



Southern Riverina Gliding Club Inc.
TOCUMWAL Australia

28th April 2022

The General Manager
Berrigan Shire Council
Chandler Street
Berrigan

Southern Riverina Gliding Club Inc.
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Dear Sir,

The previous secretary of the Southern Riverina Gliding Club Inc., Geoff Ford, wrote to The Berrigan Shire Council in 2021 to explain why the club could not pay the annual operating fee. The council requested more information which I sent a few months later. I have not received a response but have continued to get invoices from the council. I am therefore forwarding this letter by email to ensure the council receives it.

As the treasurer of the Gliding club I have the figures to show how the Covid 19 pandemic has had a negative affect on our club's operations for two consecutive years. Please see the table at the end of this letter. The amounts quoted are from MYOB accounting software and were in the end of year financial report to members.

As you probably know the club is an incorporated association and as such is not for profit sporting club. Everyone who works for the club does it on a voluntary basis and donates all their time and expertise for no return. This includes our tow pilots, the instructors, support ground crew, maintenance personnel for gliders and committee members. All club members pitch in with donations from time to time and have funded the purchase of gliders and our tow plane by providing interest free loans over periods of two to six years. Without this support we could not exist.

We are a small club and presently operate three gliders (two single seaters and a Caproni 21S which is a cross country two seater for more advanced pilots) plus a Cessna 150 tow plane. The club is using a borrowed IS28 two seater training glider (our IS28 club two seater VH-CQD has been permanently decommissioned due to airworthiness issues) but is in the process of purchasing another trainer so that we can continue to operate. The committee is meeting this coming weekend to decide on the fate of the Caproni as Ingo Renner, our CFI, who recently passed away, was the pilot who mainly used it for cross country training and passenger flights. Most pilots do not have the training to fly such a glider so the decision will probably be made to sell it.

However, during the two years of pandemic restrictions there were some very significant overheads that had to be paid and these included hangarage for our gliders and tow plane, insurance that is necessary if we wish to operate our aircraft, maintenance and 100 hourly inspections of the tow plane, fuel for towing, replacement of tow ropes and any repairs to the tow plane or gliders from normal wear and tear, office supplies and of course aerodrome operating fees.

Over the past two years we have been unable to provide more than 90% of our members with a venue from which they could fly. For this reason we could not justify charging them a

membership fee and made them honorary members (for two years) until they could once again visit Tocumwal. This kept good will with our members and would only have amounted to a little over one thousand dollars for the two years . We only have two club members who live locally and fly and one of these only joined last December as a 14 year old student. Apart from these two we had three instructors, Ingo Renner (now deceased), me and Bill Harvie who is also our tow pilot. In the border bubble, west of Yarrawonga, we have one more student and a pilot but neither could come when there was a total lockdown.

The only income we have comes from pilots flying and paying for glider hire and their tow. We have no other reliable source of income unless someone makes a donation. Usually we have overseas pilots staying for weeks at a time to learn to glide and others who have a glider here and stay for three or four months at a time. The students are where we get most of our income with their many take offs and landings. This has also been quite a boost for our shire's economy but sadly there has been no one from overseas since the pandemic. We haven't seen any overseas pilots since the pandemic began and are still missing out on this vital income.

Most of our members live in and around Melbourne and as everyone knows they have not been allowed to travel at all. So without our usual income we have only managed to cover the necessary overheads, by taking one of our gliders out of service (it is in a trailer to save hangarage and insurance) and selling a portable unit donated to the club by a retiring member. This has enabled us to provide pilots and students with a glider and the possibility of a launch if they came. We are now trying to sell the glider we put in a trailer as well as the two-seater Caproni already mentioned.

Financial Year	Income from Towing \$	Income from Landing fees \$	Net Profit for the Year \$
2017 - 2018	Not available	Not available	16,240
2018 - 2019	26,383	1,215	21,793
2019 - 2020	17,356	561	9,629
2020 - 2021	13,871	450	1,436

I have included the income from towing as this is our biggest money earner. We did not charge landing fees prior to 2018 but have done so since to cover the club's operating fee on the aerodrome. As you can see our operating profit has significantly dropped due to the Covid travel restrictions and this will also have some impact on this year's financial income.

The club did pay in advance aerodrome fees of \$1,394.00 charged in 2018/19 and \$1,426.88 in 2019/20. In light of our financial difficulty we are asking for exemption for the 2020/2021 financial year of \$1,421.88. I have also paid the most recent aerodrome charge of \$1,450.00 to Berrigan Shire council in December 2021.

I look forward to your reply.

Kind regards

Judith Renner

SRGC Treasurer and CFI



Policy

4

COMMUNITY ASSISTANCE POLICY

Strategic Outcome:	Supported and engaged communities
Policy type	Administrative
Date of Adoption:	20 April 2022 Minute Number: 99
Date for Review:	15 April 2026
Responsible Officer:	Deputy Chief Executive Officer
Document Control:	Replaces the Requests for Donations and Financial Assistance Policy adopted on 16 November 2016
Delivery Program Link:	3.2.1 - Provide opportunities for life-long learning, cultural expression and recreation. 4.2.1 Implement the Berrigan Shire Tourism Strategy

1. POLICY STATEMENT

Berrigan Shire Council receives many requests from various community organisations and individuals for financial and/or in-kind assistance. This policy outlines the circumstances, levels, types and methods of assistance Council may provide in response to these requests.

2. PURPOSE

The purpose of this policy is to set clear parameters for those requesting assistance, and to establish guidelines for Councillors and staff when assessing requests and determining the ability of Council to provide the requested resources.

3. SCOPE

This policy applies to:

- individuals and organisations seeking donations and financial assistance from the Council;
- individuals and organisations seeking in-kind assistance from the Council; and
- Councillors and council staff assessing applications for assistance.



Policy

4. OBJECTIVE

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

3.2.1 Provide opportunities for life-long learning, cultural expression and recreation.

4.2.1 Implement the Berrigan Shire Tourism Strategy

5. DEFINITIONS

Commercial Entity: A commercial entity is any individual or organisation that is operating a business on a commercial basis. This includes businesses operating on a not-for-profit basis.

Community Event: For the purposes of this policy, a community event is a locally organised event promoting a local cause or benefit.

In-kind assistance: Support provided by Council in the form of materials or services at no charge to the individual or organisation.

Special events: A special event includes (but is not limited to) the following:

- Picola Football Netball League, and Murray Football Netball League Grand Finals (if held in the Berrigan Shire)
- Berrigan and Finley Agricultural and Horticultural Shows
- Berrigan Gold Cup
- Finley Rice Strippers Ball
- Other events as determined by the Chief Executive Officer (CEO) on a case-by-case basis

Traffic Committee: Advisory committee comprised of representatives from Council, Roads and Maritime Services, and NSW Police, to consider traffic control issues and event applications.

Traffic Management For the purposes of this policy, traffic management is defined as the preparation of traffic management plans (TMP) and the erection of signage. It does not include traffic control.

6. POLICY IMPLEMENTATION

6.1 Requests for financial assistance

All requests for financial assistance must be made in writing and addressed to the Chief Executive Officer (CEO).



