services	<i>Within Council resources</i>	<i>Complete knowledge management strategy for systems and data</i>		<i>Annual review of residual values and asset lives</i>	
		<i>Draft a proposal for developing a Knowledge / Complete Information Management Strategy</i>			<i>Integrate with knowledge management strategy with Council Risk Management Processes</i>	
4.1 Community Engagement Strategy	Strategic and Social Planning Coordinator		<i>As Asset Plans scheduled for Review have a Community Engagement Strategy that seeks feedback and Communicates achievable service targets/risks</i>			Included as an action in Operational Plan
4.2 Councillor Engagement Strategy	General Manager		<i>As Asset Plans are scheduled for Review develop Community Engagement Strategy that seeks feedback and Communicates achievable service targets/risks</i>			Included as an action in Operational Plan

Asset Management Strategy 2013 – 2017: Berrigan Shire Council Resourcing Strategy 2013 – 2017: Reviewed and endorsed for public exhibition Ordinary Council Meeting 21 May 2014 – adopted 18 June 2014 - Desktop Review March 2015; Reviewed Ordinary Council Meeting 15 April 2015 – adopted 17 June 2015; Reviewed Ordinary Council Meeting 15 May 2016

1. Introduction

Assets deliver important services to communities. A key issue facing local governments throughout Australia is the management of ageing assets in need of renewal and replacement.

Infrastructure assets such as roads, drains, bridges, water and sewerage, [pools] and public buildings present particular challenges. Their condition and longevity can be difficult to determine. Financing needs can be large, requiring planning for large peaks and troughs in expenditure for renewing and replacing such assets. The demand for new and improved services adds to the planning and financing complexity.²

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

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

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

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

- Asset management policy,
- Strategy and planning,
 - asset management strategy,

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

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

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

- asset management plan,
- Governance and management arrangements,
- Defining levels of service,
- Data and systems,
- Skills and processes, and
- Evaluation.⁵

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

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

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

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

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

1.1 Legislative reform

This *Asset Management Strategy* has been developed cognisant of the context of local government service delivery, legislative reform and the legislative and regulatory requirements of Commonwealth and State legislation. The following table provides a summary of but is not limited to the relevant legislation and requirements upon Council.

Legislation	Requirements
<i>Local Government Act 1993</i>	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a Community Strategic Plan and 10 year <i>Resourcing Strategy</i> informing the development of Council's Long term Financial Plan and Asset Management Strategy

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

⁶ LGPMC, 2009, Framework 2 *Asset Planning and Management*, p 4.

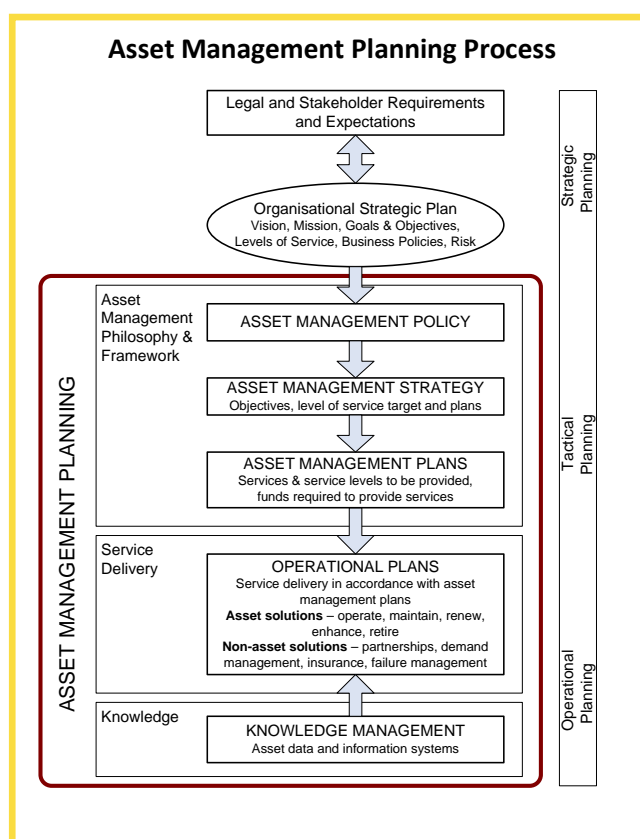
Legislation	Requirements
<i>Environmental Planning and Assessment Act 1979</i> & <i>Environmental Planning and Assessment Amendment Act 2008</i>	Requirement for Local Environmental Plans and Development Control Plans. Provides for Council control of development of towns and approval of infrastructure expansion.
<i>Local Land Services Act 2013</i>	Delivery of Local Land Services in the social, economic and environmental interests of the State
<i>Soil Conservation Act 1938</i>	Preservation of water course environment.
<i>Work Health and Safety Act 2011</i> <i>Work Health and Safety Regulations 2011</i>	Impacts all operations in relation to safety of workers and the public. Council's responsibility to ensure health, safety and welfare of workers at places of work.
<i>Workers Compensation Act 1987</i> <i>Workplace Injury Management and Workers Compensation Act 1998</i> <i>Workers Compensation Regulation 2010</i>	Sets out the return to work and rehabilitation responsibilities for employers and for injured employees.
<i>Roads Act 1993</i>	Requirements for access arrangements from public roads
<i>Road Transport Act 2013</i>	Requirements for vehicles and operator using roads
<i>Transport Administration Act 1988</i>	Authorises Roads and Traffic management of roads
<i>Australian Road Rules</i>	Requirements for vehicles and operator using roads
<i>Civil Liability Act 2002</i>	Safety of Public
<i>Food Act 2003</i>	Standard of Food Preparation Areas
<i>Building Code of Australia Volume 1</i>	Requirements for building construction and safety
<i>Building Code of Australia Volume 2</i>	Requirements for building construction and safety
<i>Disability Discrimination Act 1992</i>	Provision of facilities for the disabled
<i>Public Health Act 2010</i>	Promote, protect, and improve public health, promote the control and spread of infectious diseases and to control the risks to public health
<i>Swimming Pools Act 1992</i>	Registration and safety requirements for swimming pools install on premises on which a residential building, a moveable dwelling or tourist and visitor accommodation is located.

Legislation	Requirements
<i>Companion Animals Act 1998</i>	Provide for the effective and responsible care and management of companion animals
<i>Impounding Act 1993</i>	Enables impoundment of unattended, abandoned or trespassing animals or articles
<i>Protection of the Environment Operations Act 1997</i>	Pollution control
<i>Prevention of Cruelty to Animals Act 1979</i>	Saleyards operations
<i>Meat Industry Act 1978</i>	Saleyards operations
<i>Civil Aviation Act 1988</i>	Requirements for construction standards, markings and maintenance of aerodromes
<i>Civil Aviation Safety Regulations 1998</i>	Requirements for construction standards, markings and maintenance of aerodromes
<i>Public Works Act</i>	Role of DPWS in planning and construction of new assets.
<i>Water Act 1912</i>	Water rights, licenses, allocations.
<i>Water Authorities Act 1987</i>	Determining developer charges.
<i>Water Management Act 2000</i>	Sustainable and integrated management of water resources
<i>Independent Pricing and Regulatory Tribunal Act 1992</i>	Charging guidelines. Trends toward a user pay system in the industry. Gives powers to the Independent Pricing and regulatory Tribunal to inquire into and regulate prices.
<i>Native Titles Act</i>	Provides definition of freehold zone-able land.

1.2 Asset Management Planning Process

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

Asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic plan, developing an asset management policy, strategy, asset management plan and operational plans, linked to a long-term financial plan with a funding plan.⁷



2. What Assets do we have?

Council uses infrastructure assets to provide services to the community. The range of infrastructure assets and the services provided from the assets is shown in Table 1.

Table 1: Assets used for providing Services

Asset Class	Description	Services Provided
Footpaths	Footpaths, Shared Paths and Pedestrian Bridges	Provide pedestrian and bicycle access within towns.
Roads, Streets and Bridges	Road and Street Assets within the Berrigan Shire Area other than State and Federal Highways and Forest Roads	Provide vehicular access to properties and provision for freight movement within Council area.
Sewerage System	Sewerage infrastructure for the townships of Barooga, Berrigan,	Provide a sewerage system to convey liquid waste from

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

Asset Class	Description	Services Provided
	Finley and Tocumwal	urban properties, treat and dispose of it in an environmentally friendly manner
Urban Stormwater Drainage	Stormwater pipes, pits, kerb & gutter, kerb, spoon drains, culverts and levee banks	Provide stormwater collection from urban properties and disposal in an environmentally friendly way. Levee banks to protect properties from inundation by floodwater from the Murray River
Water Supply	Water supply assets including: water treatment plants, water storage dams, water reservoirs, water mains and water pump stations for the townships of Barooga, Berrigan, Finley and Tocumwal	Provide a water supply network in four townships to enable extraction, treatment and delivery of the garden and filtered water supplies at highest standards
Corporate and Community Services	All Corporate and Community Services Assets owned by Berrigan Shire Council that are not included in specific Asset Management Plans	Recreation Reserves and Sporting Grounds, Public Parks and Gardens, Council Chambers and Offices, Public Halls, Public Swimming Pools, Public Libraries, Finley Saleyards, Aerodromes, Council Depots, Emergency Services, Waste Disposal Facilities, Quarries, Residences, Cemeteries, Transport Facilities

3. Council's Assets and their management?

3.1 State of the Assets

The financial status of Council's assets is shown in Table 2.

Table 2: Financial Status of the Assets 30 June 2015

Asset Class	Replacement Cost (\$000)	Depreciated Replacement Cost (\$000)	Depreciation Expense for current year (\$000)
Footpaths	\$4,122	\$3,172	\$63
Roads, Streets and Bridges	\$152,876	\$112,515	\$2,382
Sewerage System	\$37,131	\$15,419	\$574
Urban Stormwater Drainage	\$19,277	\$15,427	\$203
Water Supply	\$42,627	\$26,139	\$598
Corporate and Community Services	\$66,516	\$39,072	\$1,081
Total	\$322,549	\$211,744	\$4,901

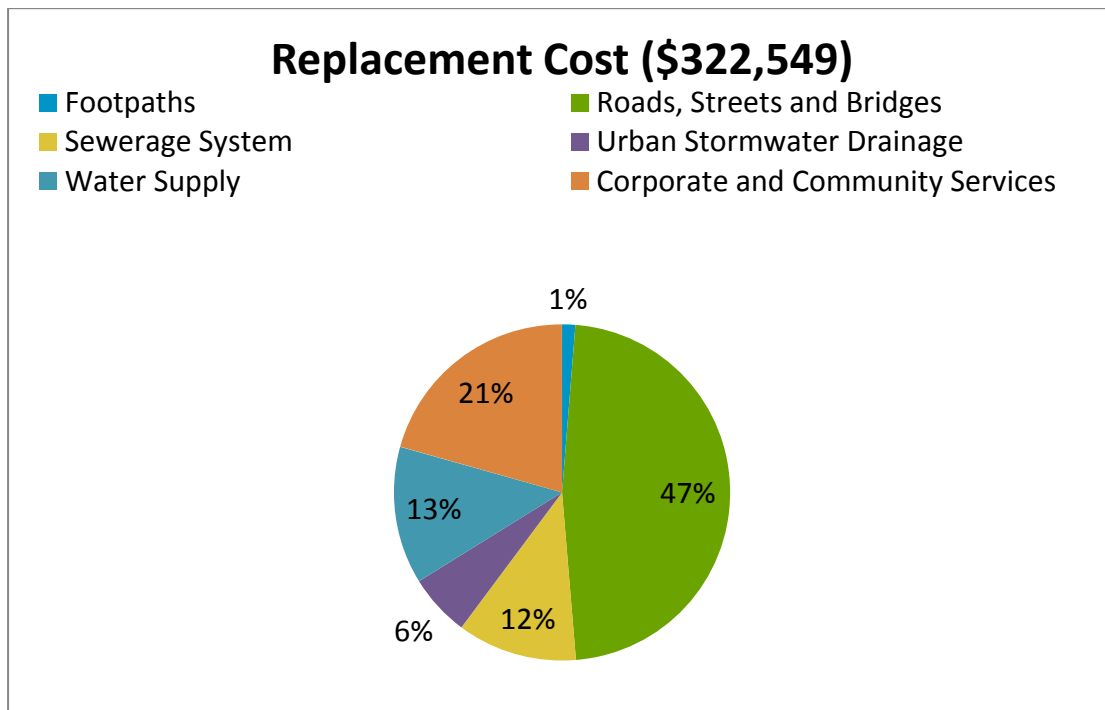


Figure 1: Asset Replacement Values

The asset consumption ratios of Council's assets (average proportion of 'as new' condition left in assets) are shown in Figure 2.

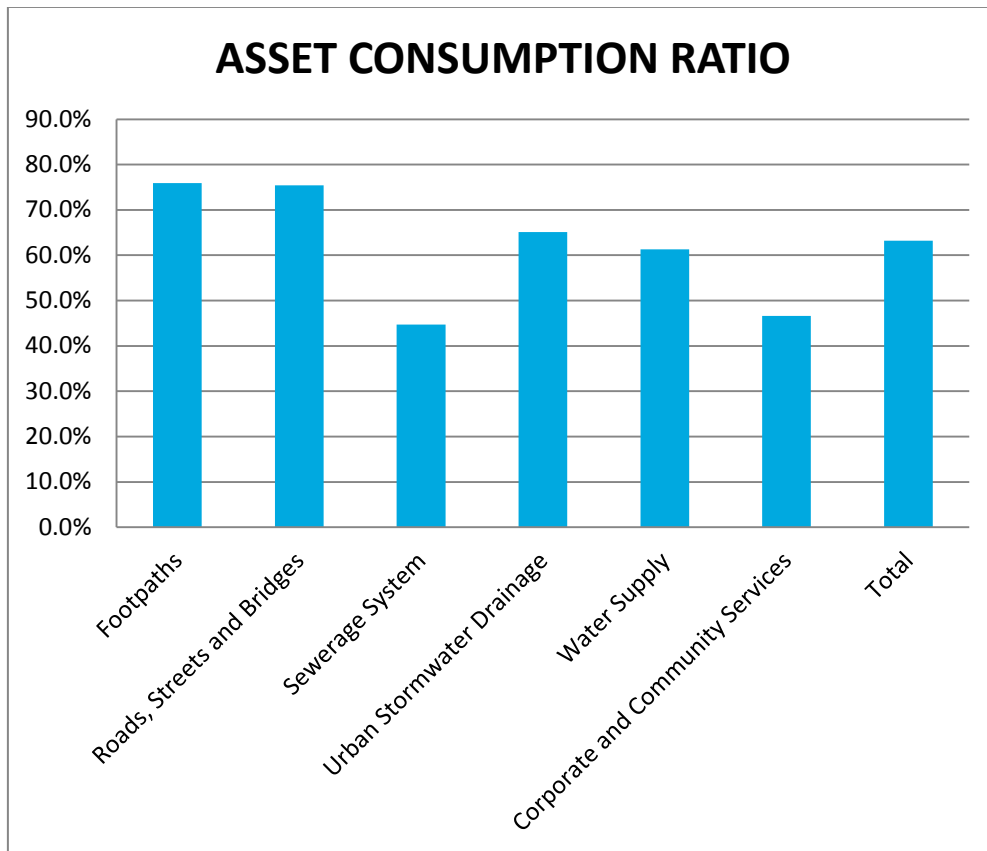


Figure 2: State of the Assets

Figure 2 shows that the Sewerage Systems with a consumption ratio of 40% are almost 60% through their life 'on average' and this would indicate that service levels should be deteriorating. If this is not the case then the useful life of the assets may be understated. The sewerage system is undergoing revaluation and condition assessment and this will allow further assessment of the remaining life of these assets. Of the other asset classes, only Corporate and Community Services is more than 50% average consumption of useful life and it may also require assessment of some major assets such as buildings to determine whether the adopted useful life is realistic. Asset Management Plans need to take account of depletion of assets and ensure that provision is made for their replacement in a timely manner.

The condition of Council's assets is shown in Figure 3.

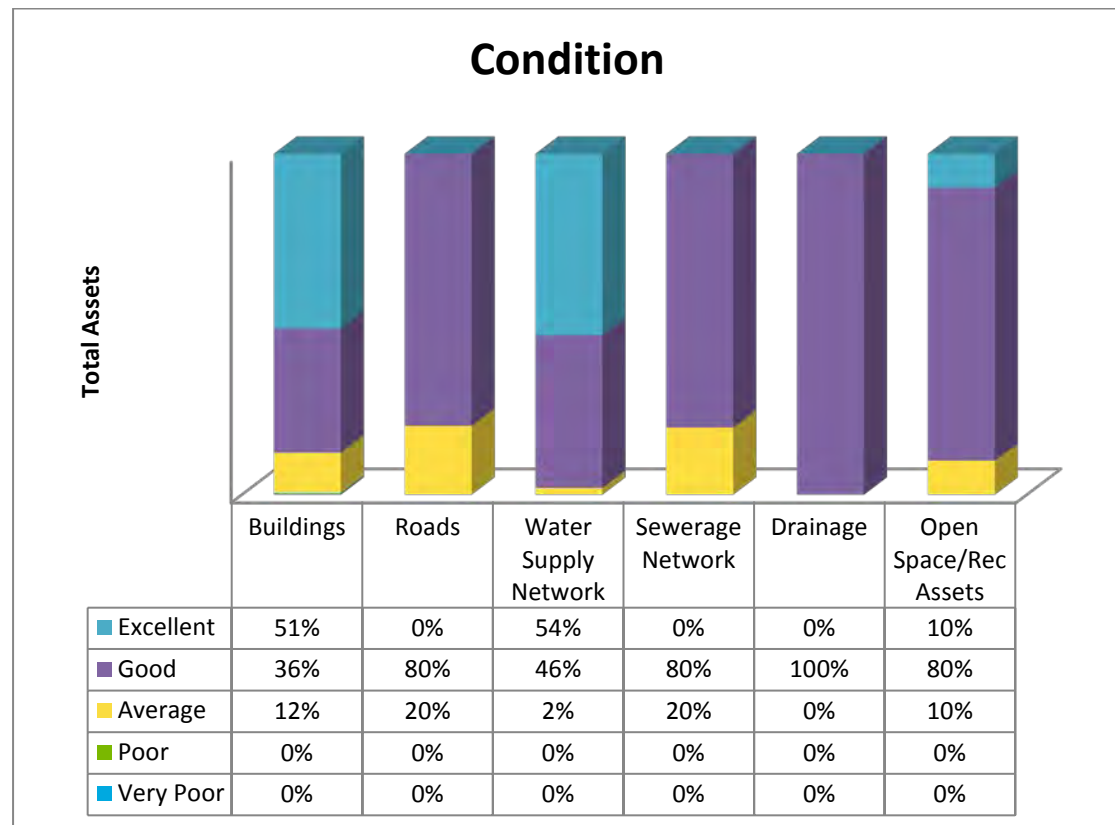


Figure 3: Asset Condition Profile

The condition ratings shown in Figure 3 have been derived from the ratings shown in Special Schedule 7 of the 2014/15 financial statements for Council.

3.2 Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operating and maintenance expenditure and asset consumption (depreciation expense). As part of the review of this Asset Management Strategy the life cycle cost for the services covered in this asset management plan is shown in Table 3. The costs shown in the following tables 3 are based on actual 2014/15 expenditure on operations and maintenance.

Table 3: Life Cycle Cost for Council Services

Service	2014/15 Expenditure	Previous Year Depreciation Exp	Life Cycle Cost (\$/yr)
	Operations & Maintenance ,000		
Footpaths	\$11	\$63	\$74
Roads, Streets and Bridges	\$1,013	\$2,382	\$3,395
Sewerage System	\$705	\$574	\$1,279
Urban Stormwater Drainage	\$131	\$203	\$334
Water Supply	\$890	\$598	\$1,488
Corporate and Community Services	\$138	\$1,081	\$1,219
TOTAL	\$2,888	\$4,901	\$7,789

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operating, maintenance and capital renewal expenditure in the previous year or preferably averaged over the past 3 years. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure at the start of the plan is shown in Table 4.

Table 4: Life Cycle Expenditure for Council Services

Service	2014/15 Expenditure	Cap Renewal Exp (\$/yr)	Life Cycle Exp (\$/yr)
	Operations & Maintenance ,000		
Footpaths	\$11	\$123	\$134
Roads, Streets and Bridges	\$1,013	\$3,398	\$4,411
Sewerage System	\$705	\$59	\$764
Urban Stormwater Drainage	\$131	\$597	\$728
Water Supply	\$890	\$139	\$1,029
Corporate and Community Services	\$138	\$410	\$548
All Services	\$2,888	\$4,726	\$7,614

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than the life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing service to their communities in a financially sustainable manner. This is the purpose of the AM Plans and long term financial plan.

A shortfall between life cycle cost and life cycle expenditure gives an indication of the life cycle gap to be addressed in the asset management and long term financial plan.

The life cycle gap and sustainability indicator for services covered by this asset management plan is summarised in Table 5.

Table 5: Life Cycle Sustainability Indicators

Service	Life Cycle Cost (\$/yr)	Life Cycle Expenditure (\$/yr)	Life Cycle Gap * (\$/yr)	LC Sustainability Index
Footpaths	\$74	\$134	\$60	1.81
Roads, Streets and Bridges	\$3,395	\$4,411	-\$1,016	0.77
Sewerage System	\$1,279	\$764	-\$515	0.60
Urban Stormwater Drainage	\$334	\$728	\$430	2.18
Water Supply	\$1,488	\$1,029	-\$459	0.69
Corporate and Community Services	\$1,219	\$548	\$671	2.22
All Services	\$7,789	\$7,614	-\$175	0.98

Note: * A life cycle gap is reported as a negative value.

3.3 Asset Management Structure

Director of Technical Services has responsibility for service delivery and asset management planning. The Executive Engineer coordinates asset management planning while the Development Manager, Environmental Engineer and Operations Manager are responsible to the Director for delivering the service levels adopted by council for the associated budget

3.4 Council's Asset Management Team

A 'whole of organisation' approach to asset management is reflected by the Shire Council's *Asset Management Team*. The benefits of a council asset management team include:

- Corporate and Council support for sustainable asset management
- Corporate and Council buy-in and responsibility
- Coordination of strategic planning, information technology and asset management activities
- Uniform asset management practices across the organisation
- Information sharing across IT hardware and software
- Pooling of corporate expertise
- Championing of asset management process
- Wider accountability for achieving and reviewing sustainable asset management practices

The role of the *Asset Management Team* will evolve as organisational asset management maturity increases over several phases.

Phase 1

- Strategy development and implementation of asset management improvement program

Phase 2

- Asset management plan development and implementation
- Reviews of data accuracy, levels of service and systems plan development

Phase 3

- Asset management plan operation
- Evaluation and monitoring of asset management plan outputs
- Ongoing asset management plans review and continuous improvement.

Council's *Asset Management Team* is

- Director Technical Services
- Director Corporate Services
- Enterprise Risk Manager
- Executive Engineer
- Operations Manager
- Environmental Engineer
- Development Manager
- Finance Manager
- Technical Officer Asset Management
- Asset Maintenance Officer

3.5 *Financial & Asset Management Core Competencies*

The National Frameworks on Asset Planning and Management and Financial Planning and Reporting define 10 elements. Eleven (11) core competencies have been developed from these elements⁸ to assess 'core' competency under the National Frameworks. The core competencies are:

Financial Planning and Reporting

- Strategic Longer Term Plan
- Annual Budget
- Annual Report

Asset Planning and Management

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plan
- Governance & Management

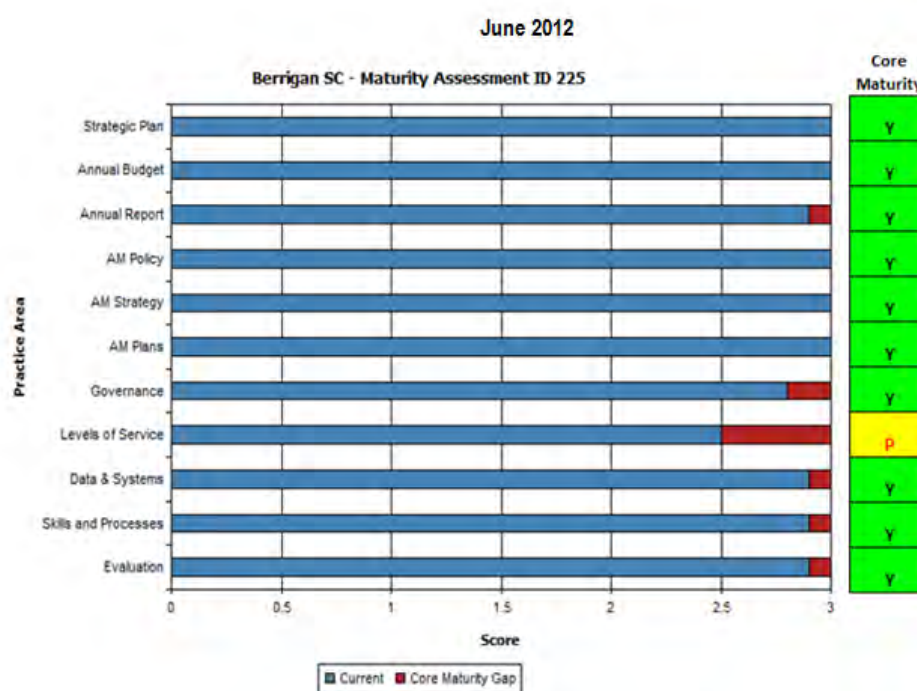
⁸ Asset Planning and Management Element 2 *Asset Management Strategy and Plans* divided into Asset Management Strategy and Asset Management Plans competencies.

[Asset Management Strategy 2013 – 2017: Berrigan Shire Council Resourcing Strategy 2013 – 2017: Reviewed and endorsed for public exhibition Ordinary Council Meeting 21 May 2014 – adopted 18 June 2014 - Desktop Review March 2015; Reviewed Ordinary Council Meeting 15 April 2015 – adopted 17 June 2015; Reviewed Ordinary Council Meeting 15 May 2016](#)

- Levels of Service
- Data & Systems
- Skills & processes
- Evaluation

Council's maturity assessment for the core competencies is detailed in Appendix A and summarised in Figure 4. The maturity level as at June 2012 is shown by the blue bars. The maturity gap to be overcome for Council to achieve a core financial and asset management competency is shown by the red bars.

Figure 4: Core Asset Management Maturity



3.6 Strategy Outlook

4. Council is able to maintain current service levels for the next ten years at current funding levels. This is dependent on maintenance, in real terms, of existing funding streams including Roads to Recovery funding and community contributions for maintenance and replacement of recreation facilities. There is also no capacity to improve assets to meet adopted levels of service in some areas.
5. Council is able to fund current infrastructure life cycle cost at current levels of service and available revenue. This is dependent on maintenance, in real terms, of existing funding streams including Roads to Recovery funding and community contributions for maintenance and replacement of recreation facilities. There is also no capacity to improve assets to meet adopted levels of service in some areas.

6. Council has made good progress in key areas to produce documentation for IPR resourcing strategy. Service level reporting is needed as a priority to determine the likely risk and service impact of the resourcing strategy. See detailed assessment in appendix A.

4. Where do we want to be?

4.1 Council's Vision, Mission, Goals and Objectives

Council has adopted a Vision for the future in the Council's Community Strategic Plan – *Berrigan Shire 2023*.

In 2023 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.

Berrigan Shire 2023 sets strategic outcomes and the objectives that will frame Council decision making during the planning period. The strategic outcomes describe where Council wants to be. The objectives are the steps needed to get there. Strategic outcomes and objectives relating to the delivery of services from infrastructure are shown in Table 6.

Table 6: Goals and Objectives for Infrastructure Services

Strategic Outcome	Strategic Objectives
Sustainable Natural and Built Landscapes	Support sustainable use of our natural resources and built landscapes
	Connect and protect our communities
Good Government	Ensure effective governance by Council of Council operations and reporting
Supported and Engaged Communities	Create safe, friendly and accessible communities
	Support community engagement through life-long learning, culture and recreation
Diverse and Resilient Business	Strengthen and diversify the local economy
	Connect local, regional and national road, rail and aviation infrastructure

Council's *Asset Management Policy* defines the Council's aim and service delivery objectives for asset management in accordance with legislative requirements, community needs and affordability.

4.2 Asset Management Policy

Council's *Asset Management Policy 2016* defines the Council's aims and service delivery objectives for asset management and these are in accordance with *Berrigan Shire 2023* and applicable legislation.

The Council's *Asset Management Strategy* is developed to support its asset management policy and is to enable Council to show:

Asset Management Strategy 2013 – 2017: Berrigan Shire Council Resourcing Strategy 2013 – 2017: Reviewed and endorsed for public exhibition Ordinary Council Meeting 21 May 2014 – adopted 18 June 2014 - Desktop Review March 2015; Reviewed Ordinary Council Meeting 15 April 2015 – adopted 17 June 2015; Reviewed Ordinary Council Meeting 15 May 2016

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

4.3 Asset Management Aim

To ensure the long-term financial sustainability of Council, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, Council aspires to:

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

In line with this aim, the objectives of the Shire's *Asset Management Policy 2016* and this *Asset Management Strategy* include:

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

Strategies to achieve this position are outlined in Section 5.

5. How will we get there?

The *Asset Management Strategy* proposes strategies to enable the objectives of the *Community Strategic Plan*, *Asset Management Policy* and *Asset Management Strategy* to be achieved.

Table 7: Asset Management Strategies

No	Strategy	Desired Outcome
1	Move from Annual Budgeting to Long Term Financial Planning	The long term implications of Council services are considered in annual budget deliberations
2	Develop and conduct annually a desk top review <i>Asset Management Plans</i> covering at least 10 years for all major asset classes (80% of asset value).	Identification of services needed by the community and required funding to optimise 'whole of life' costs
3	Develop <i>Long Term Financial Plan</i> covering 10 years incorporating asset management plan expenditure projections with a sustainable funding position outcome	Sustainable funding model to provide Council services
4	Incorporate Year 1 of <i>Long Term Financial Plan</i> revenue and expenditure projections into annual budgets	Long term financial planning drives budget deliberations
5	Review and update asset management plans and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks	Council and the community are aware of changes to service levels and costs arising from budget decisions
6	Report Council's financial position at <i>Fair Value</i> in accordance with Australian Accounting Standards, financial sustainability and performance against strategic objectives in Annual Reports	Financial sustainability information is available for Council and the community
7	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs	Improved decision making and greater value for money
8	Report on Council's resources and operational capability to deliver the services needed by the community in the <i>Annual Report</i>	Services delivery is matched to available resources and operational capabilities
9	Ensure responsibilities for asset management are identified and incorporated into staff position	Responsibility for asset management is defined

Asset Management Strategy 2013 – 2017: Berrigan Shire Council Resourcing Strategy 2013 – 2017: Reviewed and endorsed for public exhibition Ordinary Council Meeting 21 May 2014 – adopted 18 June 2014 - Desktop Review March 2015; Reviewed Ordinary Council Meeting 15 April 2015 – adopted 17 June 2015; Reviewed Ordinary Council Meeting 15 May 2016

	descriptions	
10	Implement an <i>Improvement Plan</i> to realise 'core' maturity for the financial and asset management competencies within 2 years	Improved financial and asset management capacity within Council
11	Report six monthly to Council by Audit Committee/CEO on development and implementation of <i>Asset Management Strategy, AM Plans and Long Term Financial Plans</i>	Oversight of resource allocation and performance

6. Asset Management Improvement Plan

The tasks required for 'core' financial and asset management maturity are shown in priority order in Table 8.

Table 8: Asset Management Improvement Plan

Asset management improvement plan

The program of tasks and resources required to achieve a minimum 'core' asset management maturity reflects a number of the improvement program key milestones identified July 2012 – Asset Management Maturity Report. The updated tasks and program are shown below.

Table 8

IPR Project Plan	Manager Responsible	Key Milestones for Achieving and Retaining Core Maturity					Review Comment April 2016
		Jan 2013 – May 2013	May 2013	July 2013	July 2013 – June 2017		
1. <i>Review and update Berrigan Shire 2023</i>	General Manager Director Technical Services			<i>Ensure that planned reviews of Asset Management Plans reflect Berrigan Shire 2023 priority projects</i>	<i>Refine integration between CSP and resourcing strategy and service level targets.</i>	<i>Include state of Assets reporting in future Annual Reports linked to AMPs</i>	N/A due for review 2016/17
2. <i>Resourcing Strategy development and coordination</i>	General Manager Strategic and Social Planning Coordinator	<i>Complete draft resourcing strategy that balances LTFP with AMPs. AM</i>	<i>Council Adopts 2013 Resourcing Strategy</i>	<i>New Council engages community in reviewing and updating</i>	<i>Council adopts 2013-2023 Resourcing Strategy that meets IPR legislative requirements</i>	Updated LTFP Base Scenario and extended to 2026 No significant change for Resourcing Strategy	

Asset Management Strategy 2013 – 2017: Berrigan Shire Council Resourcing Strategy 2013 – 2017: Reviewed and endorsed for public exhibition Ordinary Council Meeting 21 May 2014 – adopted 18 June 2014 - Desktop Review March 2015; Reviewed Ordinary Council Meeting 15 April 2015 – adopted 17 June 2015; Reviewed Ordinary Council Meeting 15 May 2016

IPR Project Plan	Manager Responsible	Key Milestones for Achieving and Retaining Core Maturity				
		Jan 2013 – May 2013	May 2013	July 2013	July 2013 – June 2017	Review Comment April 2016
Key Project Components		<i>strategy outlines risks of current maturity as well as service levels that can be achieved by resourcing strategy</i>		<i>the Council's Resourcing Strategy as per community consultation strategy.</i>		
2.1 <i>Review and update Long Term Financial Plan</i>	Director Corporate Services	<i>New Council reviews LTFP and accompanying delivery programme. Ensuring LTFP balances with AMP costs to deliver service level and risk targets. This may involve a number of scenarios</i>	<i>New Council adopts LTFP and updated 2013 delivery programme and operational plan. LTFP.</i>			
2.2 <i>Review and update Asset Management Plans</i>	Director Technical Services	<i>Ensure AMPs contain service levels and risks that reflect</i>	<i>Council adopts 2013-2023 Asset Management Policy</i>		<i>Update resourcing strategy as required. Council review of AM</i>	

Asset Management Strategy 2013 – 2017: Berrigan Shire Council Resourcing Strategy 2013 – 2017: Reviewed and endorsed for public exhibition Ordinary Council Meeting 21 May 2014 – adopted 18 June 2014 - Desktop Review March 2015; Reviewed Ordinary Council Meeting 15 April 2015 – adopted 17 June 2015; Reviewed Ordinary Council Meeting 15 May 2016

Key Milestones for Achieving and Retaining Core Maturity						
IPR Project Plan	Manager Responsible	Jan 2013 – May 2013	May 2013	July 2013	July 2013 – June 2017	Review Comment April 2016
Policy, Strategy	Executive Engineer	available resources in LTFP as well as scenarios to achieve target levels of service (if different to achievable levels of service)	and Strategy that meet IPR legislative requirements as a key component of the Council's Resourcing Strategy by June		Policy as required – (must be reviewed at least once during Council term) Service levels of reviewed AMPs will report on 'function, capacity and utilisation' Asset Management C'ttee review of AMPs improvement plans	
3.1 2012-2013 Business Planning and Budgeting coordination	Director Corporate Services Finance Manager	By May draft 2013-2014 Operational Plan actions against service activities that can be delivered with available revenue and that will achieve strategies in the Delivery Program	Complete delivery programme	Update delivery programme	Update delivery programme	

Asset Management Strategy 2013 – 2017: Berrigan Shire Council Resourcing Strategy 2013 – 2017: Reviewed and endorsed for public exhibition Ordinary Council Meeting 21 May 2014 – adopted 18 June 2014 - Desktop Review March 2015; Reviewed Ordinary Council Meeting 15 April 2015 – adopted 17 June 2015; Reviewed Ordinary Council Meeting 15 May 2016

Key Milestones for Achieving and Retaining Core Maturity						
IPR Project Plan	Manager Responsible	Jan 2013 – May 2013	May 2013	July 2013	July 2013 – June 2017	Review Comment April 2016
3.2 Annual Budget and Report	Director Corporate Services Director Technical Services				<i>Annual Report SS7 to align IPR documents & include report on state of assets</i>	Annual Report includes State of Asset Report
3.3 Develop a Knowledge / Information Management Strategy	Director Corporate Services	<i>Within Council resources</i>	<i>Draft a proposal for developing a Knowledge / Complete Information Management Strategy</i>	<i>Complete knowledge management strategy for systems and data</i>	<i>Annual review of residual values and asset lives</i>	
4.1 Community Engagement Strategy	Strategic and Social Planning Coordinator				<i>As Asset Plans are scheduled for Review develop Community Engagement Strategy that seeks feedback and Communicate s achievable service targets/risks</i>	<i>Reviewed Asset Plans – describe community engagement undertaken</i>
4.2 Councillor Engagement Strategy	General Manager				<i>As Asset Plans are scheduled for Review develop Community</i>	

Asset Management Strategy 2013 – 2017: Berrigan Shire Council Resourcing Strategy 2013 – 2017: Reviewed and endorsed for public exhibition Ordinary Council Meeting 21 May 2014 – adopted 18 June 2014 - Desktop Review March 2015; Reviewed Ordinary Council Meeting 15 April 2015 – adopted 17 June 2015; Reviewed Ordinary Council Meeting 15 May 2016

Key Milestones for Achieving and Retaining Core Maturity						
IPR Project Plan	Manager Responsible	Jan 2013 – May 2013	May 2013	July 2013	July 2013 – June 2017	Review Comment April 2016
Key Project Components						<i>Engagement Strategy that seeks feedback and Communicate s achievable service targets/risks</i>

Appendix A Asset Management Maturity Assessment Second Assessment: 23 July 2012


Prepared by: The Institute of Public Works Engineering Australia and Jeff Roorda &
Associates

Berrigan Shire Council



Asset Management Maturity Audit Second Assessment

Version 1.02
23rd July 2012

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The Institute of Public Works Engineering Australia and Jeff Roorda & Associates

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ABBREVIATIONS

AAAC	Average annual asset consumption
AIFMG	Australian Infrastructure Financial Management Guidelines
AM	Asset Management
AMIP	Asset Management Improvement Plan
AMP	Asset management plan
AMS	Asset management strategy
CRC	Current Replacement Cost
CSP	Community Strategic Plan
IIMM	International Infrastructure Management Manual (IPWEA)
IPR	NSW Integrated Planning and Reporting
IRMP	Infrastructure risk management plan
KMS	Knowledge Management Strategy
LCC	Life Cycle cost
LCE	Life cycle expenditure
LGRF	Local Government Reform Fund
LTFP	Long term financial plan
NAMF	National Asset Management Framework
NAMSPLUS	IPWEA asset management plan resource templates

1. EXECUTIVE SUMMARY

Councils Overall Maturity

This report is the follow up on the maturity audit completed approximately a year ago and shows progress achieved. The target is to achieve and sustain core maturity as defined by the National Asset Management Framework (NAMF) and Report as per the requirement below.

"The enhanced framework provides for the collection of asset management data to:

- *enable the State and/or councils to measure asset management performance over time;*
- *identify infrastructure funding gaps; and*
- *enable councils to benchmark within the sector and council groups within their State and across Australia.*

Councils should also continually work to improve the consistency of the financial data they produce, particularly in relation to capital expenditure and the allocations between maintenance, renewal and upgrade. ¹ "

This latest 2012 maturity assessment shows that Council has made substantial progress and is at core maturity for the key IPR documentation for:

- Community Strategic Plan
- Asset Management Policy
- Asset Management Plans
- Asset Management Strategy
- Long Term Financial Plans

Appendix A shows the planned improvement programme under the funding package and the progress achieved.

Asset Management Improvement Programme

The asset management improvement programme is shown in section 3 of this report. This needs to be combined with the improvement programmes set out in each asset management plans and any risk management actions identified in the risk management plan.

Appendices B, C and D provide an outline for asset management governance to manage, prioritise and report on the improvement programme.

Measurement Methodology

Documents have been examined and key staff across Council were interviewed to ensure a comprehensive assessment of maturity and capability. The nature of the interviews involved analysis of the 11 asset management

practice areas with asset custodians and other staff directly involved in asset related service provision and organisation support. The outcomes of the assessment analysis for each practice area are included in Appendix A. For each of the 11 practice areas the following information has been provided:

- The current assessed maturity level;
- Key observations on the current maturity level;
- Implications of the assessed current maturity level;
- Recommendations on actions required to be taken to reach a minimum or core level of maturity.

Core Maturity

The core target maturity is based on core custodial responsibilities identified in the National Asset Management Framework and the IIMM and comprises the proposed minimum requirements for Council as custodian of community assets to carry out the following activities:

- Record and report on the state of all assets to the community;
- Meet current statutory reporting requirements;
- Ensure community safety; and
- Provide management information to guide decisions by council on the cumulating impact of decisions.

The core maturity level also aligns with the requirements, and underlying necessary organisational capability for meeting core requirements.

A score of 3 represents the core maturity level at the recommended minimum level of asset management for the organisation.

The Next Steps

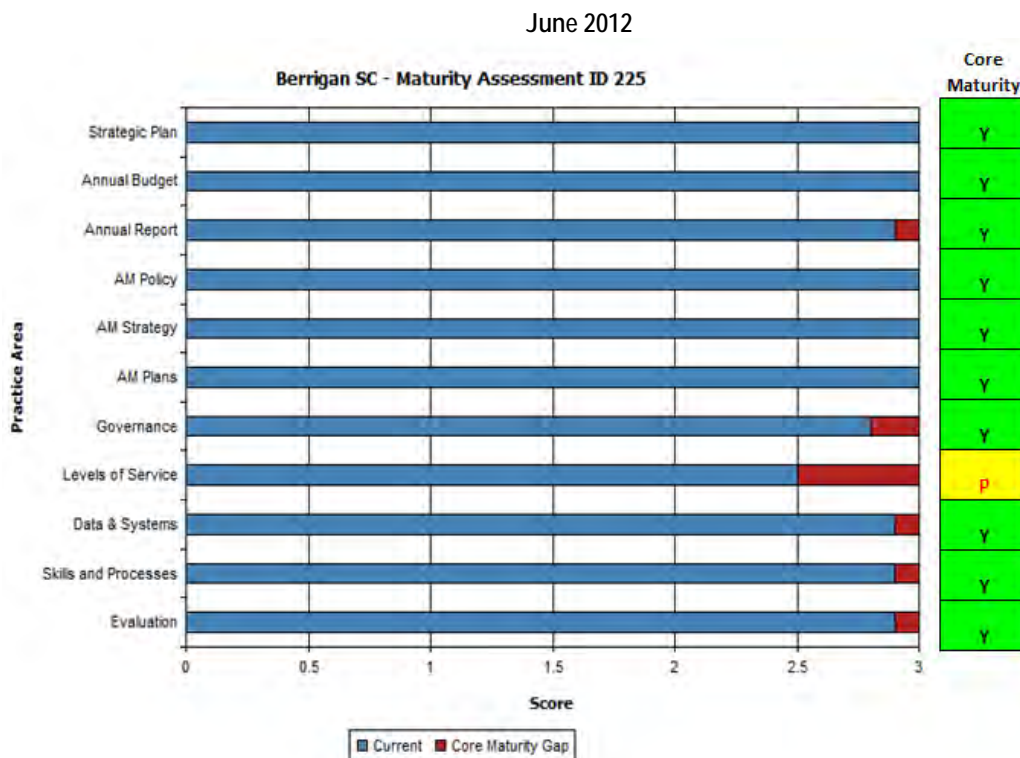
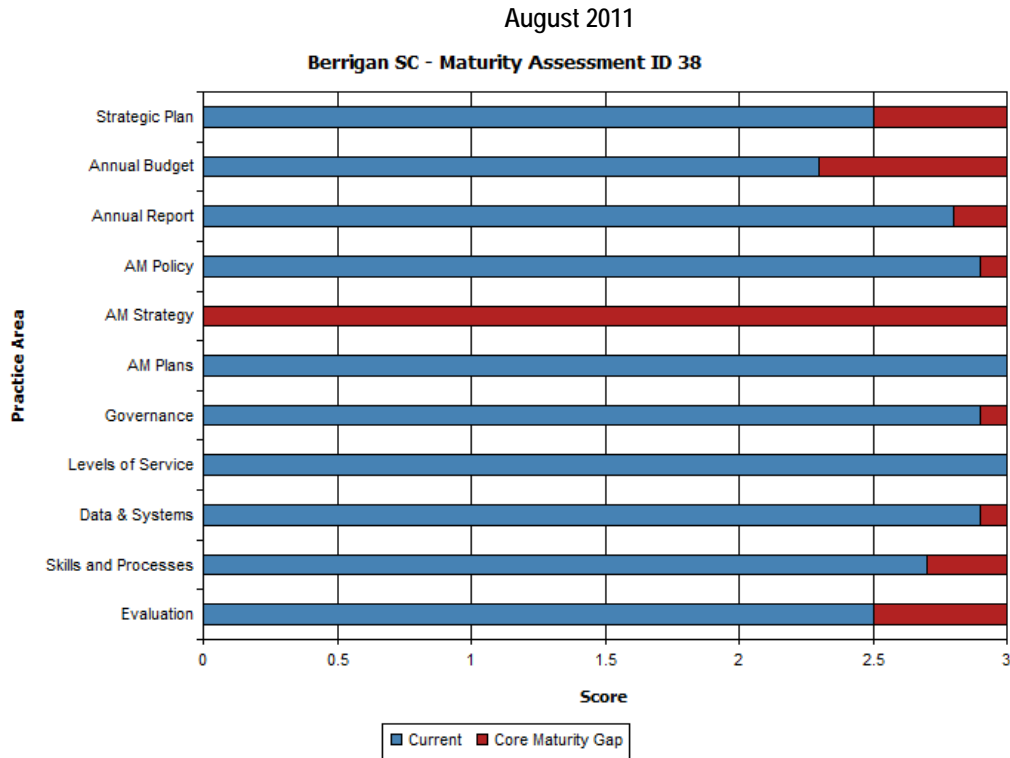
It is recommended that as part of the consideration of this report, Council's Asset Management Steering Committee or equivalent governance group review and adopts the asset management improvement plan.

¹ *Local Government Financial Sustainability Nationally Consistent Frameworks, Framework 2, ASSET PLANNING AND MANAGEMENT, May 2009*

2. RESULTS

The key result is whether Council has materially achieved core maturity for each practice area shown as:

- "Y". Where the judgement is that Council is at core level and meets IPR and NAMF requirements
- "N", where characteristics of the practice areas are not commenced,
- "P" where the practice area is partially completed



Core Level Achieved	Y
Partial - In progress	P
No substantial progress	N

Council has made very good progress in key areas to produce documentation for IPR resourcing strategy. Service level reporting is needed as a priority to determine the likely risk and service impact of the resourcing strategy. See detailed assessment in appendix A.

3. IMPROVEMENT PLAN

Council has made very good progress in key areas to produce documentation for IPR resourcing strategy. Service level reporting is needed as a priority to determine the likely risk and service impact of the resourcing strategy.

<i>Practice Area</i>	<i>Recommendations</i>	<i>Task ID</i>	<i>Status</i>	<i>Responsibility</i>	<i>Risk</i>	<i>Due Date</i>
<i>Strategic Longer Term Plan</i>	<i>1. Include state of the assets reporting in future annual reports linked to AMPs.</i>	<i>1</i>				
<i>Annual Budget</i>	<i>1. Annual review in light of service level trends</i>	<i>2</i>				
<i>Annual Report</i>	<i>1. Review future from (1 July 2013) annual report SS7 to align with IPR documents and report on state of the assets.</i>	<i>3</i>				
<i>AM Policy</i>	<i>1. Annual review of AM policy</i>	<i>4</i>				
<i>AM Strategy</i>	<i>1. Annual review of main objective - maintain current service level.</i>	<i>5</i>				
<i>AM Plans</i>	<i>1. Future improvement to service levels reporting on state of the assets (function/capacity/utilisation)</i>	<i>6</i>				
	<i>2. AM steering committee regular review of table 8.s in AMPS (improvement plan)</i>	<i>7</i>				
<i>Governance and Management</i>	<i>1. Table of high risk management tasks and action officers with training requirements.</i>	<i>8</i>				
	<i>2 Attach governance charters and risk business processes to the AM Strategy.</i>	<i>9</i>				
<i>Levels of Service</i>	<i>1. Review state of the assets based service reporting after completion of flood damage repair.</i>	<i>10</i>				
<i>Data & Systems</i>	<i>1. Ongoing documentation of asset register maintenance process with sample based data validation of unit costs and useful lives.</i>	<i>11</i>				
<i>Skills and Processes</i>	<i>1. Annual review of residual values and asset lives.</i>	<i>12</i>				
<i>Evaluation</i>	<i>1. Implement state of the assets reporting in future annual reports.</i>	<i>13</i>				

4. BACKGROUND

Following an assessment of all councils by a taskforce committee comprising representatives from Local Government & Shires Associations, Local Government Managers Australia, Institute of Public Works Engineering Australia (IPWEA) and the Division of Local Government, your Council was identified as being offered assistance. The assessment had regard to each council's financial and technical capacity. It also gave priority to councils with a population of less than 10,000 and those that had nominated to be in Group 3 for Integrated Planning and Reporting.

This assistance comprises a fully funded Asset Management Maturity and Gap Analysis and a cash grant of \$30,000. The total value of this assistance is \$38,000. Also included is access to asset management tools, training and other resources.

This Gap Analysis is an objective analysis of your organisation's asset management and financial planning maturity following the application of the grant funds. It was conducted on-site by an IPWEA representative using the NAMS.PLUS tools for assessing Asset Management Maturity and Gap Analysis. This assessment tool has been in use by some Councils for a number of years.

The Gap Analysis makes an assessment of Council's maturity in regards to Stewardship, Asset Management Planning and Financial Planning. The independent assessment was conducted in two parts. The initial 2011 assessment contained in appendix A provided the Council with a prioritised Action Plan to guide Council towards achieving better asset management and financial outcomes.

This second assessment is intended to report on how Council has applied the assistance grant. This report and implementation plan is designed to enable Council to continue to meet the IP&R and NAMF reporting requirements.

There are still some outstanding actions that are included in the improvement programme in section 3 of this report.

5. LINKING THE IMPROVEMENT PROGRAMME TO AGREED NATIONALLY CONSISTENT FRAMEWORKS

Section 2 shows the results against the IPR and NAMF requirements. The full detailed assessment is shown in Appendix B. The ongoing asset management improvement programme items are shown in Section 3. Table 5.1 below shows the link between the agreed elements of the Local Government Reform Fund (NAMF) and the key documents, tasks and reports that are still to be completed in 2012 /13.

Table 5.1

<i><u>Elements of a National Approach</u></i> ²	<i><u>Core Level Assessment In Appendix A and Key Improvement Tasks in Appendix B</u></i>	<i><u>Core Level Content and Documentation as per IPR and Agreed Nationally Consistent Frameworks</u></i>
Strategic longer term plan (Strategic Plan) – Framework 3 - Element 4.2	Practice Area = Strategic Plan	<p><i>The plan should include:</i></p> <ul style="list-style-type: none"> • <i>where the council is at that point in time – current position;</i> • <i>where it wants to get to – vision and strategic objectives of the council;</i> • <i>how it is going to get there – strategies for achieving those objectives;</i> • <i>mechanisms for monitoring the achievement of the objectives; and</i> • <i>how the plan will be resourced.</i>

² Local Government Financial Sustainability Nationally Consistent Frameworks Frameworks 1,2 & 3, May 2009

<i>Elements of a National Approach²</i>	<i>Core Level Assessment In Appendix A and Key Improvement Tasks in Appendix B</i>	<i>Core Level Content and Documentation as per IPR and Agreed Nationally Consistent Frameworks</i>
Budget – Framework 3 - Element 4.3	Practice Area = Budget	<p>A budget includes:</p> <ul style="list-style-type: none"> • Estimates of revenue and expenditure with an explanation of the assumptions and methodologies underpinning the estimates; • Explanation of how revenue will be applied; • Connection to the strategic objectives; and • Explanation of the financial performance and position of the council.
Annual Report – Framework 3 - Element 4.4	Practice Area = Annual Report	<p>The report of the council's operations (in the annual report) needs to include a broad range of information, particularly:</p> <ul style="list-style-type: none"> • reviews on the performance of the council against strategic objectives; • information on a range of other matters such as major works undertaken, the range of activities undertaken, major policy initiatives and major changes in the council's functions or structures; and • details about the council, including information about the councillors, the General Manager, senior officers and the organisational structure.
Development of an Asset Management Policy – Framework 2 - Element 4.1	Practice Areas = AM Policy	<p>Adopt and implement a Policy that requires the adoption of an asset management plan informed by community consultation and local government financial reporting, and which is supported by training in financial and asset management.</p>
<p>Strategy and Planning – Framework 2 - Element 4.2</p> <p><i>Long Term Financial Plan</i> <i>Asset Management Plans</i> <i>Asset Management Strategy</i></p>	Practice Areas = AM Strategy and AM Plans	<p>The development of an asset management strategy by councils will enable councils to show how their asset portfolio will meet the service delivery needs of their communities into the future, enable councils' asset management policies to be achieved and ensure the integration of councils' asset management with their long term strategic plans.</p>
Governance and Management Arrangements- Framework 2 - Element 4.3	Practice Areas = Governance	<p>Evidence of good corporate governance in asset management would include councils:</p> <ul style="list-style-type: none"> • assigning roles and responsibilities for asset management between the GM, the Council and senior managers/ asset managers; and • having a mechanism in place to provide high level oversight of the delivery of council's asset management strategy and plan; and • maintaining accountability mechanisms to ensure that council resources are appropriately utilised to address councils' strategic plans and priorities.

<i>Elements of a National Approach²</i>	<i>Core Level Assessment In Appendix A and Key Improvement Tasks in Appendix B</i>	<i>Core Level Content and Documentation as per IPR and Agreed Nationally Consistent Frameworks</i>
Defining Levels of Service - Framework 2 - Element 4.4	Practice Area = Levels of Service	<p><i>Establish service delivery needs and define service levels in consultation with the community;</i></p> <ul style="list-style-type: none"> <i>• establish quality and cost standards for services to be delivered from assets; and</i> <i>• regularly review their services in consultation with the community to determine the financial impact of a reduction, maintenance or increase in service</i>
Data and Systems - Framework 2 - Element 4.5	Practice Area = Data and Systems	<p><i>The enhanced framework provides for the collection of asset management data to:</i></p> <ul style="list-style-type: none"> <i>• enable the State and/or councils to measure asset management performance over time;</i> <i>• identify infrastructure funding gaps; and</i> <i>• enable councils to benchmark within the sector and council groups within their State and across Australia.</i> <p><i>Councils should also continually work to improve the consistency of the financial data they produce, particularly in relation to capital expenditure and the allocations between maintenance, renewal and upgrade.</i></p>
Skills and Processes - Framework 2 - Element 4.6	<p>Practice Areas = Skills and Processes.</p> <p>This is reporting on how effectively Council is utilising state and national improvement programmes.</p>	<p><i>The enhanced asset management framework contains a continuous improvement program, which includes:</i></p> <ul style="list-style-type: none"> <i>• providing councils with a 'whole of organisation' perspective and a best practice framework to enable continuous improvement of their asset management practices. This would include helping councils to set targets for future improvement;</i> <i>• developing and providing ongoing training programs for councillors, council management and officers on key asset management topics in partnership with peak bodies and agencies; and</i> <i>• providing the sector with best practice guides on key asset management topics to improve condition assessment, valuation of assets and accounting treatment.</i>
<p>Evaluation - Framework 2 - Element 4.7 and</p> <p>Use of Indicators - Framework 1 - Element 4.7 and</p>	<p>Practice Area = Evaluation</p> <p>This reports on internal and external reporting including how Council reports on service level trends and risks where renewal levels as stipulated in the asset management plan are not being met – in other words there is a renewal gap that is not being addressed.</p>	<p><i>An asset management framework should contain a mechanism which measures its effectiveness including the asset management programs and initiatives implemented and Accounting Standards are independently audited.</i></p> <p><i>AND</i></p> <p><i>Indicators are signals used to convey evidence of certain directions being taken by a council and to assess whether or not desired outcomes are being achieved.</i></p> <p><i>To be effective, it is essential that indicators:</i></p> <ul style="list-style-type: none"> <i>• measure those factors which define financial sustainability;</i> <i>• be relatively few in number; and</i> <i>• be based on information that is readily available and reliable.</i>

6. ONGOING COUNCILLOR AND COMMUNITY ENGAGEMENT

Asset management sustainability is reliant on Council engaging with the community on affordable and sustainable service levels to determine satisfactory service levels and the trade off between what the community is prepared to pay and the quality and mix of services Council can afford to provide.

Table 6.1 shows the draft ongoing engagement programme and key milestones. This should be reviewed every quarter.

Table 6.1

Project Plan Key Project Components	Key Reporting and Engagement Tasks			
	Jan – Jun 2012	Jul – Dec 2012	Jan – Jun 2013	After June 2013
1. <i>Review and update community strategic plan</i>	<i>Ensure CSP aligns with Strategy and Planning Documents. Additional scenarios may be needed to balance LTFP resources to achievable service targets.</i>	<i>Brief new Council on any important sustainability, risk and service level implications identified in the 2012 Strategy and Planning Documents.</i>	<i>Following completion of service level and risk reporting determine ongoing community engagement for sustainable service delivery.</i>	<i>Outgoing Council reports progress made during their Council term</i>
2. - <i>Strategy and Planning Documents development and coordination</i>	<i>Complete draft Strategy and Planning Documents that balances LTFP with AMPs. AM strategy outlines risks of current maturity as well as service levels that can be achieved by Strategy and Planning Documents</i>			<i>New Council engages community in reviewing and updating the Council's Strategy and Planning Documents as per community consultation strategy.</i>
2.1 <i>Review and update Long Term Financial Plan</i>	<i>Ensure LTFP balances with AMP costs to deliver service level and risk targets. This may involve a number of scenarios. If the LTFP results in service level decline and higher risks there needs to be a Councillor and Community engagement process so that the risks and trade off process is communicated.</i>			<i>Annual review or LTFP and delivery programme</i>
2.2 <i>Review and update Asset Management Plans Policy, Strategy</i>	<i>Complete balanced AM Policy, Plans and Strategy in 2012 with an achievable resourcing plan and service targets and performance reporting based on the resourcing strategy. Council may have additional scenarios showing alternative service levels if funding is available.</i>	<i>Ensure AMPs contain service levels and risks that reflect available</i>	<i>Council reviews resourcing strategy every year including a state of the assets report</i>	<i>Update Strategy and Planning Documents as required</i>

Project Plan	Key Reporting and Engagement Tasks			
Key Project Components	Jan – Jun 2012	Jul – Dec 2012	Jan – Jun 2013	After June 2013
		<i>resources in LTFP as well as scenarios to achieve target levels of service (if different to achievable levels of service)</i>	<i>on condition, function and capacity trends against targets.</i>	

7. KEY GOVERNANCE STRATEGIES FOR THE ASSET IMPROVEMENT PROGRAMME

The following key strategies are an amalgamation of improvement actions in the detailed maturity assessment in appendix B.

Key Strategy 1 – Ensure Councillors adopt and implement an Asset Management Policy

Key Strategy 2 – Implement the governance process for monitoring and reporting to the Senior Management Team on the progress, achievement and costs benefit and risks of the asset management improvement programme. An Asset Management Steering Committee will have oversight over the AMIP to ensure the improvement targets are achieved and report on any organisational risks associated with the current asset management maturity.

Key Strategy 3 - Continue to develop and update Asset Management Plans and Strategy³ for the major asset groups to ensure that AMPs clearly communicate asset service related costs, benefits and risks for what can be delivered by the Strategy and Planning Documents and also what cannot be delivered under the adopted Strategy and Planning Documents.

Key Strategy 4 – Implement business processes to identify infrastructure expenditure by both:

Expenditure Category i.e. the Asset Group it is associated with; for example, road pavement, seal, kerb and paths.

Expenditure Type – operating, maintenance, capital renewal, capital upgrade or capital expansion

Key Strategy 5 - Consider the ongoing ownership costs of new capital works proposals in budget deliberations and ensure all future asset related costs are included in the asset management plan projections for both existing and proposed assets for the next 10 years. See appendix C, flowchart GOV_2 for a scenario based process to ensure the LTFP forward funding model balances to the Asset Management Plan costs and corresponding service levels and risks.

Key Strategy 6 - Develop a Risk Management Plan for all asset classes such that risks are managed and any high residual risks are reported to Council via an Audit Committee or equivalent (see appendix C flowchart GOV_3).

Key Strategy 7 – Annually review the completeness and accuracy of the data for all assets so that the asset register is at all times materially accurate.⁴

Key Strategy 8 - Use a knowledge management strategy to ensure that appropriate and optimal decision support information is available to clearly communicate the cumulative consequences of decisions and provides an asset register capable of meeting both technical and financial reporting requirements.

Key Strategy 9 – Annually review the Asset Accounting and Capitalisation Policy to ensure asset accounting processes are consistent with Fair Value Reporting (AASB116) as outlined in the Australian Infrastructure Financial Management Guidelines (AIFMG).

Key Strategy 10 – Ensure the Long Term Financial Plan includes at least one scenario that communicates resources necessary for sustainable renewal of infrastructure and which identifies all asset life cycle costs.

Key Strategy 11 - Ensure the Strategic Plan covers at least 10 years. The 10 year Strategy and Planning Documents for all Council functions will consider both the future anticipated income projections, and the future expenditure requirements to sustain services. The strategic plan will consider the expenditures identified in the Asset Management Plans, will provide input into the Annual Plan and Budget and report service level and risk consequences in the community strategic plan.

Key Strategy 12 - Continue to improve the information on the relationship between the service level and cost so that future community consultation will be well informed of the benefits, risks and costs of the community strategic plan.

Key Strategy 13 – Review the maturity assessment annually to ensure core maturity is maintained.

³ The IPWEA NAMSPLUS Practice Notes include a template and How To Guide for preparing an AM Strategy <http://www.ipwea.org.au/assetmanagement/aboutnamsau/namsplus/>

⁴ AASB 1031 Materiality, see also AIFMG, IPWEA 2010.

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GLOSSARY

Annual service cost (ASC)

An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operating, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

Asset class

Grouping of assets of a similar nature and use in an entity's operations (AASB 166.37).

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset management

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Asset Management Plan

Each council must prepare an Asset Management Strategy and Asset Management Plan/s to support the Community Strategic Plan and Delivery Program.

The Asset Management Strategy and Plan/s must be for a minimum timeframe of 10 years.

Asset Management Strategy **

The Asset Management Strategy must include a council endorsed Asset Management Policy. The Asset Management Strategy must identify assets that are critical to the council's operations and outline risk management strategies for these assets. The Asset Management Strategy must include specific actions required to improve council's asset management capability and projected resource requirements and timeframes.

Assets

Future economic benefits controlled by the entity as a result of past transactions or other past events (AAS27.12). Property, plant and equipment including infrastructure and other assets (such as furniture and fittings) with benefits expected to last more than 12 month.

Average annual asset consumption (AAAC)

The amount of a local government's asset base consumed during a year. This may be calculated by dividing the Depreciable Amount (DA) by the Useful Life and totalled for each and every asset OR by dividing the Fair Value (Depreciated Replacement Cost) by the Remaining Life and totalled for each and every asset in an asset category or class.

Capital expansion expenditure

Expenditure that extends an existing asset, at the same standard as is currently enjoyed by residents, to a new group of users. It is discretionary expenditure, which increases future operating, and maintenance costs, because it increases council's asset base, but may be associated with additional revenue from the new user group, eg. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital funding

Funding to pay for capital expenditure.

Capital grants

Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.

Capital investment expenditure

See capital expenditure definition

Capital new expenditure

Expenditure which creates a new asset providing a new service to the community that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operating and maintenance expenditure.

Capital renewal expenditure

Expenditure on an existing asset, which returns the service potential or the life of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time, e.g. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital upgrade expenditure

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the

council's asset base, e.g. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Class of assets

See asset class definition

Component

An individual part of an asset which contributes to the composition of the whole and can be separated from or attached to an asset or a system.

Cost of an asset

The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, plus any costs necessary to place the asset into service. This includes one-off design and project management costs.

Current replacement cost (CRC)

The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Current replacement cost "As New" (CRC)

The current cost of replacing the original service potential of an existing asset, with a similar modern equivalent asset, i.e. the total cost of replacing an existing asset with an as NEW or similar asset expressed in current dollar values.

Cyclic Maintenance

Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, cycle, replacement of air conditioning equipment, etc. This work generally falls below the capital/ maintenance threshold and needs to be identified in a specific maintenance budget allocation

Strategic Plan **

The Strategic Plan to be for at least 5 years (preferably 10 years and:

- Reflects the needs of the community for the foreseeable future
- Brings together detailed requirements such as an AM Plan and Long Term Financial Plan
- Details what council expects to do in the longer term
- Demonstrated how councils intends to resource the plan
- Is prepared with community consultation

Long term works programme**

The Forward Works Programme must directly address the objectives and strategies of the Community Strategic Plan and identify principal activities that council will undertake in response to the objectives and strategies.

- The Forward Works Programme must inform, and be informed by, the Strategy and Planning Documents.
- The Forward Works Programme must address the full range of council operations.
- The Forward Works Programme must allocate high level responsibilities for each action or set of actions.
- Financial estimates for the four year period must be included in the Delivery Program.

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value (AASB 116.6)

Depreciated replacement cost (DRC)

The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset

Depreciation / amortisation

The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life

See useful life definition.

Expenditure

The spending of money on goods and services. Expenditure includes recurrent and capital.

Fair value

The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arms length transaction.

Greenfield asset values

Asset (re)valuation values based on the cost to initially acquire the asset.

Heritage asset

An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Infrastructure assets

Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the

network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no market value.

Knowledge Management Strategy **

Knowledge Management provides the systems, processes and information necessary to understand and communicate the cumulative consequences of decisions. A knowledge management strategy communicates the current level of knowledge management and a strategy for improving the capability to make wise informed choices taking into account benefits, costs and risk.

Level of service

The defined service quality for a particular service against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental, acceptability and cost).

Life Cycle Cost

The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual maintenance and asset consumption expense, represented by depreciation expense. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure

The Life Cycle Expenditure (LCE) is the actual or planned annual maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to Life Cycle Expenditure to give an initial indicator of life cycle sustainability.

Loans / borrowings

Loans result in funds being received which are then repaid over a period of time with interest (an additional cost). Their primary benefit is in 'spreading the burden' of capital expenditure over time. Although loans enable works to be completed sooner, they are only ultimately cost effective where the capital works funded (generally renewals) result in operating and maintenance cost savings, which are greater than the cost of the loan (interest and charges).

Long Term Financial Plan**

The long term financial plan (LTFP) provides a 10 year forward projection of financial resources and includes:

- Planning assumptions used to develop the Plan
- Sensitivity analysis - highlights factors/assumptions most likely to affect the Plan
- Financial modelling for different scenarios e.g. planned/optimistic/conservative
- Methods of monitoring financial performance.

Maintenance and renewal gap

Difference between estimated budgets and projected expenditures for maintenance and renewal of assets, totalled over a defined time (e.g. 5, 10 and 15 years).

Maintenance and renewal sustainability index

Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (e.g. 5, 10 and 15 years).

Maintenance expenditure

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality⁵

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or nondisclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern equivalent asset.

A structure similar to an existing structure and having the equivalent productive capacity, which could be built using modern materials, techniques and design. Replacement cost is the basis used to estimate the cost of constructing a modern equivalent asset.

National Asset Management Framework

In 2009, the Local Government and Planning Ministers' Council established the Local Government Reform Fund. The Fund was established by the Prime Minister in June 2009. The purpose of the fund is to accelerate implementation of asset and financial management frameworks; to encourage collaboration in the local government sector to build capacity and resilience; and to assist in improving the collection and analysis of nationally consistent data on local assets and finances.

The Local Government Reform Fund aims to:

- support the accelerated implementation of the Nationally Consistent Frameworks for local government asset and financial management, as agreed by the Local Government and Planning Ministers' Council in 2009;
- encourage collaboration in the local government sector to build capacity and resilience; and
- improve the collection and analysis of nationally consistent data on local government assets and finances.⁶

⁵ IPWEA, 2009, AIFMG Page xxxviii

⁶ <http://www.regional.gov.au/local/LGRF.aspx> Australian Government Department of Regional Australia, Local Government, Arts and Sport, 1 Dec 2011

The 3 Nationally Consistent frameworks can be downloaded from
http://www.lgpmcouncil.gov.au/publications/sus_framework.aspx

The national partnership agreement can be downloaded from
http://www.federalfinancialrelations.gov.au/content/national_partnership_agreements/Other/local_government/national_partnership.pdf

Non-revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, e.g. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operating expenditure

Recurrent expenditure, which is continuously required excluding maintenance and depreciation, e.g. power, fuel, staff, plant equipment, on-costs and overheads.

Planned Maintenance

Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Rate of annual asset consumption

A measure of average annual consumption of assets (AAAC) expressed as a percentage of the depreciable amount (AAAC/DA). Depreciation may be used for AAAC.

Rate of annual asset renewal

A measure of the rate at which assets are being renewed per annum expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade

A measure of the rate at which assets are being upgraded and expanded per annum expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Reactive maintenance

Unplanned repair work that carried out in response to service requests and management/supervisory directions.

Recoverable amount

The higher of an asset's fair value, less costs to sell and its value in use.

Recurrent expenditure

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operating and maintenance expenditure.

Recurrent funding

Funding to pay for recurrent expenditure.

Rehabilitation

See capital renewal expenditure definition above.

Remaining life

The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining life is economic life.

Renewal

See capital renewal expenditure definition above.

Residual value

The net amount which an entity expects to obtain for an asset at the end of its useful life after deducting the expected costs of disposal.

Strategy and Planning Documents**

The Community Strategic Plan provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources – time, money, assets and people – to actually carry them out.

The Strategy and Planning Documents consists of three components:

1. Long Term Financial Planning
2. Workforce Management Planning
3. Asset Management Planning.

The Strategy and Planning Documents is the point where Council assists the community by sorting out who is responsible for what, in terms of the issues identified in the Community Strategic Plan. Some issues will clearly be the responsibility of Council, some will be the responsibility of other levels of government and some will rely on input from community groups or individuals. The Strategy and Planning Documents focuses in detail on matters that are the responsibility of the council and looks generally at matters that are the responsibility of others.

Revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, e.g. public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

Risk management

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment

A self-contained part or piece of an infrastructure asset.

Service potential

The capacity to provide goods and services in accordance with the entity's objectives, whether those objectives are the generation of net cash inflows or the provision of goods and services of a particular volume and quantity to the beneficiaries thereof.

Service potential remaining

A measure of the remaining life of assets expressed as a percentage of economic life. It is also a measure of the percentage of the asset's potential to provide services that are still available for use in providing services (DRC/DA).

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

- (a) the period over which an asset is expected to be available for use by an entity, or
- (b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the council. It is the same as the economic life.

Value in Use

The present value of estimated future cash flows expected to arise from the continuing use of an asset and from its disposal at the end of its useful life. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate new cash flows, where if deprived of the asset its future economic benefits would be replaced.

Source: IPWEA NAMS.PLUS Asset Management Plan Glossary. Additional items shown **

APPENDICES

Appendix A Improvement Programme in 2011 Application for Assistance

Core Level Achieved	Y
Partial - In progress	P
No substantial progress	N

STATUS

Actions Proposed in 2011 Funding Application		
Practice Area	Recommendations	Status at June 2012
Strategic Longer Term Plan	1. Complete LTFP for 10 years linked to AMPs and AM strategy under IPR. 2. Ensure that CSP performance measures line up with AMP community service levels.	Y
Annual Budget	1. Ensure that budget initiatives link back to the CSP and AMPs as per LTFP funds.	Y
Annual Report	1. Provide commentary linking AMP service levels with LTFP and special schedule 7. 2. Show 2 service targets, the service targets needed to meet transport objectives and the service targets that are achievable with LTFP funding levels. 3. Provide state of the assets reporting as part of annual report. (quality, function, capacity)	Y
AM Policy	1. Review policy after completion of IPR documentation.	Y
AM Strategy	1. Complete strategy using NAMS AM4SRRC template.	Y
AM Plans	1. Review core level AMPs following completion of IPR resource plan. 2. Implement high priority items in improvement plan.	Y
Governance and Management	1. Working well as is. Add a simple process that includes review of additional maintenance and operating costs in AMPs linked to LTFP.	Y
Levels of Service	1. Review service levels annually in light of IPR resource strategy.	P
Data & Systems	1. Use maturity audit to allow future comparison of asset management performance. 2. Load remaining assets into asset register 3. Review training needs as staff turnover occurs.	Y
Skills and Processes	1. Review business processes and document to ensure audit trail for financial transaction and asset register updates and reporting. There would be high benefit to review common set of business processes at a regional level. 2 Complete AM strategy	Y
Evaluation	1. Document AMIP and who does what for key tasks. Carry forward community LOS into all IPR resource strategy documents = maintain current LOS.	Y

Council has made very good progress in key areas to produce documentation for IPR resourcing strategy. Service level reporting is needed as a priority to determine the likely risk and service impact of the resourcing strategy. See detailed assessment on following pages

Appendix B Detailed Maturity Assessment June 2012

Framework Financial Planning & Reporting

Element Strategic Longer Term Plan

Practice Area Strategic Longer Term Plan

Core Maturity Assessment

Meets Requirements

Current Score 3 Core Target 3

Question: Does your council have an adopted strategic longer term plan?

Observations of Current Maturity Level

Community consultation shows current service levels for assets generally satisfactory.

Implications of Current Maturity Level

At core level - AM strategy and AM plans will cover service level and risk management targets

Recommendations

1. Include state of the assets reporting in future annual reports linked to AMPs.

Maturity Score	Result	Characteristic
3	●	Council has adopted a Strategic Plan (planning horizon of at least 5 years) that incorporates a vision, strategic outcomes, mission, values and service outcomes that Council wants to achieve. The minimum timeframe may vary depending on relevant State/Territory requirements.
3	●	The development of the Strategic Plan included elected member participation and was informed by community consultation and includes strategic objectives that address social, environmental, economic and civic leadership issues identified by the community.
3	●	The Strategic Plan incorporates priorities and performance measures and indicates how they will be monitored and measured.
3	●	Council has a sustainable LTFP covering the period of the Strategic Plan (at least 5 year) supporting the implementation of its Strategic Plan. The minimum timeframe may vary depending on relevant State/Territory requirements.
3	●	The Long Term Financial Plan (LTFP) has been prepared based on the resource requirements and strategic objectives detailed in Council's Strategic Plan and Asset Management Plans.
2	●	Plan covers 4 year term of council
2	●	Draft plan is advertised for public comment
2	●	Plan reflects needs of community for foreseeable period
2	●	Plan includes vision and strategic objectives
2	●	Plan details what council intends to do in period of plan
1	●	Plan covers 1 year period

Framework Financial Planning & Reporting

Element Annual Budget

Practice Area Annual Budget

Core Maturity Assessment

Meets Requirements

Current Score 3 **Core Target** 3

Question: Does your council prepare an annual budget?

Observations of Current Maturity Level

At core level

Implications of Current Maturity Level

At Core level

Recommendations

1. Annual review in light of service level trends

Maturity Score	Result	Characteristic
3	●	The Annual Budget contains estimates of revenue and expenditure with an explanation of the assumptions and methodologies underpinning the estimates, an explanation of the financial performance and position of the Council and has been prepared based on the resource requirements and strategic objectives detailed in Council's Strategic Plan, AM Plans and LTFP.
3	●	The Annual Budget reflects the Council's strategic objectives and contains a statement of how Council will meet the goals and objectives of its Strategic Plan.
3	●	The Annual Budget aligns with Year 1 of the LTFP and was adopted following community consultation.
3	●	Council's Annual Budget includes resources to implement Strategic Plan strategies.
2	●	Budget is publically available and readily accessible to all interested readers
2	●	Budget contains estimates of revenue and expenditure for year
2	●	Budget includes an explanation of the council's financial position and performance
2	●	Budget is adopted after public advertising and consideration of comments received
1	●	Annual budget is available to those who ask

Framework Financial Planning & Reporting

Element Annual Report

Practice Area Annual Report

Core Maturity Assessment

Meets Requirements

Current Score 2.9 **Core Target** 3

Question: Does your Council publish an annual report?

Observations of Current Maturity Level

Underlying operating result approximately in balance with low debt levels.

Implications of Current Maturity Level

Current SS7 implies that current service levels are not satisfactory.

Recommendations

1. Review future from (1 July 2013) annual report SS7 to align with IPR documents and report on state of the assets.

Maturity Score	Result	Characteristic
3	●	The Annual Report complies with all statutory requirements including publication by the due date and is made widely available to the public.
3	●	The Annual Report includes independently audited financial statements that are prepared on an accrual basis in accordance with the Australian Accounting Standards.
3	◎	The Annual Report reviews the performance of the Council against its strategic objectives and explains variations between the budget and actual results and how these variations impact on the Strategic Plan.
3	●	The Annual Report includes details of any major changes in functions of the Council, organisation structure and/or policy initiatives and how these changes might impact on Council's Strategic Plan.
3	●	In relation to the financial reporting framework in the Annual Report, the Annual Report addresses the following issues in accordance with relevant state policies, Australian Accounting Standards and other best practice guidelines: a. Asset valuations and revaluations, b. Asset acquisitions including capitalisation policy, c. Asset disposals
2	●	Annual report contains audited financial statements
2	●	Annual report is widely available to the general public
2	●	Annual report reports on council's operations for the year in terms of goals and objectives for preceding year
2	●	Annual report contains explanation on variations between budget and actual results
1	●	Annual report is published each year

Framework Asset Management & Planning

Element AM Policy

Practice Area AM Policy

Core Maturity Assessment

Meets Requirements

Current Score 3 **Core Target** 3

Question: Does your council have an adopted asset management policy?

Observations of Current Maturity Level

Core Policy in place

Implications of Current Maturity Level

Core policy in place

Recommendations

1. Annual review of AM policy

Maturity Score	Result	Characteristic
3	●	Council has an adopted AM Policy which defines the Council's vision and service delivery objectives for asset management.
3	●	AM Policy has a direct linkage with Council's Strategic Plan and LTFP.
3	●	AM Policy requires the adoption of AM Plans informed by community consultation and local government financial reporting frameworks.
3	●	AM Policy defines asset management roles, responsibilities and reporting framework.
3	●	AM Policy identifies a process for meeting training needs in financial and asset management practices for councillors and staff.
2	●	AM Policy adopted by Council
1	●	AM Policy in place but not adopted by Council OR some awareness by Council of asset management policy elements and asset management principles.

Framework Asset Management & Planning

Element AM Strategy

Practice Area AM Strategy

Core Maturity Assessment

Meets Requirements

Current Score 3 **Core Target** 3

Question: Does your council have an adopted asset management strategy?

Observations of Current Maturity Level

Strategy at core level

Implications of Current Maturity Level

Strategy

Recommendations

1. Annual review of main objective - maintain current service level.

Maturity Score	Result	Characteristic
3	●	Council has an AM Strategy which shows how the asset portfolio can meet the service delivery needs of the community and defines the future vision of asset management practices within Council.
3	●	Council's AM Strategy is linked to Council's AM Policy and integrated into Council's Strategic planning and annual budgeting processes.
3	●	Council's AM Strategy documents the current status of asset management practices (processes, asset data and information systems) within the Council and what actions Council must take to implement the AM Policy, including resource requirements, timeframes and accountabilities.
2	●	Strategy shows what assets the council has
2	●	Strategy fits with the council strategic plans
1	●	Draft AM Strategy Prepared but not adopted by Council

Framework Asset Management & Planning

Element AM Plans

Practice Area AM Plans

Core Maturity Assessment

Meets Requirements

Current Score 3 **Core Target** 3

Question: Does your council have adopted asset management plans?

Observations of Current Maturity Level

Asset plans for all assets in place using NAMSPLUS templates.

Implications of Current Maturity Level

AMPS at core level

Recommendations

1. Future improvement to service levels reporting on state of the assets (function/capacity/utilisation) 2. AM steering committee regular review of table 8.s in AMPS (improvement plan)

Maturity Score	Result	Characteristic
3	●	AM Plans adopted by Council for all material asset groups in a consistent format in accordance with industry best practice (E.g. Appendix A of the International Infrastructure Management Manual (IIMM)) and are available to all relevant staff across the organisation.
3	●	AM Plans define which asset groups are covered by each Plan in accordance with a clearly documented Infrastructure Asset Hierarchy.
3	●	AMPS cover at least 10 years and
3	●	a. Refer to Council's AM Policy and AM Strategy;
3	●	b. Include all assets and document asset inventory information for the asset group/category as recorded in the asset register;
3	●	c. Document the asset hierarchy within each asset group;
3	●	d. Document the current condition of assets;
3	●	e. Document the adopted useful lives of assets;
3	●	f. Include risk assessment and criticality profiles;
3	●	g. Provide information about assets, including particular actions and costs to provide a defined (current and/or target) level of service in the most cost effective manner
3	●	h. Include demand forecasts including possible effects of demographic change and demand management plans
3	●	i. Address life cycle costs of assets;
3	●	j. Include forward programs identifying cash flow forecasts projected for:

3	●	i. Asset Renewals;
3	●	ii. New Assets and Upgrades of existing assets;
3	●	iii. Maintenance expenditure;
3	●	iv. Operational expenditure (including depreciation expense);
3	●	k. Address asset performance and utilisation measures and associated targets as linked to levels of service;
3	●	l. Include an asset rationalisation and disposal program; and
3	●	m. Include an asset management improvement plan.
3	●	n. Include consideration of non-asset service delivery solutions (leasing private/public partnerships)
3	●	o. Recognise changes in service potential of assets through projections of asset replacement costs, depreciated replacement cost and depreciation expense.
3	●	p. Include consideration of possible effects of climate change on asset useful lives and maintenance costs
3	●	AM Plans link to the Council's AM Policy, AM Strategy, Strategic Plan, LTFP and other relevant Council Policy objectives.
3	●	AM Plans have all been prepared in association with community consultation.
2	●	Separate AM Plans for each asset group - high level overall framework but not consistent
2	●	AM Plans in place but not regularly reviewed or adopted
2	●	AM Plans include all assets on asset register
2	●	AM Plans Include an improvement plan
1	●	No AM Plans, AM is Reactive and Fragmented

Framework Asset Management & Planning
Element Governance and Management
Practice Area Governance and Management

Core Maturity Assessment	Meets Requirements
---------------------------------	---------------------------

Current Score 2.8 **Core Target** 3

Question: Does your council have good management practices linking AM to service delivery?

Observations of Current Maturity Level

Council has a risk management plan administered by a risk management committee made up of staff and Councillor representative.

Implications of Current Maturity Level

Governance at core level

Recommendations

1. Table of high risk management tasks and action officers with training requirements. 2 Attach governance charters and risk business processes to the AM Strategy.

Maturity Score	Result	Characteristic
3	●	Council has mechanisms in place to provide high level oversight by the Council, CEO/GM and Executive Management Team, for development and implementation of the AM Strategy and AM Plans.
3	◎	Roles and responsibilities are clearly defined in a matrix or policy, identifying positions responsible for determining levels of service and positions responsible for managing the assets to meet service delivery needs.
3	●	The staff structure and position descriptions clearly define asset management functions, responsibilities and skill requirements for managing all asset classes.
3	◎	Council has a documented process for making capital investment decisions, which is driven by Council's Strategic Plan, LTFP and the Service Plan and explicitly details the impacts on the future operations and maintenance budgets, "Whole of Life" costs and risk management assessments.
3	●	Council involves all its departments in Asset Management.
3	◎	Council has an AM Steering Committee, with cross functional representation and clearly defined and documented terms of reference, focussed on coordinating the linkages between service delivery and asset management implementation.
3	●	There are internal processes to promote Asset Management across Council
2	●	Multi-disciplinary AM Steering Committee in operation with regular meetings
2	●	AM improvement plan in operation
1	●	AM Steering activities are dependent on individual initiatives and are not co-ordinated

Framework Asset Management & Planning
Element Levels of Service
Practice Area Levels of Service

Core Maturity Assessment	Partially Meets Requirements
---------------------------------	-------------------------------------

Current Score **Core Target**

Question: Does your Council have a defined process for determining current and target levels of service and costs?

Observations of Current Maturity Level

Service levels close to core level

Implications of Current Maturity Level

Service level reporting structure in place in AMPs

Recommendations

1. Review state of the assets based service reporting after completion of flood damage repair.

Maturity Score	Result	Characteristic
3	●	Council has Service Plans for each of its services which have been developed in consultation with the community.
3	◎	Council has undertaken the process of defining, quantifying and documenting current community levels of service and technical levels of service, and costs of providing the current levels of service.
3	◎	Current and target levels of service (for both community levels of service and associated technical levels of service) are clearly defined in each AM Plan.
3	●	Technical levels of service are incorporated into service agreements and/or maintenance, operational and capital renewal procedures.
2	●	Service levels in some areas - fragmented
1	●	Service levels are consequences of annual budget allocation and not defined.

Framework Asset Management & Planning

Element Data & Systems

Practice Area Data & Systems

Core Maturity Assessment

Meets Requirements

Current Score 2.9 **Core Target** 3

Question: Does council have the data & systems knowledge to perform asset data management activities?

Observations of Current Maturity Level

Financial PCS, MapInfo, Bizeasset.

Implications of Current Maturity Level

At core level

Recommendations

1. Ongoing documentation of asset register maintenance process with sample based data validation of unit costs and useful lives.

Maturity Score	Result	Characteristic
3	●	Council has a consolidated, integrated, accurate, up to date and complete componentised asset register with the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group.
3	●	There is a common corporate data framework used across all asset groups, which is defined by Council's Infrastructure Asset Hierarchy.
3	◎	Council has documented repeatable methodologies to carry out consistent asset condition surveys and defect identification assessments, as documented in a Condition Rating Assessment Manual for applicable asset classes.
3	●	Council's asset financial reporting functionality is comprehensive and includes audit trails, depreciation calculations, reporting thresholds and records of acquisition and disposal of assets
3	◎	Council's systems, procedures and processes allow it to benchmark its asset management performance against like Councils over time.
3	●	AM systems have the functionality to generate maintenance and renewal programs and produce associated cash flow forecasts.
3	●	Council has defined and documented procedures for determining asset replacement and treatment unit rates, which are then stored in Council's AM system.
3	●	Council has a defined process for operations, maintenance, renewal and upgrade planning for its existing assets.
2	●	Skill & knowledge requirements determined
2	●	Audit completed to determine current skill & knowledge levels
1	●	Council has a corporate asset register supported by technical asset registers with regular validation of data in registers

Framework Asset Management & Planning

Element Skills and Processes

Practice Area Skills and Processes

Core Maturity Assessment

Meets Requirements

Current Score 2.9 **Core Target** 3

Question: Does council have the skills & knowledge to perform asset data management activities?

Observations of Current Maturity Level

At core level

Implications of Current Maturity Level

At core level

Recommendations

1. Annual review of residual values and asset lives.

Maturity Score	Result	Characteristic
3	●	Council has a process to review and update the AM Strategy on a maximum of a 5 year cycle. The AM Strategy is formally adopted by Council.
3	●	Council has a process to review and update AM Plans for all asset groups on a maximum of a 3 to 4 year cycle consistent with the Council election cycle. AM Plans are formally adopted by Council.
3	●	Council has a process to identify operational risks, assign responsibilities and monitor risk treatment actions all recorded within a risk register.
3	●	Council has a process to annually review and update the financial forecasts for all asset classes and update the LTFP.
3	●	Council has assessed the skills and knowledge required to perform asset data management activities, conduct financial reporting valuations and develop AM Plans. Council has a current asset management skills matrix. Staff training needs have been identified and training scheduled.
3	●	Council has a defined methodology for assessing the Remaining and Useful Life, Residual Value and Depreciation Method of assets.
3	●	Council has a process to collect and record asset data into an AM system upon the commissioning of new (and/or modified) assets, including built and contributed assets.
3	◎	Council has formal processes for the handover of assets to asset custodians/owners.
3	●	Council has a process to communicate the financial implications of the AM Plans to internal and external stakeholders.
3	●	Council provides ongoing training programs for councillors, council management and officers on key asset management topics.
2	●	Skill & knowledge requirements determined
2	●	Audit completed to determine current skill & knowledge levels

2	●	Documented asset data management procedures
1	●	Asset data management limited to plans and data required for current projects

Framework Asset Management & Planning

Element Evaluation

Practice Area Evaluation

Core Maturity Assessment Meets Requirements

Current Score 2.9 **Core Target** 3

Question: Does council have a process to evaluate progress and use of resources on implementation of the National Frameworks?

Observations of Current Maturity Level

Core level will be achieved at or before the annual report after 1 July 2013.

Implications of Current Maturity Level

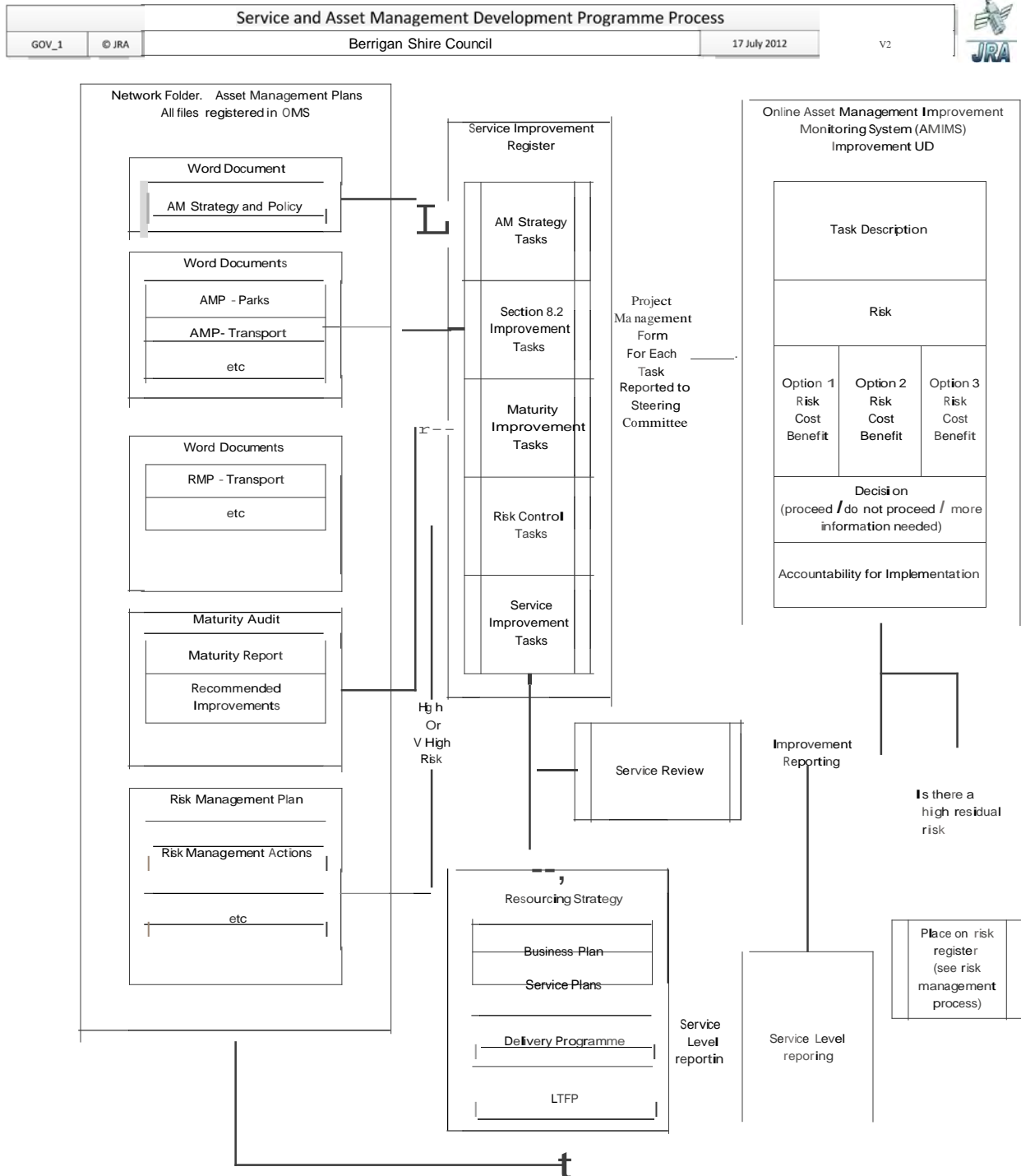
Close to core level

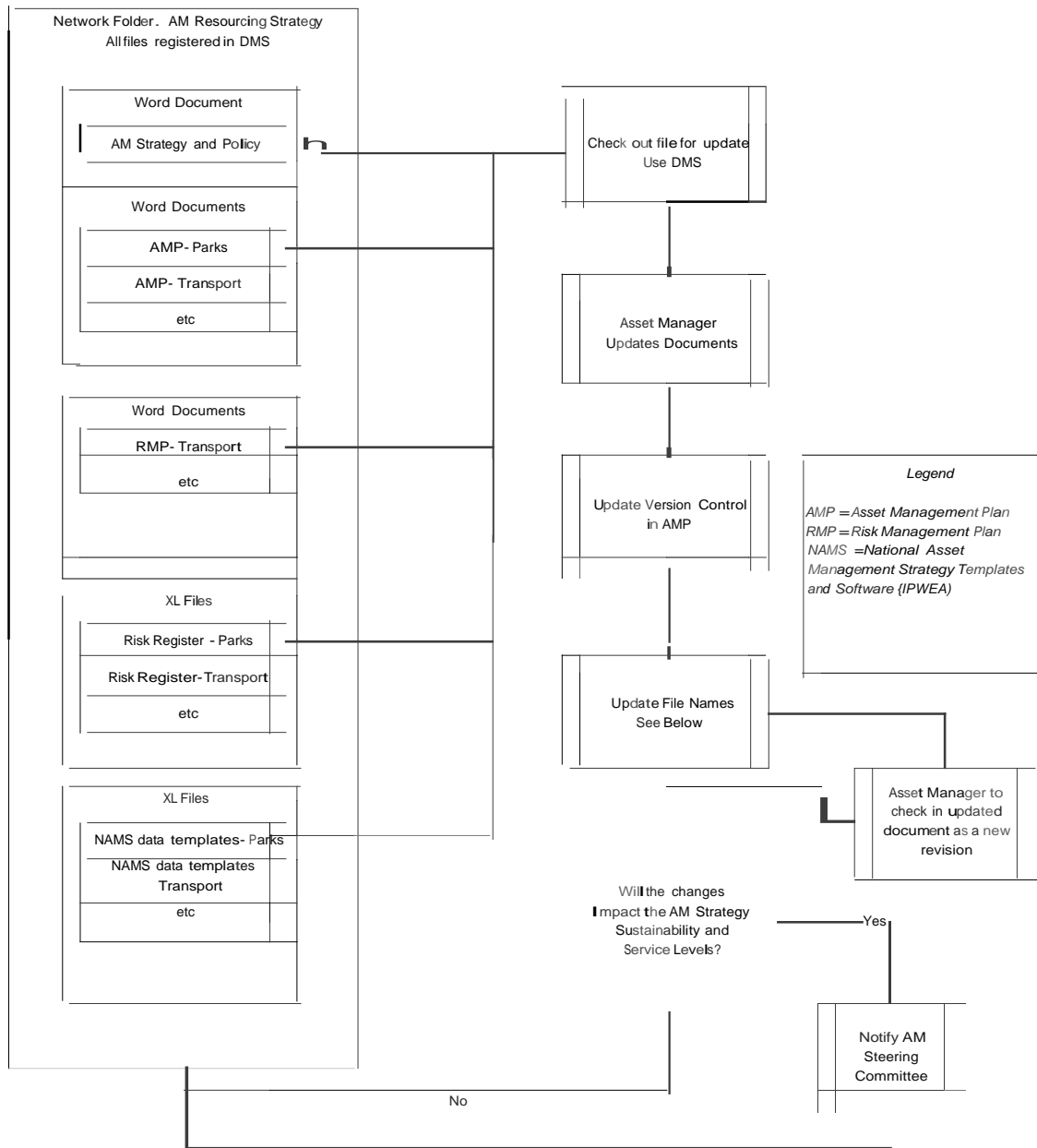
Recommendations

1. Implement state of the assets reporting in future annual reports.

Maturity Score	Result	Characteristic
3	●	Council has a documented evaluation process by which asset management improvements are identified, timeframes established, resources allocated, actioned, monitored and reported to the Executive Management Team and/or CEO
3	◎	Technical levels of service are monitored and performance reported.
3	◎	Community levels of service are monitored and performance reported.
2	●	Improvement tasks are included in staff performance plans and reviews
1	●	No formal evaluation process

Appendix C Governance Process Maps





Suggested File Naming for Asset Management Plan and Risk Management Plan Documents

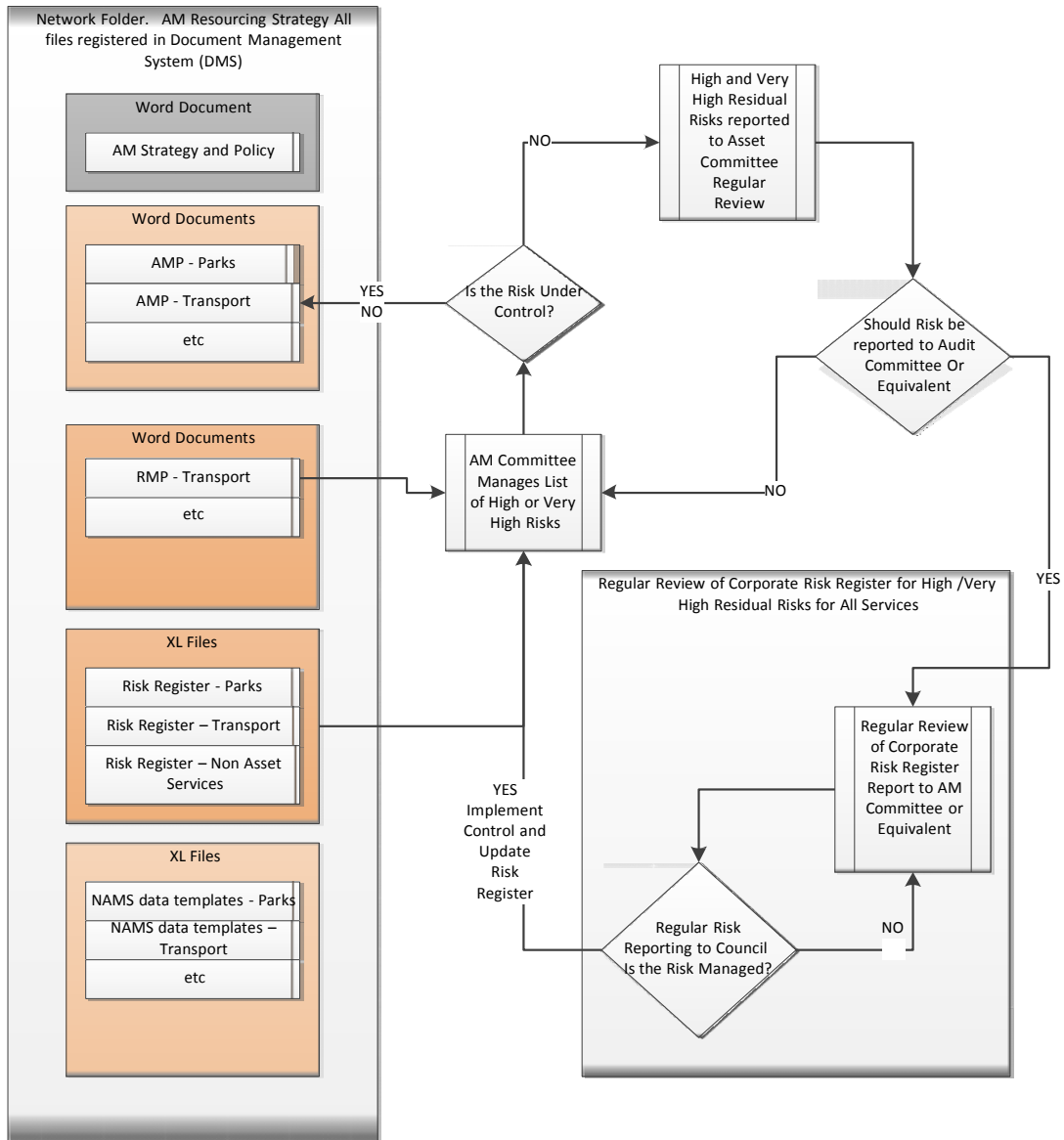
83_397_110816_NAMSPPLUS_AMP Transport SIVS = Asset Management Plan (Word Document)
 83_397_110816_NAMSPPLUS_AMDT Transport SIVS = Asset Management Data Template (XL File)
 ■ 83_397_110816_NAMSPPLUS_RMP Transport SIVS = Risk Management Plan (Word Document)
 ■ 83_397_110816_NAMSPPLUS_RMDT Transport SIVS = Asset Management Data Template (XL File)

Scenarios and Versions

Scenario 1 (S1V1) Current Asset Register, Current Budget/ LTFP
 Scenario 2 (S2V1) Estimated Delivery Programme instead or asset register, Current Budget. *Estimated activities for the next 10 years to maintain current service levels. (reseal programme, gravel resheet programme, building renewal programme)*
 Scenario 3 (S3V1) Adopted Delivery Programme / long term works programme balanced to Adopted LTFP *(This shows service levels and risks of the adapted resourcing strategy)* Asset Renewal Activities balance to LTFP

A version is the best available data for any scenario.

Risk Management Process			
GOV_3	© JRA	Berrigan Shire Council	17 July 2012 V1



Appendix D Asset Management Committee Charter (Example)

Asset Management Steering Committee Guide:		DOC No	
		VERSION 1	DATE 2ND MARCH 2012
CONTROLLER:	APPROVED BY:	REVIEW DATE:	
GENERAL MANAGER			

CHARTER

1. Ensure core level governance practices for asset related services and advise the executive management team on any areas of corporate risk.
2. Ensure legislative and risk management compliance for asset related services.

ROLES and RESPONSIBILITIES

1. Maintain the AMIP project plan showing tasks, responsibilities
2. Allocating appropriate budget ensuring that effort, expenditures and charges are appropriate to stakeholder expectations
3. Schedule of agreed implementation tasks or projects
4. Risk management strategies, ensuring that strategies to address potential threats to the project's success have been identified, estimated and approved, and that the threats are regularly re-assessed
5. Help balance conflicting priorities and resources
6. Provide guidance to the project team and users of the project's outputs
7. Check adherence to project activities to standards of best practice both within the water industry and Council
8. Foster positive communication outside the Team regarding the project's progress and outcomes.
9. Ensure resources, processes and reporting are in place to implement the AMIP
10. Achieve and maintained core level asset management practice or as amended by Council through the AMIP.
11. Ensuring the governance process maps are in place and followed.

Appendix E Audit Committee Charter (Example)

For more details see – NSW DLG Internal Audit: A Guidance Paper October 2008

Audit Committee Guide:		DOC No	
		VERSION 1	DATE 2ND MARCH 2012
CONTROLLER: GM	APPROVED BY: GM	REVIEW DATE	
GENERAL MANAGER			

CHARTER

1. Reviewing annual financial statements to ensure that they fairly present the state of affairs of Council.
2. Proposing and contributing relevant information to, and review of Council's IPR resourcing strategy
3. Proposing and reviewing in relation to other areas, for example, efficiency and economy audits.
4. Liaising with Council's auditors.
5. Reviewing the adequacy of Council's accounting, internal control, reporting and other financial management systems and practices.
6. Reviewing the approach adapted by Council and/or Management to business risks, corporate and financial governance responsibilities and legal compliance.
7. Providing suggestions and recommendations to Council and/or Management about actions to be taken to enhance financial governance.
8. Monitor high risks identified by the asset management strategy and improvement plan.

ROLES and RESPONSIBILITIES

1. the Committee comprises 3-5 members;
2. the General Manager is not a member of the Audit Committee, nor are council employees unless exceptional circumstances apply;
3. the positions include some filled by public expression of interest;
4. the Chair is somebody external to the Council (not a Councillor or the Mayor);
5. there are at least 4 meetings per annum with a quorum;
6. meetings are open to the public;
7. the Council provides recognition through an 'honoraria' payment to external members;
8. the Council provides a budget to the Audit Committee enable work to be undertaken;
9. the Audit Committee has a formal relationship with the Internal Auditor, meeting with them at least once a year ;
10. the membership of the Audit Committee is reviewed periodically – a three yearly review of membership is recommended; and
11. the Audit Committee undertakes self-evaluation on an annual basis

SOURCE

Australian National Audit Office: Public Sector Audit Committees Better Practice Guide 2005
AUDIT COMMITTEES IN LOCAL GOVERNMENT DISCUSSION PAPER. LGAT Discussion Paper June 2008.
NSW DLG Internal Audit: A Guidance Paper October 2008

Appendix F State of the Assets Reporting

Objectives

1. To communicate service levels in a simple way that allows linkage to any appropriate level of technical service level reporting.
2. To enable aggregation of service level reporting at any level for asset categories within a council and nationally consistent reporting of asset service levels.

Principles

1. Service levels need to be able to be consistently reported for all service levels, not just asset based services.
2. Service levels must be able to be consistently measured and reported and linked to output based metrics that can be verified and audited.
3. Confidence levels must be included on all service level reporting to inform decisions based on service level reporting
4. Service levels need to be based on verifiable performance indicators that measure performance against strategic objectives

The Measures

1. Quality for non asset services. Condition for asset based services

See community and Technical Levels of Service examples on following pages.
2. Service levels must be able to be consistently measured and reported and linked to output based metrics that can be verified and audited.

SOURCE

Asset Management Procedures Guide – JRA – Jeff Roorda July 2012

State of the Assets Service Level Reporting – Community Service Levels				
LOS_OVR	© JRA	OVERVIEW	17 July 2012	V1



Asset Category	Water			Scenario	S2_V3				
Water	CONDITION	NOW			100%	10 YEARS			100%
		Confidence HIGH				Confidence HIGH			
	Good/Very Good	Fair	Poor/Very Poor	Good/Very Good	Fair	Poor/Very Poor			
	52%	31%	17%	32%	60%	8%			
	FUNCTION	NOW			100%	10 YEARS			100%
		Confidence HIGH				Confidence LOW			
Good/Very Good	Fair	Poor/Very Poor	Good/Very Good	Fair	Poor/Very Poor				
10%	85%	5%	10%	85%	5%				
CAPACITY	NOW			100%	10 YEARS			100%	
	Confidence HIGH				Confidence MODERATE				
Good/Very Good	Fair	Poor/Very Poor	Good/Very Good	Fair	Poor/Very Poor				
73%	10%	17%	73%	22%	5%				

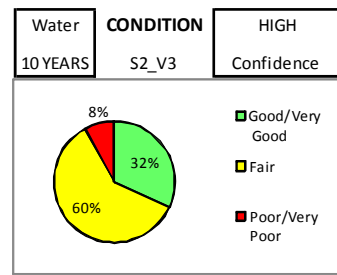
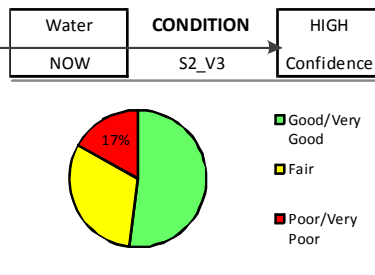
CONDITION
Condition – 1 – 5 Scale using IIMM
Aggregate by Renewal Cost

FUNCTION How well does asset meet service requirements? Eg Water is clean and clear

CAPACITY / UTILISATION Are assets under of over capacity or use Eg water pressure for reticulation, treatment plant capacity

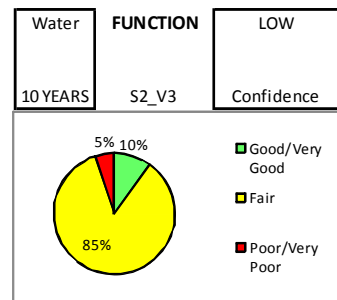
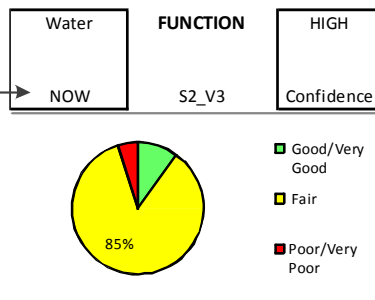
Confidence Levels

- LOW = Network level estimate based on professional judgement
- MODERATE = Low plus sample
- least 80% of assets by value

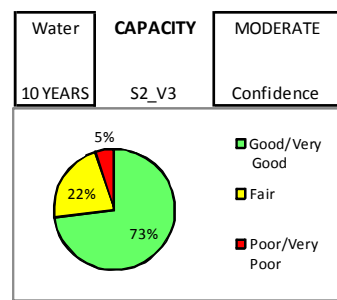
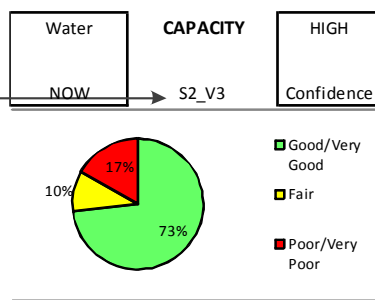


NOW
This is the current service level

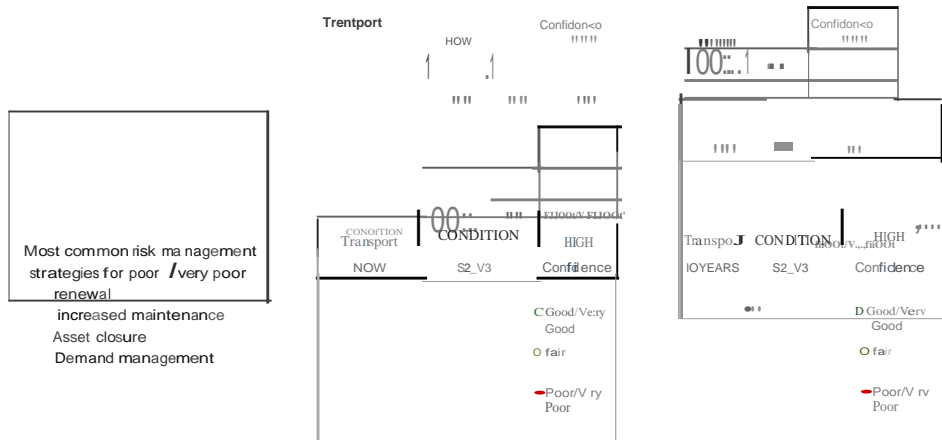
10 YEARS This is the achievable service level target with the funding available in the LTFP based on AMP



Scenario
See GOV_2 for scenario key



State of the Assets Service Level Reporting-Technical Service Levels			
LOS	IR	COND	© JRA
-----TRANSPORT - CONDITION QUALITY-----			
Examples provided for Condition 4 (poor-likely to be 5 within 10 years) and Condition 5 (Very poor-see IIMMI)			Community Service level [
			Technical Service Level
Transport	CONDITION Surface (AC/Spray Seal etc)	5 - Seal starting to break up potholes frequent	5-ROCOND- Environmental Cracking worse than maximum allowable for road hierarchy category. Seal no longer controlling pavement and subgrade moisture content. %of segment affected by ROCOND 90 distress types per road class
		5 - Seal not providing safe surface	5-ROCOND-Ravelling, Bleeding, edge breaks, defects worse than maximum allowable for road hierarchy category. %of segment affected by ROCOND 90 distress types per road class
		4- Likely to be at Condition 5 within 10 years	4- Likely to be at 5 within 10 year<. %of segment affected by ROCOND 90 distress types per road class
	CONDITION Pavement Only apply to failed proportion of pavement (m2 or repair cost\$)	5- Pavement needs reconstruction and starting to break up potholes frequent	5 -Pavement needs reconstruction or major repair before reseal can be applied Structural Cracking, Deflection, Rutting worse than maximum allowable for road hierarchy category. %of segment affected by ROCOND 90 distress types per road class
		5- Pavement worse than maximum allowable roughness and is unsafe	Roughness per road class. NRM or IR see Austroads Publication No. AGAMOSB/07
		4- Likely to be at 5 within 10 years	4- likely to be at 5 within 10 years
	CONDITION Kerb Paths	5- Major structural failure	5 -IIMM 1-5 condition ratings
		5-Extent and severity of localised defects is high risk.	4-IIMM 1-5 condition ratings
		4- Likely to be at 5 within 10 years	4-IIMM 1-5 condition ratings



State of the Assets Service Level Reporting – Technical Service Levels			
LOS_TR_FN_CP	© JRA	TRANSPORT – FUNCTION & CAPACITY	V1

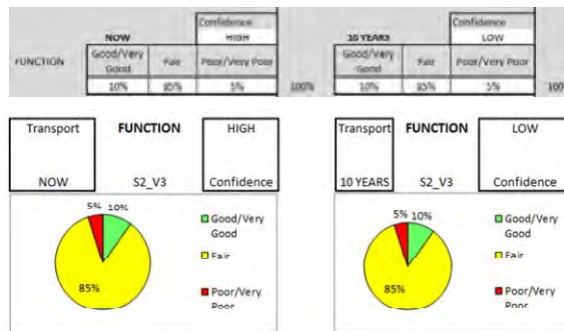


Examples provided for Condition 4 (poor – likely to be 5 within 10 years) and Condition 5 (Very poor – see IIMM)

Community Service Level
Technical Service Level

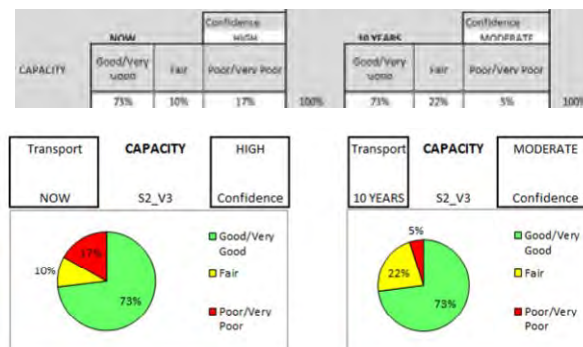
Transport	FUNCTION (apply to parent asset – complete road - pavement/seal/ formation for a road with homogenous geometry and or hierarchy)	5 – Road not fit for purpose –eg large truck or buses on roads not suitable for large trucks or buses.	5 – Significant difference between actual road geometry and what is required eg horizontal and vertical alignment, width, structure. Creating major limitations on use and/or risks
		5 – Bridge with insufficient load capacity	5 – Significant difference between actual load limits and what is required creating major limitations on use and/or risks
		5 – Road geometry unsafe e.g accident black spots	5 – Significant defects in road geometry eg horizontal and vertical alignment, width, structure. Significant traffic accident history.
		5 – Transport infrastructure that significantly discriminates against disabled mobility	5 – Significant defects compared with agreed targets and standards.
		4 – Likely to be a 5 within 10 years as a result of changing use, demographics, legislation etc	4 – Likely to be a 5 within 10 years as a result of changing use, demographics, legislation etc

- Most common asset strategies
- Upgrade expansion
 - Demand management



CAPACITY / UTILISATION (apply to parent asset – complete road - pavement/seal/ formation for a road with homogenous geometry and or hierarchy)	5 – Major congestion with unacceptable average travel speeds during peak periods	5 – Average travel speeds during peak periods
	5 – Major over design with very low traffic levels for standard of infrastructure provided	5 – Road geometry and standard of construction greatly exceeds appropriate standard under accepted hierarchy. Eg long length of road with very low use
	4 – Likely to be at 5 within 10 years	4 – Likely to be at 5 within 10 years

- Most common asset strategies:
- Upgrade Expansion
 - Demand Management
 - Disposal (with consultation)



Appendix G Skills, Training and Responsibility Matrixes

Core Skills & Knowledge Training Matrix

Skills & Knowledge Position	Financial Reporting	Infrastructure Financial Management	Long-Term Financial Planning	NAMS.Plus	Risk Management	Project Management	Contract Management	Inspector Training	Asbestos Management	Disability Access	Other	Other	Other	Other	Other
E.g. AM Coordinator	O	M	M	M	M	M	O								
E.g. Asset Accountant	M	M	M	O	O	O									

Matrix Legend
M – Mandatory Training
O – Optional Training

Systems Training Matrix

Information Systems	Financial System	Technical AM System	Works Management System	Inspection Management System	NAMS.Plus	Geographical Information System (GIS)	Electronic Document Mgt System (EDMS)	Customer Action Request System (CARS)	Excel	Project Management System	External Reporting System	Other	Other	Other	Other
Position															
E.g. AM Coordinator	B	A	A	A	A	B	B	B	A	A	A				
E.g. Roads Works Supervisor	B	B	A	A	B	B	B	B		B					

Matrix Legend

- A** – Advanced Training: Ability to create, edit, update and report on data and information.
- B** – Basic Level Training: Ability to navigate, view and run standard reports

Core Roles & Responsibilities Matrix

Roles & Responsibilities Directorate/Business Unit Position	Governance & Stewardship							Service Planning											Service Delivery									
	AMIP Implementation	Risk Reporting	Levels of Service Reporting	Sustainability Reporting	Asset Accounting & Reporting	Policy & Objective Development	AM Education & Awareness	Asset Management Plans	Asset Management Strategy	Risk Management Plans	Community Levels of Service	Technical Levels of Service	Asset Identification & Reporting	Asset Data Maintenance	Demand Management	CWP Renewal	CWP Upgrade	CWP New	Process & Systems Development	Asset Operations & Planning	Asset Maintenance & Planning	Emergency Management	Defect Identification & Reporting	Asset Condition Assessment	Capital Program Delivery	Asset Security	AM Systems Deployment & Support	
E.g. Technical Services - Parks																												
E.g. Parks Assets Officer	S	S	S	S	S	S	S	P	S	P	P	P	P	P	P	S	S	S	P									S
E.g. Parks Supervisor							S	S	S	S	S	S	S			S	S	S		P	P	P	P		S	P	P	
E.g. Technical Services - Roads																												

Matrix Legend
P – Primary Responsibility.
S – Support Role.



Delivery Program 2013 – 2017

Berrigan Shire Council

Berrigan Shire 2023
Creating our preferred future

Date	Reviewer	Saved as
11 April 2016	Jo Ruffin	Delivery Program V1
13 April 2016	Jo Ruffin	Delivery Program V2
14 April 2016	Jo Ruffin	Delivery Program V3
14 April 2016	Jo Ruffin	Delivery Program V4
11 May 2016	Carla von Brockhusen	Delivery Program V5
12 May 2016	Jo Ruffin	Delivery Program V6



Berrigan Shire Delivery Program 2013 - 2017

Message from Mayor

The Shire's 4-year *Delivery Program* 2013 – 2017 is informed by extensive consultation with our communities through the development of *Berrigan Shire 2023*.

This update to the Delivery Program does not materially change the Delivery Program, rather it incorporates Council's updated capital works program and 4-year budget forecast developed in response to the rolling forward of its 10-year Long-term Financial Plan; and the upcoming financial year's Annual Operational Plan 2016/2017.

Council reviews on a 6-monthly basis its progress toward achieving the 4-year program of works described. At our most recent Delivery Program review (March 2016) Council noted the continuing and successful delivery of its capital works program. Council owned assets continue to be progressively managed through a rolling program of staged upgrades of:

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



Councillor Bernard Curtin OAM
Mayor
Date:

The Council is continuing its investment in engaging with regional partners, other levels of government on issues outside the Council's direct control but which contribute to the economic prosperity and wellbeing of our Shire.

Delivery Program priority projects and initiatives remain

- Investment in the maintenance and further development of the Shire's network of critical physical infrastructure; levees, roads, storm water, water supply, sewer and waste management facilities
- Establishing a relationship with National Parks that promotes sustainable use and access to the River and its forests
- Lobbying for the development of the Shire's regional / freight and agriculture industry infrastructure

The Shire Council's 4-year *Delivery Program* and the 2016 – 2017 *Operational Plan* have been developed to guide the delivery of Council services to our communities.

*Sustainable natural and
built landscapes*

Good government

*Supported and engaged
communities*

*Diverse and resilient
business*

Berrigan Shire Delivery Program 2013 - 2017

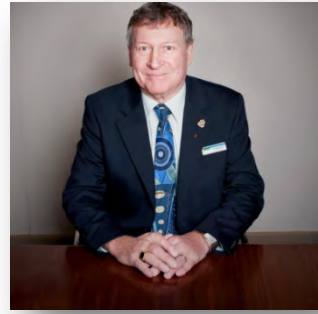
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Councillors 2012 - 2016



Councillor Bernard Curtin
Mayor



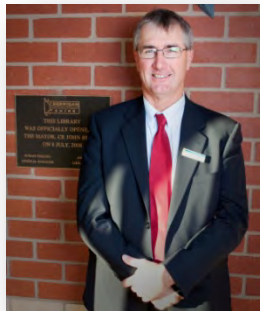
Councillor Brian Hill
Deputy Mayor



Councillor Andrea O'Neill



Councillor Colin Jones



Councillor Daryl Morris



Councillor Matthew Hannan



Councillor Denis Glanville



Councillor John Bruce

Section 1

A Vision and Plan for Berrigan
Shire

Council's Planning Framework

What does Council do?

Berrigan Shire: The next four
years

Our Challenges

Berrigan Shire Delivery Program 2013 - 2017

A Vision and Plan for Berrigan Shire

In 2023 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.

Developed at the Shire's *Futures Conference* 29 June 2011 the vision reflects the top 5 preferred futures of our communities that in 2023

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
4. There will be more business owned and run by local people.
5. Transport connections between here and other places will be faster and or busier.

Transport connections between here and other places will be faster and or busier.

The overwhelming message from our communities was that our communities valued the Shire's natural assets and advantages:

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

Moreover, that these assets and advantages be promoted and developed to create the economic prosperity needed to meet the challenges posed by an ageing population, a decline in domestic tourism, water insecurity and technology.

In accordance with the *Review of Berrigan Shire 2022 Engagement Strategy: Berrigan Shire 2023* was developed. Public comment was sought and submissions received that did not materially change the (2012) 10-year social, economic, civic leadership and environmental statements about our communities' preferred future and the actions Council will take and what the community can do to achieve the Berrigan Shire 2023 vision. Council's 4-year *Delivery Council's 4-year Program* and annual Operational Plan provide the detail about how Council will



1. Contribute toward *Berrigan Shire 2023* strategic outcomes and objectives
2. Manage and operate its services and assets
3. Allocate resources: financial, physical and human (Delivery Program Inputs)
4. Measure and report on the result of what is planned (Delivery Program Outputs)

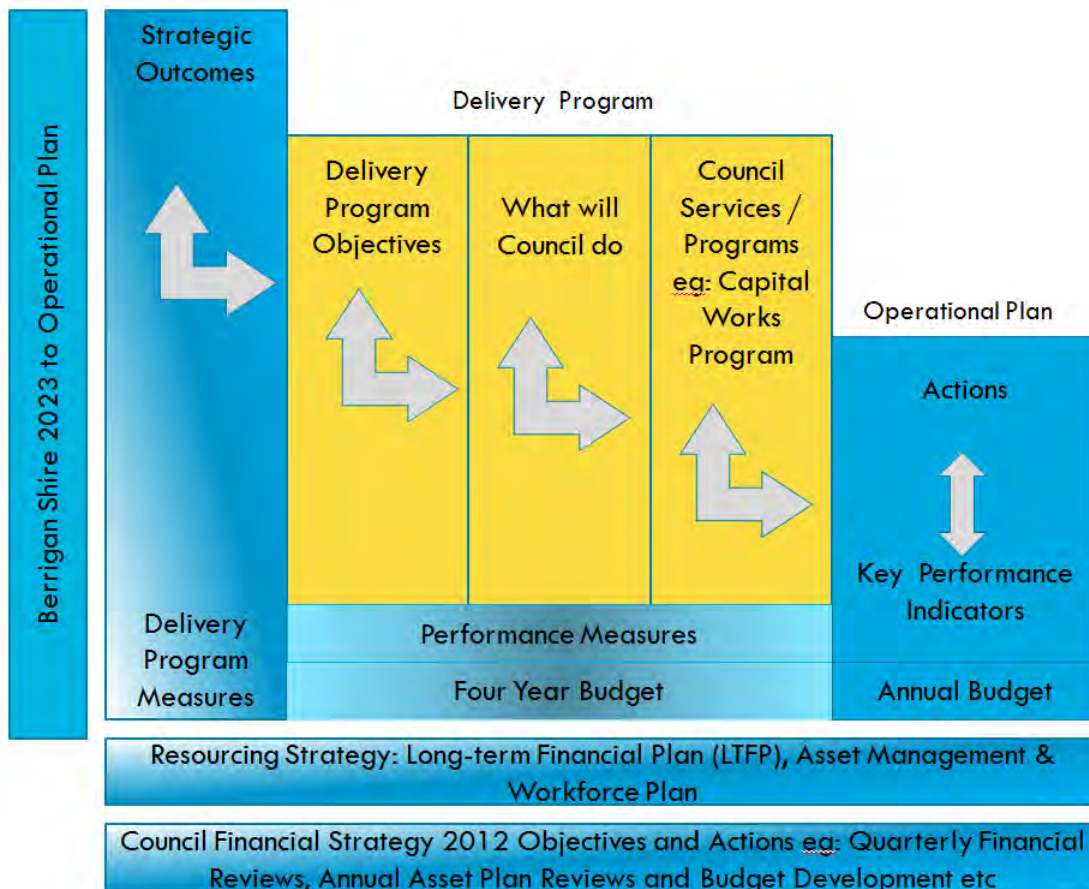
Council's Planning Framework

The Shire's *Delivery Program* is an element of the NSW local government planning and reporting framework. A framework which includes:

- 10 yr+ Community Strategic Plan (*Berrigan Shire 2023*)
- 10 yr Resourcing Strategy

- 4 yr Delivery Program
- Annual Operational Plan; and
- Annual Report

The following illustration describes how Council will integrate Community Strategic Plan objectives with Council's 4-year Delivery Program.



Accordingly the Council's 4-year *Delivery Program* is developed from the Shire Council's 10-year *Resourcing Strategy* which includes the Shire's *Asset Management Plans*, *Workforce Development Plan 2013 – 2017* and *Long-term Financial Plan 2016 – 2026*.

The Shire's *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* which is an element of the Shire's *Long-term Financial Management Plan*.

Berrigan Shire Council Delivery Program 2013 – 2017 Adopted 19 June 2013
 Reviewed Ordinary Council Meeting 19th March 2014 & Review Ordinary Council Meeting 15th April 2015 – Adopted 17th June 2015; Reviewed for Ordinary Council Meeting May 2016

Berrigan Shire Delivery Program 2013 - 2017

The Shire's Long-term Financial Plan and the costings included in the forward projections of its Capital Works Program are also subject to ongoing monitoring and review by Council. This ensures Council's *Delivery Program* and cost estimates do not compromise Council's *Financial Strategy 2016* objectives of:

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

Council's *Delivery Program* reflects *Berrigan Shire 2023* actions and is the result of internal discussion and consultation between Councillors, Council management and staff on how existing Council services, programs and new initiatives contribute toward *Berrigan Shire 2023* outcomes that in 2023 we will have ...

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Sustainable natural and built landscapes 2. Good government | <ol style="list-style-type: none"> 3. Supported and engaged communities 4. Diverse and resilient business |
|---|---|

The *Delivery Program* is themed according to the outcomes we want to achieve. It is also the Shire Council's 'blue print' describing:

- The full range of Council services and activities – operations
- High level responsibility for Council services and operations
- The measures we use to determine the effectiveness of Council programs and activities
- The resources required to deliver Council operations – physical, human and financial

Berrigan Shire Delivery Program 2013 - 2017

What does Council do?

Council Meetings are open to the public and held on the third Wednesday of the month in the Council Chambers, Chanter Street Berrigan.

Committees of Council meet on the Wednesday two weeks prior to the Council meeting.

Major working Committees of Council are

- Corporate Services
- Technical Services
- Business and Economic Development; and the
- Risk Management Committee

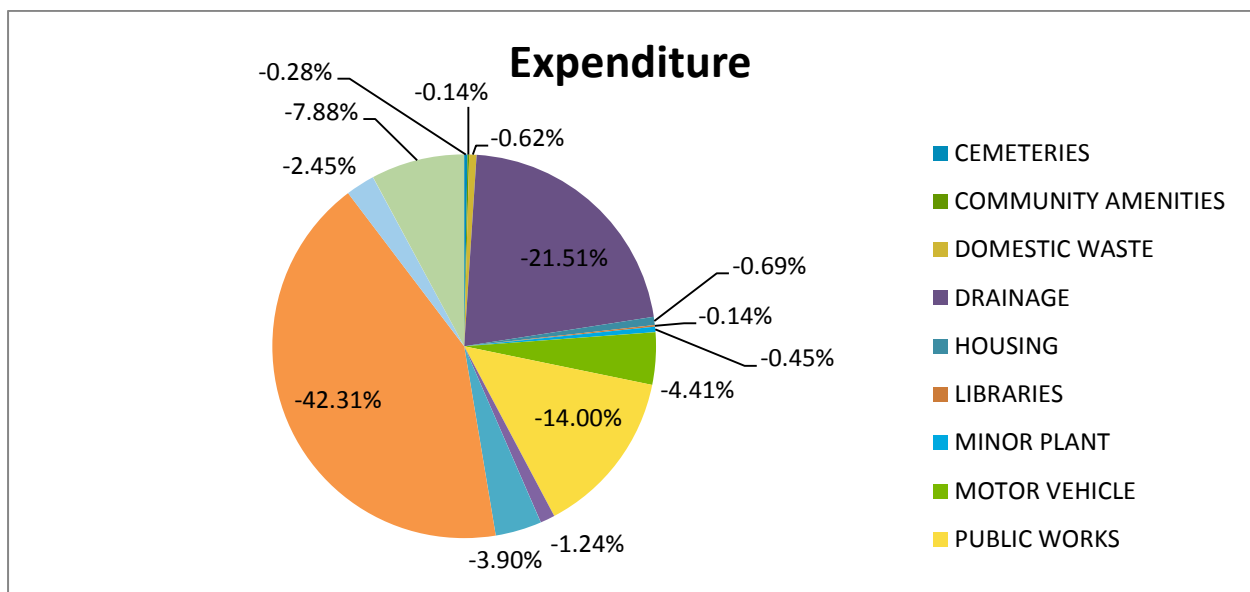
Council Committees, in addition to being the forum for detailed discussion and identification of community issues, are also where the Councillors work with the Shire Council's executive management team and senior managers on the day-to-day operations

of Council's *Delivery Program* and annual *Operating Plan*.

As, important role of Council is the, development and oversight of the Shire's *Delivery Program* and the financial sustainability of Council's operations.

Council Activities : What Council Does	
Governance	Councillors fees and expenses, elections. Meetings, Association fees
Administration	General administration charges
Public Order and Safety	Fire protection, SES
Health	Food control, domestic animal control
Environment	Stormwater, street cleaning, noxious weed control
Community Services & Education	Home and Community Care, Early Intervention
Housing & Community Amenities	Planning and building control, public toilets, cemeteries
Water Supplies	Town water
Sewerage Services	Sewer system
Recreation & Culture	Libraries, Recreation Reserves, Swimming Pools, Public halls, Parks
Mining, Manufacturing & Construction	Quarries
Transport & Communication	Roads and footpaths, street lighting, aerodrome
Economic Affairs	Caravan park, saleyard, tourism and economic development

Expenses from Continuing Operations: Percentage of Operating Budget 2016/17



Berrigan Shire Delivery Program 2013 - 2017

Berrigan Shire: The next four years

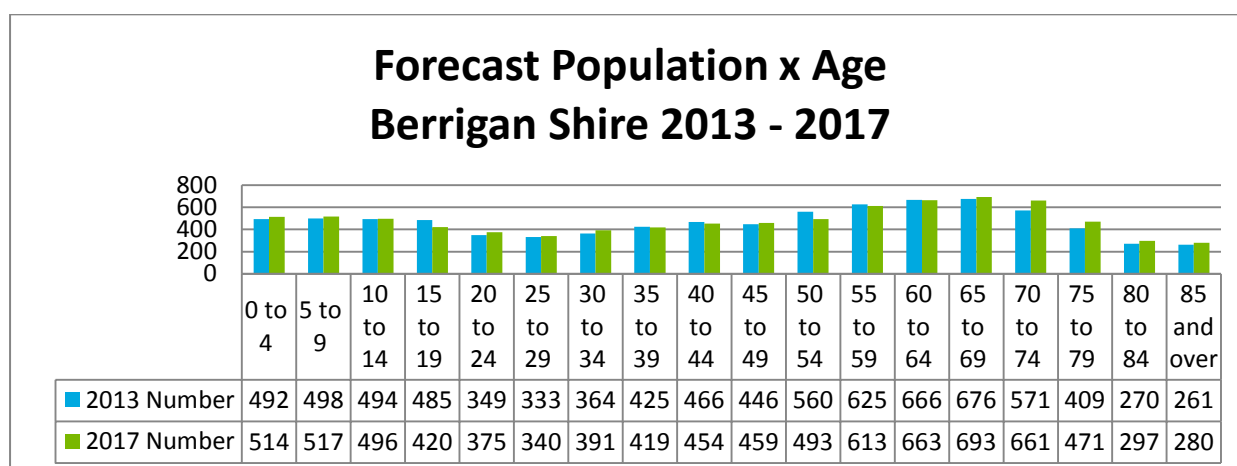
Berrigan Shire (pop 8358¹) on the New South Wales and Victorian border is three hours driving time or 270 km north of Melbourne and 10 hours driving time (670 km) south west of Sydney. It is primarily a rural area with Murray River based tourism and recreation facilities in two of its four towns - the Murray River border towns of Tocumwal and Barooga.

Berrigan and Finley the Shire's inland towns service the surrounding dry land and irrigated farming districts.

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

During the next four years it is expected that the Shire will continue to experience steady growth particularly, in the towns of Barooga and Tocumwal. In 2017

1. There will be 165 more people living in the Shire further of these people 43 will be children aged 0 – 14 years of age
2. Inward migration will remain steady
3. There will be 3,065 people 60 years of age and older
4. There will be 26 fewer people living in the Shire aged 20 to 24 years of age



Source: <http://forecast2.id.com.au/Default.aspx?id=393&pg=5210> accessed 11 April 2016

Our Challenges

- Ageing population and how we re-prioritise current expenditure to meet community needs
- Sustainability of the Shire's current expenditure on essential and current infrastructure
- Impact of *The Murray Darling Plan* on irrigated agriculture and water security
- Cost of energy, rising fuel prices and carbon policy
- Viability and sustainability of Council / community education, recreation & sporting facilities
- Impact of external and climate events on the Shire's industries and jobs
- Decrease in the number of young people aged 12 – 24 years
- Societal change in recreation and leisure pursuits e.g.: volunteerism, electronic gaming, and sporting club membership

Section 2 Council's Delivery Program

What we will do to contribute
toward Berrigan Shire 2023
outcomes of

Sustainable natural and
built landscapes

Good government

Supported and engaged
communities

Diverse and resilient
business

Sustainable Natural and Built Landscapes

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

Development decisions made today about how we move around and between our communities and use our natural resources – the River, wildlife, forests, agricultural land and water will shape the future of our communities.

The natural and cultural heritage values of our towns, the River, its forests and wildlife are intrinsically valuable and linked to the social wellbeing and economic health of our communities.

Strategic Objective

1.1 Support sustainable use of our natural resources and built landscapes

Delivery Program Objectives

1.1.1 Coordinate strategic land-use planning and effective development assessment and control

1.1.2 Enhance the visual amenity, heritage and liveability of our communities

Delivery Program Objective: 1.1.1 Coordinate strategic land-use planning and effective development assessment and 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?	13/14	14/15	15/16	16/17
1.1.1.1	Develop a local environment plan that reflects community values and aspirations	Local Environment Plan is informed by community values and aspirations	LEP provides framework for orderly development which reflects current legislation	The LEP is gazetted by the Minister	Development Manager / Environmental Services	✓			
1.1.1.2	Develop land-use strategy	Land-use strategy is developed	Land use strategy completed Report to Council	Council and Dept. Planning and Infrastructure endorses strategy	Development Manager / Environmental Services	✓	✓	✓	

Delivery Program Objective: 1.1.1 Coordinate strategic land-use planning and effective development assessment and 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?	13/14	14/15	15/16	16/17
1.1.1.3	Process and approve / refuse development applications in accordance with relevant legislation, codes and policies	Effective and timely assessment of development applications	Applications assessed and processed within statutory timeframes	90% of applications are assessed and processed within statutory timeframes	Development Manager / Environmental Services	✓	✓	✓	✓

Delivery Program Objective: 1.1.2 Enhance the visual amenity, heritage and liveability of our communities									
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?	13/14	14/15	15/16	16/17
1.1.2.1	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	✓	✓	✓	✓
1.1.2.2	Commence rolling program of works – town entrances	Improved visual amenity and attractiveness of our towns and major town entrances	Program is developed and included in Annual Capital Works Program	Scheduled Program of Works – town entrances included in Annual Capital Works Program is completed on time within resources	Director Technical Services	✓	✓	✓	✓

Delivery Program Objective: 1.1.2 Enhance the visual amenity, heritage and liveability of our communities									
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?	13/14	14/15	15/16	16/17
1.1.2.3	Establish rolling program of works – public amenities upgrades	Improved public amenities	Program is developed and included in Annual Capital Works Program	Scheduled Program of Works – public amenities upgrades included in Annual Capital Works Program is completed on time and within resources	Director Technical Services	✓	✓	✓	✓
1.2.3.1	As part of public amenities upgrade reinstate previously deferred investment in further development of the Tocumwal Foreshore	Implementation of Foreshore Masterplan commissioned by the Council 2015/16	Program is developed and included in Annual Capital Works Program	Scheduled Program of Works – public amenities upgrades included in Annual Capital Works Program is completed on time and within resources	Director Technical Services				✓

Strategic Objective

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

Delivery Program Objectives

1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife

Delivery Program Objective: 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife									
DP 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?	13/14	14/15	15/16	16/17
1.2.1.1	Contribute to Central Murray County Council	County Council delivery of the Shire's weed eradication and control program/s	Central Murray Council Delivery Program	Weed infestation within the Shire is eradicated and / or manageable	Development Manager	✓	✓	✓	✓
1.2.1.2	Participation in roadside vegetation enhancement projects	Enhanced bio-diversity in linear reserves	Increased health of native flora and fauna	Projects completed on time and within budget	Development Manager	✓	✓	✓	✓

Strategic Objective

1.3 Connect and protect our communities

Delivery Program Objectives

1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning

1.3.2 Manage landfill, recycling and waste disposal

Delivery Program Objective: 1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning									
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?	13/14	14/15	15/16	16/17
1.3.1.1	Develop 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 Levels 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	✓	✓	✓	✓
1.3.1.2	Design, construct and maintain stormwater systems that safely capture and remove 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	✓	✓	✓	✓

Delivery Program Objective: 1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning									
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?	13/14	14/15	15/16	16/17
1.3.1.3	Design, construct and maintain flood protection network	A flood levee protection network that prevents inundation of Tocumwal and Barooga from recognized flood levels	Annual inspection for defects. Performance in flood events.	Annual inspection is undertaken and scheduled maintenance completed	Director Technical Services	✓	✓	✓	✓
1.3.1.3.1	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	✓	✓	✓	✓
1.3.1.4	Maintain the safety of Council roads and walkways	Asset Management Plan identified service levels and standards are met	Works completed in accordance with relevant standards Annual Review	On an ongoing basis 95% of service levels set out in the Asset Management Plan are met	Executive Engineer	✓	✓	✓	✓
1.3.1.5	Exercise delegated functions <i>Road Act</i> 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 landfill, recycling and waste disposal									
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?	13/14	14/15	15/16	16/17
1.3.2.1	Reduce waste in landfill	Develop a local waste management strategy that identifies waste diversion targets and realistic benchmarks	Diversion targets set out in the <i>Berrigan Waste Management Plan</i>	100% of Diversion targets set out in <i>Berrigan Waste Management Plan</i> 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 projection

	2016/17 Forecast \$	2017/18 Forecast \$	2018/19 Forecast \$	2019/20 Forecast \$
Operating source of funds	6,477,833	6,612,698	6,757,519	6,904,132
Operating expenditures	(10,039,050)	(10,381,561)	(10,791,551)	(11,150,167)
Net Operating funds result	(3,561,218)	(3,768,863)	(4,034,032)	(4,246,035)
Capital sources of funds	2,339,440	800,378	855,378	928,500
Capital expenditures	(5,772,715)	(4,132,272)	(4,158,643)	(4,521,645)
Net Capital funds result	(3,433,275)	(3,331,894)	(3,303,265)	(3,593,145)
Net funds surplus / (Deficit)	(6,994,493)	(7,100,757)	(7,337,297)	(7,839,180)
	Current Annual Operational Plan Final Year of Current Delivery Program	1 st Year of 2016 – 2020 Council's Delivery Program	2 nd Year of 2016 – 2020 Council's Delivery Program	3 rd Year of 2016 – 2020 Council's Delivery Program

Good Government

Why is this important?

Good government is about making good decisions over time. Decisions which consider that what we do today will impact on future generations. Moreover, those decisions also involve managing associated financial, economic and environmental risks, and the social implications of decision making.

Local government is the level of government that other agencies and levels of government look to for localised knowledge, information, allocation of resources, implementation of programs and policies and the maintenance of effective local and regional relationships.

There are also many ways to define corporate governance and good government. Factors that influence good government include:

- ❖ Technical and managerial competence
- ❖ Organisational capacity
- ❖ Decision making that is reliable and predictable and in accordance with the rule of law
- ❖ Accountability
- ❖ Transparency and open information systems
- ❖ Participation by elected representatives and constituents

In the context of the Shire's *Delivery Program* the Berrigan Shire Council is responsible for:

- Council roads and paths
- Water, sewerage and drainage
- Environmental health
- Animal control
- Land use planning and development
- Community and library services
- Business and economic development
- Social planning
- Council governance, enterprise risk management and business operations

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

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

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

Strategic Objective

Delivery Program Objectives

2.1 *Berrigan Shire 2023 objectives and strategies inform Council planning and community led projects*

2.1.1 Council operations, partnerships and coordination of resources contribute toward implementation of *Berrigan Shire 2023*

Delivery Program Objective: 2.1.1 Council operations, partnerships and coordination of resources contribute toward implementation of <i>Berrigan Shire 2023</i>									
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?	13/14	14/15	15/16	16/17
2.2.1.1	Promote and support the engagement of Shire residents, local business and agencies in the development, implementation and review of <i>Berrigan Shire 2023</i>	Increase in resident, local business and other agencies participation in opportunistic and targeted engagement	No. of new partnerships / projects Surveys/feedback from participants in Shire engagement activities	New projects are commenced / completed and the outcomes are reported in 6 monthly Community Report	Strategic & Social Planning Coordinator	✓	✓	✓	✓
					General Manager	✓	✓	✓	✓

Strategic Objective

Delivery Program Objectives

2.2 Ensure effective governance by Council of Council operations and reporting

2.2.1 Meet legislative requirements for Council elections, local government and integrated planning and reporting

2.2.2 Council operations support ethical, transparent and accountable corporate governance

2.2.3 Participate in networks that promote regional and cross-border collaboration, planning and service delivery

Delivery Program Objective: 2.2.2 Council operations support ethical, transparent and accountable corporate 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?	13/14	14/15	15/16	16/17
2.2.2.1	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	✓	✓	✓	✓
2.2.2.2	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	✓	✓	✓	✓

Delivery Program Objective: 2.2.2 Council operations support ethical, transparent and accountable corporate 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?	13/14	14/15	15/16	16/17
2.2.2.2.1	Standard Operating Procedures (SOPs) to be developed for outdoor positions	Safer workplace	No. of Draft SOPs developed for approval by Manager	70% of draft SOPs are approved within 3 months of development	Enterprise Risk Manager	✓			
2.2.2.2.2	Design Manual, Quality Procedures, Environmental Procedures to be reviewed and re-issued	Compliant and relevant Procedures Manuals	Review conducted and Manuals re-issued	In the 13/14 Financial Year the Review is finalised and new Manuals are issued	Enterprise Risk Manager	✓			
2.2.2.2.3	Inspection and Test Plans reviewed and re-issued	Inspection and Test Plans that comply with BSC Document Control Requirements	No. of Inspection and Test plans to be reviewed	In the 13/14 Financial Year 60% of Inspection and Test Plans are reviewed and re-issued	Enterprise Risk Manager	✓			
2.2.2.3	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	✓	✓	✓	

Delivery Program Objective: 2.2.2 Council operations support ethical, transparent and accountable corporate 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?	13/14	14/15	15/16	16/17
2.2.2.4	Deliver responsive customer service	Customers satisfied by Council response	Customer survey Complaints system	Less than 10 complaints about customer service received per year 90% of customer requests addressed within service guarantee timeframes	Director Corporate Services	✓	✓	✓	✓
2.2.2.5	Manage human resource and workforce development activities through the implementation of the Berrigan Shire's <i>Workforce Development Plan 2013 – 2017</i>	A workforce with the competencies needed to implement the Shire's 4-year Delivery Program	<i>Workforce Development Plan</i> is implemented Staff Surveys	<i>Workforce Development Plan</i> implemented No key position is vacant for longer than six months	Director Corporate Services	✓	✓	✓	✓
2.2.2.5.1	OHS Manual to be reviewed and re-issued in accordance with new legislation	Safer workplace supported by legislatively Compliant OHS Manual	Manual reviewed and issued in accordance with new legislation	In the 13/14 Financial Year 40% of current Manual is reviewed and re-issued	Enterprise Risk Manager	✓	✓		

Delivery Program Objective: 2.2.2 Council operations support ethical, transparent and accountable corporate 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?	13/14	14/15	15/16	16/17
2.2.2.5.2	Conduct information and training sessions for relevant staff re: Reviewed / Reissued OHS Manual	Safer workplace with staff who are familiar with OHS requirements	Number of staff who attend sessions No. of sessions conducted	In the 13/14 Financial Year 10% of staff have attended information and training sessions	Enterprise Risk Manager	✓	✓	✓	
2.2.2.5.3	Establish 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	In the 13/14 Financial Year 10% of volunteers have attended information and training sessions	Enterprise Risk Manager	✓	✓	✓	
2.2.2.6	Provide information technology and associated support for Council operations	Efficient operation of Information Technology Systems supporting other Council services	Number of network outages per year IT assistance requests resolved	No more than two unplanned network outages per year 90% of IT assistance requests from staff resolved	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: 2.2.2 Council operations support ethical, transparent and accountable corporate 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?	13/14	14/15	15/16	16/17
2.2.2.7	Coordinate the delivery and management of Shire records and communications	Effective records management system	Internal monitoring of information retrieval and storage	Revised electronic document management system implemented by June 2015	Director Corporate Services	✓	✓	✓	✓
2.2.2.8	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	✓	✓	✓	✓
2.2.2.9	Coordinate and manage maintenance and renewal of Council plant and equipment	Ongoing maintenance and renewal of Council plant and equipment	Capital Works Plan	<i>Plant Renewal Program</i> is implemented as part of Annual Capital Works Plan	Director Technical Services	✓	✓	✓	✓
2.3.1.1	Develop resources and establish partnerships that improve local assessment of the social and economic implications of cross-	Accurate, and accessible information about regional and local social and economic conditions, trends	Cost of Annual Subscription <i>forecast id.data</i> Publication of Berrigan Shire <i>Health and</i>	Forecast id.data is used to inform Council planning and submissions Berrigan Shire <i>Health</i>	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: 2.2.2 Council operations support ethical, transparent and accountable corporate 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?	13/14	14/15	15/16	16/17
	jurisdictional decision making and policy	and pressures is accessible and used by Shire Officers, Other Agencies, Community Groups	<i>Wellbeing Profile</i>	<i>and Wellbeing Profile</i> is updated each January & distributed to Berrigan Jerilderie Shire Community Services Network	Strategic & Social Planning Coordinator				
2.3.1.2	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	✓	✓	✓	✓

Delivery Program Objective: 2.2.3 Participate in networks that promote regional and cross-border collaboration, planning and service delivery									
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?	13/14	14/15	15/16	16/17
2.3.1.1	Develop resources and establish partnerships that improve local assessment of the social and economic implications of cross-jurisdictional decision making and policy	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 <i>forecast id.data</i> Publication of Berrigan Shire <i>Health and Wellbeing Profile</i>	Forecast id.data is used to inform Council planning and submissions Berrigan Shire <i>Health and Wellbeing Profile</i> is updated each January & distributed to Berrigan Jerilderie Shire Community Services Network	Director Corporate Services Strategic & Social Planning Coordinator	✓	✓	✓	✓

Delivery Program Objective: 2.2.3 Participate in networks that promote regional and cross-border collaboration, planning and service delivery									
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?	13/14	14/15	15/16	16/17
2.3.1.2	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 projection

	2016/17	2017/18	2018/19	2019/20
	Forecast	Forecast	Forecast	Forecast
	\$	\$	\$	\$
Operating source of funds	13,209,533	13,246,658	13,572,906	14,036,900
Operating expenditures	(900,953)	(982,259)	(1,248,749)	(1,198,268)
Net Operating funds result	12,308,580	12,264,399	12,324,157	12,838,632
Capital sources of funds	458,500	346,000	399,000	455,500
Capital expenditures	(1,670,760)	(1,365,770)	(1,192,780)	(1,582,791)
Net Capital funds result	(1,212,260)	(1,019,770)	(793,780)	(1,127,291)
Net funds surplus / (Deficit)	11,096,320	11,244,629	11,530,377	11,711,341
	Current Annual Operational Plan Final Year of Current Delivery Program	1st Year of 2016 – 2020 Council's Delivery Program	2nd Year of 2016 – 2020 Council's Delivery Program	3rd Year of 2016 – 2020 Council's Delivery Program

Supported and Engaged Communities

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

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

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

Why is this important?

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

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

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

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

Lifelong learning, cultural expression and recreational activities provide opportunities for people with a diverse range of interests and backgrounds to become involved and engaged in their local communities – the sharing of their knowledge; skills, resources and experiences enrich and strengthen the social connections that are fundamental to community wellbeing and sustainability. In the past few years the Shire has experienced an increasing trend toward more families and young people leaving the Shire. Schools report a decline in enrolments and our workforce is ageing. This is not offset by inward migration of older residents.

Families and young people are needed to ensure the sustainability of our schools, local economy, sporting clubs, recreation facilities, social support and health services.

Strategic Objective

3.1 Create safe, friendly and accessible communities

Delivery Program Objectives

3.1.1 Build communities that are home to more families and young people

3.1.2 Facilitate all age healthy lifestyles and ageing in place

3.1.3 Strengthen the inclusiveness and accessibility of our community

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

Delivery Program Objective: 3.1.1 Build communities that are home to more families and young people									
Op Plan Ref	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?	13/14	14/15	15/16	16/17
3.1.1.1	Support and promote the healthy development and wellbeing of children and young people	Local projects and programs are established to support and promote the healthy development and wellbeing of children and young people	Project participant and facility user surveys Value of Volunteer Hrs Council sponsored projects supporting families, young people / children	Reports to Council provide feedback on participant survey results • Kids Fest • Youth Week Annual Report to council re: Volunteer Hours / Management facilities: Pools, Toy Library & Recreation Reserves	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: 3.1.1 Build communities that are home to more families and young people									
Op Plan Ref	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?	13/14	14/15	15/16	16/17
3.1.1.2	Deliver on behalf of the funder Shire based Early Childhood Intervention Services	Local delivery of Early Childhood Intervention Services	Funding and service targets are met	Current Funding and Service Agreement is Renewed 2014	Director Corporate Services	✓	✓	✓	✓
3.1.1.3	Develop <i>Children and Families Strategy</i>	Local projects and services support the attraction and retention of families and young people	<i>Children and Families Strategy</i> developed	Council adopts Berrigan Shire <i>Children and Families Strategy and Action Plan 2014 – 2018</i>	Strategic & Social Planning Coordinator	✓			

Delivery Program Objective: 3.1.2 Facilitate all age healthy lifestyles and ageing in place									
Op Plan Ref	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?	13/14	14/15	15/16	16/17
3.1.2.1	Provide on behalf of the funder integrated in-home services and support to frail, aged, and disabled residents	Local delivery of Home and Community Care Services	Funding and service targets are met	Current Funding and Service Agreement is Renewed 2014	Director Corporate Services	✓	✓		
3.1.2.2	Develop <i>Liveability and Healthy Ageing Strategy</i>	Council facilities and services support older residents health, mobility and their economic / social participation in community life	<i>Liveability and Healthy Ageing Strategy</i> Developed	Council adopts October 2013 <i>Liveability and Healthy Ageing Strategy and Action Plan 2013 – 2017</i>	Strategic & Social Planning Coordinator	✓			
3.1.2.3	Provide recreation facilities which support active lifestyle and ageing place	Council recreation facilities support active lifestyle and ageing place	Implementation and review Corporate and Community Services Asset Management Plan	Corporate and Community Services Asset Management Plan items supporting active lifestyle and ageing in place are implemented	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: 3.1.3 Strengthen the inclusiveness and accessibility of our community									
Op Plan Ref	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?	13/14	14/15	15/16	16/17
3.1.3.1	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	No of activities held Reports to Council Participant Surveys	Based on participant surveys <ul style="list-style-type: none"> Seniors Week Youth Week International Womens' Day Mens' Health Week & Childrens' Week Participant numbers are maintained and or increased Participants/ Survey Respondents report high levels of satisfaction with the activity	Strategic & Social Planning Coordinator	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
	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?	13/14	14/15	15/16	16/17
3.1.4.1	Ensure potable water and sewer network is safe and functional	Water and Sewer networks are managed to maximise operational functions	Compliance with established Public Health drinking water standards and sewerage treatment effluent quality	Supporting Operational Plan actions are undertaken and the outcome reported T: 100%	Environmental Engineer	✓	✓	✓	✓
3.1.4.1.1	Generate sufficient income from fees and charges to provide for the renewal of sewer, water supply and distribution assets	Water and sewer networks operates on full cost recovery basis and in doing so generates sufficient revenue to ensure the long term sustainability of operations	Funds in Water and Sewer Reserve Accounts	Water and Sewer service operations are meeting full-cost recovery requirements i.e.: making an operating surplus and generating sufficient cash to meet future capital works	Director Corporate Services	✓	✓	✓	✓
3.1.4.1.2	Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings and air	Safer and healthier communities	Assess impacts associated with actions resulting in contamination	Environmental contaminants and public health hazards minimised	Development Manager	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
	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?	13/14	14/15	15/16	16/17
3.1.4.1.2.1	Develop and implement inspection programs: <ul style="list-style-type: none"> • Food premises • Building works • Water/Sewerage treatment • Fire safety/hazard reduction 	Food premises, building works, water and sewerage treatment and fire safety/hazard reduction services meet standards	Annual Report No. programmed inspections completed x type No program inspections not completed x type	Inspection programs result in safer and healthier premises	Development Manager	✓	✓	✓	✓
3.1.4.3	Coordinate and facilitate local emergency management committee	Committee coordinated and facilitated	LEMPlan is maintained	In the event of an emergency LEMPlan coordinates and facilitates local response	Director Technical Services	✓	✓	✓	✓
3.1.4.3.1	Provide and maintain local emergency operations centres and associated plant	Fit for purpose LEOC's	LEOC's found fit for purpose during emergencies and/or training operations	In the event of an emergency LEOC's provide 'fit for purpose' emergency operations centres	Director Technical Services	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
	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?	13/14	14/15	15/16	16/17
3.1.4.3.2	Participate in the implementation and review of Regional Disaster Management Plan-EmPlan	BSC participation in Local Disaster Management Plan-EmPlan implementation and review	Plan reviewed and adopted by Local Emergency Management Committee at least every 5 yrs	Council staff participate in Review and Implementation of EmPlan	Director Technical Services	✓	✓	✓	✓
3.1.4.4	Develop and maintain local cemeteries and associated infrastructure	Cemeteries progressively developed to meet demand Routine maintenance conducted	Graves available Work undertaken Customer Survey	Sufficient gravesites exist in the lawn cemeteries to meet 5+ years of estimated demand Cemetery Maintenance agreements with service clubs maintained and reviewed	Director Corporate Services	✓	✓	✓	✓
3.1.4.5	Control and promote responsible ownership of companion animals	Negative impacts & disturbance caused by companion animals reduced	Customer Service Complaints No. Registered Companion Animals	Education of community results in minimal impacts from companion animals	Development Manager	✓	✓	✓	✓

Supported and engaged communities – 4 year financial projection

	2016/17	2017/18	2018/19	2019/20
	Forecast	Forecast	Forecast	Forecast
	\$	\$	\$	\$
Operating source of funds	4,059,021	4,138,781	4,255,269	4,314,215
Operating expenditures	(6,401,014)	(6,626,563)	(6,847,648)	(7,269,718)
Net Operating funds result	(2,341,993)	(2,487,782)	(2,622,379)	(2,955,503)
Capital sources of funds	16,667	-	-	-
Capital expenditures	(978,664)	(826,118)	(560,274)	(217,431)
Net Capital funds result	(961,997)	(826,118)	(560,274)	(217,431)
Net funds surplus / (Deficit)	(3,303,990)	(3,313,900)	(3,182,653)	(3,172,934)
	Current Annual Operational Plan Final Year of Current Delivery Program	1 st Year of 2016 – 2020 Council's Delivery Program	2 nd Year of 2016 – 2020 Council's Delivery Program	3 rd Year of 2016 – 2020 Council's Delivery Program

Diverse and Resilient Business

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

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

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

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

Why is this important?

Research commissioned by Regional Development Australia – Murray suggests that targeted investment by business and government in employment growth drivers is needed to create jobs and promote innovation.

Construction, transport, health, aged care and community services will create more jobs if there is Council support and lobbying for industry and state 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 the regional branding and promotion needed to realise the potential of: national freight infrastructure projects; local innovation and value added agricultural product development.

Our lifestyle, climate, existing sporting facilities and proximity to Melbourne underpins our event based tourism initiatives providing opportunities for visitors to stay longer.

Strategic Objective

Delivery Program Objectives

4.1 Invest in local job creation, retention and innovation

4.1.1 Identify opportunities for strategic investment and job creation

Delivery Program Objective: 4.1.1 Identify opportunities for strategic investment and job creation									
Op Plan Ref	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?	13/14	14/15	15/16	16/17
4.1.1.1	Support the development of Agriculture Industry	Diverse and sustainable Agriculture Industry	No of new projects Industry Data	Council activities: roads and associated transport and freight infrastructure projects support growth and attract new Agriculture Industry Projects	Economic Development Officer	✓	✓	✓	✓
4.1.1.1.1	Investigate funding options for Scoping Study <i>Berrigan Shire Agriculture Industry Strategic Profile</i>	Investigate and secure funding options for Scoping Study Berrigan Shire Agriculture Industry Strategic Profile	Investigation completed	Funding is identified for Scoping Study	Economic Development Officer	✓			
4.1.1.2	Support collaborative planning, shared resourcing in local industry and	Council facilitation of industry networks / collaborative	Surveys Network projects	Local networks initiate new projects and share resources	Economic Development Officer	✓	✓	✓	✓

Delivery Program Objective: 4.1.1 Identify opportunities for strategic investment and job creation									
Op Plan Ref	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?	13/14	14/15	15/16	16/17
	promotion of business and development projects	projects and shared resourcing							
4.1.1.3	Support the development of aged care industry cluster in the Berrigan Shire	Aged care jobs growth	ABS Employment Data	Implementation of <i>Liveability and Ageing Strategy Action Plan</i>	Economic Development Officer	✓	✓	✓	✓
4.1.1.4	In conjunction with local business and employers develop an innovative industry and local skills retention and employment prospectus	Industry groups, potential employers and local business have relevant information on industries and local skills	Local Employment data Feedback from industry groups	Live , Invest in Berrigan Shire Prospectus is published	Economic Development Officer	✓	✓	✓	✓

Strategic Objective

4.2 Strengthen and diversify the local economy

Delivery Program Objectives

4.2.1 Partner with government and industry to renew and promote the development of the Shire's economic assets

4.2.2 Support local enterprise through economic development initiatives

4.2.3 Engage local business through regular meetings, electronic newsletter, and Council bulletin and media publications

Delivery Program Objective: 4.2.1 Partner with government and industry to renew and promote the development of the Shire's economic assets									
Op Plan Ref	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?	13/14	14/15	15/16	16/17
4.2.1.1	Develop and implement Berrigan Shire Economic Development Plan	Economic Development Plan developed	Adopted by Council and implemented	Annual Report to Council of the Plan's status and implementation	Economic Development Officer	✓	✓	✓	✓
4.2.1.2	Develop & implement action plan to promote location advantages & competitiveness of Tocumwal Aerodrome industrial precinct	Action Plan completed and prospectus developed	Completion of subdivision Prospectus developed	Subdivision is completed and prospectus published	Economic Development Officer	✓	✓		
4.2.1.3	Lobby NSW Parks for investment in the	Upgraded signage and facilities	Signs installed	NSW Parks installs signs and upgrades its	Economic Development	✓	✓	✓	✓

Delivery Program Objective: 4.2.1 Partner with government and industry to renew and promote the development of the Shire's economic assets									
Op Plan Ref	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?	13/14	14/15	15/16	16/17
	enhancement of facilities and signage in and around National and Regional Parks	National Parks		amenities	Officer				

Delivery Program Objective: 4.2.2 Support local enterprise through economic development initiatives									
Op Plan Ref	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?	13/14	14/15	15/16	16/17
4.2.2.1	Facilitate the operation of vibrant business support groups within the Shire.	Active business support groups 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 Development Officer	✓	✓	✓	✓
4.2.2.1.1	Facilitate the effective operation of Chambers of Commerce, Tourism Associations and other business groups through the development and implementation of business plans	Strategic approach to local jobs and business growth	Business plans completed, adopted and being implemented	These groups indicate that they are achieving their objectives & acknowledge assistance given by Council	Economic Development Officer	✓	✓	✓	✓

Delivery Program Objective: 4.2.3 Engage local business through regular meetings, electronic newsletter, and Council bulletin and media publications									
Op Plan Ref	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?	13/14	14/15	15/16	16/17
4.2.3.1	Host <i>Business and Environment Awards</i> during business week	Local business is recognised by nominations and Award attendance	No. of nominations received Attendance at Awards	Annual Business Awards are held	Economic Development Officer	✓	✓	✓	✓

Strategic Objective

4.3 Diversify and promote local tourism

Delivery Program Objectives

4.3.1 Implement the Berrigan Shire Visitor Events Plan

4.3.2 Partner regional Tourism Boards (Sun Country and Murray Regional Tourism Board)

Delivery Program Objective: 4.3.1. Implement the Berrigan Shire Visitor Events Plan									
Op Plan Ref	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?	13/14	14/15	15/16	16/17
4.3.1.1	Convene and facilitate the Berrigan Shire <i>Events Coordinating Committee</i>	Strategic support for and allocation of event funding	Committee established	Committee meets quarterly and prepares a Report for Council	Economic Development Officer	✓	✓	✓	✓
4.3.1.2	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 Development Officer	✓	✓	✓	✓

Delivery Program Objective: 4.3.1. Implement the Berrigan Shire Visitor Events Plan									
Op Plan Ref	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?	13/14	14/15	15/16	16/17
4.3.1.3	Facilitate use of Tocumwal Aerodrome for aviation and other events	Maintain the <i>Tocumwal Aerodrome Management Plan</i> and approve events in compliance with same	Number of events held	<i>Tocumwal Aerodrome Management Plan</i> facilitates hosting of aviation or other events	Director Technical Services	✓	✓	✓	✓
4.3.2.1	Maintain membership and benefit of regional tourism boards to increase local visitation and economic activity	Regional and interstate marketing and promotion of Shire's tourism products and services	Participation in Regional Tourism Boards	Councillor and staff attendance at Regional Tourism Board Meetings	Economic Development Officer	✓	✓	✓	✓
4.3.2.1.1	Participate in Sun Country on the Murray development of Town based Tourism Strategy destination and marketing plans	Planned growth and development of the Shire's tourism industry	Councillor / Council Officer participation in the development of Town destination and marketing plans	Town Tourism and Destination Plans / projects are undertaken by local operators	Economic Development Officer	✓	N/A	N/A	N/A
4.3.2.2	Encourage and	Stronger local	<i>Murray Regional</i>	MRTB provides annual	Economic	✓	✓	✓	✓

Delivery Program Objective: 4.3.1. Implement the Berrigan Shire Visitor Events Plan									
Op Plan Ref	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?	13/14	14/15	15/16	16/17
	support local tourism body / operator activities which, foster and promote increased local tourism industry growth and development	tourism industry	<i>Tourism Board</i> (MRTB) Data	report on local industry growth and development	Development Officer				

Strategic Objective

Delivery Program Objectives

4.4 Connect local, regional and national road, rail and aviation infrastructure

4.4.1 Develop and promote Berrigan Shire regional transport and freight infrastructure

Delivery Program Objective: 4.4.1 Develop and promote Berrigan Shire regional transport and freight infrastructure									
Op Plan Ref	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?	13/14	14/15	15/16	16/17
4.4.1.1	Develop design concept, and investment case, to improve traffic entry and egress to, and within precinct, and storage areas, and associated infrastructure at Tocumwal	Increased use of Tocumwal inter-modal facility	Design concept and investment case developed	The investment case is developed	Economic Development Officer	✓	✓	✓	✓
4.4.1.2	Locate sources of funds for investment into facility	Increased use of Tocumwal inter-modal facility	Funds to undertake works are identified	Funding and investment is committed	Economic Development Officer	✓	✓	✓	✓

Delivery Program Objective: 4.4.1 Develop and promote Berrigan Shire regional transport and freight infrastructure									
Op Plan Ref	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?	13/14	14/15	15/16	16/17
4.4.1.3	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 Development Officer	✓	✓	✓	✓
4.4.1.4	Participate actively in efforts to upgrade Newell Highway and Midland Murray Valley highways particularly the Shepparton bypass	Increased use of Tocumwal inter-modal facility	Highway upgrades demonstrative progress	Funding is committed by Victorian and Commonwealth Governments	Economic Development Officer	✓	✓	✓	✓
4.4.1.5	Operate the Tocumwal Aerodrome	Operated in accordance with CASA regulations and Tocumwal Aerodrome Management Plan.	Annual report on activity	Annual Report Presented to Council on Aerodrome Operations	Director Technical Services	✓	✓	✓	✓

Delivery Program Objective: 4.4.1 Develop and promote Berrigan Shire regional transport and freight infrastructure									
Op Plan Ref	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?	13/14	14/15	15/16	16/17
4.4.1.5.1	Maintain the Tocumwal Aerodrome	Maintained in accordance with <i>Corporate and Community Asset Management Plan</i>	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 –financial projection

	2016/17	2017/18	2018/19	2019/20
	Forecast	Forecast	Forecast	Forecast
	\$	\$	\$	\$
Operating source of funds	840,600	315,929	397,423	329,090
Operating expenditures	(994,954)	(998,028)	(1,066,597)	(1,085,684)
Net operating funds result	(154,354)	(682,099)	(669,174)	(756,594)
Capital sources of funds	456,587	-	-	-
Capital expenditures	(1,045,000)	(50,000)	(125,000)	(50,000)
Net Capital funds result	(588,413)	(50,000)	(125,000)	(50,000)
Net funds surplus / (Deficit)	(742,767)	(732,099)	(794,174)	(806,594)
	Current Annual Operational Plan Final Year of Current Delivery Program	1 st Year of 2016 – 2020 Council's Delivery Program	2 nd Year of 2016 – 2020 Council's Delivery Program	3 rd Year of 2016 – 2020 Council's Delivery Program

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

Scenario: Base Case	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
INCOME STATEMENT - CONSOLIDATED	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations						
Revenue:						
Rates & Annual Charges	8,629	9,169	9,367	9,606	9,850	10,101
User Charges & Fees	2,214	1,697	1,645	1,669	1,696	1,720
Interest & Investment Revenue	666	619	617	632	656	682
Other Revenues	734	874	500	509	519	528
Grants & Contributions provided for Operating Purposes	6,889	8,042	7,919	6,613	6,700	6,809
Grants & Contributions provided for Capital Purposes	988	3,549	640	20	75	128
Other Income:						
Net gains from the disposal of assets	129	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-
Total Income from Continuing Operations	20,446	23,950	20,689	19,049	19,496	19,969
Expenses from Continuing Operations						
Employee Benefits & On-Costs	7,295	3,563	3,824	3,923	4,025	4,130
Borrowing Costs	57	77	61	52	45	39
Materials & Contracts	2,860	6,690	5,902	6,027	6,143	6,291
Depreciation & Amortisation	5,741	5,745	5,898	6,065	6,238	6,415
Impairment	-	-	-	-	-	-
Other Expenses	2,003	2,155	2,007	1,996	2,099	2,148
Interest & Investment Losses	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-
Total Expenses from Continuing Operations	17,956	18,230	17,693	18,063	18,551	19,023
Operating Result from Continuing Operations	2,490	5,720	2,996	986	945	946
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-
Net Operating Result for the Year	2,490	5,720	2,996	986	945	946
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,502	2,171	2,356	966	870	818

Projected Balance Sheet – 4-year Financial Plan

Scenario: Base Case BALANCE SHEET - CONSOLIDATED	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
ASSETS						
Current Assets						
Cash & Cash Equivalents	4,691	2,841	2,249	2,430	3,025	3,815
Investments	16,630	15,630	15,830	16,380	17,180	17,680
Receivables	1,377	1,411	1,381	1,388	1,422	1,447
Inventories	331	488	448	454	460	468
Other	28	73	68	68	70	72
Non-current assets classified as "held for sale"	-	-	-	-	-	-
Total Current Assets	23,057	20,443	19,976	20,721	22,158	23,482
Non-Current Assets						
Investments	-	-	-	-	-	-
Receivables	102	152	152	152	152	152
Inventories	257	257	257	257	257	257
Infrastructure, Property, Plant & Equipment	214,931	223,425	226,550	226,518	225,923	225,429
Investments Accounted for using the equity method	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Non-Current Assets	215,290	223,834	226,969	226,927	226,332	225,839
TOTAL ASSETS	238,347	244,277	246,935	247,648	248,490	249,320
LIABILITIES						
Current Liabilities						
Bank Overdraft	-	-	-	-	-	-
Payables	1,485	1,968	1,884	1,760	1,812	1,858
Borrowings	261	254	149	155	162	169
Provisions	2,505	2,528	2,528	2,528	2,528	2,528
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-
Total Current Liabilities	4,251	4,750	4,561	4,443	4,502	4,555

Scenario: Base Case BALANCE SHEET - CONSOLIDATED	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
Non-Current Liabilities						
Payables	17	17	17	17	17	17
Borrowings	1,551	1,285	1,136	961	820	651
Provisions	303	280	280	280	280	280
Investments Accounted for using the equity method	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-
Total Non-Current Liabilities	1,871	1,582	1,433	1,278	1,116	948
TOTAL LIABILITIES	6,122	6,332	5,994	5,721	5,618	5,503
Net Assets	232,225	237,945	240,941	241,927	242,872	243,817
EQUITY						
Retained Earnings	94,642	100,362	103,358	104,344	105,289	106,234
Revaluation Reserves	137,583	137,583	137,583	137,583	137,583	137,583
Council Equity Interest	232,225	237,945	240,941	241,927	242,817	243,817
Minority Equity Interest	-	-	-	-	-	-
Total Equity	232,225	237,945	240,941	241,927	242,872	243,817

Projected Cash Flow Statement

Scenario: Base Case	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
CASH FLOW STATEMENT-CONSOLIDATED	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities						
Receipts:						
Rates & Annual Charges	8,873	9,123	9,356	9,594	9,838	10,088
User Charges & Fees	2,262	2,039	1,655	1,664	1,690	1,715
Interest & Investment Revenue Received	663	640	631	630	647	682
Grants & Contributions	7,877	11,560	8,568	6,638	6,775	6,937
Bonds & Deposits Received	40	-	-	-	-	-
Other	1,720	480	510	519	515	525
Payments:						
Employee Benefits & On-Costs	(7,027)	(3,745)	(3,811)	(4,069)	(4,025)	(4,130)
Materials & Contracts	(3,581)	(6,281)	(5,951)	(6,016)	(6,104)	(6,258)
Borrowing Costs	(57)	(77)	(61)	(52)	(45)	(39)
Bonds & Deposits Refunded	-	-	-	-	-	-
Other	(2,034)	(2,079)	(2,012)	(1,995)	(2,097)	(2,146)
Net Cash provided(or used in) Operating Activities	8,706	11,661	8,886	6,913	7,193	7,373
Cash Flows from Investing Activities						
Receipts:						
Sale of Investment Securities	-	1,00	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-
Sale of Real Estate Assets	302	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	227	684	459	346	399	456
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-
Payments:						
Purchase of Investment Securities	(2,630)	-	(200)	(550)	(800)	(500)
Purchase of Investment Property	-	-	-	-	-	-

Scenario: Base Case	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
CASH FLOW STATEMENT-CONSOLIDATED	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Purchase of Infrastructure, Property, Plant & Equipment	(5,557)	(14,922)	(9,482)	(6,379)	(6,042)	(6,377)
Purchase of Real Estate Assets	(4)	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-
Deferred Debtors & Advances Made	(120)	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-
Net Cash provided(or used in) Investing Activities	(7,782)	(13,239)	(9,224)	(6,583)	(6,443)	(6,421)
Cash Flows from Financing Activities						
Receipts:						
Proceeds from Borrowings & Advances	1,630	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-
Payments:						
Repayment of Borrowings & Advances	(172)	(273)	(254)	(149)	(155)	(162)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-
Net Cash Flow provided(used in) Financing Activities	1,458	(273)	(254)	(149)	(155)	(162)
Net Increase/(Decrease) in Cash & Cash Equivalents	2,382	(1,850)	(592)	181	595	790
plus: Cash, Cash Equivalents & Investments-beginning of year	2,309	4,691	2,841	2,249	2,430	3,025
Cash & Cash Equivalents-end of the year	4,691	2,841	2,249	2,430	3,025	3,815
Cash & Cash Equivalents-end of the year	4,691	2,841	2,249	2,430	3,025	3,815
Investments-end of the year	16,630	15,630	15,830	16,380	17,180	17,680

Scenario: Base Case	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
CASH FLOW STATEMENT-CONSOLIDATED	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash, Cash Equivalents & Investments-end of the year	21,321	18,471	18,079	18,810	20,205	21,495
Representing:						
- External Restrictions	12,295	12,024	12,305	12,967	13,927	15,333
- Internal Restrictions	3,210	3,901	3,189	3,289	3,489	3,460
- Unrestricted	5,816	2,546	12,585	2,554	2,789	2,702
	21,321	18,471	18,079	18,810	20,205	21,495

Budget x Outcome 4-Year Forecast

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
	21,442	29,731	84,801	182,674	398,927	291,559
	(7,238,792)	(10,150,125)	(6,994,493)	(7,100,757)	(7,337,297)	(7,839,180)
	(7,238,792)	(10,150,125)	(6,994,493)	(7,100,757)	(7,337,297)	(7,839,180)
0011-0000 RURAL SEALED ROADS - MAINTENANCE	(309,468)	(350,000)	(398,800)	(406,770)	(414,939)	(423,313)
0013-0000 RURAL UNSEALED ROADS - MAINTENANCE	(503,186)	(498,186)	(568,300)	(581,258)	(594,539)	(608,152)
0015-0226 MR226 NANGUNIA ST & HUGHES ST	-	(12,800)	-	-	-	-
0015-0356 MR356 BERRIGAN - OAKLANDS RD	-	(40,400)	-	-	-	-
0015-0363 MR363 BERRIGAN - BAROOGA RD	-	(255,000)	-	-	-	-
0015-0550 MR550 TOCUMWAL - MULWALA RD	-	(355,000)	-	-	-	-
0015-0564 MR564 BERRIGAN - JERILDERIE RD	-	(145,000)	-	-	-	-
0015-0999 RTA MR BLOCK GRANT BUDGET ONLY	(706,000)	(158,719)	(706,000)	(706,000)	(706,000)	(706,000)
0015-1226 MR226 CAPITAL PROJECTS	-	-	-	-	-	-
0015-1356 MR356 CAPITAL PROJECTS	-	-	-	-	-	-
0015-1363 MR363 CAPITAL PROJECTS	-	-	-	-	-	-
0015-1550 MR550 CAPITAL PROJECTS	-	-	-	-	-	-
0015-1564 MR564 CAPITAL PROJECTS	-	-	-	-	-	-
0015-5363 MR363	-	-	-	-	-	-
0015-5550 MR550 TOCUMWAL - MULWALA RD	-	-	-	-	-	-
0015-6363 RECO MR 363 RIV HWY TO COB ST	-	-	-	-	-	-
0015-7226 MR226 NANGUNIA ST 10/11 PROJEC	-	-	-	-	-	-
0015-9999 Block Grant - UNSPENT FUNDS	-	-	-	-	-	-
0021-0000 OTHER URBAN SEALED ROADS - MAINTENANCE	(523,000)	(570,000)	(541,200)	(554,730)	(568,598)	(582,813)
0023-0000 OTHER URBAN UNSEALED ROADS - MAINTENANCE	(61,000)	(36,000)	(63,000)	(64,575)	(66,189)	(67,844)
1010-0506 ADMIN OFFICE - SOLAR PANELS	-	-	-	-	-	-
1214-0105 CONTRIB CENTRAL MURRAY COUNTY	(120,000)	(120,000)	(122,285)	(127,205)	(131,021)	(134,952)

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1411-0105 LOCAL ENVIRONMENT PLAN	-	-	-	-	-	-
1411-0110 ENV. SERV SALARIES & ALLOWANCE	(259,450)	(381,695)	(403,100)	(411,467)	(420,085)	(428,961)
1411-0120 ENV. SERV VEHICLE OPERATING EX	(43,680)	(43,680)	(43,680)	(44,554)	(45,445)	(46,354)
1411-0125 ENV. SERV STAFF TRAINING	(12,000)	(12,000)	(12,000)	(12,240)	(12,485)	(12,735)
1411-0130 ENV. SERV CONFERENCES/SEMINARS	(5,000)	(5,000)	(5,000)	(5,040)	(5,081)	(5,122)
1411-0135 ENV. SERV OFFICE EXPENSES	(5,500)	(4,585)	(5,500)	(5,625)	(5,753)	(5,884)
1411-0136 ENV. SERV ADVERTISING EXPENSES	(2,000)	(3,100)	(2,000)	(2,060)	(2,122)	(2,185)
1411-0137 ENV. SERV OFFICE EXP-TELEPHONE	(2,000)	(1,120)	(2,000)	(2,070)	(2,142)	(2,217)
1411-0140 BUILDING SURVEYOR ACCREDITATION	(500)	(2,865)	(3,000)	(3,000)	(3,000)	(3,000)
1411-0145 ENV. SERV LEGAL EXPENSES	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1411-0146 ENV. SERV CONSULTANCY	(20,000)	(10,000)	(2,000)	(2,000)	(2,000)	(2,000)
1411-0150 COMMUNITY CLEAN-UP EXPENSE	-	-	-	-	-	-
1411-0185 STATE OF THE ENVIRONMENT REPOR	-	-	-	-	-	-
1411-0186 DA TRACKING PROJECT	-	(930)	-	-	-	-
1411-0187 ELECTRONIC HOUSING PROJECT	-	(15,900)	(2,500)	(2,500)	(2,500)	(2,500)
1411-0190 LESS: CHARGED TO OTHER FUNDS	518,700	156,156	484,300	484,300	484,300	484,300
1411-0195 ENV. SERV ADMIN CHARGES	(106,400)	(102,715)	(102,715)	(102,715)	(102,715)	(102,715)
1412-0105 DWM ADMIN CHARGES	(186,100)	(169,130)	(213,670)	(213,670)	(213,670)	(213,670)
1412-0140 COLLECTION EXPENSES - CONTRACT	(197,400)	(197,400)	(205,300)	(210,433)	(215,693)	(221,086)
1412-0141 DWM WASTE COLLECTION FEE EXP	(150,260)	(150,260)	(157,772)	(165,661)	(173,944)	(182,641)
1412-0142 CONTRACT SUPERVISION FEES(MOI	(6,270)	(6,270)	(6,540)	(6,703)	(6,871)	(7,042)
1412-0150 TIP OPERATION EXPENSES - TOC	(113,500)	(121,500)	(118,000)	(120,950)	(123,974)	(127,073)
1412-0151 TOC TIP OP EXPS - INSURANCE	(7,800)	(3,666)	(3,700)	(3,800)	(3,900)	(4,000)
1412-0155 TIP OPERATIONS EXPENSES - BGN	(139,000)	(154,000)	(148,600)	(152,215)	(155,920)	(159,718)
1412-0156 BGN TIP OP. EXPS - INSURANCE	(7,800)	(3,736)	(3,700)	(3,800)	(3,900)	(4,000)
1412-0157 TIP OP. EXPS BGN - ELECTRICITY	(3,900)	(3,900)	(4,000)	(4,140)	(4,285)	(4,435)
1412-0158 TIP OPERATIONS TELEPHONE	(900)	(900)	(920)	(952)	(986)	(1,020)

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1412-0160 RECYCLE CENTRE OPERATIONS EXPE	(50,400)	(62,400)	(52,400)	(53,710)	(55,053)	(56,429)
1412-0161 RECYCLE CENTRE - INSURANCE	(6,800)	(3,897)	(4,000)	(4,100)	(4,200)	(4,300)
1412-0162 RECYCLABLES COLLECTION EXPENSE	(156,400)	(156,400)	(162,700)	(166,768)	(170,937)	(175,210)
1412-0165 FINLEY RECYCLE CENTRE BLDG MTC	(200)	(1,200)	(200)	(205)	(210)	(215)
1412-0167 BERRIGAN TIP BLDG MTCE	(500)	(730)	(500)	(506)	(513)	(519)
1412-0185 DRUMMUSTER OPERATIONAL EXPENDI	(4,100)	(4,100)	(4,300)	(4,408)	(4,518)	(4,631)
1412-0190 WASTE MANAGEMENT PLAN	-	-	-	-	-	-
1412-0505 PURCHASE OF BINS	-	(3,000)	(5,000)	(5,000)	(5,000)	(5,000)
1412-0506 FINLEY TIP - FENCING AROUND BI	-	-	-	-	-	-
1412-0512 BERRIGAN & FINLEY TIP - CRUSHED ROCK	(2,000)	(6,000)	-	-	-	-
1412-0527 BGN TIP FENCE	-	(31,900)	-	-	-	-
1412-0528 BERRIGAN TIP - REHABILITATION	-	(10,000)	-	-	-	-
1412-0529 FIN TIP FENCE	-	(9,100)	-	-	-	-
1412-0530 REHAB EXHAUSTED LANDFILLS	-	(2,000)	-	-	-	-
1414-0105 STREET & GUTTER CLEANING	(160,700)	(160,700)	(166,300)	(170,458)	(174,719)	(179,087)
1414-0110 RUBBISH COLLECTION BEACH AREAS	(32,100)	(49,598)	(33,300)	(34,133)	(34,986)	(35,860)
1416-0110 STORM WATER DRAINAGE MTCE	(97,000)	(97,000)	(99,000)	(101,000)	(103,000)	(105,000)
1416-0111 STORMWATER DRAIN - ELECTRICITY	(18,000)	(18,000)	(18,000)	(18,630)	(19,282)	(19,957)
1416-0160 INTEREST-DRAINAGE INT LOAN 385	(1,410)	(1,410)	-	-	-	-
1416-0161 LOAN 387 INTEREST EXPENSE	(6,870)	(6,870)	(1,410)	-	-	-
1416-0998 ASSET MANAGEMENT - DRAINAGE	-	-	-	-	-	-
1416-2410 LIRS - US/W DRAINAGE INTEREST	(64,505)	(64,505)	(57,887)	(51,739)	(45,431)	(38,796)
1416-2411 LIRS - US/W DRAINAGE PRINCIPAL	(135,984)	(135,984)	(142,602)	(148,749)	(155,057)	(161,692)
1417-0525 PRINCIPAL-DRAINAGE INTLOAN 385	(40,500)	(40,500)	-	-	-	-
1417-0530 LOAN 387 PRINCIPAL - CURRENT	(77,330)	(77,330)	(40,690)	-	-	-
1417-0540 REMODEL LOCO DAM	-	-	-	-	-	-
1417-0541 RILEY COURT STORMWATER DETENTION BASIN	-	-	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1417-0542 BUCHANANS RD - WIRUNA TO HUGHES	-	-	-	-	-	-
1417-0543 BUCHANANS RD - GUNNAMARA -WIRUNA	-	-	-	-	-	-
1417-0544 BENT ST - END OF SEAL TO BAROOGA ST NTH	-	-	-	-	-	-
1417-0545 BROOKSMANS RD RETENTION POND	-	-	-	-	-	-
1417-0546 RETENTION POND - RIV HWY FIN	-	(4,600)	-	-	-	-
1417-0547 CONSTRUCT REUSE SCHEME STORMWATER	-	-	-	-	-	-
1417-0548 CONSTRUCT RETENTION BASIN	-	-	-	-	-	-
1417-0549 ENDEVOUR ST CONSTRUCT PUMP ST	-	-	-	-	-	-
1417-0551 CONSTRUCT PUMP STATION TOC GOLF	-	(25,000)	-	-	-	-
1417-0552 HARRIS ST - FLYNN ST HAYES ST	-	-	-	-	-	-
1417-0554 CHANTER ST - RAILWAY TO JERSEY	-	(101,333)	-	-	-	-
1417-0555 CRAWFORD SUBDIV DRAIN TO TOC SEWER	-	(60,000)	-	-	-	-
1417-0677 WILLIAM ST - HAMPDEN TO EAST	-	(381)	-	-	-	-
1417-0684 TUPPAL ST LANE & TOWN BEACH RD	-	-	-	-	-	-
1417-0686 JERILDERIE ST BGN - RETARDATIO	-	-	-	-	-	-
1417-0694 OPEN DRAIN - HONNIBALL & RACEC	-	-	-	-	-	-
1417-0695 INSTALL GATE AT LEVEE-TUPPAL R	-	-	-	-	-	-
1417-0810 KELLY ST - JERILDERIE TO SHORT	-	-	-	-	-	-
1417-0814 STANDBY PUMP NTH BRUTON ST	-	-	-	-	-	-
1417-0815 DAVIS ST RETENTION BASIN	-	-	-	-	-	-
1417-0816 CORCORAN STREET DRAINAGE RETARDATION BASIN	-	-	-	-	-	-
1417-0817 TOC RECREATION RESERVE DRAINAGE WORKS	-	-	-	-	-	-
1417-0818 ANZAC AVENUE POWER TO PUMP STATION	-	-	-	-	-	-
1417-0820 DENISON ST - WOLLAMAI TO WARMATTA	-	-	-	-	-	-
1417-0822 MURRAY ST - HEADFORD TO OSBORNE(TP)	-	(610,000)	-	-	-	-
1417-0824 GEORGE ST PUMPSTATION	-	(91)	-	-	-	-
1417-0825 LIRS - EAST RIVERINA HWY	-	(650,000)	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1417-0826 LIRS - FLYNN ST AREA	-	(65,000)	-	-	-	-
1417-0827 FLYNN ST AREA	-	-	-	-	-	-
1417-0828 FINLEY ST DETENTION BASIN	-	(45,827)	-	-	-	-
1417-0829 WILLIAM ST CROSS CONNECTION	-	(68,492)	-	-	-	-
1417-0830 BRUTON ST ELEC & PIPEWORK	-	(150,000)	-	-	-	-
1417-0831 GEORGE ST-DEAN ST PUMP STATION	-	(264,785)	-	-	-	-
1417-0832 TUPPAL RD SH 17 to RAILWAY	-	-	-	-	-	-
1417-0833 DRUMMOND ST RAILWAY TO DROHAN	-	(15,000)	-	-	-	-
1417-0834 ENDEVOUR ST NEW PUMP STATION	-	(60,000)	-	-	-	-
1417-0835 MURRAY ST WARMATTA TO WOLAMAI	-	(22,500)	-	-	-	-
1417-0836 LANE 961 BRUTON ST BGA ST NTH	-	(22,505)	-	-	-	-
1417-0837 TUPPAL ST FINLEY	-	(112,907)	-	-	-	-
1417-0838 MAY LAWSON CROSS CONNECTION	-	(17,500)	-	-	-	-
1417-0839 TOC TOWN ENTRY - DEAN ST	-	(30,000)	-	-	-	-
1417-0840 CORCORAN ST RISING MAIN	-	(20,000)	-	-	-	-
1418-0110 LEVEE BANKS MTCE	(33,200)	(33,200)	(50,000)	(51,000)	(52,000)	(53,000)
1418-0130 MURRAY DARLING ASSOCIATION	(2,000)	(2,075)	(2,000)	(2,060)	(2,121)	(2,185)
1418-0140 LEVEE BANKS ADMIN CHARGES	(41,900)	(39,036)	(39,036)	(39,036)	(39,036)	(39,036)
1418-0501 LEVEE BANK LAND PURCHASE	-	-	-	-	-	-
1610-0105 SEWERAGE ADMIN CHARGE - ADMINI	(158,300)	(141,379)	(183,821)	(183,821)	(183,821)	(183,821)
1610-0106 SEWER ADMIN CHARGE - ENGINEERI	(237,400)	(210,793)	(277,007)	(277,007)	(277,007)	(277,007)
1610-0117 SEWERAGE SERVICE - RENTAL CONT	(47,100)	(48,320)	(48,320)	(48,320)	(48,320)	(48,320)
1610-0155 SEWER WRITE OFF BAD DEBTS	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1610-0504 OFFICE EQUIP/FURN NON CAPITAL	(500)	(500)	(500)	(500)	(500)	(500)
1610-0505 OFFICE EQUIP & FURN - ENG SEWE	-	-	-	-	-	-
1610-0512 PUMP REPLACEMENT	-	(50,000)	-	-	-	-
1610-0513 GRAVEL POND BANKS- BAR	-	-	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1610-0515 NEW LINE & STOP VALVE TO BYPASS OLD POND	-	-	-	-	-	-
1610-0517 GRAVEL POND BANKS - TOC	-	(5,000)	-	-	-	-
1610-0519 REPLACE ACTUATOR VALVES - TOC	-	-	-	-	-	-
1610-0522 ROCK BEACHING - TOC RECYCLE PONDS	-	(1,000)	-	-	-	-
1610-0523 LIGHTING TO CONTAINER @ TOC STP	-	-	-	-	-	-
1610-0524 REPLACE FENCE AT FINLEY STP	-	-	-	-	-	-
1610-0525 REFURBISH CONCRETE - FINLEY	-	-	-	-	-	-
1610-0526 SEWER MAIN UPGRADES - TOCUMWAL	-	(123,000)	-	-	-	-
1610-0527 UPGRADE AMENITIES AT ALL STP	-	-	-	-	-	-
1610-0580 BGA SEWER MAIN UPGRADE	-	(5,000)	-	-	-	-
1610-0590 BGN SEWER MAIN UPGRADES	-	(5,000)	-	-	-	-
1610-0595 FIN SEWER MAIN UPGRADES	-	(10,000)	-	-	-	-
1610-0600 TOC SEWER MAIN UPGRADES	-	(7,362)	-	-	-	-
1610-0621 BGA UPGRADE PUMP STATION	-	(40,000)	-	-	-	-
1610-0641 UPGRADE OF LABORATORY EQUIPMEN	-	-	-	-	-	-
1610-0652 REPLACEMENT OF MINOR PLANT	-	(20)	-	-	-	-
1610-0655 BGN UPGRADE PUMP STATIONS	-	(59,940)	-	-	-	-
1610-0658 SPARE PUMPS FOR LOW PRESS SYS	-	(15,000)	-	-	-	-
1610-0663 REPLACE BREATHING APPARATUS- SEWER	-	-	-	-	-	-
1610-0705 FIN UPGRADE PUMP STATIONS	-	(81,696)	-	-	-	-
1610-0706 REPLACE SLIP RINGS - CLARIFIERS	-	-	-	-	-	-
1610-0707 SEAL ACCESS TO STW & TRUCK WAS	-	(20,000)	-	-	-	-
1610-0708 TOC-REFURBISH CONCRETE WORK	-	(15,000)	-	-	-	-
1610-0709 TOC-BYPASS CONTROL VALVE DAM	-	-	-	-	-	-
1610-0743 UPGRADE SEWER TELEMENTRY	-	(15,183)	-	-	-	-
1610-0852 IMPROVE EMBANKMENT OF THE PONDS	-	(6,674)	-	-	-	-
1610-0880 BGA - DUMPING POINT FOR CARAVANS	-	(3,866)	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1610-0881 BGN - REFURBSH CONCRETE WORK, TRICKLE FILTER, STP, CHANNEL	-	(25,735)	-	-	-	-
1610-0882 BGN - REPLACE PUMP STATION LIDS, INSTALL HOLDING BRACKETS	-	-	-	-	-	-
1610-0883 FIN - GRAVEL POND BANKS	-	(5,000)	-	-	-	-
1610-0884 FIN - REFURBISH CONCRETE WORK	-	(15,000)	-	-	-	-
1610-0887 TOC - PUMP STATIONS UPGRADE	-	(33,000)	-	-	-	-
1610-0888 TOC - CRUSHED ROCK ON PS ACCESS AREAS	-	(5,000)	-	-	-	-
1610-0889 SLUDGE BLANKET MEASURING DEVICE	-	-	-	-	-	-
1610-0890 BGA-DESILT PRIMARY POND	-	(50,000)	-	-	-	-
1610-0891 BGA-DESILT SLUDGE LAGOON	-	(50,000)	-	-	-	-
1610-0892 BGA-MINOR REPAIR/REPLACE	-	(10,000)	-	-	-	-
1610-0893 BGN-MINOR REPAIR/REPLACE	-	(35,000)	-	-	-	-
1610-0894 BGN-STP PUMP VALVE REPLACE	-	-	-	-	-	-
1610-0895 FIN-MINOR REPAIR/REPLACE	-	(20,000)	-	-	-	-
1610-0896 FIN-POND FENCING	-	(10,000)	-	-	-	-
1610-0897 TOC-MINOR REPAIR/REPLACE	-	(20,000)	-	-	-	-
1611-0109 RECREATION FACILITIES DONATION	(900)	(1,002)	(900)	(900)	(900)	(900)
1611-0110 SEWER TREATMENT - OP EXP - BGA	(7,350)	(7,350)	(7,650)	(7,800)	(7,950)	(8,100)
1611-0111 SEWER TREATMENT BGA INSURANCE	(300)	(283)	(300)	(310)	(320)	(330)
1611-0113 SEWER TREATMENT -BGA TELEPHONE	(125)	(125)	(150)	(150)	(150)	(160)
1611-0125 SEWER TREATMENT - OP EXP - BGN	(83,000)	(83,000)	(85,000)	(86,700)	(88,400)	(90,100)
1611-0127 SEWER TREATMENT -BGN INSURANCE	(4,700)	(3,746)	(3,800)	(3,900)	(4,000)	(4,100)
1611-0128 SEWER TREATMENT BGN -TELEPHONE	(3,050)	(3,050)	(3,200)	(3,300)	(3,400)	(3,500)
1611-0129 SEWER - EFFLUENT RE-USE - BGN	(5,300)	(5,300)	(5,400)	(5,500)	(5,600)	(5,700)
1611-0140 SEWER TREATMENT - OP EXP - FIN	(90,700)	(90,700)	(92,500)	(94,300)	(96,100)	(97,900)
1611-0141 SEWER TREATMENT -FIN INSURANCE	(5,000)	(3,851)	(3,900)	(4,000)	(4,100)	(4,200)
1611-0142 SEWER TREATMENT-FIN ELECTRICIT	(14,850)	(14,850)	(15,250)	(15,650)	(16,050)	(16,450)
1611-0143 SEWER TREATMENT FIN- TELEPHONE	(340)	(340)	(350)	(360)	(370)	(380)