Policy

The Council may consider requests for donations and funding assistance at any time, however the Council has more capacity to respond to requests that are made in time for inclusion in its annual Operational Plan. In general, this requires organisations to submit a request to the Council by March for inclusions in the Operational Plan and budget for the following financial year.

Applicants are encouraged to contact the Council to discuss their proposal. Depending on the size and nature of the request, the Council may consider making any assistance contingent on meeting certain criteria.

In general, assessment of any request will be based on community, social and economic need, project outcomes and the documented strategic priorities of the Council. Priority will be given to organisations/individuals directly connected with the Berrigan Shire, i.e., residents, businesses, service organisations, etc.

The Council is obliged to ensure any funding provided is consistent with the requirements of s356 of the *Local Government Act 1993*.

6.1.1 Specific requests for financial assistance

The Council provides Council staff with some discretion to make decisions regarding donations and funding assistance in certain specific cases. These include:

- refund of Development Consent and other application fees;
- assistance to attend sporting and other events;
- capital grants and assistance to Council volunteer committees;
- scholarships; and
- assistance to fund events and tourism initiatives.

Requests outside these specific cases will require the Council to specifically approve any assistance by resolution or by inclusion in the Council's Operational Plan.

6.1.2 Refund of Development Consent and other Application Fees

Organisations and individuals may request the Council waive development applications or other fees in lieu of direct support. Whilst this is not a direct donation from the Council, the Council will recognise the value of this support in its operational budget.

In consideration of requests:

- The Council will pay the application and inspection fees for non-commercial activities of community and charitable organisations upon request and acceptance by the Deputy CEO. Funds for this purpose will be allocated in the Community Works budget.



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- Where the activities contain a commercial component, the request is to be referred to Council for decision.
- Where a request is made by a commercial organisation, the Deputy CEO will assess the request against the general guidelines of this policy. If, in the opinion of the Director Corporate Service, the request has some merit, the request will be referred to the Council for consideration, otherwise it will be refused.

Organisations requesting the Council waive any development application fees are encouraged to pay the fees up-front when their application is lodged. If the Council approves the request to waive fees, then the Council will refund those fees to the applicant. Otherwise, the application will not be formally accepted by the Council until the Council considers the request for the waiving of fees and makes payment on behalf of the applicant.

The Council will not waive any fees it is required to collect on behalf of a third party, such as the Building Industry Long Service Levy.

6.1.3 Requests for financial assistance to attend sporting and other events

In recognition of the distances and expense of travelling to State or National competitions, the Council provides assistance to individuals selected to represent the region, the State or the Nation.

The Council shall reimburse up to \$100 towards the cost of attending a sporting or other event provided:

- the individual is 18 years of age or under, and
- the individual is a resident of the Berrigan Shire, and
- the individual has been selected to represent the region, the State or Australia in a State, National or International championship.

This assistance is provided to individuals selected in representative teams only. It is not provided to individuals in local teams where the team as a whole, is representing the region- i.e., Berrigan Public School wins the local and regional netball competition and is invited to play as a team at State level.

Applications for assistance under this scheme are to be made directly to the Deputy CEO for assessment and payment.

6.1.4 Requests for Capital Grants and Assistance from Council Volunteer Committees

The Council recognises its volunteer committees are responsible for the operation and maintenance of Council controlled facilities and need assistance with funding significant capital improvements. Funding assistance to these committees will be provided on the following basis:



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- The funds are used for capital improvement of a Council facility
- The relevant volunteer committee of management will retain control of the funds and liability for any loans
- The maximum project value is \$50,000. Projects over this value will be considered independently on their merits as to whether any contribution will be made and if so, upon what terms and conditions
- The Council will maintain an aggregate cap of \$100,000 on loan contributions and commitments under this scheme at any time.

Applicants are strongly encouraged to make requests for funding under this scheme through the Council's annual integrated planning and reporting process. Applications outside this process may be presented to the Council for consideration with the consent of the Mayor or Chief Executive Officer.

All funding provided under this scheme will be made either through inclusion in the Council's Operational Plan or via a formal resolution of the Council. If approved by the Council, funding assistance will be provided in the following form:

- A grant of no more than one third of the total project value, plus; or
- A loan, at a subsidised interest rate, of no more than one-third of the total project value.

This is subject to confirmation of the committee's willingness and ability to fund the remaining cost of the project.

Any loan under this scheme will be provided on the following terms:

- The term of the loan to be:
 - no longer than three years for amounts under \$5,000; or
 - five years for larger amounts
- Loan repayments to be no less than semi-annually
- The interest rate charged will be 50% of the interest rate earned by the Council on its most recent term deposit.

6.2 Requests for in-kind assistance

In-kind assistance may include (but are not limited to) site preparation, waste collection or traffic management. Requests for in-kind assistance must be made in writing to the Deputy CEO. Requests will be discussed with the relevant Manager and assessed for suitability, considering the costs associated with the assistance requested, and availability of staff.

In-kind assistance will only be made to events classified as community events.



Policy

The Council will track the cost of all in-kind assistance made under this policy and include this in its annual report

Where Council is unable to provide in-kind assistance, the organiser will be required to source these services from a contractor at their own cost.

6.2.1 Traffic management

Assistance with traffic management may include:

- preparing a suitable traffic management plan for an event; and
- implementing a traffic management plan – including:
 - providing, installing, and removing traffic control signs and barriers; or
 - providing traffic controllers

Organisers of events requiring traffic management must ensure documentation is prepared and submitted in time (a minimum of three months in advance) for a meeting of the Local Traffic Committee.

Requests for in-kind assistance where Local Traffic Committee approval is required will not be granted until a follow up review is conducted taking into consideration the requirements imposed by the Local Traffic Committee.

6.2.2 Special events – waste collection

The Council will cooperate with the organisers of special events regarding collection and disposal of waste associated with the event. Generally, this will be by way of providing bins to allow the normal kerbside collection service to collect. The Council will not pass on the costs of collection to the special event organisers for this service.

Where this is not possible or practicable, the Council may allow access outside normal hours to a waste management facility for special events.

If access is allowed, the following arrangements, before the event, will apply:

1. An authorised representative of the special event organisers will arrange a suitable time with an appropriate Council representative for after hours access to the facility.
2. The representative will pay any appropriate tipping fees based on an estimate of the type and quantity of the refuse expected to be disposed of. An adjustment to these fees may be made after the event if the types and quantities are materially different.
3. The normal fee charged for opening the facility outside normal hours will be waived.



Policy

6.2.3 Other events – waste collection

Other events requesting waste collection will be considered on a case-by-case basis. Eligible events must meet the criteria for community events and must request assistance in writing to the Deputy CEO.

Requests for subsidised tipping fees and the like will be considered as part of the written request for in-kind assistance.

7. RELATED LEGISLATION, POLICIES AND STRATEGIES

7.1 Legislation

- *Local Government Act 1993*
- *Local Government (General) Regulation 2021*
- *Template Guidelines (2002)*

7.2 Council policies and guidelines

- *Berrigan Shire Council 2027 (Community Strategic Plan)*
- *Event Management Policy*

8. RECORDS MANAGEMENT

Recording of all information relating to this policy ...

All Records must be kept in accordance with Council's Records Management Policy (currently under development) and destroyed as per the General Retention and Disposal Authority: Local Government Records (GA39).