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1611-0144 SEWER - EFFLUENT RE-USE - FIN	(10,000)	(6,000)	(6,200)	(6,400)	(6,600)	(6,800)
1611-0155 SEWER TREATMENT - OP EXP - TOC	(102,200)	(102,200)	(104,200)	(106,200)	(108,200)	(110,200)
1611-0156 SEWER TREATMENT -TOC INSURANCE	(5,100)	(4,019)	(4,100)	(4,200)	(4,300)	(4,400)
1611-0157 SEWER TREATMENT-TOC ELECTRICIT	(14,800)	(23,800)	(20,400)	(21,000)	(21,500)	(22,000)
1611-0158 SEWER TREATMENT -TOC TELEPHONE	(560)	(560)	(570)	(580)	(590)	(600)
1611-0159 SEWER - EFFLUENT RE-USE - TOC	(18,200)	(28,200)	(21,500)	(21,920)	(22,351)	(22,792)
1611-0170 RETIC - OP EXP - BGA	(7,100)	(7,100)	(7,250)	(7,400)	(7,550)	(7,700)
1611-0171 RETIC OP EXP ELECTRICITY -BGA	(18,200)	(18,200)	(18,600)	(19,000)	(19,400)	(19,800)
1611-0185 RETIC - OP EXP - BGN	(29,600)	(24,600)	(30,200)	(30,500)	(30,800)	(31,100)
1611-0186 RETIC OP EXP - ELECTRICITY BGN	(15,100)	(20,100)	(15,400)	(15,700)	(16,000)	(16,300)
1611-0200 RETIC - OP EXP - FIN	(33,700)	(33,700)	(34,400)	(35,100)	(35,800)	(36,500)
1611-0201 RETIC OP EXP ELECTRICITY - FIN	(17,300)	(17,300)	(17,700)	(18,100)	(18,500)	(18,900)
1611-0215 RETIC - OP EXP - TOC	(35,500)	(30,500)	(31,100)	(31,700)	(32,400)	(33,000)
1611-0216 RETIC OP EXP ELECTRICITY - TOC	(20,800)	(20,800)	(21,300)	(21,800)	(22,300)	(22,800)
1611-0230 PUMPING STATIONS OP EXP BGA	(84,200)	(74,200)	(85,900)	(87,600)	(89,300)	(91,000)
1611-0231 PUMPING STATIONS OP EXP BGN	(37,600)	(37,600)	(38,400)	(39,200)	(40,000)	(40,800)
1611-0232 PUMPING STATIONS OP EXP FIN	(53,400)	(53,400)	(54,500)	(55,600)	(56,700)	(57,800)
1611-0233 PUMPING STATIONS OP EXP TOC	(64,600)	(74,600)	(65,900)	(67,200)	(68,500)	(69,800)
1611-0234 LOW PRESSURE SYSTEM - BGA	(6,300)	(6,300)	(6,500)	(6,700)	(6,900)	(7,100)
1611-0235 LOW PRESSURE SYSTEM - BGN	(3,850)	(3,850)	(4,000)	(4,150)	(4,300)	(4,450)
1611-0236 LOW PRESSURE SYSTEM - FIN	(2,800)	(2,800)	(2,900)	(3,000)	(3,100)	(3,200)
1611-0237 LOW PRESSURE SYSTEM - TOC	(9,200)	(9,200)	(9,400)	(9,600)	(9,800)	(10,000)
1611-0250 SEWERAGE CONNECTIONS - SHIRE	(15,400)	(5,400)	(15,700)	(15,900)	(16,200)	(16,500)
1611-0340 SEWER SAMPLING / MONITORING	(8,000)	(8,000)	(8,200)	(8,400)	(8,600)	(8,800)
1611-0341 RAISING OF SEWER MANHOLD LIDS	(14,300)	(45,035)	(14,800)	(15,100)	(15,400)	(15,700)
1611-0342 TOCUMWAL CCTV	(21,400)	(21,400)	(21,900)	(22,400)	(22,900)	(23,400)
1611-0344 INSTALLATION OF RPZ	(16,200)	(16,200)	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1612-0105 BANK & GOVT CHARGES	(6,701)	(7,350)	(7,500)	(7,650)	(8,100)	(8,250)
1612-0155 BGN TRUCK WASH OPERATING EXPEN	(540)	(540)	(550)	(560)	(570)	(580)
1612-0156 BGN TRUCK WASH ELECTRICITY	(570)	(570)	(580)	(590)	(600)	(610)
1612-0157 BGN TRUCK WASH - TELEPHONE	(350)	(350)	(360)	(370)	(380)	(390)
1612-0160 BGN TRUCK WASH MTCE	(1,100)	(1,100)	(1,100)	(1,130)	(1,160)	(1,190)
1612-0170 FIN TRUCK WASH OPERATING EXPEN	(3,500)	(3,500)	(3,600)	(3,700)	(3,800)	(3,900)
1612-0171 FIN TRUCK WASH - ELECTRICITY	(2,000)	(2,000)	(2,100)	(2,200)	(2,300)	(2,400)
1612-0172 FIN TRUCK WASH - TELEPHONE	(430)	(430)	(440)	(450)	(450)	(460)
1612-0175 FIN TRUCK WASH MTCE	(1,950)	(1,950)	(2,000)	(2,050)	(2,100)	(2,150)
1612-0180 INSTALLATION OF RCD's	(31,100)	(31,100)	-	-	-	-
1612-0181 BGN TRUCK WASH AVDATA PUMP		(10,000)	-	-	-	-
1612-0182 FIN TRUCK WASH AVDATA PUMP		(10,000)	-	-	-	-
1612-0500 TOC WASH BAY		(20,000)	-	-	-	-
1810-0190 BUILDING CONTROL ADMIN CHARGES	(246,600)	(238,001)	(238,001)	(238,001)	(238,001)	(238,001)
1905-0100 TOWN ENTRY - BAROOGA	-	-	-	-	-	-
1905-0200 TOWN ENTRY - BERRIGAN	-	-	-	-	-	-
1905-0300 TOWN ENTRY - FINLEY	-	(161,073)	-	-	-	-
1905-0400 TOWN ENTRY - TOCUMWAL	-	(264,850)	-	-	-	-
1910-0100 TOWN ENTRANCE DESIGN	-	-	-	-	-	-
1910-0201 URBAN ROADS - STORM EMERGENCY	-	-	-	-	-	-
1910-0204 URBAN CONSTRUCTION SUBJECT TO AMP	-	-	-	-	-	-
1910-0257 RESEAL STEWART STREET	-	-	-	-	-	-
1910-0285 WALTER ST - SH20 TO WHITE	-	-	-	-	-	-
1910-0287 DENISON ST-JERILDERIE NTH TO B	-	-	-	-	-	-
1910-0288 FINLEY ST - MURRAY TO END	-	-	-	-	-	-
1910-0289 MORRIS ST -DENILQUIN TO ADAMS	-	-	-	-	-	-
1910-0290 TOWNSCAPE - PARKING LANES	-	(20,000)	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1910-0296 MCALLISTER ST - WARMATTA ST TO HEADFORD ST	-	-	-	-	-	-
1910-0309 TOWNSEND ST	-	-	-	-	-	-
1910-0310 WALTER ST	-	-	-	-	-	-
1910-0311 RESEAL BAROOGA ST	-	-	-	-	-	-
1910-0312 RESEAL DENILQUIN ST	-	-	-	-	-	-
1910-0316 DENISON ST	-	-	-	-	-	-
1910-0317 RESEAL FINLEY ST	-	-	-	-	-	-
1910-0321 RESEAL HOWARD ST 0-162	-	-	-	-	-	-
1910-0322 RESEAL KARJEN CRT	-	-	-	-	-	-
1910-0323 RESEAL KEAMY CRT	-	-	-	-	-	-
1910-0324 RESEAL ORANGE GROVE	-	-	-	-	-	-
1910-0325 RESEAL HOWARD ST 162-367	-	-	-	-	-	-
1910-0326 RESEAL VERMONT ST	-	-	-	-	-	-
1910-0327 RESEAL BURKINSHAW ST	-	-	-	-	-	-
1910-0328 RESEAL KAMAROOKA ST	-	-	-	-	-	-
1910-0329 RESEAL HOWARD ST	-	-	-	-	-	-
1910-0330 RESEAL BAROOGA ST 506-777	-	-	-	-	-	-
1910-0331 RESEAL JERILDERIE ST 315-466	-	-	-	-	-	-
1910-0332 RESEAL JERILDERIE ST 466-529	-	-	-	-	-	-
1910-0333 RESEAL JERILDERIE ST 529-580	-	-	-	-	-	-
1910-0334 RESEAL CHANTER ST	-	-	-	-	-	-
1910-0335 RESEAL MARY ST	-	-	-	-	-	-
1910-0336 RESEAL OSBORNE ST 926-980	-	(18,364)	-	-	-	-
1910-0337 RESEAL OSBORNE ST 980-1028	-	-	-	-	-	-
1910-0338 RESEAL MURRAY ST - SERVICE RD TO SWIM POOL	-	(14,040)	-	-	-	-
1910-0339 RESEAL ANDERSON ST	-	-	-	-	-	-
1910-0340 RESEAL TONGS ST	-	-	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1910-0341 RESEAL TUPPAL ST	-	-	-	-	-	-
1910-0342 RESEAL WOLLAMAI ST	-	-	-	-	-	-
1910-0343 RESEAL SUGDEN ST	-	-	-	-	-	-
1910-0344 RESEAL ATHOL WHITE	-	-	-	-	-	-
1910-0345 RESEAL EMILY ST 0-79	-	-	-	-	-	-
1910-0346 RESEAL EMILY ST 79-149	-	-	-	-	-	-
1910-0347 RESEAL EMILY 273-417	-	-	-	-	-	-
1910-0348 R/S BANKER ST 262-536	-	(9,097)	-	-	-	-
1910-0349 R/S KAMAROOKA ST 0-400	-	-	-	-	-	-
1910-0350 R/S WILLIAM ST 155 - 321	-	-	-	-	-	-
1910-0351 R/S JERILDERIE ST 0-80	-	-	-	-	-	-
1910-0352 R/S HOWE ST 1707-1800	-	-	-	-	-	-
1910-0353 R/S HOWE ST 1563-1707	-	-	-	-	-	-
1910-0354 R/S HOWE ST 1124-1563	-	-	-	-	-	-
1910-0355 R/S HEADFORD ST 411-452	-	-	-	-	-	-
1910-0356 R/S McALLISTER ST 0-216	-	-	-	-	-	-
1910-0357 R/S McALLISTER ST 216-679	-	-	-	-	-	-
1910-0358 R/S TOWNSEND ST 0-166	-	-	-	-	-	-
1910-0359 R/S TOWNSEND ST 166 - 414	-	-	-	-	-	-
1910-0360 R/S OSBORNE ST 0-256	-	-	-	-	-	-
1910-0361 R/S OSBORNE ST 340-600	-	-	-	-	-	-
1910-0362 R/S MORRIS ST 0-143	-	-	-	-	-	-
1910-0363 R/S MORRIS ST 143-430	-	-	-	-	-	-
1910-0364 R/S HILL ST 0- 70	-	(2,268)	-	-	-	-
1910-0365 R/S HILL ST 70-392	-	(7,245)	-	-	-	-
1910-0366 R/S HILL ST 392-492	-	(3,300)	-	-	-	-
1910-0367 R/S RILEY CRT 0-105	-	-	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1910-0368 R/S ROBERT FULLER CRT 0-78	-	-	-	-	-	-
1910-0369 R/S DAVIS ST - COBRAM TO MOMAL	-	-	-	-	-	-
1910-0370 R/S HUGHES ST - NANGUNIA COLLI	-	-	-	-	-	-
1910-0371 R/S VICTORIA AVE - BUCHANANS	-	-	-	-	-	-
1910-0372 RESEAL BURKINSHAW ST 121-246	-	-	-	-	-	-
1910-0542 BUCHANANS RD-WIRUNA TO HUGHES	-	-	-	-	-	-
1910-0543 Buchanans Rd-Gunnamara-Wiruna	-	-	-	-	-	-
1910-0544 BENT ST - END OF SEAL TO BAROOGA ST NTH	-	-	-	-	-	-
1910-0545 WOLLAMAI ST - MURRAY TO RAILWAY	-	-	-	-	-	-
1910-0552 HARRIS ST-FLYNN ST- HAYES ST	-	-	-	-	-	-
1910-0553 LANE 961-BRUTON ST-BAROOGA NTH	-	-	-	-	-	-
1910-0623 RESEAL WIRUNA ST 102-560	-	-	-	-	-	-
1910-0701 FINLEY ENDEAVOUR ST CAR PARK	-	-	-	-	-	-
1910-0706 WILLIAM ST - HAMPDEN ST TO EAS	-	-	-	-	-	-
1910-0710 DENI ST-CHARLOTTE TO HANNAH	-	-	-	-	-	-
1910-0721 RESEAL MEMORIAL PL 21-81	-	-	-	-	-	-
1910-0722 RESEAL MEMORIAL PL 0-23	-	-	-	-	-	-
1910-0723 CHARLOTTE ST - NTH OF BAROOGA	-	-	-	-	-	-
1910-0725 TUPPAL ST - MORRIS TO TOWN BEA	-	-	-	-	-	-
1910-0727 MOMALONG STREET BERRIGAN	-	-	-	-	-	-
1910-0730 DENILIQVIN RD - NTH SIDE SHOUL	-	-	-	-	-	-
1910-0736 DENILIQVIN ST-BARKER TO CHARLO	-	-	-	-	-	-
1910-0737 VERMONT ST, HUGHES ST,NANGUNIA ST INTERSECTION	-	-	-	-	-	-
1910-0739 STABILISE GEORGE ST -DEAN TO MURRAY ST	-	-	-	-	-	-
1910-0810 KELLY ST - JERILDERIE TO SHORT	-	-	-	-	-	-
1910-0813 COBRAM ST - WHITE ST TO KELLY ST	-	-	-	-	-	-
1910-0818 RESEAL HOWE ST FINLEY		(9,650)	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1910-0822 MURRAY ST - HEADFORD TO OSBORNE(TP)	-	-	-	-	-	-
1910-0823 DAVIS ST ROADWORKS	-	-	-	-	-	-
1910-0824 BALDWIN CRT RESEAL	-	-	-	-	-	-
1910-0825 RESEAL MURRAY HUT DR 0-125	-	(4,560)	-	-	-	-
1910-0833 RESEAL WELLS ST 442-832	-	-	-	-	-	-
1910-0834 RESEAL HENNESSEY ST 285-444	-	-	-	-	-	-
1910-0835 RESEAL HENNESSEY ST 444-1087	-	-	-	-	-	-
1910-0836 RESEAL NANGUNIA WIRUNA ST 455	-	-	-	-	-	-
1910-0837 RESEAL RILEY CRT 0-105	-	(15,000)	-	-	-	-
1910-0838 RESEAL OSBOURNE - BAROOGA ST	-	(2,800)	-	-	-	-
1910-0839 RESEAL TUPPAL ST	-	(16,000)	-	-	-	-
1910-0840 RESEAL HEADFORD ST MURRAY-ARCH	-	-	-	-	-	-
1910-0841 RESEAL HEADFORD ST OSBOUR-TONG	-	-	-	-	-	-
1910-0842 RESEAL BAROOGA ST NTH 203-337	-	(9,000)	-	-	-	-
1910-0843 RESEAL CHARLOTTE ST 752-871	-	(8,500)	-	-	-	-
1910-0844 RESEAL SHORT ST 59-350	-	(6,230)	-	-	-	-
1911-0062 RESEAL CROSBIES RD - BRIDGE	-	(16,000)	-	-	-	-
1911-0100 RURAL ROADS	-	-	-	-	-	-
1911-0127 RESEAL OLD TOC BER RD	-	(17,785)	-	-	-	-
1911-0135 RESEAL CHINAMANS RD	-	-	-	-	-	-
1911-0156 RESEAL VARIOUS INTERSECTIONS A	-	-	-	-	-	-
1911-0159 RESEAL KELLYS RD	-	(4,977)	-	-	-	-
1911-0187 BUS STOP CNR BRUCE BIRREL DR	-	(2,245)	-	-	-	-
1911-0205 RESEAL HUGHES ST - BUCHANANS TO MR550	-	-	-	-	-	-
1911-0206 RESEAL SILO RD - CNR TO 409M NTH	-	-	-	-	-	-
1911-0206 RESEAL TUPPAL RD - 180-260	-	-	-	-	-	-
1911-0208 RESEAL SILO RD - 2629NTH OF TUPPAL RD TO CNR	-	-	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1911-0209 RESEAL BARNES RD	-	-	-	-	-	-
1911-0210 RESEAL STRATHVALE RD - 0-298	-	-	-	-	-	-
1911-0211 RESEAL PEPPERTREE RD - 0-213	-	-	-	-	-	-
1911-0212 RESEAL PEPPERTREE RD - 213-426	-	-	-	-	-	-
1911-0213 RESEAL SEPPELTS RD 0-60	-	-	-	-	-	-
1911-0214 RESEAL BURMA RD - 2243-2643	-	-	-	-	-	-
1911-0215 RESEAL BACK BGA RD 550M TO 694M NTH	-	-	-	-	-	-
1911-0216 RESEAL BACK BGA RD 100M NTH COLDWELLS RD	-	-	-	-	-	-
1911-0217 RESEAL COLDWELLS RD 6615-6830	-	-	-	-	-	-
1911-0218 RESEAL WOOLSHED RD 17950-18059	-	-	-	-	-	-
1911-0219 RESEAL WOOLSHED RD 6877-7362	-	-	-	-	-	-
1911-0220 RESEAL CASEYS RD - 4272-4596	-	-	-	-	-	-
1911-0221 RESEAL BACK BAROOGA RD - 964-1465	-	-	-	-	-	-
1911-0222 RESEAL CASEYS RD - 4272-4596	-	-	-	-	-	-
1911-0223 RESEAL COBRAM RD MR363 TO 497M NTH	-	(34,740)	-	-	-	-
1911-0224 R/S RACECOURSE RD 5669-7322	-	-	-	-	-	-
1911-0225 R/S LOWER RIVER RD 2277-6818	-	-	-	-	-	-
1911-0226 R/S COLDWELLS RD 4965-5395	-	-	-	-	-	-
1911-0227 R/S WOOLDSHED RD 4801-4956	-	-	-	-	-	-
1911-0228 R/S LARKINS RD 0-1780	-	-	-	-	-	-
1911-0229 R/S LARKINS RD 3300-4859	-	-	-	-	-	-
1911-0230 R/S LARKINS RD 4859-5417	-	-	-	-	-	-
1911-0241 RESEAL BURMA RD TOC	-	-	-	-	-	-
1911-0275 HUGHES ST - BUCHANANS TO MR550	-	-	-	-	-	-
1911-0285 WOODSTOCK - VARIOUS	-	-	-	-	-	-
1911-0287 FULLERS - HWY TO 2920 EAST	-	-	-	-	-	-
1911-0288 RESEAL THE ROCKS RD - 3274-4084	-	-	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1911-0299 REPLACEMENT OF BUTT ENDED PIPES ON RURAL ROADS	-	-	-	-	-	-
1911-0300 PLUMPTONS ROAD	-	-	-	-	-	-
1911-0302 WOOLSHED ROAD	-	-	-	-	-	-
1911-0303 RESEAL TUPPAL ROAD	-	(22,100)	-	-	-	-
1911-0304 RESEAL TUPPAL ROAD CURVES	-	-	-	-	-	-
1911-0306 WOODSTOCK ROAD	-	-	-	-	-	-
1911-0307 RESEAL LOGIE BRAE RD	-	(30,000)	-	-	-	-
1911-0308 RESEAL MELROSE RD 4950-7250	-	(42,000)	-	-	-	-
1911-0309 RESEAL MURRAY ST TOCUMWAL	-	(13,000)	-	-	-	-
1911-0310 RESEAL OAKENFALL RD 0-3924	-	(49,000)	-	-	-	-
1911-0311 RESEAL OLD TOC RD 1907-2913	-	(17,000)	-	-	-	-
1911-0312 RESEAL PINEY RD 0-3390	-	(38,000)	-	-	-	-
1911-0313 RESEAL PINEY RD 8581-1137	-	(47,000)	-	-	-	-
1911-0314 RESEAL STH COREE RD 0-1742	-	(34,000)	-	-	-	-
1911-0315 RESEAL STH COREE RD 8320-8777	-	-	-	-	-	-
1911-0316 RESEAL YARRAWONGA RD 0-2676	-	-	-	-	-	-
1911-0551 YARRAWONGA RD 6190 TO 8230	-	-	-	-	-	-
1911-0560 COLDWELLS ROAD	-	-	-	-	-	-
1911-0561 RACECOURSE RD TOCUMWAL	-	-	-	-	-	-
1911-0562 ROAD REALIGNMENT WOOLSHED RD	-	-	-	-	-	-
1911-0564 WOOLSHED RD -OLD TOCUMWAL BERRIGAN RD	-	-	-	-	-	-
1911-0565 BROUGHANS RD -SH17 TO DALES RD	-	-	-	-	-	-
1911-0566 TUPPAL RD - CURVES	-	-	-	-	-	-
1911-0570 FULLERS RD - WOOLSHED RD TO 3.4LM WEST	-	-	-	-	-	-
1911-0571 YARRAWONGA ROAD-CRAIGS RD	-	-	-	-	-	-
1911-0572 THE ROCKS RD - WEST OF PATCH	-	-	-	-	-	-
1911-0573 THE ROCKS RD - EAST OF PATCH	-	-	-	-	-	-

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1911-0575 OLD ADCOCKS RD - BROWNS TO THE ROCKS	-	-	-	-	-	-
1911-0578 BABBINGTONS RD - SEALED SEC. TO MARION DR	-	-	-	-	-	-
1911-0579 WOOLSHED RD - 125M STH FULLERS TO 1018M STH	-	-	-	-	-	-
1911-0582 WOOLSHED RD - GODDENS TO MELROSE	-	-	-	-	-	-
1911-0585 WOODSTOCK RD-190M EAST BAILEYS	-	-	-	-	-	-
1912-0045 RESHEET AUBURN MOMALONG RD	-	(20,090)	-	-	-	-
1912-0061 R/S EDGECOMB RD	-	-	-	-	-	-
1912-0071 RESHEET SULLIVANS RD CRUICKSHA	-	-	-	-	-	-
1912-0072 R/S CRUICKSHANKS RD	-	-	-	-	-	-
1912-0073 RESHEET DUNCANS RD	-	(17,095)	-	-	-	-
1912-0076 RESHEET COXONS RD - PYLES NTH	-	-	-	-	-	-
1912-0081 RESEAL ST LEONS RD SH17 EAST	-	-	-	-	-	-
1912-0088 RESHEET MCALLISTERS ROAD	-	(25,421)	-	-	-	-
1912-0121 FIRE BREAKS - RURAL UNSEALED R	-	(11,550)	-	-	-	-
1912-0139 RESHEET WARATAH RD SH20 to PYL	-	(55,315)	-	-	-	-
1912-0157 RESHEET FEGANS RD SH20 RENOLYD	-	(43,451)	-	-	-	-
1912-0158 RESHEET RENOLYDSONS RD WARAT	-	-	-	-	-	-
1912-0159 RESHEET DONALDSONS RD SH17	-	-	-	-	-	-
1912-0160 RESHEET THORBURNS RD ROCKS	-	-	-	-	-	-
1912-0161 RESHEET TWARRA EST RD TO PEPPERT	-	-	-	-	-	-
1912-0176 RURAL ADDRESSING EXPENSE	-	-	-	-	-	-
1912-0177 R/S ADCOCKS RD -S BROWNS RD	-	-	-	-	-	-
1912-0201 RURAL ROADS - STORM EMERGENCY	-	-	-	-	-	-
1912-0230 HOGANS ROAD	-	-	-	-	-	-
1912-0231 CLOSES ROAD	-	-	-	-	-	-
1912-0232 KENNEDYS ROAD	-	-	-	-	-	-
1912-0233 VICTORIA PARK ROAD	-	-	-	-	-	-

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1912-0235 NOLANS ROAD	-	-	-	-	-	-
1912-0236 MIECHELS ROAD	-	-	-	-	-	-
1912-0237 R/S MILLS RD 0-2000	-	-	-	-	-	-
1912-0238 WILTONS ROAD	-	-	-	-	-	-
1912-0239 YUBA ROAD	-	-	-	-	-	-
1912-0240 R/S ROCKLIFFS RD 0-6520	-	-	-	-	-	-
1912-0241 RESHEET ADCOCKS RD LANGUNYAH	-	(83,000)	-	-	-	-
1912-0242 RESHEET EDNIES RD YARRAWONGA	-	(5,579)	-	-	-	-
1912-0250 OLD BERRIGAN ROAD - VICTORIA PARK TO END	-	-	-	-	-	-
1912-0251 HAYFILED RD - MR564 TO OAKENFALL	-	-	-	-	-	-
1912-0252 HAYFILED RD -EDGECOMBE TO OAKENFALL	-	-	-	-	-	-
1912-0253 OLD TOC BER RD - SANDHILLS TO 2900M	-	-	-	-	-	-
1912-0254 REYNOLDS RD - WAITAWHILE TO 2250 EAST	-	-	-	-	-	-
1912-0255 SPRINGFIELD RD - STH COREE TO 1410M EAST	-	-	-	-	-	-
1912-0256 DUNCANS RD - STH COREE TO 1200 EAST	-	-	-	-	-	-
1912-0257 MCCALLUMS RD - PINELODGE TO 1310 STH	-	-	-	-	-	-
1912-0258 BACK BAROOGA RD - OLD COBRAM TO FUZZARD	-	-	-	-	-	-
1912-0259 WITHERS ROAD - CATTLE YARDS TO 2300M NTH WEST	-	-	-	-	-	-
1912-0260 WILTONS ROAD - BRUCE GATEWAY TO 610M NTH	-	-	-	-	-	-
1912-0261 WILTONS ROAD - 1290M TO MR550	-	-	-	-	-	-
1912-0262 R/S AUBURN - WOODSTOCK TO 990M	-	-	-	-	-	-
1912-0263 R/S AUBURN - NARROW PLAIN TO	-	-	-	-	-	-
1913-0543 BUCHANANS RD - GUNNAMARA WIRUN	-	(14,360)	-	-	-	-
1913-0544 BENT ST - END SEAL TO BAROOGA	-	(21,800)	-	-	-	-
1913-0552 HARRIS ST - FLYNN ST HAYES ST	-	(25,000)	-	-	-	-
1913-0553 LANE 961 - BRUTON ST BAROOGA	-	(17,000)	-	-	-	-
1913-0554 CHANTER ST - RAILWAY TO JERSEY	-	(69,000)	-	-	-	-

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1913-0706 WILLIAM ST - HAMPDEN ST TO EAS		(80,000)	-	-	-	-
1913-0801 KELLY ST - SHORT ST TO EMILY	-	(11,590)	-	-	-	-
1913-0820 DENISON ST - WOLLAMAI TO WARMA	-	(53,945)	-	-	-	-
1913-0822 MURRAY ST - HEADFORD TO OSBOUR	-	-	-	-	-	-
1913-0823 DRUMMOND ST-RAILWAY TO DROHAN		(10,000)	-	-	-	-
1913-0824 HAMPDEN ST & MURRAY HUT DR		(14,000)	-	-	-	-
1913-0825 TONGS ST - HAMILTON TO 400M		(60,000)	-	-	-	-
1914-0186 SILO RD - Newell Hwy to Tuppal	-	(5,700)	-	-	-	-
1914-0563 TUPPAL RD - SH17 TO RAILWAY	-	(500)	-	-	-	-
1914-0567 BROUGHANS RD -1900M-3200M EAST	-	(19,205)	-	-	-	-
1914-0576 BROWNS RD - SH17 TO OLD ADCOCK	-	(10,595)	-	-	-	-
1914-0577 THORNBURNS RD-MR550 TO MARION	-	-	-	-	-	-
1914-0580 STH COREE RD-DUNCANS RD	-	-	-	-	-	-
1914-0581 WOODSTOCK RD-DENISON	-	(560)	-	-	-	-
1914-0584 BROUGHANS RD - 3500M to 5500M	-	(561,415)	-	-	-	-
1914-0585 WOODSTOCK RD - 4.7 to 7.7KM	-	(95,000)	-	-	-	-
1914-0586 HUGHES ST -BUCHANAN RD - MR550	-	(145)	-	-	-	-
1914-0587 PLUMPTON RD - HOWE TO HUESTONS	-	(713,285)	-	-	-	-
1914-0588 LOWER RIVER RD		(275,535)	-	-	-	-
1914-0589 SILO RD - TUPPAL RD TO SH17		(2,690,215)	-	-	-	-
1914-0590 TUPPAL RD - LEVEE SECT		-	-	-	-	-
1914-0591 WOOLSHED RD 65M STH CARRUTHERS		-	-	-	-	-
1914-0592 YARRAWONGA RD 23608 TO 23710		-	-	-	-	-
1914-0593 CROSBIES RD BRIDGE -1.4km NTH		(14,530)	-	-	-	-
1914-0594 BACK BAROOGA RD MR550 to KENNE		(3,705)	-	-	-	-
1914-0595 BACK BAROOGA RD STH CARRAMAR		(310,000)	-	-	-	-
1914-0596 CROSBIES RD 6-7.5KM SH20		(158,000)	-	-	-	-

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1914-0597 HOWE ST - TONGS TO PLUMPTONS		(130,300)	-	-	-	-
1914-0598 JAMES CRT - LOWER RIVER RD		(30,000)	-	-	-	-
1914-0599 PEPPERTREE RD - WOOLSHED RD		(280,000)	-	-	-	-
1915-0150 LGSA - ROADSIDE VEGETATION PRO	-	-	-	-	-	-
1915-0150 LGSA - ROADSIDE VEGETATION PROJECT	-	(19,270)	-	-	-	-
1915-0151 CONNECTED CORRIDORS MORTONS RD	-	-	-	-	-	-
1915-0176 RURAL ADDRESSING EXPENSE	-	(430)	-	-	-	-
1915-0513 CLEARZONES - ROADSIDE HAZARD	-	(86,423)	-	-	-	-
1916-0105 K&G MTCE & REPAIRS	(15,500)	(15,500)	(15,500)	(15,888)	(16,285)	(16,692)
1916-0542 BUCHANANS RD - WIRUNA TO HUGHES	-	-	-	-	-	-
1916-0543 Buchanans Rd- Gunnamara-Wiruna	-	-	-	-	-	-
1916-0545 WOLLAMAI ST - MURRAY TO RAILWAY	-	-	-	-	-	-
1916-0554 CHANTER ST-RAILWAY TO JERSEY	-	(30,000)	-	-	-	-
1916-0640 WILLIAM ST - HAMPDEN TO EAST	-	(73,000)	-	-	-	-
1916-0801 KELLY ST - SHORT ST TO EMILY ST	-	-	-	-	-	-
1916-0820 DENISON ST - WOLLAMAI TO WARMATTA	-	-	-	-	-	-
1916-0821 MURRAY ST - K&G, TREE PLANTING, CARPARKING	-	-	-	-	-	-
1916-0822 MURRAY ST - HEADFORD TO OSBORNE(TP)	-	(97,625)	-	-	-	-
1916-0823 TUPPAL RD SH17 TO RAILWAY	-	-	-	-	-	-
1916-0824 COBRAM ST TOC	-	-	-	-	-	-
1916-0825 KELLY ST NTH MOTTEL TO COBRAM S	-	(29,846)	-	-	-	-
1916-0826 DRUMMOND ST RAILWAY-DROHAN ST	-	(18,000)	-	-	-	-
1916-0837 TUPPAL ST FINLEY	-	(23,245)	-	-	-	-
1916-0838 TOC TOWN ENTRIES - DEAN ST	-	(36,000)	-	-	-	-
1916-0839 HAMPDEN ST & MURRAY HUT DR	-	(17,000)	-	-	-	-
1917-0105 FOOTPATH MTCE & REPAIRS	(15,000)	(15,000)	(15,000)	(15,375)	(15,759)	(16,153)
1917-0517 STREET FURNITURE - VARIOUS	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)

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1917-0541 NEW FOOTPATHS - VARIOUS LOCATIONS	-	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
1917-0554 FOOTPATH PROVISION OF PRAM CRO	-	(330)	-	-	-	-
1917-0619 TUPPAL RD - BRIDGE TO NEWELL H	-	-	-	-	-	-
1917-0624 HUGHES ST - HAY TO BUCHANANS	-	-	-	-	-	-
1917-0627 TUPPAL ST - MURRAY ST TO LAKE TRACK	-	-	-	-	-	-
1917-0637 PEDESTRIAN REFUGE - JERILDERIE ST, BGN	-	-	-	-	-	-
1917-0639 CHARLOTTE ST - HENNESSY TO KELLY	-	-	-	-	-	-
1917-0640 TOCUMWAL WALKWAYS	-	(8,338)	-	-	-	-
1917-0641 FOOTPATH JERILDERIE ST-MOMALON	-	-	-	-	-	-
1917-0642 CORCORAN ST-SCHOOL-DRUMMOND ST	-	-	-	-	-	-
1917-0643 2 KERB RAMPS INT JERILD & MOMA	-	-	-	-	-	-
1917-0644 2 KERB RAMPS INT CORCORAN-DRUM	-	-	-	-	-	-
1917-0645 BAROOGA ST- MURRAY ST TO MORRI	-	-	-	-	-	-
1917-0646 2 KERB RAMP INT BAROOGA & MURR	-	-	-	-	-	-
1917-0647 2 KERB RAMP INT BAROOGA & MORR	-	-	-	-	-	-
1917-0648 TAKARI ST NANGUNIA ST TO SNELL	-	(76,808)	-	-	-	-
1917-0649 BGA WALK/CYCLING TRACK	-	-	-	-	-	-
1917-0650 2 KERB INT DRUMMND & CHANTER	-	(1,000)	-	-	-	-
1917-0651 COBRAM ST-RACECOURSE TO TOWN	-	(5,439)	-	-	-	-
1917-0652 2 KERB RAMP INT TUPPAL&DENISON	-	-	-	-	-	-
1917-0653 2 KERB RAMP INT TUPPAL & COREE	-	(2,000)	-	-	-	-
1917-0654 2 KERB RAMP INT TUPPAL&TOCUMWA	-	(2,000)	-	-	-	-
1917-0656 TUPPAL ST MURRAY TO TOCUMWAL	-	(58,378)	-	-	-	-
1917-0657 2 KERB RAMP INT BOAT RAMP&MURR	-	-	-	-	-	-
1917-0658 MURRAY-BOAT RAMP TO DENILQUIN	-	(14,230)	-	-	-	-
1917-0659 TUPPAL RD PATH END - BRIDGE ST	-	(3,500)	-	-	-	-
1917-0660 BGN WALKING TRACK	-	-	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1917-0661 BUCHANANS RD HUGHES ST-LAWSON		(40,000)	-	-	-	-
1917-0662 DRUMMOND ST CHANTER-CORCORAN		(18,530)	-	-	-	-
1917-0663 COBRAM ST ALEXANDER TO SOUTH		(39,500)	-	-	-	-
1917-0664 MURRAY ST HEADFORD TO OSBOURNE		(45,000)	-	-	-	-
1917-0665 BRUTON ST END TO ANTHONY AVE		(50,000)	-	-	-	-
1917-0666 HENNESY ST CHARLOTTE TO HANNAH		(47,000)	-	-	-	-
1918-0105 STREET LIGHTING - Operations	(61,698)	(61,698)	(75,827)	(92,130)	(110,924)	(120,000)
1918-0106 STREET LIGHTING - ELECTRICITY	(187,400)	(187,400)	(192,490)	(198,470)	(204,644)	(211,018)
1918-0107 INSTALLATION POWER CABLING UN	-	(94,552)	-	-	-	-
1918-0515 STREET LIGHTING IN TOWNS	-	(55,760)	-	-	-	-
1919-0105 ROADS & INFRASTRUCTURE ADMIN C	(1,063,700)	(1,017,116)	(1,017,116)	(1,017,116)	(1,017,116)	(1,017,116)
1922-0105 BUS SHELTERS ROUTINE MTCE & RE	(1,500)	(1,270)	(1,500)	(1,525)	(1,551)	(1,577)
1924-0500 ENDEAVOUR ST CARPARK LAND PURCHASE	-	-	-	-	-	-
1956-1000 RTA REGIONAL ROAD REPAIR BUDGET	(350,000)	-	(350,000)	(350,000)	(350,000)	(350,000)
1956-1011 MR550 REHAB/WIDEN 76.867 - 79.23	-	-	-	-	-	-
1956-1012 MR550 REHAB/WIDEN 80.226 - 81.22	-	-	-	-	-	-
1956-1013 MR356 REHAB/WIDEN 30.00-32.51	-	(24,600)	-	-	-	-
1956-1014 MR356 REHAB/WIDEN 17781-17361	-	(151,000)	-	-	-	-
3600-1501 PLANNING ADVERT FEES - GST FREE	2,000	3,600	3,000	3,050	3,101	3,154
3600-1502 ENV. SERV SUNDRY INCOME - INCL GST	700	2,975	700	718	735	754
3600-1503 DRAINAGE DIAGRAMS - GST FREE	8,500	14,500	14,500	14,713	14,930	15,154
3600-1504 ON-SITE SEWAGE FEES - GST FREE	2,000	2,900	3,000	3,050	3,101	3,154
3600-1505 LGA LOCAL ACTIVITY FEE - GST FREE	3,500	10,000	8,500	8,588	8,677	8,769
3600-1506 FOOTPATH TRADING PERMIT FEES	1,100	1,100	1,100	103	1,105	108
3600-1507 Env. Serv Sundry Income - Ex. GST	-	75	-	-	-	-
3600-1812 PLANNING CERTIFICATE S149 - GST FREE	17,000	21,000	20,000	20,400	20,800	21,200
3600-1813 URGENT PLAN S149 CERT INCL GST	500	600	500	513	525	538

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
3600-1814 CONSTRUCTION CERTIFICATE FEES	15,000	18,250	18,000	18,400	18,800	19,200
3600-1815 COMPLYING DEVELOPMENT FEES -INCL GST	9,000	11,000	11,000	11,225	11,456	11,692
3600-1816 DEVELOPMENT APPLICATION FEES - APPLI	31,000	70,000	70,000	72,206	74,400	75,600
3600-1817 COMPLIANCE CERT. INSPECT - INCL. GST	40,000	50,000	45,000	45,900	46,800	47,700
3600-1818 SUBDIV. SUPERVISION FEE - INCL. GST	100	4,100	100	100	100	100
3600-1870 LEGAL COSTS RECOVERED	-	-	-	-	-	-
3600-1950 LOCAL ENVIRONMENT PLAN GRANT	-	70,000	-	-	-	-
3600-1952 ELECTRONIC HOUSING CODE GRANT	-	-	-	-	-	-
3600-1953 APPLICATION TRACKING PH4 GRANT	-	-	-	-	-	-
3660-1000 DWM CHARGES COLLECTED	843,720	843,720	869,312	891,045	913,321	936,154
3660-1020 DWM CHARGES UNCOLLECTED	15,900	15,900	15,174	15,553	15,942	16,340
3660-1080 LESS - DWM CHARGES WRITTEN OFF	(2,000)	(2,000)	(2,000)	(2,050)	(2,101)	(2,154)
3660-1081 Less - Non-DWM Charges Written Off	-	-	-	-	-	-
3660-1082 LESS - DWM CHARGES D/DEBT EXPENSE	(1,000)	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)
3660-1095 LESS DWM CHARGES PENSION REBATE	(72,000)	(71,810)	(76,500)	(78,000)	(79,000)	(80,000)
3660-1500 DWM TIPPING FEES	125,000	175,000	180,000	184,000	188,000	192,000
3660-1505 DWM WASTE COLLECTION TIP FEE CONTRA	150,260	150,260	157,772	165,661	173,944	182,641
3660-1950 DWM CHARGES PENSION SUBSIDY	39,500	39,630	40,500	40,500	40,500	40,500
3670-1000 BUSINESS GARBAGE CHARGES	67,563	78,000	74,502	76,365	78,274	80,231
3670-1500 NON-DOMESTIC WASTE TIPPING FEES	-	-	-	-	-	-
3670-1502 SALE OF SCRAP METAL	12,500	5,000	4,000	4,000	4,000	4,000
3670-1503 SALE OF RECYCLABLES	-	-	-	-	-	-
3670-1505 DRUMMUSTER REVENUE	2,650	1,000	1,000	1,000	1,000	1,000
3670-1506 DRUMMUSTER REIMBURSEMENTS	3,100	3,100	3,200	3,273	3,347	3,423
3670-1507 SALE OF BATTERIES	550	550	600	615	630	646
3670-1508 RAMROC CRC REIMBURSEMENT	-	677	-	-	-	-
3670-1926 GARBAGE TRANSFER FROM RESERVE	-	-	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
3670-2026 DWM TRANSFER TO RESERVE	(95,413)	(136,538)	(15,258)	(8,916)	(58,232)	(152,715)
3670-2500 NON DOMESTIC WASTE BUILDINGS DEPCN	(2,000)	-	(100)	(163)	(228)	(295)
3670-2502 NON DOMESTIC WASTE LAND IMPROVMENTS DEPCN	(10,900)	(13,300)	(13,600)	(13,936)	(14,282)	(14,639)
3670-2504 DOMESTIC WASTE DEPCN	(3,000)	(6,200)	(6,300)	(6,393)	(6,489)	(6,587)
3670-2505 DOMESTIC WASTE REMEDIATION - DEPCN	(5,000)	(5,400)	(5,600)	(5,756)	(5,917)	(6,082)
3670-4310 DWM DEPCN CONTRA	20,900	24,900	25,600	26,248	26,916	27,603
3750-1000 STORMWATER / DRAINAGE CHARGE	69,450	72,275	71,850	71,850	71,850	71,850
3750-1080 DRAINAGE CHARGE - WRITE OFFS	(500)	(500)	(500)	(513)	(525)	(538)
3750-1200 CONTRIBUTIONS TO WORKS	-	-	-	-	-	-
3750-1500 ELECTRICITY CHARGES REFUND	-	-	-	-	-	-
3750-1501 SECT 94 CONT. DRAINAGE - BAROOGA	-	-	-	-	-	-
3750-1502 SECT 94 CONT. DRAINAGE - BERRIGAN	-	-	-	-	-	-
3750-1503 SECT 94 CONT. DRAINAGE - FINLEY	-	-	-	-	-	-
3750-1504 SECT 94 CONT. DRAINAGE - TOCUMWAL	-	-	-	-	-	-
3750-1700 LIRS - URBAN S/W LOAN PROCEEDS	-	-	-	-	-	-
3750-1701 LIRS INTEREST SUBSIDY	45,612	45,612	38,031	34,112	30,065	25,774
3750-1702 LIRS Interest Earned on TD	-	12,120	-	-	-	-
3750-1926 SECT 94 CONT. DRAINAGE-RESERVE TRANS	-	-	-	-	-	-
3750-1950 MURRAY ST - HEADFORD TO OSBRORNE RMS FUNDING	-	405,000	-	-	-	-
3750-1951 ENDEVOUR ST CONSTRUCT PUMP STATION	-	50,000	-	-	-	-
3750-1952 DRAINAGE MURRAY ST WARMATTA TO WOLAMI	-	22,500	-	-	-	-
3750-1953 TUPPAL ST FINLEY - RMS FUNDING	-	83,348	-	-	-	-
3750-2512 STORMWATER DRAINAGE DEPCN	(228,900)	(203,900)	(210,800)	(217,874)	(225,160)	(232,665)
3800-1500 FEES - MANAGEMENT OF ROAD RESERVES	-	-	-	-	-	-
3800-1926 LEVEE BANK CONSTRUCTION TRANSFER FROM RESERVE	-	-	-	-	-	-
3800-1951 CAPITAL WORKS INCOME - LEVEE BANKS	-	-	-	-	-	-
3800-1952 CAPITAL WORKS INCOME - SEPPELTS	-	-	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
3800-1953 NATIONAL DISASTER RELIEF ASSISTANCE GRANT	-	-	-	-	-	-
3800-2026 LEVEE BANK CONSTRUCTION TRANSFER TO RESERVE	(50,000)	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)
5110-1000-0001 SEWER CHARGES - BGA	408,188	422,000	422,446	433,007	443,832	454,928
5110-1000-0002 SEWER CHARGES - BGN	247,714	250,000	254,318	260,676	267,193	273,873
5110-1000-0003 SEWER CHARGES - FIN	539,767	539,767	546,503	560,166	574,170	588,524
5110-1000-0004 SEWER CHARGES - TOC	598,915	607,900	630,755	646,524	662,687	679,254
5110-1000-0005 SEWER CHARGES - NON RATEABLE	57,290	58,600	59,950	61,449	62,985	64,560
5110-1000-0006 SEWER CHARGES - LOW PRESSURE SEWER CHG	7,739	7,739	8,170	8,374	8,583	8,798
5110-1000-0007 SEWER VOLUME CHARGE - NONRESIDENTIAL	-	-	-	-	-	-
5110-1000-0009 SEWER TRADE WASTE CHARGES	-	-	-	-	-	-
5110-1080 LESS SEWER CHARGES WRITTEN OFF	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
5110-1082 LESS SEWER CHARGES D/DEBT EXPENSE	(5,000)	(5,000)	(3,500)	(3,500)	(3,500)	(3,500)
5110-1095 LESS SEWER PENSION REBATE - SHIRE	(84,500)	(84,500)	(86,000)	(87,000)	(88,000)	(90,000)
5110-1500 SEWER CONNECTION FEES - GST FREE	10,000	27,600	10,000	10,250	10,500	10,750
5110-1501 SEWER SUNDRY INCOME - INC.GST	-	-	-	-	-	-
5110-1502 DISPOSAL OF SEPTAGE INCOME	4,000	10,000	4,000	4,100	4,200	4,300
5110-1503 SEWER SUNDRY INCOME - GST FREE	1,000	1,000	1,000	1,000	1,000	1,000
5110-1504 TOC SEWER EFFLUENT REUSE	1,575	1,575	1,600	1,625	1,650	1,675
5110-1505 BGN SEWER EFFLUENT REUSE	-	-	-	-	-	-
5110-1601 SECT. 64 CONT. SEWER - BGA	-	-	-	-	-	-
5110-1602 SECT. 64 CONT. SEWER - BER	-	-	-	-	-	-
5110-1603 SECT. 64 CONT. SEWER - FIN	-	-	-	-	-	-
5110-1604 SECT. 64 CONT. SEWER - TOC	-	-	-	-	-	-
5110-1700 INTEREST INCOME - INTERNAL LOAN 385	1,410	1,410	-	-	-	-
5110-1750 LOAN 387 INTEREST INCOME	6,870	6,870	1,410	-	-	-
5110-1840 INTEREST ON INVESTMENTS	143,150	143,150	156,127	167,459	181,709	198,644
5110-1926 SEWER TRANSFER FROM RESERVE	-	-	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
5110-1928 SECT 64 CONT SEWER RESERVE TRANSFER	-	-	-	-	-	-
5110-1950 ALTERNATE ENERGY SUPPLY GRANT	-	-	-	-	-	-
5110-1951 SEWER CHARGES PENSION SUBSIDY	26,500	26,500	47,500	47,500	47,500	47,500
5110-2026 SEWER SERVICES TRANSFER TO RESERVE	(425,186)	(6,726)	(229,671)	(372,997)	(522,141)	(569,574)
5110-3700 Internal Loan 385 Receivable-Current	40,503	40,503	-	-	-	-
5110-3750 Loan 387 Receivable - Current	77,332	77,332	40,690	-	-	-
5210-1500 ELECTRICITY CHARGES REFUND	-	-	-	-	-	-
5210-2550 SEWER MAINS RETIC - DEPCN	(353,000)	(368,200)	(368,200)	(378,790)	(389,698)	(400,933)
5210-4810 SEWER DEPCN CONTRA	563,800	604,850	605,250	622,166	639,610	657,567
5240-2550 SEWER TREATMENT WORKS - DEPCN	(196,500)	(206,500)	(206,500)	(212,385)	(218,467)	(224,721)
5250-2500 SEWER PLANT & EQUIP DEPCN	(7,800)	(19,800)	(20,000)	(20,240)	(20,487)	(20,742)
5250-2502 SEWER EQUIPMENT DEPCN	(6,400)	(10,300)	(10,500)	(10,698)	(10,902)	(11,112)
5280-1500 TRUCK WASH(AVDATA) INCOME	1,300	18,300	5,000	5,035	5,071	5,108
5280-2500 TRUCKWASH - DEPCN	(100)	(50)	(50)	(53)	(56)	(59)
6910-1500 BUILD CONTROL SUNDRY INCOME	-	-	-	-	-	-
6910-1750 LONG SERVICE CORP LEVY COMMISSION	1,300	1,300	1,300	1,333	1,366	1,400
6910-1755 PLANFIRST LEVY COMMISSION	300	300	300	308	315	323
6910-1760 S735A / S121ZP NOTICES GST FREE	3,000	3,300	3,000	3,075	3,152	3,231
6910-1812 BUILD CERTIFICATE FEES(\$149/D)	420	420	420	431	441	447
7060-2510 DEPCN - URBAN ROADS SEALED	(368,600)	(403,600)	(414,700)	(426,091)	(437,824)	(449,908)
7070-2510 DEPCN - URBAN ROADS UNSEALED	-	-	-	-	-	-
7100-1500 RURAL ADDRESSING INCOME	-	-	-	-	-	-
7100-1550 ROADS SUNDRY INCOME	-	-	-	-	-	-
7100-1950 RURAL LOCAL ROADS GRANT(RLR)(FAG)	1,276,343	1,276,343	1,276,343	1,301,870	1,327,907	1,354,465
7100-1951 R2R ROADS TO RECOVERY GRANT	625,000	1,917,934	1,997,240	605,378	605,378	625,500
7100-1953 RFS HAZARD REDUCTION GRANT	10,000	10,000	10,000	10,250	10,506	10,769
7100-1954 RMS DISASTER RECOVERY FUNDING - FLOOD DAMAGE	-	-	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
7100-1955 LGSA GRANT - ROADSIDE VEGETATION	-	-	-	-	-	-
7100-1956 Connected Corridor Project Funding	-	-	-	-	-	-
7100-1957 Fixing Country Roads Grant		2,500,000	-	-	-	-
7100-1958 RMS SAFER ROADS PROGRAM		128,568	-	-	-	-
7100-2510 DEPCN - RURAL SEALED ROADS	(1,121,900)	(1,276,900)	(1,310,600)	(1,345,268)	(1,380,976)	(1,417,755)
7100-2610 DEPCN - RURAL BRIDGES	(29,000)	(29,000)	(29,900)	(30,797)	(31,721)	(32,673)
7150-1950 RAMROC Weed Control Funding	-	-	-	-	-	-
7150-2510 DEPCN - REGIONAL ROADS	(428,200)	(432,700)	(445,500)	(458,730)	(472,357)	(486,393)
7150-2610 DEPCN - REGIONAL BRIDGES	(58,800)	(58,800)	(60,600)	(62,418)	(64,291)	(66,219)
7150-2620 DEPCN - CULVERTS		(18,850)	(18,850)	(18,850)	(18,850)	(18,850)
7200-2510 DEPCN - RURAL UNSEALED ROADS	-	-	-	-	-	-
7300-1600 KERB & GUTTER REFUND	-	-	-	-	-	-
7300-1601 K&G BUCHANANS RD - WIRUNA TO HUGHES	-	-	-	-	-	-
7300-1646 K&G NANGUNIA ST - HUGHES TO WIRUNA	-	-	-	-	-	-
7300-1649 K&G HENNESSY ST - EMILY TO HANNAH	-	-	-	-	-	-
7300-1650 K&G KELLY ST - CHARLOTTE TO EMILY	-	3,322	-	-	-	-
7300-1651 K&G JERILDERIE ST -HENNESSY TO KELLY	-	-	-	-	-	-
7300-1653 NANGUNIA ST - HUGHES TO WIRUNA -EAST	-	-	-	-	-	-
7300-1654 HANNAH ST - ADAMS TO KELLY	-	-	-	-	-	-
7300-1655 HENNESSY ST - BERRIGAN TO JERILDERIE	-	-	-	-	-	-
7300-1656 KELLY ST - EMILY TO HANNAH	-	-	-	-	-	-
7300-1657 KELLY ST-JERILDERIE TO SHORT -OWNERS	-	-	-	-	-	-
7300-1658 KELLY ST-JERILDERIE TO SHORT -DEVELO	-	-	-	-	-	-
7300-1659 HOWARD ST - BANKER ST TO MACFARLAND	-	-	-	-	-	-
7300-1660 WELLS ST - WEST QUIRK ST	-	-	-	-	-	-
7300-1661 COBRAM ST - WHITE ST TO KELLY ST	-	-	-	-	-	-
7300-1662 KELLY ST - SHORT ST TO EMILY ST	-	-	-	-	-	-

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7300-1663 K&G Buchanans Rd -Gunnamara - Wiruna	-	21,000	-	-	-	-
7300-1664 K&G - Tuppal St Roundabout to Bridge	-	-	-	-	-	-
7300-1665 K&G COBRAM ST TOC	-	4,862	-	-	-	-
7300-1666 K & G DRUMMOND ST RAILWAY TO DROHAN	-	8,262	-	-	-	-
7300-1667 K & G HARRIS ST FLYNN TO HAYES ST	-	2,000	-	-	-	-
7300-1950 MURRAY ST - HEADFORD TO OSBRORNE RMS FUNDING	-	45,000	-	-	-	-
7300-2510 KERB & GUTTER DEPCN	(255,900)	(160,000)	(167,700)	(175,608)	(183,753)	(192,143)
7500-1652 F/PATH MURRAY ST - NTH OF ATKINSON E	-	-	-	-	-	-
7500-1653 F/PATH MURRAY ST-BOWLING CLUB TO LAK	-	-	-	-	-	-
7500-1654 DENILIQVIN & JERILDERIE STS BICYCLE	-	-	-	-	-	-
7500-1655 F/PATH DENILIQVIN RD- DEAN TO COWLEY	-	-	-	-	-	-
7500-1656 F/PATH DENILIQVIN RD-COWLEY TO ANZAC	-	-	-	-	-	-
7500-1657 F/PATH MURRAY ST-BRUTON TO MURRAY HA	-	-	-	-	-	-
7500-1658 F/PATH LAWSON DR - AMAROO TO HAY	-	-	-	-	-	-
7500-1659 F/PATH CHARLOTTE ST - HENNESSY TO KELLY	-	4,558	-	-	-	-
7500-1823 FOOTPATH DENISON ST - WARMATT INTERS	-	-	-	-	-	-
7500-1825 NANGUNIA ST - BANKER TO WIRUNA	-	-	-	-	-	-
7500-1826 CHANTER ST-DRUMMOND TO MITCHELL -STH	-	-	-	-	-	-
7500-1827 STEWART ST - DRUMMOND TO MITCHELL -N	-	-	-	-	-	-
7500-1828 STEWART ST - MITCHELL TO COBRAM	-	-	-	-	-	-
7500-1829 HEADFORD ST - DENISON TO TOCUMWAL	-	-	-	-	-	-
7500-1830 DENISON ST - ABUTTING ROTARY PARK	-	-	-	-	-	-
7500-1831 OSBORNE ST - ROTARY PARK TO MURRAY	-	-	-	-	-	-
7500-1832 WARMATTA ST - COREE TO TOCUMWAL	-	-	-	-	-	-
7500-1833 TOCUMWAL ST - WARMATTA TO WOLLAMAI	-	-	-	-	-	-
7500-1834 TUPPAL RD - BRIDGE TO NEWELL HWY	-	-	-	-	-	-
7500-1835 FINLEY ST - MURRAY TO DUFF	-	-	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
7500-1837 HUGHES ST - HAY ST TO BUCHANANS RD	-	-	-	-	-	-
7500-1838 WOLLAMAI ST -COREE ST TO TOC ST	-	-	-	-	-	-
7500-1839 COWLEY ST - DENI ST TO FINLEY ST	-	-	-	-	-	-
7500-1840 FINLEY ST - DUFF ST TO COWLEY ST	-	-	-	-	-	-
7500-1841 BANKER ST - VERMONT TO AMAROO	-	-	-	-	-	-
7500-1842 VERMONT ST - BANKER TO HUGHES	-	-	-	-	-	-
7500-1843 DRUMMOND ST - CHANTER TO STEWART	-	-	-	-	-	-
7500-1844 Footpath Barooga St Murray - Morris	-	-	-	-	-	-
7500-1845 Footpath Jerilderie St Momalong - PO	-	1,000	-	-	-	-
7500-1846 Footpath Corcoran Sth to Drummond	-	9,539	-	-	-	-
7500-1847 Footpath Drummond St Chanter to Cor	-	-	-	-	-	-
7500-1848 Footpath Int Drummond Chanter St	-	5,833	-	-	-	-
7500-1849 Footpath Int Tuppal Denison St	-	1,000	-	-	-	-
7500-1850 Footpath Int Tuppal Coree St	-	1,000	-	-	-	-
7500-1851 Footpath Int Tuppal Tocumwal St	-	1,000	-	-	-	-
7500-1852 Footpath Tuppal St Murray to Tocumwa	-	15,750	-	-	-	-
7500-1853 Footpath Int Boat Ramp Rd Murray St	-	1,000	-	-	-	-
7500-1854 Footpath Takari St Nangunia Snell Rd	-	-	-	-	-	-
7500-1855 Walking Cycling Track	-	15,000	-	-	-	-
7500-1856 Footpath Int Corcoran and Drummond	-	1,000	-	-	-	-
7500-1857 Footpath Buchanans Rd Hughes to Laws	-	18,000	-	-	-	-
7500-1858 Footpath Cobram St Alexander to Sout	-	22,500	-	-	-	-
7500-1859 Footpath Murray St Headford to Osbor	-	9,000	-	-	-	-
7500-1860 Footpath Bruton St end to Anthony Av	-	23,000	-	-	-	-
7500-1861 Footpath Hennesy St Charlotte to Han	-	21,500	-	-	-	-
7500-1950 FOOTPATHS - RTA FUNDING PAMP	-	19,000	-	-	-	-
7500-2510 FOOTPATH DEPCN	(63,600)	(63,600)	(65,500)	(67,464)	(69,488)	(71,574)

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
7750-1501 SECT.94 CONTRIB CAR PARK BAROOGA	-	-	-	-	-	-
7750-1502 SECT.94 CONTRIB CAR PARK BERRIGAN	-	-	-	-	-	-
7750-1503 SECT.94 CONTRIB CAR PARK FINLEY	-	-	-	-	-	-
7750-1504 SECT. 94 CONTRIB CAR PARK TOCUMWAL	-	-	-	-	-	-
7750-2504 PARKING AREAS - DEPRECIATION EXPENSE	(5,000)	(7,400)	(7,600)	(7,756)	(7,917)	(8,082)
7780-1950 RTA - BUS BAY GRANT REVENUE	-	2,526	-	-	-	-
7780-1952 DEPT TRANSPORT CPTIGS BUS STOP GRANT	-	-	-	-	-	-
7810-1950 RTA - M&I PROGRAM - BLOCK GRANT	531,000	963,000	531,000	531,000	531,000	531,000
7830-1950 RTA REHABILITATION WORKS FUNDING	175,000	179,519	175,000	175,000	175,000	175,000
7900-1950 STREET LIGHTING SUBSIDY	38,000	38,000	46,000	46,000	46,000	46,000
DRAINAGECAPEXP DRAINAGE CAPITAL WORKS EXPENDITURE	(1,562,312)	-	(397,485)	(225,000)	(50,000)	(85,000)
DRAINAGECAPINC DRAINAGE CAPITAL WORKS INCOME	1,207,500	-	-	-	-	-
FOOTPATHSCAPEXP FOOTPATHS CAPITAL EXPENDITURE	(223,500)	-	(287,000)	(137,000)	(158,200)	(95,000)
FOOTPATHSCAPINC FOOTPATHS CAPITAL INCOME	94,000	-	94,000	20,000	40,000	25,000
K&GCAPEXP KERB & GUTTER CAPITAL EXPENDITURE	(178,000)	-	(142,200)	(216,000)	(192,000)	(230,000)
K&GCAPINC KERB & GUTTER CAPITAL INCOME	334,000	-	73,200	-	35,000	103,000
LEVEECAPEXP LEVEE BANK CAPITAL EXPENDITURE	(50,000)	-	(50,000)	(50,000)	(50,000)	(50,000)
LEVEECAPINC LEVEE BANK CAPITAL INCOME	-	-	-	-	-	-
RMSCAPINCOME - PART 7810-1950 BLOCK GRANT	350,000	-	350,000	350,000	350,000	350,000
RURALCONSCAPEXP RURAL SEALED CONSTRUCTION CAPITAL EXPENDITURE	(4,424,568)	-	(1,957,000)	(844,000)	(1,315,000)	(1,082,000)
RURALCONSCAPINC RURAL SEALED CONSTRUCTION CAPITAL INCOME	2,628,568	-	-	-	-	-
RURALSEALEDCAPEXP RURAL SEALED RESEALS CAPITAL EXPENDITURE	(369,330)	-	(202,010)	(148,614)	(84,179)	(197,933)
RURALSEALEDCAPIINC RURAL SEALED RESEALS CAPITAL INCOME	-	-	-	-	-	-
RURALUNSEALEDCAPEXP RURAL UNSEALED RESHEET CAPITAL EXPENDITURE	(248,895)	-	(577,000)	(559,000)	(534,000)	(602,000)
RURALUNSEALEDCAPIINC RURAL UNSEALED RESHEET CAPITAL INCOME	-	-	-	-	-	-
SEWERCAPEXP SEWERAGE SERVICES CAPITAL EXPENDITURE	(283,000)	-	(460,000)	(315,000)	(210,000)	(210,000)
SEWERCAPINC SEWERAGE SERVICES CAPITAL INCOME	-	-	-	-	-	-

SUSTAINABLE NATURAL AND BUILT LANDSCAPES	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
TOWNSCAPECAPEXP TOWNSCAPE WORKS CAPITAL EXPENDITURE	(80,000)	-	(80,000)	(80,000)	(80,000)	(80,000)
TOWNSCAPECAPINC TOWNSCAPE WORKS CAPITAL INCOME	-	-	-	-	-	-
URBANCONSCAPEXP URBAN ROADS CONSTRUCTION CAPITAL EXPENDITURE	(107,000)	-	(128,000)	(123,000)	(116,000)	(353,000)
URBANCONSCAPINC URBAN ROADS CONSTRUCTION CAPITAL INCOME	-	-	-	-	-	-
URBANRESEALCAPEXP URBAN RESEALS CAPITAL EXPENDITURE	(82,300)	-	(181,193)	(92,528)	(48,340)	(291,712)
URBANRESEALCAPINC URBAN RESEALS CAPITAL INCOME	-	-	-	-	-	-
WASTEMGMTCAPEXP WASTE MANAGEMENT CAPITAL EXPENDITURE	(57,000)	-	(160,000)	(175,000)	(135,000)	(50,000)
WASTEMGMTCAPINC WASTE MANAGEMENT CAPITAL INCOME	-	-	-	-	-	-

GOOD GOVERNMENT	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
	10,690,397	10,791,091	11,096,320	11,244,629	11,530,377	11,711,341
	10,690,397	10,791,091	11,096,320	11,244,629	11,530,377	11,711,341
1001-0315 MAYORAL VEHICLE EXPENSES	(21,840)	(21,840)	(21,900)	(22,400)	(22,900)	(23,400)
1001-0320 MAYORAL ALLOWANCE	(24,400)	(24,030)	(25,100)	(25,800)	(26,500)	(27,200)
1001-0325 COUNCILLORS ALLOWANCES	(88,700)	(88,080)	(90,300)	(92,600)	(94,900)	(97,200)
1001-0334 TELEPHONE - COUNCILLORS	(7,700)	(2,300)	(8,100)	(8,300)	(8,500)	(8,700)
1001-0335 COUNCILLORS EXPENSES	(47,700)	(47,700)	(49,100)	(50,400)	(51,700)	(53,000)
1001-0336 CIVIC FUNCTIONS / PRESENTATION	(2,000)	(5,700)	(2,500)	(2,500)	(2,500)	(2,500)
1001-0337 DONATIONS	(3,000)	(3,000)	(3,000)	(1,000)	(1,000)	(1,000)
1001-0338 ADMIN MANAGEMENT PLAN EXPENSES	(1,000)	(500)	(1,000)	(1,000)	(1,000)	(1,000)
1001-0340 INSURANCE - COUNCILLORS	(2,300)	(5,028)	(5,100)	(5,200)	(5,300)	(5,400)
1001-0344 MEMBERSHIP FEES	(2,000)	(2,000)	(2,000)	(2,050)	(2,100)	(2,150)
1001-0345 SUBSCRIPTION SHIRE ASSOCIATION	(24,000)	(24,000)	(25,200)	(25,900)	(26,600)	(27,300)
1001-0346 ADMIN AUDIT FEES	(25,000)	(25,000)	(25,000)	(25,700)	(26,400)	(27,100)
1001-0347 ELECTION EXPENSES	(15,000)	(45,000)	(15,000)	(15,000)	(15,000)	(15,000)
1001-0348 COMMUNITY SURVEY	-	-	-	-	-	(20,000)
1001-0349 COMMUNITY REPORT	(3,000)	(15,023)	(3,000)	(3,000)	(3,000)	(3,000)
1001-0350 FIT 4 FUTURE BUSINESS CASE	-	(725)	-	-	-	-
1001-0509 EQUIP/FURN - COUNCILLORS <= \$5,000	(5,000)	(3,000)	(15,000)	(5,000)	(5,000)	(5,000)
1002-0350 COMMUNITY WORKS - GENERAL	-	(10,000)	-	(5,000)	(5,000)	(5,000)
1002-0355 COMMUNITY WORKS - GST FREE	-	-	-	-	-	-
1002-0370 COMMUNITY WORKS - AUST. DAY CO	(4,000)	(3,376)	(4,000)	(4,000)	(4,000)	(4,000)
1002-0400 COMMUNITY GRANTS SCHEME	(5,000)	-	(25,000)	(4,000)	(4,000)	(4,000)
1005-0108 ADMIN SALARIES - GM SALARY PAC	(211,300)	(211,300)	(216,600)	(222,200)	(227,800)	(233,400)
1006-0107 ADMIN SALARIES - GM SUPPORT	(215,400)	(138,400)	(183,100)	(188,152)	(193,356)	(198,715)
1007-0118 ADMIN GM VEHICLE OPERATING EXP	(21,840)	(21,840)	(21,840)	(22,277)	(22,722)	(23,177)

GOOD GOVERNMENT	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1008-0125 ADMIN CONFERENCES/SEMINARS	(2,500)	-	(2,500)	(2,500)	(2,500)	(2,500)
1008-0126 ADMIN GM TRAVEL EXPENSES	-	(2,500)	-	-	-	-
1010-0102 ADMIN SALARIES - ACCOUNTING	(220,600)	(230,000)	(269,700)	(277,632)	(285,802)	(294,217)
1010-0103 ADMIN SALARIES - HUMAN RESOURC	(69,100)	(69,100)	(74,600)	(76,739)	(78,942)	(81,211)
1010-0104 ADMIN SALARIES - REVENUE COLLE	(137,300)	(145,000)	(158,300)	(163,196)	(168,239)	(173,433)
1010-0105 ADMIN SALARIES - CUSTOMER SERV	(103,100)	(108,000)	(124,800)	(127,638)	(130,561)	(133,572)
1010-0106 ADMIN SALARIES - INFO. TECHNOL	(71,900)	(71,900)	(81,500)	(83,726)	(86,019)	(88,380)
1010-0109 ADMIN SALARIES - DCS SALARY PA	(149,900)	(149,900)	(177,200)	(181,844)	(186,627)	(191,554)
1010-0119 ADMIN DCS VEHICLE OPERATING EX	(21,840)	(21,840)	(21,840)	(22,277)	(22,722)	(23,177)
1010-0120 ADMIN STAFF TRAINING	(14,000)	(31,500)	(14,000)	(14,285)	(14,560)	(14,859)
1010-0121 ADMIN CONSULTANTS	-	-	-	-	-	-
1010-0130 ADMIN FRINGE BENEFITS TAX	(10,000)	(10,000)	(12,000)	(12,240)	(12,485)	(12,735)
1010-0135 ADMIN JC TAX FBT ACCOUNT	-	-	-	-	-	-
1010-0140 ADMIN STAFF UNIFORM ALLOWANCE	(7,500)	(7,500)	(7,500)	(7,650)	(7,803)	(7,959)
1010-0144 ADMIN ADVERTS	(10,000)	(5,000)	(10,000)	(10,300)	(10,609)	(10,927)
1010-0146 ADMIN NEWSLETTER ADVERTS	(29,800)	(25,800)	(31,100)	(31,925)	(32,775)	(33,650)
1010-0155 ADMIN WRITE OFF BAD DEBTS	(2,000)	(100)	(2,000)	(2,150)	(2,305)	(2,464)
1010-0160 ADMIN BANK & GOVT CHARGES	(2,000)	14,700	(2,500)	(2,563)	(2,627)	(2,692)
1010-0162 BANK FEES - GST INCLUSIVE	(26,000)	(26,000)	(26,500)	(27,163)	(27,842)	(28,538)
1010-0165 ADMIN OFFICE CLEANING	(18,455)	(18,455)	(18,955)	(19,429)	(19,915)	(20,412)
1010-0170 ADMIN COMPUTER MTCE	(20,000)	(17,000)	(20,000)	(20,500)	(21,013)	(21,538)
1010-0175 ADMIN SOFTWARE LICENCING	(115,000)	(109,500)	(125,000)	(127,875)	(130,822)	(133,842)
1010-0185 LESS: CHARGED TO OTHER FUNDS	300,700	350,615	376,515	376,520	376,238	376,267
1010-0190 ADMIN ELECTRICITY	(44,000)	(12,000)	(24,000)	(24,500)	(25,000)	(25,500)
1010-0194 ADMIN INSUR - PUBLIC LIABILITY	(130,000)	(128,336)	(134,000)	(138,020)	(142,161)	(146,425)
1010-0195 ADMIN INSUR - OTHER	(32,300)	(38,578)	(33,300)	(34,299)	(35,328)	(36,388)
1010-0197 ADMIN RISK MANAGEMENT SIGNAGE	-	(1,250)	-	-	-	-

GOOD GOVERNMENT	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1010-0198 ADMIN RISK MANAGEMENT OP EXP	(1,500)	(1,000)	(1,500)	(1,538)	(1,576)	(1,615)
1010-0199 ADMIN RISK MANAGEMENT	(92,500)	(187,269)	(50,000)	(50,000)	(50,000)	(50,000)
1010-0200 ADMIN LEGAL EXPENSES INCL. GST	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1010-0202 ADMIN LEGAL EXPEN - DEBT/COLL	(60,000)	(56,500)	(60,000)	(60,000)	(60,000)	(60,000)
1010-0205 ADMIN POSTAGE	(16,000)	(16,000)	(16,000)	(16,400)	(16,810)	(17,230)
1010-0206 CHARGE FOR INTERNET RATES PAYM	(500)	(500)	(500)	(513)	(525)	(538)
1010-0207 ADMIN LEGAL EXPENSES-GST FREE	(2,000)	(12,000)	(2,000)	(2,000)	(2,000)	(2,000)
1010-0208 SALE OF LAND FOR UNPAID RATES	(9,000)	-	-	-	-	-
1010-0210 ADMIN PRINTING/STATIONERY	(40,000)	(34,000)	(41,200)	(42,230)	(43,286)	(44,368)
1010-0215 ADMIN TELEPHONE	(23,700)	(21,700)	(24,400)	(25,254)	(26,138)	(27,053)
1010-0220 ADMIN VALUATION FEES	(39,000)	(39,040)	(40,000)	(41,200)	(42,436)	(43,709)
1010-0225 ADMIN SUBSCRIPTIONS	(3,200)	(2,700)	(3,200)	(3,280)	(3,362)	(3,446)
1010-0230 ADMIN OFFICE BLDG MTCE	(12,000)	(36,755)	(12,000)	(12,300)	(12,608)	(12,923)
1010-0232 ADMIN BLDG UPGRADE EXE LIGHTING	-	-	-	-	-	-
1010-0245 ADMIN OFFICE GROUNDS MTCE	(8,000)	(8,000)	(8,500)	(8,713)	(8,930)	(9,154)
1010-0250 ADMIN OFFICE EQUIPMENT MTCE	(26,500)	(21,500)	(26,500)	(27,163)	(27,842)	(28,538)
1010-0265 ADMIN SUNDRY OPERATING EXPENSE	(5,000)	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)
1010-0266 ADMIN CHRISTMAS PARTY EXPENSE	(10,000)	(5,935)	(7,000)	(7,000)	(7,000)	(7,000)
1010-0270 ASSET REVALUATION EXPENSE	-	-	(5,000)	(15,000)	(5,000)	(5,000)
1010-0296 WEB PAGE MAINTENANCE & TRAININ	(3,000)	-	(3,000)	(3,100)	(3,203)	(3,308)
1010-0297 CORP SERVICES ADMIN CHARGES	(519,700)	(512,427)	(512,427)	(512,427)	(512,427)	(512,427)
1010-0298 LESS: RENTAL CONTRIBUTIONS	117,300	128,300	120,800	120,800	120,800	120,800
1010-0299 LESS: CHARGED TO OTHER FUNDS	1,844,500	2,116,040	1,838,459	1,838,454	1,838,736	1,838,707
1010-0500 CORPORATE SERVICES EQUIPMENT	(20,000)	(18,500)	(15,000)	(15,000)	(15,000)	(15,000)
1010-0501 CORP SERV ADMINISTRATION SOFTWARE UPGRADE	(50,000)	(300,000)	(50,000)	(50,000)	(50,000)	(50,000)
1010-0504 EQUIP/FURN - CORP. SERVICES <=	(5,000)	(4,000)	(5,000)	(5,000)	(5,000)	(5,000)
1010-0505 SERVER & NETWORK UPGRADE	-	(5,020)	-	-	-	-

GOOD GOVERNMENT	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1011-0103 TECH SERVICES SALARIES - WORK	(115,000)	(124,500)	(128,100)	(131,700)	(135,408)	(139,227)
1011-0104 TECH SERVICES SALARIES - ENV.S	(116,000)	(125,500)	(129,200)	(132,800)	(136,508)	(140,327)
1011-0105 TECH SERVICES SALARIES - EXE.	(420,700)	(406,700)	(470,400)	(484,335)	(498,688)	(513,472)
1011-0109 TECH SERVICES SALARIES - DTS S	(181,200)	(190,700)	(205,600)	(211,213)	(216,994)	(222,949)
1011-0113 TECH SERVICE W/E VEHICLE OP EX	(21,840)	(21,840)	(21,840)	(22,277)	(22,722)	(23,177)
1011-0114 TECH SERVICE ENV VEHICLE OP EX	(21,840)	(21,840)	(21,840)	(22,277)	(22,722)	(23,177)
1011-0115 TECH SERVICE EXE VEHICLE OP EX	(43,680)	(43,680)	(43,680)	(44,554)	(45,445)	(46,354)
1011-0119 TECH SERVICE DTS VEHICLE OP EX	(21,840)	(21,840)	(21,840)	(22,277)	(22,722)	(23,177)
1011-0120 LESS: CHARGED TO OTHER FUNDS/S	1,196,000	975,895	1,179,500	1,179,500	1,179,500	1,179,500
1011-0125 TECH SERVICES ADMIN CHARGES	(178,500)	(169,392)	(169,392)	(169,392)	(169,392)	(169,392)
1011-0135 TECH SERVICES STAFF TRAINING	(15,000)	(13,000)	(15,000)	(15,298)	(15,607)	(15,917)
1011-0137 STAFF RELOCATION EXPENSES	-	(440)	-	-	-	-
1011-0140 TECH SERVICES CONFERENCES/SEMI	(3,500)	(2,164)	(3,500)	(3,570)	(3,641)	(3,714)
1011-0141 TECH SERVICES - INSURANCE	(2,000)	(3,737)	(3,200)	(3,300)	(3,400)	(3,500)
1011-0142 TECH SERVICES EXP -ADVERTISING	(2,000)	(15,000)	(2,000)	(2,210)	(2,426)	(2,649)
1011-0143 TECH SERVICES TELEPHONE	(7,000)	(4,000)	(7,000)	(7,175)	(7,356)	(7,544)
1011-0145 TECH SERVICES OFFICE EXPENSES	(5,000)	(13,500)	(5,000)	(5,125)	(5,253)	(5,384)
1011-0146 TECH SERVICES - CONSULTANCY	-	-	-	-	-	-
1011-0147 TECH SERV EQUIPMENT MTCE	(2,500)	(1,900)	(2,500)	(2,500)	(2,500)	(2,500)
1011-0152 OCCUPATIONAL HEALTH & SAFETY E	(3,000)	(2,850)	(3,000)	(3,075)	(3,152)	(3,231)
1011-0160 DEPOT OPERATIONAL EXPENSES	(12,200)	(22,200)	(12,600)	(12,915)	(13,238)	(13,569)
1011-0161 DEPOT OP. EXPENSES- INSURANCE	(3,500)	(3,912)	(4,000)	(4,100)	(4,200)	(4,300)
1011-0162 DEPOT OP. EXPENSES-ELECTRICITY	(15,250)	(15,250)	(15,800)	(16,353)	(16,925)	(17,518)
1011-0163 DEPOT OP. EXPENSES - TELEPHONE	(540)	(540)	(550)	(569)	(589)	(610)
1011-0165 DEPOT BLDG MTCE	(5,000)	(11,262)	(4,000)	(4,000)	(4,000)	(4,000)
1011-0170 DEPOT GROUNDS MTCE	(3,900)	(8,300)	(4,000)	(4,000)	(4,000)	(4,000)
1011-0171 DEPOT AMENITIES CLEANING	(6,000)	(5,000)	(6,000)	(6,000)	(6,000)	(6,000)

GOOD GOVERNMENT	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1011-0240 PLANT SERVICES ADMIN CHARGES	(76,100)	(68,210)	(68,210)	(68,210)	(68,210)	(68,210)
1011-0504 EQUIP/FURN - TECH. SERVICES <=	(1,000)	-	(1,010)	(1,020)	(1,030)	(1,041)
1011-0505 EQUIP/FURN - TECH. SERVICES >=	(10,000)	(25,400)	(5,000)	(30,000)	(5,000)	(10,000)
1011-0515 MOTOR VEHICLE PURCHASES	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
1011-0525 LAND & BUILD DEPOT - BERRIGAN	-	(1,820)	-	-	-	-
1011-0535 LAND & BUILD DEPOT - FINLEY	-	(755)	-	-	-	-
1011-0545 PUBLIC WORKS PLANT PURCHASE	(538,000)	(538,000)	(1,163,000)	(793,000)	(695,000)	(1,080,000)
1011-0546 PUBLIC WORKS UTILITY PURCHASE	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)
1011-0550 PURCHASE MINOR PLANT	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
1015-0000 PLANT EXPENSES	(1,100,000)	(1,100,000)	(1,110,190)	(1,137,690)	(1,165,878)	(1,194,770)
1020-0100 PLANT WORKSHOP EXPENSES	(28,800)	(28,800)	(29,850)	(30,596)	(31,361)	(32,145)
1020-0101 PLANT WORKSHOP EXP - TELEPHONE	(555)	(555)	(570)	(590)	(611)	(632)
1020-0102 PLANT WORKSHOP EXP - INSURANCE	-	-	-	-	-	-
1020-0103 PLANT WORKSHOP EXP - VEHICLE	(21,840)	(21,840)	(21,840)	(22,277)	(22,722)	(23,177)
1025-0150 PLANT INSURANCE PREMIUMS	(2,500)	(2,500)	(2,600)	(2,700)	(2,800)	(2,900)
1030-0160 MINOR PLANT OPERATING EXPENSES	(16,600)	(16,600)	(17,200)	(17,630)	(18,071)	(18,523)
1035-0170 TOOLS PURCHASES	(7,500)	(7,500)	(7,800)	(7,995)	(8,195)	(8,400)
1050-0010 WAGES SALARY POLICY SYSTEM BAC	-	-	-	-	-	-
1050-0020 WAGES PERFORMANCE BONUS PAYMEN	(69,300)	(53,707)	(71,600)	(73,748)	(75,960)	(78,239)
1050-0040 ANNUAL LEAVE - WORKS / WAGES	(235,700)	(185,700)	(243,400)	(250,702)	(258,223)	(265,970)
1050-0060 PUBLIC HOLIDAY - WORKS / WAGES	(132,900)	(100,000)	(137,200)	(141,316)	(145,555)	(149,922)
1050-0080 LONG SERVICE LEAVE - WAGES	(99,000)	(185,250)	(102,200)	(105,266)	(108,424)	(111,677)
1050-0100 SICK LEAVE - WORKS / WAGES	(98,900)	(70,000)	(102,100)	(105,163)	(108,318)	(111,567)
1050-0115 RDO - PAYROLL SUSPENSE	-	(600)	-	-	-	-
1050-0118 TIME IN LIEU - SUSPENSE	-	-	-	-	-	-
1050-0120 BEREAVEMENT LEAVE - WAGES	(2,800)	(2,800)	(2,900)	(2,987)	(3,077)	(3,169)
1050-0150 WAGES LEAVE WITHOUT PAY	-	-	-	-	-	-

GOOD GOVERNMENT	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1050-0170 RURAL FIRE SERVICE LVE - WAGES	-	(1,000)	-	-	-	-
1050-0180 WAGES ACCIDENT PAY TO EMPLOYEE	-	(150)	-	-	-	-
1050-0185 WAGES ACCIDENT EXPENSE BY EMPL	-	-	-	-	-	-
1050-0220 WAGES MEDICAL EXPENSES	-	(1,030)	-	-	-	-
1050-0320 WAGES SUPERANNUATION - LG RET	-	(75,020)	-	-	-	-
1050-0340 WAGES SUPERANNUATION - LG ACC	(251,400)	(331,400)	(259,600)	(271,957)	(284,304)	(296,643)
1050-0380 WAGES WORKER COMPENSAT INSUR -	(169,700)	(169,700)	(175,200)	(178,704)	(182,278)	(185,924)
1050-0400 WAGES IN LIEU OF NOTICE	-	(1,645)	-	-	-	-
1050-0440 WAGES PROTECTIVE/SAFETY CLOTHI	(35,400)	(35,400)	(36,600)	(37,332)	(38,079)	(38,840)
1050-0720 WAGES OTHER TRAINING EXPENSES	(41,900)	(41,900)	(43,300)	(44,166)	(45,049)	(45,950)
1050-0730 WAGES OCCUPATIONAL HEALTH & SA	-	(1,445)	-	-	-	-
1050-0735 WAGES TQM / CONTINUOUS IMPROVE	-	-	-	-	-	-
1050-0750 EAP CONSULTATION EXPENSE	-	(510)	-	-	-	-
1050-0770 WAGES STAFF TRAINING - GENERAL	(17,800)	(42,050)	(18,400)	(18,768)	(19,143)	(19,526)
1050-0780 WAGES OTHER MEETINGS	-	(110)	-	-	-	-
1050-0790 WORKPLACE INVESTIGATION	-	(18,000)	-	-	-	-
1055-0030 STORES OPERATING COSTS	(73,100)	(73,100)	(94,100)	(96,923)	(99,831)	(102,826)
1055-0040 STOCK FREIGHT ONCOST EXPENSE	-	(3,285)	-	-	-	-
1055-0050 UNALLOCATED STORE COST VARIATI	-	-	-	-	-	-
1070-0040 ANNUAL LEAVE - ADMIN / STAFF	(224,600)	(224,600)	(231,900)	(236,538)	(241,269)	(246,094)
1070-0060 PUBLIC HOLIDAY - ADMIN / STAFF	(126,700)	(126,700)	(130,800)	(133,416)	(136,084)	(138,806)
1070-0080 LONG SERVICE LEAVE - STAFF	(94,400)	(94,400)	(97,500)	(99,450)	(101,439)	(103,468)
1070-0100 SICK LEAVE - ADMIN / STAFF	(94,400)	(94,400)	(97,500)	(99,450)	(101,439)	(103,468)
1070-0120 BEREAVEMENT LEAVE - STAFF	(2,700)	(3,580)	(2,800)	(2,856)	(2,913)	(2,971)
1070-0140 MATERNITY LEAVE - STAFF	-	-	-	-	-	-
1070-0145 PAID PARENTAL LEAVE SCHEME	-	-	-	-	-	-
1070-0150 LEAVE WITHOUT PAY - STAFF	-	-	-	-	-	-

GOOD GOVERNMENT	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1070-0180 STAFF ACCIDENT PAY TO EMPLOYEE	-	-	-	-	-	-
1070-0220 STAFF MEDICAL EXPENSES	-	(2,485)	-	-	-	-
1070-0320 STAFF SUPERANNUATION - LG RET	-	(67,745)	-	-	-	-
1070-0340 STAFF SUPERANNUATION - LG ACC	(276,400)	(276,400)	(285,400)	(298,985)	(312,559)	(326,124)
1070-0380 STAFF WORKER COMPENSAT INSUR -	(161,700)	(161,700)	(167,000)	(170,340)	(173,747)	(177,222)
1070-0390 STAFF RELOCATION EXPENSES	-	-	-	-	-	-
1070-0400 STAFF REDUNDANCY PAYMENT	-	-	-	-	-	-
1070-0410 STAFF JURY DUTY EXPENSE	-	-	-	-	-	-
1100-1305 DONATIONS	-	1,700	-	-	-	-
1100-1350 OTHER REVENUES	-	5	-	-	-	-
1200-1500 CORP SUPPORT SUNDRY REVENUE	-	475	-	-	-	-
1200-1600 REVENUE - GIPA	-	-	-	-	-	-
1200-1670 INSURANCE REBATE	20,000	20,437	20,000	20,000	20,000	20,000
1200-1680 WORKCOVER INCENTIVE PAYMENTS	-	-	-	-	-	-
1200-1814 RATES CERTIFICATE S603 - GST FREE	17,000	21,000	22,000	22,000	22,000	22,000
1200-1815 URGENT RATE S603 CERT INCL GST	250	260	260	260	260	260
1200-1829 RECOVER BANK CHARGES - DISHONOUR FEES	-	-	-	-	-	-
1200-1870 LEGAL COSTS RECOVERED	49,000	52,000	49,000	50,000	51,000	52,000
1200-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	-	-	-	-	-	-
1200-1953 RENEWABLE ENERGY CREDIT GRANT	-	-	-	-	-	-
1200-2502 CORP SERVICES OFFICE EQUIPMENT DEPCN	(42,400)	(47,200)	(48,500)	(49,811)	(51,161)	(52,552)
1200-2504 CORP SERVICES OFFICE DEPCN	(39,100)	(39,600)	(40,800)	(42,009)	(43,254)	(44,537)
1300-1500 TECH SERV SUNDRY INCOME - INCL GST	-	-	-	-	-	-
1300-1502 OHS INCENTIVE PAYMENT	-	-	-	-	-	-
1300-1800 ROAD OPENING PERMIT FEES	-	3,000	3,000	3,000	3,000	3,000
1300-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	-	-	-	-	-	-
1300-2502 TECH SERVICES OFFICE EQUIPMENT DEPCN	(18,300)	(4,800)	(5,300)	(5,864)	(6,445)	(7,043)

GOOD GOVERNMENT	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1310-2502 DEPOT EQUIPMENT DEPCN	(700)	(700)	(700)	(721)	(743)	(765)
1310-2504 DEPOT DEPCN	(16,400)	(26,400)	(26,900)	(27,407)	(27,929)	(28,467)
1320-1200 GAIN ON DISPOSAL - PLANT & EQUIPMENT	-	-	-	-	-	-
1320-1201 GAIN ON DISPOSAL - MOTOR VEHICLE	-	-	-	-	-	-
1320-1202 MOTOR VEHICLE DISPOSAL	130,000	130,000	-	-	-	-
1320-1203 PUBLIC MOTOR VEHICLE DISPOSAL	164,500	164,500	289,500	177,000	230,000	286,500
1320-1204 PUBLIC WORKS UTILITY DISPOSAL	39,000	39,000	39,000	39,000	39,000	39,000
1320-1205 MOTOR VEHICLE DISPOSAL	-	-	130,000	130,000	130,000	130,000
1320-1210 MINOR ASSET SALES CLEARING	-	-	-	-	-	-
1320-1500 PLANT SERVICES SUNDRY INCOME	-	-	-	-	-	-
1320-1823 STAFF PRIVATE USE CAR HIRE	45,000	45,000	45,000	46,125	47,278	48,460
1320-1825 STAFF PRIVATE USE FUEL CHARGES	9,000	9,000	9,000	9,225	9,456	9,692
1320-1856 PLANT REGO. & GREENSLIP REFUND	-	-	-	-	-	-
1320-1857 PLANT INSURANCE CLAIM REFUND	-	-	-	-	-	-
1320-1926 PLANT REPLACE TRANSFER FROM RESERVE	-	-	280,510	-	-	129,229
1320-1950 PLANT FUEL TAX CREDIT SCHEME	48,000	48,000	50,000	51,250	52,531	53,845
1320-2010-0000 PLANT HIRE INCOME COUNCIL WORKS	2,000,000	2,000,000	2,000,000	2,050,000	2,101,250	2,153,781
1320-2026 PLANT SERVICES TRANSFER TO RESERVE	(221,855)	(229,745)	-	(162)	(174,917)	-
1320-2500 PLANT DEPCN	(533,000)	(470,000)	(486,000)	(502,470)	(519,434)	(536,907)
1320-2550 DEPRECIATION - MOTOR VEHICLES	(255,900)	(260,000)	(267,700)	(275,608)	(283,753)	(292,143)
1320-4010-0000 PLANT DEPCN CONTRA	788,900	730,000	753,700	778,078	803,187	829,050
1400-1230 LSL CONTRIBUTIONS TRANSFERRED EMPS	-	-	-	-	-	-
1400-1500 ACCIDENT PAY RECOUP	-	-	-	-	-	-
1400-1510 WORKERS COMPENSATION INSURANCE REFUND	-	30,283	-	-	-	-
1400-1550 ONCOSTS STAFF TRAINING REFUND	-	-	-	-	-	-
1400-1600 SUPERANNUATION ACC SCHEME REFUND	-	-	-	-	-	-
1400-1950 ONCOSTS STAFF TRAINING SUBSIDY	-	-	-	-	-	-

GOOD GOVERNMENT	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1410-0125 HOUSING 27 DAVIS BLDG MTCE	(22,000)	(26,520)	(2,000)	(2,050)	(2,101)	(2,154)
1410-0126 HOUSING 27 DAVIS ST - RATES	(2,100)	(2,100)	(2,200)	(2,255)	(2,311)	(2,369)
1410-0127 HOUSING 27 DAVIS ST -INSURANCE	(1,020)	(1,044)	(1,100)	(1,200)	(1,300)	(1,400)
1410-0130 HOUSING GREENHILLS BLDG MTCE	(2,500)	(990)	(2,500)	(2,563)	(2,627)	(2,692)
1410-0131 HOUSING GREENHILLS - INSURANCE	(700)	(605)	(610)	(620)	(630)	(640)
1410-0140 HOUSING 7 CARTER ST BLDG MTCE	(2,000)	(1,110)	(2,000)	(2,050)	(2,101)	(2,154)
1410-0141 HOUSING 7 CARTER ST - RATES	(1,700)	(1,825)	(1,800)	(1,845)	(1,891)	(1,938)
1410-0147 HOUSING 7 CARTER ST - INSURANC	(700)	-	(720)	(741)	(765)	(786)
1410-0150 PROPERTY SERVICES ADMIN CHARGE	(15,800)	(7,433)	(7,433)	(7,433)	(7,433)	(7,433)
1411-0170 ASBESTOS MANAGEMENT PROGRAM	-	-	-	-	-	-
1411-0180 BLDG MTCE PROGRAM	(16,000)	(6,627)	(16,000)	(16,400)	(16,810)	(17,230)
1417-1500 PAID PARENTAL LEAVE REIMBURSEMENT	-	-	-	-	-	-
1440-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	-	-	-	-	-	-
1445-1920 STOCK FREIGHT ONCOST RECOVERY	-	-	-	-	-	-
1500-1001 CENTS ROUNDING	-	-	-	-	-	-
1500-3650 PAID PARENTAL LEAVE SCHEME REVENUE	-	-	-	-	-	-
1500-5105 UNSPENT LOAN PROCEEDS LIRS	-	-	-	-	-	-
3550-1826 GENERAL - RENT ON COUNCIL HOUSES	15,860	15,860	15,860	15,860	16,663	17,079
3550-1827 HOUSING CAPITAL INCOME	-	-	-	-	-	-
3550-2504 HOUSING DEPRECIATION	(8,800)	(9,000)	(9,300)	(9,573)	(9,854)	(10,144)
9100-1000 ORDINARY RATES - FARMLAND	1,772,465	1,782,166	1,813,955	1,859,304	1,905,787	1,953,432
9100-1001 ORDINARY RATES - RESIDENTIAL RURAL	323,251	323,952	331,512	339,779	348,295	357,002
9100-1002 ORDINARY RATES - RESIDENTIAL BGA	515,953	516,573	525,967	539,116	552,594	566,408
9100-1003 ORDINARY RATES - RESIDENTIAL BGN	315,085	316,614	327,542	335,731	344,124	352,727
9100-1004 ORDINARY RATES - RESIDENTIAL FIN	644,291	642,487	654,658	671,024	687,800	704,995
9100-1005 ORDINARY RATES - RESIDENTIAL TOC	693,765	697,317	704,712	722,330	740,388	758,898
9100-1006 ORDINARY RATES - BUSINESS BGA	91,416	91,298	92,868	95,190	97,569	100,009

GOOD GOVERNMENT	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
9100-1007 ORDINARY RATES - BUSINESS BGN	70,039	69,965	71,960	73,759	75,603	77,493
9100-1008 ORDINARY RATES - BUSINESS FIN	160,209	159,591	163,928	168,025	172,226	176,531
9100-1009 ORDINARY RATES - BUSINESS TOC	192,931	193,253	196,908	201,830	206,875	212,047
9100-1010 ORDINARY RATES - RESIDENTIAL	55,446	52,740	54,446	55,807	57,202	58,632
9100-1080 LESS ORDINARY RATES WRITTEN OFF	(5,000)	(5,000)	(5,000)	(5,000)	(5,253)	(5,384)
9100-1082 LESS ORDINARY RATES D/DEBT EXPENSE	(15,000)	(15,000)	(10,000)	(10,250)	(10,506)	(10,769)
9100-1083 LESS:FARMLAND RATE CAPPING WRITE OFF	-	-	-	-	-	-
9100-1085 LESS SMALL BALANCES WRITTEN OFF	(1,000)	(1,000)	(1,000)	(1,000)	(1,051)	(1,077)
9100-1095 LESS ORDINARY RATE PENSION REBATE	(192,500)	(192,500)	(199,500)	(201,500)	(204,000)	(206,000)
9100-1500 INTEREST EXTRA CHARGES ON RATES	37,000	37,000	37,000	37,925	38,873	39,845
9200-1950 FINANCAL ASSISTANCE GRANT(FAG)	3,022,233	3,022,233	3,022,233	3,082,678	3,144,331	3,207,218
9300-1950 ORDINARY RATES PENSION SUBSIDY	106,000	106,000	110,000	110,000	110,000	110,000
9400-1840 INTEREST - AT CALL ACCOUNT	-	-	-	-	-	-
9400-1842 INTEREST - TERM DEPOSITS	300,788	300,788	303,214	305,392	307,886	310,175
9400-1843 INTEREST - OTHER	-	-	-	-	-	-
9500-1844 INTEREST - O/S DEBTORS GST FREE	500	3,000	-	-	-	-
DEPNCONTRA ACCUMULATED DEPCN GL/JC CONTRA A/C	3,383,100	3,660,800	3,752,500	3,857,042	3,964,720	4,075,635
DEPOTCAPEXP DEPOT CAPITAL EXPENDITURE	(20,000)	-	(10,000)	(20,000)	-	-
DEPOTCAPINC DEPOT CAPITAL INCOME	-	-	-	-	-	-
EIDPCNCONTRA EI DEPRECIATION CONTRA	6,100	6,450	13,300	13,678	14,068	14,468
ENVSERVICESCAPINC ENVIRONMENTAL SERVICES CAPITAL INCOME	-	-	-	-	-	-
HACCDEPNCONTRA HACC DEPRECIATION CONTRA	-	-	-	-	-	-
HOUSINGCAPEXP HOUSING CAPITAL EXPENDITURE	-	-	-	(30,000)	-	-
HOUSINGCAPINC HOUSING CAPITAL INCOME	-	-	-	-	-	-
SHIREOFFICECAPEXP SHIRE OFFICE CAPITAL EXPENDITURE	-	-	-	-	-	-
SHIREOFFICECAPINC SHIRE OFFICE CAPITAL INCOME	-	-	-	-	-	-
STAFFRECOVERY STAFF ONCOST OVERHEAD RECOVERY	972,863	1,060,368	1,012,700	1,041,035	1,069,450	1,098,153

GOOD GOVERNMENT	2015-16 ORIGINAL BUDGET	REVISED MAR 15- 16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
WAGESRECOVERY WAGES ONCOST OVERHEAD RECOVERY	1,235,937	1,355,161	1,286,800	1,327,032	1,368,241	1,410,253

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
	(2,837,245)	(3,343,534)	(3,303,990)	(3,313,900)	(3,182,653)	(3,172,934)
	(2,837,245)	(3,343,534)	(3,303,990)	(3,313,900)	(3,182,653)	(3,172,934)
1110-0105 CONTRIBUTION NSW FIRE BRIGADE	(50,500)	(50,500)	(53,000)	(54,590)	(56,228)	(57,915)
1110-0110 CONTRIBUTION RURAL FIRE FUND	(93,000)	(93,000)	(150,000)	(120,000)	(120,000)	(120,000)
1110-0155 RURAL FIRE BRIGADES BLDG MTCE	(1,000)	(200)	(1,000)	(1,025)	(1,051)	(1,077)
1110-0160 FIRE BRIGADE ADMIN CHARGES	(44,100)	(31,650)	(31,650)	(31,650)	(31,650)	(31,650)
1110-0203 RURAL FIRE TRAINING FIRST AID	-	-	-	-	-	-
1110-0204 RURAL FIRE TRAINING OTHER	-	-	-	-	-	-
1110-0205 RFS RADIO MTCE	-	(715)	-	-	-	-
1110-0210 RFS STATION SHED MTCE	-	(5,480)	-	-	-	-
1110-0215 RFS VEHICLE MTCE	-	-	-	-	-	-
1110-0220 RFS PUMPS MTCE	-	-	-	-	-	-
1110-0225 RFS PETROL & OIL	-	-	-	-	-	-
1110-0230 RFS MAINTENANCE & OTHER	-	-	-	-	-	-
1110-0240 RFS TELEPHONE	-	-	-	-	-	-
1110-0245 RFS ELECTRICTY & GAS	-	-	-	-	-	-
1110-0250 RFS VEHICLE INSURANCE	-	(399)	-	-	-	-
1110-0255 RFS SHEDS & OTHER INSURANCE	(1,100)	(1,511)	(1,500)	(1,600)	(1,700)	(1,800)
1110-0260 RURAL FIRE ERS/PAGING	-	-	-	-	-	-
1110-0265 RURAL FIRE SUNDRY EXPENSES	(10,000)	(10,000)	(10,000)	(10,250)	(10,506)	(10,769)
1110-0270 RURAL FIRE OTHER EXPENSES	-	-	-	-	-	-
1110-0280 RFS COROWA SHIRE ADMIN FEES	-	-	-	-	-	-
1110-0290 RFS EXPENDITURE	(84,511)	(78,316)	(99,045)	(101,520)	(104,059)	(106,661)
1110-0510 RURAL FIRE EQUIP - IN-KIND	-	-	-	-	-	-
1111-0105 DOG ACT EXPENSES	(37,750)	(37,750)	(37,750)	(38,694)	(39,661)	(40,653)

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1111-0106 DOG ACT EXPENSES - TELEPHONE	(600)	(600)	(600)	(621)	(643)	(665)
1111-0108 COMPANION ANIMAL DLG REGISTRAT	(6,000)	(6,000)	(6,000)	(6,150)	(6,304)	(6,461)
1111-0109 POUND OPERATION SALARIES & ALL	(30,240)	(30,240)	(28,250)	(28,956)	(29,680)	(30,422)
1111-0110 POUNDS ACT EXPENSES	(19,240)	(19,500)	(19,240)	(19,721)	(20,214)	(20,719)
1111-0111 POUNDS ACT EXPS - INSURANCE	(140)	(173)	(180)	(190)	(200)	(210)
1111-0112 POUNDS ACT EXP. - ADVERTISING	(200)	(200)	(200)	(206)	(212)	(219)
1111-0113 POUNDS ACT EXPENSE - TELEPHONE	(300)	(300)	(300)	(311)	(321)	(333)
1111-0115 DOG POUND MTCE	(1,100)	(1,100)	(1,100)	(1,128)	(1,156)	(1,185)
1111-0125 STOCK POUND MTCE	(500)	-	(500)	(513)	(525)	(538)
1111-0505 ANIMAL CONTROL CAPITAL WORKS	-	-	-	-	-	-
1114-0105 CONTRIBUTION NSW SES	(16,200)	(16,200)	(16,700)	(17,201)	(17,717)	(18,249)
1114-0110 SES OPERATING EXPENSES	-	(1,960)	-	-	-	-
1114-0112 SES OP. EXPENSES-ELECTRICITY	-	(3,210)	-	-	-	-
1114-0113 SES OPERATING EXP - TELEPHONE	-	(320)	-	-	-	-
1114-0114 SES OP.EXPENSES - INSURANCE	(5,100)	(3,781)	(3,800)	(3,900)	(4,000)	(4,100)
1114-0125 TOC SEARCH & RESCUE BLDG MTCE	-	(900)	-	-	-	-
1114-0150 TOCUMWAL VRA/SES - REPLACE ROOF	-	-	-	-	-	-
1114-0500 EMERGENCY SERVICES EQUIPMENT	-	-	-	-	-	-
1210-0190 HEALTH ADMINISTRATION ADMIN CH	(116,000)	(97,976)	(97,976)	(97,976)	(97,976)	(97,976)
1211-0105 COMMUNITY SHARPS DISPOSAL	-	(105)	-	-	-	-
1212-0105 FOOD CONTROL	-	-	-	-	-	-
1213-0105 PEST CONTROL	-	-	-	-	-	-
1213-0106 PEST CONTROL - BIRDS	-	(1,925)	-	-	-	-
1215-0105 MEMORIAL PARK TOILET BLDG MTCE	(1,000)	(325)	(1,000)	(1,025)	(1,051)	(1,077)
1215-0120 TOY LIBRARY BLDG MTCE	-	-	-	-	-	-
1215-0125 TOY LIBRARY OP.EXPS -INSURANCE	-	-	-	-	-	-
1215-0130 FIN SECONDHAND SHOP INSURANCE	(220)	(455)	(460)	(470)	(480)	(490)

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1313-0105 YOUTH WEEK GRANT & CONTRIBUTIO	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
1313-0110 BERRIGAN SHIRE YOUTH AWARD	-	-	-	-	-	-
1313-0111 SR SUICIDE PREVENTION GROUP	(480)	(480)	(500)	(500)	(500)	(500)
1313-0115 PORTSEA CAMP EXPENSES	(2,000)	(2,000)	(2,000)	(2,050)	(2,101)	(2,154)
1313-0120 COMMUNITY PLANNING - SALARY	(124,200)	(150,000)	(159,600)	(163,353)	(167,219)	(171,200)
1313-0121 COMMUNITY PLANNING ADVERTISING	(2,500)	(2,500)	(2,500)	(2,563)	(2,627)	(2,692)
1313-0122 COMMUNITY PLANNING - TRAINING	(2,000)	(2,000)	(2,200)	(2,244)	(2,289)	(2,335)
1313-0123 COMMUNITY PLANNING - VEHICLE EXPENSE	(21,840)	(21,840)	(21,840)	(22,277)	(22,722)	(23,177)
1313-0124 COMMUNITY PLANNING - TELEPHONE	(1,000)	(1,000)	(1,050)	(1,078)	(1,107)	(1,137)
1313-0125 COMMUNITY PLANNING - OP EXPENSES	(2,000)	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)
1313-0131 YOUTH DEVELOPMENT	-	(15,000)	-	-	-	-
1314-0130 EARLY INT EQUIP & PROGS STATE	(2,220)	(4,910)	(2,000)	(2,050)	(2,101)	(2,154)
1314-0131 EARLY INT - ELECTRICITY	(1,050)	(2,540)	(960)	(993)	(1,028)	(1,064)
1314-0132 EARLY INT - TELEPHONE	(1,060)	(1,060)	(1,000)	(1,030)	(1,061)	(1,093)
1314-0133 EARLY INT - ADMIN CHARGE	(17,500)	(409)	(409)	(409)	(409)	(409)
1314-0134 MASONICARE GRANT EXPENDITURE	-	-	-	-	-	-
1314-0135 COMMUNITY SERVICES DIRECTORY	-	-	-	-	-	-
1314-0137 BJCN GRANT EXPENDITURE	-	-	-	-	-	-
1314-0138 EARLY INT - ACCREDITATION EXP	-	-	-	-	-	-
1314-0139 EARLY INT - INTENSE FAMILY SUP	-	(1,150)	-	-	-	-
1314-0140 EARLY INT - THERAPY SUPPORT	-	(9,210)	-	-	-	-
1314-0150 EARLY INT - ECICP THERAPY	-	(550)	-	-	-	-
1314-0215 EARLY INT - SALARY/ALLOWANCE	(109,701)	(139,701)	(115,915)	(117,666)	(119,469)	(121,327)
1314-0225 EARLY INT - TRAVEL ALLOWANCE	(4,600)	(10,170)	(4,600)	(4,692)	(4,786)	(4,882)
1314-0505 EQUIP/FURN - EARLY INT <= \$50	(350)	(5,350)	(354)	(357)	(360)	(364)
1315-0100 SOCIAL SUPPORT(10%)	-	-	-	-	-	-
1315-0200 MEALS(20%)	-	-	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1315-0300 HOME MODS(20%)	-	-	-	-	-	-
1315-0400 HOME MTCE(10%)	-	-	-	-	-	-
1315-0505 HACC - CAPITAL PURCHASES	-	-	-	-	-	-
1315-0510 HACC - NEW GARAGES	-	-	-	-	-	-
1316-0100 TRANSPORT(40%)	-	-	-	-	-	-
1316-0200 HACC TRANSFER	-	-	-	-	-	-
1316-0300 SENIOR CITIZENS	-	-	-	-	-	-
1419-0106 CEMETERY OP. EXP - TELEPHONE	(500)	(1,390)	(500)	(510)	(520)	(530)
1419-0107 CEMETERY OP.EXPS - ELECTRICITY	(1,400)	(1,400)	(1,500)	(1,530)	(1,560)	(1,590)
1419-0108 CEMETERY OP EXP - INSURANCE	(30)	(33)	(30)	(30)	(30)	(30)
1419-0109 CEMETERY WEBSITE & MAPPING	-	-	-	-	-	-
1419-0110 CEMETERY MAINTENANCE	(27,000)	(34,440)	(28,000)	(28,600)	(29,200)	(29,800)
1419-0112 CEMETERY BURIAL EXPENSES	(31,000)	(31,000)	(32,000)	(32,700)	(33,400)	(34,100)
1419-0114 CEMETERY HONORARIUMS	(16,500)	(16,500)	(17,000)	(17,400)	(17,800)	(18,200)
1419-0116 CEMETERY PLAQUES	(31,000)	(31,655)	(32,000)	(32,700)	(33,400)	(34,100)
1419-0117 CEMETERY - FLOWER BOXES	-	(1,530)	-	-	-	-
1419-0500 FINLEY CEMETERY - INSTALL SPRINKLERS	-	(28,000)	-	-	-	-
1419-0515 CEMETERY PLYNTHS	-	(15,000)	-	-	-	-
1419-0516 TOC CEMETERY WALL NICHES	-	(15,000)	-	-	-	-
1419-0517 BGA CEMETERY FENCING	-	(19,060)	-	-	-	-
1420-0000 PUBLIC CONVENIENCE CLEANING	(133,000)	(165,000)	(137,700)	(141,141)	(144,671)	(148,290)
1420-0001 PUBLIC CONVENIENCES BLDG MTCE	(10,000)	(14,775)	(20,000)	(20,000)	(20,000)	(20,000)
1420-0100 MARY LAWSON AMENITIES BLOCK UPGRADE	-	-	-	-	-	-
1420-0105 FIN - CONNECT POWER LAKE TOILETS	-	-	-	-	-	-
1420-0110 TOC FORESHORE PARK - AMENITIES BLOCK UPGRADE	-	-	-	-	-	-
1420-0111 BGA BOTANICAL GARDENS TOILETS	-	-	-	-	-	-
1420-0113 PUBLIC CONVEN. - ELECTRICITY	(3,900)	(3,900)	(4,000)	(4,140)	(4,285)	(4,435)

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1420-0114 PUBLIC CONVENIENCES -INSURANCE	(2,200)	(2,721)	(2,800)	(2,900)	(3,000)	(3,100)
1420-0125 PUBLIC CONVENIENCES RENTAL FIN	(8,600)	(8,600)	(8,600)	(8,815)	(9,035)	(9,261)
1421-0105 FINLEY TIDY TOWNS EXPENSE	-	-	-	-	-	-
1421-0120 BERRIGAN CONSERVATION GROUP EX	(3,860)	(8,874)	(4,000)	(4,000)	(4,000)	(4,000)
1510-0105 WATER ADMIN CHARGES - ADMINIST	(184,600)	(187,773)	(246,627)	(246,627)	(246,627)	(246,627)
1510-0106 WATER ADMIN CHARGE - ENGINEERI	(276,900)	(259,341)	(319,859)	(319,859)	(319,859)	(319,859)
1510-0117 WATER SUPPLIES - RENTAL CONTRI	(70,200)	(72,480)	(72,480)	(72,480)	(72,480)	(72,480)
1510-0125 PROV BAD & DOUBTFUL DEBTS	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1510-0155 WATER WRITE OFF BAD DEBTS	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
1510-0170 WATER DELIVERY EXPENSES	(30,900)	(30,900)	(32,000)	(32,600)	(33,200)	(33,800)
1510-0200 WATER LEGAL EXPENSES	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1510-0210 DONATIONS - WATER FUND	-	-	-	-	-	-
1510-0500 WATER SUPPLIES PRINCIPAL ON LO	(125,693)	(125,693)	(111,493)	-	-	-
1510-0504 OFFICE EQUIP/FURN NON CAPITAL	(1,200)	(3,200)	(1,300)	(1,330)	(1,360)	(1,390)
1510-0505 OFFICE EQUIP/FURN - ENG WATER	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
1510-0506 SUBSCRIPTIONS & MEMBERSHIPS	(9,000)	(9,000)	(9,200)	(9,400)	(9,600)	(9,800)
1510-0507 TELEMETRY UPGRADE - WATER	-	(10,000)	-	-	-	-
1510-0510 BGA - SOLAR AT PUMPSTATION	-	(45,234)	-	-	-	-
1510-0511 FIN - SOLAR AT PUMPSTATION	-	(31,528)	-	-	-	-
1510-0512 TOC - SOLAR AT PUMPSTATION	-	(29,928)	-	-	-	-
1510-0536 SODA ASH DOSING SYSTEM	-	(30,000)	-	-	-	-
1510-0537 FIN - UPGRADE PLATFORM & WINCH WTP	-	(50,000)	-	-	-	-
1510-0548 IMPROVE OH & S AT WORK SITES	(10,000)	(10,000)	(10,000)	-	-	-
1510-0551 OH&S SIGNAGE - WATER	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1510-0552 SHELVING & STORAGE WTPs	-	-	-	-	-	-
1510-0560 MAINS RETIC - BGA	-	-	-	-	-	-
1510-0561 BGA - REPAINT INTERIOR WTP	-	(200,000)	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1510-0564 BGA - MAJOR PUMP REPLACEMENT	-	(50,000)	-	-	-	-
1510-0565 MAINS RETIC - BGN	-	(5,000)	-	-	-	-
1510-0570 MAINS RETIC - FIN	-	(95,000)	-	-	-	-
1510-0575 MAINS RETIC - TOC	-	(16,805)	-	-	-	-
1510-0608 CRUSHED GRANITE-FIN WATER DAM	-	(10,000)	-	-	-	-
1510-0612 BGN - FILTERED MAIN CORCORAN/LYSAGHT	-	-	-	-	-	-
1510-0613 BGN - RAW WATER PUMP STATION DRAINAGE LINE	-	(2,000)	-	-	-	-
1510-0615 FIN - FILTERED & UNFILTERED MAIN TONGS/HOWE STS	-	(20,000)	-	-	-	-
1510-0616 FIN - FILTERED MAIN WILLIAM/BRIDGET STS	-	-	-	-	-	-
1510-0652 REPLACEMENT OF MINOR PLANT	-	(10,000)	-	-	-	-
1510-0653 BGA - MODIFICATION TO POWER SUPPLY	-	-	-	-	-	-
1510-0654 BGN - FLOURIDE DOSING SYSTEM	-	-	-	-	-	-
1510-0655 BGN - ROCK BEACHING TOWN RESERVOIR	-	-	-	-	-	-
1510-0657 BGN - OTHER MINOR REPAIR/REPLACEMENTS	-	(25,000)	-	-	-	-
1510-0661 TOC - REPLACE COMPRESSOR	-	(20,000)	-	-	-	-
1510-0662 TOC - OTHER MINOR REPAIR/REPLACEMENT	-	(25,000)	-	-	-	-
1510-0665 TOC-CHLORINE DOSING SYSTEM	-	(12,000)	-	-	-	-
1510-0877 TERRACING AT WTP BGA	-	(34,500)	-	-	-	-
1510-0878 LOW LIFT PUMP MECH & ELEC BGN	-	(50,000)	-	-	-	-
1510-0879 HL PUMP MECH & ELEC FIN	-	(50,000)	-	-	-	-
1510-0880 CHEMICAL PUMP REPLACEMENT	-	(20,000)	-	-	-	-
1510-0881 HL PUMP MECH & ELEC BGN	-	(20,000)	-	-	-	-
1510-0882 WATER MAIN REPLACEMENT TOC	-	(20,000)	-	-	-	-
1511-0109 REC FACIL DONATION & OTHER COSTS	(1,500)	(1,500)	(1,550)	(1,600)	(1,650)	(1,700)
1511-0110 METER READING - BGN SHIRE	(66,000)	(66,000)	(68,600)	(70,000)	(71,400)	(72,800)
1511-0111 METER READING PRINTING & POSTA	(13,000)	(13,000)	(13,500)	(13,800)	(14,100)	(14,400)
1511-0113 METER READING TELEPHONE	(730)	(730)	(740)	(755)	(766)	(777)

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1511-0130 PURCHASE OF WATER - BGA	(13,000)	(13,000)	(13,500)	(13,800)	(14,100)	(14,400)
1511-0135 PURCHASE OF WATER - BGN	(38,600)	(53,600)	(40,200)	(41,000)	(41,800)	(42,600)
1511-0140 PURCHASE OF WATER - FIN	(50,500)	(55,500)	(52,500)	(53,500)	(54,500)	(55,500)
1511-0145 PURCHASE OF WATER - TOC	(12,300)	(12,300)	(12,800)	(13,100)	(13,400)	(13,700)
1511-0150 WATER TREATMENT - OP EXP - BGA	(140,700)	(140,700)	(144,200)	(147,000)	(147,800)	(148,600)
1511-0151 WATER TREATMENT-BGA ELECTRICIT	(47,450)	(47,450)	(40,000)	(41,000)	(42,000)	(43,000)
1511-0152 WATER TREATMENT -BGA TELEPHONE	(3,500)	(3,500)	(3,700)	(3,800)	(3,900)	(4,000)
1511-0153 WATER TREATMENT -BGA INSURANCE	(13,000)	(10,726)	(10,800)	(11,000)	(11,200)	(11,400)
1511-0165 WATER TREATMENT - OP EXP - BGN	(142,000)	(127,000)	(147,600)	(150,500)	(151,400)	(152,300)
1511-0166 WATER TREATMENT-BGN ELECTRICIT	(23,300)	(23,300)	(20,000)	(21,000)	(22,000)	(23,000)
1511-0167 WATER TREATMENT -BGN TELEPHONE	(3,500)	(3,500)	(3,700)	(3,800)	(3,900)	(4,000)
1511-0168 WATER TREATMENT BGN- INSURANCE	(5,500)	(8,162)	(8,200)	(8,300)	(8,400)	(8,500)
1511-0180 WATER TREATMENT - OP EXP - FIN	(160,300)	(155,300)	(163,500)	(166,700)	(169,900)	(172,200)
1511-0182 WATER TREATMENT FIN-INSURANCE	(7,100)	(13,891)	(13,900)	(14,000)	(14,100)	(14,200)
1511-0183 WATER TREATMENT-FIN ELECTRICIT	(48,200)	(33,200)	(40,000)	(41,000)	(42,000)	(43,000)
1511-0184 WATER TREATMENT -FIN TELEPHONE	(900)	(900)	(940)	(960)	(980)	(1,000)
1511-0195 WATER TREATMENT - OP EXP - TOC	(190,400)	(190,400)	(198,000)	(202,000)	(204,000)	(206,000)
1511-0196 WATER TREATMENT -TOC TELEPHONE	(870)	(870)	(900)	(920)	(940)	(960)
1511-0197 WATER TREATMENT-TOC ELECTRICIT	(60,750)	(50,750)	(50,000)	(51,000)	(52,000)	(53,000)
1511-0198 WATER TREATMENT-TOC -INSURANCE	(10,800)	(16,131)	(16,200)	(16,600)	(17,000)	(17,400)
1511-0230 PUMPING STATIONS - OP EXP BGA	(26,700)	(26,700)	(27,300)	(27,900)	(28,500)	(29,100)
1511-0231 PUMPING STATIONS - OP EXP BGN	(15,000)	(15,000)	(15,300)	(15,600)	(15,900)	(16,200)
1511-0232 PUMPING STATIONS OP EXP FIN	(11,800)	(26,800)	(17,200)	(17,600)	(18,000)	(18,400)
1511-0233 PUMPING STATIONS OP EXP TOC	(5,800)	(12,666)	(13,000)	(13,300)	(13,600)	(13,900)
1511-0270 RETIC & METERS - OP EXP - BGA	(25,600)	(25,600)	(26,200)	(26,800)	(27,400)	(28,000)
1511-0285 RETIC & METERS - OP EXP - BGN	(59,700)	(49,700)	(61,900)	(63,100)	(63,300)	(63,500)
1511-0300 RETIC & METERS - OP EXP - FIN	(76,000)	(81,000)	(72,500)	(74,000)	(75,500)	(77,000)

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1511-0315 RETIC & METERS - OP EXP - TOC	(46,800)	(50,900)	(42,700)	(43,600)	(44,500)	(45,400)
1511-0316 RETIC & METERS - INSURANCE	(900)	-	-	-	-	-
1511-0320 CYBLES MAINTENANCE	(3,800)	(3,800)	(100)	(100)	(100)	(100)
1511-0330 WATER NEW CONNECTIONS(INC MET	(37,500)	(37,500)	(38,250)	(39,000)	(39,750)	(40,500)
1511-0340 WATER SAMPLING / MONITORING	(10,300)	(25,300)	(10,500)	(10,700)	(10,900)	(11,100)
1511-0355 WATER SUPPLY INTEREST ON LOANS	(12,280)	(12,280)	(3,485)	-	-	-
1511-0397 INSTALLATION OF RPZ	(22,400)	(22,400)	-	-	-	-
1511-0398 EVERBLUE CENTRALISED METER READ		(400,000)	-	-	-	-
1512-0105 BANK & GOVT CHARGES	(7,880)	(7,350)	(7,600)	(7,850)	(8,100)	(8,350)
1512-0130 HOUSING TOC WATER BLDG MTCE	(2,500)	(1,430)	(2,550)	(2,600)	(2,650)	(2,700)
1512-0131 HOUSING TOC WATER INSURANCE	(622)	(705)	(790)	(800)	(810)	(820)
1512-0152 INSTALLATION OF RCD'S	(15,700)	(15,700)	-	-	-	-
1512-0155 SELLING COSTS - HIGH SEC WATER	-	(120)	-	-	-	-
1512-0201 WATER - STORM EMERGENCY	-	-	-	-	-	-
1710-0105 LIBRARY BLDG MTCE - BGA	(1,000)	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)
1710-0120 LIBRARY BLDG MTCE - BGN	(1,000)	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)
1710-0125 LIBRARY BLDG MTCE - FINLEY	(2,000)	(12,000)	(2,000)	(2,050)	(2,101)	(2,154)
1710-0140 LIBRARY BLDG MTCE - TOC	(1,000)	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)
1710-0141 TOCUMWAL LIBRARY STRUCTURAL REPAIRS	-	-	-	-	-	-
1710-0142 Repaint - Toc Library	-	-	-	-	-	-
1710-0145 LIBRARY OFFICE FURN/EQUIP MTCE	(10,000)	(10,000)	(10,000)	(10,250)	(10,506)	(10,769)
1710-0150 LIBRARY ADMIN CHARGES	(117,700)	(111,276)	(111,276)	(111,276)	(111,276)	(111,276)
1710-0165 LIBRARY PRINTING & STATIONERY	(800)	(300)	(800)	(818)	(841)	(864)
1710-0166 LIBRARY ADVERTISING	(500)	(600)	(500)	(515)	(530)	(546)
1710-0170 LIBRARY TELEPHONE & POSTAGE	(3,300)	(5,300)	(3,300)	(3,399)	(3,501)	(3,606)
1710-0175 LIBRARY SUNDRY EXPENSES	(2,000)	(4,000)	(2,000)	(2,050)	(2,101)	(2,154)
1710-0180 LIBRARY SALARIES & ALLOWANCES	(210,800)	(210,800)	(237,500)	(244,031)	(250,758)	(257,687)

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1710-0190 LIBRARY TRAVEL & ALLOWANCES	(3,000)	(4,400)	(3,000)	(3,060)	(3,121)	(3,184)
1710-0192 LIBRARY STAFF TRAINING	(4,000)	(4,000)	(4,500)	(4,590)	(4,682)	(4,775)
1710-0194 LIBRARY CONFERENCES & SEMINARS	(1,000)	(1,000)	(1,000)	(1,020)	(1,040)	(1,061)
1710-0195 LIBRARY RATES	(9,100)	(9,100)	(9,400)	(9,635)	(9,876)	(10,123)
1710-0196 LIBRARY INSURANCE	(9,700)	(13,861)	(13,900)	(14,000)	(14,100)	(14,200)
1710-0197 LIBRARY SOFTWARE OP COSTS	(9,500)	(15,500)	(10,000)	(10,250)	(10,506)	(10,769)
1710-0200 LIBRARY BOOKS MTCE	(1,500)	(1,500)	(2,000)	(2,050)	(2,101)	(2,154)
1710-0210 LIBRARY ELECTRICITY	(20,500)	(15,828)	(21,500)	(22,253)	(23,031)	(23,837)
1710-0211 LIBRARY CONNECTIVITY	(5,800)	(9,300)	(6,000)	(6,150)	(6,304)	(6,461)
1710-0215 LIBRARY CLEANING	(11,000)	(11,000)	(11,500)	(11,788)	(12,082)	(12,384)
1710-0230 LIBRARY PURCHASE OF PERIODICAL	(2,500)	(2,500)	(2,500)	(2,575)	(2,652)	(2,731)
1710-0233 LIBRARY RADIO TOWERS MTCE	-	-	-	-	-	-
1710-0234 LIBRARY YOUTH ACTIVITES	(500)	-	(500)	(513)	(527)	(538)
1710-0235 LIBRARY SPEC. PROJ. OPERATING	(8,200)	(8,200)	(8,300)	(8,508)	(8,720)	(8,938)
1710-0236 INTER LIBRARY LOAN FEES	(200)	(500)	(200)	(205)	(210)	(215)
1710-0239 LIBRARY BOOKS CLUBS	(1,000)	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)
1710-0242 SENIORS WEEK EXPENSES	(600)	(600)	(600)	(615)	(630)	(646)
1710-0243 ONLINE DATABASE SUBSCRIPTIONS	(12,000)	(12,000)	(12,500)	(12,813)	(13,133)	(13,461)
1710-0244 LITERARY LUNCH/WRITING FESTIVAL	(1,000)	(2,500)	(1,000)	(1,025)	(1,051)	(1,077)
1710-0245 TECH SAVY SENIORS GRANT EXP	-	-	-	-	-	-
1710-0246 BROADBAND FOR SENIORS	-	-	-	-	-	-
1710-0500 BERRIGAN LIBRARY CAR PARK UPGRADE	-	-	-	-	-	-
1710-0525 LIBRARY PURCHASE OF BOOKS	(25,000)	(23,000)	(25,000)	(25,000)	(25,000)	(25,000)
1710-0530 LIBRARY OTHER ASSETS	(4,400)	(4,400)	(4,000)	(4,040)	(4,080)	(4,121)
1710-0532 LIBRARY AUDIO VISUAL / CDS	(10,650)	(7,650)	(8,000)	(8,080)	(8,161)	(8,242)
1710-0535 LIBRARY PURCHASE OF E-BOOKS	(3,110)	(1,610)	(3,110)	(3,141)	(3,173)	(3,204)
1714-0105 BERRIGAN HALL BLDG MTCE	(2,000)	(1,465)	(2,000)	(2,050)	(2,101)	(2,154)

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1714-0106 BERRIGAN HALL RISK MGT	-	-	-	-	-	-
1714-0111 BERRIGAN HALL - INSURANCE	(8,100)	(8,249)	(8,300)	(8,500)	(8,700)	(8,900)
1714-0112 BERRIGAN HALL GRANT	(6,860)	(6,860)	(7,860)	(7,860)	(7,860)	(7,860)
1714-0118 FIN - SCHOOL OF ARTS AIRCON	-	-	-	-	-	-
1714-0119 FIN SCHOOL OF ARTS CONSULTANCY FEE	-	(20,000)	-	-	-	-
1714-0120 FINLEY SCHOOL OF ARTS - INTERIOR PAINTING	-	-	-	-	-	-
1714-0121 FIN-Memorial Hall Flooring	-	-	-	-	-	-
1714-0122 FINLEY MEMORIAL HALL BLDG MTCE	(2,100)	(1,400)	(2,100)	(2,153)	(2,206)	(2,261)
1714-0123 FIN MEMORIAL HALL - INSURANCE	(11,900)	(11,785)	(12,000)	(12,500)	(13,000)	(13,500)
1714-0124 FIN MEMORIAL HALL - GRANT	(6,860)	(6,860)	(7,860)	(7,860)	(7,860)	(7,860)
1714-0125 TOCUMWAL HALL BLDG MTCE	(2,100)	(1,040)	(2,100)	(2,153)	(2,206)	(2,261)
1714-0126 TOCUMWAL HALL - RENOVATIONS	-	-	-	-	-	-
1714-0130 TOCUMWAL HALL - INSURANCE	(7,700)	(6,656)	(6,700)	(6,800)	(6,900)	(7,000)
1714-0142 TOCUMWAL HALL GRANT	(3,280)	(3,280)	(4,280)	(4,280)	(4,280)	(4,280)
1714-0145 RETREAT HALL BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,063)	(1,127)	(1,192)
1714-0150 RETREAT HALL - INSURANCE	(1,450)	(2,861)	(2,900)	(3,000)	(3,100)	(3,200)
1714-0151 RETREAT HALL GRANT EXPENDITURE	-	(4,000)	-	-	-	-
1714-0166 BGN-CWA Kitchen Upgrade	-	-	-	-	-	-
1714-0167 BGN CWA HALL BLDG MTCE	(1,000)	(590)	(1,000)	(1,025)	(1,052)	(1,077)
1714-0168 BGN CWA HALL - INSURANCE	(1,071)	(806)	(810)	(820)	(830)	(840)
1714-0170 PUBLIC HALLS VARIOUS	-	(5,000)	-	-	-	-
1714-0190 LALATY HALL GRANT EXPEND	-	-	-	-	-	-
1715-0110 KIDSFEST EXPENSES	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
1715-0111 AGEING STRATEGY	-	-	-	-	-	-
1715-0113 MENS HEALTH WEEK	(1,000)	(1,000)	(1,000)	(1,000)	(1,010)	(1,000)
1715-0115 SOUTH WEST ARTS INC.	(7,500)	(8,000)	(8,750)	(9,000)	(9,250)	(9,500)
1715-0117 TARGETED CULTURAL ACTIVITIES	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1715-0119 INTERNATIONAL WOMENS DAY	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
1715-0120 MUSEUMS & GALLERIES REVIEW NSW	-	-	-	-	-	-
1715-0128 HERITAGE OFFICER EXPENSES - CONSULTANCY FEES	-	-	-	-	-	-
1715-0129 HERITAGE OFFICER - LOCAL HERITAGE INCENTIVE FUND	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
1715-0130 TOCUMWAL RAILWAY STATION LEASE	(200)	(350)	(200)	(205)	(210)	(215)
1715-0135 TOCUMWAL RAILWAY BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)
1715-0137 TOC RAILWAY STATION INSURANCE	-	(1,299)	(1,300)	(1,400)	(1,500)	(1,600)
1715-0138 FINLEY RAILWAY BLDG MTCE	(1,000)	(1,000)	-	-	-	-
1715-0140 COMMUNITY AMENITIES ADMIN CHAR	(95,600)	(82,115)	(82,115)	(82,115)	(82,115)	(82,115)
1716-0105 SWIMMING POOL GRANTS - BGN	(31,400)	(31,400)	(31,400)	(31,400)	(31,400)	(31,400)
1716-0107 SWIMMING POOL GRANTS - FIN	(35,600)	(35,600)	(35,600)	(35,600)	(39,253)	(40,431)
1716-0109 SWIMMING POOL GRANTS - TOC	(31,400)	(31,400)	(31,400)	(31,400)	(35,010)	(36,060)
1716-0114 BERRIGAN POOL LIFEGUARDS PAYS	(27,237)	(16,237)	(23,050)	(23,742)	(24,454)	(25,187)
1716-0115 BER SWIMMING POOL OPERATE EXP.	(25,000)	(4,000)	(26,000)	(26,650)	(27,316)	(27,999)
1716-0116 BER SWIMMING POOL INSURANCE	(1,120)	(1,191)	(1,200)	(1,300)	(1,400)	(1,500)
1716-0117 FIN SWIMMING POOL OPERATE EXP.	(25,000)	(13,000)	(26,000)	(26,650)	(27,316)	(27,999)
1716-0118 FINLEY POOL LIFEGUARDS PAYS	(36,326)	(24,326)	(30,740)	(31,662)	(32,612)	(33,590)
1716-0119 TOC SWIMMING POOL OPERATE EXP.	(16,000)	(24,500)	(17,000)	(17,425)	(17,861)	(18,307)
1716-0120 FIN SWIMMING POOL INSURANCE	(860)	(1,387)	(1,400)	(1,500)	(1,600)	(1,700)
1716-0121 TOCUMWAL POOL LIFEGUARDS PAYS	(27,237)	(27,237)	(23,050)	(23,742)	(24,454)	(25,187)
1716-0122 POOL LIFEGUARD UNIFORMS/ROSTER	(3,000)	(3,000)	(3,500)	(3,605)	(3,713)	(3,825)
1716-0123 TOC POOL INSURANCE	(470)	(1,016)	(1,100)	(1,200)	(1,300)	(1,400)
1716-0135 SWIMMING POOL BLDG MTCE - BGN	(5,000)	(4,100)	(5,000)	(5,125)	(5,253)	(5,384)
1716-0137 SWIMMING POOL BLDG MTCE - FINL	(5,000)	(3,000)	(5,000)	(5,125)	(5,253)	(5,384)
1716-0139 SWIMMING POOL BLDG MTCE - TOCU	(5,000)	(2,600)	(5,000)	(5,125)	(5,253)	(5,386)
1716-0150 SWIMMING POOLS - RISK M'MENT	-	(365)	-	-	-	-
1716-0155 POOL WATER TREATMENT EXPENSES	(34,300)	(39,800)	(35,500)	(36,386)	(37,297)	(38,230)

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1716-0156 SUPERVISOR SALARY	(18,200)	(18,200)	(18,800)	(19,364)	(19,945)	(20,543)
1716-0505 SWIMMING POOL CAPITAL - BERRIG	-	-	-	-	-	-
1716-0510 SWIMMING POOL CAPITAL - FINLEY	-	(10,000)	-	-	-	-
1716-0515 SWIMMING POOL CAPITAL - TOCUMWAL	-	(31,000)	-	-	-	-
1717-0110 BAROOGA SPORTS COMP- INSURANCE	(8,600)	(6,532)	(6,500)	(6,600)	(6,700)	(6,800)
1717-0112 BAROOGA SPORTS COMP GRANT	(11,390)	(11,390)	(11,390)	(11,732)	(12,084)	(12,446)
1717-0113 RECREATION FACILITIES DONATION	(6,750)	(6,750)	(7,000)	(7,210)	(7,426)	(7,649)
1717-0120 BAROOGA SPORTS COMP BLDG MTCE	(5,000)	(6,540)	(5,000)	(5,105)	(5,213)	(5,323)
1717-0121 BGA SPORTS COMP RISK M'MENT	-	-	-	-	-	-
1717-0130 BERRIGAN SPORTS COMP INSURANCE	(7,700)	(11,065)	(11,000)	(11,200)	(11,400)	(11,600)
1717-0132 BERRIGAN SPORTS COMP GRANT	(10,540)	(10,540)	(10,540)	(10,856)	(11,182)	(11,517)
1717-0140 BERRIGAN SPORTS COMP BLDG MTCE	(2,100)	(1,710)	(2,100)	(2,153)	(2,206)	(2,261)
1717-0141 BGN SPORTS COMP RISK M'MENT	-	-	-	-	-	-
1717-0150 FINLEY REC RESERVE - INSURANCE	(7,100)	(10,650)	(10,700)	(10,800)	(10,900)	(11,000)
1717-0152 FINLEY REC RESERVE GRANT	(11,220)	(11,220)	(11,220)	(11,557)	(11,903)	(12,260)
1717-0155 FIN REC RES PLAYGROUND MTCE	(640)	(640)	(660)	(677)	(693)	(711)
1717-0160 FINLEY REC RESERVE BLDG MTCE	(2,500)	(4,235)	(2,500)	(2,588)	(2,677)	(2,769)
1717-0161 FIN REC RESERVE RISK M'MENT	-	-	-	-	-	-
1717-0170 FINLEY SHOW GROUND - INSURANCE	(8,600)	(5,951)	(6,000)	(6,100)	(6,200)	(6,300)
1717-0172 FINLEY SHOW GROUND GRANT	(11,485)	(11,485)	(11,485)	(11,830)	(12,184)	(12,550)
1717-0173 FINLEY SHOWGROUND PRMF TOILET	-	-	-	-	-	-
1717-0180 FINLEY SHOW GROUNDS BLDG MTCE	(2,500)	(1,100)	(2,500)	(2,630)	(2,763)	(2,900)
1717-0181 FINLEY SHOW GROUND RISK M'MENT	-	-	-	-	-	-
1717-0191 TOC REC RESERVE - INSURANCE	(3,800)	(11,257)	(11,300)	(11,500)	(11,700)	(11,900)
1717-0192 TOC REC RESERVE GRANT	(11,140)	(11,140)	(11,140)	(11,474)	(11,818)	(12,173)
1717-0194 TOC REC RES PLAYGROUND MTCE	(640)	(640)	(660)	(677)	(693)	(711)
1717-0200 TOC REC RESERVE BLDG MTCE	(2,000)	(4,040)	(2,000)	(2,050)	(2,101)	(2,154)

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1717-0201 TOC REC RESERVE RISK M'MENT	-	-	-	-	-	-
1717-0202 TOC REC RESERVE - DRAINAGE WORKS	-	-	-	-	-	-
1717-0211 BGA REC RES CONTRIBUTION	-	-	-	-	-	-
1717-0212 BGA REC RES CAPITAL WORKS	-	-	-	-	-	-
1717-0213 BAROOGA NETBALL COURTS	-	-	-	-	-	-
1717-0220 FINLEY REC RESERVE UPGRADES	-	-	-	-	-	-
1717-0221 FINLEY REC RESERVE CONSTRUCTIO	-	-	-	-	-	-
1717-0222 RECREATION RESERVES - SOLAR PANELS	-	-	-	-	-	-
1717-0223 FINLEY REC RESERVE FITOUT	-	-	-	-	-	-
1717-0224 BGA-REC RES Addition to Toilet	-	-	-	-	-	-
1717-0225 BGN - REC RES Demo & New Shed	-	-	-	-	-	-
1717-0226 FIN - FIN REC RES DEMO & NEW SHED	-	-	-	-	-	-
1717-0228 BGN - REC RES CRICKET NETS	-	(29,165)	-	-	-	-
1717-0229 BGN REC RES NETBALL COURTS	-	-	-	-	-	-
1717-0500 FINLEY REC RESERVE - NEW BUILDING	-	-	-	-	-	-
1717-0501 BAROOGA REC RESERVE - NEW BUILDING	-	-	-	-	-	-
1717-0502 BAROOGA REC RESERVE - RENOVATION OF EXISTING	-	-	-	-	-	-
1718-0000 PARKS & GARDENS MAINTENANCE	(351,100)	(321,100)	(361,200)	(370,230)	(379,486)	(388,972)
1718-0050 FINLEY - LOCO DAM PARK	-	-	-	-	-	-
1718-0101 PARKS - STORM EMERGENCY	-	-	-	-	-	-
1718-0110 TREE WORKS - BGN	-	-	-	-	-	-
1718-0111 TREE WORKS - BGA	-	-	-	-	-	-
1718-0112 TREE WORKS - TOC	-	(8,015)	-	-	-	-
1718-0113 TREE WORKS - FIN	-	-	-	-	-	-
1718-0116 MINOR PARKS GARDEN ELECTRICITY	(13,200)	(17,966)	(19,000)	(19,500)	(20,000)	(20,500)
1718-0117 MINOR PARK & GARDENS INSURANCE	(330)	(787)	(780)	(790)	(800)	(810)
1718-0185 ALEXANDER GARDEN COMPETITION	(600)	(600)	(600)	(612)	(630)	(645)

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1718-0187 ASSET MANAGEMENT - TREES	-	-	-	-	-	-
1718-0201 ROTARY PARK PLAYGROUND	-	(10,000)	-	-	-	-
1718-0205 BERRIGAN APEX PARK - RLCIP	-	-	-	-	-	-
1718-0207 TOCUMWAL BOAT RAMP IMPROVEMENTS	-	(985)	-	-	-	-
1718-0212 FORESHORE RESTORATION WORKS	-	-	-	-	-	-
1718-0213 FLAG POLES TOWN ENTRIES	-	-	-	-	-	-
1718-0215 FINLEY SKATE PARK	-	-	-	-	-	-
1718-0220 TOCUMWAL SKATE PARK	-	(167,001)	-	-	-	-
1718-0225 BGA BOTANICAL GARDENS TOILETS	-	(149,610)	-	-	-	-
1718-0230 TOC FORESHORE CONSULTANT	(50,000)	(50,000)	-	-	-	-
1719-0584 BEAUTIFICATION OF DEAN ST ROUNDABOUT	-	-	-	-	-	-
2120-1500 RURAL FIRE SERVICE - SUNDRY INCOME	-	-	-	-	-	-
2120-1702 INCOME - SALE OF OLD RFS TRUCKS	-	-	-	-	-	-
2120-1704 INCOME - RFS REIMBURSEMENT	-	-	-	-	-	-
2120-1950 RFS OPERATIONAL GRANT(B&C)	54,732	54,732	41,500	42,538	43,602	44,691
2120-1951 RFS EQUIPMENT GRANT	-	-	-	-	-	-
2120-1952 RFS EQUIPMENT(IN-KIND) GRANT	-	-	-	-	-	-
2120-1953 RURAL FIRE TRUCKS(IN-KIND) GRANT	-	-	-	-	-	-
2120-2500 FIRE PROTECTION PLANT DEPCN	(32,300)	(20,800)	(21,800)	(22,799)	(23,828)	(24,888)
2120-2504 RURAL FIRE BRIGADE BLDG DEPCN	(3,400)	(3,550)	(3,650)	(3,755)	(3,863)	(3,975)
2120-4010-0000 FIRE PROTECTION DEPCN CONTRA	43,700	24,350	35,650	37,000	38,390	39,823
2200-1500 COMP ANIMALS MICROCHIP FEES INCL GST	400	400	400	412	424	437
2200-1810 COMPANION ANIMAL REGISTRATION FEES	5,200	5,200	5,200	5,330	5,463	5,600
2200-1811 COMPANION ANIMAL DLG REIMBURSEMENTS	4,000	9,063	8,000	8,078	8,157	8,238
2200-1815 IMPOUNDING DOG FEES & FINES GST FREE	5,000	5,000	5,000	5,081	5,164	5,250
2200-1829 IMPOUNDING FINES & COSTS	1,100	1,100	2,100	2,133	2,167	2,202
2200-1896 SALES OF ANIMALS	-	-	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
2200-2502-0000 ANIMAL CONTROL EQUIPMENT DEPCN	(500)	(850)	(850)	(865)	(880)	(896)
2200-2504-0000 ANIMAL CONTROL BLDG DEPCN	(1,100)	-	-	(33)	(67)	(102)
2400-1704 INCOME - SES REIMBURSEMENT	-	5,490	-	-	-	-
2400-2504 SES DEPCN	(8,000)	(10,000)	(10,200)	(10,446)	(10,699)	(10,960)
2700-1812 FOOD CONTROL FEES	5,200	5,200	5,200	5,506	5,821	6,146
2750-1812 Insect/Vermin/Pest Control Fees	-	5,650	-	-	-	-
2850-2504 CHILD HEALTH CTR BUILD DEPCN	(6,100)	(6,450)	(6,650)	(6,839)	(7,034)	(7,234)
3100-1840 PORTSEA CAMP DEPOSITS	2,000	1,962	2,000	2,050	2,101	2,154
3100-1855 Youth Services Donations - GST Free	-	-	-	-	-	-
3100-1950 YOUTH WEEK GRANT REVENUE	1,200	1,230	1,200	1,230	1,261	1,292
3200-1854 EARLY INT - CONTRIBUTION	-	-	-	-	-	-
3200-1855 EARLY INT - DONATIONS GST FREE	-	-	-	-	-	-
3200-1926 EARLY INT TRANSFER FROM RESERVE	-	5,993	-	-	-	-
3200-1950 DADHC GRANT(INC GST)	142,581	191,339	138,538	140,875	143,282	145,761
3200-1951 EARLY INTERVENTION AUST GRANT	-	-	-	-	-	-
3200-1952 KURRAJONG GRANT	-	909	-	-	-	-
3200-1956 BURNSIDE GRANT	-	-	-	-	-	-
3200-1957 FNSW GRANT - BJC NETWORK	-	-	-	-	-	-
3200-1958 EARLY INT ECIA NSW GRANT SIBLINGS	-	-	-	-	-	-
3200-2026 EARLY INTERVENTION TRANSFER TO RESERVE	-	(16,741)	-	-	-	-
3200-2502 EARLY INTERVENTION DEPRECIATION EXPE	-	-	(6,650)	(6,839)	(7,034)	(7,234)
3305-1839 SOCIAL SUPPORT - EXTERNAL INCOME	-	-	-	-	-	-
3305-1840 SOCIAL SUPPORT - CLIENT CONTRIBUTION	-	-	-	-	-	-
3305-1950 SOCIAL SUPPORT - DADHC OP GRANT	-	-	-	-	-	-
3305-1951 SOCIAL SUPPORT - DADHC CAPITAL GRANT	-	-	-	-	-	-
3305-1952 SOCIAL SUPPORT - DOHA OP GRANT	-	-	-	-	-	-
3310-1839 MEALS - EXTERNAL INCOME	-	-	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
3310-1840 MEALS - CLIENT CONTRIBUTION	-	-	-	-	-	-
3310-1926 HACC TRANSFER FROM RESERVE	-	-	-	-	-	-
3310-1950 MEALS - DADHC OPERATING GRANT	-	-	-	-	-	-
3310-1951 MEALS - DADHC CAPTIAL GRANT	-	-	-	-	-	-
3310-1952 MEALS - DOHA OPERATING GRANT	-	-	-	-	-	-
3310-2026 HACC TRANSFER TO RESERVE	-	-	-	-	-	-
3315-1839 HOME MODS - EXTERNAL INCOME	-	-	-	-	-	-
3315-1840 HOME MODS - CLIENT CONTRIBUTION	-	-	-	-	-	-
3315-1950 HOME MODS - DADHC OPERATIING GRANT	-	-	-	-	-	-
3315-1951 HOME MODS - DADHC CAPITAL GRANT	-	-	-	-	-	-
3315-1952 HOME MODS - DOHA OPERATIING GRANT	-	-	-	-	-	-
3315-2502 DEPRECIATION OF PLANT & EQUIPMENT	-	-	-	-	-	-
3320-1839 HOME MTCE - EXTERNAL INCOME	-	-	-	-	-	-
3320-1840 HOME MTCE - CLIENT CONTRIBUTION	-	-	-	-	-	-
3320-1950 HOME MTCE - DADHC OPERATING GRANT	-	-	-	-	-	-
3320-1951 HOME MTCE - DADHC CAPITAL GRANT	-	-	-	-	-	-
3320-1952 HOME MTCE - DOHA OPERATING GRANT	-	-	-	-	-	-
3320-2504 SENIOR CITIZENS CTR DEPCN	-	-	-	-	-	-
3325-1839 TRANSPORT - EXTERNAL INCOME	-	-	-	-	-	-
3325-1840 TRANSPORT - CLIENT CONTRIBUTION	-	-	-	-	-	-
3325-1950 TRANSPORT - DADHC OP GRANT	-	-	-	-	-	-
3325-1951 TRANSPORT - DADHC CAPITAL GRANT	-	-	-	-	-	-
3325-1952 TRANSPORT - DOHA OP GRANT	-	-	-	-	-	-
3330-1500 NON EMERGENCY HEALTH TRANS. USER FEE	-	-	-	-	-	-
3330-1950 NON EMERGENCY HEALTH TRANS. FUNDING	-	-	-	-	-	-
3335-1828 SENIOR CITIZENS HALL	-	-	-	-	-	-
3335-1950 OTHER GRANTS	-	-	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
3340-1950 HACC - DOHA TRANSITION FUNDING	-	-	-	-	-	-
3600-1200 ENVIRONMENTAL SERVICES FINES INCOME	-	-	-	-	-	-
3850-1812 CEMETERY CHARGES - SHIRE INCLUDING G	102,000	102,000	105,000	107,625	110,316	113,074
3850-1813 Cemetery Charges - Shire GST Free		-	-	-	-	-
3850-1815 CEMETERY CHARGES - PLAQUES	8,000	8,000	8,000	8,200	8,405	8,615
3850-1816 CEMETERY CHARGES - MONUMENTS	-	1,380	-	-	-	-
3850-1926 CEMETERY TRANSFER FROM RESERVE	-	-	-	-	-	-
3850-2026 CEMETERY TRANSFER TO RESERVE	-	-	-	-	-	-
3850-2500 CEMETERY LAND IMPROVEMENTS DEPCN	(600)	(400)	(400)	(418)	(437)	(456)
3850-2518 CEMETERY DEPCN	(200)	(4,600)	(4,600)	(4,606)	(4,612)	(4,619)
3900-2504 PUBLIC CONVENIENCES DEPCN	(4,700)	(31,500)	(31,600)	(31,744)	(31,892)	(32,045)
4110-1000-0001 WATER CHARGES - BGA	412,686	420,863	428,910	439,633	450,624	461,890
4110-1000-0002 WATER CHARGES - BGN	280,643	282,296	289,170	296,399	303,809	311,404
4110-1000-0003 WATER CHARGES - FIN	543,737	544,215	554,880	568,752	582,970	597,544
4110-1000-0004 WATER CHARGES - TOC	603,575	609,322	638,520	654,483	670,845	687,616
4110-1000-0005 WATER CHARGES - NON RATEABLE	47,462	46,221	46,920	48,093	49,296	50,529
4110-1080 LESS WATER CHARGES WRITTEN OFF	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
4110-1082 LESS WATER CHARGES D/DEBT EXPENSE	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
4110-1095 LESS WATER PENSION REBATE - BGN	(87,500)	(87,500)	(87,500)	(88,500)	(89,500)	(90,500)
4110-1500 WATER CONSUMPTION - BGN SHIRE	650,000	650,000	750,000	750,000	750,000	750,000
4110-1501 WATER - STANDPIPE SALES	3,300	3,300	3,400	3,500	3,600	3,700
4110-1502 WATER CONNECTION FEES - GST FREE	20,900	33,000	23,500	24,000	24,500	25,000
4110-1503 WATER DELIVERIES INCOME	16,400	16,400	16,800	17,200	17,600	18,000
4110-1504 SALE OF HIGH SECURITY WATER	50,000	379,500	50,000	50,000	50,000	50,000
4110-1506 WATER - RENT ON COUNCIL HOUSES	3,448	3,448	3,380	3,380	3,380	3,380
4110-1507 WATER - DISCONNECTION FEE	500	500	500	500	500	500
4110-1509 WATER SUNDRY INCOME - INC GST	2,000	2,000	2,000	2,000	2,000	2,000

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
4110-1511 LEGAL COST RECOVERY	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
4110-1512 PRIVATE WORKS INCOME - WATER	500	10,500	500	500	500	500
4110-1601 SECT. 64 CONT. WATER - BGA	-	-	-	-	-	-
4110-1602 SECT. 64 CONT. WATER - BER	-	-	-	-	-	-
4110-1603 SECT. 64 CONT. WATER - FIN	-	(10,680)	-	-	-	-
4110-1604 SECT. 64 CONT. WATER - TOC	-	-	-	-	-	-
4110-1611 SECT. 64 CONT. WATER PURCHASE - BGA	-	-	-	-	-	-
4110-1612 SECT. 64 CONT. WATER PURCHASE - BER	-	-	-	-	-	-
4110-1613 SECT. 64 CONT. WATER PURCHASE - FIN	-	-	-	-	-	-
4110-1614 SECT. 64 CONT. WATER PURCHASE - TOC	-	-	-	-	-	-
4110-1840 INTEREST ON INVESTMENTS	122,454	122,454	120,413	121,663	127,563	133,786
4110-1926 WATER TRANSFER FROM RESERVE	27,570	392,904	-	-	-	-
4110-1927 SECT 64 CONT. - TRANSFER TO RESERVE	-	-	-	-	-	-
4110-1951 WATER CHARGES PENSION SUBSIDY	48,000	48,000	48,000	48,000	48,000	48,000
4110-1954 GRANT - DROUGHT WORKS	-	-	-	-	-	-
4110-2026 WATER SUPPLIES TRANSFER TO RESERVE	-	-	(28,029)	(289,222)	(388,315)	(691,886)
4210-2545 WATER MAINS RETIC & METERS - DEPCN	(253,200)	(311,000)	(318,600)	(326,424)	(334,483)	(342,783)
4240-2545 WATER TREATMENT WORKS - DEPCN	(296,100)	(286,100)	(295,000)	(304,150)	(313,575)	(323,282)
4240-4710 WATER DEPCN CONTRA	552,200	603,900	620,500	637,564	655,141	673,243
4250-2504 WATER HOUSING TOC - DEPCN	(2,900)	(6,800)	(6,900)	(6,990)	(7,083)	(7,178)
6100-1501 LIBRARY SUNDRY INCOME INCL GST	2,500	500	2,500	2,500	2,500	2,500
6100-1502 FRIENDS OF THE LIBRARY	500	500	500	512	525	538
6100-1503 LIBRARY ROOM HIRE CHARGES	300	3,300	300	309	318	328
6100-1820 LIBRARY FEES INCLUDING GST	2,500	2,500	3,000	3,090	3,183	3,278
6100-1821 LIBRARY FINES GST FREE	800	800	1,000	1,030	1,061	1,093
6100-1822 INTER LIBRARY LOAN FEES	200	200	200	206	212	219
6100-1823 BERRIGAN SHIRE BOOK CLUBS	1,000	1,000	1,000	1,025	1,051	1,077

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
6100-1827 SALE OF DENISON STREET BUILDING	-	-	-	-	-	-
6100-1950 LIBRARY SERVICE GRANTS	32,000	33,300	31,000	31,000	31,000	31,000
6100-1951 LIBRARY LOCAL SPECIAL PROJECTS GRANT	8,200	8,200	7,000	7,000	7,000	7,000
6100-1952 E-BOOKS GRANT**	-	-	-	-	-	-
6100-1953 LITERARY LUNCH/WRITING FESTIVAL GRANT	-	1,932	-	-	-	-
6100-1954 LIBRARY TRAINEESHIP WAGE SUBSIDY	-	-	-	-	-	-
6100-1955 SENIORS WEEK GRANT PROGRAM	-	-	-	-	-	-
6100-1957 RLCIP GRANT	-	-	-	-	-	-
6100-1958 LIBRARY DEVELOPMENT GRANT	-	-	-	-	-	-
6100-1959 NSW CHILDRENS WEEK COUNCIL GRANT	-	-	-	-	-	-
6100-1960 TECH SAVY SENIORS PROGRAM	-	-	-	-	-	-
6100-1961 BROADBAND FOR SENIORS	-	396	-	-	-	-
6100-2502 LIBRARY EQUIPMENT DEPCN	(12,200)	(8,500)	(8,900)	(9,278)	(9,667)	(10,068)
6100-2504 LIBRARY BLDG DEPCN	(49,000)	(62,500)	(64,000)	(65,515)	(67,075)	(68,683)
6100-2518 LIBRARY BOOKS DEPCN	(91,800)	(18,650)	(21,450)	(24,288)	(27,211)	(30,222)
6200-1602 FIN School of Arts - Contrib. Aircon	-	-	-	-	-	-
6200-1951 Lalaly Hall Volunteer Grant	-	-	-	-	-	-
6200-1952 RETREAT HALL VOLUNTEER GRANT	-	-	-	-	-	-
6200-1953 RETREAT HALL FRRR GRANT	-	-	-	-	-	-
6200-1954 RETREAT HALL CBP GRANT	-	-	-	-	-	-
6200-1955 TOWN BEACH TOILETS	-	-	-	-	-	-
6200-2504 PUBLIC HALLS DEPRECIATION	(167,700)	(172,500)	(177,500)	(182,681)	(188,017)	(193,514)
6320-1500 HERITAGE FUND REVENUE	3,000	3,000	3,000	3,000	3,000	3,000
6320-1950 HERITAGE ADVISORY SERVICE GRANT	-	-	-	-	-	-
6320-1951 LOCAL HERITAGE FUND GRANT	5,000	5,000	5,000	5,000	5,000	5,000
6330-1500 CULTURAL ACTIVITIES INCOME	-	-	-	-	-	-
6330-1600 INTERNATIONAL WOMENS DAY INCOME	500	500	500	500	500	500

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
6330-1601 MARKETING & PROMOTION FUND	-	4,754	-	-	-	-
6330-1951 INTERNATIONAL WOMENS DAY GRANT	-	-	-	-	-	-
6400-1828 USER CHARGES - SWIMMING POOLS	66,000	35,500	69,000	70,725	72,493	74,305
6400-1829 RECOVERIES FOR LIFEGUARDS	90,800	65,365	76,840	79,146	81,520	83,964
6400-1950 SWIMMING POOL GRANT RLCIP Rd 3	-	-	-	-	-	-
6400-2500 SWIMMING POOL OTHER STRUCTURES DEPCN	(20,400)	(66,000)	(66,600)	(67,230)	(67,879)	(68,547)
6400-2504 SWIMMING POOL BUILDINGS DEPCN	(11,800)	(12,450)	(12,850)	(13,216)	(13,593)	(13,981)
6500-1315 TOCUMWAL FOOTBALL NETBALL CLUB LEASE	500	500	500	513	525	538
6500-1500 RECREATION RESERVE - SUNDRY REVENUE	-	-	-	-	-	-
6500-1949 BGA REC RESERVE PROJECT CONTRIBUTION	-	-	-	-	-	-
6500-1950 RECREATION RESERVE GRANTS	-	-	-	-	-	-
6500-1956 TOC REC RESERVE DRAINAGE -COMMITTEE CONTRIBUTION	-	-	-	-	-	-
6500-1957 FINLEY RECREATION RESERVE PROJECT CONTRIBUTIONS	-	-	-	-	-	-
6500-1958 FINLEY RECREATION RESERVE PROJECT GRANT	-	-	-	-	-	-
6500-1960 BGA REC RES PROJECT CONTRIB	-	-	-	-	-	-
6500-1961 BGA REC RES PROJECT IN-KIND	-	-	-	-	-	-
6500-1962 FIN REC RESERVE CROWN LANDS GRANT	-	-	-	-	-	-
6500-1963 FINLEY SHOWGROUND PRMF GRANT	-	-	-	-	-	-
6500-1964 FINLEY REC RESERVE PROJECT IN-KIND	-	-	-	-	-	-
6500-1965 BGN SPORTS GROUND DEMO & NEW SHED	-	29,165	-	-	-	-
6500-2500 RECREATION RESERVES PLANT & EQUIPMENT DEPCN	(3,900)	(600)	(700)	(820)	(944)	(1,071)
6500-2502 RECREATION RESERVES OTHER STRUCTURES DEPCN	(9,500)	(95,500)	(95,800)	(96,094)	(96,397)	(96,709)
6500-2518 RECREATION RESERVES BUILDINGS DEPCN	(238,100)	(262,600)	(269,700)	(277,056)	(284,633)	(292,437)
6600-1501 SECT.94 PUBLIC OPEN SPACE BAROOGA	-	-	-	-	-	-
6600-1502 SECT.94 PUBLIC OPEN SPACE BERRIGAN	-	-	-	-	-	-
6600-1503 SECT.94 PUBLIC OPEN SPACE FINLEY	-	-	-	-	-	-
6600-1504 SECT.94 PUBLIC OPEN SPACE TOCUMWAL	-	4,500	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
6600-1505 SECT 94 PUBLIC OPEN SPACE RES TRN	-	-	-	-	-	-
6600-1560 CLUB GRANTS CAT-3 TOC SKATE PARK	-	-	-	-	-	-
6600-1821 USER CHARGES - TOC FORESHORE RES	-	-	-	-	-	-
6600-1956 NSW MARITIME GRANT- TOCUMWAL BOAT RAMP	-	-	-	-	-	-
6600-1958 MURRAY CMA GRANT - KELLY ST RESERVE	-	-	-	-	-	-
6600-1959 NSW MARITIME GRANT- TOCUMWAL FORESHORE RESTORATION	-	-	-	-	-	-
6600-1960 FORESHORE COMMITTEE- TOCUMWAL FORESHORE RESTORATION	-	-	-	-	-	-
6600-1961 FINLEY LAKE GRANT	-	-	-	-	-	-
6600-1962 TOC SKATE PARK	-	73,500	-	-	-	-
6600-2500 PARKS & GARDENS DEPCN	(39,900)	(9,900)	(11,100)	(12,333)	(13,602)	(14,911)
6600-2518 PARKS & GARDENS DEPCN	(3,000)	(70,000)	(70,100)	(70,193)	(70,289)	(70,387)
CEMETERYCAPEX CEMETERY CAPITAL EXPENDITURE	(20,000)	-	(16,800)	-	(5,000)	-
COMMAMENCAPEX COMMUNITY AMENITIES CAPITAL EXPENDITURE	(10,000)	-	(5,000)	(15,000)	(20,000)	-
COMMAMENCAPINC COMMUNITY AMENITIES CAPITAL INCOME	-	-	-	-	-	-
EMERGCAPEXP EMERGENCY SERVICES CAPITAL EXPENDITURE	-	-	-	-	-	-
EMERGCAPINC EMERGENCY SERVICES CAPITAL INCOME	-	-	-	-	-	-
ENVSERVICSCAPEXP ENVIRONMENTAL SERVICES CAPITAL EXPENDITURE	-	-	-	-	-	-
HACCADMIN HACC ADMIN FEES	-	-	-	-	-	-
HALLSCAPEXP PUBLIC HALLS CAPITAL EXPENDITURE	(20,000)	-	(200,000)	(180,000)	(50,000)	-
LIBRARYCAPEXP LIBRARIES CAPITAL EXPENDITURE	(10,000)	-	(10,000)	-	-	-
LIBRARYCAPINC LIBRARIES CAPITAL INCOME	-	-	-	-	-	-
PARKSCAPEXP PARKS AND RECREATION AREAS CAPITAL EXPENDITURE	(50,000)	-	(50,000)	-	-	-
PARKSCAPINC PARKS AND RECREATION AREAS CAPITAL INCOME	-	-	-	-	-	-
POOLCAPEXP SWIMMING POOLS CAPITAL EXPENDITURE	-	-	(4,900)	(80,000)	-	-
POOLCAPINC SWIMMING POOLS CAPITAL INCOME	-	-	-	-	-	-
RECRESERVECAPEXP RECREATION RESERVES CAPITAL EXPENDITURE	-	-	(25,000)	-	-	-
RECRESERVECAPINC RECREATION RESERVES CAPITAL INCOME	-	-	16,667	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
WSCAPEXP WATER SUPPLIES CAPITAL EXPENDITURE	(572,000)	-	(624,000)	(508,000)	(442,000)	(174,000)
WSCAPINC WATER SUPPLIES CAPITAL INCOME	-	-	-	-	-	-

DIVERSE AND RESILIENT BUSINESS	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
	(689,400)	(773,716)	(742,767)	(732,099)	(794,174)	(806,594)
	(689,400)	(773,716)	(742,767)	(732,099)	(794,174)	(806,594)
1200-1926 WORKS TRANSFER FROM RESERVE	-	-	-	-	-	-
1200-2026 WORKS TRANSFER TO RESERVE	-	(350,000)	-	-	-	-
1213-0108 FRUIT FLY MITIGATION STRATEGY	(5,000)	(9,200)	(10,000)	(10,000)	(10,000)	(10,000)
1812-0105 PINE LODGE PIT OPERATING EXPEN	(87,900)	(91,700)	(86,600)	(88,784)	(91,023)	(93,316)
1812-0106 RATCLIFFS PIT FENCING	-	-	-	-	-	-
1812-0110 PEPPERTREE RD PIT RESTORATION	-	-	-	-	-	-
1911-0183 TOC-AERO RUNWAY 9-27 BITUMEN	-	-	-	-	-	-
1920-0115 BGN AERODROME GROUNDS MTCE	(2,000)	(2,000)	(2,000)	(2,050)	(2,101)	(2,154)
1920-0170 TOC AERODROME OPERATING EXPENS	(60,000)	(60,000)	(60,000)	(61,500)	(63,038)	(64,613)
1920-0171 TOC AERODROME - INSURANCE	(1,070)	(2,005)	(1,300)	(1,350)	(1,400)	(1,450)
1920-0172 LIBERATOR INSURANCE	(110)	(98)	(110)	(115)	(120)	(125)
1920-0175 TOC AERODROME BLDG MTCE	(3,000)	(1,255)	(3,000)	(3,050)	(3,101)	(3,154)
1920-0180 TOC AERO - ENTRY IMPROVEMENTS	-	-	-	-	-	-
1920-0181 TOC AERO-APRON AREA HEAVY PATC	-	-	-	-	-	-
1920-0182 TOC-AERO REMARK LINES-RUNWAYS	-	-	-	-	-	-
1920-0183 TOC-AERO RUNWAY 9-27 BITUMEN	-	-	-	-	-	-
1920-0184 TOC AERO RUNWAY 18-36 HEAVY PA	-	-	-	-	-	-
1920-0185 TOC AERO RUNWAY 18- 36 BITUMEN	-	-	-	-	-	-
1920-0186 TOC AERO TERMINAL ACCESS RD	-	-	-	-	-	-
1920-0187 TOC AERO PERIMETER AND TAXIWAY	-	(11,428)	-	-	-	-
1920-0190 AERODROME SUBDIVISION WORKS	-	(3,285)	-	-	-	-
1920-0193 AERODROME DRAINAGE IMPROVEMENTS	-	-	-	-	-	-
1920-0194 AERODROME RUNWAY BITUMEN	-	-	-	-	-	-

DIVERSE AND RESILIENT BUSINESS	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
1920-0200 AERODROME ADMIN CHARGES	(29,000)	(25,990)	(25,990)	(25,990)	(25,990)	(25,990)
2011-0105 TOC CARAVAN PARK OPERATING EXP	-	(1,600)	-	-	-	-
2011-0108 TOC CARAVAN PARK INSURANCE EXP	(1,270)	(2,051)	(2,100)	(2,200)	(2,300)	(2,400)
2011-0120 BGN CARAVAN PARK OPERATING EXP	(500)	(3,000)	(500)	(513)	(525)	(538)
2011-0125 BGN CARAVAN PARK - INSURANCE	(420)	(476)	(500)	(550)	(600)	(650)
2011-0126 BGN CARAVAN PARK DONATIONS EXP	(5,000)	-	(5,000)	(5,125)	(5,253)	(5,384)
2011-0135 BGN CARAVAN PARK BLDG MTCE	(2,000)	(1,000)	(2,000)	(2,050)	(2,101)	(2,154)
2012-0120 TOC TOURISM INFO OPERATING EXP	-	(2,000)	-	-	-	-
2012-0122 TOC TOURISM INFO BLDG MTCE	-	(7,315)	-	-	-	-
2012-0124 TOC TOURISM INFO - INSURANCE	(910)	-	-	-	-	-
2012-0190 TOCUMWAL VIC	-	-	-	-	-	-
2012-0196 TOURISM STRATEGIC PLAN	(75,000)	(117,444)	-	-	(50,000)	(50,000)
2012-0197 REGIONAL TOURISM CONTRIBUTION - MRTB	(13,010)	(13,410)	(13,010)	(13,010)	(13,010)	(13,010)
2012-0198 TOURISM INITIATIVES	(10,000)	(6,078)	(11,000)	(11,000)	(11,000)	(11,000)
2012-0199 TOURISM ADMIN CHARGES	(35,800)	(32,462)	(32,462)	(32,462)	(32,462)	(32,462)
2012-0200 TOURISM EVENTS GRANTS	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
2012-0250 EVENT MARKETING TOOLS	-	-	(5,000)	-	-	-
2012-0300 TOC TOURISM INFO CENTRE	-	(2,115)	-	-	-	-
2013-0119 MURRAY HUME BUSINESS ENTERPRISE	(5,000)	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)
2013-0120 TOCUMWAL INTER-MODEL PRECINCT PROJECT	-	(10,200)	-	-	-	-
2013-0121 FOOD BOWL INLAND RAIL ALLIANCE	-	-	-	-	-	-
2013-0122 MURRAY DARLING BASIN SPEAK UP	-	-	(10,000)	-	-	-
2013-0125 BUSINESS DEVELOPMENT GROUP AND INDUSTRY SUPPORT	-	-	-	-	-	-
2013-0205 ECONOMIC DEVELOPMENT OFFICER	(101,700)	(101,700)	(114,000)	(117,420)	(120,943)	(124,571)
2013-0208 EDO - TRAVEL COSTS	-	(6,000)	(5,000)	(5,000)	(5,000)	(5,000)
2013-0210 ECONOMIC DEVEL. STAFF TRAINING/CONFERENCES	(2,000)	(1,000)	(2,000)	(2,000)	(2,000)	(2,000)
2013-0220 ECON DEV. WEBSITE SUBSCRIPTION	-	(12,090)	-	-	-	-

DIVERSE AND RESILIENT BUSINESS	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
2013-0240 ECON. DEV. OFFICER OFFICE EXPENSES	(1,000)	-	(1,000)	(1,000)	(1,000)	(1,000)
2013-0241 ECON. DEV. OFFICER - TELEPHONE	(800)	-	(800)	(820)	(840)	(860)
2014-0115 SALEYARD OTHER OPERATING EXPEN	(2,000)	(1,000)	(2,000)	(2,050)	(2,101)	(2,154)
2014-0117 SALEYARD RATES	-	-	-	-	-	-
2014-0120 SALEYARD EQUIP MTCE	(100)	(100)	(100)	(103)	(105)	(108)
2014-0122 SALEYARD - INSURANCE	(7,990)	(8,707)	(8,800)	(8,900)	(9,000)	(9,100)
2014-0130 SALEYARD BLDG MTCE	(1,000)	(1,295)	(1,000)	(1,025)	(1,051)	(1,077)
2014-0145 SALEYARD ADMIN CHARGES	(8,300)	(3,246)	(3,246)	(3,246)	(3,246)	(3,246)
2014-0538 PUMP REPLACEMENT	(5,000)	(3,000)	(5,000)	(5,150)	(5,305)	(5,464)
2015-0105 INDUSTRIAL & ECONOMIC DEVELOPMENT	(8,500)	(18,500)	(23,500)	(23,713)	(23,930)	(24,154)
2015-0106 STUDENT ACCOMMODATION SPONSORSHIP	(4,000)	(5,000)	(4,000)	(4,120)	(4,244)	(4,371)
2015-0107 CONTRIBUTION TO RAMROC	(14,700)	(13,926)	(15,400)	(15,862)	(16,338)	(16,828)
2015-0108 TAFE BOOK SCHOLORSHIP	-	(977)	-	-	-	-
2015-0110 EMPLOYMENT SCHOLARSHIP ADMIN	-	-	-	-	-	-
2015-0120 Murray Darling Confernce bid	(20,000)	(8,300)	-	-	-	-
2015-0140 REAL ESTATE DEVELOPMENT- LEGAL	-	(2,230)	-	-	-	-
2015-0141 COMMERCIAL LAND - AGENTS FEES	-	(2,200)	-	-	-	-
2015-0142 Real Estate - Aerodrome Promo	-	-	-	-	-	-
2015-0143 Real Estate - Fencing Expense	-	-	-	-	-	-
2015-0145 REAL ESTATE DEVELOPMENT - RATE	(2,780)	(5,580)	(2,860)	(2,932)	(3,005)	(3,080)
2015-0150 RILEY CRT REHABILITATION(INGO RENNER)	-	(700)	-	-	-	-
2015-0151 INGO RENNER DR LAND	-	-	-	-	-	-
2015-0152 CARTER LANE LAND	-	-	-	-	-	-
2015-0165 BUSINESS & ENVIRONMENT AWARDS	(18,000)	(18,000)	(18,000)	(18,450)	(18,914)	(19,391)
2015-0180 BUSINESS DEVELOPMENT ADMIN CHA	(103,900)	(98,336)	(98,336)	(98,336)	(98,336)	(98,336)
2015-0181 NSW RURAL DOCTORS NETWORK BURS	(3,300)	(3,300)	(3,300)	(3,399)	(3,501)	(3,606)
2015-0188 REGIONAL CAREERS ENHANCEMENT	(6,000)	(6,000)	(6,000)	(6,180)	(6,365)	(6,556)

DIVERSE AND RESILIENT BUSINESS	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
2015-0189 COBRAM & DISTRICT FOODBANK DON	-	-	-	-	-	-
2016-0120 RISK MANAGEMENT - TRAINING	(3,000)	(2,500)	(3,500)	(3,570)	(3,641)	(3,714)
2016-0205 RISK MANAGEMENT - SALARIES	(112,900)	(112,900)	(114,000)	(117,420)	(120,943)	(124,571)
2016-0241 RISK MANAGEMENT - TELEPHONE	(1,000)	(467)	(1,000)	(1,035)	(1,071)	(1,109)
2016-0242 RISK MANAGEMENT - VEHICLE	(21,840)	(21,840)	(21,840)	(22,277)	(22,722)	(23,177)
2019-0155 WRITE OFF BAD DEBTS - P/WORKS	(3,000)	(3,000)	(3,000)	(3,090)	(3,183)	(3,278)
2020-0000 S/DR TECH SERV(BUDGET)	(40,000)	(172,610)	(40,000)	(41,000)	(42,025)	(43,076)
2030-0000 S/DR - CORP SERV(BUDGET)	(7,000)	(9,100)	(7,000)	(7,175)	(7,354)	(7,538)
6920-1500 PINE LODGE PIT REVENUE	90,000	95,000	90,000	92,250	94,556	96,920
6920-1505 PINE LODGE PIT REVENUE CONTRA	-	-	-	-	-	-
6920-1510 OTHER GRAVEL PITS REVENUE	-	-	-	-	-	-
6920-2505 QUARRIES & PIT REMEDIATION - DEPCN	(2,100)	(2,800)	(2,900)	(2,966)	(3,033)	(3,104)
6920-2508 QUARRIES - DEPCN	-	(500)	(500)	(500)	(500)	(500)
7700-1500 AERODROME SUNDRY INCOME TOC	8,000	8,000	6,500	6,500	6,500	6,500
7700-1502 AERODROME USER FEES INCOME	15,000	15,000	15,000	15,375	15,759	16,153
7700-1827 AERODROME - SALE OF LAND	-	-	-	-	-	-
7700-1926 AERODROME TRANSFER FROM RESERVE	-	-	531,000	-	75,000	-
7700-2026 AERODROME TRANSFER TO RESERVE	-	-	(50,000)	(50,000)	(50,000)	(50,000)
7700-2500 AERODROME EQUIPMENT DEPCN	(1,300)	-	-	(39)	(79)	(121)
7700-2504 AERODROME BLDG DEPCN	(6,100)	(8,800)	(9,000)	(9,189)	(9,384)	(9,584)
7700-2510 AERODROME RUNWAY DEPCN	(19,800)	(20,200)	(20,800)	(21,412)	(22,042)	(22,692)
7700-2520 AERODROME LAND IMPROVEMENTS DEPCN	(300)	(400)	(400)	(409)	(418)	(428)
8200-1890 TOC CARAVAN PARK LEASE	32,000	32,000	38,000	38,000	38,000	38,000
8200-1895 BGN CARAVAN PARK LEASE	-	470	-	-	-	-
8200-2504 CARAVAN PARK DEPCN	(9,300)	(9,750)	(10,050)	(10,338)	(10,635)	(10,940)
8300-1500 TOC TOURISM CENTRE INCOME	-	-	-	-	-	-
8300-1501 TOC TOURISM GST FREE INCOME	-	-	-	-	-	-

DIVERSE AND RESILIENT BUSINESS	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
8300-1890 TOC TOURISM INFO - RENT	-	-	-	-	-	-
8300-1926 TOURISM EVENTS TRANSFER FROM RESERVE	-	-	-	-	-	-
8300-2026 TOURISM EVENTS TRANSFER TO RESERVE	-	-	-	-	-	-
8300-2504 TOURISM INFO DEPCN	(4,200)	(9,350)	(9,450)	(9,579)	(9,712)	(9,849)
8350-1500 TOC INFO CENTRE INCOME		100	-	-	-	-
8350-1501 TOC INFO CNTR GST FREE INCOME		20	-	-	-	-
8400-1503 FHS-CAREERS FORUM REVENUE	-	-	-	-	-	-
8400-1505 BUSINESS & ENVIRONMENT AWARD DONATION	1,500	1,500	1,500	1,538	1,576	1,615
8400-1506 BUSINESS & ENVIRONMENT AWARD INCOME	4,500	4,500	4,500	4,613	4,729	4,847
8400-1507 TOCUMWAL INTER-MODEL CONTRIBUTIONS	-	-	-	-	-	-
8400-1508 BUSINESS DEVELOPMENT WORKSHOP	-	-	-	-	-	-
8400-1926 MURRAY VALLEY CAG TRANS TO RESERVE	-	-	-	-	-	-
8400-1927 ECONOMIC DEVELOPMENT TRANSFER FROM RESERVE	-	-	-	-	-	-
8400-1950 WOMEN IN BUSINESS	-	-	-	-	-	-
8400-2027 ECONOMIC DEVELOPMENT TRANSFER TO RESERVE	-	-	-	-	-	-
8600-1926 SALEYARD TRANSFER FROM RESERVE	-	-	-	-	-	-
8600-2026 SALEYARDS TRANSFER TO RESERVE	-	-	-	-	-	-
8600-2502 SALEYARD OFFICE EQUIP DEPCN	(12,900)	(1,400)	(1,800)	(2,199)	(2,610)	(3,033)
8600-2504 SALEYARD DEPCN	(51,000)	(88,300)	(89,800)	(91,375)	(92,997)	(94,668)
8600-4310 SALEYARD DEPCN CONTRA	63,900	89,700	91,600	93,575	95,608	97,702
8710-1826 RENTAL - OTHER REAL ESTATE INC. GST	12,500	16,500	12,500	12,813	13,133	13,461
8720-1827 SALE OF LAND - RESIDENTIAL	-	-	-	-	-	-
8720-1894 FINLEY ST SUBDIVISION - DISPOSAL	-	-	-	-	-	-
8720-1895 FINLEY ST SUBDIVISION - RATE ADJUST.	-	-	-	-	-	-
8720-1926 REAL ESTATE DEVT - TFR TO RESERVE	-	-	-	-	-	-
8720-3800 RILEY CRT BLOCK SALE(INGO RENNER)	-	-	-	-	-	-
8720-3800 TOC HIGHWAY BLOCK DISPOSAL PROCEEDS	-	350,000	-	-	-	-

DIVERSE AND RESILIENT BUSINESS	2015-16 ORIGINAL BUDGET	REVISED MAR 15-16 BUDGET	2016/17 REVISED BUDGET FORECAST	2017/18 REVISED BUDGET FORECAST	2018/19 REVISED BUDGET FORECAST	2019/20 REVISED BUDGET FORECAST
8900-1501 PRIVATE WORKS TECH SERVICES INCOME	40,000	163,655	43,000	44,055	45,136	46,243
8900-1504 PRIVATE WORKS INCOME - SIGNS	-	8,000	-	-	-	-
8900-1505 PRIVATE WORKS TECH SERVICES GST FREE	-	4,965	-	-	-	-
8900-1511 PRIVATE WORKS CORP SERVICES INCOME	6,000	6,000	6,000	6,180	6,365	6,556
8900-1515 PRIVATE WORKS CORP SERVICES GST FREE	1,000	2,090	1,000	1,030	1,061	1,093
AERODROMECAPEXP AERODROME CAPITAL WORKS EXPENDITURE	-	-	(940,000)	(50,000)	(125,000)	(50,000)
AERODROMECAPINC AERODROME CAPITAL WORKS INCOME	-	-	351,587	-	-	-
BUSINESSDEVCAPEXP BUSINESS DEVELOPMENT CAPITAL WORKS EXPENDITURE	-	-	(105,000)	-	-	-
BUSINESSDEVCAPINC BUSINESS DEVELOPMENT CAPITAL WORKS INCOME	-	-	105,000	-	-	-
TOURISMCAPEXP TOURISM CAPITAL EXPENDITURE	-	-	-	-	-	-
TOURISMCAPINC TOURISM CAPITAL INCOME	-	-	-	-	-	-
	96,482	3,506,015	29,731	84,801	182,674	398,927
BFW	96,482	3,506,015	29,731	84,801	182,674	398,927
BALANCE BROUGHT FORWARD	96,482	3,506,015	29,731	84,801	182,674	398,927
	21,442	29,731	84,801	182,674	398,927	291,559

Capital Works Plan Summary 2014 - 2018

Capital Works Plan Summary

ⁱ <http://forecast2.id.com.au/default.aspx?id=393&pg=5000> accessed 5 April 2013

CAPITAL WORKS PLAN SUMMARY 2016-17

		Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
Grand Total		(4,102,587)	(6,171,678)	(4,450,750)	(4,613,093)	(4,106,514)	(3,577,091)	(3,843,395)
AERODROME								
	AERODROME EXPENDITURE	-	-	(75,000)	(915,000)	(50,000)	(125,000)	(50,000)
	AERODROME INCOME	-	-	-	865,920	-	75,000	-
	AERODROME Total	-	-	(75,000)	(49,080)	(50,000)	(50,000)	(50,000)
BUSINESS DEVELOPMENT								
	BUSINESS DEVELOPMENT EXPENSE	-	-	-	(105,000)	-	-	-
	BUSINESS DEVELOPMENT INCOME	-	-	-	105,000	-	-	-
	BUSINESS DEVELOPMENT Total	-	-	-	-	-	-	-
CEMETERIES								
	CEMETERIES EXPENDITURE	(20,000)	(20,000)	(5,000)	(16,800)	-	(5,000)	-
	CEMETERIES Total	(20,000)	(20,000)	(5,000)	(16,800)	-	(5,000)	-
COMMUNITY AMENITIES								
	COMMUNITY AMENITIES EXPENDITURE	(10,000)	(10,000)	(100,000)	-	(15,000)	(20,000)	-
	COMMUNITY AMENITIES INCOME	-	-	-	-	-	-	-
	COMMUNITY AMENITIES Total	(10,000)	(10,000)	(100,000)	-	(15,000)	(20,000)	-
CORPORATE SERVICES								
	CORPORATE SERVICES EXPENDITURE	-	-	-	-	-	-	-
	CORPORATE SERVICES Total	-	-	-	-	-	-	-
DEPOT								
	DEPOT EXPENDITURE	(20,000)	(20,000)	-	(10,000)	(20,000)	-	-
	DEPOT Total	(20,000)	(20,000)	-	(10,000)	(20,000)	-	-
DOMESTIC WASTE								
	DOMESTIC WASTE EXPENDITURE	(55,000)	(45,000)	(135,000)	(160,000)	(175,000)	(135,000)	(50,000)
	DOMESTIC WASTE Total	(55,000)	(45,000)	(135,000)	(160,000)	(175,000)	(135,000)	(50,000)
DRAINAGE								

		Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
Grand Total		(4,102,587)	(6,171,678)	(4,450,750)	(4,613,093)	(4,106,514)	(3,577,091)	(3,843,395)
DRAINAGE	DRAINAGE EXPENDITURE	(1,562,312)	(1,545,000)	(86,000)	(131,000)	(225,000)	(50,000)	(85,000)
	DRAINAGE INCOME	1,207,500	700,000	-	-	-	-	-
DRAINAGE Total		(354,812)	(845,000)	(86,000)	(131,000)	(225,000)	(50,000)	(85,000)
EMERGENCY SERVICES								
	EMERGENCY SERVICES EXPENDITURE	-	-	-	-	-	-	-
EMERGENCY SERVICES Total		-	-	-	-	-	-	-
HOUSING								
	HOUSING EXPENDITURE	-	-	(50,000)	-	(30,000)	-	-
HOUSING Total		-	-	(50,000)	-	(30,000)	-	-
LEVEE BANKS								
	LEVEE BANK EXPENDITURE	(50,000)	-	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	LEVEE BANK INCOME	-	-	-	-	-	-	-
LEVEE BANKS Total		(50,000)	-	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
LIBRARIES								
	LIBRARIES EXPENDITURE	(10,000)	(10,000)	(10,000)	(10,000)	-	-	-
LIBRARIES Total		(10,000)	(10,000)	(10,000)	(10,000)	-	-	-
MINOR PLANT								
	MINOR PLANT INCOME	-	-	-	-	-	-	-
	MINOR PLANT PURCHASE	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MINOR PLANT Total		(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MOTOR VEHICLE								
	MOTOR VEHICLE PURCHASES	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
	MOTOR VEHICLE SALES	130,000	130,000	130,000	130,000	130,000	130,000	130,000
MOTOR VEHICLE Total		(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)
PUBLIC HALLS								
	PUBLIC HALLS EXPENDITURE	(20,000)	(20,000)	(230,000)	(200,000)	(180,000)	(50,000)	-

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
Grand Total	(4,102,587)	(6,171,678)	(4,450,750)	(4,613,093)	(4,106,514)	(3,577,091)	(3,843,395)
PUBLIC HALLS Total	(20,000)	(20,000)	(230,000)	(200,000)	(180,000)	(50,000)	-
PUBLIC WORKS							
PUBLIC WORKS PLANT INCOME	164,500	164,500	269,500	289,500	177,000	230,000	286,500
PUBLIC WORKS PLANT PURCHASE	(538,000)	(538,000)	(913,000)	(1,163,000)	(793,000)	(695,000)	(1,080,000)
PUBLIC WORKS UTILITY INCOME	39,000	39,000	39,000	39,000	39,000	39,000	39,000
PUBLIC WORKS UTILITY PURCHASE	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)
PUBLIC WORKS Total	(403,250)	(403,250)	(673,250)	(903,250)	(645,750)	(494,750)	(823,250)
RECREATION							
PARKS & RECREATION EXPENDITURE	(50,000)	(50,000)	(50,000)	(50,000)	-	-	-
PARKS & RECREATION INCOME	-	-	-	-	-	-	-
RECREATION RESERVES EXPENDITURE	-	-	-	-	-	-	-
SWIMMING POOLS EXPENDITURE	-	-	(40,000)	-	(80,000)	-	-
RECREATION Total	(50,000)	(50,000)	(90,000)	(50,000)	(80,000)	-	-
SEWERAGE							
SEWERAGE EXPENDITURE	(283,000)	(303,000)	(225,000)	(460,000)	(315,000)	(210,000)	(210,000)
SEWERAGE Total	(283,000)	(303,000)	(225,000)	(460,000)	(315,000)	(210,000)	(210,000)
SHIRE ROADS							
FOOTPATHS EXPENDITURE	(223,500)	(184,000)	(149,000)	(287,000)	(137,000)	(158,200)	(95,000)
FOOTPATHS INCOME	94,000	79,500	62,000	94,000	20,000	40,000	25,000
KERB & GUTTER EXPENDITURE	-	-	-	-	-	-	-
KERB & GUTTER INCOME	-	-	-	-	-	-	-
R2R GRANT	625,500	625,500	625,500	1,997,240	605,378	605,378	625,500
RMS WORKS EXPENDITURE	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
RMS WORKS INCOME	350,000	350,000	350,000	350,000	350,000	350,000	350,000
RURAL ROADS CONSTRUCTION EXPENDITURE	(4,424,568)	(5,358,840)	(907,000)	(2,337,000)	(859,000)	(1,315,000)	(1,082,000)
RURAL ROADS CONSTRUCTION INCOME	2,628,568	2,628,568	-	-	-	-	-
RURAL ROADS SEALED - RESEALS EXPENDITURE	(369,330)	(212,836)	(360,000)	(202,010)	(148,614)	(84,179)	(197,933)
RURAL ROADS SEALED - RESEALS INCOME	-	-	-	-	-	-	-
RURAL ROADS UNSEALED - RESHEET EXPENDITURE	(248,895)	(393,000)	(778,000)	(577,000)	(559,000)	(534,000)	(602,000)

		Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
Grand Total		(4,102,587)	(6,171,678)	(4,450,750)	(4,613,093)	(4,106,514)	(3,577,091)	(3,843,395)
SHIRE ROADS								
	RURAL ROADS UNSEALED - RESHEET INCOME	-	-	-	-	-	-	-
	TOWNSCAPE WORKS EXPENDITURE	(80,000)	(200,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
	TOWNSCAPE WORKS INCOME	-	-	-	-	-	-	-
	URBAN ROADS - RESEALS EXPENDITURE	(82,300)	(107,320)	(100,000)	(181,193)	(92,528)	(48,340)	(291,712)
	URBAN ROADS CONSTRUCTION EXPENDITURE	(107,000)	(107,000)	(96,000)	(96,000)	(123,000)	(116,000)	(353,000)
	URBAN ROADS CONSTRUCTION INCOME	-	-	-	-	-	-	-
	SHIRE ROADS Total	(2,187,525)	(3,229,428)	(1,782,500)	(1,668,963)	(1,373,764)	(1,690,341)	(2,051,145)
TOURISM SERVICES								
	TOURISM SERVICES EXPENDITURE	-	-	-	-	-	-	-
	TOURISM SERVICES Total	-	-	-	-	-	-	-
TOWN PROJECTS								
	KERB & GUTTER EXPENDITURE	(178,000)	(178,000)	(130,200)	(130,200)	(216,000)	(192,000)	(230,000)
	KERB & GUTTER INCOME	334,000	7,000	73,200	73,200	-	35,000	103,000
	TOWN PROJECTS Total	156,000	(171,000)	(57,000)	(57,000)	(216,000)	(157,000)	(127,000)
WATER								
	WATER EXPENDITURE	(572,000)	(822,000)	(659,000)	(624,000)	(508,000)	(442,000)	(174,000)
	WATER Total	(572,000)	(822,000)	(659,000)	(624,000)	(508,000)	(442,000)	(174,000)
Grand Total		(4,102,587)	(6,171,678)	(4,450,750)	(4,613,093)	(4,106,514)	(3,577,091)	(3,843,395)



Policy

0 REVENUE POLICY

File Reference No: 26.160.1, 26.160.2, 26.160.3, 26.160.4

Strategic Outcome: Good government

Date of Adoption: 01/07/2016

Date for Review: 30/06/2017

Responsible Officer: Director Corporate Services

1. POLICY STATEMENT

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

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

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

2. PURPOSE

The rates and charges described below are levied to provide the net funding requirements of the programs and initiatives identified in the Management Plan.