9. REVIEW AND EVALUATION

This policy (procedure) will be evaluated and reviewed at least once every four (4) years as per Council's Governance Policy (currently under development) or as required.

10. DOCUMENT AVAILABILITY

A number of legislative instruments require Councils to have the policy available for inspection at Council's principal office (i.e. Policies made under Part 3, of the Local Government Act 1993). Each document should therefore state the ways in which the policy is available including any relevant fees and charges for access to such policy. An example of the required statement is provided below:

This policy will be available for inspection at Council's principal office during ordinary business hours as per the requirements of section 18 (c) of the *Government Information (Public Access) Act 2009* and section 167 of the *Local Government Act 1993*.



Policy

Access to the policy in digital format is free and is available on Council's website <https://www.berriganshire.nsw.gov.au/>

Printed copies of the document are available at Council's principal office (address noted below) and are subject to Council's Fees and Charges.

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11. VERSION CONTROL

Version Number	Date	Summary	Responsible Officer
1.0	20.04.2022	New Policy document	Enterprise Risk Manager

APPENDICES

Nil



Operational Plan 2021/2022

March Quarter Review

&

Delivery Program Progress Review

May 2022

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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 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 tables (Table 1 and Table 2) provide a summary by strategic outcome of Council's progress and performance as a 31 March 2022. Table 1 lists the actions which were a) not updated or b) are past due or not on target. There are no new actions noted as past due or not on target. Further actions not updated are noted in the attached Review.

Table 1 Operational Plan Actions Not updated, or not on Target or Past Due/Deferred

Op Plan No.	Action
1.1.3.4	Implement as funds become available the WAAAF Creek Walk Master Plan
1.1.3.5	Implement the Finley Railway Park Master Plan
1.1.3.7	Investigate the development of an active transport strategy
1.2.1.3	Undertake tree assessments and establish a tree register
1.2.1.4	Develop an Urban Tree Strategy
1.2.1.6	Undertake a review of the plans of management for Crown Lands controlled by Council or Council Committees of Management
1.3.2.1	Implement the Berrigan Shire Council Waste Plan
1.3.2.2	Deliver township garbage collection and street cleaning services
2.1.2.2	Implement and further develop the Berrigan Shire Integrated Management System
2.1.3.2	Monitor and respond to change in the Financial Governance, Regulatory and Reporting Frameworks
2.1.3.4	Conduct service review and develop the Corporate Services Strategic Plan

Op Plan No.	Action
2.1.3.5	Manage human resource and workforce development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 - 2022
2.1.3.6	Provide Information technology and associated support for Council operations
2.1.3.7	Coordinate the delivery and management of Shire records and communications
2.1.3.8	Maintain and sustainably redevelop existing infrastructure and community assets
2.1.3.10	Coordinate the ongoing review and development of Council and Operational Policies and procedures
3.1.2.2	Provide recreation facilities which support active lifestyle and ageing in place
3.1.4.1	Develop an Integrated Water Cycle Management Strategy
3.1.4.2	Ensure potable water and sewer network is safe and functional
3.1.4.4	Coordinate and facilitate local emergency management committee
3.1.4.5	Implement the Berrigan Shire Adverse Events Plan
3.1.4.6	Develop and maintain local cemeteries and associated infrastructure
3.2.1.3	Financially contribute to and support South West Arts programs and activities
4.1.2.3	Upgrade Finley Saleyards




The following table provides a summary by strategic outcome and the year-to-date status of Council's 2021/22 Annual Operational Plan.

	Completed	On target	Not on target	Past Due	Deferred / No Status	Total
Sustainable natural and built landscapes	1	14	-	-	9	24
Good government	-	9	-	-	9	18
Supported and engaged communities	-	10	-	-	7	17
Diverse and resilient business	-	16	-	-	2	18
Total Actions	1	49			27	77


1: Sustainable Natural and Built Landscapes

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




1.1.1: Coordinate strategic land-use planning





OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.1.1.2	Increase community awareness regarding development application process	Director Strategic Planning and Development	Improved satisfaction rating - Resident and Business Satisfaction Survey	50%		Progressing
1.1.1.3	Process and approve / refuse development applications in accordance with relevant legislation, codes and policies	Director Strategic Planning and Development		60%		As per legislation requirements.
1.1.1.4	Commence review of Local Environment Plan	Director Strategic Planning and Development	by June 2021	15%		Ongoing, steering committee in the process of being selected.

1.1.2: Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.1.2.1	Implement the Council's Community Engagement and Community Participation Plan	Director Strategic Planning and Development	Report prepared	75%		Progressing






1.1.3: Enhance the visual amenity, heritage and liveability of our communities


OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.1.3.1	Continue Annual Heritage Grants Program	Director Strategic Planning and Development	100% projects/works funded are completed	0%		Awaiting funding for the next financial year
			The allocation of grants results in increased conservation of heritage items			
1.1.3.2	Continue rolling program of works - town entrances	Director Infrastructure	Scheduled Program of Works - town entrances included in Annual Capital Works Program is completed on time and within resources	70%		Works on-going as per the Ops Plan.
1.1.3.3	Implement the Tocumwal Foreshore Master Plan	Director Infrastructure	Project complete in accordance with agreed milestones and project management plans	60%		Amphitheatre and fishing deck are expected to be designed and tendered by the end of May or early Jun'22. Foreshore building is complete,

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
						electrical works are expected to be complete by mid-Jun'22.
1.1.3.4	Implement as funds become available the WAAAF Creek Walk Master Plan	Deputy Chief Executive Officer	Signage installed	50%		Not updated
			Increased by pedestrians and cyclists			
			Revegetation project funded			
1.1.3.5	Implement the Finley Railway Park Master Plan	Director Infrastructure	Projects completed by 2024	50%		
			Pedestrian access			
			Amenities included in the precinct assessed by users as accessible			
1.1.3.6	Develop a precinct structure plan incorporating parking requirements for Murray/Denison Street, Tocumwal	Director Strategic Planning and Development		0%		
1.1.3.7	Investigate the development of an active transport strategy	Director Infrastructure	Annual online Poll of pedestrian and cycle use	0%		
			Strategy adopted by Council			

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





1.2.1: Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife


OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.2.1.1	Deliver weed control services	Director Strategic Planning and Development	Weed infestation within the Shire is eradicated and / or manageable	75%		Weed Action Plan implemented. Review of program identified that Council open space and WAP priorities cannot be met within current resources - Proposal developed for new private works position - funds generated to be used to optimise WAP actions and manage open space controlled by Council and or its committees
1.2.1.2	Participation in roadside vegetation enhancement projects	Director Strategic Planning and Development	Quarterly survey of sites	0%		NIL
1.2.1.3	Undertake tree assessments and establish a tree register	Enterprise Risk Manager	Trees are assessed and Assetfinda report closed	75%		
1.2.1.4	Develop an Urban Tree Strategy	Director Infrastructure		0%		
1.2.1.5	Monitor and undertake as required the control and management of pests	Director Strategic Planning and Development		75%		Review of operation of this function undertaken. Work plan for this function to be developed in

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
						the new financial year. Responsive actions undertaken as required
1.2.1.6	Undertake a review of the plans of management for Crown Lands controlled by Council or Council Committees of Management	Deputy Chief Executive Officer	June 2022	50%		Not updated



1.3: Connect and protect our communities

1.3.1: Coordinate flood levee, Council road network and stormwater asset management and planning

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.3.1.1	Review and implement asset management plans which maintain a balance between improving and maintaining flood levees, stormwater, Council roads, paths and trails	Director Infrastructure	Asset Plans are reviewed and implemented per Council Policy and Asset Management Strategy	100%		
1.3.1.2	Design, construct and maintain stormwater systems that safely capture and remove water	Director Infrastructure	Per Stormwater Improvement Project performance requirements	80%		Stormwater maintenance works on target and focus on critical junctions is a priority. the works are on-going as per the budget.
			Increase in length of storm water network			
			On an ongoing basis 95% of service levels set out in the Storm Water Asset Management Plan are met			
1.3.1.3	Ensure sewer network is safe and functional	Director Infrastructure	Project Milestones met	75%		
			Revenue Policy targets met			
1.3.1.4	Continue remediation Tocomwal Foreshore Levee	Director Infrastructure	Annual inspection is	80%		Flood study is under progress and is expected to be complete

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
			undertaken and scheduled maintenance completed			by the end of Jun'22.
1.3.1.5	Maintain the safety of Council roads and walkways	Director Infrastructure	Weekly publication	90%		Works going as per the Operations Plan and within budget.
			On an ongoing basis 95% of service levels set out in the Asset Management Plan are met			
			Increase in active engagements social media			


1.3.2: Manage landfill, recycling and waste disposal

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.3.2.1	Implement the Berrigan Shire Council Waste Plan	Environmental Engineer	100% of Diversion targets set out in Berrigan Waste Management Plan are met	50%		Not updated
1.3.2.2	Deliver township garbage collection and street cleaning services	Environmental Engineer	Garbage is collected within agreed timeframes and budgets	50%		Not updated


2: Good Government




2.1: Berrigan Shire 2027 objectives and strategic actions facilitate effective governance by Council of Council operations and reporting

2.1.1: Council operations, partnerships and coordination of resources contribute toward implementation of Berrigan Shire 2027





OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.1.1	Promote and support the engagement of Shire residents, local business and agencies in the development, implementation of Berrigan Shire 2027	Director Strategic Planning and Development	Minimum of 5 surveys or polls conducted per annum	75%		Community engagement developed and online poll approved for engagement of community re future management of Town Beach
			No decrease in organic reach of social media posts			
			2 per annum			






2.1.2: Meet legislative requirements for Council elections, local government, and integrated planning and reporting.


OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.2.1	Provide facilities and support including financial to the elected Council	Chief Executive Officer	Self reported increase in Council skills and knowledge	75%		Councillor Induction and Training Policy to May Council Meeting. Sign off of Councillor Professional Development Plans after May meeting possible. All agreed courses booked and paid for for Councillors.
			Publication of audio Files			

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.2.2	Implement and further develop the Berrigan Shire Integrated Management System	Enterprise Risk Manager	Quarterly Report	0%		
			Actions included in Delivery Program Review			
			Inspections undertaken in accordance with IMS requirements			
2.1.2.3	Strengthen revenue base and increase discretionary spending	Finance Manager	Meet and exceed Financial Strategy Benchmarks	75%		Working towards Integrated Planning & reporting requirements this quarter is underway and will be completed by mid May.
			Sustainability Improvement Plan developed			
2.1.2.4	Develop Community Engagement Strategy and conduct review of Berrigan Shire (CSP) and associated integrated plans	Director Strategic Planning and Development		90%		Community Engagement Framework Reviewed. Council Review of CSP undertaken

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




OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.3.1	Coordinate Council investments, financial management, financial operations and processing	Finance Manager	Per Financial Strategy projects funded using debt have detailed Business Case and Cost Benefit Analysis	75%		Currently tracking well. A review into Council's investments and risk appetite is still in progress.
2.1.3.2	Monitor and respond to change in the Financial Governance, Regulatory and Reporting Frameworks	Deputy Chief Executive Officer	All Council governance and audit requirement are met	50%		Not updated
			80% of staff that attend training report increased skills and knowledge			
2.1.3.3	Deliver responsive customer service	Finance Manager		75%		The Customer Service Coordinator has been working tirelessly on response times and creating timeframes for staff responses to customers. The Customer Service team is working well together.
2.1.3.4	Conduct service review and develop the Corporate Services Strategic Plan	Deputy Chief Executive Officer		50%		Not updated

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.3.5	Manage human resource and workforce development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 - 2022	Deputy Chief Executive Officer	Increase compared to 2016 result in the % of staff reporting greater recognition	50%		Not updated
			Material value of volunteer effort identified			
			Implemented			
			0%			
			Annual Report on Actions			
2.1.3.6	Provide Information technology and associated support for Council operations	Deputy Chief Executive Officer		50%		Not updated
2.1.3.7	Coordinate the delivery and management of Shire records and communications	Deputy Chief Executive Officer	Conduct survey to establish benchmarks	50%		Not Updated
2.1.3.8	Maintain and sustainably redevelop existing infrastructure and community assets	Deputy Chief Executive Officer	Budget allocated to fund energy projects	50%		Not updated
			100% grants acquitted per funders requirements			
			Adopted by Council			
2.1.3.9	Coordinate and manage maintenance and renewal of Council plant and equipment	Director Infrastructure	Projects identified and updated by 30 March	50%		Plant being maintained as per the AMP and ordered and delivered as per the stock availability.
			Adopted by Council 30 June 2022			

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.3.10	Coordinate the ongoing review and development of Council and Operational Policies and procedures	Deputy Chief Executive Officer		50%		Not updated

2.2: Strengthen strategic relationships and partnerships with community, business, and government.

2.2.1: Participate in networks that promote regional and cross-border collaboration, planning and service delivery

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.2.1.1	Develop resources and establish partnerships that improve local assessment of social and economic implications of regional and inter-governmental decision-making on Shire residents, business and Council operations	Director Strategic Planning and Development	Quarterly report to council of meetings attended and actions	75%		Attended BJCN meetings - EIDL facilitation of Business Chamber Meetings - awaiting update of id. data with latest census data
2.2.1.2	Actively lobby all levels of government and industry re: Murray Darling Basin Plan	Chief Executive Officer		75%		RAMJO Water Committee. Engaged with MDBA regarding dam releases. Now included in consultation meetings
2.2.1.3	Actively lobby all levels of government and energy industry for investment in upgrading local energy (power) infrastructure	Chief Executive Officer	Adopted by Council	75%		Transport for NSW - engagement with Farm Gate to allow Council to commence work on assessing the use of our road infrastructure and network priorities. MLHD - working with to assess issues regards GP in Tocumwal and more suitable management options. Also engagement regards rebuild of Finley hospital. Murray Regional Tourism - on

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
						<p>board - active participant RAMJO Shared Service Committee - chair of committee RAMJO GMs - chair of committee Tocumwal Chamber of Commerce - working on functioning relationship Memorandums of Understanding - signed with 4 Councils; signed with Toc Golf and Bowls; under negotiation with Barooga Sporties Moira Shire Council - working with CEO on Thompson's Beach outcomes and other matters for cross border relationships Victorian Aerobatics Championships - looking to develop 5 year agreement to allow annual event to occur at Toc Aerodrome LGNSW Industrial Advisory Committee - representing rural Councils regarding renegotiation of Award</p>