3. SCOPE

This policy covers the setting and levying of all Council rates, charges and fees for the financial year ending 30 June 2017

4. OBJECTIVE

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

2.2.2 Council operations support ethical, transparent and accountable corporate governance.



Policy

5. POLICY IMPLEMENTATION

Total revenue raised from the levying of land rates continues to be capped by the State Government with the Independent Pricing & Regulatory Tribunal (IPART) having developed a Local Government Cost Index (LGCI) for use in setting the maximum allowable increase in general income for local government. IPART has set the maximum allowable increase as 1.8% for the 2016/17 rating year.

5.1 Ordinary Rates

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

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

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

Valuations, with a base date 01/07/2013, will be used for rating purposes for 01/07/2016 – 30/06/2017.

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

- Farmland
- Residential
- Business
- Mining

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

The applicable subcategories for each category are as follows:

5.1.1 Farmland subcategories

Farmland – Berrigan



Policy

Farmland – Barooga
Farmland – Finley
Farmland – Tocumwal
Farmland – Gravel Pits

5.1.2 Residential subcategories

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

5.1.3 Business subcategories

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

5.1.4 Mining subcategories



Policy

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

5.1.5 Rating scenario

The ordinary rates proposed by the Council for 2016-2017 contain a 1.8% increase, which is the increase determined by the Independent Pricing and Regulatory Tribunal (IPART).

The Ordinary rates table below illustrates the proposed rating scenario for Berrigan Shire Council. This information is based on the rating database up to June 2016.

FARMLAND

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

Farmland – Ad Valorem Rate = \$0.006495 cents in the dollar, based on the 2013 unimproved capital value of the property.

Estimated Total Yield of Farmland = \$1,813,660.00

(Farmland = 36.73% of the total yield)

RESIDENTIAL – BAROOGA

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

Residential Barooga – Ad Valorem Rate = \$0.011061 cents in the dollar, based on the 2013 unimproved capital value of the property.

Estimated Total Yield of Residential Barooga = \$525,967.00

BUSINESS – BAROOGA

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



Policy

Business Barooga – Ad Valorem + 0.011061 cents in the dollar, based on the 2013 unimproved capital value of the property

Estimated total yield of Business Barooga = \$92,868.00

(Residential and Business Barooga = 12.53% of the total yield)

RESIDENTIAL – BERRIGAN

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

Residential Berrigan – Ad Valorem Rate = 0.036237 cents in the dollar, based on the 2013 unimproved capital value of the property.

Estimated total yield of Residential Berrigan = \$327,542.00

BUSINESS – BERRIGAN

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

Business Berrigan – Ad Valorem + 0.036237 cents in the dollar, based on the 2013 unimproved capital value of the property.

Estimated total yield of Business Berrigan = \$71,960.00

(Residential and Business Berrigan = 8.09% of the total yield)

RESIDENTIAL – FINLEY

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

Residential Finley – Ad Valorem = \$0.030318 cents in the dollar, based on the 2013 unimproved capital value of the property.

Estimated total yield of Residential Finley = \$654,658.00



Policy

BUSINESS - FINLEY

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

Business Finley – Ad Valorem + \$0.030318 cents in the dollar, based on the 2013 unimproved capital value of the property.

Estimated total yield of Business Finley = \$163,927.00

(Residential and Business Finley = 16.58% of the total yield)

RESIDENTIAL – TOCUMWAL

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

Residential Tocumwal – Ad Valorem Rate = 0.012413 cents in the dollar, based on the unimproved capital value of the property.

Estimated total yield of Residential Tocumwal = \$704,712.00

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

Business Tocumwal – Ad Valorem + 0.012413 cents in the dollar, based on the 2013 unimproved capital value of the property.

Estimated total yield of Business Tocumwal = \$196,907.00

(Residential and Business Tocumwal = 18.26% of the total yield)

RESIDENTIAL RURAL

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



Policy

Residential Rural – Ad Valorem = \$0.006789 cents in the dollar, based on the 2013 unimproved capital value of the property.

Total yield of Residential Rural = \$331,512.00

(Residential Rural = 6.71% of the total yield)

RESIDENTIAL – Riverland Tocumwal & Riverland Barooga

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

Residential – Ad Valorem = \$0.0083995 cents in the dollar, based on the 2013 unimproved capital value of the property.

Total Yield of Residential = \$54,446.00

(Residential = 1.10% of the total yield)

5.2. Annual service and utility charges

5.2.1 Domestic Waste and Non-Domestic Waste Management Services

Berrigan Shire Council intends to make the following charges for levying in 2016-2017 to meet the reasonable costs associated with the collection, disposal and recycling of waste in accordance with Sections 496, 501 and 504 of the *Local Government Act* 1993. Berrigan Shire Council will levy annual charges for the following services:

2016/17 WASTE MANAGEMENT SERVICE CHARGES

SERVICE PROVIDED	2016/17 FEE (\$) PER ANNUM	ESTIMATED REVENUE 2016/17	% VARIATION
Domestic Waste Collected 1 x Weekly Pick up of 120 litre small garbage bin (Green) 1 x Fortnightly pick up 240 litre recycling bin (Blue)	\$272.00	\$869,312	2.5%
Additional Service Collected 1 x Weekly Pick up of 120 litre small garbage bin (Green)	\$182.00	\$1,092	2.5%



Policy

Uncollected (vacant charge) Charged on vacant land within the collection zone – no service is provided.	\$54.00	\$15,174	2.5%
Business / Non Residential Garbage Charge 1 x Weekly pick up of 240 litre big bin. (Green)	\$255.00	\$62,985	2.5%
Garbage and Recycling Charge 1 x Weekly pick up of 240 litre big garbage bin. (Green) 1 x Fortnightly pick up of 240 litre recycling bin. (Blue)	\$375.00	\$8,250	2.5%
Recycling Collected 1 x Fortnightly pick up of 240 litre recycling bin. (Blue)	\$121.00	\$3,267	2.5%

5.2.2 Sewer Charges

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

- i) Land which is more than 75 metres from a sewer of the Council and is not connected to the sewer;
- ii) Land from which sewerage could not be discharged into any sewer of the Council.

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

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



Policy

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

-For non-rateable properties

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

-For rateable properties outside village boundaries

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

The Table below sets out the intended sewer charges for 2016/17:

2016/17 SEWER CHARGES

SERVICE PROVIDED	FEE PER ANNUM	ESTIMATED REVENUE	% VARIATION
Sewer Supply Charge Charged to all rateable land utilising the town sewer system or zoned residential and within 75m of Councils sewer system.	\$513.00	\$1,755,400	2.5%
Pedestal Charge Any property with more than 2 (two) cisterns/water closets will be charged a pedestal charge per excess cistern/water closet. A pedestal charge per cistern/water closet will be raised on all non-rateable properties connected to the sewer supply	\$109.00	\$158,000	2.5%
On-Site Low Pressure Maintenance Charge Applied to properties connected to Councils' sewerage supply via a low-pressure pump. Council maintains the pump in perpetuity subject to the owner paying the On-site low pressure maintenance charge.	\$95.00	\$8,000	2.5%



Policy

5.2.3 Stormwater Management Services

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

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

2016/17 STORMWATER MANAGEMENT SERVICES

<u>SERVICE PROVIDED</u>	<u>FEE PER ANNUM</u>	<u>% VARIATION</u>
Residential Premises on urban land	\$25.00	0%
Strata properties (per Strata)	\$12.50	0%
Vacant land	Exempt	0%
Commercial Premises on urban land	\$25.00	0%
Other	\$25.00	0%

Total Estimated Yield for Stormwater Management 2016/17 - \$72,000.00

5.2.4 Water Supply Charges

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

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

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

Except for those non-rateable properties described below:



Policy

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

2016/17 WATER ACCESS AND CONSUMPTION CHARGES

SERVICE PROVIDED	FEE PER ANNUM	ESTIMATE D REVENUE 2016/17	% VARIATION
Water Access Charge Applied to all properties supplied with water from a water pipe of the Council or land that is situated within 225m of Councils' water supply pipes. (see Appendix A)	\$510.00	\$1,958,000	2.5%
Water Consumption Charges – Unfiltered (Barooga, Berrigan & Finley)	\$0.73 per kl (stage 4 restrictions in force) \$0.52 per kl (other restrictions in force) \$0.47 per kl (no restrictions)		0%
Water Consumption Charges – Treated (Barooga, Berrigan & Finley)	\$1.46 per kl (stage 4 restrictions in force) \$1.04 per kl (other restrictions in force) \$0.94 per kl (no restrictions)		0%
Water Consumption Charges – Treated (Tocumwal)	\$0.97 per kl (stage 4 restrictions in force) \$0.69 per kl (other restrictions in force) \$0.62 per kl (no restrictions)		0%

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

5.3. Payment of Rates and Service Charges



Policy

5.3.1 Payment and due dates

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

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

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

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

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

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

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

5.3.2 Concessions

i) Pensioner Concessions

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

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

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



Policy

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

ii) Developer Concessions

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

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

5.3.3 Hardship Provisions

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

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

5.34 Recovery of Rates and Charges, Including Water Consumption Charges

i) Reminder Notices

- If an instalment or charge is not paid within seven (7) days of the instalment or payment date, a reminder letter will be issued requesting payment within fourteen (14) days.
- If the debt remains unpaid after this time, a final notice will be issued giving seven (7) days to pay

ii) Recovery Action – Referral to Debt Collection Agency

- Following the seven (7) days specified, the Council will, by registered mail, issue a letter advising the ratepayer that debt recovery action will be implemented within seven (7) days.
- If an instalment or charge amount of current defaulters are less than \$300.00, initial external recovery action may be deferred until outstanding amounts



Policy

reach this amount, however this will be at the discretion of the Revenue Officer.

iii) Recovery Action – Debt Collection Agency Procedures

- The debt collection agency will as soon as possible, after receipt of the referral from the Council, issue a Final Notice in relation to each overdue amount advising that the Council has referred the debt to the agency for collection and that payment is required.
- Following the expiration of the payment period, the debt collection agency will issue a solicitor's letter.
- Legal proceedings will then be commenced if these notices or letters are disregarded, or if arrangements are not adhered to, with the approval of the Revenue Officer.

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

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

iv) Arrangements to Repay Rates and Charges

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



Policy

v) Interest Charges

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

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

vi) Sale of Property for Overdue Rates

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

- Sell any land (including vacant land) on which any rate or charge has remained unpaid for more than five (5) years from the date on which it became payable.
- Sell any vacant land on which any rate or charge has remained unpaid for more than one year, provided that the amount of such rates and charges are more than the land valuation it received from the NSW Valuer-General.
- Any sale will be carried out by public auction in accordance with the process outlined in the *Local Government Act 1993*.

5.4. User Fees and Charges

5.4.1 Fee and Charge Setting Principles

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

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

Therefore, the Council will at a minimum seek to recover the full cost of service provision from its customers and clients.

This general principle will only be modified where the specific fee and charge setting principles as shown below apply.



Policy

Efficiency:	the fees are simple and not cumbersome to administer
Legality:	the fees are set in line with legislation and/or other legal restrictions.
Transparency:	the nature and use of the service is understood by users
Effectiveness:	the fees provide value for money for users
Clarity:	users are clear about when & how fees apply
Equity:	the fees are fairly applied across a range of users
Ethics:	users with special service needs are not charged exorbitant fees directly in accord with the cost of higher servicing requirements

5.4.2 Fee setting rationales

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

The rationales applicable are as follows:

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

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

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

5.4.3 Goods and Services Tax



Policy

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

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

5.4.4 Register of Fees and Charges

The complete Register of Fees and Charges is detailed in a separate document included in the 2016/17 Operational Plan.

5.5. Borrowings

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

Outstanding Loans - 30 June 2016

PURPOSE	AMOUNT	TERM	RATE	ANNUAL REPAYMENTS	DUE	LENDER
Finley Reservoir	\$1,000,000	10 y	6.770%	\$137,973	April 2017	CBA
Tocumwal Drainage	\$600,000	10 y	6.940%	\$42,102	Dec 2016	BSC Sewer
LIRS Drainage	\$1,630,000	10 y	4.260%	\$200,488	Dec 2024	NAB

Loan Redemption - 2016/17 to 2019/20

FUND	2016 / 2017	2017 / 2018	2018/2019	2019/2020
General	\$242,590	\$200,488	\$200,488	\$200,488
Water	\$114,977	\$0	\$0	\$0
Sewer	\$0	\$0	\$0	\$0
Sub Total	357,567	\$200,488	\$200,488	\$200,488
Less Int. Borrowing	(42,102)	-	-	-
TOTAL	\$355,077	\$200,488	\$200,488	\$200,488
Less LIRS subsidy	(\$38,031)	(\$34,112)	(\$30,065)	(\$25,774)
NETT COST	\$317,046	\$166,366	\$170,423	\$174,714



Policy

The external borrowings are both long term credit-foncier loans at fixed interest rates repayable by monthly instalments and secured against the Council's revenues.

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

The table above does not include any LIRS subsidy.

6. RELATED POLICIES OR STRATEGIES

6.1. Legislation

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

6.2. Council policies and guidelines

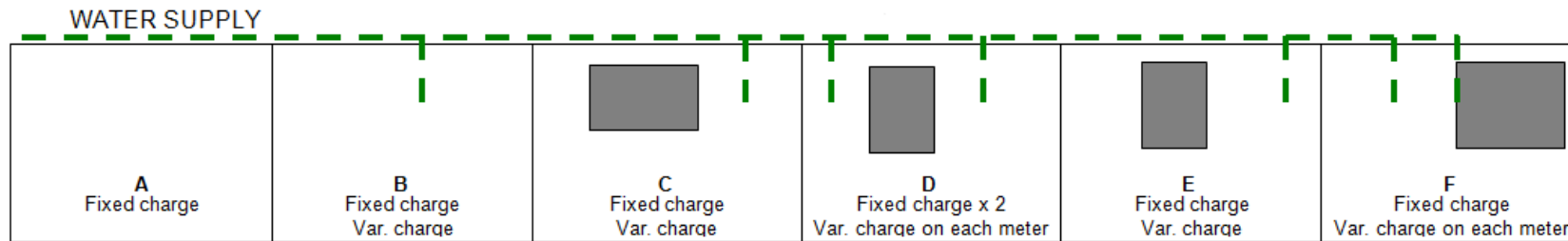
- Berrigan Shire 2023 (Community Strategic Plan)
- Berrigan Shire Council Delivery Program
- Berrigan Shire Council Operational Plan
- User Fees and Charges Policy
- Hardship Policy



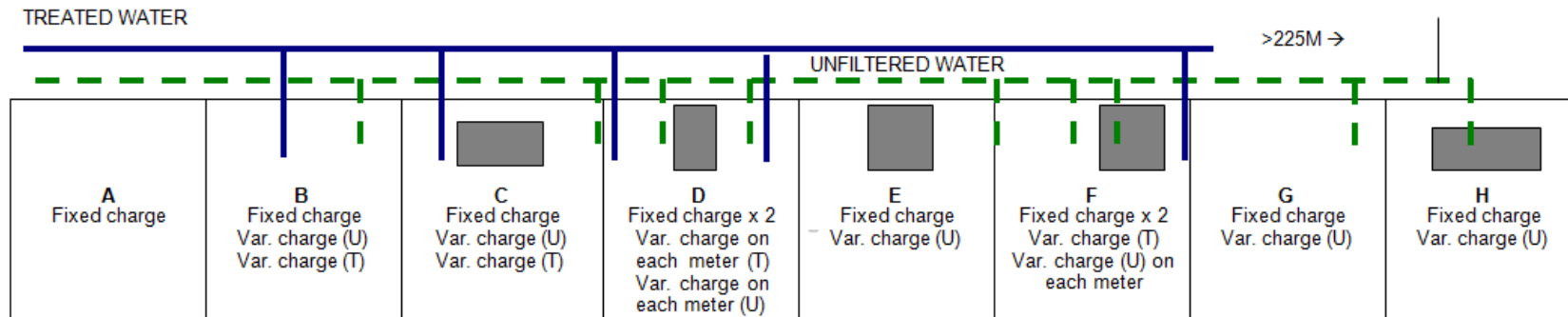
Policy

APPENDIX A

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



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



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



Annual Operational Plan 2016/17

Berrigan Shire Council

Berrigan Shire 2023
Creating our preferred future

Date	Reviewer	Saved as
12 May 2016	Jo Ruffin	Operational Plan 1617V3
13 May 2016	Jo Ruffin	Operational Plan 1617V4



Message from Mayor

The Shire's *Annual Operational Plan 2016 – 2017* describes the actions Council will take in the next 12 months and is informed by extensive consultation with our communities through the development of *Berrigan Shire 2023*. It is the final year of this Council's 4-year Delivery Program.

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

- Council roads and stormwater
- Sporting facilities: Barooga Recreation Reserve and Finley Recreation Reserve
- Waste management facilities
- Water and sewerage treatment
- Town entrances and parks

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



Councillor Bernard Curtin OAM
Mayor
Date:

to the economic prosperity and wellbeing of our Shire.

Annual Operational Plan 2016/17 priority projects and initiatives include:

- Continuing our ongoing capital works program and investment in our town entries
- Tocumwal Foreshore Master Plan development
- Responding to the needs of our ageing and disabled residents through the review of Council's Ageing Strategy and the development of the Council's Disability Action Plan
- Continuing Council's program of improvement and review of Council sustainability and operations through the implementation of its 'Fit for the Future' Improvement Plan
- Working with business, local communities, local tourism associations and operators on the marketing and promoting the lifestyle, economic opportunities and liveability of our communities

Sustainable natural and built landscapes

Good government

Supported and engaged communities

Diverse and resilient business

Councillors and Senior Management



Back (Left to Right)

Fred Exton – Director Technical Services, Cr Andrea O’Neill, Cr Colin Jones, Cr Daryll Morris, Cr John Bruce, Cr Denis Glanville, Matthew Hansen – Director Corporate Services

Front (Left to Right)

Cr Matthew Hannan, Cr Brian Hill (Deputy Mayor), Cr Bernard Curtin (Mayor) Rowan Perkins – General Manager

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Section 1

A Vision and Plan for
Berrigan Shire

Council's Planning
Framework

What does Council
do?

Berrigan Shire 2023
outcomes and
Council operations

A Vision and Plan for Berrigan Shire

In 2023 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.

Developed at the Shire's *Futures Conference* 29 June 2011 the vision reflects the top 5 preferred futures of our communities that in 2023

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
4. There will be more business owned and run by local people
5. Transport connections between here and other places will be faster and or busier

The overwhelming message from our communities was that our communities valued the Shire's natural assets and advantages:

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

Moreover, that these assets and advantages be promoted and developed to create the economic prosperity needed to meet the challenges posed by an ageing population, a decline in domestic tourism, water insecurity and technology.

In accordance with the *Review of Berrigan Shire 2022 Engagement Strategy: Berrigan Shire 2023* was developed.

Public comment was sought and based on the submissions received there was no substantive change to the (2012) 10-year social, economic, civic leadership and environmental statements about our communities' preferred future.



Therefore, no material change to the actions Council will take and to what the community can do to achieve the *Berrigan Shire 2023* vision.

Council's 4-year *Delivery Program 2013 – 2017* and this its *Annual Operational Plan 2015/16* provide the detail about how Council will

1. Contribute toward *Berrigan Shire 2023* strategic outcomes and objectives
2. Manage and operate its services and assets
3. Allocate resources: financial, physical and human (Delivery Program Inputs)
4. Measure and report on the result of what is planned (Delivery Program Outputs)

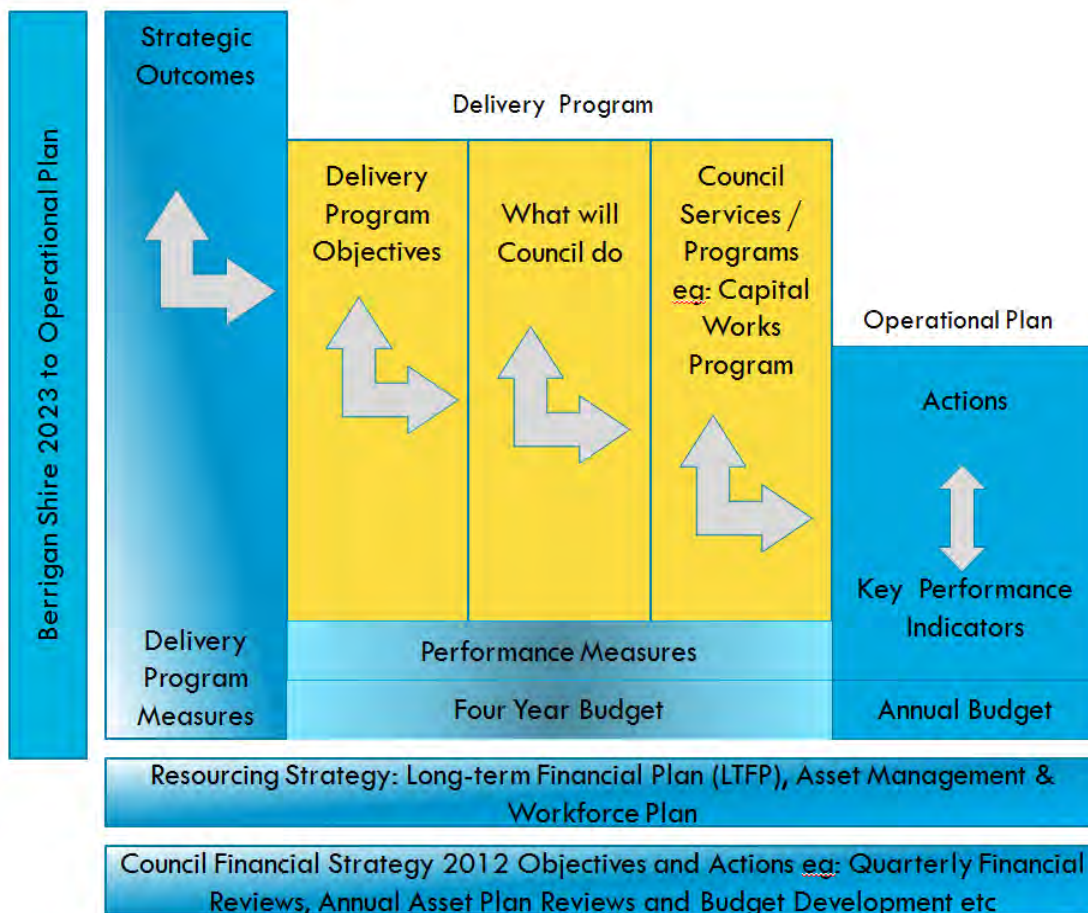
Council’s Planning Framework

The Council’s *Annual Operational Plan* is an element of a new planning and reporting framework for NSW local government which includes:

- 10 yr+ Community Strategic Plan (*Berrigan Shire 2023*)
- 10 yr Resourcing Strategy

- 4 yr Delivery Program
- Annual Operational Plan; and
- Annual Report

The following illustration describes how Council will integrate Community Strategic Plan objectives with Council’s 4-year Delivery Program.



Accordingly the Council’s 4-year *Delivery Program* is developed from the Shire Council’s 10-year *Resourcing Strategy* which includes the Shire’s *Asset Management Plans*, *Workforce Development Plan 2013 – 2017* and *Long-term Financial Plan 2013 – 2023*. The *Annual Operational Plan 2015 - 2016* describes the actions Council will take in the next 12 months.

Included in the *Annual Operation Plan* is Year One of the Council’s 4 – year *Capital Works Program* and Council’s budget for the next financial year. Council’s expenditure and the implementation of this Plan is monitored by Council through its quarterly reviews and Annual Report. This ensures Council’s *Annual Operational Plan* and cost estimates do not compromise Council’s *Financial Strategy 2016* objectives of:

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

Council's *Annual Operational Plan* is integrated with *Berrigan Shire 2023* actions and is the result of internal discussion and consultation between Councillors, Council management and staff on how existing Council services, programs and new initiatives contribute toward *Berrigan Shire 2023* outcomes that in 2023 we will have ...

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Sustainable natural and built landscapes 2. Good government | <ol style="list-style-type: none"> 3. Supported and engaged communities 4. Diverse and resilient business |
|---|---|

The *Annual Operational Plan 2015/16* is themed according to the outcomes we want to achieve. It is also the Council's 'blue print' describing:

- The full range of Council services and activities – operations
- Responsibility for Council services and operations
- The measures we use to determine the effectiveness of Council operations
- The resources required to deliver Council operations – physical, human and financial

What does Council do?

Council Meetings are open to the public and held on the third Wednesday of the month in the Council Chambers, Chanter Street Berrigan.

Committees of Council meet on the Wednesday two weeks prior to the Council meeting.

Major working Committees of Council are

- Corporate Services
- Technical Services
- Business and Economic Development; and the
- Risk Management Committee

Council Committees, in addition to being the forum for detailed discussion and identification of community issues, are also where the Councillors work with the Shire Council's executive management team and senior managers on the day-to-day operations and the financial management of Council assets, Council's *Delivery Program* and the *Annual Operational Plan*.

Berrigan Shire 2023 Outcomes and Council Operations

CSP Strategic Outcome	CSP Strategic Objective	Council Activities and Services
1.Sustainable Natural and Built Landscapes	1.1 Support sustainable use of our natural resources and built landscapes 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife 1.3 Connect and protect our communities	<ul style="list-style-type: none"> • Stormwater • Council roads, paths, levees • Land use planning and development • Waste • Weed Control
2. Good Government	2.1 <i>Berrigan Shire 2023</i> objectives and strategies inform Council planning and community led projects 2.2 Ensure effective governance by Council of Council operations and reporting 2.3 Strengthen strategic relationships and partnerships with community, business and government	<ul style="list-style-type: none"> • Council governance • Strategic planning • Enterprise risk management • Plant and business operations
3. Supported and Engaged Communities	3.1 Create safe, friendly and accessible communities 3.2 Support community engagement through life-long learning, culture and recreation	<ul style="list-style-type: none"> • Libraries and community services • Parks, reserves, recreation facilities • Cemeteries • Water and sewerage treatment • Social planning • Environmental health • Animal Control • Emergency Services
4. Diverse and Resilient Business	4.1 Invest in local job creation, retention and innovation 4.2 Strong and diverse local economy 4.3 Diversify and promote local tourism 4.4 Connect local, regional and national road, rail and aviation infrastructure	<ul style="list-style-type: none"> • Business and economic development • Tocumwal Aerodrome • Tourism and events promotion • Sale yards • Quarries • Caravan Parks

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Section 2 – Annual Operational Plan

What Council will do to
support and promote

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

Sustainable natural and built landscapes

Strategic Objective

1.1 Support sustainable use of our natural resources and built landscapes

Delivery Program Objectives

1.1.1 Coordinate strategic land-use planning and effective development assessment and control

1.1.2 Enhance the visual amenity, heritage and liveability of our communities

Operational Plan Ref:	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
1.1.1.1	Increase community awareness regarding development application process	Improved community satisfaction with Development Services	Annual Satisfaction Survey of Development Applicants	Development Manager	1411
1.1.1.1.1	Publish results of statewide assessment of processing times for development applications	Improved community satisfaction with Development Services	Publication of results	Development Manager	1411
1.1.1.2	Process and approve / refuse development applications in accordance with relevant legislation, codes and policies	Effective and timely assessment of development applications	Applications assessed and processed within statutory timeframes	Development Manager	1411
1.1.2.1	Continue annual <i>Heritage Grants Program</i>	Enhancement of the conservation value of heritage items	Successful completion of works granted funding	Development Manager	1715

Operational Plan Ref:	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
1.1.2.2	Continue its rolling program of works – town entrances	Improved visual amenity and attractiveness of our towns and major town entrances	Program is developed, included in <i>Annual Capital Works Program</i> and works completed as budget allows	Director Services Technical	1718-0225 1910-0100
1.1.2.3	Continue development of Tocumwal Foreshore Improvement Plan and its integration with Tocumwal Town Entrance Project	Optimise use and improve amenity, pedestrian mobility and connection between River, the town entry and Foreshore Reserve	Council Adopts Tocumwal Foreshore Improvement Plan	Director Services Technical	
1.1.2.2.1	Develop costings and stages for all plan components: Tocumwal Foreshore Improvement Plan	Costs and staging	Costings and staging completed	Director Services Technical	
1.1.2.2.2	Develop funding plan when costs and staging are known – inclusive of \$200k contribution from Committee of Management	Costs associated with project are known and included in Council's Resourcing Strategy	Funding Plan developed and adopted by the Council	Director Services Corporate	

Strategic Objective

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

Delivery Program Objectives

1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife

Operational Plan Ref:	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
1.2.1.1	Contribute to <i>Central Murray County Council</i>	County Council delivery of the Shire's weed eradication and control program/s	<i>Central Murray County Council</i> Delivery Program	Development Manager/ Director Corporate Services	1214
1.2.1.2	Participation in roadside vegetation enhancement projects	Enhanced bio-diversity in linear reserves	Increased health of native flora and fauna	Development Manager	1214
1.2.1.2.1	Monitor direct seeding project sites for weeds and pests	Increased native vegetation within the road reserve	Quarterly survey of sites	Development Manager	1214

.Strategic Objective

1.3 Connect and protect our communities

Delivery Program Objectives

1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning

1.3.2 Manage landfill, recycling and waste disposal

Operational Plan Ref:	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
1.3.1.1	Develop and implement asset management plans which maintain a balance between improving and maintaining flood levees, storm water, Council roads, paths and trails	Service levels met as set out in adopted Asset Management Plans	Service Level Data	Director Technical Services	1011 7100 3750
1.3.1.2	Design, construct and maintain storm water systems that safely capture and remove water	Service levels met as set out in adopted Storm Water Asset Management Plan	Service Level Data	Director Technical Services	1416
1.3.1.3	Design, construct and maintain flood protection network	A flood levee protection network that prevents inundation of Tocumwal and Barooga from recognized flood levels	Annual inspection for defects Performance in flood events	Director Technical Services	1418

Operational Plan Ref:	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
1.3.1.3.1	Continue remediation of Tocumwal Foreshore Levee	Remediation works prevents inundation of Tocumwal from recognized flood levels	Annual inspection for defects Performance in flood events	Director Technical Services	1418
1.3.1.4	Maintain the safety of Council roads and walkways	Asset Management Plan identified service levels and standards are met	Works completed in accordance with relevant standards Annual Review	Executive Engineer	7100 1910 1911 1912 1916 1917
1.3.1.4.1	Publication of Council website and facebook weekly issues - operations	Community will have information about planned road works/maintenance and can plan their travel / use of roads or walkways accordingly	Weekly publication and update of Council website and facebook	Director Technical Services	
1.3.1.5	Exercise delegated functions <i>Road Act 1993</i>	Local roads are managed in accordance with the Act	Annual Review	Executive Engineer	1011 as above
1.3.2.1	Reduce waste in landfill	Develop a local waste management strategy that identifies waste diversion targets and realistic benchmarks	Diversion targets set out in the <i>Berrigan Waste Management Plan</i>	Environmental Engineer	1412
1.3.2.1.1	Implement strategies from Regional Waste Management Plan	Construction of household-problem-waste depot at Berrigan landfill	New building constructed	Environmental Engineer	1412

Operational Plan Ref:	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
1.3.2.2	Deliver township garbage collection and street cleaning services (Operations Manager)	Instigate & manage a waste collection contract to ensure garbage collection	Garbage is collected within agreed timeframes and budgets	Environmental Engineer	1412

Sustainable natural and built landscapes – Summary budget 2016/17

	2016/17 Budget \$
Operating source of funds	6,477,833
Operating expenditures	(10,039,050)
Net operating funds result	(3,561,218)
Capital sources of funds	2,339,440
Capital expenditures	(5,772,715)
Net capital funds result	(3,433,275)
Net funds surplus / (Deficit)	(6,994,493)

Good government

Strategic Objective

2.1 *Berrigan Shire 2023 objectives and strategies inform Council planning and community led projects*

Delivery Program Objectives

2.1.1 Council operations, partnerships and coordination of resources contribute toward implementation of *Berrigan Shire 2023*

Operational Plan Ref:	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
2.2.1.1	Promote and support the engagement of Shire residents, local business and agencies in the development, implementation and of <i>Berrigan Shire 2023</i>	Increase in resident, local business and other agencies participation in opportunistic and targeted engagement	No. of new partnerships / projects Surveys/feedback from participants in Shire engagement activities Annual Report	Strategic and Social Planning Coordinator	1001
2.2.1.2	Continue to evaluate Fit for the Future options to determine contribution toward implementation of <i>Berrigan Shire 2023</i>	Sustainable Council contributing toward the implementation of <i>Berrigan Shire 2023</i>	Delivery Program Review Annual Report	General Manager	1001
2.2.1.3	Implement Community Engagement Strategy and complete the development of <i>Berrigan Shire 2027 – new CSP</i>	Residents, local business and other agencies engaged the development of <i>Berrigan Shire 2027</i>	Engagement Strategy Adopted by Council New Community Strategic Plan endorsed by the Council	General Manager Strategic and Social Planning Coordinator	1001

Strategic Objective

2.2 Ensure effective governance by Council of Council operations and reporting

Delivery Program Objectives

2.2.1 Meet legislative requirements for Council elections, local government and integrated planning and reporting

2.2.2 Council operations support ethical, transparent and accountable corporate governance

2.2.3 Participate in networks that promote regional and cross-border collaboration, planning and service delivery

Operational Plan Ref:	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
2.2.2.1	Provide facilities and support including financial to elected Council or Administrator	The leadership skills, experience and knowledge of Councillors/Administrators is used	Council Meeting Attendance Conference and workshop attendance	General Manager	1001 - 1008
2.2.2.2	Implement and further develop the Berrigan Shire <i>Integrated Management System</i>	Standardised documentation and review of Council operations	Development of procedures in accordance with Action Plan; Workplace Inspections; Internal Audit results	Enterprise Risk Manager	1001
2.2.2.2.1	Standard Operating Procedures (SOPs) to be developed for outdoor positions	Safer workplace	No. of SOPs developed for approved by responsible Manager	Enterprise Risk Manager	1001

Operational Plan Ref:	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
2.2.2.2.2	Design Manual, Quality Procedures, WHS Procedures and Environmental Procedures to be reviewed and reissued	Compliant and relevant Procedures Manuals	Manuals issued and review conducted by Council	Enterprise Risk Manager	1001
2.2.2.2.3	Document control across all Council forms	Forms generated comply with BSC Document Control requirements	Departments and forms reviewed	Enterprise Risk Manager	1001
2.2.2.2.4	Implement continuous improvement pathway (CIP) Plan which includes: review of Business Continuity Plan and Pool Management Procedures; and development of Emergency Response Plans and Gathering Information Policy	Improved governance and	CIP Plan to be audited and assessed by Statewide Area Risk Manager	Enterprise Risk Manager	1001
2.2.2.3	Coordinate Council investments, financial management, financial operations and processing	Effective management of Council investments and finances	External audit Internal review	Director Corporate Services	1010
2.2.2.3.1	Continue development and implementation of FFF Council Improvement Plan	The following actions will be undertaken Energy audit program Investigation of solar farm opportunities Expansion of electronic systems for invoicing and	Internal review	Finance Manager	

Operational Plan Ref:	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
		payments			
2.2.2.4	Deliver responsive customer service	Customers satisfied by Council response	Annual online Customer survey Track number of requests and completed requests	Director Corporate Services	1010
2.2.2.5	Manage human resource and workforce development activities through the implementation of the Berrigan Shire's <i>Workforce Development Plan 2013 – 2017</i>	A workforce with the competencies needed to implement the Shire's 4-year Delivery Program	Workforce Development Plan is implemented Staff Surveys	Director Corporate Services	1010
2.2.2.5.1	Implement Equal Employment Opportunity Policy and Plan 2014 – 2018	Workplace free from discrimination providing opportunities for all existing and future employees	Staff Survey Annual Report	Director Corporate Services	1010
2.2.2.5.2	Establish Volunteer Management system addressing workplace and health and safety issues. Tasks will include: Review Volunteer Policy Review Volunteer Procedures Develop consultations	Safer workplace for volunteers	No. of activities undertaken	Enterprise Risk Manager	1001

Operational Plan Ref:	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
	mechanisms / training for volunteers				
2.2.2.5.2.1	Develop and conduct volunteer training program in good governance, financial systems and controls	Volunteers will be trained and have access to information and support about their obligations and Council requirements – re: Governance and financial management Council Committees	All Council Committee volunteers (Office Bearers) receive training before assuming or being confirmed by the Council as Committee Volunteer Office Bearers	Director Corporate Services	
2.2.2.6	Provide information technology and associated support for Council operations in line with the Information Technology Action Plan	Efficient operation of Information Technology Systems supporting other Council services	IT assistance requests resolved Internal Customer Survey	Director of Corporate Services	1010
2.2.2.7	Coordinate the delivery and management of Shire records and communications	Effective records management system	Internal monitoring of information retrieval and storage	Director Corporate Services	1010
2.2.2.8	Maintain and sustainably redevelop existing infrastructure and community assets	Council owned community infrastructure and assets are sustainably maintained and developed	Asset Management Plans implemented Planned Works Completed	Director Corporate Services	1011 1714

Operational Plan Ref:	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
2.2.2.8.1	Continue to work with volunteer Committee of Management and the wider community on options for re-development of the Finley School of Arts and War Memorial Hall site	Improved access, parking and amenity Finley School of Arts Hall	Consultation undertaken and site re-development plan developed for consideration by Council	Director Corporate Services	
2.2.2.9	Coordinate and manage maintenance and renewal of Council plant and equipment	Ongoing maintenance and renewal of Council plant and equipment	Capital Works Plan	Director Technical Services	1011 1015 1020 1025 1030
2.2.2.10	Coordinate the ongoing review and development of Council and Operational procedures	Regular review and update of Council Policies and associated Operational Procedures	Number of policies reviewed Number of policies outstanding	Director Corporate Services	1010

Good government – Summary budget 2016/17

	2016/17 Budget \$
Operating source of funds	13,209,533
Operating expenditures	(900,953)
Net operating funds result	12,308,580
Capital sources of funds	458,500
Capital expenditures	(1,670,760)
Net capital funds result	(1,212,260)
Net funds surplus / (Deficit)	11,096,320

Supported and engaged communities

Strategic Objective

3.1 Create safe, friendly and accessible communities

Delivery Program Objectives

3.1.1 Build communities that are home to more families and young people

3.1.2 Facilitate all age healthy lifestyles and ageing in place

3.1.3 Strengthen the inclusiveness and accessibility of our community

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

Operational Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
3.1.1.1	Support and promote the healthy development and wellbeing of children and young people	Local projects and programs are established to support and promote the healthy development of children and young people	Project participant surveys Value of volunteer hours Council sponsored projects supporting families, young people and children	Director Corporate Services SSPC	1215 1313 1314 3100 1715
3.1.1.2	Deliver on behalf of the funder Early Childhood Intervention Services	Delivery of Early Childhood Intervention Services in the Berrigan, Jerilderie and Urana LGAs	Funding and service targets are met	Director Corporate Services	1313
3.1.1.3	Coordinate in partnership with Early Childhood Service providers the development of an annual School Readiness Expo in each town	Increased awareness of community resources – early years transition to school	<i>Expo Held</i> <i>Participant Survey</i>	Early Intervention Services	1313
3.1.2.2	Review the <i>Liveability and Healthy Ageing Strategy</i>	Council facilities and services support older	<i>Liveability and Healthy Ageing Strategy</i> actions	Strategic and Social Planning Coordinator	1313

Operational Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
		residents health, mobility and their economic / social participation in community life	identified in Strategy are included in Operational Plan		
3.1.2.3	Provide recreation facilities which support active lifestyle and ageing place	Council recreation facilities support active lifestyle and ageing place	Implementation and review <i>Corporate and Community Services Asset Management Plan</i>	Director Corporate Services	1714 1715 1716 1717
3.1.2.3.1	Develop Open Space Strategy informing subsequent development and review of asset management plans	High quality and sustainable manage of open space and associated facilities	Open Space Strategy developed	Director Corporate Services	
3.1.2.4	Develop Disability Action Plan and Strategy	Disabled residents / visitors their carers and families experience improved access to a range of Council and community facilities, events and services	Annual Report Survey of users	Strategic and Social Planning Coordinator	1313

Operational Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
3.1.3.1	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	No. of activities held Reports to Council Participant Surveys	Strategic and Social Planning Coordinator	1313
3.1.3.1.1	Lobby local service providers to increase responsiveness to mental issues impacting on the wellbeing of our communities	Increased services available to improve mental health in our communities	Annual survey of local mental health service providers	Strategic and Social Planning Coordinator	1313
3.1.4.1	Ensure potable water and sewer network is safe and functional	Safe potable water for human consumption and health Water and Sewer networks are managed to maximise operational functions	Compliance with established Public Health drinking water standards and sewerage treatment effluent quality	Environmental Engineer	1510 1511 4240 4110
3.1.4.1.1	Investigate the upgrade/replacement of treatment process elements for potable water production at Finley water plant	Provision of funding to be incorporated in Council LTFP for the upgrade of the facility	Improvement in drinking water quality as targeted in Councils Drinking Water Risk management Plan	Environmental Engineer	1510 1511 4240 4110

Operational Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
3.1.4.1.2	Ensure the timely replacement of water and sewerage pumping station components	Ongoing reliable operation of pumping stations	Minimal breakdowns and out of hours callouts to attend to breakdowns	Environmental Engineer	1510 1511 4240 4110
3.1.4.1.2.1	Installation solar panel electricity generation systems at the Barooga, Finley and Tocumwal water treatment plants and pumping stations	Cost effective and efficient operation of water treatment plants and pumping stations	Reduced costs associated with supply and use of electricity	Environmental Engineer	
3.1.4.1.3	Review Water and Sewer Asset Management Plans	Long-term water and sewer asset replacement program will be update and project prioritised	Community engaged re: service levels Reviewed Asset Plans adopted by Council	Environment Engineer	1411
3.1.4.2	Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings and air	Safer and healthier communities	Assess impacts associated with actions resulting in contamination	Development Manager	1511 1111 1211 1212 1213
3.1.4.2.1	Develop and implement inspection programs: <ul style="list-style-type: none"> • Food premises • Building works • Water/Sewerage treatment • Fire safety/ hazard reduction • Swimming Pool safety 	Food premises, building works, water and sewerage treatment and fire safety/hazard reduction services meet standards	Commentary in Operational Plan Quarterly Review	Development Manager	1511 1111 1211 1212 1213 1411

Operational Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
3.1.4.1.2	Undertake inspections of swimming pool barriers	Swimming pool safety is achieved	No. of certificates issued	Development Manager	
3.1.4.3	Coordinate and facilitate local emergency management committee	Committee coordinated and facilitated	LEMPan is maintained	Director Technical Services	1011 1114
3.1.4.3.1	Provide and maintain local emergency operations centres and associated plant	Fit for purpose LEOC's	LEOC's found fit for purpose during emergencies and/or training operations	Director Technical Services	1110 1114 2120
3.1.4.3.2	Participate in the implementation and review of Local Emergency Management Plan-EMPLAN	BSC participation in Emergency Risk Management Plan Review and preparation of a Local Emergency Management Plan-EMPLAN to meet State Government Requirements	Emergency Risk Management Plan reviewed and a Local Emergency Management Plan prepared to meet the State template. Both documents adopted by Local Emergency Management Committee	Director Technical Services	1011
3.1.4.4	Develop and maintain local cemeteries and associated infrastructure	Cemeteries progressively developed to meet demand Routine maintenance conducted	Graves available Work undertaken	Director Corporate Services	1419
3.1.4.5	Control and promote responsible ownership of companion animals	Negative impacts & disturbance caused by companion animals reduced	Customer Service Complaints No. Registered Companion Animals	Development Manager	1111

Strategic Objective

3.2 Support community engagement through life-long learning, culture and recreation

Delivery Program Objectives

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

Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
3.2.1.1	Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2014 - 2018	A Library Service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> • Patronage • Borrowings Community Survey Library Management Plan implemented following community consultation	Director Corporate Services Library Manager	1710
3.2.1.1.1	Investigate options to increase floor space of Tocumwal Library	Access to space needed to conduct Library programs/events	Suitable space identified	Library Manager	1710

Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
3.2.1.1.2	Conduct activities that respond to and reflect local needs and interests	A Library Service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> Patronage Borrowings Community Survey	Library Manager	1710
3.2.1.1.2	Provide programs that strengthen residents' connection to each and place	A Library Service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> Patronage Borrowings Community Survey	Library Manager	1710
3.2.1.1.3	Partner in the collection and preservation of local history	Local history retained	Activities undertaken	Director Corporate Services	1710
3.2.1.1.4	Be an information and digital gateway for shire residents, students and visitors	Information and information technology available for public use	Develop and implement social media strategy Annual Survey of Library Users	Director Corporate Services	1710
3.2.1.2	Strengthen community engagement and participation in Council activities	Increased resident engagement in Council activities	Surveys Volunteer rates x Council activities	Strategic and Social Planning Coordinator	1313
3.2.1.2.1	Conduct community consultations in accordance with the Council's Community Engagement Framework	Increased engagement in Council activities by affected stakeholders	Surveys No. of engagement activities held	Strategic and Social Planning Coordinator	1313

Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
3.2.1.2.2	Implement Council <i>Volunteer Strategy and Action Plan 2012 - 2016</i>	Volunteers engaged and retained	Actions included in Annual Operational Plan are undertaken	Director Corporate Services	1313 1716
3.2.1.2.2.1	Assist Committees that are not managing inherently higher risk facilities and activities to transition to a more appropriate governance structure	Identified Sec 355 Committees will be revoked and their activities will be outside the scope of Volunteer Strategy and Action Plan 2012 - 2016	Identified Sec 355 Committees transitioned to and adopt new governance structures	Director Corporate Services	1313 1716
3.2.1.2.2.2	Develop and fund an annual Volunteer Skill Development Program.	Volunteers attend locally provided training in: Fund Raising Volunteer Management Marketing and Promotion Good Governance Financial Systems and Controls	Training Held Evaluation of Training conducted and reported to Council	Director Corporate Services	1716
3.2.1.2.3	Lead strategic management of recreation and open space assets and facilities	Strategic management of recreation and open space assets and facilities	No. Committees of Management with Strategic Plan	Director Corporate Services	1010
3.2.1.2.3.1	Develop Open Space and Community Facilities Strategic Plan	Strategic direction and decision-making framework established for subsequent policy development, management and investment in Council facilities and open space	Evaluation of Community Engagement in Plan development Plan developed and adopted by Council	Director Corporate Services	1010

Op Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
3.2.1.2.3.2	Recognise as part of the development of Open Space and Community Facilities Strategic Plan the following Council priorities: Investigation of indoor sports facility at Finley Toilets and Railway Park Finalisation & implementation of the Tocumwal Foreshore Masterplan	Council priorities are investigated and included in the development of Open Space and Community Facilities Strategic Plan	Plan developed and adopted by the Council	Director Corporate Services	
3.2.1.3	Financially contribute to and support <i>South West Arts</i> programs and activities	<i>South West Arts</i> delivery of Shire based Arts program/s and activities	Membership of <i>South West Arts</i> maintained No. of activities held in the Shire	Director Corporate Services	1715
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	Strategic and Social Planning Coordinator	1313
3.2.2.1.1	Partner with our communities on the development of walking and cycling tracks along rail trails and river bank reserves	Increased resident engagement in town plan development and implementation	Value of in-kind support from Council services for community development of walking tracks / trails	Technical Services	1313 1010

Supported and engaged communities – Summary budget 2016/17

	2016/17 Budget \$
Operating source of funds	4,059,021
Operating expenditures	(6,401,014)
Net operating funds result	(2,341,993)
Capital sources of funds	16,667
Capital expenditures	(978,664)
Net capital funds result	(961,997)
Net funds surplus / (Deficit)	(3,303,990)

Diverse and resilient business

Strategic Objective

4.1 Invest in local job creation, retention and innovation

Delivery Program Objectives

4.1.1 Identify opportunities for strategic investment and job creation

	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
4.1.1.1	Support the development of the Agriculture Industry	Diverse and sustainable Agriculture Industry	Use of Industry data supplied via Economy.id	Economic Officer Development	2013
4.1.1.1.1	Provide access to <i>Berrigan Shire Agriculture Industry data</i>	<i>Berrigan Shire Agriculture Industry Strategic Profile</i> developed from id.data subscription	Agriculture Industry profile to be supplied via Economy.id	Economic Officer Development	2013
4.1.1.2	Support collaborative planning, shared resourcing in local industry and promotion of business and development projects	Council facilitation of industry networks / collaborative projects and shared resourcing	Surveys Network projects	Economic Officer Development	2013

	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
4.1.1.3	In conjunction with local business and employers develop an innovative industry and local skills retention and employment prospectus	Industry groups, potential employers and local business have relevant information on industries and local skills	Local Employment Data Feedback from industry groups	Economic Development Officer	2013

Strategic Objective

4.2 Strengthen and diversify the local economy

Delivery Program Objectives

4.2.1 Partner with government and industry to renew and promote the development of the Shire's economic assets

4.2.2 Support local enterprise through economic development initiatives

4.2.3 Engage local business through regular meetings, electronic newsletter, and Council bulletin and media publications

Operational Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
4.2.1.1	Review and develop new Berrigan Shire <i>Economic Development Plan</i>	<i>Economic Development Plan</i> actions included in Annual Operational Plan	Quarterly Report to Council	Economic Development Officer	2013
4.2.1.2	Develop and implement action plan to promote business opportunities, location advantages and competitiveness of Tocumwal Aerodrome and its industrial precinct	Action Plan completed	Completion of subdivision	Economic Development Officer	2013

Operational Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
4.2.1.3	Lobby <i>NSW Parks</i> for investment in the enhancement of facilities and signage in and around National and Regional Parks	Upgraded signage and facilities National Parks	Signs are installed by <i>NSW Parks</i>	Economic Officer Development	2013
4.2.3.1	Facilitate the operation of vibrant business support groups within the Shire.	Active business support groups contributing towards local jobs and business growth	Local business surveys Employment Data	Economic Officer Development	2013
4.2.3.2	Facilitate the effective operation of Chambers of Commerce, Tourism Associations and other business groups through the development and implementation of business plans	Strategic approach to local jobs and business growth	Business plans completed, adopted and being implemented	Economic Officer Development	2013
4.2.3.3	Host Berrigan Shire <i>Business and Environment Awards</i>	Local business is recognised by nominations and Award attendance	No. of nominations received Attendance at Awards	Economic Officer Development	2013 2015

Strategic Objective

4.3 Diversify and promote local tourism

Delivery Program Objectives

4.3.1 Implement the Berrigan Shire Visitor Events Plan

4.3.2 Partner regional Tourism Boards

Operational Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
4.3.1.1	Develop and implement Council Event Funding policy	A strengthened plan for supporting events based on evidence from the review	New policy adopted by the Council	Economic Officer Development	2012 2013
4.3.1.2	Provide support to event proponents and organisers	Increase in the number of successful events, proponents and organisers Increase in the number of visitors attending local events	No. of events supported by Council Event surveys	Economic Officer Development	2012 2013
4.3.1.3	Facilitate use of Tocumwal Aerodrome for aviation and other events	Maintain the <i>Tocumwal Aerodrome Management Plan</i> and approve events in compliance with same	No. of events held	Director Technical Services	2012 2013

Operational Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
4.3.2.1	Maintain membership and benefit of regional tourism boards to increase local visitation and economic activity	Regional and interstate marketing and promotion of Shire's tourism products and services	Participation in Regional Tourism Boards	Economic Development Officer	2013 2012
4.3.2.2	Implement the Berrigan Shire Tourism Strategy and Action Plan 2014 - 2018	Stronger local tourism industry	Quarterly report to Council	Economic Development Officer	2012 2013
4.3.2.2.1	Include Actions from the Tourism Strategy Conduct a review of tourism related infrastructure under the control of Council	A comprehensive review of infrastructure is conducted	A list of projects and their relative priority	EDO	2012
4.3.2.2.2	Develop ½ yearly industry forums which include a training element In partnership with Moira	A minimum of 20 Businesses attend workshops Increased digital visibility for tourism destinations within the Berrigan Shire	A minimum of 20 Businesses attend workshops	EDO EDO EDO	2013

Operational Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
4.3.2.2.3	Shire implement the MRTB Digital Platform	Assess industry desire to participate in (and own) a Shire wide tourism association	Number of Berrigan Shire Businesses on the ATDW		2012
4.3.2.3	Encourage strong tourism industry relationships	Stronger local tourism industry	Murray Regional Tourism Board (MRTB) Data	Economic Development Officer	2012 2013
4.3.2.3.1	Encourage and support tourism businesses to participate in the Inland Tourism Awards	Participating businesses will evaluate their business planning and practices. Exposure for business and the destination at a State and Regional level.	Increased industry capacity requisite to industry innovation / new product development At least one business participates. Attend the awards ceremony (if a local business completes an entry)	EDO	2012

Strategic Objective

Delivery Program Objectives

4.4 Connect local, regional and national road, rail and aviation infrastructure

4.4.1 Develop and promote Berrigan Shire regional transport and freight infrastructure

Operational Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?		Budget Summary Ref
4.4.1.1	Continue development of the Tocumwal Intermodal precinct	Improved access to Port Melbourne and national freight hubs	New facilities developed	Economic Officer	Development	
4.4.1.1.1	Lobby for railway works within the Tocumwal Intermodal precinct.	Increased use of the rail network within the Tocumwal inter-modal facility	Reduced truck movements within the facility.	Economic Officer	Development	2013
4.4.1.1.2	Locate sources of funds for investment into facility	Increased use of Tocumwal inter-modal facility	Funds to undertake works are identified	Economic Officer	Development	2013
4.4.1.1.3	Liaise with Vic Track and NSW Rail as needed to improve the rail access for businesses within the precinct	Timely collaboration between VIC Track and NSW Rail on projects that improve rail access for businesses within the precinct	Extension of rail access projects signed off by VIC Track and NSW Rail	Economic Officer	Development	2013

Operational Plan Ref	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref
4.4.1.2	Lobby for upgrade of rail facilities, associated with Tocumwal rail line including the line to Shepparton and Melbourne Ports	Increased use of Tocumwal inter-modal facility	Investment by government in facilities	Economic Development Officer	2013
4.4.1.3	Participate actively in efforts to upgrade Newell Highway and Midland Murray Valley highways particularly the Shepparton bypass road	Increased use of Tocumwal inter-modal facility	Investment by government in facilities	Economic Development Officer	2013
4.4.1.4	Operate and maintain the Tocumwal Aerodrome	Operated in accordance with CA SA regulations and Tocumwal Aerodrome Management Plan	Annual report on activity	Director Technical Services	1920 7700
		Maintained in accordance with Corporate and Community Asset Management Plan	Satisfactory results from CASA inspections for continuation of Aerodrome registration	Director Technical Services	1920 7700

Diverse and resilient business– Summary budget 2016/17

	2016/17 Budget \$
Operating source of funds	840,600
Operating expenditures	(994,954)
Net operating funds result	(154,354)
Capital sources of funds	456,587
Capital expenditures	(1,045,000)
Net capital funds result	(588,413)
Net funds surplus / (Deficit)	(742,767)

Section 3 - Revenue & Charging

Rates

Water and Sewer Supply
Services

Fees and Charges

2016/17 Council Rates

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

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

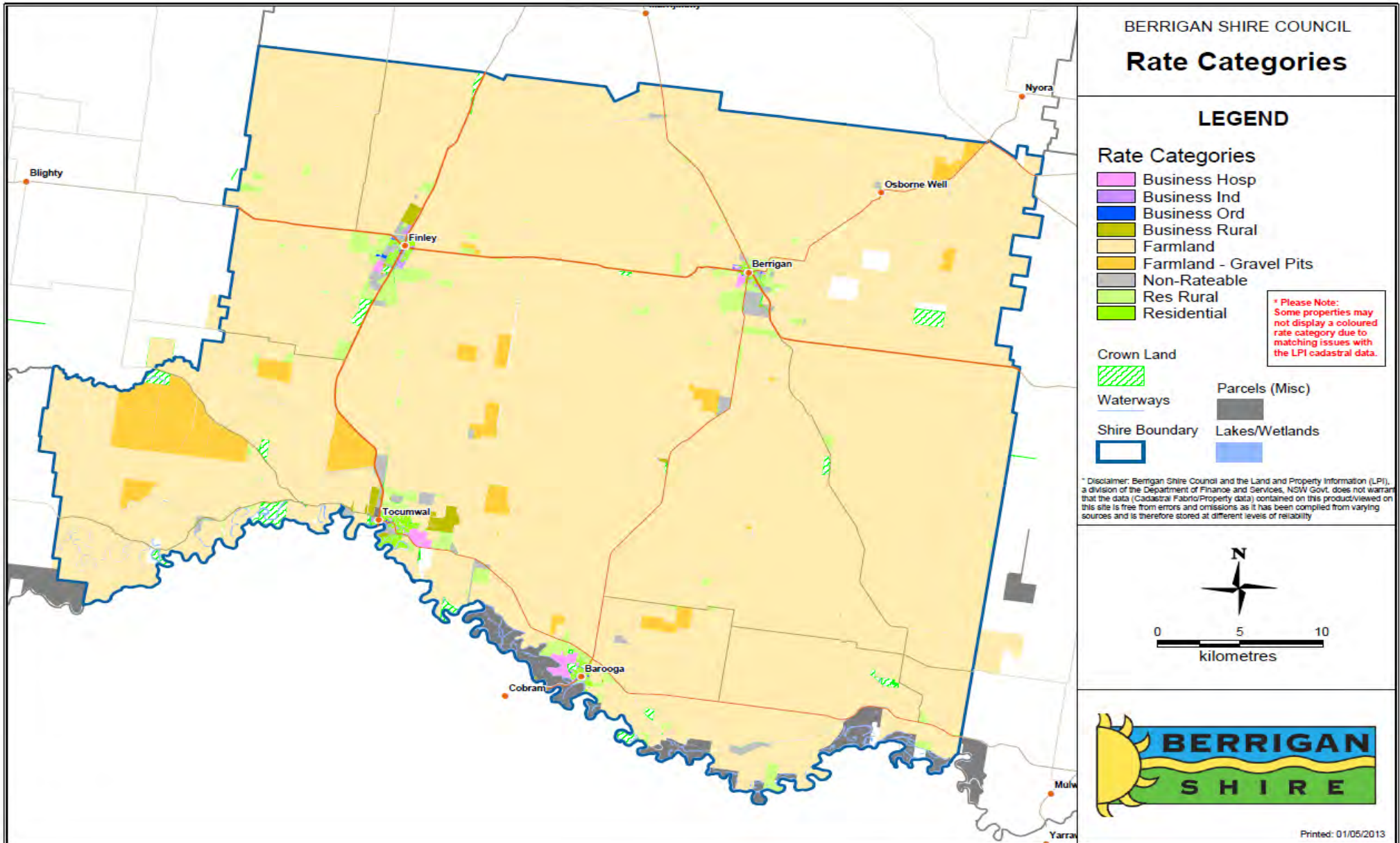
Rates are calculated based on the NSW Valuer General's assessment of the unimproved capital value of the land and Council's 2016/17 rate is based on the Valuer General's 2013 assessments. Council adopts on an annual basis its *Rating and Revenue Policy* – a copy of this policy is available from Council.

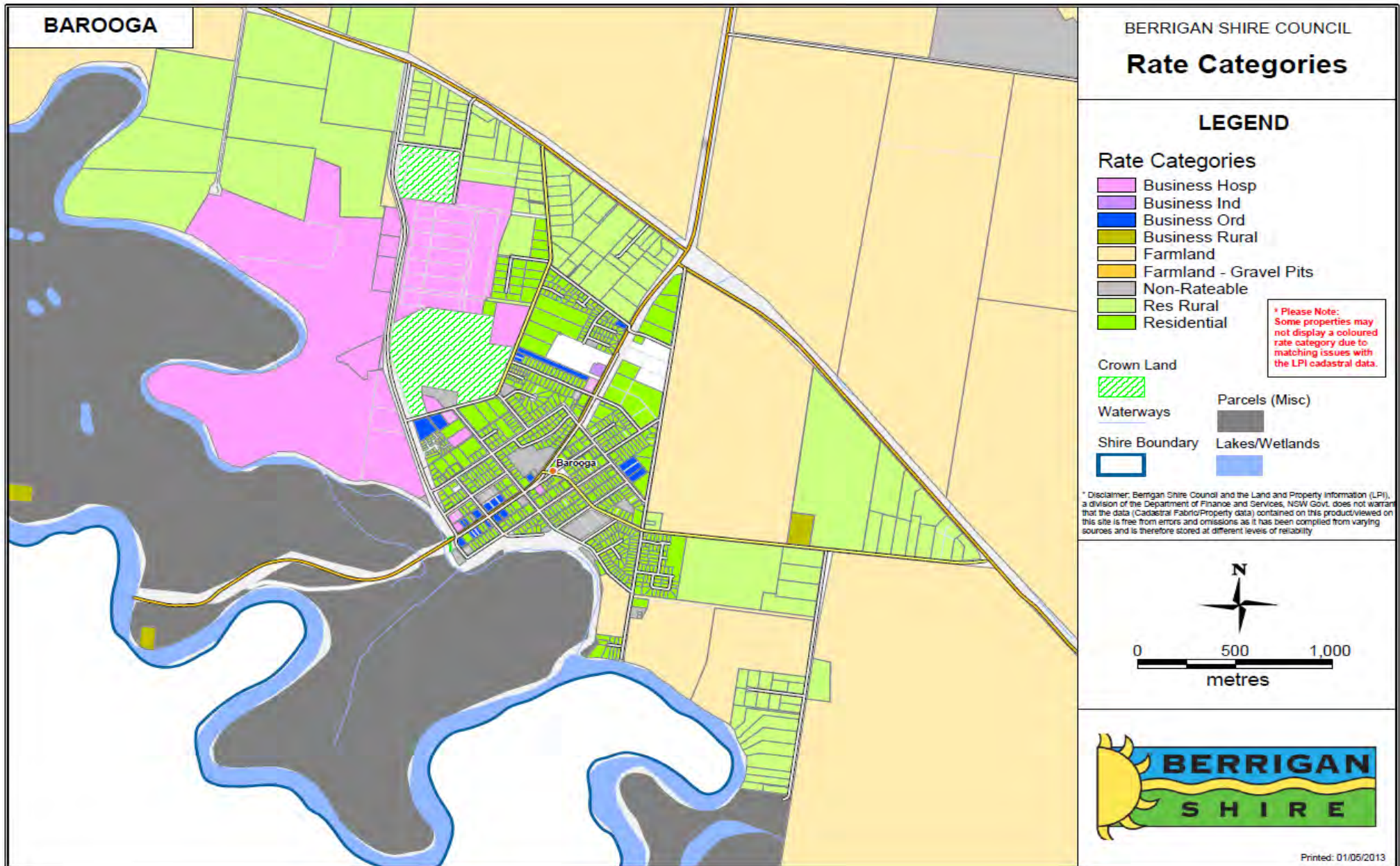


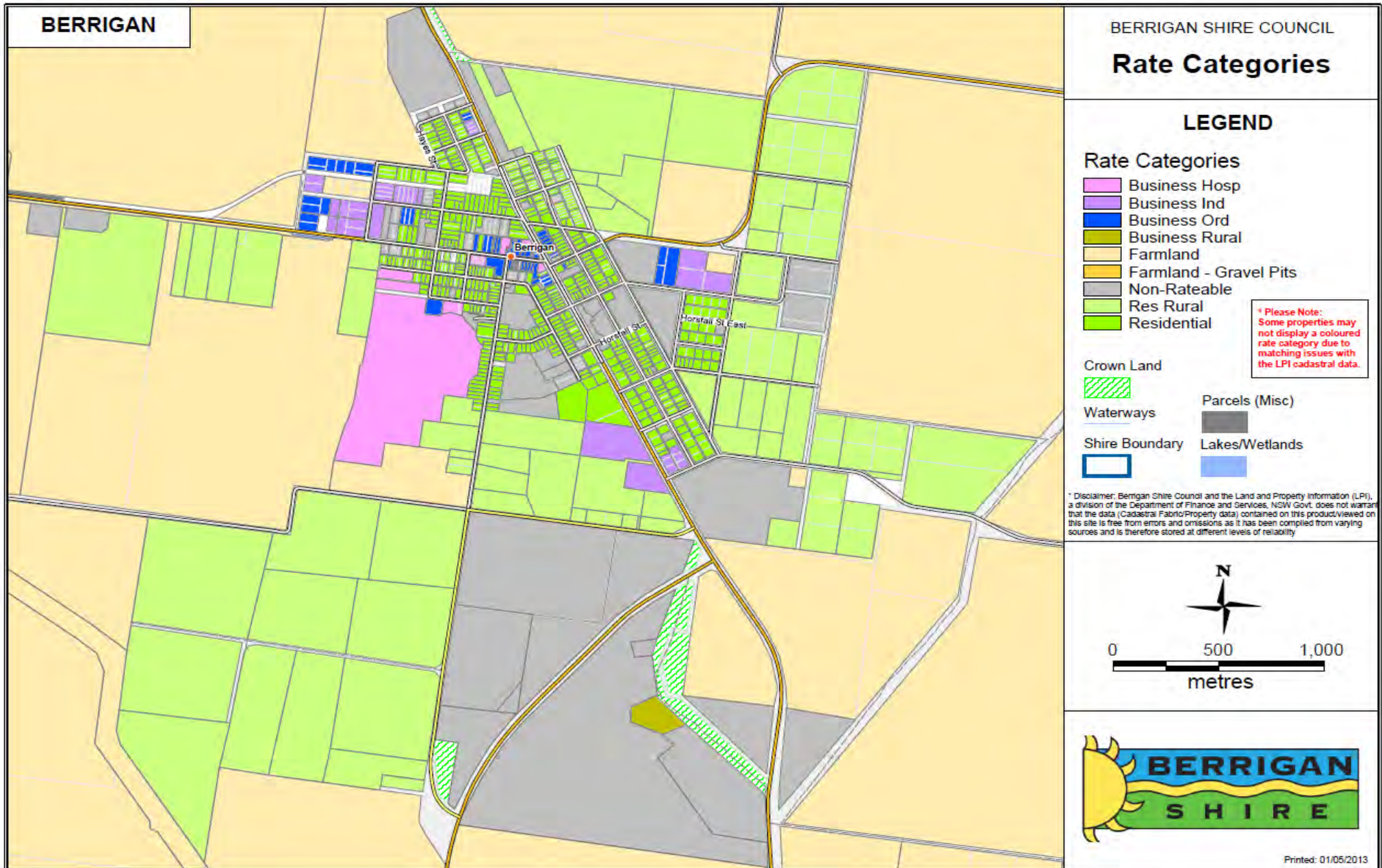
Calculating your ordinary rate:

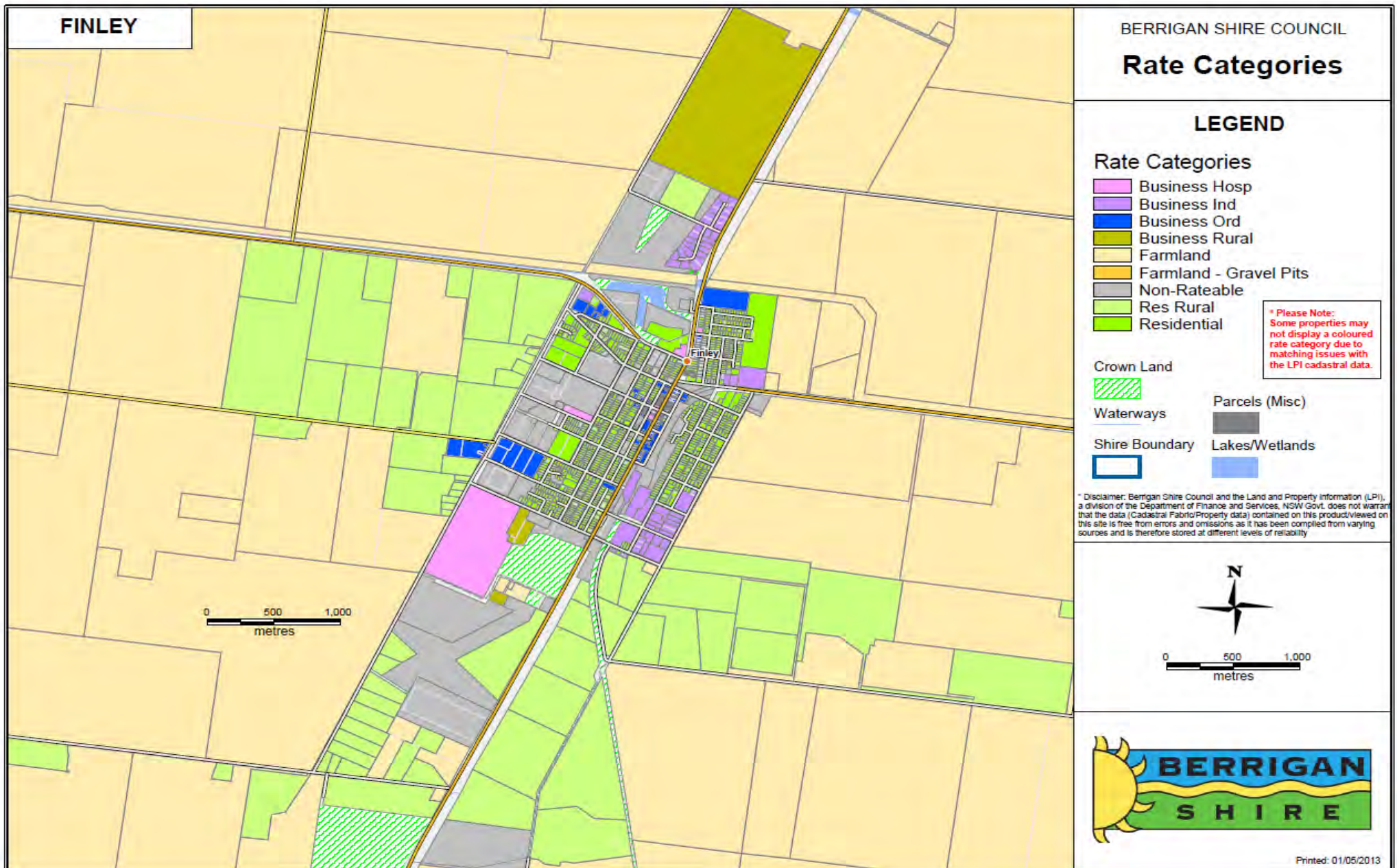
Check the following maps. For example if your land is categorised for rating purposes Residential Rural Rate the rate is calculated by multiplying your 2013 valuation by the \$0.006789 rate in the dollar.

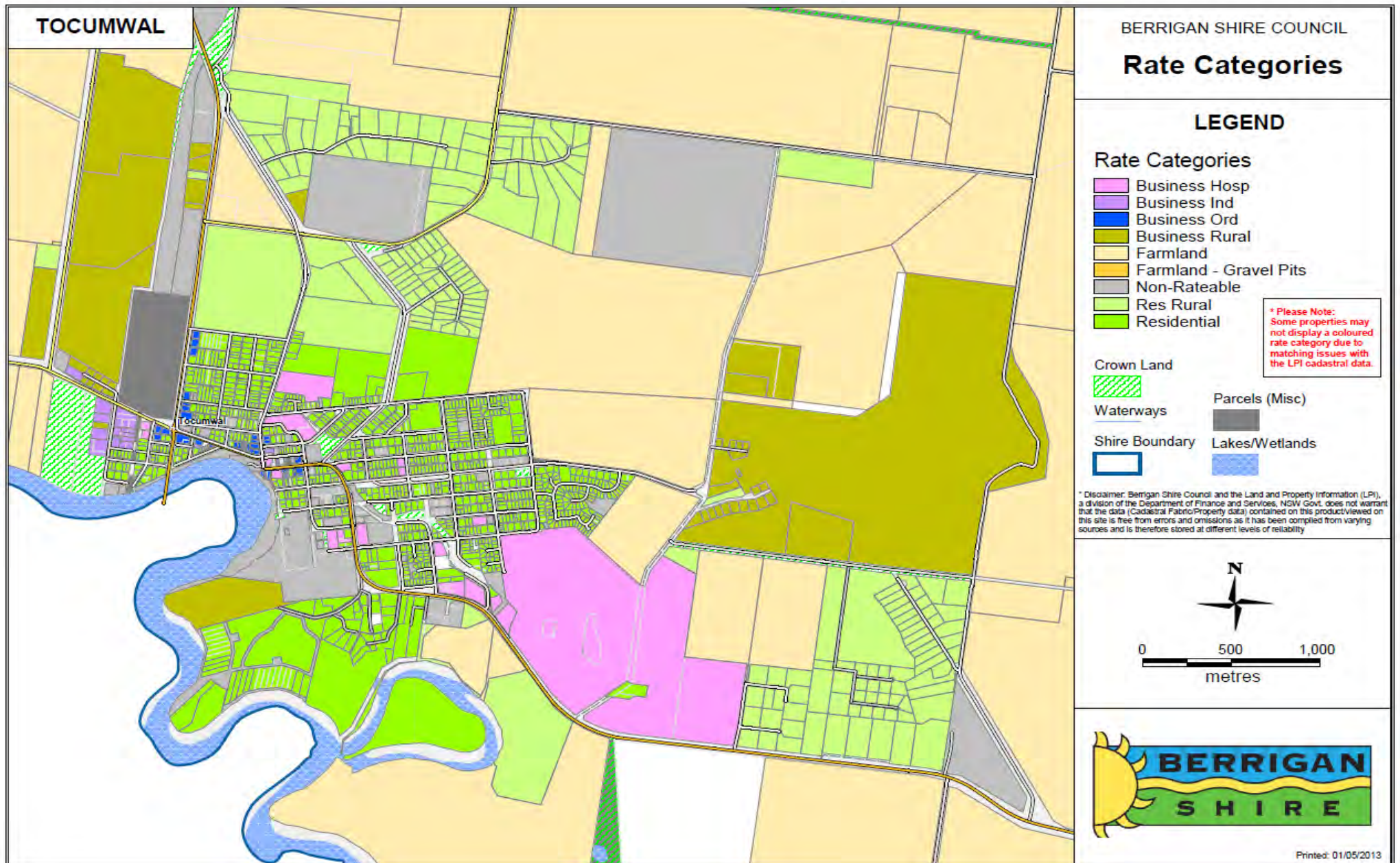
- The Farmland rate is \$0.006495 in the dollar and it applies to all farmland in the Shire
- The Business rate varies by urban/town locations and the rate is applied to land categorised Business Ordinary, Business Hospitality, Business Rural. Each category has the same value as the residential rate of its urban/town location
- The average property in each town pays the same level of Ordinary Rate











Waste Management Service Charges 2016/17

Service provided	2016/17 Fee (\$ per annum	% Variation
Domestic Waste Collected 1 x Weekly pick up of 120 litre small garbage bin. (Green) 1 x Fortnightly pick up 240 litre recycling bin. (Blue)	\$272.00	2.5%
Additional Service (Collected) 1 x Weekly pick up of 120 litre small garbage bin (Green)	\$182.00	2.5%
Uncollected (vacant charge) Charged on vacant land within the collection zone – no service is provided.	\$54.00	2.5%
Business / Non Residential Garbage Charge 1 x Weekly pick up of 240 litre big bin. (Green)	\$255.00	2.5%
Garbage and Recycling Charge 1 x Weekly pick up of 240 litre big garbage bin. (Green) 1 x Fortnightly pick up of 240 litre recycling bin. (Blue)	\$375.00	2.5%
Recycling Collected 1 x Fortnightly pick up of 240 litre recycling bin. (Blue)	\$121.00	2.5%

Stormwater Management Service 2016/17

Service provided	2016/17 Fee (\$ per annum	% Variation
Residential Premises - on urban land	\$25.00	0%
Strata properties (per strata)	\$12.50	0%
Vacant Land	Exempt	0%
Commercial Premises - on urban land	\$25.00	0%
Other	\$25.00	0%

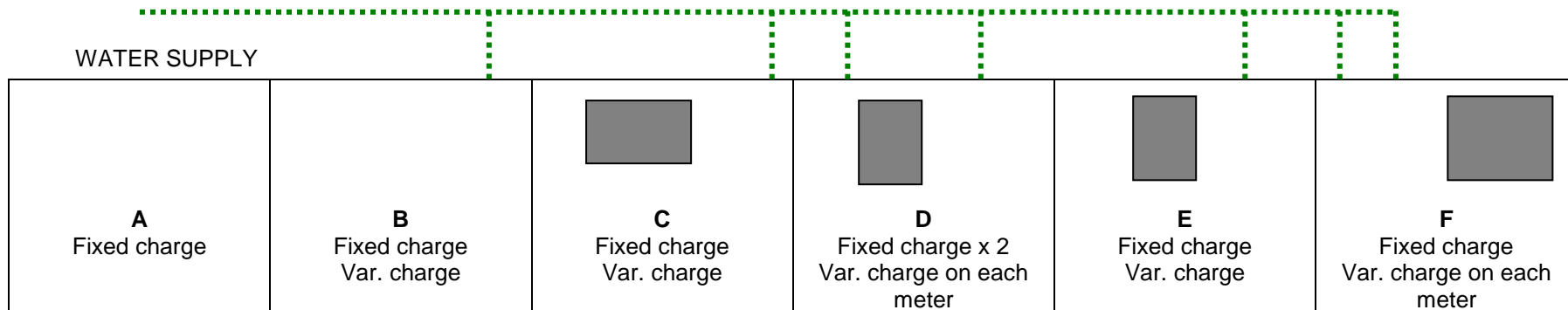
Sewer Charges 2016/17

Service provided	2016/17 Fee (\$ per annum	% Variation
Sewer Supply Charge Charged to all rateable land utilising the town sewer system or zoned residential and within 75m of Councils sewer system.	\$513.00	2.5%
Pedestal Charge Any property with more than 2 (two) cisterns/water closets will be charged a pedestal charge per excess cistern/water closet. A pedestal charge per cistern/water closet will be raised on all non-rateable properties connected to the sewerage supply.	\$109.00	2.5%
On-Site Low Pressure Maintenance Charge Applied to properties connected to Councils' sewerage supply via a low-pressure pump. Council maintains the pump in perpetuity subject to the owner paying the On-site low pressure maintenance charge.	\$95.00	2.5%

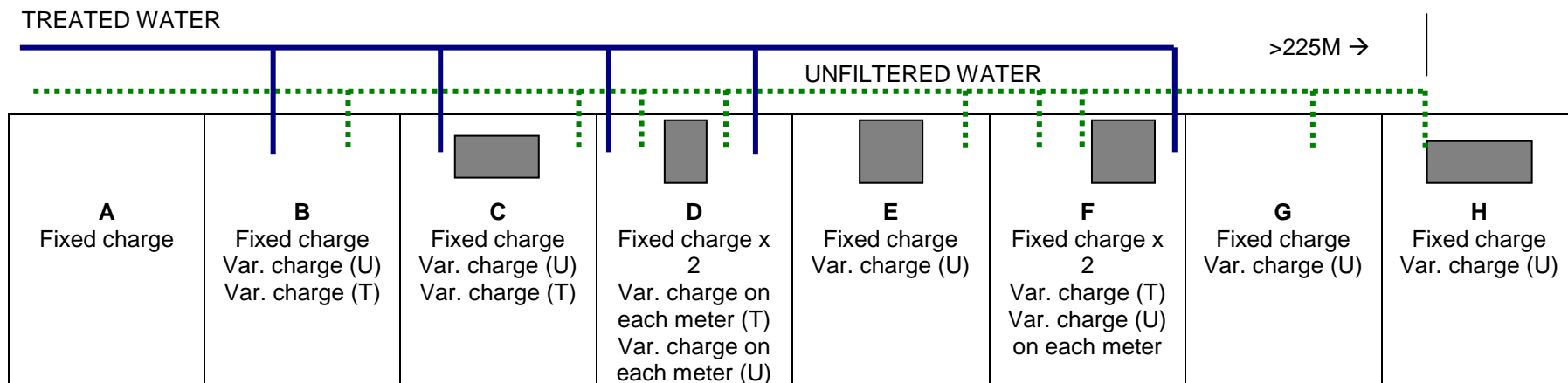
2016/17 Water Access and Consumption Charges

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

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



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



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

FEES & CHARGES 2016 - 2017



as at 12 May 2016

Annual Fees & Charges adopted by Council xx June, 2016

Companion Animal Registration fee changed by Amendment Notice 2015 published xx June, 2016

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Reading our user fees and charges

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

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

The Fees and Charges Guide is organised by services provided and the business unit of Council responsible for that service. It is also colour coded to identify the relationship between the service provided and its contribution toward the realisation of Berrigan Shire 2023 strategic outcomes

Sustainable natural and built landscapes
Good government
Supported and engaged communities
Diverse and resilient business

Guidelines – User Fees and Charges

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

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

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

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

The rationales applicable are as follows:

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

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

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

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

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

DEVELOPMENT SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16		2016/17	
				(INCL. GST)	EXCL. GST	GST	TOTAL
1. Development Applications (Environmental Planning and Assessment Act 1979)							
1.1	Single Dwelling House and additions (less than \$100,000 - see 1.6 for over \$100,000)	A	Application	\$455	\$455	NIL	\$455
1.2	Subdivisions						
1.2.1	Including new roads	A	Application	\$665 plus \$65 per additional lot	\$665 plus \$65 per additional lot	NIL	\$665 plus \$65 per additional lot
1.2.2	Not including new roads	A	Application	\$330 plus \$53 per additional lot	\$330 plus \$53 per additional lot	NIL	\$330 plus \$53 per additional lot
1.2.3	Strata	A	Application	\$330 plus \$65 per additional lot	\$330 plus \$65 per additional lot	NIL	\$330 plus \$65 per additional lot
1.3	Not including physical works	A	Application	\$285	\$285	NIL	\$285
1.4	On-farm water storage 15ML (SEPP 52)	A	Application	\$285	\$285	NIL	\$285
1.5	Involving liquor licences or places of public entertainment	A	Application	\$285	\$285	NIL	\$285
1.6	Other Development Applications						
1.6.1	Pre-application meeting consulting fee	A	Application	Included in charge below	Included in charge below	NIL	Included in charge below
1.6.2	\$0-\$5,000	A	Application	\$110	\$110	NIL	\$110
1.6.3	\$5,001 to \$50,000	A	Application	\$170.00 plus an additional \$3.00 for each \$1,000 or part thereof of the estimated cost	\$170.00 plus an additional \$3.00 for each \$1,000 or part thereof of the estimated cost	NIL	\$170.00 plus an additional \$3.00 for each \$1,000 or part thereof of the estimated cost

DEVELOPMENT SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16		2016/17	
				(INCL. GST)	EXCL. GST	GST	TOTAL
1.6.4	\$50,001 to \$250,000	A	Application	\$352.00 plus an additional \$3.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$50,000	\$352.00 plus an additional \$3.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$50,000	NIL	\$352.00 plus an additional \$3.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$50,000
1.6.5	\$250,001 to \$500,000	A	Application	\$1,160.00 plus an additional \$2.34 for each \$1,000 or part thereof by which the estimated cost exceeds \$250,000	\$1,160.00 plus an additional \$2.34 for each \$1,000 or part thereof by which the estimated cost exceeds \$250,000	NIL	\$1,160.00 plus an additional \$2.34 for each \$1,000 or part thereof by which the estimated cost exceeds \$250,000
1.6.6	\$500,001 to \$1,000,000	A	Application	\$1,745.00 plus an additional \$1.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$500,000	\$1,745.00 plus an additional \$1.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$500,000	NIL	\$1,745.00 plus an additional \$1.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$500,000
1.6.7	\$1,000,001 to \$10,000,000	A	Application	\$2,615.00 plus an additional \$1.44 for each \$1,000 or part thereof by which the estimated cost exceeds \$1,000,000	\$2,615.00 plus an additional \$1.44 for each \$1,000 or part thereof by which the estimated cost exceeds \$1,000,000	NIL	\$2,615.00 plus an additional \$1.44 for each \$1,000 or part thereof by which the estimated cost exceeds \$1,000,000
1.6.8	Greater than \$10,000,000	A	Application	\$15,875.00 plus an additional \$1.19 for each \$1,000 or part thereof by which the estimated cost exceeds \$10,000,000	\$15,875.00 plus an additional \$1.19 for each \$1,000 or part thereof by which the estimated cost exceeds \$10,000,000	NIL	\$15,875.00 plus an additional \$1.19 for each \$1,000 or part thereof by which the estimated cost exceeds \$10,000,000

DEVELOPMENT SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16		2016/17	
				(INCL. GST)	EXCL. GST	GST	TOTAL
1.7	Development Control						
1.7.1	Advertising - Advertised development	A	Application	\$200 (minimum) \$1,105 maximum	\$220 (minimum) \$1,105 maximum	NIL	\$220 (minimum) \$1,105 maximum
1.7.2	Advertising - Designated development	A	Application	\$2,220 maximum	\$2,220 maximum	NIL	\$2,220 maximum
1.7.3	Integrated development and development requiring concurrence	A	Application	Cost of normal Development Application plus an additional \$140 + \$320 for each integrated approval body or concurrence authority	Cost of normal Development Application plus an additional \$140 + \$320 for each integrated approval body or concurrence authority	NIL	Cost of normal Development Application plus an additional \$140 + \$320 for each integrated approval body or concurrence authority
1.7.4	Designated development	A	Application	Maximum of \$920 plus scheduled fee and cost of advertising	Maximum of \$920 plus scheduled fee and cost of advertising	NIL	Maximum of \$920 plus scheduled fee and cost of advertising
1.7.5	Contaminated sites	A	Application	As per 1.9 plus cost of independent assessment of submitted report	As per 1.9 plus cost of independent assessment of submitted report	NIL	As per 1.9 plus cost of independent assessment of submitted report
1.8	Request to review determination						
1.8.1	No works	A	Application	Max 50% original fee	Max 50% original fee	NIL	Max 50% original fee
1.8.2	Dwelling less than \$100,000	A	Application	\$190	\$190	NIL	\$190
1.8.3	\$0 to \$5000	A	Application	\$55	\$55	NIL	\$55
1.8.4	\$5,001 to \$250,000	A	Application	\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost	\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost	NIL	\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost

DEVELOPMENT SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16		2016/17	
				(INCL. GST)	EXCL. GST	GST	TOTAL
1.8.5	\$250,001 to \$500,000	A	Application	\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.	\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.	NIL	\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.
1.8.6	\$500,001 to \$1,000,000	A	Application	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.	NIL	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.
1.8.7	\$1,000,001 to \$10,000,000	A	Application	\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	NIL	\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000
1.8.8	Greater than \$10,000,000	A	Application	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	NIL	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000
1.9	Amendment to Development Consent						
1.9.1	s96(1)	A	Application	Maximum \$71	Maximum \$71	NIL	Maximum \$71
1.9.2	s96(1A)	A	Application	Maximum \$645 or 50% of original development application fee, whichever is the lesser	Maximum \$645 or 50% of original development application fee, whichever is the lesser	NIL	Maximum \$645 or 50% of original development application fee, whichever is the lesser

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				(INCL. GST)	EXCL. GST	GST	TOTAL
1.9.3	s96(2)	A	Application	50% of original fee if under \$100 otherwise see 1.8 – Request to review determination	50% of original fee if under \$100 otherwise see 1.8 – Request to review determination	NIL	50% of original fee if under \$100 otherwise see 1.8 – Request to review determination
1.10	Rezoning						
1.10.1	Initial assessment, site inspection/report to Council	B	Application	\$690	\$643.64	\$64.36	\$708
1.10.2	Minor LEP amendment following Council decision	B	Application	\$1,620	\$1,509.09	\$150.91	\$1,660
1.10.3	Major LEP amendment plus additional cost for consultant to prepare environmental study plus planning proposal	B	Application	\$4,190	\$3,904.54	\$390.46	\$4,295
1.11	Amendment to Development Control Plan	B	Application	\$225 plus advertising	\$209.09 plus advertising	\$20.91	\$230 plus advertising
2. Certificates							
2.1	Construction Certificates						
2.1.1	New dwelling	C	Application	\$330	\$307.27	\$30.73	\$338
2.1.2	Dwelling Additions	C	Application	\$207	\$192.73	\$19.27	\$212
2.1.3	Structures ancillary to dwellings and farm sheds	C	Per Application	\$98	\$90.91	\$9.09	\$100
2.1.4	Commercial and industrial development less than 100m ²	C	Application	\$330	\$307.27	\$30.73	\$338

DEVELOPMENT SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16		2016/17	
				(INCL. GST)	EXCL. GST	GST	TOTAL
2.1.5	Commercial and industrial development equal to or greater than 100m ²	C	Application	\$330 + \$1.10 per additional m ²	\$307.27 + \$1 per additional m ²	\$30.73 + \$0.10 per additional m ²	\$338 + \$1.10 per additional m²
2.1.6	Subdivision	C	Application	\$148 per lot	\$137.27 per lot	\$13.73 per lot	\$151 per lot
2.1.7	Subdivision supervision fee for new work carried out by private contractors on future Council assets	C	Application	1% of estimated engineering const. cost plus GST	1% of estimated engineering const. cost plus GST	YES	1% of estimated engineering const. cost plus GST
2.1.8	Processing of variations to Building Code of Australia	C	Clause	\$330 per clause	\$307.27 per clause	\$30.73 per clause	\$338 per clause
2.1.9	Modification of Construction Certificate	C	Application	\$61 or 50% of original fee, whichever is greater	\$57.27 or 50% of original fee, whichever is greater	\$5.73 or 50% of original fee, whichever is greater	\$63 or 50% of original fee, whichever is greater
2.2	Compliance Certificates						
2.2.1	Critical stage inspections	C	Application	\$110	\$102.73	\$10.27	\$113
2.2.2	Occupation certificate	C	Application	\$110	\$102.73	\$10.27	\$113
2.2.3	Subdivision Certificate	B	Application	\$110	\$102.73	\$10.27	\$113
2.3	Complying Development Certificates						
2.3.1	Class 10 buildings less than 100m ²	C	Application	\$122	\$113.64	\$11.36	\$125
2.3.2	Buildings less than 150m ² other than Class 10 buildings	C	Application	\$184	\$170.91	\$17.09	\$188
2.3.3	Buildings greater than 150m ² other than rural sheds	C	Application	\$184 + \$1.10 per additional m ²	\$170.91 + \$1 per additional m ²	\$17.09 + \$0.10 per additional m ²	\$188 + \$1.10 per additional m²