Delivery Program Monitoring Measures: Good government

Monitoring Measure: Financial Strategy 2021 Key Performance Indicators – *To Be Reported Sept Quarter Report 2022

1. Operating Performance*	Amount ,000 21/22	Performance 21/22	Financial Strategy Target
Operating Revenue (excl. Capital) - Operating Expenses			0.0 %
Operating Revenue (excl. Capital Grants & Contributions)			
Indicative Target: An operating performance ratio greater than 0% across any five-year period.			
N/A – not available until the end of a Financial Year			

2. Unrestricted Current Ratio*	Amount ,000 21/22	Performance 21/22	Financial Strategy Target
Current Assets less all External Restrictions			2
Current Liabilities less Specific Purpose Liabilities			
Indicative Target: An Unrestricted Current Ratio of at least 2x			

3. Rates, Annual Charges, Interest & Extra Charges Outstanding*	Amount ,000 21/22	Performance 21/22	Financial Strategy Target
Rates, Annual & Extra Charges Outstanding			
Rates, Annual & Extra Charges Collectible			8.0 %
Indicative Target: Outstanding rates, annual and extra charges percentage to remain under 8% as of 30 June each year			

4. Building and Infrastructure Renewals Ratio*	Amount ,000 21/22	Performance 21/22	Financial Strategy Target
Asset Renewals (Building, Infrastructure & Other Structures)			100% +
Depreciation, Amortisation & Impairment			
<p>Indicative Target: Building, Infrastructure & other Structure renewals Ratio to remain over 100% on average over the life of the LTFP. When setting this target the council should consider that asset replacement is often lumpy - with large changes in asset renewals depending on the needs of the time. The Council should consider its performance on this measure over no shorter than a 10 year periods and preferably longer.</p>			

5. Infrastructure Backlog Ratio*	Amount ,000 21/22	Performance 21/22	Financial Strategy Target
Estimated cost to bring Assets to a satisfactory condition			0.0 %
Total value of Infrastructure, Building, Other Structures & depreciable Land Improvement Assets			
<p>Indicative Target: Infrastructure Backlog Ratio to remain at less than 2% at all times</p>			

6. Capital Expenditure Ratio*	Amount ,000 21/22	Performance 21/22	Financial Strategy Target
Annual Capital Expenditure			1.0
Annual Depreciation			
<p>Indicative Target: 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.</p>			




7. Debt Service Cover Ratio*	Amount ,000 21/22	Performance 21/22	Financial Strategy Target
Operating Result before Interest & Dep. exp (EBITDA)			2 x
Principal Repayments + Borrowing Interest Costs			

8. Cash Expense Cover Ratio*	Amount ,000 2021/22	Performance 2021/22	Financial Strategy Target
Current Year's Cash & Cash Equivalents (incl. Term Deposits)			3 months
Operating & financing activities Cash Flow payments			
Indicative Target: Cash expense cover ratio is to be no less than 3 months			


3: Supported and Engaged Communities

3.1: Create safe, friendly and accessible communities


3.1.1: Build communities that are home to more families and young people

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.1.1	Support and promote the healthy development and wellbeing of children and young people	Director Strategic Planning and Development	Reports to Council provide feedback on participant survey results •Kids Fest •Youth Week	50%		Oral history project will commence with Libraries and Schools and Aged Care Centres - last quarter. Food insecurity has been identified as a significant issue. Investigated with Moira Foodshare Local Distribution site Finley. Initial site inquiries Finley Showground - Touch Football/Soccer Pavillion
			Annual Report to council re: Volunteer Hours / Management facilities: Pools,			
3.1.1.2	Implement Children and Families Strategy 2019 - 2023	Director Strategic Planning and Development	Delivered on time and on budget	75%		Youth Week project planned - in conjunction with Intereach ROAR program
			One new project or partnership initiated per annum			
3.1.2.2	Provide recreation facilities which support active lifestyle and ageing in place	Deputy Chief Executive Officer		50%		Not updated








3.1.2: Facilitate all age healthy lifestyles and ageing in place

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.2.1	Provide recreation facilities which support an active lifestyle and ageing in place	Director Strategic Planning and Development	Master Plan for each reserve by June 2022	75%		Engagement with use groups continues re Barooga Recreation Reserve Master Plan

3.1.3: Strengthen the inclusiveness and accessibility of our community





OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.2.1	Review the Active Ageing and Disability Inclusion Plan	Director Strategic Planning and Development	<p>Participants/ Survey Respondents report high levels of satisfaction with the activity</p> <p>Participant numbers are maintained and or increased</p> <p>Based on participant surveys • Seniors Week • Youth Week •International Womens' Day • Mens' Health Week & Childrens' Week</p>	50%		Review has commenced - focus groups held March 2022. Online poll required to extend depth of engagement - scheduled for April 2022. International Womens Day Event held - 8 March well supported by older residents from all towns

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


OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.4.1	Develop an Integrated Water Cycle Management Strategy	Environmental Engineer	Strategy will guide and inform the management of the Council's Water Business	0%		Deferred
3.1.4.2	Ensure potable water and sewer network is safe and functional	Environmental Engineer		50%		Not updated
3.1.4.3	Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings and air	Director Strategic Planning and Development	Quarterly report - Operational Plan comments	60%		Ongoing inspections of of properties and land in the community.
3.1.4.4	Coordinate and facilitate local emergency management committee	Operations Manager	Adopted by Local Emergency Management Committee	50%		Not updated
3.1.4.5	Implement the Berrigan Shire Adverse Events Plan	Deputy Chief Executive Officer		50%		Not updated
3.1.4.6	Develop and maintain local cemeteries and associated infrastructure	Deputy Chief Executive Officer	Annual Report	50%		Not Updated
3.1.4.7	Control and promote responsible ownership of companion animals	Director Strategic Planning and Development		60%		

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

3.2.1: Provide opportunities for life-long learning, cultural expression and recreation

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.2.1.1	Coordinate and deliver local library services in accordance with Library Services Strategic Plan	Library Manager	Completed on time and within budget	75%		
			Borrowings decline by less than 5% on previous year			
			Door count increases 10% Customer survey 80% satisfied with library service			
3.2.1.2	Strengthen community engagement and participation in Council activities	Director Strategic Planning and Development		75%		User groups at recreation reserves - now supported by new position 'Recreation Officer' This role is strengthen extent of Council's engagement with its committees and user groups
3.2.1.3	Financially contribute to and support South West Arts programs and activities	Deputy Chief Executive Officer	Three cultural activities implemented in partnership with South West Arts per year	50%		
3.2.1.4	Develop a public arts strategy	Director Strategic Planning and Development	Public Arts Strategy Adopted by Council	0%		

3.2.2: Facilitate and partner with local communities in the development of township plans

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.2.2.1	Coordinate and align community projects and activities with township masterplans	Director Strategic Planning and Development	Community delivery of identified projects	75%		Planning commenced for precinct plan with Barooga Sporties re Burkinshaw Street

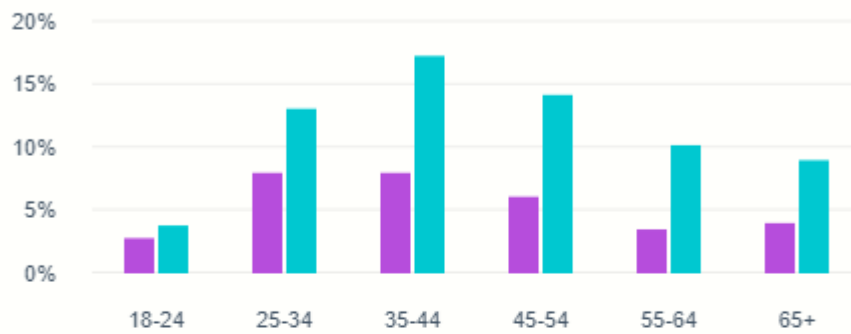
Delivery Program Monitoring Measures: Supported and engaged communities

Social Media

Audience

Age and Gender

Men 32.30%
Women 67.70%



Location

Cities

Countries

Tocumwal, NSW, Australia	578
Melbourne, VIC, Australia	542
Finley, NSW, Australia	436
Cobram, VIC, Australia	394
Berrigan, NSW, Australia	300
Barooga, NSW, Australia	296
Sydney, NSW, Australia	167
Yarrawonga, VIC, Australia	119
Deniliquin, NSW, Australia	118




Life-long Learning July 2021 – March 2021



Library events number of participants	
Door Count	
Library loans	
Users (Members)	
WIFI (Login / Devices)	Logins: Devices:
Loans (e-audio and e-books) + e magazines	

4: Diverse and Resilient Business

4.1: Strengthen and diversify the local economy through Investment in local jobs creation, retention and innovation



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


OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.1.1.1	Implement Berrigan Shire Economic Development Plan 2017 - 2021	Economic & Industry Development Liaison		50%		The Berrigan Shire Economic Development Plan is due for review however the review of the Strategy for the Visitor Economy was been made a priority and is ready to be adopted by the Council. The review of the Economic Development Plan will commence in the 4th quarter.
4.1.1.2	Develop industry profiles informed by strategic analysis of local conditions and relative competitive advantages	Economic & Industry Development Liaison	Social and Health Services Profile published December 2019	0%		Not progressing-Deferred
4.1.1.3	Support collaborative planning, shared resourcing in local industry promotion of business and infrastructure development projects	Economic & Industry Development Liaison		75%		

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.1.1.4	Continue the development and marketing Tocumwal Aerodrome Industrial Precinct	Economic & Industry Development Liaison		75%		There has been no action in marketing the Tocumwal Aerodrome Industrial precinct as the Airpark blocks are fully sold. The opportunity for further development of an accommodation precinct in proximity to the Aviation Museum site is being evaluated by Urban Enterprise as part of the broader Murray Regional Tourism Accommodation Audit.
4.1.1.5	Investment in future economic development projects via strategic land purchases as and when these opportunities are identified or become available	Chief Executive Officer	Industry or Council acquire land and it is developed	75%		LEP Review commenced. Steering committee being developed. Finley Development - 5 parcels sold. Town Beach - negotiating realignment of boundary with Crown Lands Toc Foreshore Building - two leases finalised. Negotiating with main tenant for their lease Visitor Information Centre - fitting out new centre in Toc Foreshore Building Tocumwal Tourist Park - notified of Council's refusal

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
						of unsolicited proposal. Awaiting response to determine next steps if required




4.1.2: Support local enterprise through local economic and industry development initiatives and projects


OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.1.2.1	Promote the development of business support groups / networks within the Shire	Economic & Industry Development Liaison	Annual	75%		The new Strategy for the Visitor Economy recommends the development of a Tourism Advisory Group and this will be one of the first actions to be undertaken following the adoption of the document. The Council will be hosting a Workforce Roundtable in early April and will bring a vast array of businesses together to discuss possible actions around the lack of employees and skills.
4.1.2.2	Convene regular meetings of industry support groups and business networks in the Shire	Economic & Industry Development Liaison	3 meetings held	75%		The Business and Industry Facebook group has continued to provide industry information throughout the 3rd quarter The Chamber

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
						<p>Presidents Group meeting scheduled for February was cancelled due to COVID outbreaks. Regular meetings of the Tourism network between Berrigan, Federation and Moira Shires continue to be postponed. Federation Council has indicated a reluctance to reinvigorate this program.</p>
4.1.2.3	Upgrade Finley Saleyards	Deputy Chief Executive Officer		50%		Not Updated


4.2: Diversify and promote local tourism

4.2.1: Implement the Berrigan Shire Tourism Strategy

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.2.1.1	Invest in infrastructure that will add value to and increase the competitiveness of the Shire's Visitor Economy e.g.: Redevelopment of the Foreshore Reserve	Economic & Industry Development Liaison	Increase Visits to Tocumwal Foreshore	75%		The Tocumwal Foreshore building is a much-anticipated piece of infrastructure that will contribute to the Visitor Economy. The commercial tenancies downstairs have been leased and are about to commence trading. The Council will open an accredited Visitor Centre in the 3rd shop and shop fit out is anticipated to be completed in the 4th quarter. The upstairs tenancy is under negotiation.
4.2.1.2	Partner with industry and other levels of government on securing investment needed for Ports of the Murray and Murray River Adventure Trail Projects	Economic & Industry Development Liaison	Report Annually All Eligible Programs	75%		There has been no action required in this area during this quarter.
4.2.1.3	Provide support to event proponents and organisers	Economic & Industry Development Liaison		75%		The Council supported the very successful PGA golf event TPR Murray River. This event was held





OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
						<p>at Cobram Barooga Golf Club in February 2022 and drew a large crowd to the region and was also televised live. A bonus for the event was the extended and worldwide publicity received as the first winner was the first woman to ever win a PGA combined men's and women's tournament.</p>
4.2.1.4	Facilitate local industry review and update of digital content and marketing	Economic & Industry Development Liaison		75%		<p>The work that has been done on developing the new Strategy for the Visitor Economy has identified that the Council take a more active role in digital content and marketing in the future. Local review of content on the ATDW is an ongoing process. Council content for the ATDW has been updated in the past quarter.</p>

4.2.2: Partner regional Tourism Boards

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.2.2.1	Membership of regional tourism boards established to increase visitation and economic activity in the Murray Region of NSW and Murray River towns	Economic & Industry Development Liaison		75%		<p>The Council's membership of Murray Regional Tourism has been important over the last three quarters. MRT has been a very active lobby for tourism businesses on both sides of the river and has been a reliable and constant information source for the local industry. Tocumwal Aviation Museum operators and the operators of the proposed Tocumwal distillery have participated in the MRT Destination Inspiration program and have made great networking connections throughout the region because of it.</p> <p>The Council CEO, Karina Ewer represents the NSW Councils on the MRTB.</p>

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

4.3.1: Develop and promote Berrigan Shire regional transport and freight infrastructure