DEVELOPMENT SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16		2016/17	
				(INCL. GST)	EXCL. GST	GST	TOTAL
2.3.4	Rural sheds greater than 150m ²	C	Application	\$245 maximum	\$227.27 maximum	\$22.73 maximum	\$250 maximum
2.3.5	Modification of Complying Development Certificate	C	Application	\$60 or 50% of original fee, whichever is greater	\$56.36 or 50% of original fee, whichever is greater	\$5.64 or 50% of original fee, whichever is greater	\$62 or 50% of original fee, whichever is greater
2.4	Planning Certificates (s149, Environmental Planning and Assessment Act 1979)						
2.4.1	s149 (2) & (3)	A	Application	\$53	\$53	NIL	\$53
2.4.2	s149 (5)	A	Application	\$80	\$80	NIL	\$80
2.5	Building Certificates						
2.5.1	Class 1 building or Class 10 building for each dwelling containing in the building or in any other building in the allotment	A	Application	\$250	\$250	NIL	\$250
2.5.2	Any other class of building	A	Application	\$250	\$250	NIL	\$250
2.5.3	In any case where the application relates to a part of a building and that part consists of an external wall only or does not otherwise have a floor area	A	Application	\$250	\$250	NIL	\$250
2.5.4	If it is reasonably necessary to carry out more than one inspection of the building before issuing a building certificate (not exceeding \$75) for the issue of the certificate. However, the Council may not charge for any initial inspection	A	Application	\$90	\$90	NIL	\$90

DEVELOPMENT SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16		2016/17	
				(INCL. GST)	EXCL. GST	GST	TOTAL
2.5.5	Floor area of building or part not exceeding 200m ²	A	Application	\$250	\$250	NIL	\$250
2.5.6	Exceeding 200m ² but not exceeding 2,000 m ²	A	Application	\$250 plus an additional 50 cents per square metres in addition to 200 square meters	\$250 plus an additional 50 cents per square metres in addition to 200 square meters	NIL	\$250 plus an additional 50 cents per square metres in addition to 200 square meters
2.5.7	Exceeding 2,000 m ²	A	Application	\$1165, plus an additional \$0.075 per square metres in addition to 2,000 square meters	\$1165, plus an additional \$0.075 per square metres in addition to 2,000 square meters	NIL	\$1165, plus an additional \$0.075 per square metres in addition to 2,000 square meters
2.6	Copy of Building Certificate	A	Copy	\$13	\$13	NIL	\$13
2.7	Certificate as to orders (s121ZP EP & A Act 1979)	A	Application	\$70	\$70	NIL	\$70
2.8	Certificate as to notices (s735A LG Act 1993)	A	Application	\$80	\$80	NIL	\$80
2.9	Expedited provision of certificate (by arrangement)	B	Application	\$22	\$20.91	\$2.09	\$23
2.10	Information Service Fee						
2.10.1	Written response	B	Application	\$57	\$53.64	\$5.36	\$59
2.10.2	Written response and inspection	B	Application	\$104	\$97.27	\$9.73	\$107
2.11	Dwelling entitlement enquiry fee	B	Application	\$57	\$53.64	\$5.36	\$59
2.12	Duplicate Construction, Compliance, Occupation and Complying development Certificates	B	Application	\$22	\$20.91	\$2.09	\$23

DEVELOPMENT SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16		2016/17	
				(INCL. GST)	EXCL. GST	GST	TOTAL
2.13	Lodgment fee for all Part 4A certificates issued by private certifiers and kept by Council	A	Certificate	\$36	\$36	NIL	\$36
3. Local Activity and Road Act Applications							
3.1	Local Activities (s68) – other than those with a specific fee	B	Application	\$97	\$100	NIL	\$100
3.2	Application to amend Local Activity Approval	B	Application	\$42	\$43	NIL	\$43
3.3	Required Local Activity Inspections	B	Application	\$110	\$102.73	\$10.27	\$113
3.4	Minor sewer works application fee	B	Application	\$103	\$96.36	\$9.64	\$106
3.5	Septic tank (new)	B	Application	\$223	\$208.18	\$20.82	\$229
3.6	Surveillance fee						
3.6.1	Hairdressers Beauty Salon	B	Application	\$110	\$102.73	\$10.27	\$113
3.6.2	Undertakers Mortuary	B	Application	\$110	\$102.73	\$10.27	\$113
3.7	Temporary occupation of footpath by fence or hoarding during any building operation						
3.7.1	Application	A	Application	\$20	\$20	NIL	\$20
3.7.2	Occupation	B	Week	\$11	\$12.73	\$1.27	\$14
3.8	Street trading/street vending						
3.8.1	Vehicle permit	B	Application	\$105	\$108	NIL	\$108
3.8.2	Footpath trading/Outdoor dining	D*	Application	\$55 (2 year permit)	\$50	\$5	\$55 (2 year permit)
3.8.3	Single free standing sign	D*	Application	\$22 (2 year permit)	\$20	\$2	\$22 (2 year permit)
3.9	Impounded Advertising Structure release fee	B	Structure	\$122	\$113.64	\$11.36	\$125

DEVELOPMENT SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16		2016/17	
				(INCL. GST)	EXCL. GST	GST	TOTAL
3.10	On site sewerage						
3.10.1	Registration	A	Application	\$31	\$31	NIL	\$31
3.10.2	Inspection	B	Inspection	\$110	\$102.73	\$10.27	\$113
3.11	Water Connection application processing	A	Application	\$67	\$67	NIL	\$67
4. Development Services Administration							
4.1	Certified copy of document, map or plan	A	Copy	\$53	\$53	NIL	\$53
4.2	Search for drainage diagram required under Conveyancing Act. Copy of diagram or written response provided	B	Diagram	\$54	\$50.91	\$5.09	\$56
5. Caravan Parks, Camping Grounds and Manufactured Home Estates							
5.1	Application for approval to operate (LGA 1993)	B	Application	\$7 per site (minimum \$100)	\$8 per site (minimum \$110)	NIL	\$8 per site (minimum \$110)
5.2	Replacement approval (e.g. in the name of the new operator)	B	Application	\$54	\$56	NIL	\$56
5.3	Inspection of manufactured home/ Reinspection	B	Application	\$75	\$78	NIL	\$78
6. Environmental Health Services							
6.1	Food premises administration fee						
6.1.1	Retail	B	Application	\$52	\$54	NIL	\$54
6.1.2	Community	D*	Application	NIL	NIL	NIL	NIL

DEVELOPMENT SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16		2016/17	
				(INCL. GST)	EXCL. GST	GST	TOTAL
6.2	Food premises inspection fee	B	Inspection	Maximum \$145 Minimum \$72.50 plus \$36.19 maximum travelling expenses	Maximum \$148 Minimum \$74.30 plus \$37.09 maximum travelling expenses	NIL	Maximum \$148 Minimum \$74.30 plus \$37.09 maximum travelling expenses
6.3	Issue of Improvement Notice - Food	A	Notice	\$330.00	\$333	NIL	\$333
7. Private and Commercial Swimming Pools (Swimming Pool Act 1998 & Regulation 2008)							
7.1	Application for exemption from barrier requirements	A	Application	\$70	\$70	NIL	\$70
7.2	Barrier compliance inspection						
7.2.1	Initial inspection	A	Inspection	\$105	\$150	NIL	\$150
7.2.2	Reinspection	A	Inspection	\$100	\$100	NIL	\$100
7.2.3	Issue of compliance certificate	A	Application	\$70	\$70	NIL	\$70
8. Companion Animals (Companion Animals Act)							
8.1	Registration						
8.1.1	Dog or cat (not desexed) Clause 17 (1)(c)	A	Lifetime	\$192	\$192	NIL	\$192
8.1.2	Dog or cat (desexed) Clause 17 (1)(a)	A	Lifetime	\$52	\$52	NIL	\$52
8.1.3	Dog or cat (desexed, owned by pensioner) Clause 17 (1)(b)	A	Lifetime	\$21	\$21	NIL	\$21
8.1.4	Registered breeder Clause 17 (1)(d)	A	Lifetime	\$52	\$52	NIL	\$52

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				(INCL. GST)	EXCL. GST	GST	TOTAL
8.1.5	Dog or cat (desexed animal sold be eligible pound or shelter) Clause 17 (1)(e)	A	Lifetime	\$26	\$26	NIL	\$26
8.1.6	Assistance animal	A	Lifetime	NIL	NIL	NIL	NIL
8.1.7	Working dog (on property)	A	Lifetime	NIL	NIL	NIL	NIL
8.2	Sustenance and release	B	Day per animal	\$11	\$10.91	\$1.09	\$12
8.3	Out of hours release	B	Instance	\$93	\$86.36	\$8.64	\$95
8.4	Microchipping of impounded animals	B	Animal	\$93	\$86.36	\$8.64	\$95
9. Stock Control							
9.1	Impounding						
9.1.1	Horse, mule, ass, cow (cow and calf up to 3 months), camel, goat or pig	B	Animal	\$24 per animal minimum \$100	\$27 per animal minimum \$100	NIL	\$27 per animal minimum \$100
9.1.2	Rams, ewes, sheep /lambs	B	Animal	\$6 per animal minimum \$100	\$7 per animal minimum \$100	NIL	\$7 per animal minimum \$100
9.1.3	Droving, walking or transportation fees	B	Instance	Ranger time and/or cartage costs + GST	Ranger time and/or cartage costs + GST	YES	Ranger time and/or cartage costs + GST
9.2	Sustenance						
9.2.1	Cattle, horse	D*	Day	\$4 + Direct costs	\$5 + Direct costs	NIL	\$5 + Direct costs
9.2.2	Pig	D*	Day	Direct costs	Direct costs	NIL	Direct costs
9.2.3.	Sheep	D*	Day	50c + direct costs	50c + direct costs	NIL	50c + direct costs
9.3	Attending stock on roads	D*	Instance	Direct costs	Direct costs	NIL	Direct costs

ENVIRONMENTAL SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16 (INCL GST)		2016/17	
					EXCL. GST	GST	TOTAL
10. Waste Management Facilities							
10.1	Residential Waste (within Berrigan Shire)						
10.1.1	General	B	m ³	\$23	\$21.82	\$2.18	\$24
10.1.2	Rubbish bag	B	each	\$4	\$3.64	\$0.36	\$4
10.1.3	120l bin	B	each	\$4	\$3.64	\$0.36	\$4
10.1.4	240l bin	B	each	\$8	\$7.27	\$0.73	\$8
10.1.5	Car boot	B	each	\$12	\$10.90	\$1.09	\$12
10.1.6	Ute, van or trailer up to 1m ²	B	each	\$23	\$21.82	\$2.18	\$24
10.1.7	Tandem trailer up to 2m ²	B	each	\$46	\$43.64	\$4.36	\$48
10.1.8	Gas bottles (spiked and debunged)	D	each	\$13	NIL	NIL	NIL
10.1.9	Car tyres	B	each	\$10	\$9.09	\$0.91	\$10
10.1.10	Light truck tyres	B	each	\$14	\$12.73	\$1.27	\$14
10.1.11	Heavy truck tyres	B	each	\$22	\$20.91	\$2.09	\$23
10.1.12	Tractor tyres	B	each	\$130	\$122.73	\$12.27	\$135
10.1.13	Earthmover tyres	B	each	\$200	\$190.91	\$19.09	\$210
10.1.14	Chemical drums	B	each	\$16	\$14.55	\$1.45	\$16
10.1.15	Asbestos	B	m ³	\$300	\$290.91	\$29.09	\$320
10.1.16	Liquid bitumen waste	B	m ³	\$21	\$20	\$2	\$22
10.1.17	Car batteries, white goods, scrap steel and the like	D*		NIL	NIL	NIL	NIL
10.1.18	Green waste	D*	Per m ³	NIL	NIL	NIL	NIL
10.2	Commercial Waste (within Berrigan Shire)						
10.2.1	General waste	C	Per m ³	\$46	\$43.64	\$4.36	\$48
10.2.2	Skip – 2m	C	each	\$32	\$29.09	\$2.91	\$32
10.2.3	Skip – 3m	C	each	\$48	\$43.64	\$4.36	\$48
10.2.4	Green waste	C	Per m ³	\$16	\$14.55	\$1.45	\$16
10.2.5	Cardboard	C	Per m ³	\$22	\$20	\$2	\$22

ENVIRONMENTAL SERVICES							
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						EXCL. GST	GST
10.2.6	Asbestos	C	Per m ³	\$300	\$290.91	\$29.09	\$320
10.3	Waste (outside Berrigan Shire)						
10.3.1	General waste	C	Per m ³	\$54	\$50	\$5	\$55
10.3.2	Skip – 2m	C	each	\$32	\$29.09	\$2.91	\$32
10.3.3	Skip – 3m	C	each	\$48	\$43.64	\$4.36	\$48
10.3.4	Asbestos	C	Per m ³	\$600	\$563.64	\$56.36	\$620
10.3.5	Green waste	C	Per m ³	\$15	\$14.55	\$1.45	\$16
10.3.6	Cardboard	C	Per m ³	\$22	\$20	\$2	\$22
10.4	Other tip charges						
10.4.1	Fridge de-gassing	B	each	\$11	\$4.55	\$0.45	\$5
10.5	Access Landfill Outside Opening Hours & min. 2 hrs	B	Each	N/A	New Charge \$272.73	\$27.27	\$300
11. Waste Collection							
11.1	Domestic Waste						
11.1.1	Standard service (1 x 120l Garbage Bin & 1 x 240l Recycling Bin)	B	Each	\$266	\$272.00	NIL	\$272
11.1.2	Additional 120l Garbage Bin	B	Each	\$178	\$182	NIL	\$182
11.1.3	Additional 240l Recycling Bin	B	Each	\$118	\$121	NIL	\$121
11.1.4	Uncollected	B	Each	\$53	\$54	NIL	\$54
11.2	Business Waste						
11.2.1	1x 240l Garbage Bin	B	Each	\$249	\$255	NIL	\$255
11.2.2	1 x 240l Garbage Bin & 1 x 240l Recycling Bin	B	Each	\$366	\$375	NIL	\$375
12. Town Water Supply							
12.1	Access charge (standard connection)	B	Year	\$497	\$510	NIL	510
12.2	Water restriction easement	B	Month	\$10	\$10	NIL	\$10

ENVIRONMENTAL SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16 (INCL GST)	EXCL. GST	2016/17 GST	TOTAL
12.3	Consumption – Treated						
12.3.1	BGA, BER, FIN Stage 4 restrictions	B	kL	\$1.46	\$1.46	NIL	\$1.46
12.3.2	BGA, BER, FIN Other restrictions	B	kL	\$1.04	\$1.04	NIL	\$1.04
12.3.3	BGA, BER, FIN No restrictions	B	kL	\$0.94	\$0.94	NIL	\$0.94
12.3.4	TOC Stage 4 restrictions	B	kL	\$0.97	\$0.97	NIL	\$0.97
12.3.5	TOC Other restrictions	B	kL	\$0.69	\$0.69	NIL	\$0.69
12.3.6	TOC No restrictions	B	kL	\$0.62	\$0.62	NIL	\$0.62
12.4	Consumption – Unfiltered						
12.4.1	BGA, BER, FIN Stage 4 restrictions	B	kL	\$0.73	\$0.73	NIL	\$0.73
12.4.2	BGA, BER, FIN Other restrictions	B	kL	\$0.52	\$0.52	NIL	\$0.52
12.4.3	BGA, BER, FIN No restrictions	B	kL	\$0.47	\$0.47	NIL	\$0.47
12.5	Berrigan Sports Club for water bypassing the Council's treatment and reticulation system	D*	kL	3.1 cents	3.1 cents	NIL	3.1 cents
12.6	Consumption - Recreation reserves and public pools	D*	kL	1/10 of applicable consumption charge	1/10 of applicable consumption charge	NIL	1/10 of applicable consumption charge
12.7	Connection – tapping						
12.7.1	100mm	B	Supply	\$7,230	\$6,818.18	\$681.82	\$7,500
12.7.2	80mm	B	Supply	\$4,760	\$4,454.54	\$445.46	\$4,900
12.7.3	50mm	B	Supply	\$2,320	\$2,181.82	\$218.18	\$2,400
12.7.4	40mm	B	Supply	\$1,590	\$1,490.91	\$149.09	\$1,640
12.7.5	32mm	B	Supply	\$1,080	\$1,009.09	\$100.91	\$1,110

ENVIRONMENTAL SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16 (INCL GST)		2016/17	
						EXCL. GST	GST
12.8	Connection – meter						
12.8.1	1 x 20mm	B	Meter	\$300	\$281.82	\$28.18	\$310
12.8.2	2 x 20mm	B	Meter	\$470	\$440.91	\$44.09	\$485
12.8.3	1 x 25mm	B	Meter	\$340	\$318.18	\$31.82	\$350
12.8.4	2 x 25mm	B	Meter	\$530	\$495.45	\$49.55	\$545
12.9	Connection – service						
12.9.1	1 x 20mm	B	Meter	\$950	\$890.91	\$89.09	\$980
12.9.2	2 x 20mm	B	Meter	\$1,290	\$1,209.09	\$120.91	\$1,330
12.9.3	1 x 25mm	B	Meter	\$1,120	\$1,045.45	\$104.55	\$1,150
12.9.4	2 x 25mm	B	Meter	\$1,530	\$1,431.82	\$143.18	\$1,575
12.10	Disconnection						
12.10.1	20mm	B	Meter	\$70	\$63.64	\$6.36	\$70
12.10.2	2 x 20mm	B	Meter	\$110	\$100	\$10	\$110
12.10.3	3 x 20mm	B	Meter	\$140	\$131.82	13.18	\$145
12.10.4	Greater than 20mm	B	Each	Direct costs plus indirect costs + GST	Direct costs plus indirect costs + GST	YES	Direct costs plus indirect costs + GST
12.11	Reading and testing						
12.11.1	Requested read (refundable if error found)	B	Property	\$27.50 to be paid prior to test	\$27.27	\$2.73	\$30
12.11.2	Requested test (Refundable if error found)	B	Meter	\$110 to be paid prior to test	\$109.09	\$10.91	\$120
12.11.3	Requested leakage inspection	B	Inspection	\$55 to be paid prior to test	\$54.54	\$5.46	\$60
12.12	Filtered water supplied to water carters						
12.12.1	Establishment fee	B	Application	\$15	\$15	NIL	\$15
12.12.2	Water	B	kl	\$2.50	\$2.50	NIL	\$2.50
12.13	Supply and delivery by vehicle of filtered water	B	5,000 litres	ND	ND	NIL	ND

ENVIRONMENTAL SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16 (INCL GST)		2016/17	
						EXCL. GST	GST
13. Sewer							
13.1	Service charge	B	Year	\$501	\$513	NIL	\$513
13.2	Pedestal Charge						
13.2.1	Rate-able Third and subsequent pedestal/urinal	B	Urinal or cistern	\$106	\$109	NIL	\$109
13.2.2	Non Rate-able Each pedestal/urinal	B	Urinal or cistern	\$106	\$109	NIL	\$109
13.3	Low pressure sewer pump maintenance charge	B	Each	\$93	\$95	NIL	\$95
13.4	Connection						
13.4.1	Y Junction < 3m deep (Also install Low Pressure Boundary Kit)	B	Service	\$260	\$245.45	\$24.55	\$270
13.4.2	Y Junction > 3m deep	B	Service	\$520	\$486.36	\$48.64	\$535
13.4.3	Full service < 3m deep	B	Service	\$770	\$722.73	\$72.27	\$795
13.4.4	Full service > 3m deep	B	Service	\$1,550	\$1454.55	\$145.45	\$1,600
13.5	Disconnection	B	Application	\$270	\$254.55	\$25.45	\$280
13.6	Septage disposal	B	kl	\$22	\$35	\$3.50	\$38.50
13.7	Truck Wash	C	Minute	\$0.44 (minimum charge \$4.40)	\$0.41	\$0.04	\$0.45 Min Charge \$4.50

TECHNICAL SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16 (INCL GST)	EXCL. GST	2016/17 GST	TOTAL
14. Stormwater Drainage							
14.1	Stormwater Management Charge						
14.1.1	Strata title properties	A*	Year	\$12.50	\$12.50	NIL	\$12.50
14.1.2	Other properties	A*	Year	\$25	\$25	NIL	\$25
15. Roads, Crossings and Private Works							
15.1	Road opening permit	B	Application	\$101	\$94.54	\$9.46	\$104
15.2	Gutter crossings	C	Installation	ND	ND	YES	ND
15.3	Culvert crossings	C	Installation	ND	ND	YES	ND
15.4	Other private works	C	Installation	ND	ND	YES	ND
15.5	Gravel supply	C	m3	ND	ND	YES	ND
15.6	Temporary road closure	B	Closure	\$110	\$101.82	\$10.18	\$112
15.7	Supply and installation of Rural Address sign	B	Sign	\$99	\$90.91	\$9.09	\$100
15.8	Application for permanent road closure and report to Council	B	Application	\$303	\$300	\$30	\$330
15.9	Restricted Access Vehicle Routes						
15.9.1	Application fee Class 1 & 3 permits	B	Application	\$70	\$72	NIL	\$72
15.9.2	Route assessment	C	Assessment	Cost + 10%	Cost + 10%	YES	Cost + 10% + GST
15.9.3	Structural assessment	C	Assessment	Cost + 10%	Cost + 10%	YES	Cost + 10% + GST

TECHNICAL SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16 (INCL GST)	EXCL. GST	2016/17 GST	TOTAL
16. Tocumwal Aerodrome							
Note: Aerodrome fees apply from 1 January, 2017							
16.1	Access charges						
16.1.1	Property abutting Tocumwal Aerodrome containing one or more hangars	D*	Year	\$0.82958 per m ² of hangar space Maximum \$2,334 Minimum \$875.25	\$0.77302 per m ² of hangar space Maximum \$2,175 Minimum \$815.87	\$0.07730 per m ² of hangar space Maximum \$217.50 Minimum \$81.59	\$0.8505 per m² of hangar space Maximum \$2,392.50 Minimum \$897.46
16.1.2	Gliding Operations	D*	Year	\$1,300 in addition to 16.1.1	\$1,211.35 in addition to 16.1.1	\$121.14 in addition to 16.1.1	\$1,332.50 in addition to 16.1.1
16.1.3	Regular commercial users 200 movements per year or less	D*	Year	\$651.50	\$607.08	\$60.71	\$667.80
16.1.4	Regular commercial users 201 movements per year or more	D*	Year	\$1,280	\$1,192.73	\$119.27	\$1,312
16.1.5	Visiting flying schools	D*	Week part thereof	\$260	\$245	\$24.50	\$269.50
16.2	Aircraft parking fees (powered and unpowered)						
16.2.1	Year	D*	Aircraft	\$707	\$660	\$66	\$726
16.2.2	Week	D*	Aircraft	\$13	\$11.81	\$1.19	\$13
16.3	Movement fees (Honesty box)	D*	Movement	\$10	\$9.09	\$0.91	\$10
16.4	Overweight aircraft use application	C	Application	\$136	\$126.73	\$12.67	\$139.40
16.5	Aerobatics – in accordance with the Tocumwal Aerodrome Management Plan						
16.5.1	Conduct of events (including directly related training periods) Includes up to two events	C	Year	\$1,300	\$1,211.35	\$121.14	\$1,332.50

TECHNICAL SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16 (INCL GST)	2016/17		
					EXCL. GST	GST	TOTAL
16.5.2	Training and practice (three days or part thereof)	C	Aircraft	\$66	\$61.50	\$6.15	\$67.65
16.6	Other aviation and commercial use, events etc.	C	Each	By negotiation	By negotiation	YES	By negotiation

CORPORATE SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16 (INCL GST)	2016/17		
					EXCL. GST	GST	TOTAL
17. Rating Services							
17.1	Section 603 certificate	A*	Application Maximum as prescribed	\$75		NIL	
17.2	Section 603 certificate – expedited service surcharge	B	Application	\$22	\$22.73	\$2.27	\$25
17.3	Certificate Reconciliation fee	B	Month	\$22	\$22.73	\$2.27	\$25
17.4	Rate enquiry fee						
17.4.1	Written	B	Enquiry	\$22	\$22.73	\$2.27	\$25
17.4.2	Verbal	B	Enquiry	\$11	\$10.91	\$1.09	\$12
17.5	Computer sales advice						
17.5.1	One property	B	Application	\$25	\$27.27	\$2.73	\$30
17.5.2	Up to 250 properties	B	Application + Per 15 minutes staff time	\$50 \$11	\$50 \$10	\$5 \$1	\$55 \$11
17.5.3	Over 250 properties	B	Application + Per 15 minutes staff time	\$60 \$11	\$60 \$10	\$66 \$1	\$66 \$11
17.6	Sales listing for registered valuers						

CORPORATE SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16	2016/17		TOTAL
				(INCL GST)	EXCL. GST	GST	
17.6.1	Supply of list	B	Supply	\$770	\$727.27	\$72.73	\$800
17.6.2	Additional staff time	B	15 minutes	\$22	\$20	\$2	\$22
17.7	Requested meter reading	B	Reading	\$27.50	\$27.27	\$2.73	\$30
17.8	Accrual of interest on rates and charges	A	Per annum Maximum as prescribed	8.0%		NIL	
17.9	Valuation or ownership enquiry						
17.9.1	Verbal	B	Enquiry	\$6.60	\$7	\$0.70	\$7.70
17.9.2	Written	B	Enquiry	\$14.30	\$14	\$1.40	\$15.40
17.9.3	Extract from valuation book	B	Extract	\$14.30	\$14	\$1.40	\$15.40
17.10	Title search	B	Search	\$22	\$22.73	\$2.73	\$25
17.11	Reallocation of Electronic Payment	B	Each	\$10	\$10	\$1	\$11
18. Access to Information (Government Information (Public Access) Act 2009)							
18.1	Application fee	A*	Application	\$30	\$30	NIL	\$30
18.2	Processing charge	A*	Hour	\$30	\$30	NIL	\$30
19. Office Services							
19.1	Returned cheque fee	B	Instance	\$16.50	\$15	\$1.50	\$16.50
19.2	Cancelled cheque fee	B	Instance	\$16.50	\$15	\$1.50	\$16.50
19.3	Maps						
19.3.1	A1 with lots	C	Map	\$38.50	\$35	\$3.50	\$38.50
19.3.2	A1 with roads only	C	Map	\$22	\$20	\$2	\$22
19.3.3	A3 originals	C	Map	\$16.50	\$15	\$1.50	\$16.50
19.3.4	A3 photocopies	C	Map	\$5.50	\$5	\$0.50	\$5.50
19.3.5	A4	C	Map	\$3.30	\$3	\$0.30	\$3.30
19.3.6	Custom map – up to A1 size	C	Map	\$132	\$130	\$13	\$143
19.4	Photocopying /Printing						
19.4.1	A4	C	Page	\$0.80	\$0.82	\$0.08	\$0.90

CORPORATE SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16	2016/17		TOTAL
				(INCL GST)	EXCL. GST	GST	
19.4.2	A3	C	Page	\$1.60	\$1.55	\$0.15	\$1.70
19.4.3	Own paper	C	Page	\$0.30	\$0.36	\$0.04	\$0.40
19.5	Faxing						
19.5.1	Send	C	Page	\$1.50	\$1.45	\$0.14	\$1.60
19.5.2	Receive	C	Page	\$0.80	\$0.82	\$0.08	\$0.90

COMMUNITY SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16 (INCL	2016/17		TOTAL
				GST)	EXCL. GST	GST	
20. Community Facilities							
20.1	Public halls	D*	Booking	In consultation with Committees	In consultation with Committees	YES	In consultation with Committees
20.2	Recreation reserves	D*	Booking	In consultation with Committees	In consultation with Committees	YES	In consultation with Committees
20.3	Swimming pools						
20.3.1	Entry	D*	Entry	In consultation with Committees	In consultation with Committees	YES	In consultation with Committees
20.3.2	Season ticket	D*	Season	In consultation with Committees	In consultation with Committees	YES	In consultation with Committees
20.3.3	Lifeguards	B	Hour	At cost + GST	At cost	YES	At cost + GST
21. Libraries							
22.1	Borrowings						
22.1.1	Borrowing charge	A*	Loan	NIL	NIL	NIL	NIL
22.1.2	Online search	A*	Search	NIL	NIL	NIL	NIL
22.1.3	Internal transfer	A*	Loan	NIL	NIL	NIL	NIL
22.1.4	Reservation	B	Item	NIL	NIL	NIL	NIL
22.1.5	Inter-library loan	B	Item	\$8.80	\$8.00	\$0.80	\$8.80
22.1.5	Overdue notice	B	Notice	\$1.20	\$1.09	\$0.11	\$1.30
22.1.6	Overdue fee (per item)	B	Day	\$0.10	\$0.09	\$0.01	\$0.15

COMMUNITY SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16 (INCL GST)		2016/17	
						EXCL. GST	GST
22.2	Replacement membership card	B	Issue	\$2.50	\$2.27	\$0.23	\$2.50
22.3	Public access computers	A*	Sitting	NIL	NIL	NIL	NIL
22.4	Wi-Fi hotspot	A*	Login	NIL	NIL	NIL	NIL
22.5	Print/Photocopy	B	Page	\$0.35	\$0.32	\$0.03	\$0.40
22.6	Fax						
22.6.1	Initial sheet	B	Page	\$1.10	\$1	\$0.10	\$1.20
22.6.2	Additional sheets	B	Page	\$0.30	\$0.27	\$0.03	\$0.40
22.7	Scanning	B	Page	\$1.10	\$1	\$0.10	\$1.20
22.8	Laminating						
22.8.1	A4	B	Page	\$2.20	\$2.00	\$0.20	\$2.40
22.8.2	A3	B	Page	\$3.30	\$3.00	\$0.30	\$3.60
22.8.3	Business card	B	Page	\$1.10	\$1.00	\$0.10	\$1.20
22.9	USB device	C	Device	\$10	\$9.09	\$0.91	\$11
22.10	Room hire						
22.10.1	Community Use (during Library Opening Hours)	D*	Use	NIL	NIL	NIL	NIL
22.10.2	Community Use (After Hours)	D*	Use	\$10	\$9.09	\$0.91	\$11
22.10.3	Commercial Use (Business and After Hours)	B	Per Hour	\$10	\$9.09	\$0.91	\$11
22.11	Book club	B	Year	\$50 per person Min \$500 per group	\$45.46	\$4.54	\$50 per person Min \$500 per group
22. Cemetery							
23.1	Lawn Cemetery Note: Standard plaque is 380mm x 280mm cast bronze with the choice of one emblem Where a Department of Veterans Affairs plaque is supplied for the deceased, the cost of the plaque will be refunded and the cost of installation met by the deceased's estate.						
23.1.1	Single interment (includes standard plaque)	B	Interment	\$1,910	\$1,792.73	\$179.27	\$1,972

COMMUNITY SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16 (INCL GST)		2016/17	
						EXCL. GST	GST
23.1.2.	Double interment						
23.1.2.1	First interment (includes standard plaque)	B	Interment	\$2,083	\$1,957.27	\$195.73	\$2,153
23.1.2.2	Second interment (additional 5 line plaque)	B	Interment	\$715	\$668.18	\$66.82	\$735
23.1.3	Interment of ashes						
23.1.3.1	Placed concurrently with interment (includes 5 line plate)	B	Interment	\$234	\$219.09	\$21.91	\$241
23.1.3.2	Placed in existing interment (includes additional 5 line plaque)	B	Interment	\$473	\$441.82	\$44.18	\$486
23.1.4	Stillborn interment (at head of grave – no right of burial in grave)	B	Interment	\$223	\$208.18	\$20.82	\$229
23.1.5	Outside normal hours surcharge	B	Interment	\$238	\$221.82	\$22.18	\$244
23.2	General section						
23.2.1	Site reservation	B	Site	\$271	\$252.73	\$25.27	\$278
23.2.2	Interment	B	Interment	\$58	\$53.64	\$5.36	\$59
23.2.3	Stillborn interment (designated area or at foot of grave)	B	Interment	\$223	\$208.18	\$20.82	\$229
23.3	Grave digging – General section						
23.3.1	Machine - ordinary hours	B	Interment	\$417	\$390	\$39	\$429
23.3.2	Hand- ordinary hours	B	Interment	\$645	\$602.73	\$60.27	\$663
23.3.3	Machine - not ordinary hours	B	Interment	\$609	\$569.09	\$56.91	\$626
23.3.4	Hand- not ordinary hours	B	Interment	\$826	\$771.82	\$77.18	\$849
23.3	Monumental masonry						

COMMUNITY SERVICES							
ITEM NO.	PARTICULARS	POLICY ID	BASIS	2015/16 (INCL GST)	2016/17		TOTAL
					EXCL. GST	GST	
23.3.1	Permit to erect kerb and/or monument	B	Permit	\$35	\$32.73	\$3.27	\$36
23.3.2	Removal and reinstatement	B	Each	\$223	\$208.18	\$20.82	\$229
23.4	Plaques						
23.4.1	Standard single	B	Plaque	\$557	\$528.18	\$52.82	\$581
23.4.2	Standard dual	B	Plaque	\$761	\$721.82	\$72.18	\$794
23.4.3	Non-standard	B	Plaque	Available on application	Available on application	YES	Available on application
23.5	Memorial wall – Internment of Ashes						
23.5.1	Reservation	B	Each	\$193	\$180	\$18	\$198
23.5.2	Interment	B	Each	\$935	\$881.82	\$88.18	\$970

Section 4 Annual Operational Plan Budget

Budget Summary &
Comments

Projected Income and
Expenditure Statements

Projected Balance Sheet

Projected Cash Flow
Statement

Annual Budget (Detail)

Capital Works Plan
Summary

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2016/17 Budget Summary and Comments

INTRODUCTION

At the time of preparing this budget, a merger proposal for Berrigan Shire and part of Jerilderie Shire was being investigated. Council Officer's prepared this budget on the assumption that Berrigan Shire Council would continue as a stand-alone entity and with the same boundaries that currently exist. The decision by the NSW Government 12 May 2016 to not proceed with a merger of the Berrigan Shire and part of the Jerilderie Shire is, therefore, for this budget timely.

Rates and charges

An ordinary rate revenue increase of 1.8% has been included in the budget for 2016/17. This represents the maximum permissible amount allowed by the Independent Pricing and Regulatory Tribunal (IPART) in accordance with the rate pegging provisions of the *Local Government Act 1993*.

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

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

The rate peg is based on the Local Government Cost Index. This index measures the increase in costs for items such as wages

and fuel used by Councils to provide services. From this result of this index, IPART then deduct a "productivity factor" in expectation that Councils will become more efficient in their operations. This system necessarily leads to a situation where Council's costs always will exceed any increase in revenue.

In determining the 2016/17 rate peg, IPART determined a 1.78% increase in the Local Government Cost Index. IPART normally deduct a productivity factor – calculated at 0.05% this year. IPART determined that the productivity factor this year was not material so no deduction was made. The 1.78% was then rounded up to set the peg at 1.8%.

Table 1 below provides a summary of these changes

The budget and the rate in the dollar have been based on property values provided by the Valuer-General as of March 2016. There is a possibility that these figures may change before the adoption of the budget and the rate due to supplementary valuation amendments.

The land values used to strike the rate have a base date of 1 July 2013. It is estimated that the rate peg allowance and natural growth will raise an additional \$87,000 nett (after pension rebates and state subsidy) in 2016/17 when compared to the 2015/16 original budget.

The approximate effects of these permissible rate increases on average Ordinary rates, are shown in Table 2 below (as at March 2016)

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

TABLE 1: Ordinary rate increases 2014-2017

YEAR	LG COST INDEX	"PRODUCTIVITY" FACTOR	CARBON IMPOST AMEND.	INCREASE TAKEN UP BY COUNCIL
2014-15	2.8%	-0.2%	-0.3%	2.3%
2015-16	2.47%	-0.04%	-	2.4%
2016-17	1.78%	-	-	1.8%
2017-18 (assumed)	2.0%			2.0%

TABLE 2: Average Ordinary Rate by Category

Rate Category	2015/16 [^]	2016/17 [#]
Farmland	\$1,950	\$1,985
Residential Rural	\$616	\$627
Residential (other)	\$2,971	\$3,025
Urban/Town Properties	\$769	\$783

[^]as at June 2015 [#]as at March 2016

The total average residential annual Ordinary rates and charges, including water, sewer, domestic waste management/garbage and stormwater/drainage, will be \$2,103 for 2016/17 as compared to \$2,058 for 2015/16. This is an overall increase of rates and charges of \$45. Most Ordinary rates have increased by approximately 1.8% and utility charges have increased by between 2.5% and 3% but the Stormwater Charge has not changed.

Operating grants and investment income

The Federal Government has "paused" indexation of the Financial Assistance Grant (FAG) paid to local governments for a three year period. This year is the last year of the "pause". On this basis, the grant has been shown at historic levels.

The actual amount of FAG received by the Council may vary however as a result of the formula used to determine the distribution across the over 500 local governments in Australia.

The Council may wish to reconsider the use of the Financial Assistance Grant at the second quarterly review when the actual amount of

the grant will be known. Audit results for 2015/16 will also be available and decisions can be made at that time based on that information.

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

Roads to Recovery (R2R) grant funding has been included at \$1,977,240 for 2016/17. This includes an additional allocation funds received by the Federal Government via the indexing of Federal Fuel Excise. This is expected to return to its regular amount on \$605,000 in future years. In return for this funding, the Council is obliged to maintain its expenditure on roads at current levels from its own funds. This program has been extended for another five years from 2014/15.

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

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

Utility charges

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

The budget proposes that the Annual Water Access Charge for 2016/17 be set at \$510.00 for the provision of water supply services. This is an increase of \$13.00 from the 2015/16 charge.

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

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

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

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

TABLE 3: 2016/17 Water Consumption tariffs

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

Annual Sewerage Charges have been increased by around 2.5%, from \$501 to \$513. A 2.5% increase has also been applied to the

the prevailing water restriction stages, will be based on the tariffs shown in Table 3 below.

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

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

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

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

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

Pedestal Charge and the On-Site Sewer Maintenance Charge.

For 2016/17 the Garbage Charges and the Domestic Waste Collection Charge will increase by around 2.5%. This raises the Domestic Waste Management Collected Charge from \$266 to \$272 per service. The Garbage Collection Charge from \$249 to \$255 per service and the Uncollected Charge for vacant residential blocks has been increased from \$53 to \$54 – a 2% increase.

The recycling charges for businesses will increase by 2.5% for 2016/17.

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

Budget result

The estimated cash surplus/deficits for the years 2016/17 to 2019/20 are shown in Table 4 below:

TABLE 4: Projected Consolidated Cash Result

Year	Result
2016/17	\$84,801 surplus
2017/18	\$182,674 surplus
2018/19	\$398,927 surplus
2019/20	\$291,559 surplus

This takes into account anticipated results for 2015/16 and carryover of incomplete capital works.

Additional points for noting include:

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

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

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

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

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

While there is some significant capital works included in the Water Fund, the reserve balance should not be too badly affected, subject to revenue from consumption and temporary transfers continuing to meet targets.

The Sewer Fund continues to generate large cash surpluses and is now making moderate operating surpluses. The Sewer Fund continues to be debt free.

Attached with this budget commentary is:

- Nett Cost Statement which shows the nett cost of services to be funded from Ordinary Rates; and
- Complete line budget which shows each individual item of expenditure and revenue in function based format; and

- Capital works program, which includes most, but not all, capital works. Items not included typically include such things as office equipment. The cost summary contents on the front page of this document are included in the line budget as bulk capital expenses; and
- Schedule of budgeted movements in reserves.

PROGRAMS

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

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

The reallocation of overhead has seen some swings in the cost of specific Council services but has no overall effect on the Council's result.

Corporate Services

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

Salaries and Wages across the board have been inflated by 2.8% in 2015/16 and each of the following years as identified in the existing Local Government Award. – 2.8%.

This flows through to all staff overheads such as superannuation, workers compensation, insurance etc. as these are dependent on the level of salaries and wages. The significant

increase in defined benefit superannuation contributions continues to have a marked effect on salaries and wages.

The Council has again allocated \$50,000 to fund the purchase of new Local Government Management software in 2016/17. Any migration to new software will occur when circumstances and staffing permits.

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

The annual allocation for risk management works has been reduced from around \$90,000 to \$50,000. This allocation will be reviewed once carried-forward funds have been expended.

Overall debt servicing costs for the general fund is at 2.6% of rates/FAG/RLR grant – not taking into account any LIRS subsidy income. If the subsidy is taken into account, this cost falls to 2.2%

The cost of servicing debt will fall this year as the earlier drainage loans are paid out.

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

Technical Services

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

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

Plant Operation and Replacement

Fluctuating fuel prices and vehicle change over costs will require constant review of

plant hire rates. Major plant items budgeted for replacement during 2016/17 are:

- Mack Fleetliner Tipper
- Hino Ranger Pro 6
- Isuzu FFR Bitumen Patching
- Caterpillar 140H grader
- PTO Sewell road broom
- Wood chipper

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

This budget projects that plant operations will withdraw \$376,000 from the plant reserve in 2016/17.

Emergency Services

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

Table 4 lists the budgeted contributions to each service to be made by the Council.

TABLE 4: Contributions - emergency services

Year	Result
NSW Rural Fire Service	\$ 53,000
Fire and Rescue NSW	\$ 151,000
SES NSW	\$ 16,700
TOTAL	\$ 220,700

The cost of the RFS service to the Council will fluctuate from year to year as the RFS Zone Management has a policy of purchasing a new appliance for a Berrigan Shire brigade every second year.

Environmental Services

The Council's Environmental Services cover planning and land use, building and

construction certification and inspection, public health and animal control.

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

Early Intervention Service

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

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

The program is currently fully funded by NSW Government although plans are in place to move to a "consumer directed care" fees-based model.

Until a definite transition date is in place, the Council will continue to offer this service.

Housing

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

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

Cemetery

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

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

In 2016/17, the Council proposes to install kerb and gutter at the Finley Cemetery at a total cost of \$11,800.

An annual allocation of \$5,000 has also been allocated for new plynths at the various lawn cemeteries.

Garbage and Domestic Waste Management

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

The major capital expenditure proposed for this service in 2016/17 is excavation of the landfill hole in Berrigan at a cost of \$40,000. Concrete crushing works to the value of \$30,000 are also planned.

This budget also establishes a sinking fund for the construction of a transfer station at Tocumwal with \$75,000 put aside per year for three years from 2016/17.

Charges have been indexed by 3% for the garbage collection and the domestic waste collected services

Stormwater Drainage

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

The works funded under this scheme include:

Berrigan

- East Riverina Highway
- Flynn St area
- Drummond St

Finley

- Finley St detention basin
- Murray St – Headford to Osborne St
- William St – Hampden to East St
- William St cross connection

Tocumwal

- Bent St to Barooga St North
- Bruton St Electricity connection
- Silo Road area

The Council expects to receive a subsidy under the LIRS scheme of around \$38,300 in 2016/17. Further details on the LIRS loan are shown later in this report.

Work on the above LIRS-funded drainage projects will continue in 2016/17

The Council has previous internal loans for earlier drainage works. These loans will be paid in full by June 2017.

The Council has authority to apply a Stormwater Management Services Charge. The charge is expected to raise \$71,500 in 2016/17. The Council may only levy a maximum charge of \$25 and therefore no increase has been proposed from 2016/17. Proceeds from the charge will be used to partly fund payment of the internal loans.

As in 2015/16, there has been no provision made for the receipt of any developer charges to assist with drainage costs. This is a conservative position but is based on the understanding that no major private subdivisions are currently expected in 2016/17.

Environmental Protection

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

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

The long term principle being applied is that the Council places in reserve an amount of \$50,000 to save up for future works. Those

funds are then used to leverage future State and Federal grants.

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

An additional \$50,000 per year has been included for immediate works on levies for the four year period ending 30 June 2020. These works will address issues identified following a review of the Council's levee network.

Community Services

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

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

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

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

Water Supplies

The major capital works program for the Water Fund identified in this budget is the construction of a new clarifier to replace the settling ponds at the Finley Water Treatment

Plant. This project has an estimated cost of around \$500,000.

The installation of an automated water meter reading system will be funded from funds carried forward from 2015/16. The system will lead to significant staff savings and work health and safety improvements.

The water service is expected to make moderate cash surpluses over the entire four year period

Sewerage Services

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

Capital works in the fund in 2016/17 include desilting works at Finley and pump station upgrades at Barooga as well as general sewer main upgrades and other replacements.

The Sewerage Fund is debt free. The fund is a lender to the Council's General Fund for Stormwater Management Works.

Public Libraries

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

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

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

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

Community Amenities

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

The Council has included an allocation of \$380,000 for the redevelopment of the Finley School of Arts complex, including the removal of the Finley War Memorial Hall.

The redevelopment will:

- include modern and accessible toilets,
- improve access to the facility for the frail aged, disabled and families with young children, and
- enhance and protect the heritage values of the Finley School of Arts.

At the time of writing, the Council is seeking feedback about the redevelopment proposal from the community, both in Finley and throughout Berrigan Shire.

This budget proposes to increase by \$1,000 per annum the annual operating grant paid to the Berrigan War Memorial Hall, Finley War Memorial Hall and School of Arts and Tocumwal War Memorial Hall committees of management.

Following advice from the Tocumwal Foreshore Committee of Management, the proposed allocation of \$100,000 for the upgrade of the toilets at Tocumwal Town Beach has been removed from this budget

Recreation

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

The Council has set aside \$50,000 has been set aside to improvement works at Finley Skate Park, subject to matching funds from

other levels of government and/or the community.

A list of operating grants provided to volunteer committees of management is shown in Table 5 below.

TABLE 5: Facility operating grants 2015/16

Volunteer committee	Grant (\$)
Pools	
Berrigan	31,400
Finley	35,600
Tocumwal	31,400
TOTAL	107,400
Recreation Reserves	
Barooga	11,390
Berrigan	10,540
Finley	11,220
Finley Showgrounds	11,485
Tocumwal	11,140
TOTAL	55,775
Halls	
Berrigan	7,860
Finley	7,860
Tocumwal	4,280
TOTAL	20,000
Other	
Berrigan Conservation Group and Tidy Towns	3,860
GRAND TOTAL	\$180,175

Quarries and Pits

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

Shire Roads

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

The capital works areas are detailed in the capital works program. The general policy in this area of infrastructure development and maintenance is that a roughly equivalent total

nett cost amount will be committed to the overall program each year. The individual components of the program may, however, vary.

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

- \$900,000 over two years for reconstruction of the levee section of Tuppal Road
- \$340,000 for upgrades on Yarrawonga Road
- \$150,000 to continue with improvement to clear zones on rural roads
- \$160,000 to complete works on Plumptions Road.

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

Works already underway in the town entrance beautification program are the northern approaches to Finley and Tocumwal. Other projects in the program will be determined at a later date.

Aerodrome

The Council is developing a second tranche of 12 residential/industrial lots at the Tocumwal Residential Airpark at a cost of \$790,000. The development is partially funded by a National Stronger Regions grant of \$335,000 with the balance of funding to be drawn from the Council's Capital Works reserve.

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

operations at the facility require the use of general Council funds.

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

Operation of the aerodrome requires a \$150,000 subsidy from Council ratepayers annually over and above the \$50,000 reserve transfer.

RMS Works

Roads and Maritime Services works cover two principal areas.

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

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

Caravan Parks

The Council is responsible in some way for two caravan parks being Berrigan and Tocumwal.

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

Tourism and Area Promotion

The Council has set aside \$50,000 for direct financial support for the tourism industry in the 2016/17 financial year and beyond. On top of this direct funding is additional support for events, development of new tourism infrastructure and membership of peak tourism bodies.

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

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

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

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

The Events Development Program is projected to continue through to 2019/20 with the Council contributing up to \$20,000 in top-up funding per year to maintain the balance of the Events Management fund at \$80,000. The amount contributed each year will vary depending on the amount the Council contributes to events in that year.

2016/17 is the final year of a three year agreement for the Council to support the work of the Murray Region Tourism Board. The agreement requires an annual contribution of \$13,010.

Business Development

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

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

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

This budget annually puts aside \$23,000 for industry development programs - \$15,000 of which has been sourced from the Council's previous tourism support budget. This includes programs just as funding support for training in customer service and hospitality for local businesses.

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

Saleyards

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

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

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

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

Real Estate Development

As well as the new development at the Tocumwal Residential Airpark, the Council proposes to develop a further four residential lots at its Finley St estate in Finley. This is funding from the Council's Capital Works and Economic Development Reserve.

The budget does not include revenue from the sale of developed land in the Finley St subdivision or the Tocumwal Residential

Airpark. This is a conservative position and allows the Council to make a decision on these proceeds when and if a sale is made.

Private Works

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

Rates and Annual Charges Yields

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

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

The 2015/16 yield shown is the actual figure levied last year. The 2016/17 figure is an estimate based on the rate increase proposed using land values as they exist in March 2016. The 2017/18, 2018/19 and 2019/20 are projections based on the 2016/17 estimates.

TABLE 6: Rates and Charges Yields 2015 to 2019

ORDINARY RATES					
% Increase-total nett ordinary rate revenue	1.8%	2.5%	2.5%	2.5%	2.5%
Rate Category	2015/16	2016/17	2017/18	2018/19	2019/20
Farmland	\$1,781,881	\$1,813,955	\$1,859,304	\$1,905,787	\$1,953,432
Residential	\$53,483	\$54,446	\$55,807	\$57,202	\$58,632
Residential Rural	\$325,651	\$331,512	\$339,799	\$348,295	\$357,002
Res. River Land - Barooga	\$0	\$0	\$0	\$0	\$0
Res. River Land - Tocumwal	\$0	\$0	\$0	\$0	\$0
Residential - Barooga	\$517,075	\$525,967	\$539,116	\$552,594	\$566,408
Residential - Berrigan	\$318,462	\$327,542	\$335,731	\$344,124	\$352,727
Residential - Finley	\$641,026	\$654,658	\$671,024	\$687,800	\$704,995
Residential - Tocumwal	\$697,021	\$704,712	\$722,330	\$740,388	\$758,898
Business - Barooga	\$91,298	\$92,868	\$95,190	\$97,569	\$100,009
Business - Berrigan	\$69,964	\$71,960	\$73,759	\$75,603	\$77,493
Business - Finley	\$160,514	\$163,927	\$168,025	\$172,226	\$176,531
Business - Tocumwal	\$194,759	\$196,907	\$201,830	\$206,875	\$212,047
GROSS YIELD	\$4,851,135	\$4,938,455	\$5,061,915	\$5,188,463	\$5,318,174
Less Net Pension Rebate	-\$86,500	-\$89,000	-\$91,500	-\$94,000	-\$96,000
NET YIELD	\$4,764,635	\$4,849,455	\$4,970,416	\$5,094,063	\$5,222,174
WATER CHARGES					
% Increase - Access Charge	2.5%	2.5%	2.5%	2.5%	2.5%
Access	\$1,888,100	\$1,958,400	\$2,007,360	\$2,057,544	\$2,108,983
Consumption	\$650,000	\$750,000	\$750,000	\$750,000	\$750,000
GROSS YIELD	\$2,538,100	\$2,608,400	\$2,657,360	\$2,707,544	\$2,758,983
Less Net Pension Rebate	-\$38,250	-\$39,500	-\$40,500	-\$41,500	-\$42,500
NET YIELD	\$2,499,850	\$2,669,400	\$2,716,860	\$2,766,044	\$2,816,483
SEWER CHARGES					
% Increase	2.5%	2.5%	2.5%	2.5%	2.5%
Sewerage	\$1,697,889	\$1,755,486	\$1,799,373	\$1,844,357	\$1,890,466
Pedestal	\$153,900	\$158,377	\$162,336	\$166,395	\$170,555
Low Pressure Sewer	\$7,800	\$8,170	\$8,374	\$8,584	\$8,798
GROSS YIELD	\$1,859,589	\$1,922,033	\$1,970,083	\$2,019,336	\$2,069,819
Less Net Pension Rebate	-\$37,500	-\$38,500	-\$39,500	-\$40,500	-\$42,500
NET YIELD	\$1,822,089	\$1,883,533	\$1,930,583	\$1,978,836	\$2,027,319

DOMESTIC WASTE, GARBAGE AND RECYCLING					
% Increase		2.5%	2.5%	2.5%	2.5%
Charge	2015/16*	2016/17	2017/18	2018/19	2019/20
Domestic Waste/Recycling	\$840,290	\$869,312	\$891,045	\$913,321	\$936,154
Domestic Waste Uncollected	\$15,900	\$15,174	\$15,553	\$15,942	\$16,340
Garbage/Business Recycling	\$67,563	\$74,502	\$76,365	\$78,274	\$80,231
GROSS YIELD	\$923,753	\$958,988	\$982,963	\$1,007,537	\$1,032,725
Less Net Pension Rebate	-\$35,100	-\$36,000	-\$37,500	-\$38,500	-\$39,500
NET YIELD	\$888,653	\$922,988	\$945,463	\$969,037	\$993,225
STORMWATER MANAGEMENT					
No increase - fixed by regulation		0%	0%	0%	0%
GROSS YIELD	\$71,850	\$71,850	\$71,850	\$71,850	\$71,850
TOTAL – ALL RATES AND CHARGES					
	2015/16	2016/17	2017/18	2018/19	2019/20^
GROSS YIELD	\$10,099,837	\$10,599,726	\$10,772,321	\$11,022,880	\$11,279,701
Less Net Pension Rebate	-\$191,250	-\$203,000	-\$209,000	-\$214,000	\$220,500
NET YIELD	\$9,908,587	\$10,396,726	\$10,563,321	\$10,808,880	\$11,059,201

Loan Redemption and Borrowings

The Council currently has three significant outstanding loans as summarised in Table 7 below:

TABLE 7: Outstanding Loans - 30 June 2017

PURPOSE	AMOUNT	TERM	RATE	ANNUAL REPAYMENTS	DUE	LENDER
Finley Reservoir	\$1,000,000	10 y	6.770%	\$137,973	April 2017	CBA
Tocumwal Drainage	\$600,000	10 y	6.940%	\$42,102	Dec 2016	BSC Sewer
LIRS Drainage	\$1,630,000	10 y	4.260%	\$200,488	Dec 2024	NAB

In 2016/17, the Council will make final repayments on both its Tocumwal Drainage loan and its Finley Reservoir Loan, leaving its sole loan as the LIRS drainage loan.

The interest cost of the LIRS Drainage loan is partially offset by a 3% interest rate subsidy from the NSW government under the Local

Infrastructure Renewal Scheme (LIRS) program

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

TABLE 8: Projected Outstanding Debt - 2016/17 to 2019/20

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

Total repayments of principal and interest would be as follows:

TABLE 9: Loan Redemption - 2016/17 to 2019/20

FUND	2016 / 2017	2017 / 2018	2018/2019	2019/2020
General	\$242,590	\$200,488	\$200,488	\$200,488
Water	\$114,977	\$0	\$0	\$0
Sewer	\$0	\$0	\$0	\$0
Sub Total	357,567	\$200,488	\$200,488	\$200,488
Less Int. Borrowing	(42,102)	-	-	-
TOTAL	\$355,077	\$200,488	\$200,488	\$200,488
Less LIRS subsidy	(\$38,031)	(\$34,112)	(\$30,065)	(\$25,774)
NETT COST	\$317,046	\$166,366	\$170,423	\$174,714

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

CHART 1: Outstanding Loans and Redemption – General Fund

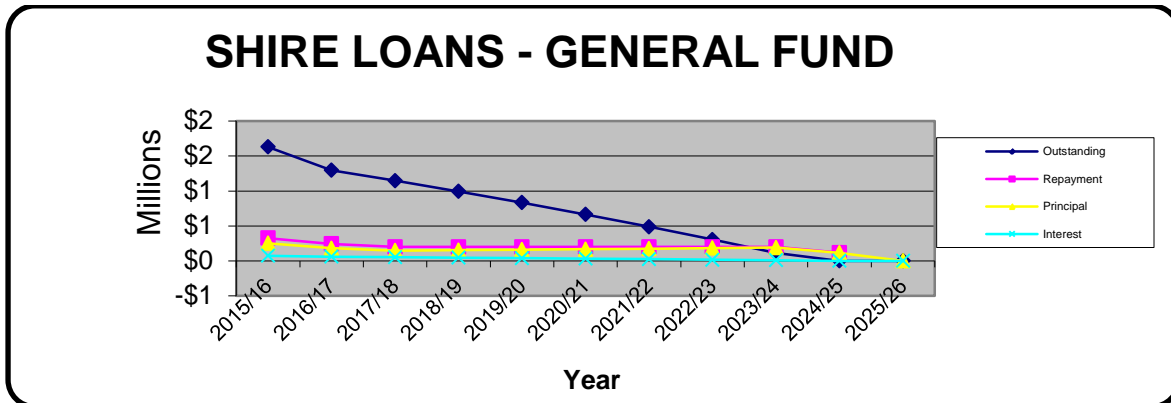


Chart 1 above shows the Council’s general fund borrowings over the next 10 years. This excludes Water and Sewer fund borrowings.

In 2016/17 the Council will continue to pay down the LIRS subsidised loan and internal loans for drainage works in Barooga and Tocumwal. Both internal loans are expected to be repaid in full by 2016/17.

CHART 2: Outstanding Loans and Redemption – Consolidated

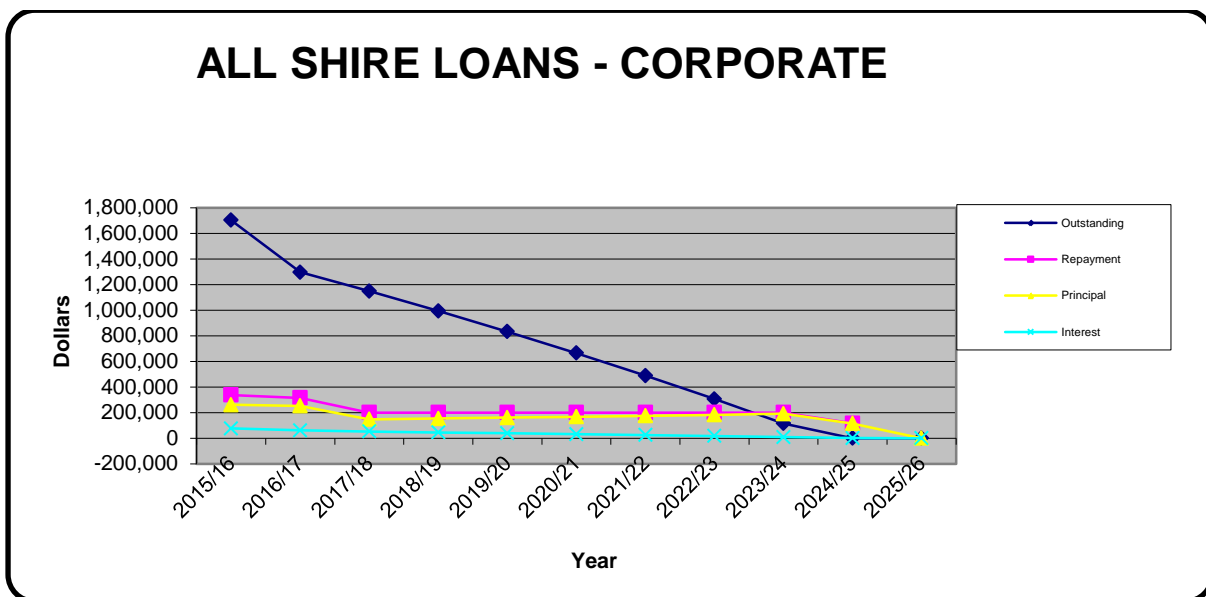


Chart 2 above shows the Council’s loans as a corporate entity. It includes the proposed LIRS-subsidised loan and any funds borrowed by the Water and Sewer funds. It excludes the internal loan described above.

Reserves

In this four year plan, the Council expects to maintain or increase its overall cash reserves.

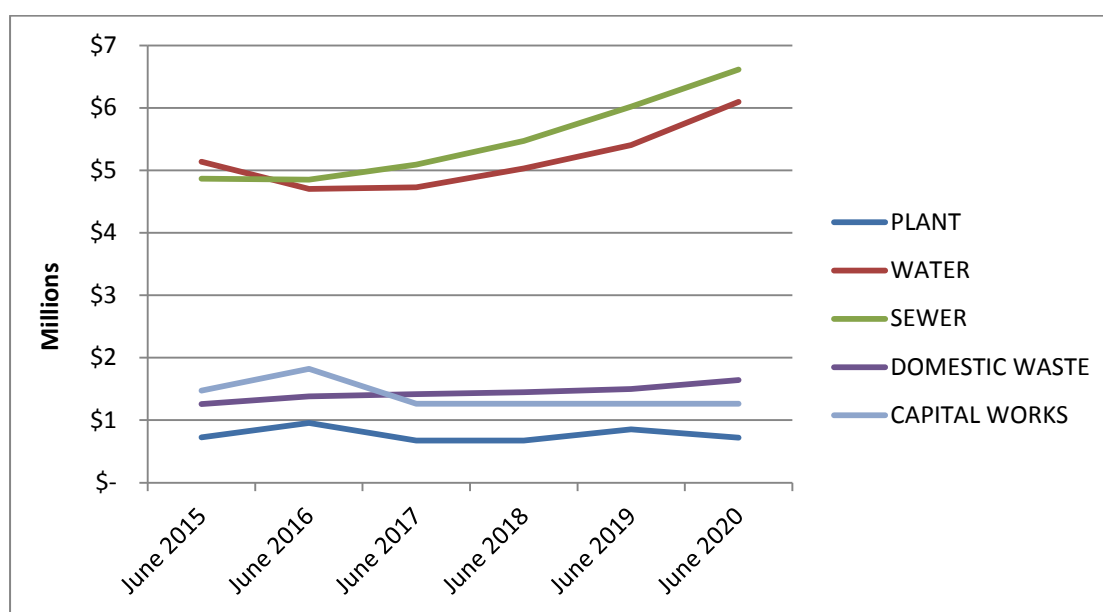
Table 10 below lists the Council's cash reserves and balances from 2015 to 2020.

TABLE 10: Projected Reserve Balances

Reserve	BALANCE					
	June 2015	June 2016	June 2017	June 2018	June 2019	June 2020
PLANT	\$727,017	\$956,762	\$676,414	\$676,414	\$851,331	\$722,102
WATER	\$5,138,557	\$4,703,808	\$4,729,337	\$5,016,059	\$5,401,873	\$6,091,259
SEWER	\$4,864,550	\$4,852,398	\$5,082,069	\$5,455,076	\$5,977,217	\$6,546,791
DOMESTIC WASTE	\$1,259,527	\$1,383,011	\$1,419,361	\$1,449,069	\$1,500,041	\$1,643,968
EMPLOYEE LEAVE	\$388,800	\$388,800	\$388,800	\$388,800	\$388,800	\$388,800
EARLY INT.	\$92,110	\$108,851	\$108,851	\$108,851	\$108,851	\$108,851
CAPITAL WORKS	\$1,474,367	\$1,824,367	\$1,263,367	\$1,263,367	\$1,263,367	\$1,263,367
CEMETERY	\$-	\$-	\$-	\$-	\$-	\$-
SALEYARDS	\$98,900	\$98,900	\$98,900	\$98,900	\$98,900	\$98,900
LEVEE BANK CONSTRUCTION	\$171,590	\$271,590	\$321,590	\$371,590	\$421,590	\$471,590
TOURISM EVENTS	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
AERODROME	\$191,000	\$166,000	\$216,000	\$191,000	\$241,000	\$291,000

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

CHART 3: Projected Reserve Balances



The Plant Replacement Reserve is projected to be relatively stable over the four years to 2019/20, with major plant replacement expected in 2016/17

Significant capital works in 2016/17 will see the Water Supply Reserve under some pressure but that will ease from 2017/18 onwards. Further drawings on this reserve will limit the Council's capacity for future large scale capital works in this fund, unless the Council is willing to consider further borrowing.

The Sewer Reserve will continue to grow over the next four years with no large scale (\$1m and over) projects planned over this period. The internal loans from the Sewer Fund to pay for drainage works in Barooga and Tocumwal in 2005 will be repaid this financial year and the option for a further loan is available to the Council.

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

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

The Capital Works Reserve is used as a source of funding for future capital projects. This

reserve is the Council's major source of funds where the Council sees an opportunity to seek grant funding for a project, or to assist in attracting a major development to the Shire.

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

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

The Council has four other small reserves:

- Aerodrome Reserve, to allow for future runway repairs and reseals
- Saleyards Reserve, designed to fund future capital works at the saleyards facility;
- Levee Bank Construction Reserve, to allow for funds for future levee repairs and upgrades.
- Tourism Events Reserve, to fund the Council's events promotion strategy.

Finally, the Council has a reserve to hold unspent funds received from the NSW government to deliver the Early Childhood Intervention service. These funds are generally spent in the following financial year.

Projected Income and Expenditure Statement

Scenario: Base Case	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
INCOME STATEMENT - CONSOLIDATED	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations						
Revenue:						
Rates & Annual Charges	8,629	9,169	9,367	9,606	9,850	10,101
User Charges & Fees	2,214	1,697	1,645	1,669	1,696	1,720
Interest & Investment Revenue	666	619	617	632	656	682
Other Revenues	734	874	500	509	519	528
Grants & Contributions provided for Operating Purposes	6,889	8,042	7,919	6,613	6,700	6,809
Grants & Contributions provided for Capital Purposes	988	3,549	640	20	75	128
Other Income:						
Net gains from the disposal of assets	129	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-
Total Income from Continuing Operations	20,446	23,950	20,689	19,049	19,496	19,969
Expenses from Continuing Operations						
Employee Benefits & On-Costs	7,295	3,563	3,824	3,923	4,025	4,130
Borrowing Costs	57	77	61	52	45	39
Materials & Contracts	2,860	6,690	5,902	6,027	6,143	6,291
Depreciation & Amortisation	5,741	5,745	5,898	6,065	6,238	6,415
Impairment	-	-	-	-	-	-
Other Expenses	2,003	2,155	2,007	1,996	2,099	2,148
Interest & Investment Losses	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-
Total Expenses from Continuing Operations	17,956	18,230	17,693	18,063	18,551	19,023
Operating Result from Continuing Operations	2,490	5,720	2,996	986	945	946
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-
Net Operating Result for the Year	2,490	5,720	2,996	986	945	946
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,502	2,171	2,356	966	870	818

Projected Balance Sheet

Scenario: Base Case	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
BALANCE SHEET - CONSOLIDATED	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS						
Current Assets						
Cash & Cash Equivalents	4,691	2,841	2,249	2,430	3,025	3,815
Investments	16,630	15,630	15,830	16,380	17,180	17,680
Receivables	1,377	1,411	1,381	1,388	1,422	1,447
Inventories	331	488	448	454	460	468
Other	28	73	68	68	70	72
Non-current assets classified as "held for sale"	-	-	-	-	-	-
Total Current Assets	23,057	20,443	19,976	20,721	22,158	23,482
Non-Current Assets						
Investments	-	-	-	-	-	-
Receivables	102	152	152	152	152	152
Inventories	257	257	257	257	257	257
Infrastructure, Property, Plant & Equipment	214,931	223,425	226,550	226,518	225,923	225,429
Investments Accounted for using the equity method	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Non-Current Assets	215,290	223,834	226,969	226,927	226,332	225,839
TOTAL ASSETS	238,347	244,277	246,935	247,648	248,490	249,320
LIABILITIES						
Current Liabilities						
Bank Overdraft	-	-	-	-	-	-
Payables	1,485	1,968	1,884	1,760	1,812	1,858
Borrowings	261	254	149	155	162	169

Scenario: Base Case	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Provisions	2,505	2,528	2528	2,528	2,528	2,528
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-
Total Current Liabilities	4,251	4,750	4,561	4,443	4,502	4,555
Non-Current Liabilities						
Payables	17	17	17	17	17	17
Borrowings	1,551	1,285	1,136	961	820	651
Provisions	303	280	280	280	280	280
Investments Accounted for using the equity method	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-
Total Non-Current Liabilities	1,871	1,582	1,433	1,278	1,116	948
TOTAL LIABILITIES	6,122	6,332	5,994	5,721	5,618	5,503
Net Assets	232,225	237,945	240,941	241,927	242,872	243,817
EQUITY						
Retained Earnings	94,642	100,362	103,358	104,344	105,289	106,234
Revaluation Reserves	137,583	137,583	137,583	137,583	137,583	137,583
Council Equity Interest	232,225	237,945	240,941	241,927	242,817	243,817
Minority Equity Interest	-	-	-	-	-	-
Total Equity	232,225	237,945	240,941	241,927	242,872	243,817

Projected Cash Flow Statement

Scenario: Base Case	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
CASH FLOW STATEMENT-CONSOLIDATED	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities						
Receipts:						
Rates & Annual Charges	8,873	9,123	9,356	9,594	9,838	10,088
User Charges & Fees	2,262	2,039	1,655	1,664	1,690	1,715
Interest & Investment Revenue Received	663	640	631	630	647	682
Grants & Contributions	7,877	11,560	8,568	6,638	6,775	6,937
Bonds & Deposits Received	40	-	-	-	-	-
Other	1,720	480	510	519	515	525
Payments:						
Employee Benefits & On-Costs	(7,027)	(3,745)	(3,811)	(4,069)	(4,025)	(4,130)
Materials & Contracts	(3,581)	(6,281)	(5,951)	(6,016)	(6,104)	(6,258)
Borrowing Costs	(57)	(77)	(61)	(52)	(45)	(39)
Bonds & Deposits Refunded	-	-	-	-	-	-
Other	(2,034)	(2,079)	(2,012)	(1,995)	(2,097)	(2,146)
Net Cash provided(or used in) Operating Activities	8,706	11,661	8,886	6,913	7,193	7,373
Cash Flows from Investing Activities						
Receipts:						
Sale of Investment Securities	-	1,00	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-
Sale of Real Estate Assets	302	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	227	684	459	346	399	456
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-

Scenario: Base Case	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Payments:						
Purchase of Investment Securities	(2,630)	-	(200)	(550)	(800)	(500)
Purchase of Investment Property	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(5,557)	(14,922)	(9,482)	(6,379)	(6,042)	(6,377)
Purchase of Real Estate Assets	(4)	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-
Deferred Debtors & Advances Made	(120)	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-
Net Cash provided(or used in) Investing Activities	(7,782)	(13,239)	(9,224)	(6,583)	(6,443)	(6,421)
Cash Flows from Financing Activities						
Receipts:						
Proceeds from Borrowings & Advances	1,630	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-
Payments:						
Repayment of Borrowings & Advances	(172)	(273)	(254)	(149)	(155)	(162)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-
Net Cash Flow provided(used in) Financing Activities	1,458	(273)	(254)	(149)	(155)	(162)
Net Increase/(Decrease) in Cash & Cash Equivalents	2,382	(1,850)	(592)	181	595	790
plus: Cash, Cash Equivalents & Investments-beginning of year	2,309	4,691	2,841	2,249	2,430	3,025
Cash & Cash Equivalents-end of the year	4,691	2,841	2,249	2,430	3,025	3,815

Scenario: Base Case	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Cash & Cash Equivalents-end of the year	4,691	2,841	2,249	2,430	3,025	3,815
Investments-end of the year	16,630	15,630	15,830	16,380	17,180	17,680
Cash, Cash Equivalents & Investments-end of the year	21,321	18,471	18,079	18,810	20,205	21,495
Representing:						
- External Restrictions	12,295	12,024	12,305	12,967	13,927	15,333
- Internal Restrictions	3,210	3,901	3,189	3,289	3,489	3,460
- Unrestricted	5,816	2,546	12,585	2,554	2,789	2,702
	21,321	18,471	18,079	18,810	20,205	21,495

Annual Budget & Capital Works

ANNUAL BUDGET SUMMARY 2016-17

	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
GOVERNANCE						
GOVERNANCE EXPENSE	(732,680)	(782,441)	(723,340)	(733,979)	(751,778)	(789,742)
GOVERNANCE REVENUE	-	1,700	-	-	-	-
	(732,680)	(780,741)	(723,340)	(733,979)	(751,778)	(789,742)
CORPORATE SUPPORT						
CORPORATE SUPPORT EXPENSE	(5,395)	(71,305)	(15,548)	(70,115)	(105,941)	(153,097)
CORPORATE SUPPORT REVENUE	86,750	91,187	89,260	90,260	91,260	92,260
	81,355	19,882	73,712	20,145	(14,681)	(60,837)
TECHNICAL SERVICES						
TECHNICAL SERVICES EXPENSE	(77,390)	(280,968)	(169,452)	(236,527)	(224,535)	(263,504)
TECHNICAL SERVICES REVENUE	-	1,561	-	-	-	-
	(77,390)	(279,407)	(169,452)	(236,527)	(224,535)	(263,504)
PLANT SERVICES						
PLANT SERVICES EXPENSE	(1,224,400)	(1,165,500)	(1,596,710)	(1,230,678)	(1,311,452)	(1,525,776)
PLANT SERVICES REVENUE	1,224,400	1,165,500	1,596,710	1,230,678	1,311,452	1,525,776
	-	-	-	-	-	-

	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
OVERHEAD						
OVERHEAD EXPENSE	-	(30,283)	-	-	-	-
OVERHEAD REVENUE	-	30,283	-	-	-	-
	-	-	-	-	-	-
EMERGENCY SERVICES						
EMERGENCY SERVICES EXPENSE	(349,211)	(326,902)	(402,345)	(378,736)	(385,301)	(392,044)
EMERGENCY SERVICES REVENUE	98,432	79,082	67,150	69,538	71,993	74,514
	(250,779)	(247,820)	(335,195)	(309,198)	(313,308)	(317,530)
HACC						
HACC EXPENSE	-	-	-	-	-	-
HACC REVENUE	-	-	-	-	-	-
	-	-	-	-	-	-
OTHER COMMUNITY SERVICES						
OTHER COMMUNITY SERVICES EXPENSE	(187,080)	(233,394)	(224,140)	(228,830)	(233,657)	(238,595)
OTHER COMMUNITY SERVICES REVENUE	11,700	16,114	11,700	11,780	11,862	11,946
	(175,380)	(217,280)	(212,440)	(217,050)	(221,795)	(226,649)

	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
CEMETERY						
CEMETERY EXPENSE	(128,230)	(170,433)	(132,830)	(118,494)	(125,959)	(123,425)
CEMETERY REVENUE	110,000	111,380	113,000	115,825	118,721	121,689
	(18,230)	(59,053)	(19,830)	(2,669)	(7,238)	(1,736)
EARLY INTERVENTION						
EARLY INTERVENTION EXPENSE	(142,581)	(172,581)	(138,538)	(140,875)	(143,282)	(145,761)
EARLY INTERVENTION REVENUE	142,581	143,490	138,538	140,875	143,282	145,761
	-	(29,091)	-	-	-	-
HOUSING						
HOUSING EXPENSE	(57,320)	(48,382)	(29,663)	(60,330)	(31,013)	(31,710)
HOUSING REVENUE	15,860	15,860	15,860	15,860	16,663	17,079
	(41,460)	(32,522)	(13,803)	(44,470)	(14,350)	(14,631)
ENVIRONMENTAL SERVICES						
ENVIRONMENTAL SERVICES EXPENSE	(540,320)	(888,201)	(674,887)	(692,436)	(709,230)	(726,502)
ENVIRONMENTAL SERVICES REVENUE	156,320	286,010	200,320	199,647	205,000	208,397
	(384,000)	(602,191)	(474,567)	(492,789)	(504,230)	(518,105)

	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
DOMESTIC WASTE MANAGEMENT						
DOMESTIC WASTE MANAGEMENT EXPENSE	(1,206,643)	(1,208,643)	(1,292,160)	(1,327,185)	(1,363,721)	(1,401,307)
DOMESTIC WASTE MANAGEMENT REVENUE	1,206,643	1,211,930	1,292,160	1,327,185	1,363,721	1,401,307
	-	3,287	-	-	-	-
STORMWATER DRAINAGE						
STORMWATER DRAINAGE EXPENSE	(2,232,810)	(2,983,071)	(701,388)	(762,992)	(597,930)	(643,110)
STORMWATER DRAINAGE REVENUE	1,322,062	682,007	109,381	105,449	101,390	97,086
	(910,748)	(2,301,064)	(592,008)	(657,543)	(496,540)	(546,024)
ENVIRONMENTAL PROTECTION						
ENVIRONMENTAL PROTECTION EXPENSE	(177,100)	(174,236)	(191,036)	(192,096)	(193,157)	(194,221)
ENVIRONMENTAL PROTECTION REVENUE	-	-	-	-	-	-
	(177,100)	(174,236)	(191,036)	(192,096)	(193,157)	(194,221)
WATER SUPPLIES						
WATER SUPPLIES EXPENSE	(3,287,875)	(4,265,722)	(3,497,393)	(3,564,667)	(3,638,327)	(3,714,092)
WATER SUPPLIES REVENUE	3,287,875	4,265,722	3,497,393	3,564,667	3,638,327	3,714,092
	-	-	-	-	-	-
SEWERAGE SERVICES						

	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
SEWERAGE SERVICES EXPENSE	(2,527,718)	(3,102,092)	(2,860,828)	(2,736,841)	(2,899,701)	(2,900,981)
SEWERAGE SERVICES REVENUE	2,527,718	3,102,092	2,860,828	2,736,841	2,899,701	2,900,981
	-	-	-	-	-	-
PUBLIC LIBRARIES						
PUBLIC LIBRARIES EXPENSE	(657,360)	(591,747)	(624,236)	(628,881)	(643,951)	(659,458)
PUBLIC LIBRARIES REVENUE	48,000	48,000	46,500	46,672	46,850	47,033
	(609,360)	(543,747)	(577,736)	(582,209)	(597,101)	(612,425)
COMMUNITY AMENITIES						
COMMUNITY AMENITIES EXPENSE	(513,121)	(536,292)	(725,525)	(731,025)	(616,788)	(557,822)
COMMUNITY AMENITIES REVENUE	-	-	-	-	-	-
	(513,121)	(536,292)	(725,525)	(731,025)	(616,788)	(557,822)
RECREATION						
RECREATION EXPENSE	(873,335)	(1,317,977)	(1,002,675)	(974,367)	(996,624)	(1,019,466)
RECREATION REVENUE	500	124,000	500	513	525	538
	(872,835)	(1,193,977)	(1,002,175)	(973,854)	(996,099)	(1,018,928)
SWIMMING POOL						
SWIMMING POOL EXPENSE	(360,350)	(457,744)	(400,190)	(487,447)	(422,162)	(432,040)

	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
SWIMMING POOL REVENUE	156,800	156,800	145,840	149,871	154,013	158,269
	(203,550)	(300,944)	(254,350)	(337,576)	(268,149)	(273,771)
QUARRIES & PITS						
QUARRIES & PITS EXPENSE	(90,000)	(90,000)	(90,000)	(92,250)	(94,556)	(96,920)
QUARRIES & PITS REVENUE	90,000	25,000	90,000	92,250	94,556	96,920
	-	(65,000)	-	-	-	-
SHIRE ROADS						
SHIRE ROADS EXPENSE	(10,977,845)	(13,150,083)	(9,506,086)	(7,966,796)	(8,421,228)	(8,960,785)
SHIRE ROADS REVENUE	5,005,911	5,996,086	3,488,783	1,975,498	2,056,791	2,156,734
	(5,971,934)	(7,153,997)	(6,017,303)	(5,991,298)	(6,364,437)	(6,804,051)
AERODROMES						
AERODROMES EXPENSE	(122,680)	(128,531)	(1,087,600)	(225,104)	(302,673)	(230,311)
AERODROMES REVENUE	23,000	23,000	887,420	21,875	97,259	22,653
	(99,680)	(105,531)	(200,180)	(203,229)	(205,414)	(207,658)
CAR PARKING						
CAR PARKING EXPENSE	(5,000)	(7,400)	(7,600)	(7,756)	(7,917)	(8,082)
CAR PARKING REVENUE	-	-	-	-	-	-

	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
	(5,000)	(7,400)	(7,600)	(7,756)	(7,917)	(8,082)
RMS						
RMS EXPENSE	(1,056,000)	(1,056,000)	(1,056,000)	(1,056,000)	(1,056,000)	(1,056,000)
RMS REVENUE	1,056,000	1,056,000	1,056,000	1,056,000	1,056,000	1,056,000
	-	-	-	-	-	-
CARAVAN PARKS						
CARAVAN PARKS EXPENSE	(18,490)	(18,877)	(20,150)	(20,776)	(21,414)	(22,066)
CARAVAN PARKS REVENUE	32,000	32,470	38,000	38,000	38,000	38,000
	13,510	13,593	17,850	17,224	16,586	15,934
TOURISM & AREA PROMOTION						
TOURISM & AREA PROMOTION EXPENSE	(158,920)	(210,054)	(90,922)	(86,051)	(136,184)	(136,321)
TOURISM & AREA PROMOTION REVENUE	-	-	-	-	-	-
	(158,920)	(210,054)	(90,922)	(86,051)	(136,184)	(136,321)
BUSINESS DEVELOPMENT						
BUSINESS DEVELOPMENT EXPENSE	(432,640)	(460,236)	(456,676)	(455,602)	(464,788)	(474,244)
BUSINESS DEVELOPMENT REVENUE	6,000	6,000	6,000	6,151	6,305	6,462

	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
	(426,640)	(454,236)	(450,676)	(449,451)	(458,483)	(467,782)
SALEYARDS						
SALEYARDS EXPENSE	(88,290)	(109,753)	(111,746)	(114,048)	(116,415)	(118,850)
SALEYARDS REVENUE	63,900	89,700	91,600	93,575	95,608	97,702
	(24,390)	(20,053)	(20,146)	(20,473)	(20,807)	(21,148)
REAL ESTATE DEVELOPMENT						
REAL ESTATE DEVELOPMENT EXPENSE	(2,780)	(355,580)	(107,860)	(2,932)	(3,005)	(3,080)
REAL ESTATE DEVELOPMENT REVENUE	12,500	362,500	117,500	12,813	13,133	13,461
	9,720	6,920	9,640	9,881	10,128	10,381
PRIVATE WORKS						
PRIVATE WORKS EXPENSE	(50,000)	(54,360)	(50,000)	(51,265)	(52,562)	(53,892)
PRIVATE WORKS REVENUE	47,000	65,055	50,000	51,265	52,562	53,892
	(3,000)	10,695	-	-	-	-
RATE						
RATE REVENUE	4,764,351	4,775,456	4,869,956	4,992,070	5,116,526	5,244,789
	4,764,351	4,775,456	4,869,956	4,992,070	5,116,526	5,244,789

	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
FINANCIAL ASSISTANCE GRANT						
FINANCIAL ASSISTANCE GRANT	3,022,233	3,022,233	3,022,233	3,082,678	3,144,331	3,207,218
	3,022,233	3,022,233	3,022,233	3,082,678	3,144,331	3,207,218
INTEREST ON INVESTMENTS						
INTEREST ON INVESTMENTS	300,788	300,788	303,214	305,392	307,886	310,175
	300,788	300,788	303,214	305,392	307,886	310,175
DEPRECIATION CONTRA						
DEPRECIATION CONTRA	3,389,200	3,669,750	3,771,650	3,876,371	3,984,255	4,095,369
	3,389,200	3,669,750	3,771,650	3,876,371	3,984,255	4,095,369
BALANCE BROUGHT FORWARD						
BALANCE BROUGHT FORWARD	96,482	3,506,015	13,983	3,954	38,472	205,192
	96,482	3,506,015	13,983	3,954	38,472	205,192
Grand Total	21,442	13,983	3,954	38,472	205,192	48,091

ANNUAL BUDGET SUMMARY 2016-17

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
GOVERNANCE						
GOVERNANCE EXPENSE						
1001-0315 MAYORAL VEHICLE EXPENSES	(21,840)	(21,840)	(21,900)	(22,400)	(22,900)	(23,400)
1001-0320 MAYORAL ALLOWANCE	(24,400)	(24,030)	(25,100)	(25,800)	(26,500)	(27,200)
1001-0325 COUNCILLORS ALLOWANCES	(88,700)	(88,080)	(90,300)	(92,600)	(94,900)	(97,200)
1001-0334 TELEPHONE - COUNCILLORS	(7,700)	(7,300)	(8,100)	(8,300)	(8,500)	(8,700)
1001-0335 COUNCILLORS EXPENSES	(47,700)	(47,700)	(49,100)	(50,400)	(51,700)	(53,000)
1001-0336 CIVIC FUNCTIONS / PRESENTATION	(2,000)	(2,400)	(2,500)	(2,500)	(2,500)	(2,500)
1001-0337 DONATIONS	(3,000)	(3,000)	(3,000)	(1,000)	(1,000)	(1,000)
1001-0338 ADMIN MANAGEMENT PLAN EXPENSES	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1001-0340 INSURANCE - COUNCILLORS	(2,300)	(5,028)	(5,100)	(5,200)	(5,300)	(5,400)
1001-0344 MEMBERSHIP FEES	(2,000)	(2,000)	(2,000)	(2,050)	(2,100)	(2,150)
1001-0345 SUBSCRIPTION SHIRE ASSOCIATION	(24,000)	(24,000)	(25,200)	(25,900)	(26,600)	(27,300)
1001-0346 ADMIN AUDIT FEES	(25,000)	(25,000)	(25,000)	(25,700)	(26,400)	(27,100)
1001-0347 ELECTION EXPENSES	(15,000)	(45,000)	(15,000)	(15,000)	(15,000)	(15,000)
1001-0348 COMMUNITY SURVEY	-	-	-	-	-	(20,000)
1001-0349 COMMUNITY REPORT	(3,000)	(15,023)	(3,000)	(3,000)	(3,000)	(3,000)
1001-0509 EQUIP/FURN - COUNCILLORS <= \$5,000	(5,000)	(5,000)	(15,000)	(5,000)	(5,000)	(5,000)
1002-0350 COMMUNITY WORKS - GENERAL	-	(5,000)	-	(5,000)	(5,000)	(5,000)
1002-0370 COMMUNITY WORKS - AUST. DAY CO	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
1002-0400 COMMUNITY GRANTS SCHEME	(5,000)	(5,000)	(4,000)	(4,000)	(4,000)	(4,000)
1005-0108 ADMIN SALARIES - GM SALARY PAC	(211,300)	(211,300)	(216,600)	(222,200)	(227,800)	(233,400)
1006-0107 ADMIN SALARIES - GM SUPPORT	(215,400)	(215,400)	(183,100)	(188,152)	(193,356)	(198,715)
1007-0118 ADMIN GM VEHICLE OPERATING EXP	(21,840)	(21,840)	(21,840)	(22,277)	(22,722)	(23,177)
1008-0125 ADMIN CONFERENCES/SEMINARS	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
1001-0350 FIT 4 FUTURE BUSINESS CASE	-	(1,000)	-	-	-	-

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
GOVERNANCE REVENUE						
1100-1305 DONATIONS	-	1,700	-	-	-	-
	(732,680)	(780,741)	(723,340)	(733,979)	(751,778)	(789,742)
CORPORATE SUPPORT						
CORPORATE SUPPORT EXPENSE						
1010-0102 ADMIN SALARIES - ACCOUNTING	(220,600)	(230,000)	(269,700)	(277,632)	(285,802)	(294,217)
1010-0103 ADMIN SALARIES - HUMAN RESOURC	(69,100)	(69,100)	(74,600)	(76,739)	(78,942)	(81,211)
1010-0104 ADMIN SALARIES - REVENUE COLLE	(137,300)	(145,000)	(158,300)	(163,196)	(168,239)	(173,433)
1010-0105 ADMIN SALARIES - CUSTOMER SERV	(103,100)	(108,000)	(124,800)	(127,638)	(130,561)	(133,572)
1010-0106 ADMIN SALARIES - INFO. TECHNOL	(71,900)	(71,900)	(81,500)	(83,726)	(86,019)	(88,380)
1010-0109 ADMIN SALARIES - DCS SALARY PA	(149,900)	(149,900)	(177,200)	(181,844)	(186,627)	(191,554)
1010-0119 ADMIN DCS VEHICLE OPERATING EX	(21,840)	(21,840)	(21,840)	(22,277)	(22,722)	(23,177)
1010-0120 ADMIN STAFF TRAINING	(14,000)	(22,500)	(14,000)	(14,285)	(14,560)	(14,859)
1010-0130 ADMIN FRINGE BENEFITS TAX	(10,000)	(10,000)	(12,000)	(12,240)	(12,485)	(12,735)
1010-0140 ADMIN STAFF UNIFORM ALLOWANCE	(7,500)	(7,500)	(7,500)	(7,650)	(7,803)	(7,959)
1010-0144 ADMIN ADVERTS	(10,000)	(10,000)	(10,000)	(10,300)	(10,609)	(10,927)
1010-0146 ADMIN NEWSLETTER ADVERTS	(29,800)	(29,800)	(31,100)	(31,925)	(32,775)	(33,650)
1010-0155 ADMIN WRITE OFF BAD DEBTS	(2,000)	(2,000)	(2,000)	(2,150)	(2,305)	(2,464)
1010-0160 ADMIN BANK & GOVT CHARGES	(2,000)	14,700	(2,500)	(2,563)	(2,627)	(2,692)
1010-0162 BANK FEES - GST INCLUSIVE	(26,000)	(26,000)	(26,500)	(27,163)	(27,842)	(28,538)
1010-0165 ADMIN OFFICE CLEANING	(18,455)	(18,455)	(18,955)	(19,429)	(19,915)	(20,412)
1010-0170 ADMIN COMPUTER MTCE	(20,000)	(20,000)	(20,000)	(20,500)	(21,013)	(21,538)
1010-0175 ADMIN SOFTWARE LICENCING	(115,000)	(115,000)	(125,000)	(127,875)	(130,822)	(133,842)
1010-0185 LESS: CHARGED TO OTHER FUNDS	300,700	343,115	376,515	376,520	376,238	376,267
1010-0190 ADMIN ELECTRICITY	(44,000)	(44,000)	(24,000)	(24,500)	(25,000)	(25,500)

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1010-0194 ADMIN INSUR - PUBLIC LIABILITY	(130,000)	(128,336)	(134,000)	(138,020)	(142,161)	(146,425)
1010-0195 ADMIN INSUR - OTHER	(32,300)	(38,578)	(33,300)	(34,299)	(35,328)	(36,388)
1010-0197 ADMIN RISK MANAGEMENT SIGNAGE	-	(1,100)	-	-	-	-
1010-0198 ADMIN RISK MANAGEMENT OP EXP	(1,500)	(1,500)	(1,500)	(1,538)	(1,576)	(1,615)
1010-0199 ADMIN RISK MANAGEMENT	(92,500)	(207,284)	(50,000)	(50,000)	(50,000)	(50,000)
1010-0200 ADMIN LEGAL EXPENSES INCL. GST	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1010-0202 ADMIN LEGAL EXPEN - DEBT/COLL	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
1010-0205 ADMIN POSTAGE	(16,000)	(16,000)	(16,000)	(16,400)	(16,810)	(17,230)
1010-0206 CHARGE FOR INTERNET RATES PAYM	(500)	(500)	(500)	(513)	(525)	(538)
1010-0207 ADMIN LEGAL EXPENSES-GST FREE	(2,000)	(8,500)	(2,000)	(2,000)	(2,000)	(2,000)
1010-0208 SALE OF LAND FOR UNPAID RATES	(9,000)	-	-	-	-	-
1010-0210 ADMIN PRINTING/STATIONERY	(40,000)	(40,000)	(41,200)	(42,230)	(43,286)	(44,368)
1010-0215 ADMIN TELEPHONE	(23,700)	(23,700)	(24,400)	(25,254)	(26,138)	(27,053)
1010-0220 ADMIN VALUATION FEES	(39,000)	(39,040)	(40,000)	(41,200)	(42,436)	(43,709)
1010-0225 ADMIN SUBSCRIPTIONS	(3,200)	(3,200)	(3,200)	(3,280)	(3,362)	(3,446)
1010-0230 ADMIN OFFICE BLDG MTCE	(12,000)	(12,000)	(12,000)	(12,300)	(12,608)	(12,923)
1010-0245 ADMIN OFFICE GROUNDS MTCE	(8,000)	(8,000)	(8,500)	(8,713)	(8,930)	(9,154)
1010-0250 ADMIN OFFICE EQUIPMENT MTCE	(26,500)	(26,500)	(26,500)	(27,163)	(27,842)	(28,538)
1010-0265 ADMIN SUNDRY OPERATING EXPENSE	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1010-0266 ADMIN CHRISTMAS PARTY EXPENSE	(10,000)	(6,000)	(7,000)	(7,000)	(7,000)	(7,000)
1010-0270 ASSET REVALUATION EXPENSE	-	-	(5,000)	(15,000)	(5,000)	(5,000)
1010-0296 WEB PAGE MAINTENANCE & TRAININ	(3,000)	(3,000)	(3,000)	(3,100)	(3,203)	(3,308)
1010-0297 CORP SERVICES ADMIN CHARGES	(519,700)	(512,427)	(512,427)	(512,427)	(512,427)	(512,427)
1010-0298 LESS: RENTAL CONTRIBUTIONS	117,300	120,800	120,800	120,800	120,800	120,800
1010-0299 LESS: CHARGED TO OTHER FUNDS	1,844,500	2,108,540	1,838,459	1,838,454	1,838,736	1,838,707
1010-0500 CORPORATE SERVICES EQUIPMENT	(20,000)	(20,000)	(15,000)	(15,000)	(15,000)	(15,000)
1010-0501 CORP SERV ADMINISTRATION SOFTWARE UPGRADE	(50,000)	(300,000)	(50,000)	(50,000)	(50,000)	(50,000)
1010-0504 EQUIP/FURN - CORP. SERVICES <=	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1200-2502 CORP SERVICES OFFICE EQUIPMENT DEPCN	(42,400)	(47,200)	(48,500)	(49,811)	(51,161)	(52,552)

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1200-2504 CORP SERVICES OFFICE DEPCN	(39,100)	(39,600)	(40,800)	(42,009)	(43,254)	(44,537)
SHIREOFFICECAPEXP SHIRE OFFICE CAPITAL EXPENDITURE	-	-	-	-	-	-
CORPORATE SUPPORT REVENUE						
1200-1670 INSURANCE REBATE	20,000	20,437	20,000	20,000	20,000	20,000
1200-1814 RATES CERTIFICATE S603 - GST FREE	17,000	21,000	20,000	20,000	20,000	20,000
1200-1815 URGENT RATE S603 CERT INCL GST	250	250	260	260	260	260
1200-1870 LEGAL COSTS RECOVERED	49,000	49,000	49,000	50,000	51,000	52,000
9500-1844 INTEREST - O/S DEBTORS GST FREE	500	500	-	-	-	-
SHIREOFFICECAPINC SHIRE OFFICE CAPITAL INCOME	-	-	-	-	-	-
	81,355	19,882	73,712	20,145	(14,681)	(60,837)
TECHNICAL SERVICES						
TECHNICAL SERVICES EXPENSE						
1011-0103 TECH SERVICES SALARIES - WORK	(115,000)	(124,500)	(128,100)	(131,700)	(135,408)	(139,227)
1011-0104 TECH SERVICES SALARIES - ENV.S	(116,000)	(125,500)	(129,200)	(132,800)	(136,508)	(140,327)
1011-0105 TECH SERVICES SALARIES - EXE.	(420,700)	(406,700)	(470,400)	(484,335)	(498,688)	(513,472)
1011-0109 TECH SERVICES SALARIES - DTS S	(181,200)	(190,700)	(205,600)	(211,213)	(216,994)	(222,949)
1011-0113 TECH SERVICE W/E VEHICLE OP EX	(21,840)	(21,840)	(21,840)	(22,277)	(22,722)	(23,177)
1011-0114 TECH SERVICE ENV VEHICLE OP EX	(21,840)	(21,840)	(21,840)	(22,277)	(22,722)	(23,177)
1011-0115 TECH SERVICE EXE VEHICLE OP EX	(43,680)	(43,680)	(43,680)	(44,554)	(45,445)	(46,354)
1011-0119 TECH SERVICE DTS VEHICLE OP EX	(21,840)	(21,840)	(21,840)	(22,277)	(22,722)	(23,177)
1011-0120 LESS: CHARGED TO OTHER FUNDS/S	1,196,000	975,895	1,179,500	1,179,500	1,179,500	1,179,500
1011-0125 TECH SERVICES ADMIN CHARGES	(178,500)	(169,392)	(169,392)	(169,392)	(169,392)	(169,392)
1011-0135 TECH SERVICES STAFF TRAINING	(15,000)	(15,000)	(15,000)	(15,298)	(15,607)	(15,917)
1011-0140 TECH SERVICES CONFERENCES/SEMI	(3,500)	(3,500)	(3,500)	(3,570)	(3,641)	(3,714)
1011-0141 TECH SERVICES - INSURANCE	(2,000)	(3,169)	(3,200)	(3,300)	(3,400)	(3,500)