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.3.1.1	Continue to advocate for the development of hardstand and serviced truck parking Tocumwal, Finley and Berrigan	Economic & Industry Development Liaison	The investment case is developed	75%		The Tocumwal Truckstop DA is on public exhibition
4.3.1.2	Lobby for upgrade of rail facilities, associated with Tocumwal rail line incl. line to Shepparton and Melbourne Ports	Economic & Industry Development Liaison	Funding is committed by Victorian and Commonwealth Governments	75%		There has been no action required in this area however the Council remains ready to contribute when/if required
4.3.1.3	Participate actively in efforts to upgrade Newell Highway and Midland Murray Valley highways particularly the Shepparton bypass.	Economic & Industry Development Liaison	Funding is committed by Victorian and Commonwealth Governments	75%		There has been no action required in this area in this quarter.
4.3.1.4	Operate the Tocumwal Aerodrome	Director Infrastructure	Annual Report Presented to Council on Aerodrome Operations	90%		Updated Aerodrome manual submitted to CASA for review.
			Aerodrome maintains registration			

Delivery Program Monitoring Measures: Diverse and resilient business

Period 1 July 2021 – 31 March 2022

Economic and industry development	<ul style="list-style-type: none">• Planning undertaken for small business month• Promoted Tocumwal Foreshore Building tenancies
Tourism and events	<ul style="list-style-type: none">• Sponsorship packages developed for Cobram Barooga Business and Berrigan Show and Shine, also Riverina Marketing Program• Completed review of Visitor Economy Strategy – conducted one on one and small group engagements to review• Developed Business case for the extension of Visitor Services
Regional freight infrastructure	<ul style="list-style-type: none">• Preliminary Planning meetings held between potential developer, Council and tNSW – truck stop

POLICY PLATFORM

APRIL 2022

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INTRODUCTION

Local Government NSW (LGNSW) is the peak body for local government in NSW, representing general purpose councils and related entities.

LGNSW aims to strengthen and protect an effective, democratic system of local government across NSW by supporting and advocating on behalf of member councils, including actively and persuasively representing the views of local government to the NSW and Australian governments.

The LGNSW Policy Platform consolidates the voices of councils across NSW, reflecting the collective positions of local government on issues of importance and guiding LGNSW in its advocacy on behalf of the local government sector.

THE POLICY PLATFORM COMPRISES TWO PARTS:



Part 1: Fundamental Principles are the enduring and overarching principles that direct LGNSW's response to broad matters of importance to the local government sector.

Part 2: Position Statements contain LGNSW's more detailed positions on specific issues and guide LGNSW's work on, and response to, policy issues of the day.

Position Statements are subordinate to LGNSW's Fundamental Principles but are more agile and targeted at specific policy issues as they arise.

ROLE OF THE ANNUAL CONFERENCE & LGNSW

THE LGNSW ANNUAL CONFERENCE is the supreme policy-making body of LGNSW and an opportunity for councillors to come together to share ideas and debate issues that shape the way LGNSW is governed.

MEMBERS may put forward motions for consideration of the Annual Conference.¹ Where a majority of voting delegates at the Annual Conference vote in support of the motion, it is adopted as a resolution of LGNSW².

AFTER EACH CONFERENCE LGNSW reviews resolutions and amends the Fundamental Principles and Position Statements as required. Conference resolutions rarely change the sector's views on high-level Fundamental Principles. Position Statements require refinements more regularly to reflect the sector's views on new or developing issues.

THE LGNSW BOARD comprises councillors from member councils across NSW, who are elected to the LGNSW Board biennially at the Annual Conference.

The Board controls and governs LGNSW in between Annual Conferences and when decisions are required on policy positions for the local government sector (such as if there is no existing policy position on an issue that LGNSW must comment on), the Board and President can make that decision for the sector.

¹ Further information on this process is available in the LGNSW Conference Motions Submission Guide [available online](#) in the lead up to each LGNSW Annual Conference at

² Further information on past Conference resolutions is [available online](#).

PART 1

FUNDAMENTAL PRINCIPLES



ECONOMIC

- A** Local government must have control of its revenue raising and investment decisions and be fairly funded by the Commonwealth and State/NSW Governments to meet its infrastructure and service responsibilities.
- B** Local government promotes local and regional economic development and employment growth.



INFRASTRUCTURE

- C** Local government is best placed to plan for, deliver and manage essential local infrastructure.



PLANNING

- D** Local government is best placed to lead and influence local and regional planning processes according to the needs and expectations of local communities
- E** Our communities' quality of life is a priority of local government planning.



ENVIRONMENT

- F** Local government actions reflect Ecologically Sustainable Development. ESD requires the effective integration of economic, environmental and social considerations in decision making processes and is based on the following principles:
 - Intergenerational equity – today's actions maintain or enhance the environment for future generations
 - Precautionary principle – prevent environmental degradation and manage and mitigate risk
 - Conservation of biological diversity and ecological integrity
 - Improved valuation and pricing of environmental resources – recognising the value of the environment to the community.
 - Commit to the principles of the circular economy
 - and minimise the consumption of finite natural resources.
 - Commit to the principles of the circular economy and minimise the consumption of finite natural resources.



SOCIAL & COMMUNITY

- G** Local government is committed to the principles of:
 - Equity – fair distribution of resources
 - Rights – equality for all people
 - Access – to services essential to quality of life
 - Participation – of all people in their community
 - Recognition – of the unique place of Aboriginal people in NSW and the right of Aboriginal people to be involved in all decisions affecting Aboriginal communities.
 - Health and safety – for all in the community.



GOVERNANCE

- H** Local government must be constitutionally recognised and respected as an equal sphere of government
- I** Local government is democratically elected to shape, serve and support communities.
- J** Local government is committed to the principles of good governance.



ACCOUNTABILITY

- K** Local government is responsible and accountable to the citizens and the communities it represents, through consultative processes, legislative accountabilities, efficient delivery of services and effective customer service.
- L** Local government is recognised as a responsible and place-based employer.
- M** Local government reduces and mitigates the risk of climate change for the communities we serve.

Date Endorsed: March 2022 by LGNSW Conference



PART 2

POSITION STATEMENTS



1. FINANCIAL SUSTAINABILITY

Local government is a partner in the economic stewardship of NSW and responsible for the provision of a wide range of essential infrastructure and services.

However, the financial sustainability of councils has been undermined by rate pegging for over 40 years, which has resulted in the under-provision of community infrastructure and services and the deferral of infrastructure maintenance and renewal expenditure resulting in significant infrastructure backlog.

OUR POSITION

LGNSW advocates for:

- 1.1 The removal of rate pegging and reform of the NSW local government rating system, including the removal of inequitable rate exemptions and greater autonomy and flexibility in rating policy, structure and practices.
- 1.2 Greater autonomy in determining fees and charges.
- 1.3 Financial Assistance Grants to be increased to at least 1% of total Commonwealth taxation revenue.
- 1.4 Federal Government to increase Financial Assistance Grants funding to 1% of Commonwealth tax revenue, prior to any changes to the formula.
- 1.5 Increased specific purpose grants from State and Commonwealth Governments to assist councils in meeting the infrastructure and service needs of their communities (e.g., Roads to Recovery, library grants).
- 1.6 An end to cost shifting onto local government by the State and Commonwealth Governments.
- 1.7 New and fairer financing opportunities for local government which:
 - Ensure that councils' capacity to provide infrastructure and services for their communities is not diminished.
 - Enable infrastructure funding through value capture, Voluntary Planning Agreements (VPAs) and other funding mechanisms.
 - Enable proper and full cost recovery of fees and charges to ensure councils can fulfil their statutory responsibilities (for planning and development assessment and compliance).
- 1.8 Permanent recurrent funding for Joint Organisations (JOs) to support their viability and effectiveness.
- 1.9 The introduction of a broad-based property levy to replace both the Emergency Services Levy on insurance policies and the 11.7% Emergency Services Levy on local government.
- 1.10 A more flexible procurement framework to enable councils to benefit from innovative procurement practices.
- 1.11 Inclusion of climate change considerations in approved terms of reference for investigations and reviews by Independent Pricing and Regulatory Tribunal.