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1011-0142 TECH SERVICES EXP -ADVERTISING	(2,000)	(2,000)	(2,000)	(2,210)	(2,426)	(2,649)
1011-0143 TECH SERVICES TELEPHONE	(7,000)	(7,000)	(7,000)	(7,175)	(7,356)	(7,544)
1011-0145 TECH SERVICES OFFICE EXPENSES	(5,000)	(5,000)	(5,000)	(5,125)	(5,253)	(5,384)
1011-0147 TECH SERV EQUIPMENT MTCE	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
1011-0152 OCCUPATIONAL HEALTH & SAFETY E	(3,000)	(3,000)	(3,000)	(3,075)	(3,152)	(3,231)
1011-0160 DEPOT OPERATIONAL EXPENSES	(12,200)	(12,200)	(12,600)	(12,915)	(13,238)	(13,569)
1011-0161 DEPOT OP. EXPENSES- INSURANCE	(3,500)	(3,912)	(4,000)	(4,100)	(4,200)	(4,300)
1011-0162 DEPOT OP. EXPENSES-ELECTRICITY	(15,250)	(15,250)	(15,800)	(16,353)	(16,925)	(17,518)
1011-0163 DEPOT OP. EXPENSES - TELEPHONE	(540)	(540)	(550)	(569)	(589)	(610)
1011-0165 DEPOT BLDG MTCE	(5,000)	(5,000)	(4,000)	(4,000)	(4,000)	(4,000)
1011-0170 DEPOT GROUNDS MTCE	(3,900)	(3,900)	(4,000)	(4,000)	(4,000)	(4,000)
1011-0171 DEPOT AMENITIES CLEANING	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
1011-0504 EQUIP/FURN - TECH. SERVICES <=	(1,000)	(1,000)	(1,010)	(1,020)	(1,030)	(1,041)
1011-0505 EQUIP/FURN - TECH. SERVICES >=	(10,000)	(10,000)	(5,000)	(30,000)	(5,000)	(10,000)
1300-2502 TECH SERVICES OFFICE EQUIPMENT DEPCN	(18,300)	(4,800)	(5,300)	(5,864)	(6,445)	(7,043)
1310-2502 DEPOT EQUIPMENT DEPCN	(700)	(700)	(700)	(721)	(743)	(765)
1310-2504 DEPOT DEPCN	(16,400)	(26,400)	(26,900)	(27,407)	(27,929)	(28,467)
DEPOTCAPEXP DEPOT CAPITAL EXPENDITURE	(20,000)	-	(10,000)	(20,000)	-	-
TECHNICAL SERVICES REVENUE						
1300-1800 ROAD OPENING PERMIT FEES	-	1,561	-	-	-	-
DEPOTCAPINC DEPOT CAPITAL INCOME	-	-	-	-	-	-
	(77,390)	(279,407)	(169,452)	(236,527)	(224,535)	(263,504)
PLANT SERVICES						
PLANT SERVICES EXPENSE						
1011-0240 PLANT SERVICES ADMIN CHARGES	(76,100)	(68,210)	(68,210)	(68,210)	(68,210)	(68,210)

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1011-0515 MOTOR VEHICLE PURCHASES	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
1011-0545 PUBLIC WORKS PLANT PURCHASE	(538,000)	(538,000)	(1,163,000)	(793,000)	(695,000)	(1,080,000)
1011-0546 PUBLIC WORKS UTILITY PURCHASE	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)
1011-0550 PURCHASE MINOR PLANT	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
1015-0000 PLANT EXPENSES	(1,100,000)	(1,100,000)	(1,110,190)	(1,137,690)	(1,165,878)	(1,194,770)
1020-0100 PLANT WORKSHOP EXPENSES	(28,800)	(28,800)	(29,850)	(30,596)	(31,361)	(32,145)
1020-0101 PLANT WORKSHOP EXP - TELEPHONE	(555)	(555)	(570)	(590)	(611)	(632)
1020-0103 PLANT WORKSHOP EXP - VEHICLE	(21,840)	(21,840)	(21,840)	(22,277)	(22,722)	(23,177)
1025-0150 PLANT INSURANCE PREMIUMS	(2,500)	(2,500)	(2,600)	(2,700)	(2,800)	(2,900)
1030-0160 MINOR PLANT OPERATING EXPENSES	(16,600)	(16,600)	(17,200)	(17,630)	(18,071)	(18,523)
1035-0170 TOOLS PURCHASES	(7,500)	(7,500)	(7,800)	(7,995)	(8,195)	(8,400)
1320-2010-0000 PLANT HIRE INCOME COUNCIL WORKS	2,000,000	2,000,000	2,000,000	2,050,000	2,101,250	2,153,781
1320-2026 PLANT SERVICES TRANSFER TO RESERVE	(221,855)	(229,745)	-	(162)	(174,917)	-
1320-2500 PLANT DEPCN	(533,000)	(470,000)	(486,000)	(502,470)	(519,434)	(536,907)
1320-2550 DEPRECIATION - MOTOR VEHICLES	(255,900)	(260,000)	(267,700)	(275,608)	(283,753)	(292,143)
PLANT SERVICES REVENUE						
1320-1203 PUBLIC MOTOR VEHICLE DISPOSAL	164,500	164,500	289,500	177,000	230,000	286,500
1320-1204 PUBLIC WORKS UTILITY DISPOSAL	39,000	39,000	39,000	39,000	39,000	39,000
1320-1205 MOTOR VEHICLE DISPOSAL	-	-	130,000	130,000	130,000	130,000
1320-1823 STAFF PRIVATE USE CAR HIRE	45,000	45,000	45,000	46,125	47,278	48,460
1320-1825 STAFF PRIVATE USE FUEL CHARGES	9,000	9,000	9,000	9,225	9,456	9,692
1320-1926 PLANT REPLACE TRANSFER FROM RESERVE	-	-	280,510	-	-	129,229
1320-1950 PLANT FUEL TAX CREDIT SCHEME	48,000	48,000	50,000	51,250	52,531	53,845
1320-4010-0000 PLANT DEPCN CONTRA	788,900	730,000	753,700	778,078	803,187	829,050
1320-1202 MOTOR VEHICLE DISPOSAL	130,000	130,000	-	-	-	-
	-	-	-	-	-	-

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
OVERHEAD						
OVERHEAD EXPENSE						
1050-0010 WAGES SALARY POLICY SYSTEM BAC	-	-	-	-	-	-
1050-0020 WAGES PERFORMANCE BONUS PAYMEN	(69,300)	(69,300)	(71,600)	(73,748)	(75,960)	(78,239)
1050-0040 ANNUAL LEAVE - WORKS / WAGES	(235,700)	(235,700)	(243,400)	(250,702)	(258,223)	(265,970)
1050-0060 PUBLIC HOLIDAY - WORKS / WAGES	(132,900)	(132,900)	(137,200)	(141,316)	(145,555)	(149,922)
1050-0080 LONG SERVICE LEAVE - WAGES	(99,000)	(99,000)	(102,200)	(105,266)	(108,424)	(111,677)
1050-0100 SICK LEAVE - WORKS / WAGES	(98,900)	(98,900)	(102,100)	(105,163)	(108,318)	(111,567)
1050-0120 BEREAVEMENT LEAVE - WAGES	(2,800)	(2,800)	(2,900)	(2,987)	(3,077)	(3,169)
1050-0340 WAGES SUPERANNUATION - LG ACC	(251,400)	(251,400)	(259,600)	(271,957)	(284,304)	(296,643)
1050-0380 WAGES WORKER COMPENSAT INSUR -	(169,700)	(169,700)	(175,200)	(178,704)	(182,278)	(185,924)
1050-0440 WAGES PROTECTIVE/SAFETY CLOTHI	(35,400)	(35,400)	(36,600)	(37,332)	(38,079)	(38,840)
1050-0720 WAGES OTHER TRAINING EXPENSES	(41,900)	(41,900)	(43,300)	(44,166)	(45,049)	(45,950)
1050-0770 WAGES STAFF TRAINING - GENERAL	(17,800)	(17,800)	(18,400)	(18,768)	(19,143)	(19,526)
1055-0030 STORES OPERATING COSTS	(73,100)	(73,100)	(94,100)	(96,923)	(99,831)	(102,826)
1070-0040 ANNUAL LEAVE - ADMIN / STAFF	(224,600)	(224,600)	(231,900)	(236,538)	(241,269)	(246,094)
1070-0060 PUBLIC HOLIDAY - ADMIN / STAFF	(126,700)	(126,700)	(130,800)	(133,416)	(136,084)	(138,806)
1070-0080 LONG SERVICE LEAVE - STAFF	(94,400)	(94,400)	(97,500)	(99,450)	(101,439)	(103,468)
1070-0100 SICK LEAVE - ADMIN / STAFF	(94,400)	(94,400)	(97,500)	(99,450)	(101,439)	(103,468)
1070-0120 BEREAVEMENT LEAVE - STAFF	(2,700)	(2,700)	(2,800)	(2,856)	(2,913)	(2,971)
1070-0340 STAFF SUPERANNUATION - LG ACC	(276,400)	(276,400)	(285,400)	(298,985)	(312,559)	(326,124)
1070-0380 STAFF WORKER COMPENSAT INSUR -	(161,700)	(161,700)	(167,000)	(170,340)	(173,747)	(177,222)
STAFFRECOVERY STAFF ONCOST OVERHEAD RECOVERY	972,863	966,863	1,012,700	1,041,035	1,069,450	1,098,153
WAGESRECOVERY WAGES ONCOST OVERHEAD RECOVERY	1,235,937	1,211,654	1,286,800	1,327,032	1,368,241	1,410,253
OVERHEAD REVENUE						
1400-1510 WORKERS COMPENSATION INSURANCE REFUND	-	30,283	-	-	-	-

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
	-	-	-	-	-	-
EMERGENCY SERVICES						
EMERGENCY SERVICES EXPENSE						
1110-0105 CONTRIBUTION NSW FIRE BRIGADE	(50,500)	(50,500)	(53,000)	(54,590)	(56,228)	(57,915)
1110-0110 CONTRIBUTION RURAL FIRE FUND	(93,000)	(93,000)	(150,000)	(120,000)	(120,000)	(120,000)
1110-0155 RURAL FIRE BRIGADES BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)
1110-0160 FIRE BRIGADE ADMIN CHARGES	(44,100)	(31,650)	(31,650)	(31,650)	(31,650)	(31,650)
1110-0250 RFS VEHICLE INSURANCE	-	(399)	-	-	-	-
1110-0255 RFS SHEDS & OTHER INSURANCE	(1,100)	(1,511)	(1,500)	(1,600)	(1,700)	(1,800)
1110-0265 RURAL FIRE SUNDRY EXPENSES	(10,000)	(10,000)	(10,000)	(10,250)	(10,506)	(10,769)
1110-0290 RFS EXPENDITURE	(84,511)	(84,511)	(99,045)	(101,520)	(104,059)	(106,661)
1114-0105 CONTRIBUTION NSW SES	(16,200)	(16,200)	(16,700)	(17,201)	(17,717)	(18,249)
1114-0114 SES OP.EXPENSES - INSURANCE	(5,100)	(3,781)	(3,800)	(3,900)	(4,000)	(4,100)
2120-2500 FIRE PROTECTION PLANT DEPCN	(32,300)	(20,800)	(21,800)	(22,799)	(23,828)	(24,888)
2120-2504 RURAL FIRE BRIGADE BLDG DEPCN	(3,400)	(3,550)	(3,650)	(3,755)	(3,863)	(3,975)
2400-2504 SES DEPCN	(8,000)	(10,000)	(10,200)	(10,446)	(10,699)	(10,960)
EMERGCAPEXP EMERGENCY SERVICES CAPITAL EXPENDITURE	-	-	-	-	-	-
EMERGENCY SERVICES REVENUE						
2120-1950 RFS OPERATIONAL GRANT (B&C)	54,732	54,732	41,500	42,538	43,602	44,691
2120-4010-0000 FIRE PROTECTION DEPCN CONTRA	43,700	24,350	25,650	27,000	28,391	29,823
EMERGCAPINC EMERGENCY SERVICES CAPITAL INCOME	-	-	-	-	-	-
	(250,779)	(247,820)	(335,195)	(309,198)	(313,308)	(317,530)
OTHER COMMUNITY SERVICES						

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
OTHER COMMUNITY SERVICES EXPENSE						
1313-0105 YOUTH WEEK GRANT & CONTRIBUTIO	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
1313-0111 SR SUICIDE PREVENTION GROUP	(480)	(480)	(500)	(500)	(500)	(500)
1313-0115 PORTSEA CAMP EXPENSES	(2,000)	(2,000)	(2,000)	(2,050)	(2,101)	(2,154)
1313-0120 COMMUNITY PLANNING - SALARY	(124,200)	(150,000)	(159,600)	(163,353)	(167,219)	(171,200)
1313-0121 COMMUNITY PLANNING ADVERTISING	(2,500)	(2,500)	(2,500)	(2,563)	(2,627)	(2,692)
1313-0122 COMMUNITY PLANNING - TRAINING	(2,000)	(2,000)	(2,200)	(2,244)	(2,289)	(2,335)
1313-0123 COMMUNITY PLANNING - VEHICLE EXPENSE	(21,840)	(21,840)	(21,840)	(22,277)	(22,722)	(23,177)
1313-0124 COMMUNITY PLANNING - TELEPHONE	(1,000)	(1,000)	(1,050)	(1,078)	(1,107)	(1,137)
1313-0125 COMMUNITY PLANNING - OP EXPENSES	(2,000)	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)
1313-0131 YOUTH DEVELOPMENT	-	(15,000)	-	-	-	-
1421-0120 BERRIGAN CONSERVATION GROUP EX	(3,860)	(8,874)	(4,000)	(4,000)	(4,000)	(4,000)
1715-0110 KIDSFEST EXPENSES	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
1715-0111 AGEING STRATEGY	-	-	-	-	-	-
1715-0113 MENS HEALTH WEEK	(1,000)	(1,000)	(1,000)	(1,000)	(1,010)	(1,000)
1715-0115 SOUTH WEST ARTS INC.	(7,500)	(8,000)	(8,750)	(9,000)	(9,250)	(9,500)
1715-0117 TARGETED CULTURAL ACTIVITIES	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1715-0119 INTERNATIONAL WOMENS DAY	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
1715-0129 HERITAGE OFFICER - LOCAL HERITAGE INCENTIVE FUND	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
1715-0130 TOCUMWAL RAILWAY STATION LEASE	(200)	(200)	(200)	(205)	(210)	(215)
OTHER COMMUNITY SERVICES REVENUE						
3100-1840 PORTSEA CAMP DEPOSITS	2,000	1,660	2,000	2,050	2,101	2,154
3100-1950 YOUTH WEEK GRANT REVENUE	1,200	1,200	1,200	1,230	1,261	1,292
6320-1500 HERITAGE FUND REVENUE	3,000	3,000	3,000	3,000	3,000	3,000
6320-1951 LOCAL HERITAGE FUND GRANT	5,000	5,000	5,000	5,000	5,000	5,000
6330-1600 INTERNATIONAL WOMENS DAY INCOME	500	500	500	500	500	500
6330-1601 MARKETING & PROMOTION FUND	-	4,754	-	-	-	-

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
	(175,380)	(217,280)	(212,440)	(217,050)	(221,795)	(226,649)
CEMETERY						
CEMETERY EXPENSE						
1419-0106 CEMETERY OP. EXP - TELEPHONE	(500)	(500)	(500)	(510)	(520)	(530)
1419-0107 CEMETERY OP.EXPS - ELECTRICITY	(1,400)	(1,400)	(1,500)	(1,530)	(1,560)	(1,590)
1419-0108 CEMETERY OP EXP - INSURANCE	(30)	(33)	(30)	(30)	(30)	(30)
1419-0110 CEMETERY MAINTENANCE	(27,000)	(27,000)	(28,000)	(28,600)	(29,200)	(29,800)
1419-0112 CEMETERY BURIAL EXPENSES	(31,000)	(31,000)	(32,000)	(32,700)	(33,400)	(34,100)
1419-0114 CEMETERY HONORARIUMS	(16,500)	(16,500)	(17,000)	(17,400)	(17,800)	(18,200)
1419-0116 CEMETERY PLAQUES	(31,000)	(31,000)	(32,000)	(32,700)	(33,400)	(34,100)
1419-0500 FINLEY CEMETERY - INSTALL SPRINKLERS	-	(28,000)	-	-	-	-
1419-0515 CEMETERY PLYNTHS	-	(15,000)	-	-	-	-
3850-2500 CEMETERY LAND IMPROVEMENTS DEPCN	(600)	(400)	(400)	(418)	(437)	(456)
3850-2518 CEMETERY DEPCN	(200)	(4,600)	(4,600)	(4,606)	(4,612)	(4,619)
CEMETERYCAPEX CEMETERY CAPITAL EXPENDITURE	(20,000)	-	(16,800)	-	(5,000)	-
1419-0516 TOC CEMETARY WALL NICHES		(15,000)	-	-	-	-
CEMETERY REVENUE						
3850-1812 CEMETERY CHARGES - SHIRE INCLUDING G	102,000	102,000	105,000	107,625	110,316	113,074
3850-1815 CEMETERY CHARGES - PLAQUES	8,000	8,000	8,000	8,200	8,405	8,615
3850-1816 CEMETERY CHARGES - MONUMENTS	-	1,380	-	-	-	-
	(18,230)	(59,053)	(19,830)	(2,669)	(7,238)	(1,736)
EARLY INTERVENTION						
EARLY INTERVENTION EXPENSE						

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1314-0130 EARLY INT EQUIP & PROGS STATE	(2,220)	(2,220)	(2,000)	(2,050)	(2,101)	(2,154)
1314-0131 EARLY INT - ELECTRICITY	(1,050)	(1,050)	(960)	(993)	(1,028)	(1,064)
1314-0132 EARLY INT - TELEPHONE	(1,060)	(1,060)	(1,000)	(1,030)	(1,061)	(1,093)
1314-0133 EARLY INT - ADMIN CHARGE	(17,500)	(409)	(409)	(409)	(409)	(409)
1314-0215 EARLY INT - SALARY/ALLOWANCE	(109,701)	(139,701)	(122,565)	(124,505)	(126,503)	(128,561)
1314-0225 EARLY INT - TRAVEL ALLOWANCE	(4,600)	(4,600)	(4,600)	(4,692)	(4,786)	(4,882)
1314-0505 EQUIP/FURN - EARLY INT <= \$50	(350)	(350)	(354)	(357)	(360)	(364)
2850-2504 CHILD HEALTH CTR BUILD DEPCN	(6,100)	(6,450)	(6,650)	(6,839)	(7,034)	(7,234)
3200-2026 EARLY INTERVENTION TRANSFER TO RESERVE	-	(16,741)	-	-	-	-
EARLY INTERVENTION REVENUE						
3200-1950 DADHC GRANT (INC GST)	142,581	142,581	138,538	140,875	143,282	145,761
3200-1952 KURRAJONG GRANT	-	909	-	-	-	-
	-	(29,091)	-	-	-	-
HOUSING						
HOUSING EXPENSE						
1410-0125 HOUSING 27 DAVIS BLDG MTCE	(22,000)	(22,000)	(2,000)	(2,050)	(2,101)	(2,154)
1410-0126 HOUSING 27 DAVIS ST - RATES	(2,100)	(2,100)	(2,200)	(2,255)	(2,311)	(2,369)
1410-0127 HOUSING 27 DAVIS ST -INSURANCE	(1,020)	(1,044)	(1,100)	(1,200)	(1,300)	(1,400)
1410-0130 HOUSING GREENHILLS BLDG MTCE	(2,500)	(2,500)	(2,500)	(2,563)	(2,627)	(2,692)
1410-0131 HOUSING GREENHILLS - INSURANCE	(700)	(605)	(610)	(620)	(630)	(640)
1410-0140 HOUSING 7 CARTER ST BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,050)	(2,101)	(2,154)
1410-0141 HOUSING 7 CARTER ST - RATES	(1,700)	(1,700)	(1,800)	(1,845)	(1,891)	(1,938)
1410-0147 HOUSING 7 CARTER ST - INSURANC	(700)	-	(720)	(741)	(765)	(786)
1410-0150 PROPERTY SERVICES ADMIN CHARGE	(15,800)	(7,433)	(7,433)	(7,433)	(7,433)	(7,433)
3550-2504 HOUSING DEPRECIATION	(8,800)	(9,000)	(9,300)	(9,573)	(9,854)	(10,144)

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
HOUSINGCAPEXP HOUSING CAPITAL EXPENDITURE	-	-	-	(30,000)	-	-
HOUSING REVENUE						
3550-1826 GENERAL - RENT ON COUNCIL HOUSES	15,860	15,860	15,860	15,860	16,663	17,079
HOUSINGCAPINC HOUSING CAPITAL INCOME	-	-	-	-	-	-
	(41,460)	(32,522)	(13,803)	(44,470)	(14,350)	(14,631)
ENVIRONMENTAL SERVICES						
ENVIRONMENTAL SERVICES EXPENSE						
1111-0105 DOG ACT EXPENSES	(37,750)	(37,750)	(37,750)	(38,694)	(39,661)	(40,653)
1111-0106 DOG ACT EXPENSES - TELEPHONE	(600)	(600)	(600)	(621)	(643)	(665)
1111-0108 COMPANION ANIMAL DLG REGISTRAT	(6,000)	(6,000)	(6,000)	(6,150)	(6,304)	(6,461)
1111-0109 POUND OPERATION SALARIES & ALL	(30,240)	(30,240)	(28,250)	(28,956)	(29,680)	(30,422)
1111-0110 POUNDS ACT EXPENSES	(19,240)	(19,240)	(19,240)	(19,721)	(20,214)	(20,719)
1111-0111 POUNDS ACT EXPS - INSURANCE	(140)	(173)	(180)	(190)	(200)	(210)
1111-0112 POUNDS ACT EXP. - ADVERTISING	(200)	(200)	(200)	(206)	(212)	(219)
1111-0113 POUNDS ACT EXPENSE - TELEPHONE	(300)	(300)	(300)	(311)	(321)	(333)
1111-0115 DOG POUND MTCE	(1,100)	(1,100)	(1,100)	(1,128)	(1,156)	(1,185)
1111-0125 STOCK POUND MTCE	(500)	(500)	(500)	(513)	(525)	(538)
1210-0190 HEALTH ADMINISTRATION ADMIN CH	(116,000)	(97,976)	(97,976)	(97,976)	(97,976)	(97,976)
1214-0105 CONTRIB CENTRAL MURRAY COUNTY	(120,000)	(120,000)	(122,285)	(127,205)	(131,021)	(134,952)
1215-0105 MEMORIAL PARK TOILET BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)
1215-0130 FIN SECONDHAND SHOP INSURANCE	(220)	(455)	(460)	(470)	(480)	(490)
1411-0110 ENV. SERV SALARIES & ALLOWANCE	(259,450)	(259,450)	(403,100)	(411,467)	(420,085)	(428,961)
1411-0120 ENV. SERV VEHICLE OPERATING EX	(43,680)	(43,680)	(43,680)	(44,554)	(45,445)	(46,354)
1411-0125 ENV. SERV STAFF TRAINING	(12,000)	(12,000)	(12,000)	(12,240)	(12,485)	(12,735)
1411-0130 ENV. SERV CONFERENCES/SEMINARS	(5,000)	(5,000)	(5,000)	(5,040)	(5,081)	(5,122)

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1411-0135 ENV. SERV OFFICE EXPENSES	(5,500)	(5,500)	(5,500)	(5,625)	(5,753)	(5,884)
1411-0136 ENV. SERV ADVERTISING EXPENSES	(2,000)	(2,000)	(2,000)	(2,060)	(2,122)	(2,185)
1411-0137 ENV. SERV OFFICE EXP-TELEPHONE	(2,000)	(2,000)	(2,000)	(2,070)	(2,142)	(2,217)
1411-0140 BUILDING SURVEYOR ACCREDITATION	(500)	(500)	(3,000)	(3,000)	(3,000)	(3,000)
1411-0145 ENV. SERV LEGAL EXPENSES	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1411-0146 ENV. SERV CONSULTANCY	(20,000)	(20,000)	(2,000)	(2,000)	(2,000)	(2,000)
1411-0180 BLDG MTCE PROGRAM	(16,000)	(24,627)	(16,000)	(16,400)	(16,810)	(17,230)
1411-0190 LESS: CHARGED TO OTHER FUNDS	518,700	148,656	484,300	484,300	484,300	484,300
1411-0195 ENV. SERV ADMIN CHARGES	(106,400)	(102,715)	(102,715)	(102,715)	(102,715)	(102,715)
1810-0190 BUILDING CONTROL ADMIN CHARGES	(246,600)	(238,001)	(238,001)	(238,001)	(238,001)	(238,001)
2200-2502-0000 ANIMAL CONTROL EQUIPMENT DEPCN	(500)	(850)	(850)	(865)	(880)	(896)
2200-2504-0000 ANIMAL CONTROL BLDG DEPCN	(1,100)	-	-	(33)	(67)	(102)
ENVSERVICSCAPEXP ENVIRONMENTAL SERVICES CAPITAL EXPENDITURE	-	-	-	-	-	-
1411-0187 ELECTRONIC HOUSING PROJECT	-	-	(2,500)	(2,500)	(2,500)	(2,500)
ENVIRONMENTAL SERVICES REVENUE						
2200-1500 COMP ANIMALS MICROCHIP FEES INCL GST	400	400	400	412	424	437
2200-1810 COMPANION ANIMAL REGISTRATION FEES	5,200	5,200	5,200	5,330	5,463	5,600
2200-1811 COMPANION ANIMAL DLG REIMBURSEMENTS	4,000	5,063	4,000	4,078	4,157	4,238
2200-1815 IMPOUNDING DOG FEES & FINES GST FREE	5,000	5,000	5,000	5,081	5,164	5,250
2200-1829 IMPOUNDING FINES & COSTS	1,100	1,100	1,100	1,133	1,167	1,202
2700-1812 FOOD CONTROL FEES	5,200	5,200	5,200	5,506	5,821	6,146
2750-1812 Insect/Vermin/Pest Control Fees	-	4,122	-	-	-	-
3600-1501 PLANNING ADVERT FEES - GST FREE	2,000	2,400	2,000	2,050	2,101	2,154
3600-1502 ENV. SERV SUNDRY INCOME - INCL GST	700	1,975	700	718	735	754
3600-1503 DRAINAGE DIAGRAMS - GST FREE	8,500	8,500	8,500	8,713	8,930	9,154
3600-1504 ON-SITE SEWAGE FEES - GST FREE	2,000	2,255	2,000	2,050	2,101	2,154
3600-1505 LGA LOCAL ACTIVITY FEE - GST FREE	3,500	10,000	3,500	3,588	3,677	3,769
3600-1506 FOOTPATH TRADING PERMIT FEES	1,100	1,100	1,100	103	1,105	108

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
3600-1507 Env. Serv Sundry Income - Ex. GST	-	75	-	-	-	-
3600-1812 PLANNING CERTIFICATE S149 - GST FREE	17,000	17,000	20,000	20,400	20,800	21,200
3600-1813 URGENT PLAN S149 CERT INCL GST	500	500	500	513	525	538
3600-1814 CONSTRUCTION CERTIFICATE FEES	15,000	15,000	18,000	18,400	18,800	19,200
3600-1815 COMPLYING DEVELOPMENT FEES -INCL GST	9,000	11,000	9,000	9,225	9,456	9,692
3600-1816 DEVELOPMENT APPLICATION FEES - APPLI	31,000	61,000	64,000	61,200	62,400	63,600
3600-1817 COMPLIANCE CERT. INSPECT - INCL. GST	40,000	50,000	45,000	45,900	46,800	47,700
3600-1818 SUBDIV. SUPERVISION FEE - INCL. GST	100	4,100	100	100	100	100
3600-1950 LOCAL ENVIRONMENT PLAN GRANT	-	70,000	-	-	-	-
6910-1750 LONG SERVICE CORP LEVY COMMISSION	1,300	1,300	1,300	1,333	1,366	1,400
6910-1755 PLANFIRST LEVY COMMISSION	300	300	300	308	315	323
6910-1760 S735A / S121ZP NOTICES GST FREE	3,000	3,000	3,000	3,075	3,152	3,231
6910-1812 BUILD CERTIFICATE FEES (\$149/D)	420	420	420	431	441	447
ENVSERVICESCAPINC ENVIRONMENTAL SERVICES CAPITAL INCOME	-	-	-	-	-	-
	(384,000)	(602,191)	(474,567)	(492,789)	(504,230)	(518,105)
DOMESTIC WASTE MANAGEMENT						
DOMESTIC WASTE MANAGEMENT EXPENSE						
1412-0105 DWM ADMIN CHARGES	(186,100)	(169,130)	(213,670)	(213,670)	(213,670)	(213,670)
1412-0140 COLLECTION EXPENSES - CONTRACT	(197,400)	(197,400)	(205,300)	(210,433)	(215,693)	(221,086)
1412-0141 DWM WASTE COLLECTION FEE EXP	(150,260)	(150,260)	(157,772)	(165,661)	(173,944)	(182,641)
1412-0142 CONTRACT SUPERVISION FEES (MOI	(6,270)	(6,270)	(6,540)	(6,703)	(6,871)	(7,042)
1412-0150 TIP OPERATION EXPENSES - TOC	(113,500)	(101,500)	(118,000)	(120,950)	(123,974)	(127,073)
1412-0151 TOC TIP OP EXPS - INSURANCE	(7,800)	(3,666)	(3,700)	(3,800)	(3,900)	(4,000)
1412-0155 TIP OPERATIONS EXPENSES - BGN	(139,000)	(134,000)	(148,600)	(152,215)	(155,920)	(159,718)
1412-0156 BGN TIP OP. EXPS - INSURANCE	(7,800)	(3,736)	(3,700)	(3,800)	(3,900)	(4,000)
1412-0157 TIP OP. EXPS BGN - ELECTRICITY	(3,900)	(3,900)	(4,000)	(4,140)	(4,285)	(4,435)

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1412-0158 TIP OPERATIONS TELEPHONE	(900)	(900)	(920)	(952)	(986)	(1,020)
1412-0160 RECYCLE CENTRE OPERATIONS EXPE	(50,400)	(62,400)	(52,400)	(53,710)	(55,053)	(56,429)
1412-0161 RECYCLE CENTRE - INSURANCE	(6,800)	(3,897)	(4,000)	(4,100)	(4,200)	(4,300)
1412-0162 RECYCLABLES COLLECTION EXPENSE	(156,400)	(156,400)	(162,700)	(166,768)	(170,937)	(175,210)
1412-0165 FINLEY RECYCLE CENTRE BLDG MTC	(200)	(200)	(200)	(205)	(210)	(215)
1412-0167 BERRIGAN TIP BLDG MTCE	(500)	(500)	(500)	(506)	(513)	(519)
1412-0185 DRUMMUSTER OPERATIONAL EXPENDI	(4,100)	(4,100)	(4,300)	(4,408)	(4,518)	(4,631)
1412-0505 PURCHASE OF BINS	-	(3,000)	(5,000)	(5,000)	(5,000)	(5,000)
1412-0512 BERRIGAN & FINLEY TIP - CRUSHED ROCK	(2,000)	(3,500)	-	-	-	-
1412-0528 BERRIGAN TIP - REHABILITATION	-	(10,000)	-	-	-	-
3670-2026 DWM TRANSFER TO RESERVE	(95,413)	(123,484)	(15,258)	(8,916)	(58,231)	(152,715)
3670-2500 NON DOMESTIC WASTE BUILDINGS DEPCN	(2,000)	-	(100)	(163)	(228)	(295)
3670-2502 NON DOMESTIC WASTE LAND IMPROVMENTS DEPCN	(10,900)	(13,300)	(13,600)	(13,936)	(14,282)	(14,639)
3670-2504 DOMESTIC WASTE DEPCN	(3,000)	(6,200)	(6,300)	(6,393)	(6,489)	(6,587)
3670-2505 DOMESTIC WASTE REMEDIATION - DEPCN	(5,000)	(5,400)	(5,600)	(5,756)	(5,917)	(6,082)
WASTEMGMTCAPEXP WASTE MANAGEMENT CAPITAL EXPENDITURE	(57,000)	-	(160,000)	(175,000)	(135,000)	(50,000)
1412-0527 BGN TIP FENCE	-	(35,500)	-	-	-	-
1412-0529 FIN TIP FENCE	-	(8,000)	-	-	-	-
1412-0530 REHAB EXHAUSTED LANDFILLS	-	(2,000)	-	-	-	-
DOMESTIC WASTE MANAGEMENT REVENUE						
3660-1000 DWM CHARGES COLLECTED	843,720	843,720	869,312	891,045	913,321	936,154
3660-1020 DWM CHARGES UNCOLLECTED	15,900	15,900	15,174	15,553	15,942	16,340
3660-1080 LESS - DWM CHARGES WRITTEN OFF	(2,000)	(2,000)	(2,000)	(2,050)	(2,101)	(2,154)
3660-1081 Less - Non-DWM Charges Written Off	-	-	-	-	-	-
3660-1082 LESS - DWM CHARGES D/DEBT EXPENSE	(1,000)	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)
3660-1095 LESS DWM CHARGES PENSION REBATE	(72,000)	(72,000)	(76,500)	(78,000)	(79,000)	(80,000)
3660-1500 DWM TIPPING FEES	125,000	125,000	180,000	184,000	188,000	192,000
3660-1505 DWM WASTE COLLECTION TIP FEE CONTRA	150,260	150,260	157,772	165,661	173,944	182,641

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
3660-1950 DWM CHARGES PENSION SUBSIDY	39,500	39,500	40,500	40,500	40,500	40,500
3670-1000 BUSINESS GARBAGE CHARGES	67,563	78,000	74,502	76,365	78,274	80,231
3670-1502 SALE OF SCRAP METAL	12,500	5,000	4,000	4,000	4,000	4,000
3670-1505 DRUMMUSTER REVENUE	2,650	1,000	1,000	1,000	1,000	1,000
3670-1506 DRUMMUSTER REIMBURSEMENTS	3,100	3,100	3,200	3,273	3,347	3,423
3670-1507 SALE OF BATTERIES	550	550	600	615	630	646
3670-4310 DWM DEPCN CONTRA	20,900	24,900	25,600	26,248	26,915	27,603
WASTEMGMTCAPINC WASTE MANAGEMENT CAPITAL INCOME	-	-	-	-	-	-
	-	3,287	-	-	-	-
STORMWATER DRAINAGE						
STORMWATER DRAINAGE EXPENSE						
1416-0110 STORM WATER DRAINAGE MTCE	(97,000)	(97,000)	(99,000)	(101,000)	(103,000)	(105,000)
1416-0111 STORMWATER DRAIN - ELECTRICITY	(18,000)	(18,000)	(18,000)	(18,630)	(19,282)	(19,957)
1416-0160 INTEREST-DRAINAGE INT LOAN 385	(1,410)	(1,410)	-	-	-	-
1416-0161 LOAN 387 INTEREST EXPENSE	(6,870)	(6,870)	(1,410)	-	-	-
1416-2410 LIRS - US/W DRAINAGE INTEREST	(64,505)	(64,505)	(57,887)	(51,739)	(45,431)	(38,796)
1416-2411 LIRS - US/W DRAINAGE PRINCIPAL	(135,984)	(135,984)	(142,602)	(148,749)	(155,057)	(161,692)
1417-0525 PRINCIPAL-DRAINAGE INTLOAN 385	(40,500)	(40,500)	-	-	-	-
1417-0530 LOAN 387 PRINCIPAL - CURRENT	(77,330)	(77,330)	(40,690)	-	-	-
1417-0540 REMODEL LOCO DAM	-	(3,725)	-	-	-	-
1417-0554 CHANTER ST - RAILWAY TO JERSEY	-	(10,000)	-	-	-	-
1417-0555 CRAWFORD SUBDIV DRAIN TO TOC SEWER	-	(9,751)	-	-	-	-
1417-0822 MURRAY ST - HEADFORD TO OSBORNE (TP)	-	(610,000)	-	-	-	-
1417-0825 LIRS - EAST RIVERINA HWY	-	(650,000)	-	-	-	-
1417-0826 LIRS - FLYNN ST AREA	-	(80,000)	-	-	-	-
1417-0828 FINLEY ST DETENTION BASIN	-	(312,312)	-	-	-	-

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1417-0830 BRUTON ST ELEC & PIPEWORK	-	(150,000)	-	-	-	-
1417-0831 GEORGE ST-DEAN ST PUMP STATION	-	(264,785)	-	-	-	-
3750-2512 STORMWATER DRAINAGE DEPCN	(228,900)	(203,900)	(210,800)	(217,874)	(225,160)	(232,665)
DRAINAGECAPEXP DRAINAGE CAPITAL WORKS EXPENDITURE	(1,562,312)	-	(131,000)	(225,000)	(50,000)	(85,000)
1417-0833 DRUMMOND ST RAILWAY TO DROHAN	-	(15,000)	-	-	-	-
1417-0834 ENDEVOUR ST NEW PUMP STATION	-	(60,000)	-	-	-	-
1417-0836 LANE 961 BRUTON ST BGA ST NTH	-	(22,000)	-	-	-	-
1417-0839 TOC TOWN ENTRY - DEAN ST	-	(30,000)	-	-	-	-
1417-0837 TUPPAL ST FINLEY	-	(120,000)	-	-	-	-
STORMWATER DRAINAGE REVENUE						
3750-1000 STORMWATER / DRAINAGE CHARGE	69,450	72,275	71,850	71,850	71,850	71,850
3750-1080 DRAINAGE CHARGE - WRITE OFFS	(500)	(500)	(500)	(513)	(525)	(538)
3750-1701 LIRS INTEREST SUBSIDY	45,612	45,612	38,031	34,112	30,065	25,774
3750-1950 MURRAY ST - HEADFORD TO OSBRORNE RMS FUNDING	-	405,000	-	-	-	-
DRAINAGECAPINC DRAINAGE CAPITAL WORKS INCOME	1,207,500	-	-	-	-	-
3750-1951 ENDEVOUR ST CONSTRUCT PUMP STATION	-	50,000	-	-	-	-
3750-1952 DRAINAGE MURRAY ST WARMATTA TO WOLAMI	-	17,500	-	-	-	-
3750-1702 LIRS Interest Earned on TD	-	12,120	-	-	-	-
3750-1953 TUPPAL ST FINLEY - RMS FUNDING	-	80,000	-	-	-	-
	(910,748)	(2,301,064)	(592,008)	(657,543)	(496,540)	(546,024)
ENVIRONMENTAL PROTECTION						
ENVIRONMENTAL PROTECTION EXPENSE						
1418-0110 LEVEE BANKS MTCE	(33,200)	(33,200)	(50,000)	(51,000)	(52,000)	(53,000)
1418-0130 MURRAY DARLING ASSOCIATION	(2,000)	(2,000)	(2,000)	(2,060)	(2,121)	(2,185)
1418-0140 LEVEE BANKS ADMIN CHARGES	(41,900)	(39,036)	(39,036)	(39,036)	(39,036)	(39,036)

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
3800-2026 LEVEE BANK CONSTRUCTION TRANSFER TO RESERVE	(50,000)	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)
LEVEECAPEXP LEVEE BANK CAPITAL EXPENDITURE	(50,000)	-	(50,000)	(50,000)	(50,000)	(50,000)
ENVIRONMENTAL PROTECTION REVENUE						
LEVEECAPINC LEVEE BANK CAPITAL INCOME	-	-	-	-	-	-
	(177,100)	(174,236)	(191,036)	(192,096)	(193,157)	(194,221)
WATER SUPPLIES						
WATER SUPPLIES EXPENSE						
1510-0105 WATER ADMIN CHARGES - ADMINIST	(184,600)	(167,773)	(246,627)	(246,627)	(246,627)	(246,627)
1510-0106 WATER ADMIN CHARGE - ENGINEERI	(276,900)	(249,341)	(319,859)	(319,859)	(319,859)	(319,859)
1510-0117 WATER SUPPLIES - RENTAL CONTRI	(70,200)	(72,480)	(72,480)	(72,480)	(72,480)	(72,480)
1510-0125 PROV BAD & DOUBTFUL DEBTS	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1510-0155 WATER WRITE OFF BAD DEBTS	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
1510-0170 WATER DELIVERY EXPENSES	(30,900)	(30,900)	(32,000)	(32,600)	(33,200)	(33,800)
1510-0200 WATER LEGAL EXPENSES	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1510-0500 WATER SUPPLIES PRINCIPAL ON LO	(125,693)	(125,693)	(111,493)	-	-	-
1510-0504 OFFICE EQUIP/FURN NON CAPITAL	(1,200)	(3,200)	(1,300)	(1,330)	(1,360)	(1,390)
1510-0505 OFFICE EQUIP/FURN - ENG WATER	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
1510-0506 SUBSCRIPTIONS & MEMBERSHIPS	(9,000)	(9,000)	(9,200)	(9,400)	(9,600)	(9,800)
1510-0507 TELEMENTRY UPGRADE - WATER	-	(10,000)	-	-	-	-
1510-0536 SODA ASH DOSING SYSTEM	-	(30,000)	-	-	-	-
1510-0537 FIN - UPGRADE PLATFORM & WINCH WTP	-	(50,000)	-	-	-	-
1510-0548 IMPROVE OH & S AT WORK SITES	(10,000)	(10,000)	(10,000)	-	-	-
1510-0551 OH&S SIGNAGE - WATER	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1510-0561 BGA - REPAINT INTERIOR WTP	-	(200,000)	-	-	-	-
1510-0564 BGA - MAJOR PUMP REPLACEMENT	-	(50,000)	-	-	-	-

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1510-0565 MAINS RETIC - BGN	-	(20,000)	-	-	-	-
1510-0570 MAINS RETIC - FIN	-	(80,000)	-	-	-	-
1510-0575 MAINS RETIC - TOC	-	(1,805)	-	-	-	-
1510-0608 CRUSHED GRANITE-FIN WATER DAM	-	(10,000)	-	-	-	-
1510-0613 BGN - RAW WATER PUMP STATION DRAINAGE LINE	-	(2,000)	-	-	-	-
1510-0615 FIN - FILTERED & UNFILTERED MAIN TONGS/HOWE STS	-	(20,000)	-	-	-	-
1510-0652 REPLACEMENT OF MINOR PLANT	-	(10,000)	-	-	-	-
1510-0657 BGN - OTHER MINOR REPAIR/REPLACEMENTS	-	(25,000)	-	-	-	-
1510-0661 TOC - REPLACE COMPRESSOR	-	(20,000)	-	-	-	-
1510-0662 TOC - OTHER MINOR REPAIR/REPLACEMENT	-	(25,000)	-	-	-	-
1510-0665 TOC-CHLORINE DOSING SYSTEM	-	(12,000)	-	-	-	-
1510-0877 TERRACING AT WTP BGA	-	(34,500)	-	-	-	-
1510-0878 LOW LIFT PUMP MECH & ELEC BGN	-	(50,000)	-	-	-	-
1510-0879 HL PUMP MECH & ELEC FIN	-	(50,000)	-	-	-	-
1510-0880 CHEMICAL PUMP REPLACEMENT	-	(10,000)	-	-	-	-
1511-0109 REC FACIL DONATION & OTHER COSTS	(1,500)	(1,500)	(1,550)	(1,600)	(1,650)	(1,700)
1511-0110 METER READING - BGN SHIRE	(66,000)	(66,000)	(68,600)	(70,000)	(71,400)	(72,800)
1511-0111 METER READING PRINTING & POSTA	(13,000)	(13,000)	(13,500)	(13,800)	(14,100)	(14,400)
1511-0113 METER READING TELEPHONE	(730)	(730)	(740)	(755)	(766)	(777)
1511-0130 PURCHASE OF WATER - BGA	(13,000)	(13,000)	(13,500)	(13,800)	(14,100)	(14,400)
1511-0135 PURCHASE OF WATER - BGN	(38,600)	(38,600)	(40,200)	(41,000)	(41,800)	(42,600)
1511-0140 PURCHASE OF WATER - FIN	(50,500)	(50,500)	(52,500)	(53,500)	(54,500)	(55,500)
1511-0145 PURCHASE OF WATER - TOC	(12,300)	(12,300)	(12,800)	(13,100)	(13,400)	(13,700)
1511-0150 WATER TREATMENT - OP EXP - BGA	(140,700)	(140,700)	(144,200)	(147,000)	(147,800)	(148,600)
1511-0151 WATER TREATMENT-BGA ELECTRICIT	(47,450)	(47,450)	(40,000)	(41,000)	(42,000)	(43,000)
1511-0152 WATER TREATMENT -BGA TELEPHONE	(3,500)	(3,500)	(3,700)	(3,800)	(3,900)	(4,000)
1511-0153 WATER TREATMENT -BGA INSURANCE	(13,000)	(10,726)	(10,800)	(11,000)	(11,200)	(11,400)
1511-0165 WATER TREATMENT - OP EXP - BGN	(142,000)	(142,000)	(147,600)	(150,500)	(151,400)	(152,300)
1511-0166 WATER TREATMENT-BGN ELECTRICIT	(23,300)	(23,300)	(20,000)	(21,000)	(22,000)	(23,000)

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1511-0167 WATER TREATMENT -BGN TELEPHONE	(3,500)	(3,500)	(3,700)	(3,800)	(3,900)	(4,000)
1511-0168 WATER TREATMENT BGN- INSURANCE	(5,500)	(8,162)	(8,200)	(8,300)	(8,400)	(8,500)
1511-0180 WATER TREATMENT - OP EXP - FIN	(160,300)	(160,300)	(163,500)	(166,700)	(169,900)	(172,200)
1511-0182 WATER TREATMENT FIN-INSURANCE	(7,100)	(13,891)	(13,900)	(14,000)	(14,100)	(14,200)
1511-0183 WATER TREATMENT-FIN ELECTRICIT	(48,200)	(48,200)	(40,000)	(41,000)	(42,000)	(43,000)
1511-0184 WATER TREATMENT -FIN TELEPHONE	(900)	(900)	(940)	(960)	(980)	(1,000)
1511-0195 WATER TREATMENT - OP EXP - TOC	(190,400)	(190,400)	(198,000)	(202,000)	(204,000)	(206,000)
1511-0196 WATER TREATMENT -TOC TELEPHONE	(870)	(870)	(900)	(920)	(940)	(960)
1511-0197 WATER TREATMENT-TOC ELECTRICIT	(60,750)	(60,750)	(50,000)	(51,000)	(52,000)	(53,000)
1511-0198 WATER TREATMENT-TOC -INSURANCE	(10,800)	(16,131)	(16,200)	(16,600)	(17,000)	(17,400)
1511-0230 PUMPING STATIONS - OP EXP BGA	(26,700)	(26,700)	(27,300)	(27,900)	(28,500)	(29,100)
1511-0231 PUMPING STATIONS - OP EXP BGN	(15,000)	(15,000)	(15,300)	(15,600)	(15,900)	(16,200)
1511-0232 PUMPING STATIONS OP EXP FIN	(11,800)	(16,800)	(17,200)	(17,600)	(18,000)	(18,400)
1511-0233 PUMPING STATIONS OP EXP TOC	(5,800)	(12,666)	(13,000)	(13,300)	(13,600)	(13,900)
1511-0270 RETIC & METERS - OP EXP - BGA	(25,600)	(25,600)	(26,200)	(26,800)	(27,400)	(28,000)
1511-0285 RETIC & METERS - OP EXP - BGN	(59,700)	(59,700)	(61,900)	(63,100)	(63,300)	(63,500)
1511-0300 RETIC & METERS - OP EXP - FIN	(76,000)	(71,000)	(72,500)	(74,000)	(75,500)	(77,000)
1511-0315 RETIC & METERS - OP EXP - TOC	(46,800)	(41,800)	(42,700)	(43,600)	(44,500)	(45,400)
1511-0316 RETIC & METERS - INSURANCE	(900)	-	-	-	-	-
1511-0320 CYBLES MAINTENANCE	(3,800)	(3,800)	(100)	(100)	(100)	(100)
1511-0330 WATER NEW CONNECTIONS (INC MET	(37,500)	(37,500)	(38,250)	(39,000)	(39,750)	(40,500)
1511-0340 WATER SAMPLING / MONITORING	(10,300)	(10,300)	(10,500)	(10,700)	(10,900)	(11,100)
1511-0355 WATER SUPPLY INTEREST ON LOANS	(12,280)	(12,280)	(3,485)	-	-	-
1511-0397 INSTALLATION OF RPZ	(22,400)	(22,400)	-	-	-	-
1512-0105 BANK & GOVT CHARGES	(7,880)	(7,350)	(7,600)	(7,850)	(8,100)	(8,350)
1512-0130 HOUSING TOC WATER BLDG MTCE	(2,500)	(2,500)	(2,550)	(2,600)	(2,650)	(2,700)
1512-0131 HOUSING TOC WATER INSURANCE	(622)	(0)	(790)	(800)	(810)	(820)
1512-0152 INSTALLATION OF RCD'S	(15,700)	(15,700)	-	-	-	-
4110-2026 WATER SUPPLIES TRANSFER TO RESERVE	-	(260,734)	(25,529)	(286,722)	(385,814)	(689,386)

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
4210-2545 WATER MAINS RETIC & METERS - DEPCN	(253,200)	(311,000)	(318,600)	(326,424)	(334,483)	(342,783)
4240-2545 WATER TREATMENT WORKS - DEPCN	(296,100)	(286,100)	(295,000)	(304,150)	(313,575)	(323,282)
4250-2504 WATER HOUSING TOC - DEPCN	(2,900)	(6,800)	(6,900)	(6,990)	(7,083)	(7,178)
WSCAPEXP WATER SUPPLIES CAPITAL EXPENDITURE	(572,000)	-	(624,000)	(508,000)	(442,000)	(174,000)
1510-0510 BGA - SOLAR AT PUMPSTATION	-	(43,434)	-	-	-	-
1510-0511 FIN - SOLAR AT PUMPSTATION	-	(31,528)	-	-	-	-
1510-0512 TOC - SOLAR AT PUMPSTATION	-	(29,928)	-	-	-	-
1510-0881 HL PUMP MECH & ELEC BGN	-	(30,000)	-	-	-	-
1510-0882 WATER MAIN REPLACEMENT TOC	-	(20,000)	-	-	-	-
1511-0398 EVERBLUE CENTRALISED METER READ	-	(400,000)	-	-	-	-
WATER SUPPLIES REVENUE						
4110-1000-0001 WATER CHARGES - BGA	412,686	420,863	428,910	439,633	450,624	461,890
4110-1000-0002 WATER CHARGES - BGN	280,643	282,296	289,170	296,399	303,809	311,404
4110-1000-0003 WATER CHARGES - FIN	543,737	544,215	554,880	568,752	582,970	597,544
4110-1000-0004 WATER CHARGES - TOC	603,575	609,322	638,520	654,483	670,845	687,616
4110-1000-0005 WATER CHARGES - NON RATEABLE	47,462	46,221	46,920	48,093	49,296	50,529
4110-1080 LESS WATER CHARGES WRITTEN OFF	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
4110-1082 LESS WATER CHARGES D/DEBT EXPENSE	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
4110-1095 LESS WATER PENSION REBATE - BGN	(87,500)	(87,500)	(87,500)	(88,500)	(89,500)	(90,500)
4110-1500 WATER CONSUMPTION - BGN SHIRE	650,000	650,000	750,000	750,000	750,000	750,000
4110-1501 WATER - STANDPIPE SALES	3,300	3,300	3,400	3,500	3,600	3,700
4110-1502 WATER CONNECTION FEES - GST FREE	20,900	23,000	23,500	24,000	24,500	25,000
4110-1503 WATER DELIVERIES INCOME	16,400	16,400	16,800	17,200	17,600	18,000
4110-1504 SALE OF HIGH SECURITY WATER	50,000	304,500	50,000	50,000	50,000	50,000
4110-1506 WATER - RENT ON COUNCIL HOUSES	3,448	3,448	3,380	3,380	3,380	3,380
4110-1507 WATER - DISCONNECTION FEE	500	500	500	500	500	500
4110-1509 WATER SUNDRY INCOME - INC GST	2,000	2,000	2,000	2,000	2,000	2,000
4110-1511 LEGAL COST RECOVERY	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
4110-1512 PRIVATE WORKS INCOME - WATER	500	500	500	500	500	500
4110-1603 SECT. 64 CONT. WATER - FIN	-	(10,680)	-	-	-	-
4110-1840 INTEREST ON INVESTMENTS	122,454	122,454	120,413	121,663	127,563	133,786
4110-1926 WATER TRANSFER FROM RESERVE	27,570	695,483	-	-	-	-
4110-1951 WATER CHARGES PENSION SUBSIDY	48,000	48,000	48,000	48,000	48,000	48,000
4240-4710 WATER DEPCN CONTRA	552,200	601,400	618,000	635,064	652,640	670,743
WSCAPINC WATER SUPPLIES CAPITAL INCOME	-	-	-	-	-	-
	(0)	0	-	-	-	-
SEWERAGE SERVICES						
SEWERAGE SERVICES EXPENSE						
1610-0105 SEWERAGE ADMIN CHARGE - ADMINI	(158,300)	(141,379)	(183,821)	(183,821)	(183,821)	(183,821)
1610-0106 SEWER ADMIN CHARGE - ENGINEERI	(237,400)	(210,793)	(277,007)	(277,007)	(277,007)	(277,007)
1610-0117 SEWERAGE SERVICE - RENTAL CONT	(47,100)	(48,320)	(48,320)	(48,320)	(48,320)	(48,320)
1610-0155 SEWER WRITE OFF BAD DEBTS	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1610-0504 OFFICE EQUIP/FURN NON CAPITAL	(500)	(500)	(500)	(500)	(500)	(500)
1610-0512 PUMP REPLACEMENT	-	(30,000)	-	-	-	-
1610-0517 GRAVEL POND BANKS - TOC	-	(5,000)	-	-	-	-
1610-0522 ROCK BEACHING - TOC RECYCLE PONDS	-	(1,000)	-	-	-	-
1610-0526 SEWER MAIN UPGRADES - TOCUMWAL	-	(123,000)	-	-	-	-
1610-0595 FIN SEWER MAIN UPGRADES	-	(10,000)	-	-	-	-
1610-0600 TOC SEWER MAIN UPGRADES	-	(7,362)	-	-	-	-
1610-0621 BGA UPGRADE PUMP STATION	-	(40,000)	-	-	-	-
1610-0655 BGN UPGRADE PUMP STATIONS	-	(59,940)	-	-	-	-
1610-0658 SPARE PUMPS FOR LOW PRESS SYS	-	(15,000)	-	-	-	-
1610-0705 FIN UPGRADE PUMP STATIONS	-	(101,696)	-	-	-	-
1610-0707 SEAL ACCESS TO STW & TRUCK WAS	-	(20,000)	-	-	-	-

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1610-0708 TOC-REFURBISH CONCRETE WORK	-	(15,000)	-	-	-	-
1610-0743 UPGRADE SEWER TELEMETRY	-	(15,183)	-	-	-	-
1610-0852 IMPROVE EMBANKMENT OF THE PONDS	-	(6,674)	-	-	-	-
1610-0880 BGA - DUMPING POINT FOR CARAVANS	-	(3,866)	-	-	-	-
1610-0881 BGN - REFURBISH CONCRETE WORK, TRICKLE FILTER, STP, CHAM	-	(25,735)	-	-	-	-
1610-0883 FIN - GRAVEL POND BANKS	-	(5,000)	-	-	-	-
1610-0884 FIN - REFURBISH CONCRETE WORK	-	(15,000)	-	-	-	-
1610-0887 TOC - PUMP STATIONS UPGRADE	-	(33,000)	-	-	-	-
1610-0888 TOC - CRUSHED ROCK ON PS ACCESS AREAS	-	(5,000)	-	-	-	-
1610-0891 BGA-DESILT SLUDGE LAGOON	-	(50,000)	-	-	-	-
1610-0892 BGA-MINOR REPAIR/REPLACE	-	(10,000)	-	-	-	-
1610-0893 BGN-MINOR REPAIR/REPLACE	-	(35,000)	-	-	-	-
1610-0896 FIN-POND FENCING	-	(10,000)	-	-	-	-
1610-0897 TOC-MINOR REPAIR/REPLACE	-	(20,000)	-	-	-	-
1611-0109 RECREATION FACILITIES DONATION	(900)	(900)	(900)	(900)	(900)	(900)
1611-0110 SEWER TREATMENT - OP EXP - BGA	(7,350)	(7,350)	(7,650)	(7,800)	(7,950)	(8,100)
1611-0111 SEWER TREATMENT BGA INSURANCE	(300)	(283)	(300)	(310)	(320)	(330)
1611-0113 SEWER TREATMENT -BGA TELEPHONE	(125)	(125)	(150)	(150)	(150)	(160)
1611-0125 SEWER TREATMENT - OP EXP - BGN	(83,000)	(83,000)	(85,000)	(86,700)	(88,400)	(90,100)
1611-0127 SEWER TREATMENT -BGN INSURANCE	(4,700)	(3,746)	(3,800)	(3,900)	(4,000)	(4,100)
1611-0128 SEWER TREATMENT BGN -TELEPHONE	(3,050)	(3,050)	(3,200)	(3,300)	(3,400)	(3,500)
1611-0129 SEWER - EFFLUENT RE-USE - BGN	(5,300)	(5,300)	(5,400)	(5,500)	(5,600)	(5,700)
1611-0140 SEWER TREATMENT - OP EXP - FIN	(90,700)	(90,700)	(92,500)	(94,300)	(96,100)	(97,900)
1611-0141 SEWER TREATMENT -FIN INSURANCE	(5,000)	(3,851)	(3,900)	(4,000)	(4,100)	(4,200)
1611-0142 SEWER TREATMENT-FIN ELECTRICIT	(14,850)	(14,850)	(15,250)	(15,650)	(16,050)	(16,450)
1611-0143 SEWER TREATMENT FIN- TELEPHONE	(340)	(340)	(350)	(360)	(370)	(380)
1611-0144 SEWER - EFFLUENT RE-USE - FIN	(10,000)	(6,000)	(6,200)	(6,400)	(6,600)	(6,800)
1611-0155 SEWER TREATMENT - OP EXP - TOC	(102,200)	(102,200)	(104,200)	(106,200)	(108,200)	(110,200)
1611-0156 SEWER TREATMENT -TOC INSURANCE	(5,100)	(4,019)	(4,100)	(4,200)	(4,300)	(4,400)

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1611-0157 SEWER TREATMENT-TOC ELECTRICIT	(14,800)	(19,800)	(20,400)	(21,000)	(21,500)	(22,000)
1611-0158 SEWER TREATMENT -TOC TELEPHONE	(560)	(560)	(570)	(580)	(590)	(600)
1611-0159 SEWER - EFFLUENT RE-USE - TOC	(18,200)	(22,200)	(21,500)	(21,920)	(22,351)	(22,792)
1611-0170 RETIC - OP EXP - BGA	(7,100)	(7,100)	(7,250)	(7,400)	(7,550)	(7,700)
1611-0171 RETIC OP EXP ELECTRICITY -BGA	(18,200)	(18,200)	(18,600)	(19,000)	(19,400)	(19,800)
1611-0185 RETIC - OP EXP - BGN	(29,600)	(29,600)	(30,200)	(30,500)	(30,800)	(31,100)
1611-0186 RETIC OP EXP - ELECTRICITY BGN	(15,100)	(15,100)	(15,400)	(15,700)	(16,000)	(16,300)
1611-0200 RETIC - OP EXP - FIN	(33,700)	(33,700)	(34,400)	(35,100)	(35,800)	(36,500)
1611-0201 RETIC OP EXP ELECTRICITY - FIN	(17,300)	(17,300)	(17,700)	(18,100)	(18,500)	(18,900)
1611-0215 RETIC - OP EXP - TOC	(35,500)	(30,500)	(31,100)	(31,700)	(32,400)	(33,000)
1611-0216 RETIC OP EXP ELECTRICITY - TOC	(20,800)	(20,800)	(21,300)	(21,800)	(22,300)	(22,800)
1611-0230 PUMPING STATIONS OP EXP BGA	(84,200)	(84,200)	(85,900)	(87,600)	(89,300)	(91,000)
1611-0231 PUMPING STATIONS OP EXP BGN	(37,600)	(37,600)	(38,400)	(39,200)	(40,000)	(40,800)
1611-0232 PUMPING STATIONS OP EXP FIN	(53,400)	(53,400)	(54,500)	(55,600)	(56,700)	(57,800)
1611-0233 PUMPING STATIONS OP EXP TOC	(64,600)	(64,600)	(65,900)	(67,200)	(68,500)	(69,800)
1611-0234 LOW PRESSURE SYSTEM - BGA	(6,300)	(6,300)	(6,500)	(6,700)	(6,900)	(7,100)
1611-0235 LOW PRESSURE SYSTEM - BGN	(3,850)	(3,850)	(4,000)	(4,150)	(4,300)	(4,450)
1611-0236 LOW PRESSURE SYSTEM - FIN	(2,800)	(2,800)	(2,900)	(3,000)	(3,100)	(3,200)
1611-0237 LOW PRESSURE SYSTEM - TOC	(9,200)	(9,200)	(9,400)	(9,600)	(9,800)	(10,000)
1611-0250 SEWERAGE CONNECTIONS - SHIRE	(15,400)	(15,400)	(15,700)	(15,900)	(16,200)	(16,500)
1611-0340 SEWER SAMPLING / MONITORING	(8,000)	(8,000)	(8,200)	(8,400)	(8,600)	(8,800)
1611-0341 RAISING OF SEWER MANHOLD LIDS	(14,300)	(45,035)	(14,800)	(15,100)	(15,400)	(15,700)
1611-0342 TOCUMWAL CCTV	(21,400)	(21,400)	(21,900)	(22,400)	(22,900)	(23,400)
1611-0344 INSTALLATION OF RPZ	(16,200)	(16,200)	-	-	-	-
1612-0105 BANK & GOVT CHARGES	(6,701)	(7,350)	(7,500)	(7,650)	(8,100)	(8,250)
1612-0155 BGN TRUCK WASH OPERATING EXPEN	(540)	(540)	(550)	(560)	(570)	(580)
1612-0156 BGN TRUCK WASH ELECTRICITY	(570)	(570)	(580)	(590)	(600)	(610)
1612-0157 BGN TRUCK WASH - TELEPHONE	(350)	(350)	(360)	(370)	(380)	(390)
1612-0160 BGN TRUCK WASH MTCE	(1,100)	(1,100)	(1,100)	(1,130)	(1,160)	(1,190)

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1612-0170 FIN TRUCK WASH OPERATING EXPEN	(3,500)	(3,500)	(3,600)	(3,700)	(3,800)	(3,900)
1612-0171 FIN TRUCK WASH - ELECTRICITY	(2,000)	(2,000)	(2,100)	(2,200)	(2,300)	(2,400)
1612-0172 FIN TRUCK WASH - TELEPHONE	(430)	(430)	(440)	(450)	(450)	(460)
1612-0175 FIN TRUCK WASH MTCE	(1,950)	(1,950)	(2,000)	(2,050)	(2,100)	(2,150)
1612-0180 INSTALLATION OF RCD's	(31,100)	(31,100)	-	-	-	-
5110-2026 SEWER SERVICES TRANSFER TO RESERVE	(425,186)	(473,179)	(427,970)	(373,007)	(604,652)	(569,574)
5110-3700 Internal Loan 385 Receivable-Current	40,503	40,503	-	-	-	-
5110-3750 Loan 387 Receivable - Current	77,332	77,332	40,690	-	-	-
5210-2550 SEWER MAINS RETIC - DEPCN	(353,000)	(368,200)	(368,200)	(378,790)	(389,698)	(400,933)
5240-2550 SEWER TREATMENT WORKS - DEPCN	(196,500)	(206,500)	(206,500)	(212,385)	(218,467)	(224,721)
5250-2500 SEWER PLANT & EQUIP DEPCN	(7,800)	(19,800)	(20,000)	(20,240)	(20,487)	(20,742)
5250-2502 SEWER EQUIPMENT DEPCN	(6,400)	(10,300)	(10,500)	(10,698)	(10,902)	(11,112)
5280-2500 TRUCKWASH - DEPCN	(100)	(50)	(50)	(53)	(56)	(59)
SEWERCAPEXP SEWERAGE SERVICES CAPITAL EXPENDITURE	(283,000)	-	(460,000)	(315,000)	(210,000)	(210,000)
1610-0895 FIN-MINOR REPAIR/REPLACE	-	(20,000)	-	-	-	-
1610-0580 BGA SEWER MAIN UPGRADE	-	(10,000)	-	-	-	-
1612-0181 BGN TRUCK WASH AVDATA PUMP	-	(10,000)	-	-	-	-
1612-0182 FIN TRUCK WASH AVDATA PUMP	-	(10,000)	-	-	-	-
1612-0500 TOC WASH BAY	-	(20,000)	-	-	-	-
1610-0890 BGA-DESILT PRIMARY POND	-	(50,000)	-	-	-	-
SEWERAGE SERVICES REVENUE						
5110-1000-0001 SEWER CHARGES - BGA	408,188	422,000	422,446	433,007	443,832	454,928
5110-1000-0002 SEWER CHARGES - BGN	247,714	250,000	254,318	260,676	267,193	273,873
5110-1000-0003 SEWER CHARGES - FIN	539,767	539,767	546,503	560,166	574,170	588,524
5110-1000-0004 SEWER CHARGES - TOC	598,915	607,900	630,755	646,524	662,687	679,254
5110-1000-0005 SEWER CHARGES - NON RATEABLE	57,290	58,600	59,950	61,449	62,985	64,560
5110-1000-0006 SEWER CHARGES - LOW PRESSURE SEWER CHG	7,739	7,739	8,170	8,374	8,583	8,798
5110-1080 LESS SEWER CHARGES WRITTEN OFF	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
5110-1082 LESS SEWER CHARGES D/DEBT EXPENSE	(5,000)	(5,000)	(3,500)	(3,500)	(3,500)	(3,500)
5110-1095 LESS SEWER PENSION REBATE - SHIRE	(84,500)	(84,500)	(86,000)	(87,000)	(88,000)	(90,000)
5110-1500 SEWER CONNECTION FEES - GST FREE	10,000	12,600	10,000	10,250	10,500	10,750
5110-1502 DISPOSAL OF SEPTAGE INCOME	4,000	8,000	4,000	4,100	4,200	4,300
5110-1503 SEWER SUNDRY INCOME - GST FREE	1,000	1,000	1,000	1,000	1,000	1,000
5110-1504 TOC SEWER EFFLUENT REUSE	1,575	1,575	1,600	1,625	1,650	1,675
5110-1700 INTEREST INCOME - INTERNAL LOAN 385	1,410	1,410	-	-	-	-
5110-1750 LOAN 387 INTEREST INCOME	6,870	6,870	1,410	-	-	-
5110-1840 INTEREST ON INVESTMENTS	143,150	143,150	156,127	167,459	181,709	198,644
5110-1926 SEWER TRANSFER FROM RESERVE	-	485,331	198,299	-	82,511	-
5110-1951 SEWER CHARGES PENSION SUBSIDY	26,500	26,500	47,500	47,500	47,500	47,500
5210-4810 SEWER DEPCN CONTRA	563,800	604,850	605,250	622,176	639,610	657,567
5280-1500 TRUCK WASH (AVDATA) INCOME	1,300	16,300	5,000	5,035	5,071	5,108
SEWERCAPINC SEWERAGE SERVICES CAPITAL INCOME	-	-	-	-	-	-
	-	-	0	-	0	-
PUBLIC LIBRARIES						
PUBLIC LIBRARIES EXPENSE						
1710-0105 LIBRARY BLDG MTCE - BGA	(1,000)	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)
1710-0120 LIBRARY BLDG MTCE - BGN	(1,000)	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)
1710-0125 LIBRARY BLDG MTCE - FINLEY	(2,000)	(12,000)	(2,000)	(2,050)	(2,101)	(2,154)
1710-0140 LIBRARY BLDG MTCE - TOC	(1,000)	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)
1710-0145 LIBRARY OFFICE FURN/EQUIP MTCE	(10,000)	(10,000)	(10,000)	(10,250)	(10,506)	(10,769)
1710-0150 LIBRARY ADMIN CHARGES	(117,700)	(111,276)	(111,276)	(111,276)	(111,276)	(111,276)
1710-0165 LIBRARY PRINTING & STATIONERY	(800)	(800)	(800)	(818)	(841)	(864)
1710-0166 LIBRARY ADVERTISING	(500)	(500)	(500)	(515)	(530)	(546)
1710-0170 LIBRARY TELEPHONE & POSTAGE	(3,300)	(3,300)	(3,300)	(3,399)	(3,501)	(3,606)

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1710-0175 LIBRARY SUNDRY EXPENSES	(2,000)	(2,000)	(2,000)	(2,050)	(2,101)	(2,154)
1710-0180 LIBRARY SALARIES & ALLOWANCES	(210,800)	(210,800)	(237,500)	(244,031)	(250,758)	(257,687)
1710-0190 LIBRARY TRAVEL & ALLOWANCES	(3,000)	(3,000)	(3,000)	(3,060)	(3,121)	(3,184)
1710-0192 LIBRARY STAFF TRAINING	(4,000)	(4,000)	(4,500)	(4,590)	(4,682)	(4,775)
1710-0194 LIBRARY CONFERENCES & SEMINARS	(1,000)	(1,000)	(1,000)	(1,020)	(1,040)	(1,061)
1710-0195 LIBRARY RATES	(9,100)	(9,100)	(9,400)	(9,635)	(9,876)	(10,123)
1710-0196 LIBRARY INSURANCE	(9,700)	(13,861)	(13,900)	(14,000)	(14,100)	(14,200)
1710-0197 LIBRARY SOFTWARE OP COSTS	(9,500)	(9,500)	(10,000)	(10,250)	(10,506)	(10,769)
1710-0200 LIBRARY BOOKS MTCE	(1,500)	(1,500)	(2,000)	(2,050)	(2,101)	(2,154)
1710-0210 LIBRARY ELECTRICITY	(20,500)	(20,500)	(21,500)	(22,253)	(23,031)	(23,837)
1710-0211 LIBRARY CONNECTIVITY	(5,800)	(5,800)	(6,000)	(6,150)	(6,304)	(6,461)
1710-0215 LIBRARY CLEANING	(11,000)	(11,000)	(11,500)	(11,788)	(12,082)	(12,384)
1710-0230 LIBRARY PURCHASE OF PERIODICAL	(2,500)	(2,500)	(2,500)	(2,575)	(2,652)	(2,731)
1710-0234 LIBRARY YOUTH ACTIVITES	(500)	(500)	(500)	(513)	(527)	(538)
1710-0235 LIBRARY SPEC. PROJ. OPERATING	(8,200)	(8,200)	(8,300)	(8,508)	(8,720)	(8,938)
1710-0236 INTER LIBRARY LOAN FEES	(200)	(200)	(200)	(205)	(210)	(215)
1710-0239 LIBRARY BOOKS CLUBS	(1,000)	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)
1710-0242 SENIORS WEEK EXPENSES	(600)	(600)	(600)	(615)	(630)	(646)
1710-0243 ONLINE DATABASE SUBSCRIPTIONS	(12,000)	(12,000)	(12,500)	(12,813)	(13,133)	(13,461)
1710-0244 LITERARY LUNCH/WRITING FESTIVAL	(1,000)	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)
1710-0525 LIBRARY PURCHASE OF BOOKS	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
1710-0530 LIBRARY OTHER ASSETS	(4,400)	(4,400)	(4,000)	(4,040)	(4,080)	(4,121)
1710-0532 LIBRARY AUDIO VISUAL / CDS	(10,650)	(10,650)	(8,000)	(8,080)	(8,161)	(8,242)
1710-0535 LIBRARY PURCHASE OF E-BOOKS	(3,110)	(3,110)	(3,110)	(3,141)	(3,173)	(3,204)
6100-2502 LIBRARY EQUIPMENT DEPCN	(12,200)	(8,500)	(8,900)	(9,278)	(9,667)	(10,068)
6100-2504 LIBRARY BLDG DEPCN	(49,000)	(62,500)	(64,000)	(65,515)	(67,075)	(68,683)
6100-2518 LIBRARY BOOKS DEPCN	(91,800)	(18,650)	(21,450)	(24,288)	(27,211)	(30,222)
LIBRARYCAPEXP LIBRARIES CAPITAL EXPENDITURE	(10,000)	-	(10,000)	-	-	-

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
PUBLIC LIBRARIES REVENUE						
6100-1501 LIBRARY SUNDRY INCOME INCL GST	2,500	2,500	2,500	2,500	2,500	2,500
6100-1502 FRIENDS OF THE LIBRARY	500	500	500	512	525	538
6100-1503 LIBRARY ROOM HIRE CHARGES	300	300	300	309	318	328
6100-1820 LIBRARY FEES INCLUDING GST	2,500	2,500	3,000	3,090	3,183	3,278
6100-1821 LIBRARY FINES GST FREE	800	800	1,000	1,030	1,061	1,093
6100-1822 INTER LIBRARY LOAN FEES	200	200	200	206	212	219
6100-1823 BERRIGAN SHIRE BOOK CLUBS	1,000	1,000	1,000	1,025	1,051	1,077
6100-1950 LIBRARY SERVICE GRANTS	32,000	32,000	31,000	31,000	31,000	31,000
6100-1951 LIBRARY LOCAL SPECIAL PROJECTS GRANT	8,200	8,200	7,000	7,000	7,000	7,000
LIBRARYCAPINC LIBRARIES CAPITAL INCOME	-	-	-	-	-	-
	(609,360)	(543,747)	(577,736)	(582,209)	(597,101)	(612,425)
COMMUNITY AMENITIES						
COMMUNITY AMENITIES EXPENSE						
1420-0000 PUBLIC CONVENIENCE CLEANING	(133,000)	(133,000)	(137,700)	(141,141)	(144,671)	(148,290)
1420-0001 PUBLIC CONVENIENCES BLDG MTCE	(10,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
1420-0113 PUBLIC CONVEN. - ELECTRICITY	(3,900)	(3,900)	(4,000)	(4,140)	(4,285)	(4,435)
1420-0114 PUBLIC CONVENIENCES -INSURANCE	(2,200)	(2,721)	(2,800)	(2,900)	(3,000)	(3,100)
1420-0125 PUBLIC CONVENIENCES RENTAL FIN	(8,600)	(8,600)	(8,600)	(8,815)	(9,035)	(9,261)
1714-0105 BERRIGAN HALL BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,050)	(2,101)	(2,154)
1714-0111 BERRIGAN HALL - INSURANCE	(8,100)	(8,249)	(8,300)	(8,500)	(8,700)	(8,900)
1714-0112 BERRIGAN HALL GRANT	(6,860)	(6,860)	(7,860)	(7,860)	(7,860)	(7,860)
1714-0122 FINLEY MEMORIAL HALL BLDG MTCE	(2,100)	(200)	(2,100)	(2,153)	(2,206)	(2,261)
1714-0123 FIN MEMORIAL HALL - INSURANCE	(11,900)	(11,785)	(12,000)	(12,500)	(13,000)	(13,500)
1714-0124 FIN MEMORIAL HALL - GRANT	(6,860)	(6,860)	(7,860)	(7,860)	(7,860)	(7,860)
1714-0125 TOCUMWAL HALL BLDG MTCE	(2,100)	(2,100)	(2,100)	(2,153)	(2,206)	(2,261)

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1714-0130 TOCUMWAL HALL - INSURANCE	(7,700)	(6,656)	(6,700)	(6,800)	(6,900)	(7,000)
1714-0142 TOCUMWAL HALL GRANT	(3,280)	(3,280)	(4,280)	(4,280)	(4,280)	(4,280)
1714-0145 RETREAT HALL BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,063)	(1,127)	(1,192)
1714-0150 RETREAT HALL - INSURANCE	(1,450)	(2,861)	(2,900)	(3,000)	(3,100)	(3,200)
1714-0167 BGN CWA HALL BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,025)	(1,052)	(1,077)
1714-0168 BGN CWA HALL - INSURANCE	(1,071)	(806)	(810)	(820)	(830)	(840)
1715-0135 TOCUMWAL RAILWAY BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)
1715-0137 TOC RAILWAY STATION INSURANCE	-	(1,299)	(1,300)	(1,400)	(1,500)	(1,600)
1715-0138 FINLEY RAILWAY BLDG MTCE	(1,000)	(1,000)	-	-	-	-
1715-0140 COMMUNITY AMENITIES ADMIN CHAR	(95,600)	(82,115)	(82,115)	(82,115)	(82,115)	(82,115)
3900-2504 PUBLIC CONVENIENCES DEPCN	(4,700)	(31,500)	(31,600)	(31,744)	(31,892)	(32,045)
6200-2504 PUBLIC HALLS DEPRECIATION	(167,700)	(172,500)	(177,500)	(182,681)	(188,017)	(193,514)
COMMAMENCAPEX COMMUNITY AMENITIES CAPITAL EXPENDITURE	(10,000)	-	-	(15,000)	(20,000)	-
HALLSCAPEXP PUBLIC HALLS CAPITAL EXPENDITURE	(20,000)	-	(200,000)	(180,000)	(50,000)	-
1714-0170 PUBLIC HALLS VARIOUS	-	(5,000)	-	-	-	-
1714-0119 FIN SCHOOL OF ARTS CONSULTANCY FEE	-	(20,000)	-	-	-	-
COMMUNITY AMENITIES REVENUE						
COMMAMENCAPINC COMMUNITY AMENITIES CAPITAL INCOME	-	-	-	-	-	-
	(513,121)	(536,292)	(725,525)	(731,025)	(616,788)	(557,822)
RECREATION						
RECREATION EXPENSE						
1717-0110 BAROOGA SPORTS COMP- INSURANCE	(8,600)	(6,532)	(6,500)	(6,600)	(6,700)	(6,800)
1717-0112 BAROOGA SPORTS COMP GRANT	(11,390)	(11,390)	(11,390)	(11,732)	(12,084)	(12,446)
1717-0113 RECREATION FACILITIES DONATION	(6,750)	(6,750)	(7,000)	(7,210)	(7,426)	(7,649)
1717-0120 BAROOGA SPORTS COMP BLDG MTCE	(5,000)	(5,000)	(5,000)	(5,105)	(5,213)	(5,323)

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1717-0121 BGA SPORTS COMP RISK M'MENT	-	-	-	-	-	-
1717-0130 BERRIGAN SPORTS COMP INSURANCE	(7,700)	(11,065)	(11,000)	(11,200)	(11,400)	(11,600)
1717-0132 BERRIGAN SPORTS COMP GRANT	(10,540)	(10,540)	(10,540)	(10,856)	(11,182)	(11,517)
1717-0140 BERRIGAN SPORTS COMP BLDG MTCE	(2,100)	(2,100)	(2,100)	(2,153)	(2,206)	(2,261)
1717-0150 FINLEY REC RESERVE - INSURANCE	(7,100)	(10,650)	(10,700)	(10,800)	(10,900)	(11,000)
1717-0152 FINLEY REC RESERVE GRANT	(11,220)	(11,220)	(11,220)	(11,557)	(11,903)	(12,260)
1717-0155 FIN REC RES PLAYGROUND MTCE	(640)	(640)	(660)	(677)	(693)	(711)
1717-0160 FINLEY REC RESERVE BLDG MTCE	(2,500)	(2,500)	(2,500)	(2,588)	(2,677)	(2,769)
1717-0170 FINLEY SHOW GROUND - INSURANCE	(8,600)	(5,951)	(6,000)	(6,100)	(6,200)	(6,300)
1717-0172 FINLEY SHOW GROUND GRANT	(11,485)	(11,485)	(11,485)	(11,830)	(12,184)	(12,550)
1717-0180 FINLEY SHOW GROUNDS BLDG MTCE	(2,500)	(2,500)	(2,500)	(2,630)	(2,763)	(2,900)
1717-0191 TOC REC RESERVE - INSURANCE	(3,800)	(11,257)	(11,300)	(11,500)	(11,700)	(11,900)
1717-0192 TOC REC RESERVE GRANT	(11,140)	(11,140)	(11,140)	(11,474)	(11,818)	(12,173)
1717-0194 TOC REC RES PLAYGROUND MTCE	(640)	(640)	(660)	(677)	(693)	(711)
1717-0200 TOC REC RESERVE BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,050)	(2,101)	(2,154)
1718-0000 PARKS & GARDENS MAINTENANCE	(351,100)	(351,100)	(361,200)	(370,230)	(379,486)	(388,972)
1718-0116 MINOR PARKS GARDEN ELECTRICITY	(13,200)	(17,966)	(19,000)	(19,500)	(20,000)	(20,500)
1718-0117 MINOR PARK & GARDENS INSURANCE	(330)	(787)	(780)	(790)	(800)	(810)
1718-0185 ALEXANDER GARDEN COMPETITION	(600)	(600)	(600)	(612)	(630)	(645)
1718-0201 ROTARY PARK PLAYGROUND	-	(10,000)	-	-	-	-
1718-0220 TOCUMWAL SKATE PARK	-	(155,001)	-	-	-	-
1718-0225 BGA BOTANICAL GARDENS TOILETS	-	(140,000)	-	-	-	-
1917-0640 TOCUMWAL WALKWAYS	-	(8,338)	-	-	-	-
6500-2500 RECREATION RESERVES PLANT & EQUIPMENT DEPCN	(3,900)	(600)	(700)	(820)	(944)	(1,071)
6500-2502 RECREATION RESERVES OTHER STRUCTURES DEPCN	(9,500)	(95,500)	(95,800)	(96,094)	(96,397)	(96,709)
6500-2518 RECREATION RESERVES BUILDINGS DEPCN	(238,100)	(262,600)	(269,700)	(277,056)	(284,633)	(292,437)
6600-2500 PARKS & GARDENS DEPCN	(39,900)	(9,900)	(11,100)	(12,333)	(13,602)	(14,911)
6600-2518 PARKS & GARDENS DEPCN	(3,000)	(70,000)	(70,100)	(70,193)	(70,289)	(70,387)
PARKSCAPEXP PARKS AND RECREATION AREAS CAPITAL EXPENDITURE	(50,000)	-	(50,000)	-	-	-

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
RECRESERVECAPEXP RECREATION RESERVES CAPITAL EXPENDITURE	-	-	-	-	-	-
1717-0228 BGN - REC RES CRICKET NETS	-	(22,225)	-	-	-	-
1718-0230 TOC BOARDWALK CONSULTANT	(50,000)	(50,000)	-	-	-	-
RECREATION REVENUE						
6500-1315 TOCUMWAL FOOTBALL NETBALL CLUB LEASE	500	500	500	513	525	538
6500-1965 BGN SPORTS GROUND DEMO & NEW SHED	-	50,000	-	-	-	-
PARKSCAPINC PARKS AND RECREATION AREAS CAPITAL INCOME	-	-	-	-	-	-
RECRESERVECAPINC RECREATION RESERVES CAPITAL INCOME	-	-	-	-	-	-
6600-1962 TOC SKATE PARK	-	73,500	-	-	-	-
	(872,835)	(1,193,977)	(1,002,175)	(973,854)	(996,099)	(1,018,928)
SWIMMING POOL						
SWIMMING POOL EXPENSE						
1716-0105 SWIMMING POOL GRANTS - BGN	(31,400)	(31,400)	(31,400)	(31,400)	(31,400)	(31,400)
1716-0107 SWIMMING POOL GRANTS - FIN	(35,600)	(35,600)	(35,600)	(35,600)	(39,253)	(40,431)
1716-0109 SWIMMING POOL GRANTS - TOC	(31,400)	(31,400)	(31,400)	(31,400)	(35,010)	(36,060)
1716-0114 BERRIGAN POOL LIFEGUARDS PAYS	(27,237)	(27,237)	(23,050)	(23,742)	(24,454)	(25,187)
1716-0115 BER SWIMMING POOL OPERATE EXP.	(25,000)	(25,000)	(26,000)	(26,650)	(27,316)	(27,999)
1716-0116 BER SWIMMING POOL INSURANCE	(1,120)	(1,191)	(1,200)	(1,300)	(1,400)	(1,500)
1716-0117 FIN SWIMMING POOL OPERATE EXP.	(25,000)	(25,000)	(26,000)	(26,650)	(27,316)	(27,999)
1716-0118 FINLEY POOL LIFEGUARDS PAYS	(36,326)	(36,326)	(30,740)	(31,662)	(32,612)	(33,590)
1716-0119 TOC SWIMMING POOL OPERATE EXP.	(16,000)	(16,000)	(17,000)	(17,425)	(17,861)	(18,307)
1716-0120 FIN SWIMMING POOL INSURANCE	(860)	(1,387)	(1,400)	(1,500)	(1,600)	(1,700)
1716-0121 TOCUMWAL POOL LIFEGUARDS PAYS	(27,237)	(27,237)	(23,050)	(23,742)	(24,454)	(25,187)
1716-0122 POOL LIFEGUARD UNIFORMS/ROSTER	(3,000)	(3,000)	(3,500)	(3,605)	(3,713)	(3,825)
1716-0123 TOC POOL INSURANCE	(470)	(1,016)	(1,100)	(1,200)	(1,300)	(1,400)

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1716-0135 SWIMMING POOL BLDG MTCE - BGN	(5,000)	(5,000)	(5,000)	(5,125)	(5,253)	(5,384)
1716-0137 SWIMMING POOL BLDG MTCE - FINL	(5,000)	(5,000)	(5,000)	(5,125)	(5,253)	(5,384)
1716-0139 SWIMMING POOL BLDG MTCE - TOCU	(5,000)	(5,000)	(5,000)	(5,125)	(5,253)	(5,386)
1716-0155 POOL WATER TREATMENT EXPENSES	(34,300)	(34,300)	(35,500)	(36,386)	(37,297)	(38,230)
1716-0156 SUPERVISOR SALARY	(18,200)	(18,200)	(18,800)	(19,364)	(19,945)	(20,543)
1716-0510 SWIMMING POOL CAPITAL - FINLEY	-	(10,000)	-	-	-	-
1716-0515 SWIMMING POOL CAPITAL - TOCUMWAL	-	(40,000)	-	-	-	-
6400-2500 SWIMMING POOL OTHER STRUCUTURES DEPCN	(20,400)	(66,000)	(66,600)	(67,230)	(67,879)	(68,547)
6400-2504 SWIMMING POOL BUILDINGS DEPCN	(11,800)	(12,450)	(12,850)	(13,216)	(13,593)	(13,981)
POOLCAPEXP SWIMMING POOLS CAPITAL EXPENDITURE	-	-	-	(80,000)	-	-
SWIMMING POOL REVENUE						
6400-1828 USER CHARGES - SWIMMING POOLS	66,000	66,000	69,000	70,725	72,493	74,305
6400-1829 RECOVERIES FOR LIFEGUARDS	90,800	90,800	76,840	79,146	81,520	83,964
POOLCAPINC SWIMMING POOLS CAPITAL INCOME	-	-	-	-	-	-
	(203,550)	(300,944)	(254,350)	(337,576)	(268,149)	(273,771)
QUARRIES & PITS						
QUARRIES & PITS EXPENSE						
1812-0105 PINE LODGE PIT OPERATING EXPEN	(87,900)	(86,700)	(86,600)	(88,784)	(91,023)	(93,316)
6920-2505 QUARRIES & PIT REMEDIATION - DEPCN	(2,100)	(2,800)	(2,900)	(2,966)	(3,033)	(3,104)
6920-2508 QUARRIES - DEPCN	-	(500)	(500)	(500)	(500)	(500)
QUARRIES & PITS REVENUE						
6920-1500 PINE LODGE PIT REVENUE	90,000	25,000	90,000	92,250	94,556	96,920
	-	(65,000)	-	-	-	-

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
SHIRE ROADS						
SHIRE ROADS EXPENSE						
0011-0000 RURAL SEALED ROADS - MAINTENANCE	(309,468)	(309,468)	(398,800)	(406,770)	(414,939)	(423,313)
0013-0000 RURAL UNSEALED ROADS - MAINTENANCE	(503,186)	(503,186)	(568,300)	(581,258)	(594,539)	(608,152)
0021-0000 OTHER URBAN SEALED ROADS - MAINTENANCE	(523,000)	(523,000)	(541,200)	(554,730)	(568,598)	(582,813)
0023-0000 OTHER URBAN UNSEALED ROADS - MAINTENANCE	(61,000)	(61,000)	(63,000)	(64,575)	(66,189)	(67,844)
1414-0105 STREET & GUTTER CLEANING	(160,700)	(160,700)	(166,300)	(170,458)	(174,719)	(179,087)
1414-0110 RUBBISH COLLECTION BEACH AREAS	(32,100)	(32,100)	(33,300)	(34,133)	(34,986)	(35,860)
1910-0290 TOWNSCAPE - PARKING LANES	-	(20,000)	-	-	-	-
1910-0336 RESEAL OSBORNE ST 926-980	-	(24,257)	-	-	-	-
1910-0338 RESEAL MURRAY ST - SERVICE RD TO SWIM POOL	-	(14,040)	-	-	-	-
1910-0348 R/S BANKER ST 262-536	-	(8,877)	-	-	-	-
1910-0364 R/S HILL ST 0- 70	-	(2,268)	-	-	-	-
1910-0365 R/S HILL ST 70-392	-	(7,245)	-	-	-	-
1910-0366 R/S HILL ST 392-492	-	(3,300)	-	-	-	-
1910-0725 TUPPAL ST - MORRIS TO TOWN BEA	-	(3,850)	-	-	-	-
1910-0825 RESEAL MURRAY HUT DR 0-125	-	(4,560)	-	-	-	-
1911-0159 RESEAL KELLYS RD	-	(4,977)	-	-	-	-
1911-0218 RESEAL WOOLSHED RD 17950-18059	-	(38,000)	-	-	-	-
1911-0223 RESEAL COBRAM RD MR363 TO 497M NTH	-	(24,465)	-	-	-	-
1911-0228 R/S LARKINS RD 0-1780	-	(3,330)	-	-	-	-
1912-0139 RESHEET WARATAH RD SH20 to PYL	-	(52,710)	-	-	-	-
1912-0157 RESHEET FEGANS RD SH20 RENOLYD	-	(40,000)	-	-	-	-
1913-0544 BENT ST - END SEAL TO BAROOGA	-	(20,000)	-	-	-	-
1913-0552 HARRIS ST - FLYNN ST HAYES ST	-	(25,000)	-	-	-	-
1913-0554 CHANTER ST - RAILWAY TO JERSEY	-	(69,000)	-	-	-	-
1913-0801 KELLY ST - SHORT ST TO EMILY	-	(11,590)	-	-	-	-

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1913-0820 DENISON ST - WOLLAMAI TO WARMA	-	(53,945)	-	-	-	-
1914-0576 BROWNS RD - SH17 TO OLD ADCOCK	-	(10,595)	-	-	-	-
1914-0584 BROUGHANS RD - 3500M to 5500M	-	(561,415)	-	-	-	-
1914-0585 WOODSTOCK RD - 4.7 to 7.7KM	-	(100,000)	-	-	-	-
1914-0587 PLUMPTON RD - HOWE TO HUESTONS	-	(700,840)	-	-	-	-
1915-0513 CLEARZONES - ROADSIDE HAZARD	-	(89,170)	-	-	-	-
1916-0105 K&G MTCE & REPAIRS	(15,500)	(15,500)	(15,500)	(15,888)	(16,285)	(16,692)
1916-0554 CHANTER ST-RAILWAY TO JERSEY	-	(30,000)	-	-	-	-
1916-0640 WILLIAM ST - HAMPDEN TO EAST	-	(73,000)	-	-	-	-
1916-0822 MURRAY ST - HEADFORD TO OSBORNE (TP)	-	(83,000)	-	-	-	-
1916-0825 KELLY ST NTH MOTTEL TO COBRAM S	-	(29,846)	-	-	-	-
1917-0105 FOOTPATH MTCE & REPAIRS	(15,000)	(15,000)	(15,000)	(15,375)	(15,759)	(16,153)
1917-0517 STREET FURNITURE - VARIOUS	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
1917-0541 NEW FOOTPATHS - VARIOUS LOCATIONS	-	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
1917-0648 TAKARI ST NANGUNIA ST TO SNELL	-	(76,808)	-	-	-	-
1917-0650 2 KERB INT DRUMMND & CHANTER	-	(1,000)	-	-	-	-
1917-0651 COBRAM ST-RACECOURSE TO TOWN	-	(5,439)	-	-	-	-
1917-0653 2 KERB RAMP INT TUPPAL & COREE	-	(2,000)	-	-	-	-
1917-0654 2 KERB RAMP INT TUPPAL&TOCUMWA	-	(2,000)	-	-	-	-
1917-0656 TUPPAL ST MURRAY TO TOCUMWAL	-	(58,378)	-	-	-	-
1917-0658 MURRAY-BOAT RAMP TO DENILIQUN	-	(13,855)	-	-	-	-
1917-0659 TUPPAL RD PATH END - BRIDGE ST	-	(3,500)	-	-	-	-
1918-0105 STREET LIGHTING - Operations	(61,698)	(61,698)	(75,827)	(92,130)	(110,924)	(120,000)
1918-0106 STREET LIGHTING - ELECTRICITY	(187,400)	(187,400)	(192,490)	(198,470)	(204,644)	(211,018)
1918-0107 INSTALLATION POWER CABLING UN	-	(94,552)	-	-	-	-
1918-0515 STREET LIGHTING IN TOWNS	-	(55,760)	-	-	-	-
1919-0105 ROADS & INFRASTRUCTURE ADMIN C	(1,063,700)	(1,017,116)	(1,017,116)	(1,017,116)	(1,017,116)	(1,017,116)
1922-0105 BUS SHELTERS ROUTINE MTCE & RE	(1,500)	(1,500)	(1,500)	(1,525)	(1,551)	(1,577)
7060-2510 DEPCN - URBAN ROADS SEALED	(368,600)	(403,600)	(414,700)	(426,091)	(437,824)	(449,908)

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
7100-2510 DEPCN - RURAL SEALED ROADS	(1,121,900)	(1,276,900)	(1,310,600)	(1,345,268)	(1,380,976)	(1,417,755)
7100-2610 DEPCN - RURAL BRIDGES	(29,000)	(29,000)	(29,900)	(30,797)	(31,721)	(32,673)
7150-2510 DEPCN - REGIONAL ROADS	(428,200)	(432,700)	(445,500)	(458,730)	(472,357)	(486,393)
7150-2610 DEPCN - REGIONAL BRIDGES	(58,800)	(58,800)	(60,600)	(62,418)	(64,291)	(66,219)
7300-2510 KERB & GUTTER DEPCN	(255,900)	(160,000)	(167,700)	(175,608)	(183,753)	(192,143)
7500-2510 FOOTPATH DEPCN	(63,600)	(63,600)	(65,500)	(67,464)	(69,488)	(71,574)
FOOTPATHSCAPEXP FOOTPATHS CAPITAL EXPENDITURE	(223,500)	-	(287,000)	(137,000)	(158,200)	(95,000)
K&GCAPEXP KERB & GUTTER CAPITAL EXPENDITURE	(178,000)	-	(130,200)	(216,000)	(192,000)	(230,000)
RURALCONSCAPEXP RURAL SEALED CONSTRUCTION CAPITAL EXPENDITURE	(4,424,568)	-	(2,337,000)	(859,000)	(1,315,000)	(1,082,000)
RURALSEALEDCAPEXP RURAL SEALED RESEALS CAPITAL EXPENDITURE	(369,330)	-	(202,010)	(148,614)	(84,179)	(197,933)
RURALUNSEALEDCAPEXP RURAL UNSEALED RESHEET CAPITAL EXPENDITURE	(248,895)	-	(577,000)	(559,000)	(534,000)	(602,000)
TOWNSCAPECAPEXP TOWNSCAPE WORKS CAPITAL EXPENDITURE	(80,000)	-	(80,000)	(80,000)	(80,000)	(80,000)
URBANCONSCAPEXP URBAN ROADS CONSTRUCTION CAPITAL EXPENDITURE	(107,000)	-	(96,000)	(123,000)	(116,000)	(353,000)
URBANRESEALCAPEXP URBAN RESEALS CAPITAL EXPENDITURE	(82,300)	-	(181,193)	(92,528)	(48,340)	(291,712)
1905-0300 TOWN ENTRY - FINLEY	-	(161,073)	-	-	-	-
1905-0400 TOWN ENTRY - TOCUMWAL	-	(264,850)	-	-	-	-
1915-0150 LGSA - ROADSIDE VEGETATION PROJECT	-	(19,270)	-	-	-	-
1910-0836 RESEAL NANGUNIA WIRUNA ST 455	-	(4,000)	-	-	-	-
1910-0837 RESEAL RILEY CRT 0-105	-	(15,000)	-	-	-	-
1910-0838 RESEAL OSBOURNE - BAROOGA ST	-	(2,800)	-	-	-	-
1910-0839 RESEAL TUPPAL ST	-	(16,000)	-	-	-	-
1910-0840 RESEAL HEADFORD ST MURRAY-ARCH	-	(2,000)	-	-	-	-
1910-0841 RESEAL HEADFORD ST OSBOUR-TONG	-	(19,000)	-	-	-	-
1910-0843 RESEAL CHARLOTTE ST 752-871	-	(8,500)	-	-	-	-
1910-0844 RESEAL SHORT ST 59-350	-	(6,000)	-	-	-	-
1913-0553 LANE 961 - BRUTON ST BAROOGA	-	(17,000)	-	-	-	-
1913-0706 WILLIAM ST - HAMPDEN ST TO EAS	-	(80,000)	-	-	-	-
1913-0823 DRUMMOND ST-RAILWAY TO DROHAN	-	(10,000)	-	-	-	-
1914-0588 LOWER RIVER RD	-	(260,000)	-	-	-	-

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1914-0589 SILO RD - TUPPAL RD TO SH17		(2,690,215)	-	-	-	-
1911-0307 RESEAL LOGIE BRAE RD		(30,000)	-	-	-	-
1911-0308 RESEAL MELROSE RD 4950-7250		(42,000)	-	-	-	-
1911-0309 RESEAL MURRAY ST TOCUMWAL		(13,000)	-	-	-	-
1911-0310 RESEAL OAKENFALL RD 0-3924		(49,000)	-	-	-	-
1911-0311 RESEAL OLD TOC RD 1907-2913		(17,000)	-	-	-	-
1911-0312 RESEAL PINEY RD 0-3390		(38,000)	-	-	-	-
1911-0313 RESEAL PINEY RD 8581-1137		(47,000)	-	-	-	-
1911-0314 RESEAL STH COREE RD 0-1742		(34,000)	-	-	-	-
1911-0315 RESEAL STH COREE RD 8320-8777		(8,000)	-	-	-	-
1911-0316 RESEAL YARRAWONGA RD 0-2676		(50,000)	-	-	-	-
1912-0088 RESHEET MCALLISTERS ROAD		(25,421)	-	-	-	-
1912-0241 RESHEET ADCOCKS RD LANGUNYAH		(88,000)	-	-	-	-
1912-0242 RESHEET EDNIES RD YARRAWONGA		(5,579)	-	-	-	-
1916-0826 DRUMMOND ST RAILWAY-DROHAN ST		(18,000)	-	-	-	-
1917-0661 BUCHANANS RD HUGHES ST-LAWSON		(40,000)	-	-	-	-
1917-0662 DRUMMOND ST CHANTER-CORCORAN		(17,000)	-	-	-	-
1917-0663 COBRAM ST ALEXANDER TO SOUTH		(39,500)	-	-	-	-
1917-0664 MURRAY ST HEADFORD TO OSBOURNE		(45,000)	-	-	-	-
1917-0665 BRUTON ST END TO ANTHONY AVE		(50,000)	-	-	-	-
1917-0666 HENNESY ST CHARLOTTE TO HANNAH		(47,000)	-	-	-	-
1910-0842 RESEAL BAROOGA ST NTH 203-337		(9,000)	-	-	-	-
7150-2620 DEPCN - CULVERTS		(18,850)	(18,850)	(18,850)	(18,850)	(18,850)
1913-0824 HAMPDEN ST & MURRAY HUT DR		(14,000)	-	-	-	-
1913-0825 TONGS ST - HAMILTON TO 400M		(60,000)	-	-	-	-
1914-0595 BACK BAROOGA RD STH CARRAMAR		(320,000)	-	-	-	-
1914-0596 CROSBIES RD 6-7.5KM SH20		(170,000)	-	-	-	-
1914-0597 HOWE ST - TONGS TO PLUMPTONS		(130,000)	-	-	-	-
1914-0598 JAMES CRT - LOWER RIVER RD		(30,000)	-	-	-	-

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1914-0599 PEPPERTREE RD - WOOLSHED RD		(280,000)	-	-	-	-
1916-0838 TOC TOWN ENTRIES - DEAN ST		(36,000)	-	-	-	-
1916-0839 HAMPDEN ST & MURRAY HUT DR		(17,000)	-	-	-	-
1912-0045 RESHEET AUBURN MOMALONG RD		(20,090)	-	-	-	-
1912-0073 RESHEET DUNCANS RD		(17,095)	-	-	-	-
SHIRE ROADS REVENUE						
7100-1500 RURAL ADDRESSING INCOME	-	-	-	-	-	-
7100-1550 ROADS SUNDRY INCOME	-	-	-	-	-	-
7100-1950 RURAL LOCAL ROADS GRANT (RLR) (FAG)	1,276,343	1,276,343	1,276,343	1,301,870	1,327,907	1,354,465
7100-1951 R2R ROADS TO RECOVERY GRANT	625,000	1,798,440	1,997,240	605,378	605,378	625,500
7100-1953 RFS HAZARD REDUCTION GRANT	10,000	10,000	10,000	10,250	10,506	10,769
7300-1663 K&G Buchanans Rd -Gunnamara - Wiruna	-	21,000	-	-	-	-
7300-1665 K&G COBRAM ST TOC	-	4,862	-	-	-	-
7300-1950 MURRAY ST - HEADFORD TO OSBRORNE RMS FUNDING	-	45,000	-	-	-	-
7500-1659 F/PATH CHARLOTTE ST - HENNESSY TO KELLY	-	4,558	-	-	-	-
7500-1845 Footpath Jerilderie St Momalong - PO	-	1,000	-	-	-	-
7500-1846 Footpath Corcoran Sth to Drummond	-	9,539	-	-	-	-
7500-1848 Footpath Int Drummond Chanter St	-	500	-	-	-	-
7500-1849 Footpath Int Tuppal Denison St	-	1,000	-	-	-	-
7500-1850 Footpath Int Tuppal Coree St	-	1,000	-	-	-	-
7500-1851 Footpath Int Tuppal Tocumwal St	-	1,000	-	-	-	-
7500-1852 Footpath Tuppal St Murray to Tocumwa	-	15,750	-	-	-	-
7500-1853 Footpath Int Boat Ramp Rd Murray St	-	1,000	-	-	-	-
7500-1855 Walking Cycling Track	-	15,000	-	-	-	-
7500-1856 Footpath Int Corcoran and Drummond	-	1,000	-	-	-	-
7500-1950 FOOTPATHS - RTA FUNDING PAMP	-	19,000	-	-	-	-
7780-1950 RTA - BUS BAY GRANT REVENUE	-	2,526	-	-	-	-
7900-1950 STREET LIGHTING SUBSIDY	38,000	38,000	38,000	38,000	38,000	38,000

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GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
FOOTPATHSCAPINC FOOTPATHS CAPITAL INCOME	94,000	-	94,000	20,000	40,000	25,000
K&GCAPINC KERB & GUTTER CAPITAL INCOME	334,000	-	73,200	-	35,000	103,000
RURALCONSCAPINC RURAL SEALED CONSTRUCTION CAPITAL INCOME	2,628,568	-	-	-	-	-
RURALSEALEDAPINC RURAL SEALED RESEALS CAPITAL INCOME	-	-	-	-	-	-
RURALUNSEALEDAPINC RURAL UNSEALED RESHEET CAPITAL INCOME	-	-	-	-	-	-
TOWNSCAPECAPINC TOWNSCAPE WORKS CAPITAL INCOME	-	-	-	-	-	-
URBANCONSCAPINC URBAN ROADS CONSTRUCTION CAPITAL INCOME	-	-	-	-	-	-
URBANRESEALCAPINC URBAN RESEALS CAPITAL INCOME	-	-	-	-	-	-
7100-1957 Fixing Country Roads Grant		2,500,000	-	-	-	-
7100-1958 RMS SAFER ROADS PROGRAM		128,568	-	-	-	-
7300-1666 K & G DRUMMOND ST RAILWAY TO DROHAN		5,000	-	-	-	-
7300-1667 K & G HARRIS ST FLYNN TO HAYES ST		2,000	-	-	-	-
7500-1857 Footpath Buchanans Rd Hughes to Laws		18,000	-	-	-	-
7500-1858 Footpath Cobram St Alexander to Sout		22,500	-	-	-	-
7500-1859 Footpath Murray St Headford to Osbor		9,000	-	-	-	-
7500-1860 Footpath Bruton St end to Anthony Av		23,000	-	-	-	-
7500-1861 Footpath Hennessy St Charlotte to Han		21,500	-	-	-	-
	(5,971,934)	(7,153,997)	(6,017,303)	(5,991,298)	(6,364,437)	(6,804,051)
AERODROMES						
AERODROMES EXPENSE						
1911-0183 TOC-AERO RUNWAY 9-27 BITUMEN	-	-	-	-	-	-
1920-0115 BGN AERODROME GROUNDS MTCE	(2,000)	(2,000)	(2,000)	(2,050)	(2,101)	(2,154)
1920-0170 TOC AERODROME OPERATING EXPENS	(60,000)	(60,000)	(60,000)	(61,500)	(63,038)	(64,613)
1920-0171 TOC AERODROME - INSURANCE	(1,070)	(2,005)	(1,300)	(1,350)	(1,400)	(1,450)
1920-0172 LIBERATOR INSURANCE	(110)	(98)	(110)	(115)	(120)	(125)
1920-0175 TOC AERODROME BLDG MTCE	(3,000)	(3,000)	(3,000)	(3,050)	(3,101)	(3,154)

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1920-0187 TOC AERO PERIMETER AND TAXIWAY	-	(6,038)	-	-	-	-
1920-0200 AERODROME ADMIN CHARGES	(29,000)	(25,990)	(25,990)	(25,990)	(25,990)	(25,990)
7700-2026 AERODROME TRANSFER TO RESERVE	-	-	(50,000)	(50,000)	(50,000)	(50,000)
7700-2500 AERODROME EQUIPMENT DEPCN	(1,300)	-	-	(39)	(79)	(121)
7700-2504 AERODROME BLDG DEPCN	(6,100)	(8,800)	(9,000)	(9,189)	(9,384)	(9,584)
7700-2510 AERODROME RUNWAY DEPCN	(19,800)	(20,200)	(20,800)	(21,412)	(22,042)	(22,692)
7700-2520 AERODROME LAND IMPROVEMENTS DEPCN	(300)	(400)	(400)	(409)	(418)	(428)
AERODROMECAPEXP AERODROME CAPITAL WORKS EXPENDITURE	-	-	(915,000)	(50,000)	(125,000)	(50,000)
AERODROMES REVENUE						
7700-1500 AERODROME SUNDRY INCOME TOC	8,000	8,000	6,500	6,500	6,500	6,500
7700-1502 AERODROME USER FEES INCOME	15,000	15,000	15,000	15,375	15,759	16,153
7700-1926 AERODROME TRANSFER FROM RESERVE	-	-	531,000	-	75,000	-
AERODROMECAPIINC AERODROME CAPITAL WORKS INCOME	-	-	334,920	-	-	-
	(99,680)	(105,531)	(200,180)	(203,229)	(205,414)	(207,658)
CAR PARKING						
CAR PARKING EXPENSE						
1924-0500 ENDEAVOUR ST CARPARK LAND PURCHASE	-	-	-	-	-	-
7750-2504 PARKING AREAS - DEPRECIATION EXPENSE	(5,000)	(7,400)	(7,600)	(7,756)	(7,917)	(8,082)
CAR PARKING REVENUE						
7750-1501 SECT.94 CONTRIB CAR PARK BAROOGA	-	-	-	-	-	-
7750-1502 SECT.94 CONTRIB CAR PARK BERRIGAN	-	-	-	-	-	-
7750-1503 SECT.94 CONTRIB CAR PARK FINLEY	-	-	-	-	-	-
7750-1504 SECT. 94 CONTRIB CAR PARK TOCUMWAL	-	-	-	-	-	-

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
	(5,000)	(7,400)	(7,600)	(7,756)	(7,917)	(8,082)
RMS						
RMS EXPENSE						
0015-0226 MR226 NANGUNIA ST & HUGHES ST	-	(6,000)	-	-	-	-
0015-0356 MR356 BERRIGAN - OAKLANDS RD	-	(20,000)	-	-	-	-
0015-0363 MR363 BERRIGAN - BAROOGA RD	-	(135,000)	-	-	-	-
0015-0550 MR550 TOCUMWAL - MULWALA RD	-	(68,000)	-	-	-	-
0015-0564 MR564 BERRIGAN - JERILDERIE RD	-	(120,000)	-	-	-	-
0015-0999 RTA MR BLOCK GRANT BUDGET ONLY	(706,000)	(357,000)	(706,000)	(706,000)	(706,000)	(706,000)
1956-1000 RTA REGIONAL ROAD REPAIR BUDGET	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
RMS REVENUE						
7810-1950 RTA - M&I PROGRAM - BLOCK GRANT	531,000	531,000	531,000	531,000	531,000	531,000
7830-1950 RTA REHABILITATION WORKS FUNDING	175,000	175,000	175,000	175,000	175,000	175,000
RMSCAPINCOME - PART 7810-1950 BLOCK GRANT	350,000	350,000	350,000	350,000	350,000	350,000
	-	-	-	-	-	-
CARAVAN PARKS						
CARAVAN PARKS EXPENSE						
2011-0105 TOC CARAVAN PARK OPERATING EXP	-	(4,100)	-	-	-	-
2011-0108 TOC CARAVAN PARK INSURANCE EXP	(1,270)	(2,051)	(2,100)	(2,200)	(2,300)	(2,400)
2011-0120 BGN CARAVAN PARK OPERATING EXP	(500)	(500)	(500)	(513)	(525)	(538)
2011-0125 BGN CARAVAN PARK - INSURANCE	(420)	(476)	(500)	(550)	(600)	(650)
2011-0126 BGN CARAVAN PARK DONATIONS EXP	(5,000)	-	(5,000)	(5,125)	(5,253)	(5,384)
2011-0135 BGN CARAVAN PARK BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,050)	(2,101)	(2,154)

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
8200-2504 CARAVAN PARK DEPCN	(9,300)	(9,750)	(10,050)	(10,338)	(10,635)	(10,940)
CARAVAN PARKS REVENUE						
8200-1890 TOC CARAVAN PARK LEASE	32,000	32,000	38,000	38,000	38,000	38,000
8200-1895 BGN CARAVAN PARK LEASE	-	470	-	-	-	-
	13,510	13,593	17,850	17,224	16,586	15,934
TOURISM & AREA PROMOTION						
TOURISM & AREA PROMOTION EXPENSE						
2012-0124 TOC TOURISM INFO - INSURANCE	(910)	-	-	-	-	-
2012-0196 TOURISM STRATEGIC PLAN	(75,000)	(124,154)	-	-	(50,000)	(50,000)
2012-0197 REGIONAL TOURISM CONTRIBUTION - MRTB	(13,010)	(13,010)	(13,010)	(13,010)	(13,010)	(13,010)
2012-0198 TOURISM INITIATIVES	(10,000)	(11,078)	(11,000)	(11,000)	(11,000)	(11,000)
2012-0199 TOURISM ADMIN CHARGES	(35,800)	(32,462)	(32,462)	(32,462)	(32,462)	(32,462)
2012-0200 TOURISM EVENTS GRANTS	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
8300-2504 TOURISM INFO DEPCN	(4,200)	(9,350)	(9,450)	(9,579)	(9,712)	(9,849)
TOURISMCAPEXP TOURISM CAPITAL EXPENDITURE	-	-	-	-	-	-
2012-0250 EVENT MARKETING TOOLS	-	-	(5,000)	-	-	-
TOURISM & AREA PROMOTION REVENUE						
TOURISMCAPIINC TOURISM CAPITAL INCOME	-	-	-	-	-	-
	(158,920)	(210,054)	(90,922)	(86,051)	(136,184)	(136,321)
BUSINESS DEVELOPMENT						
BUSINESS DEVELOPMENT EXPENSE						

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
1213-0108 FRUIT FLY MITIGATION STRATEGY	(5,000)	(9,460)	(10,000)	(10,000)	(10,000)	(10,000)
2013-0119 MURRAY HUME BUSINESS ENTERPRISE	(5,000)	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)
2013-0120 TOCUMWAL INTER-MODEL PRECINCT PROJECT	-	(10,200)	-	-	-	-
2013-0205 ECONOMIC DEVELOPMENT OFFICER	(101,700)	(101,700)	(119,000)	(122,420)	(125,943)	(129,571)
2013-0210 ECONOMIC DEVEL. STAFF TRAINING/CONFERENCES	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
2013-0220 ECON DEV. WEBSITE SUBSCRIPTION	-	(12,500)	-	-	-	-
2013-0240 ECON. DEV. OFFICER OFFICE EXPENSES	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
2013-0241 ECON. DEV. OFFICER - TELEPHONE	(800)	(800)	(800)	(820)	(840)	(860)
2015-0105 INDUSTRIAL & ECONOMIC DEVELOPMENT	(8,500)	(8,500)	(23,500)	(23,713)	(23,930)	(24,154)
2015-0106 STUDENT ACCOMMODATION SPONSORSHIP	(4,000)	(4,000)	(4,000)	(4,120)	(4,244)	(4,371)
2015-0107 CONTRIBUTION TO RAMROC	(14,700)	(14,700)	(15,400)	(15,862)	(16,338)	(16,828)
2015-0120 Murray Darling Confernce bid	(20,000)	(20,000)	-	-	-	-
2015-0165 BUSINESS & ENVIRONMENT AWARDS	(18,000)	(18,000)	(18,000)	(18,450)	(18,914)	(19,391)
2015-0180 BUSINESS DEVELOPMENT ADMIN CHA	(103,900)	(98,336)	(98,336)	(98,336)	(98,336)	(98,336)
2015-0181 NSW RURAL DOCTORS NETWORK BURS	(3,300)	(3,300)	(3,300)	(3,399)	(3,501)	(3,606)
2015-0188 REGIONAL CAREERS ENHANCEMENT	(6,000)	(6,000)	(6,000)	(6,180)	(6,365)	(6,556)
2016-0120 RISK MANAGEMENT - TRAINING	(3,000)	(3,000)	(3,500)	(3,570)	(3,641)	(3,714)
2016-0205 RISK MANAGEMENT - SALARIES	(112,900)	(112,900)	(114,000)	(117,420)	(120,943)	(124,571)
2016-0241 RISK MANAGEMENT - TELEPHONE	(1,000)	(1,000)	(1,000)	(1,035)	(1,071)	(1,109)
2016-0242 RISK MANAGEMENT - VEHICLE	(21,840)	(21,840)	(21,840)	(22,277)	(22,722)	(23,177)
2015-0108 TAFE BOOK SCHOLORSHIP		(1,000)	-	-	-	-
2013-0122 MURRAY DARLING BASIN SPEAK UP		-	(10,000)	-	-	-
BUSINESS DEVELOPMENT REVENUE						
8400-1503 FHS-CAREERS FORUM REVENUE	-	-	-	-	-	-
8400-1505 BUSINESS & ENVIRONMENT AWARD DONATION	1,500	1,500	1,500	1,538	1,576	1,615
8400-1506 BUSINESS & ENVIRONMENT AWARD INCOME	4,500	4,500	4,500	4,613	4,729	4,847
	(426,640)	(454,236)	(450,676)	(449,451)	(458,483)	(467,782)

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
SALEYARDS						
SALEYARDS EXPENSE						
2014-0115 SALEYARD OTHER OPERATING EXPEN	(2,000)	(2,000)	(2,000)	(2,050)	(2,101)	(2,154)
2014-0120 SALEYARD EQUIP MTCE	(100)	(100)	(100)	(103)	(105)	(108)
2014-0122 SALEYARD - INSURANCE	(7,990)	(8,707)	(8,800)	(8,900)	(9,000)	(9,100)
2014-0130 SALEYARD BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)
2014-0145 SALEYARD ADMIN CHARGES	(8,300)	(3,246)	(3,246)	(3,246)	(3,246)	(3,246)
2014-0538 PUMP REPLACEMENT	(5,000)	(5,000)	(5,000)	(5,150)	(5,305)	(5,464)
8600-2502 SALEYARD OFFICE EQUIP DEPCN	(12,900)	(1,400)	(1,800)	(2,199)	(2,610)	(3,033)
8600-2504 SALEYARD DEPCN	(51,000)	(88,300)	(89,800)	(91,375)	(92,997)	(94,668)
SALEYARDS REVENUE						
8600-4310 SALEYARD DEPCN CONTRA	63,900	89,700	91,600	93,575	95,608	97,702
	(24,390)	(20,053)	(20,146)	(20,473)	(20,807)	(21,148)
REAL ESTATE DEVELOPMENT						
REAL ESTATE DEVELOPMENT EXPENSE						
1200-2026 WORKS TRANSFER TO RESERVE	-	(350,000)	-	-	-	-
2015-0145 REAL ESTATE DEVELOPMENT - RATE	(2,780)	(5,580)	(2,860)	(2,932)	(3,005)	(3,080)
BUSINESSDEVCAPEXP BUSINESS DEVELOPMENT CAPITAL WORKS EXPENDI	-	-	(105,000)	-	-	-
REAL ESTATE DEVELOPMENT REVENUE						
1200-1926 WORKS TRANSFER FROM RESERVE	-	-	-	-	-	-
8710-1826 RENTAL - OTHER REAL ESTATE INC. GST	12,500	12,500	12,500	12,813	13,133	13,461
8720-3800 TOC HIGHWAY BLOCK DISPOSAL PROCEEDS	-	350,000	-	-	-	-

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
BUSINESSDEVCAPINC BUSINESS DEVELOPMENT CAPITAL WORKS INCOME	-	-	105,000	-	-	-
	9,720	6,920	9,640	9,881	10,128	10,381
PRIVATE WORKS						
PRIVATE WORKS EXPENSE						
2019-0155 WRITE OFF BAD DEBTS - P/WORKS	(3,000)	(3,000)	(3,000)	(3,090)	(3,183)	(3,278)
2020-0000 S/DR TECH SERV (BUDGET)	(40,000)	(44,360)	(40,000)	(41,000)	(42,025)	(43,076)
2030-0000 S/DR - CORP SERV (BUDGET)	(7,000)	(7,000)	(7,000)	(7,175)	(7,354)	(7,538)
PRIVATE WORKS REVENUE						
8900-1501 PRIVATE WORKS TECH SERVICES INCOME	40,000	50,000	43,000	44,055	45,136	46,243
8900-1504 PRIVATE WORKS INCOME - SIGNS	-	8,000	-	-	-	-
8900-1505 PRIVATE WORKS TECH SERVICES GST FREE	-	55	-	-	-	-
8900-1511 PRIVATE WORKS CORP SERVICES INCOME	6,000	6,000	6,000	6,180	6,365	6,556
8900-1515 PRIVATE WORKS CORP SERVICES GST FREE	1,000	1,000	1,000	1,030	1,061	1,093
	(3,000)	10,695	-	-	-	-
RATE						
RATE REVENUE						
9100-1000 ORDINARY RATES - FARMLAND	1,772,465	1,782,166	1,813,955	1,859,304	1,905,787	1,953,432
9100-1001 ORDINARY RATES - RESIDENTIAL RURAL	323,251	323,952	331,512	339,779	348,295	357,002
9100-1002 ORDINARY RATES - RESIDENTIAL BGA	515,953	516,573	525,967	539,116	552,594	566,408
9100-1003 ORDINARY RATES - RESIDENTIAL BGN	315,085	316,614	327,542	335,731	344,124	352,727
9100-1004 ORDINARY RATES - RESIDENTIAL FIN	644,291	642,487	654,658	671,024	687,800	704,995
9100-1005 ORDINARY RATES - RESIDENTIAL TOC	693,765	697,317	704,712	722,330	740,388	758,898

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
9100-1006 ORDINARY RATES - BUSINESS BGA	91,416	91,298	92,868	95,190	97,569	100,009
9100-1007 ORDINARY RATES - BUSINESS BGN	70,039	69,965	71,960	73,759	75,603	77,493
9100-1008 ORDINARY RATES - BUSINESS FIN	160,209	159,591	163,928	168,025	172,226	176,531
9100-1009 ORDINARY RATES - BUSINESS TOC	192,931	193,253	196,908	201,830	206,875	212,047
9100-1010 ORDINARY RATES - RESIDENTIAL	55,446	52,740	54,446	55,807	57,202	58,632
9100-1080 LESS ORDINARY RATES WRITTEN OFF	(5,000)	(5,000)	(5,000)	(5,000)	(5,253)	(5,384)
9100-1082 LESS ORDINARY RATES D/DEBT EXPENSE	(15,000)	(15,000)	(10,000)	(10,250)	(10,506)	(10,769)
9100-1085 LESS SMALL BALANCES WRITTEN OFF	(1,000)	(1,000)	(1,000)	(1,000)	(1,051)	(1,077)
9100-1095 LESS ORDINARY RATE PENSION REBATE	(192,500)	(192,500)	(199,500)	(201,500)	(204,000)	(206,000)
9100-1500 INTEREST EXTRA CHARGES ON RATES	37,000	37,000	37,000	37,925	38,873	39,845
9300-1950 ORDINARY RATES PENSION SUBSIDY	106,000	106,000	110,000	110,000	110,000	110,000
	4,764,351	4,775,456	4,869,956	4,992,070	5,116,526	5,244,789
FINANCIAL ASSISTANCE GRANT						
FINANCIAL ASSISTANCE GRANT						
9200-1950 FINANCAL ASSISTANCE GRANT (FAG)	3,022,233	3,022,233	3,022,233	3,082,678	3,144,331	3,207,218
	3,022,233	3,022,233	3,022,233	3,082,678	3,144,331	3,207,218
INTEREST ON INVESTMENTS						
INTEREST ON INVESTMENTS						
9400-1842 INTEREST - TERM DEPOSITS	300,788	300,788	303,214	305,392	307,886	310,175
	300,788	300,788	303,214	305,392	307,886	310,175

Job / GL and Description	2015-16 Original Budget	REVISED DEC 15-16 BUDGET	2016/17 BUDGET FORECAST.	2017/18 BUDGET FORECAST.	2018/19 BUDGET FORECAST.	2019/20 BUDGET FORECAST.
GRAND TOTAL	21,442	13,983	3,954	38,472	205,192	48,091
DEPRECIATION CONTRA						
DEPRECIATION CONTRA						
DEPNCONTRA ACCUMULATED DEPCN GL/JC CONTRA A/C	3,383,100	3,663,300	3,765,000	3,869,532	3,977,221	4,088,135
EIDPCNCONTRA EI DEPRECIATION CONTRA	6,100	6,450	6,650	6,839	7,034	7,234
	3,389,200	3,669,750	3,771,650	3,876,371	3,984,255	4,095,369
BALANCE BROUGHT FORWARD						
BALANCE BROUGHT FORWARD						
BALANCE BROUGHT FORWARD	96,482	3,506,015	13,983	3,954	38,472	205,192
	96,482	3,506,015	13,983	3,954	38,472	205,192
Grand Total	21,442	13,983	3,954	38,472	205,192	48,091

CAPITAL WORKS PLAN SUMMARY 2016-17

		Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
Grand Total		(4,102,587)	(6,171,678)	(4,450,750)	(4,613,093)	(4,106,514)	(3,577,091)	(3,843,395)
AERODROME								
	AERODROME EXPENDITURE	-	-	(75,000)	(915,000)	(50,000)	(125,000)	(50,000)
	AERODROME INCOME	-	-	-	865,920	-	75,000	-
AERODROME Total		-	-	(75,000)	(49,080)	(50,000)	(50,000)	(50,000)
BUSINESS DEVELOPMENT								
	BUSINESS DEVELOPMENT EXPENSE	-	-	-	(105,000)	-	-	-
	BUSINESS DEVELOPMENT INCOME	-	-	-	105,000	-	-	-
BUSINESS DEVELOPMENT Total		-	-	-	-	-	-	-
CEMETERIES								
	CEMETERIES EXPENDITURE	(20,000)	(20,000)	(5,000)	(16,800)	-	(5,000)	-
CEMETERIES Total		(20,000)	(20,000)	(5,000)	(16,800)	-	(5,000)	-
COMMUNITY AMENITIES								
	COMMUNITY AMENITIES EXPENDITURE	(10,000)	(10,000)	(100,000)	-	(15,000)	(20,000)	-
	COMMUNITY AMENITIES INCOME	-	-	-	-	-	-	-
COMMUNITY AMENITIES Total		(10,000)	(10,000)	(100,000)	-	(15,000)	(20,000)	-
CORPORATE SERVICES								
	CORPORATE SERVICES EXPENDITURE	-	-	-	-	-	-	-
CORPORATE SERVICES Total		-	-	-	-	-	-	-
DEPOT								
	DEPOT EXPENDITURE	(20,000)	(20,000)	-	(10,000)	(20,000)	-	-
DEPOT Total		(20,000)	(20,000)	-	(10,000)	(20,000)	-	-
DOMESTIC WASTE								
	DOMESTIC WASTE EXPENDITURE	(55,000)	(45,000)	(135,000)	(160,000)	(175,000)	(135,000)	(50,000)
DOMESTIC WASTE Total		(55,000)	(45,000)	(135,000)	(160,000)	(175,000)	(135,000)	(50,000)
DRAINAGE								

		Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
Grand Total		(4,102,587)	(6,171,678)	(4,450,750)	(4,613,093)	(4,106,514)	(3,577,091)	(3,843,395)
DRAINAGE	DRAINAGE EXPENDITURE	(1,562,312)	(1,545,000)	(86,000)	(131,000)	(225,000)	(50,000)	(85,000)
	DRAINAGE INCOME	1,207,500	700,000	-	-	-	-	-
DRAINAGE Total		(354,812)	(845,000)	(86,000)	(131,000)	(225,000)	(50,000)	(85,000)
EMERGENCY SERVICES	EMERGENCY SERVICES EXPENDITURE	-	-	-	-	-	-	-
EMERGENCY SERVICES Total		-	-	-	-	-	-	-
HOUSING	HOUSING EXPENDITURE	-	-	(50,000)	-	(30,000)	-	-
HOUSING Total		-	-	(50,000)	-	(30,000)	-	-
LEVEE BANKS	LEVEE BANK EXPENDITURE	(50,000)	-	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	LEVEE BANK INCOME	-	-	-	-	-	-	-
LEVEE BANKS Total		(50,000)	-	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
LIBRARIES	LIBRARIES EXPENDITURE	(10,000)	(10,000)	(10,000)	(10,000)	-	-	-
LIBRARIES Total		(10,000)	(10,000)	(10,000)	(10,000)	-	-	-
MINOR PLANT	MINOR PLANT INCOME	-	-	-	-	-	-	-
	MINOR PLANT PURCHASE	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MINOR PLANT Total		(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MOTOR VEHICLE	MOTOR VEHICLE PURCHASES	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
	MOTOR VEHICLE SALES	130,000	130,000	130,000	130,000	130,000	130,000	130,000
MOTOR VEHICLE Total		(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)
PUBLIC HALLS	PUBLIC HALLS EXPENDITURE	(20,000)	(20,000)	(230,000)	(200,000)	(180,000)	(50,000)	-

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
Grand Total	(4,102,587)	(6,171,678)	(4,450,750)	(4,613,093)	(4,106,514)	(3,577,091)	(3,843,395)
PUBLIC HALLS Total	(20,000)	(20,000)	(230,000)	(200,000)	(180,000)	(50,000)	-
PUBLIC WORKS							
PUBLIC WORKS PLANT INCOME	164,500	164,500	269,500	289,500	177,000	230,000	286,500
PUBLIC WORKS PLANT PURCHASE	(538,000)	(538,000)	(913,000)	(1,163,000)	(793,000)	(695,000)	(1,080,000)
PUBLIC WORKS UTILITY INCOME	39,000	39,000	39,000	39,000	39,000	39,000	39,000
PUBLIC WORKS UTILITY PURCHASE	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)
PUBLIC WORKS Total	(403,250)	(403,250)	(673,250)	(903,250)	(645,750)	(494,750)	(823,250)
RECREATION							
PARKS & RECREATION EXPENDITURE	(50,000)	(50,000)	(50,000)	(50,000)	-	-	-
PARKS & RECREATION INCOME	-	-	-	-	-	-	-
RECREATION RESERVES EXPENDITURE	-	-	-	-	-	-	-
SWIMMING POOLS EXPENDITURE	-	-	(40,000)	-	(80,000)	-	-
RECREATION Total	(50,000)	(50,000)	(90,000)	(50,000)	(80,000)	-	-
SEWERAGE							
SEWERAGE EXPENDITURE	(283,000)	(303,000)	(225,000)	(460,000)	(315,000)	(210,000)	(210,000)
SEWERAGE Total	(283,000)	(303,000)	(225,000)	(460,000)	(315,000)	(210,000)	(210,000)
SHIRE ROADS							
FOOTPATHS EXPENDITURE	(223,500)	(184,000)	(149,000)	(287,000)	(137,000)	(158,200)	(95,000)
FOOTPATHS INCOME	94,000	79,500	62,000	94,000	20,000	40,000	25,000
KERB & GUTTER EXPENDITURE	-	-	-	-	-	-	-
KERB & GUTTER INCOME	-	-	-	-	-	-	-
R2R GRANT	625,500	625,500	625,500	1,997,240	605,378	605,378	625,500
RMS WORKS EXPENDITURE	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
RMS WORKS INCOME	350,000	350,000	350,000	350,000	350,000	350,000	350,000
RURAL ROADS CONSTRUCTION EXPENDITURE	(4,424,568)	(5,358,840)	(907,000)	(2,337,000)	(859,000)	(1,315,000)	(1,082,000)
RURAL ROADS CONSTRUCTION INCOME	2,628,568	2,628,568	-	-	-	-	-
RURAL ROADS SEALED - RESEALS EXPENDITURE	(369,330)	(212,836)	(360,000)	(202,010)	(148,614)	(84,179)	(197,933)
RURAL ROADS SEALED - RESEALS INCOME	-	-	-	-	-	-	-
RURAL ROADS UNSEALED - RESHEET EXPENDITURE	(248,895)	(393,000)	(778,000)	(577,000)	(559,000)	(534,000)	(602,000)

		Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
Grand Total		(4,102,587)	(6,171,678)	(4,450,750)	(4,613,093)	(4,106,514)	(3,577,091)	(3,843,395)
SHIRE ROADS								
	RURAL ROADS UNSEALED - RESHEET INCOME	-	-	-	-	-	-	-
	TOWNSCAPE WORKS EXPENDITURE	(80,000)	(200,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
	TOWNSCAPE WORKS INCOME	-	-	-	-	-	-	-
	URBAN ROADS - RESEALS EXPENDITURE	(82,300)	(107,320)	(100,000)	(181,193)	(92,528)	(48,340)	(291,712)
	URBAN ROADS CONSTRUCTION EXPENDITURE	(107,000)	(107,000)	(96,000)	(96,000)	(123,000)	(116,000)	(353,000)
	URBAN ROADS CONSTRUCTION INCOME	-	-	-	-	-	-	-
SHIRE ROADS Total		(2,187,525)	(3,229,428)	(1,782,500)	(1,668,963)	(1,373,764)	(1,690,341)	(2,051,145)
TOURISM SERVICES								
	TOURISM SERVICES EXPENDITURE	-	-	-	-	-	-	-
TOURISM SERVICES Total		-	-	-	-	-	-	-
TOWN PROJECTS								
	KERB & GUTTER EXPENDITURE	(178,000)	(178,000)	(130,200)	(130,200)	(216,000)	(192,000)	(230,000)
	KERB & GUTTER INCOME	334,000	7,000	73,200	73,200	-	35,000	103,000
TOWN PROJECTS Total		156,000	(171,000)	(57,000)	(57,000)	(216,000)	(157,000)	(127,000)
WATER								
	WATER EXPENDITURE	(572,000)	(822,000)	(659,000)	(624,000)	(508,000)	(442,000)	(174,000)
WATER Total		(572,000)	(822,000)	(659,000)	(624,000)	(508,000)	(442,000)	(174,000)
Grand Total		(4,102,587)	(6,171,678)	(4,450,750)	(4,613,093)	(4,106,514)	(3,577,091)	(3,843,395)

CAPITAL WORKS PLAN DETAIL 2016-17

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
AERODROME INCOME							
TOCUMWAL							
Grant Funds	-	-	-	334,920	-	-	-
From Reserve			-	531,000	-	75,000	-
TOCUMWAL Total	-	-	-	865,920	-	75,000	-
AERODROME INCOME Total	-	-	-	865,920	-	75,000	-
AERODROME EXPENDITURE							
TOCUMWAL							
Runway 18-36 Bitumen binder	-	-	(75,000)	(75,000)	-	-	-
Runway 18-36 Heavy Patch to repair failed pavement	-	-	-	-	-	(75,000)	-
To Reserve	-	-	-	(50,000)	(50,000)	(50,000)	(50,000)
Subdivision	-	-	-	(790,000)	-	-	-
TOCUMWAL Total	-	-	(75,000)	(915,000)	(50,000)	(125,000)	(50,000)
AERODROME EXPENDITURE Total	-	-	(75,000)	(915,000)	(50,000)	(125,000)	(50,000)
AERODROME Total	-	-	(75,000)	(49,080)	(50,000)	(50,000)	(50,000)
DRAINAGE							
DRAINAGE INCOME							
BAROOGA							
Various	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
Various	-	-	-	-	-	-	-
BERRIGAN Total	-	-	-	-	-	-	-
FINLEY							
Endevour St Construct new pump station (50% RMS)	50,000	50,000	-	-	-	-	-
Murray St Headford to Osbourne	160,000	-	-	-	-	-	-

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
Murray St - Warmatta to Wolamai	17,500	-	-	-	-	-	-
FINLEY Total	227,500	50,000	-	-	-	-	-
TOCUMWAL							
Various	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	-	-	-	-	-
UNGROUPED							
Local Infrastructure Renewal Scheme (LIRS)	980,000	650,000	-	-	-	-	-
UNGROUPED Total	980,000	650,000	-	-	-	-	-
DRAINAGE INCOME Total	1,207,500	700,000	-	-	-	-	-
DRAINAGE EXPENDITURE							
BAROOGA							
Various	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
Drummond St - Railway to Drohan St	(15,000)	(15,000)	-	-	-	-	-
East Riverina Highway	(650,000)	(650,000)	-	-	-	-	-
Jerilderie St (SH20) Horsfall St to Nangunia St	-	-	(20,000)	(20,000)	-	-	-
Jerlilderie St - Nangunia St to Orr St	-	-	(16,000)	(16,000)	-	-	-
Barooga St - Horsfall to Nangunia St	-	-	-	-	-	-	(35,000)
Denison St - Horsfall to Nangunia	-	-	-	-	-	-	(35,000)
BERRIGAN Total	(665,000)	(665,000)	(36,000)	(36,000)	-	-	(70,000)
FINLEY							
Denison St - Wollamai St to Warmatta St	-	-	-	-	(75,000)	-	-
Endevour St Construct new pump station	(100,000)	(100,000)	-	-	-	-	-
Finley St Detention Basin	(312,312)	(330,000)	-	-	-	-	-
McAllister St - Headford St to Osbourne St	-	-	(50,000)	(50,000)	-	-	-
Murray St - Headford to Osbourne	(428,000)	(428,000)	-	-	-	-	-
Tocumwal St - Wollamai St to Warmatta St	-	-	-	-	(75,000)	-	-
Tocumwal St Tuppal St to Wollamai St	-	-	-	-	(75,000)	-	-

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
McAllister St - Headford St to Warmatta St	-	-	-	-	-	(50,000)	-
Murray St - Warmatta to Wolamai	(35,000)	-	-	-	-	-	-
FINLEY Total	(875,312)	(858,000)	(50,000)	(50,000)	(225,000)	(50,000)	-
TOCUMWAL							
Lane 961 - Bruton St Barooga St Nth	(22,000)	(22,000)	-	-	-	-	-
Bruton St - Extension Jerilderie St North & Charlotte St	-	-	-	(30,000)	-	-	-
Bruton St - Extension to Charlotte St	-	-	-	(15,000)	-	-	-
Bruton St - Kerb connection	-	-	-	-	-	-	(15,000)
TOCUMWAL Total	(22,000)	(22,000)	-	(45,000)	-	-	(15,000)
UNGROUPED							
To be determined	-	-	-	-	-	-	-
Various	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
DRAINAGE EXPENDITURE Total	(1,562,312)	(1,545,000)	(86,000)	(131,000)	(225,000)	(50,000)	(85,000)
DRAINAGE Total	(354,812)	(845,000)	(86,000)	(131,000)	(225,000)	(50,000)	(85,000)
LEVEE BANKS							
LEVEE BANK INCOME							
UNGROUPED							
Transfer from Reserve	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
LEVEE BANK INCOME Total	-	-	-	-	-	-	-
LEVEE BANK EXPENDITURE							
UNGROUPED							
Transfer to Reserve	(50,000)	-	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
UNGROUPED Total	(50,000)	-	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
LEVEE BANK EXPENDITURE Total	(50,000)	-	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
LEVEE BANKS Total	(50,000)	-	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
TOWN PROJECTS							
KERB & GUTTER INCOME							
BAROOGA							
Buchanans Rd - Gunnamara St to Wiruna St	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
Drummond St - Railway to Drohan St	5,000	5,000	-	-	-	-	-
Harris St - Flynn St to Hayes St	2,000	2,000	-	-	-	-	-
Jerilderie St (SH20) Horfall St to Nangunia St	-	-	40,000	40,000	-	-	-
Jerlilderie St - Nangunia St to Orr St	-	-	33,200	33,200	-	-	-
Barooga St - Horsfall to Nangunia St	-	-	-	-	-	28,000	-
Nangunia St - Jerilderie to Barooga St	-	-	-	-	-	7,000	-
Barooga St - Nangunia to Orr St	-	-	-	-	-	-	28,000
Denison St - Horsfall to Orr St - West Side	-	-	-	-	-	-	28,000
BERRIGAN Total	7,000	7,000	73,200	73,200	-	35,000	56,000
FINLEY							
Murray St - Headford to Osborne	327,000	-	-	-	-	-	-
FINLEY Total	327,000	-	-	-	-	-	-
TOCUMWAL							
Bruton St - End existing kerb to Bruce Birrell Dr	-	-	-	-	-	-	17,000
Bruton St - Lane 961 to Parkes St - Sth side	-	-	-	-	-	-	30,000
TOCUMWAL Total	-	-	-	-	-	-	47,000
UNGROUPED							
To be determined	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
KERB & GUTTER INCOME Total	334,000	7,000	73,200	73,200	-	35,000	103,000
KERB & GUTTER EXPENDITURE							

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
BAROOGA							
Buchanans Rd - Gunnamara St to Wiruna St	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
Drummond St - Railway to Drohan St	(18,000)	(18,000)	-	-	-	-	-
Jerilderie St (SH20) Horfall St to Nangunia St	-	-	(30,000)	(30,000)	-	-	-
Jerlinderie St - Nangunia St to Orr St	-	-	(25,200)	(25,200)	-	-	-
Barooga St - Horsfall to Nangunia St	-	-	-	-	-	(60,000)	-
Nangunia St - Jerilderie to Barooga St	-	-	-	-	-	(32,000)	-
Barooga St - Nangunia to Orr St	-	-	-	-	-	-	(60,000)
Denison St - Horsfall to Orr St - West Side	-	-	-	-	-	-	(60,000)
BERRIGAN Total	(18,000)	(18,000)	(55,200)	(55,200)	-	(92,000)	(120,000)
FINLEY							
Denison St - Wollamai St to Warmatta St	-	-	-	-	(72,000)	-	-
McAllister St - Headford St to Osbourne St	-	-	(75,000)	(75,000)	-	(75,000)	-
Murray St - Headford to Osbourne	(87,000)	(87,000)	-	-	-	-	-
Tocumwal St - Wollamai St to Warmatta St	-	-	-	-	(72,000)	-	-
Tocumwal St Tuppal St to Wollamai St	-	-	-	-	(72,000)	-	-
William St - Hampden St to East	(73,000)	(73,000)	-	-	-	-	-
FINLEY Total	(160,000)	(160,000)	(75,000)	(75,000)	(216,000)	(75,000)	-
TOCUMWAL							
Deniliquin Rd - Replace brick K&G Cowley to Duff ST	-	-	-	-	-	(25,000)	-
Bruton St - End existing kerb to Bruce Birrell Dr	-	-	-	-	-	-	(40,000)
Bruton St - Lane 961 to Parkes St - Sth side	-	-	-	-	-	-	(70,000)
TOCUMWAL Total	-	-	-	-	-	(25,000)	(110,000)
UNGROUPED							
To be determined	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
KERB & GUTTER EXPENDITURE Total	(178,000)	(178,000)	(130,200)	(130,200)	(216,000)	(192,000)	(230,000)

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
TOWN PROJECTS Total	156,000	(171,000)	(57,000)	(57,000)	(216,000)	(157,000)	(127,000)
SEWERAGE							
SEWERAGE EXPENDITURE							
BAROOGA							
Desilt Primary Pond	-	-	-	-	(50,000)	-	-
Main Sewer upgrades	(10,000)	(10,000)	(10,000)	-	-	-	-
Other Minor Repairs / Replacements	(10,000)	(10,000)	(10,000)	-	-	-	-
Upgrade Pump Station	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
BAROOGA Total	(40,000)	(40,000)	(40,000)	(20,000)	(70,000)	(20,000)	(20,000)
BERRIGAN							
Desilt Primary Pond	(50,000)	(50,000)	-	-	-	-	-
Other Minor Repairs / Replacements	(20,000)	(20,000)	(20,000)	-	-	-	-
Pond Fencing	-	-	(20,000)	(30,000)	-	-	-
Refurbish concrete work	-	-	-	-	-	-	-
Replace pump station lids & install probe holding brackets	(10,000)	(10,000)	(10,000)	(10,000)	-	-	-
Sewer replacement	-	-	-	(30,000)	(30,000)	(30,000)	(30,000)
Trickle Filter Arm Upgrade	-	(20,000)	-	-	-	-	-
Truck Wash Avdata pump	(10,000)	(10,000)	(10,000)	-	-	-	-
Upgrade Pump Station	(20,000)	(20,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
BERRIGAN Total	(110,000)	(130,000)	(70,000)	(80,000)	(40,000)	(40,000)	(40,000)
FINLEY							
Desilt Primary Pond	-	-	(50,000)	(50,000)	-	-	-
Gravel Pond Banks	-	-	-	-	(10,000)	-	-
Main Sewer upgrades	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Other Minor Repairs / Replacements	(20,000)	(20,000)	(20,000)	-	-	-	-
Pond Fencing	(10,000)	(10,000)	-	-	-	-	-
Refurbish concrete work	-	-	-	(60,000)	(45,000)	-	-
Truck Wash Avdata pump	(10,000)	(10,000)	(10,000)	-	-	-	-
Upgrade Pump Station	-	-	-	(10,000)	(10,000)	(10,000)	(10,000)
Sewer Main Relining	-	-	-	-	(100,000)	-	(100,000)
FINLEY Total	(50,000)	(50,000)	(90,000)	(130,000)	(175,000)	(20,000)	(120,000)

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
TOCUMWAL							
Main Sewer upgrades	(63,000)	(63,000)	-	(10,000)	(10,000)	(10,000)	(10,000)
Other Minor Repairs / Replacements	(20,000)	(20,000)	(20,000)	-	-	-	-
Refurbish concrete work	-	-	-	(50,000)	-	-	-
Sewer Main Relining	-	-	-	(100,000)	-	(100,000)	-
New Drying Bed	-	-	-	(40,000)	-	-	-
Fence Replacement	-	-	-	-	-	-	-
TOCUMWAL Total	(83,000)	(83,000)	(20,000)	(200,000)	(10,000)	(110,000)	(10,000)
UNGROUPED							
Upgrade amenities at STP's	-	-	-	(10,000)	-	-	-
Upgrade of Telemetry Sewer	-	-	(5,000)	(20,000)	(20,000)	(20,000)	(20,000)
UNGROUPED Total	-	-	(5,000)	(30,000)	(20,000)	(20,000)	(20,000)
SEWERAGE EXPENDITURE Total	(283,000)	(303,000)	(225,000)	(460,000)	(315,000)	(210,000)	(210,000)
SEWERAGE Total	(283,000)	(303,000)	(225,000)	(460,000)	(315,000)	(210,000)	(210,000)
WATER							
WATER EXPENDITURE							
BAROOGA							
CCTV Survey interior towers	-	-	-	-	(20,000)	-	-
Main water replacement	-	-	-	(10,000)	(10,000)	(10,000)	(10,000)
pH and Cl Control systems	-	-	-	-	-	-	(30,000)
Expansion of Barooga WTP	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	(10,000)	(30,000)	(10,000)	(40,000)
BERRIGAN							
Main water reticulation	(20,000)	-	(20,000)	-	-	-	-
Other Minor Repairs / Replacements	(25,000)	(25,000)	(25,000)	-	-	-	-
Treated Water HL Pumps - Mech & Elec	(30,000)	(30,000)	-	-	-	-	-
Water main replacement	-	(20,000)	-	(20,000)	(20,000)	(20,000)	(20,000)
BERRIGAN Total	(75,000)	(75,000)	(45,000)	(20,000)	(20,000)	(20,000)	(20,000)
FINLEY							

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
Water main reticulation	(30,000)	(280,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Raw Water LL Pumps	-	-	-	-	-	-	-
New Clarifier to replace settling ponds	-	-	(500,000)	(500,000)	-	-	-
FINLEY Total	(30,000)	(280,000)	(530,000)	(530,000)	(30,000)	(30,000)	(30,000)
TOCUMWAL							
Chlorine Dosing system	-	-	-	-	-	(30,000)	-
Other Minor Repairs / Replacements	(25,000)	(25,000)	(25,000)	-	-	-	-
Replace compressor	-	-	-	-	(20,000)	-	(20,000)
Soda Ash dosing system	-	-	-	-	-	-	-
Sprinkler system	-	-	-	-	-	-	-
Water main replacement	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Enclose Daff plant	-	-	-	-	(30,000)	-	-
TOCUMWAL Total	(45,000)	(45,000)	(65,000)	(20,000)	(70,000)	(50,000)	(40,000)
UNGROUPED							
Chemical Pump replacement	-	-	-	-	(30,000)	-	-
Minor plant replacement	(5,000)	(5,000)	(5,000)	-	-	-	-
Office Equip / Furniture	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Shelving & storage	(5,000)	(5,000)	-	-	-	-	-
Telemetry Upgrade	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Various Non-Capital Expenses (removed 14/15)	-	-	-	-	-	-	-
Water Laboratory equipment	-	-	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Meter / cybal replacement	-	-	-	(30,000)	(314,000)	(318,000)	(30,000)
Everblue Centralised Meter Reading	(400,000)	(400,000)	-	-	-	-	-
UNGROUPED Total	(422,000)	(422,000)	(19,000)	(44,000)	(358,000)	(332,000)	(44,000)
WATER EXPENDITURE Total	(572,000)	(822,000)	(659,000)	(624,000)	(508,000)	(442,000)	(174,000)
WATER Total	(572,000)	(822,000)	(659,000)	(624,000)	(508,000)	(442,000)	(174,000)
MOTOR VEHICLE							
MOTOR VEHICLE SALES							
UNGROUPED							
Motor vehicle sales	130,000	130,000	130,000	130,000	130,000	130,000	130,000

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
UNGROUPED Total	130,000	130,000	130,000	130,000	130,000	130,000	130,000
MOTOR VEHICLE SALES Total	130,000	130,000	130,000	130,000	130,000	130,000	130,000
MOTOR VEHICLE PURCHASES							
UNGROUPED							
Motor vehicle purchases	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
UNGROUPED Total	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
MOTOR VEHICLE PURCHASES Total	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
MOTOR VEHICLE Total	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)
PUBLIC WORKS							
PUBLIC WORKS UTILITY PURCHASE							
UNGROUPED							
Public Works Utility Purchase	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)
UNGROUPED Total	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)
PUBLIC WORKS UTILITY PURCHASE Total	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)	(68,750)
PUBLIC WORKS UTILITY INCOME							
UNGROUPED							
Public Works Utility Sales	39,000	39,000	39,000	39,000	39,000	39,000	39,000
UNGROUPED Total	39,000	39,000	39,000	39,000	39,000	39,000	39,000
PUBLIC WORKS UTILITY INCOME Total	39,000	39,000	39,000	39,000	39,000	39,000	39,000
PUBLIC WORKS PLANT PURCHASE							
UNGROUPED							
Public Works Plant Purchase	(538,000)	(538,000)	(913,000)	(1,163,000)	(793,000)	(695,000)	(1,080,000)
UNGROUPED Total	(538,000)	(538,000)	(913,000)	(1,163,000)	(793,000)	(695,000)	(1,080,000)
PUBLIC WORKS PLANT PURCHASE Total	(538,000)	(538,000)	(913,000)	(1,163,000)	(793,000)	(695,000)	(1,080,000)

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
PUBLIC WORKS PLANT INCOME							
UNGROUPED							
Public Works Plant Sales	164,500	164,500	269,500	289,500	177,000	230,000	286,500
UNGROUPED Total	164,500	164,500	269,500	289,500	177,000	230,000	286,500
PUBLIC WORKS PLANT INCOME Total	164,500	164,500	269,500	289,500	177,000	230,000	286,500
PUBLIC WORKS Total	(403,250)	(403,250)	(673,250)	(903,250)	(645,750)	(494,750)	(823,250)
MINOR PLANT							
MINOR PLANT PURCHASE							
UNGROUPED							
Minor Plant Purchase	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
UNGROUPED Total	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MINOR PLANT PURCHASE Total	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MINOR PLANT INCOME							
UNGROUPED							
Minor Plant Sales	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
MINOR PLANT INCOME Total	-	-	-	-	-	-	-
MINOR PLANT Total	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
DOMESTIC WASTE							
DOMESTIC WASTE EXPENDITURE							
BERRIGAN							
New Landfill hole	(40,000)	(40,000)	(45,000)	(40,000)	(45,000)	(45,000)	(45,000)
New Mesh Fence 3.6m	(10,000)	-	(10,000)	-	-	-	-
Rehabilitation of exhausted landfill areas	-	-	-	(5,000)	-	(5,000)	-
Concrete crushing	-	-	-	(30,000)	(50,000)	-	-
Crushed rock for tracks	-	-	-	(5,000)	(5,000)	(5,000)	(5,000)
BERRIGAN Total	(50,000)	(40,000)	(55,000)	(80,000)	(100,000)	(55,000)	(50,000)

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
FINLEY							
Front Fence	(5,000)	(5,000)	(5,000)	-	-	-	-
Rehabilitation of exhausted landfill areas	-	-	-	(5,000)	-	(5,000)	-
FINLEY Total	(5,000)	(5,000)	(5,000)	(5,000)	-	(5,000)	-
TOCUMWAL							
Transfer Station Reserve	-	-	(75,000)	(75,000)	(75,000)	(75,000)	-
TOCUMWAL Total	-	-	(75,000)	(75,000)	(75,000)	(75,000)	-
DOMESTIC WASTE EXPENDITURE Total	(55,000)	(45,000)	(135,000)	(160,000)	(175,000)	(135,000)	(50,000)
DOMESTIC WASTE Total	(55,000)	(45,000)	(135,000)	(160,000)	(175,000)	(135,000)	(50,000)
LIBRARIES							
LIBRARIES EXPENDITURE							
FINLEY							
Roof Restoration	(10,000)	(10,000)	-	-	-	-	-
Repairs Carpark	-	-	(10,000)	(10,000)	-	-	-
FINLEY Total	(10,000)	(10,000)	(10,000)	(10,000)	-	-	-
LIBRARIES EXPENDITURE Total	(10,000)	(10,000)	(10,000)	(10,000)	-	-	-
LIBRARIES Total	(10,000)	(10,000)	(10,000)	(10,000)	-	-	-
CORPORATE SERVICES							
CORPORATE SERVICES EXPENDITURE							
BAROOGA							
To be determined	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
Admin Office - Solar Panels	-	-	-	-	-	-	-
BERRIGAN Total	-	-	-	-	-	-	-

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
FINLEY							
To be determined	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
TOCUMWAL							
To be determined	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	-	-	-	-	-
CORPORATE SERVICES EXPENDITURE Total	-	-	-	-	-	-	-
CORPORATE SERVICES Total	-	-	-	-	-	-	-
COMMUNITY AMENITIES							
COMMUNITY AMENITIES INCOME							
TOCUMWAL							
Town Beach Toilets	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	-	-	-	-	-
COMMUNITY AMENITIES INCOME Total	-	-	-	-	-	-	-
COMMUNITY AMENITIES EXPENDITURE							
BAROOGA							
Swing Bridge Deck Repair	-	-	-	-	(5,000)	-	-
BAROOGA Total	-	-	-	-	(5,000)	-	-
BERRIGAN							
Hayes Park Toilets refurbishment	-	-	-	-	(10,000)	-	-
BERRIGAN Total	-	-	-	-	(10,000)	-	-
FINLEY							
Lake Toilets - connect Power	-	-	-	-	-	-	-
Wayside Rest Toilets - connect power	(10,000)	(10,000)	-	-	-	-	-
Finley Railway Station - Painting	-	-	-	-	-	-	-
FINLEY Total	(10,000)	(10,000)	-	-	-	-	-

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
TOCUMWAL							
Railway exterior painting	-	-	-	-	-	-	-
Town Beach Toilets	-	-	(100,000)	-	-	-	-
Toc Rec Reserve Demo Old toilets & Landscaping	-	-	-	-	-	(20,000)	-
TOCUMWAL Total	-	-	(100,000)	-	-	(20,000)	-
COMMUNITY AMENITIES EXPENDITURE Total	(10,000)	(10,000)	(100,000)	-	(15,000)	(20,000)	-
COMMUNITY AMENITIES Total	(10,000)	(10,000)	(100,000)	-	(15,000)	(20,000)	-
HOUSING							
HOUSING EXPENDITURE							
BAROOGA							
To be determined	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
27 Davis St, Repaint int/ext & refurbish	-	-	(50,000)	-	-	-	-
BERRIGAN Total	-	-	(50,000)	-	-	-	-
FINLEY							
To be determined	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
TOCUMWAL							
Aerodrome House - Repaint int/ext & refurbish	-	-	-	-	(30,000)	-	-
TOCUMWAL Total	-	-	-	-	(30,000)	-	-
HOUSING EXPENDITURE Total	-	-	(50,000)	-	(30,000)	-	-
HOUSING Total	-	-	(50,000)	-	(30,000)	-	-
DEPOT							
DEPOT EXPENDITURE							

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
BAROOGA							
To be determined	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
Installation of Storage Container	-	-	-	(10,000)	-	-	-
Depot Carport Repairs	-	-	-	-	(20,000)	-	-
BERRIGAN Total	-	-	-	(10,000)	(20,000)	-	-
FINLEY							
To be determined	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
TOCUMWAL							
Wash Bay	(20,000)	(20,000)	-	-	-	-	-
TOCUMWAL Total	(20,000)	(20,000)	-	-	-	-	-
DEPOT EXPENDITURE Total	(20,000)	(20,000)	-	(10,000)	(20,000)	-	-
DEPOT Total	(20,000)	(20,000)	-	(10,000)	(20,000)	-	-
PUBLIC HALLS							
PUBLIC HALLS EXPENDITURE							
BAROOGA							
To be determined	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
CWA Kitchen Renovations	-	-	-	-	-	-	-
Renew Stormwater Disposal	-	-	(20,000)	-	-	-	-
CWA Hall replace Front & side doors	-	-	-	-	-	-	-
Memorial Hall Ceiling Repairs	-	-	(20,000)	(20,000)	-	-	-
BERRIGAN Total	-	-	(40,000)	(20,000)	-	-	-
FINLEY							

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
Memorial Hall Flooring	-	-	(10,000)	-	-	-	-
Demo Memorial Hall & provide carpark	(20,000)	(20,000)	(180,000)	(180,000)	-	-	-
Refurbishment School of Arts Hall & new toilets	-	-	-	-	(180,000)	-	-
FINLEY Total	(20,000)	(20,000)	(190,000)	(180,000)	(180,000)	-	-
TOCUMWAL							
Repaint Hall interior & stage area	-	-	-	-	-	(50,000)	-
Memorial Hall paint interior main hall & toilets	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	-	-	-	(50,000)	-
PUBLIC HALLS EXPENDITURE Total	(20,000)	(20,000)	(230,000)	(200,000)	(180,000)	(50,000)	-
PUBLIC HALLS Total	(20,000)	(20,000)	(230,000)	(200,000)	(180,000)	(50,000)	-
EMERGENCY SERVICES							
EMERGENCY SERVICES EXPENDITURE							
BAROOGA							
To be determined	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
To be determined	-	-	-	-	-	-	-
BERRIGAN Total	-	-	-	-	-	-	-
FINLEY							
To be determined	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
TOCUMWAL							
To be determined	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	-	-	-	-	-
EMERGENCY SERVICES EXPENDITURE Total	-	-	-	-	-	-	-
EMERGENCY SERVICES Total	-	-	-	-	-	-	-

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
TOURISM SERVICES							
TOURISM SERVICES EXPENDITURE							
BAROOGA							
To be determined	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
To be determined	-	-	-	-	-	-	-
BERRIGAN Total	-	-	-	-	-	-	-
FINLEY							
To be determined	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
TOCUMWAL							
To be determined	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	-	-	-	-	-
TOURISM SERVICES EXPENDITURE Total	-	-	-	-	-	-	-
TOURISM SERVICES Total	-	-	-	-	-	-	-
CEMETERIES							
CEMETERIES EXPENDITURE							
BAROOGA							
To be determined	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
To be determined	-	-	-	-	-	-	-
BERRIGAN Total	-	-	-	-	-	-	-
FINLEY							
Sprinkler system	-	-	-	-	-	-	-

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
Finley Cemetry kerb & gutter	-	-	-	(11,800)	-	-	-
FINLEY Total	-	-	-	(11,800)	-	-	-
TOCUMWAL							
New Wall Niches	(15,000)	(15,000)	-	-	-	-	-
TOCUMWAL Total	(15,000)	(15,000)	-	-	-	-	-
UNGROUPED							
Plynth Additions	(5,000)	(5,000)	(5,000)	(5,000)	-	(5,000)	-
UNGROUPED Total	(5,000)	(5,000)	(5,000)	(5,000)	-	(5,000)	-
CEMETERIES EXPENDITURE Total	(20,000)	(20,000)	(5,000)	(16,800)	-	(5,000)	-
CEMETERIES Total	(20,000)	(20,000)	(5,000)	(16,800)	-	(5,000)	-
RECREATION							
SWIMMING POOLS EXPENDITURE							
BAROOGA							
To be determined	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
Painting of Pool	-	-	-	-	-	-	-
Non-slip Concourse Painting	-	-	-	-	(10,000)	-	-
BERRIGAN Total	-	-	-	-	(10,000)	-	-
FINLEY							
Painting of Pool	-	-	-	-	(40,000)	-	-
Non-slip Concourse Painting	-	-	-	-	(10,000)	-	-
FINLEY Total	-	-	-	-	(50,000)	-	-
TOCUMWAL							
Painting of Pool	-	-	(40,000)	-	-	-	-
Refurbish interior	-	-	-	-	(20,000)	-	-
TOCUMWAL Total	-	-	(40,000)	-	(20,000)	-	-

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
SWIMMING POOLS EXPENDITURE Total	-	-	(40,000)	-	(80,000)	-	-
RECREATION RESERVES EXPENDITURE							
BAROOGA							
Additions to Toilet	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
To be determined	-	-	-	-	-	-	-
BERRIGAN Total	-	-	-	-	-	-	-
FINLEY							
Sports Centre - Upgrade to Multi-use	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
TOCUMWAL							
To be determined	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	-	-	-	-	-
RECREATION RESERVES EXPENDITURE Total	-	-	-	-	-	-	-
PARKS & RECREATION INCOME							
UNGROUPED							
To be determined	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
PARKS & RECREATION INCOME Total	-	-	-	-	-	-	-
PARKS & RECREATION EXPENDITURE							
BAROOGA							
Botanical Gardens Toilets	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
FINLEY							

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
Memorial Park Upgrade Footpaths	-	-	-	-	-	-	-
Skate Park Improvements	-	-	(50,000)	(50,000)	-	-	-
FINLEY Total	-	-	(50,000)	(50,000)	-	-	-
TOCUMWAL							
Skate Park Improvements	(50,000)	(50,000)	-	-	-	-	-
TOCUMWAL Total	(50,000)	(50,000)	-	-	-	-	-
UNGROUPED							
Renewal & improvement various asset	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
PARKS & RECREATION EXPENDITURE Total	(50,000)	(50,000)	(50,000)	(50,000)	-	-	-
RECREATION Total	(50,000)	(50,000)	(90,000)	(50,000)	(80,000)	-	-
SHIRE ROADS							
URBAN ROADS CONSTRUCTION INCOME							
BAROOGA							
To be determined	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
To be determined	-	-	-	-	-	-	-
BERRIGAN Total	-	-	-	-	-	-	-
FINLEY							
To be determined	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
TOCUMWAL							
To be determined	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	-	-	-	-	-
UNGROUPED							

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
To be determined	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
URBAN ROADS CONSTRUCTION INCOME Total	-	-	-	-	-	-	-
URBAN ROADS CONSTRUCTION EXPENDITURE							
BAROOGA							
To be determined	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
Drummond St - Railway to Drohan St	(10,000)	(10,000)	-	-	-	-	-
Harris St - Flynn St to Hayes St	-	-	-	-	-	-	-
Jerilderie St (SH20) Horfall St to Nangunia St	-	-	(20,000)	(20,000)	-	-	-
Jerilderie St - Nangunia St to Orr St	-	-	(16,000)	(16,000)	-	-	-
Barooga St - Horsfall to Nangunia St	-	-	-	-	-	(40,000)	-
Nangunia St - Jerilderie to Barooga St	-	-	-	-	-	(16,000)	-
Barooga St - Nangunia to Orr St	-	-	-	-	-	-	(40,000)
Denison St - Horsfall to Orr St - West Side	-	-	-	-	-	-	(40,000)
BERRIGAN Total	(10,000)	(10,000)	(36,000)	(36,000)	-	(56,000)	(80,000)
FINLEY							
Denison St - Wollamai St to Warmatta St	-	-	-	-	(41,000)	-	-
McAllister St - Headford St to Osbourne St	-	-	(60,000)	(60,000)	-	-	-
Tocumwal St - Wollamai St to Warmatta St	-	-	-	-	(41,000)	-	-
Tocumwal St Tuppal St to Wollamai St	-	-	-	-	(41,000)	-	-
William St - Hampden St to East	(80,000)	(80,000)	-	-	-	-	-
McAllister St - Headford St to Warmatta St	-	-	-	-	-	(60,000)	-
FINLEY Total	(80,000)	(80,000)	(60,000)	(60,000)	(123,000)	(60,000)	-
TOCUMWAL							
Lane 961 - Bruton St Barooga St Nth	(17,000)	(17,000)	-	-	-	-	-
Bruton St - Lane 961 to Charlotte St	-	-	-	-	-	-	(60,000)
TOCUMWAL Total	(17,000)	(17,000)	-	-	-	-	(60,000)

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
UNGROUPED							
To be determined	-	-	-	-	-	-	(213,000)
UNGROUPED Total	-	-	-	-	-	-	(213,000)
URBAN ROADS CONSTRUCTION EXPENDITURE Total	(107,000)	(107,000)	(96,000)	(96,000)	(123,000)	(116,000)	(353,000)
URBAN ROADS - RESEALS EXPENDITURE							
BAROOGA							
Banker St 262-536	-	(10,350)	-	-	-	-	-
Wiruna St 102-560	-	-	-	-	-	(3,514)	-
Nangunia St Wiruna St to 455 North	(4,000)	-	-	-	-	-	-
Amaroo Ave 00-456	-	-	-	-	-	-	(10,395)
Banker St 00-262	-	-	-	-	-	-	(10,080)
Barinya At 392-839	-	-	-	-	-	-	(10,490)
Buchanans Rd 1321-1451	-	-	-	-	-	-	(5,040)
Hughes st - 189-326	-	-	-	-	-	-	(8,386)
Lawson Dve 00-129	-	-	-	-	-	-	(3,374)
McFarland St 00-452	-	-	-	-	-	-	(12,604)
Nangunia St 183-428	-	-	-	-	-	(2,832)	-
Stillards Crt	-	-	-	-	-	-	(7,889)
BAROOGA Total	(4,000)	(10,350)	-	-	-	(6,346)	(68,258)
BERRIGAN							
Barooga St 985-1385	-	-	-	-	(21,665)	-	-
Davis St 296-668	-	-	-	-	-	-	(12,264)
Drohan St 263-429	-	-	-	-	-	(3,549)	-
Drummond St 593-653	-	-	-	-	-	(1,337)	-
Drummond St 00-265	-	-	-	-	(10,297)	-	-
Flynn St 86-480	-	-	-	-	-	-	(8,554)
Harris St 00-144	-	-	-	-	(2,520)	-	-
Hayes St	-	-	-	-	-	-	(5,271)
Horsfall St 00-277	-	-	-	-	-	-	(4,557)
Osborne St SH20 to Barooga St	-	(1,800)	-	-	-	-	-
Mitchell St 125-251	-	-	-	-	(6,626)	-	-
Stafford ST 00-270	-	-	-	-	-	-	(5,408)

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
William St -155-321	-	-	-	-	-	-	-
BERRIGAN Total	-	(1,800)	-	-	(41,108)	(4,886)	(36,054)
FINLEY							
Mc Allister St 216-679	-	-	-	(12,789)	-	-	-
Murray Hut Dr 0-125	-	-	-	-	-	-	-
Murray St 1725-2025	-	-	-	(8,568)	-	-	-
Riley Crt 0-105	(15,000)	-	-	-	-	-	-
Tuppal St 0-114	-	-	-	(3,976)	-	-	-
Tuppal St 114-389	-	-	-	(3,371)	-	-	-
Osbourne St SH20 to Barooga St	(2,800)	-	-	-	-	-	-
Tuppal St full length	(16,000)	-	-	-	-	-	-
Headford St - Murray to Archards	(2,000)	-	-	-	-	-	-
Headford St Osbourne to Tongs	(19,000)	-	-	-	-	-	-
Wollamai St 00-552	-	-	-	-	-	-	(26,915)
Wells St 1295-1557	-	-	-	-	(5,499)	-	-
Wells St 1088-1295	-	-	-	-	-	-	(6,024)
Mc Allister St 679-914	-	-	-	-	-	-	(4,900)
McDonald Crt	-	-	-	-	-	-	(2,580)
Townsend St 995-1255	-	-	-	-	-	-	(7,186)
Tocumwal St 930-1156	-	-	-	(14,035)	-	-	-
Murray St (Mary Lawson Parking)	-	-	-	(4,113)	-	-	-
Murray St 1030-1800 & 00-220	-	-	-	-	-	(23,398)	-
Burton St	-	-	-	-	-	-	(4,774)
Coree St 477-1382	-	-	-	-	-	-	(52,469)
Denison St 466-1409	-	-	-	(55,503)	-	-	-
Denison St 1409-1619	-	-	-	-	-	-	(13,202)
Endeavour St 00-391	-	-	-	-	-	-	(8,222)
Finley St 00-480	-	-	-	-	(10,336)	-	-
Howe St 877-1563	-	(10,000)	-	-	-	-	-
Howe St 1563-1707	-	-	-	(4,851)	-	-	-
Howe St 1800-2030	-	-	-	-	-	-	(8,292)
Scoullar St	-	(19,000)	-	-	-	-	-
Scoullar St 926-1028	-	-	-	(2,440)	-	-	-
Tongs St 1002-1118	-	-	-	-	-	-	(2,993)

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
Tongs st 1268-1524	-	-	-	-	(5,453)	-	-
Ulupna St 411-452	-	-	-	(2,769)	-	-	-
Warramatta St 1077-1329	-	-	-	(10,840)	-	-	-
FINLEY Total	(54,800)	(29,000)	-	(123,255)	(21,288)	(23,398)	(137,557)
TOCUMWAL							
Barooga St Nth 203-337	(9,000)	(8,370)	-	-	-	-	-
Browne St 125-223	-	-	-	(1,572)	-	-	-
Charlotte St 463-613	-	(10,539)	-	-	-	-	-
Charlotte St 752-871	(8,500)	(2,856)	-	-	-	-	-
Short St 59-350	(6,000)	(6,000)	-	-	-	-	-
Barker St 130-187 & 263-402	-	-	-	-	-	-	(6,633)
Beasley Crt	-	-	-	(2,268)	-	-	-
Boyd St 934-1161	-	-	-	-	-	(9,625)	-
Bridge St	-	-	-	(14,165)	-	-	-
Browne St 00-102	-	-	-	-	-	-	(2,489)
Calaway St 458-696	-	-	-	(5,156)	-	-	-
Deniliquin Rd 00-290	-	-	-	-	(9,422)	-	-
Deniliquin Rd 410-585	-	-	-	(5,639)	-	-	-
Charlotte St 323-463	-	-	-	-	-	-	(3,049)
Deniliquin St 240-410, 585-823 & 1302-1498	-	-	-	-	-	-	(19,240)
Falkiner St 00-798	-	(17,070)	-	-	-	-	-
Golf Links Dr 00-229	-	-	-	(7,854)	-	-	-
Hannah St 287-442	-	-	-	-	(3,357)	-	-
Hennessy St 1281-1442	-	-	-	(4,396)	-	-	-
Hiles Crt	-	-	-	-	-	-	(2,202)
Hill St 00-494	-	(21,335)	-	-	-	-	-
Jerilderie St 00-885	-	-	-	-	-	-	(16,230)
Kelly St 00-436	-	-	-	(16,888)	-	-	-
Murray St 1030-1800	-	-	-	-	(17,353)	-	-
Sugden St 450-606	-	-	-	-	-	(4,085)	-
TOCUMWAL Total	(23,500)	(66,170)	-	(57,938)	(30,132)	(13,710)	(49,843)
UNGROUPED							
To be determined	-	-	(100,000)	-	-	-	-

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
UNGROUPED Total	-	-	(100,000)	-	-	-	-
URBAN ROADS - RESEALS EXPENDITURE Total	(82,300)	(107,320)	(100,000)	(181,193)	(92,528)	(48,340)	(291,712)
TOWNSCAPE WORKS INCOME							
BAROOGA							
To be determined	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
To be determined	-	-	-	-	-	-	-
BERRIGAN Total	-	-	-	-	-	-	-
FINLEY							
To be determined	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
TOCUMWAL							
To be determined	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	-	-	-	-	-
TOWNSCAPE WORKS INCOME Total	-	-	-	-	-	-	-
TOWNSCAPE WORKS EXPENDITURE							
BAROOGA							
Town Entry	-	-	-	-	-	-	(80,000)
BAROOGA Total	-	-	-	-	-	-	(80,000)
BERRIGAN							
Town Entry	-	-	-	-	-	(80,000)	-
BERRIGAN Total	-	-	-	-	-	(80,000)	-
FINLEY							
Installation of ABC Cabling under townscape sections	-	(100,000)	-	-	-	-	-
Town Entry	-	(100,000)	-	(80,000)	(80,000)	-	-

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
FINLEY Total	-	(200,000)	-	(80,000)	(80,000)	-	-
TOCUMWAL							
To be determined	-	-	-	-	-	-	-
TOCUMWAL Total	-	-	-	-	-	-	-
UNGROUPED							
Town Entry	(80,000)	-	(80,000)	-	-	-	-
UNGROUPED Total	(80,000)	-	(80,000)	-	-	-	-
TOWNSCAPE WORKS EXPENDITURE Total	(80,000)	(200,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
RURAL ROADS UNSEALED - RESHEET INCOME							
UNGROUPED							
To be determined	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
RURAL ROADS UNSEALED - RESHEET INCOME Total	-	-	-	-	-	-	-
RURAL ROADS UNSEALED - RESHEET EXPENDITURE							
UNGROUPED							
Adcocks Rd from Langunyah Rd 1.6km North	(77,000)	(77,000)	-	-	-	-	-
Burkes Rd from Plumptions Rd to Lawlors Rd	-	-	-	-	-	-	(100,000)
Clearviews Rd from Yarrawonga Rd to End	-	-	-	-	-	-	(77,000)
Craigs Rd from MR363 to Back Barooga Rd	-	-	-	-	(170,000)	-	-
Ednies Rd from Yarrawonga Rd to End	(37,000)	(37,000)	-	-	-	-	-
Ennals Rd from MR550 to Stock Route Rd 2.2km	-	-	(86,000)	(90,000)	-	-	-
Fegans Rd from SH20 to Renolydsons Rd 1.5km	(45,000)	(45,000)	-	-	-	-	-
From SH20 to Boxwells Rd	-	-	-	-	-	-	-
Hayfields Rd from 500m East of Edgecombe Rd 2.7 km East	-	(85,000)	-	(118,000)	-	-	-
Hayfileds Rd from SH17 to Edgcombe Rd 4.5km	-	-	(85,000)	(148,000)	(50,000)	-	-
Hogans Rd 371-2459	-	-	-	-	-	-	-
Hogans Rd from Miechels Rd to 1.1km North	-	-	-	(39,000)	-	-	-
Jones Rd from fullers Rd to 3.7 south	-	-	-	-	(40,000)	(50,000)	(50,000)
Kilmarnock Rd 400 East of Thorntons Rd to 1.3km	-	-	-	-	-	-	(42,000)

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
Laffey's Rd from Coldwells Rd to Ennals Rd	-	-	-	-	-	-	(90,000)
Lawlors Rd from Thorntons Rd to 1.6k East	-	-	-	-	-	-	(64,000)
Miechels Rd from SH17 to 3.1km West	-	-	-	-	-	-	(139,000)
Ngwae Rd from stock route re to end	-	-	(52,000)	-	-	-	-
Ruwolts Rd from MR550 to 3.7km South	-	-	-	-	-	(205,000)	-
Sandhills Rd from SH20 to Pyles Rd	-	-	(188,000)	-	(194,000)	-	-
Shands Rd - 3.8 km North of Rockcliffs Rd to Shire Boundary	-	(75,000)	(75,000)	-	-	(50,000)	-
Stock Route Rd from 440m East of 1st Grade to 1.7km East	-	-	(87,000)	-	-	-	-
Sullivans Rd from Cruickshanks Rd to Pyles Rd 2.5km	-	-	-	(84,000)	-	-	-
Wait a while Rd from SH20 to Ryans Rd	-	-	(101,000)	-	(105,000)	-	-
Waratah Rd from SH20 to Pyles Rd 2.7kms	(89,895)	(74,000)	-	-	-	-	-
Winters Rd from MR363 to 1.5km East	-	-	-	-	-	-	(40,000)
Womboin Rd from MR 363 to Nolans Rd	-	-	-	-	-	(121,000)	-
Womboin Rd from MR550 to Kennedy's Rd	-	-	(104,000)	-	-	(108,000)	-
Yuba Rd from SH20 to sheepkiller Rd	-	-	-	(98,000)	-	-	-
UNGROUPED Total	(248,895)	(393,000)	(778,000)	(577,000)	(559,000)	(534,000)	(602,000)
RURAL ROADS UNSEALED - RESHEET EXPENDITURE Total	(248,895)	(393,000)	(778,000)	(577,000)	(559,000)	(534,000)	(602,000)
RURAL ROADS SEALED - RESEALS INCOME							
UNGROUPED							
To be determined	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
RURAL ROADS SEALED - RESEALS INCOME Total	-	-	-	-	-	-	-
RURAL ROADS SEALED - RESEALS EXPENDITURE							
UNGROUPED							
Cobram Rd	-	-	-	(11,711)	-	-	-
Coldwells Rd	-	-	-	(2,884)	-	-	-
Kellys Rd Fin	-	-	-	-	(4,977)	-	-
Larkins Rd Fin	(3,330)	-	-	-	-	-	-
Unallocated	-	-	(325,000)	-	-	-	-
Various Intersections Ashhalting	-	(35,000)	(35,000)	(35,000)	(35,000)	-	-
Logie Brae Rd	(30,000)	-	-	-	(34,468)	-	-

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
Melrose Rd 4950-7250	(42,000)	-	-	-	-	-	(48,300)
Murray St Toc	(13,000)	-	-	-	-	-	-
Oakenfall Rd 0-3924	(49,000)	-	-	-	-	-	(57,684)
Old Toc Rd 1907-2913	(17,000)	-	-	-	(19,366)	-	-
Piney Rd 0-3390	(38,000)	-	-	-	(54,803)	-	-
Piney Rd 8581-1137	(47,000)	-	-	-	-	-	-
South Coree Rd 0-1742	(34,000)	-	-	-	-	(40,250)	-
South Coree Rd 8320-8777	(8,000)	-	-	-	-	-	-
Woolshed Rd 13307-15180	(38,000)	-	-	-	-	(43,929)	-
Yarrowonga Rd 0-2676	(50,000)	-	-	-	-	-	-
Melrose Rd 7250 -7570	-	(6,269)	-	-	-	-	-
Melrose Rd 7570-10653	-	(64,064)	-	-	-	-	-
Old Toc Rd 2913-4306	-	(26,821)	-	-	-	-	-
Piney Rd 4576-6594	-	-	-	(24,014)	-	-	-
Piney Rd 00 to 2400	-	-	-	(31,080)	-	-	-
South Coree Rd 2459-3708	-	-	-	(27,041)	-	-	-
Seppelts Rd 00 to 60m	-	-	-	(1,253)	-	-	-
Snell Rd 00-1299	-	-	-	-	-	-	(27,265)
Sullivans rd 2660-5873	-	-	-	-	-	-	(41,608)
Tuppal Rd 5558-6618	-	(22,267)	-	-	-	-	-
Tuppal Rd 7299-8408	-	(23,415)	-	-	-	-	-
Woolshed Rd 40-2562	-	-	-	(51,387)	-	-	-
Broughans Rd - west end 1400m	-	-	-	(17,640)	-	-	-
Dalgliesh Rd	-	-	-	-	-	-	(23,076)
Draytons Rd - Yarrowonga to Warmatta	-	(35,000)	-	-	-	-	-
UNGROUPED Total	(369,330)	(212,836)	(360,000)	(202,010)	(148,614)	(84,179)	(197,933)
RURAL ROADS SEALED - RESEALS EXPENDITURE Total	(369,330)	(212,836)	(360,000)	(202,010)	(148,614)	(84,179)	(197,933)
RURAL ROADS CONSTRUCTION INCOME							
UNGROUPED							
Fixing Country Roads - Silo Rd	2,500,000	2,500,000	-	-	-	-	-
RMS Safer Roads Program	128,568	128,568	-	-	-	-	-
UNGROUPED Total	2,628,568	2,628,568	-	-	-	-	-

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
RURAL ROADS CONSTRUCTION INCOME Total	2,628,568	2,628,568	-	-	-	-	-
RURAL ROADS CONSTRUCTION EXPENDITURE							
UNGROUPED							
Back Barooga Rd 700m to 4000 south of Carramar Rd	-	(320,000)	-	(20,000)	-	-	-
Barnes Rd - Logie Brae Rd to Maxwells Rd	-	-	-	-	-	(240,000)	(135,000)
Barnes Rd - Maxwell Rd to South Coree Rd	-	-	-	-	(140,000)	(65,000)	-
Broughans Rd 1900m to 3200m East of Kellys Rd	(62,000)	(62,000)	-	-	-	-	-
Broughans Rd 3500 to 5500	(276,000)	(276,000)	-	-	-	-	-
Caseys Rd 00 to 1.5km	-	-	-	(180,000)	(15,000)	-	-
Clearzones	-	(75,000)	(150,000)	(75,000)	(75,000)	(75,000)	(75,000)
Coldwells Rd - 5300 to 6300 east of Berrigan-Barooga Rd	-	-	-	-	-	-	(125,000)
Piney Rd - Bends Section	-	-	-	-	(114,000)	(10,000)	-
Plumptions Rd Howe to Huestons Rd	(43,000)	-	-	-	-	-	-
Silo Rd - Tuppal Rd to SH17	(2,955,000)	(2,955,000)	-	-	-	-	-
To be determined	-	-	-	-	-	-	-
Tuppal Rd - Levee Section	(60,000)	-	(457,000)	(457,000)	(20,000)	-	-
Woodstock Rd 4.7k to 7.7km	(100,000)	(100,000)	-	-	-	-	-
Burma Rd 00 to 1.3km	-	-	-	-	-	-	(150,000)
Plumptions Rd Tongs to Huestons Rd	(540,000)	(700,840)	(160,000)	(95,000)	-	-	-
Woolshed Rd 2.4 to 2.9 & 3.5 to 4.8	(170,000)	-	(40,000)	-	-	-	-
Yarrowonga Rd 00 to 2	-	-	-	(400,000)	(35,000)	-	-
Yarrowonga Rd 23608 to 24610	(90,000)	-	-	(120,000)	(20,000)	-	-
Maxwells Rd - 5.7 to 7.4	-	-	-	-	-	-	(200,000)
Bushfield Rd 00 to 5km	-	-	-	-	-	(350,000)	(335,000)
Yarrowonga Rd 20607 to 22607	-	-	(100,000)	(240,000)	(30,000)	-	-
Peppertree Rd - to 2.9 k from Woolshed Rd	-	(280,000)	-	(100,000)	(45,000)	-	-
Peppertree Rd - to 3.5 to 4.2 from woolshed	-	-	-	-	-	(100,000)	(12,000)
Crosbies Rd 0.1 to 2.7	-	-	-	-	(190,000)	(155,000)	(50,000)
Crosbies Rd from 3 to 3.9	-	-	-	(110,000)	(15,000)	-	-
Crosbies Rd from 4.4 to 5.7	-	-	-	-	(160,000)	(20,000)	-
Crosbies Rd from 6 to 7.5 SH20	-	(170,000)	-	(20,000)	-	-	-
Howe St - Tongs to Plumptions	-	(130,000)	-	(20,000)	-	-	-
James Court - reconstruct turning bowl	-	(30,000)	-	-	-	-	-
Heavy Patching	-	-	-	(200,000)	-	(300,000)	-

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
Lower River Rd - Causeways 2.8 and 3.2	-	-	-	(300,000)	-	-	-
Lower River Rd - dead dog crossing	(128,568)	(260,000)	-	-	-	-	-
UNGROUPED Total	(4,424,568)	(5,358,840)	(907,000)	(2,337,000)	(859,000)	(1,315,000)	(1,082,000)
RURAL ROADS CONSTRUCTION EXPENDITURE Total	(4,424,568)	(5,358,840)	(907,000)	(2,337,000)	(859,000)	(1,315,000)	(1,082,000)
RMS WORKS INCOME							
UNGROUPED							
RMS Block	175,000	175,000	175,000	175,000	175,000	175,000	175,000
RMS Repair	175,000	175,000	175,000	175,000	175,000	175,000	175,000
UNGROUPED Total	350,000	350,000	350,000	350,000	350,000	350,000	350,000
RMS WORKS INCOME Total	350,000	350,000	350,000	350,000	350,000	350,000	350,000
RMS WORKS EXPENDITURE							
UNGROUPED							
Various Main Roads	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
UNGROUPED Total	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
RMS WORKS EXPENDITURE Total	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
R2R GRANT							
UNGROUPED							
To be determined	625,500	625,500	625,500	1,997,240	605,378	605,378	625,500
UNGROUPED Total	625,500	625,500	625,500	1,997,240	605,378	605,378	625,500
R2R GRANT Total	625,500	625,500	625,500	1,997,240	605,378	605,378	625,500
FOOTPATHS INCOME							
BAROOGA							
Buchanans Rd - Hughes St to Lawson Drive	18,000	18,000	-	-	-	-	-
Nangunia St - Botanical Gardens to Takari St	-	-	-	-	-	30,000	-
Lawson Dve - Buchanans Rd to Hay St	-	-	-	17,000	-	-	-
Nangunia St - Russell Crt, Beatrice Crt connections	-	-	-	15,000	-	-	-

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
BAROOGA Total	18,000	18,000	-	32,000	-	30,000	-
BERRIGAN							
Carter St - Jerilderie to Barooga St	-	-	3,000	3,000	-	-	-
Corcoran St - School to Drummond St	-	-	-	-	-	-	-
Drummond St - Chanter to Corcoran	-	8,000	-	-	-	-	-
Cobram St - Alexander to South	22,500	-	-	-	-	-	-
BERRIGAN Total	22,500	8,000	3,000	3,000	-	-	-
FINLEY							
Corree St Headford to Tongs	-	-	20,000	20,000	20,000	-	-
Murray St - Headord to Osborne	9,000	9,000	-	-	-	-	-
Tongs St - Coree St to Murray St	-	-	-	-	-	10,000	-
FINLEY Total	9,000	9,000	20,000	20,000	20,000	10,000	-
TOCUMWAL							
Barooga St - Murray st to Morris	-	-	-	-	-	-	-
Bruton St End of Path to Anthony Av	23,000	23,000	23,000	23,000	-	-	-
Hennesy St Charlotte to Hannah St	21,500	21,500	-	-	-	-	-
Hutsons Rd Hannah to Lane	-	-	16,000	16,000	-	-	-
Jerilderie St Nth	-	-	-	-	-	-	25,000
TOCUMWAL Total	44,500	44,500	39,000	39,000	-	-	25,000
UNGROUPED							
Provision of Pram Crossings	-	-	-	-	-	-	-
UNGROUPED Total	-	-	-	-	-	-	-
FOOTPATHS INCOME Total	94,000	79,500	62,000	94,000	20,000	40,000	25,000
FOOTPATHS EXPENDITURE							
BAROOGA							
Buchanans Rd - Hughes St to Lawson Drive	(40,000)	(40,000)	-	-	-	-	-
Nangunia St - Botanical Gardens to Takari St	-	-	-	-	-	(63,200)	-
Lawson Dve - Buchanans Rd to Hay St	-	-	-	(40,000)	-	-	-
Nangunia St - Russell Crt, Beatrice Crt connections	-	-	-	(38,000)	-	-	-

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
BAROOGA Total	(40,000)	(40,000)	-	(78,000)	-	(63,200)	-
BERRIGAN							
Carter St - Jerilderie to Barooga St	-	-	(12,000)	(12,000)	-	-	-
Drummond St - Chanter to Corcoran	(17,000)	(17,000)	-	-	-	-	-
Cobram St - Alexander to South	(39,500)	-	-	-	-	-	-
Walking Track Racecourse Rd	-	-	-	-	-	(20,000)	-
BERRIGAN Total	(56,500)	(17,000)	(12,000)	(12,000)	-	(20,000)	-
FINLEY							
Corree St Headford to Tongs	-	-	(42,000)	(42,000)	(42,000)	-	-
Murray St - Headord to Osbourne	(20,000)	(20,000)	-	-	-	-	-
Tong St walking Track	-	-	-	-	-	(10,000)	-
Tongs St - Coree St to Murray St	-	-	-	-	-	(30,000)	-
FINLEY Total	(20,000)	(20,000)	(42,000)	(42,000)	(42,000)	(40,000)	-
TOCUMWAL							
Bruton St End of Path to Anthony Av	(50,000)	(50,000)	(50,000)	(50,000)	-	-	-
Hennesy St Charlotte to Hannah St	(47,000)	(47,000)	-	-	-	-	-
Hutsons Rd Hannah to Lane	-	-	(35,000)	(35,000)	-	-	-
Walking track to Pumps beach	-	-	-	(60,000)	-	-	-
Walking track to Quicks Rd	-	-	-	-	(60,000)	-	-
Jerilderie St Nth	-	-	-	-	-	-	(60,000)
TOCUMWAL Total	(97,000)	(97,000)	(85,000)	(145,000)	(60,000)	-	(60,000)
UNGROUPED							
New Footpaths / replace existing	(10,000)	(10,000)	(10,000)	(10,000)	(35,000)	(35,000)	(35,000)
UNGROUPED Total	(10,000)	(10,000)	(10,000)	(10,000)	(35,000)	(35,000)	(35,000)
FOOTPATHS EXPENDITURE Total	(223,500)	(184,000)	(149,000)	(287,000)	(137,000)	(158,200)	(95,000)
SHIRE ROADS Total	(2,187,525)	(3,229,428)	(1,782,500)	(1,668,963)	(1,373,764)	(1,690,341)	(2,051,145)
BUSINESS DEVELOPMENT							
BUSINESS DEVELOPMENT INCOME							

	Original 2015-16	Revised 2015-16	Original 2016-17	Proposed 2016-17	2017-18	2018-19	2019-20
AERODROME							
FINLEY							
Finley Subdivision works	-	-	-	105,000	-	-	-
FINLEY Total	-	-	-	105,000	-	-	-
BUSINESS DEVELOPMENT INCOME Total	-	-	-	105,000	-	-	-
BUSINESS DEVELOPMENT EXPENSE							
FINLEY							
Finley Subdivision works	-	-	-	(105,000)	-	-	-
FINLEY Total	-	-	-	(105,000)	-	-	-
BUSINESS DEVELOPMENT EXPENSE Total	-	-	-	(105,000)	-	-	-
BUSINESS DEVELOPMENT Total	-	-	-	-	-	-	-
Grand Total	(4,102,587)	(6,171,678)	(4,450,750)	(4,613,093)	(4,106,514)	(3,577,091)	(3,843,395)