2. ECONOMIC DEVELOPMENT

Councils have an active role in encouraging investment, place management and activation, and supporting businesses of all sizes. Whether the local economy is based on agriculture, mining, finance, manufacturing, tourism, hospitality, retail, education, forestry, fishing or other offerings, councils play a major role in creating the conditions for appealing and sustainable communities and local economies.

OUR POSITION

LGNSW advocates for the NSW Government and Australian Government to:

- 21 Identify opportunities to support rural and regional growth and reduce pressures in Sydney.
 - the high levels of tourism facilities.
 - Establishing regional roadshows and touring schedules.
- 22 Work with councils to establish and implement more Local Activation Precincts (LAPs), including those on a smaller scale, based on an LGA's endowments to attract major employers, drive local economies and create a diverse range of local jobs.
- 23 Reduce unnecessary regulatory complexity affecting local economies to support events, cultural and business uses.
- 24 Commitment to sustainable procurement to drive quadruple bottom line outcomes across local government functions and services including improved efficiency, reduced waste to landfill, financial savings, stimulating markets for innovative and more sustainable products and services, social responsibility, supporting local communities and businesses and helping to achieve long term environmental and social objectives.
- 25 Implement, in consultation with councils, an Agricultural Enterprise Credit Scheme and/ or a Farm Management Deposit Scheme for businesses that rely on the agriculture sector for much of their revenue, to enhance economic sustainability of communities.
- 26 Support the development of Night time economies through:
 - Developing a state-wide Night Time Economy Strategy, alongside toolkits, resources and grants for councils and safe public transport options at night.
 - Consultation with the NSW Night Time Economy Councils' Committee, LGNSW and councils.
- 27 Invest in accessible, sustainable and low impact tourism experiences through:
 - Collaborating with councils on state - local destination plan development and collective marketing.
 - Broadening tourism funding eligibility for councils which do not benefit from
- 28 Adequately regulate tourist and short-term accommodation and its impacts through:
 - Retaining NSW Government (rather than industry) oversight of the property register for Short Term Rental Accommodation (STRA) and requiring STRA participants to pay a fee to cover the costs of regulation and compliance.
 - Instituting a booking tax for online accommodation brokers using residential zoned and rated land, with funds raised to be distributed to councils to fund public infrastructure to support tourism.
 - Allowing councils to apply business rates to serviced apartments that provide tourist accommodation on a commercial basis.
- 29 Increase the availability of slots for regional air services into Sydney Kingsford Smith Airport and investigate with councils' improvements to transport routes around the airport.
- 210 To support the goals of the '2030 Roadmap: Australian Agriculture's Plan for a \$100 billion industry' but make a principle-based commitment to ensure the plan is realistic.
- 211 Optimise water use and support existing regional and rural communities and industries by maintaining and promoting agricultural diversity.
- 212 Work with councils, industry, and mines to support the diversification of coal-reliant economies by investigating legislative and procedural change that will better facilitate adaptive reuse of former and current mining lands, following decontamination and rehabilitation.
- 213 Seek urgent review of mine subsidence legislation to better protect and assist landowners affected by mining and mine subsidence.



3. ROADS & INFRASTRUCTURE

Local government owns and manages \$160 billion in infrastructure assets including local roads, bridges, pedestrian and cycle networks, local water and sewerage utilities, stormwater and water management, buildings and facilities, regional airports and aerodromes, parks, recreation, cultural, family and community services facilities, and a range of other infrastructure vital to local communities and is best placed to plan for and deliver this essential local infrastructure.

Local government also plays a key role in identifying and advocating for the provision of State Government infrastructure to meet the needs of their communities (e.g., schools, hospitals, state roads). State and Commonwealth Government growth plans and projects needs to make up front provision for the delivery of associated local infrastructure.

OUR POSITION

LGNSW advocates for:

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| <p>3.1 Effective coordination of State and Commonwealth funding programs where co-contribution is required.</p> | <p>3.7 The review of the State Government's decision to allow deferral of local contributions payments.</p> |
| <p>3.2 State and Commonwealth Government growth plans and projects must make upfront provision for and include the delivery of associated local infrastructure.</p> | <p>3.8 Equitable infrastructure funding, so that Commonwealth and State assistance is directed to areas of greatest need.</p> |
| <p>3.3 Increased opportunity for community use of state and federal facilities.</p> | <p>3.9 Amendments to the Aboriginal Land Rights Act to streamline council acquisition of land held by Local Aboriginal Land Councils (LALCs) for infrastructure, but only where the LALC approves the acquisition.</p> |
| <p>3.4 Increased infrastructure funding to local government through Commonwealth and State Government revenue sharing and grant programs (e.g., Roads to Recovery, NSW block grants for regional roads, local water utilities, street lighting, library grants, waste and resource recovery).</p> | <p>3.10 The elimination of monopolistic practices by utility network operators (electricity, telecommunications, water and gas) that impose unjustified costs on councils and communities.</p> |
| <p>3.5 The importance of infrastructure funding mechanisms such as Development Contributions and Voluntary Planning Agreements and the creation of other mechanisms for efficient and equitable value capture.</p> | <p>3.11 Fairer funding of infrastructure provided through long established partnerships between the Federal, NSW and local governments for shared infrastructure and service responsibilities.</p> |
| <p>3.6 The removal of the cap on development contributions.</p> | |



4. RURAL & REGIONAL COMMUNITIES

Delivering the infrastructure and services needs of rural and regional communities is an ongoing challenge for local government. Small, widely dispersed and sometimes remote communities can struggle to reconcile high delivery costs with a small own source revenue base and face a range of economic, demographic and environmental challenges, such as structural change, ageing populations, skills shortages, population decline and water insecurity that undermine long term sustainability.

The abrogation of responsibility for service delivery by State and Commonwealth Governments has added to these challenges and councils often have no choice other than to take on additional responsibilities (examples include support for medical services and aged care).

OUR POSITION

LGNSW advocates for:

- 4.1 An audit of service delivery and funding flows into rural and regional NSW by State and Commonwealth agencies.
- 4.2 State and Commonwealth Government accept that rural councils will never be able to fund the basic standard of infrastructure and public services to which all Australians are entitled from own source revenue.
- 4.3 Recognition of the higher costs of infrastructure and service delivery faced by rural communities due to inherent and unavoidable economies of scale.
- 4.4 New models for rural and regional infrastructure, service delivery, health and mental health care, including consideration of council coordination and/or implementation that avoids cost shifting and is built on close collaboration between local, state and federal governments and NGOs.
- 4.5 Improved commercial airline services and public transport for regional communities.
- 4.6 Incentives and measures to increase domestic and international migration to inland rural and regional communities, including for experienced and qualified staff.
- 4.7 Action to address difficulties meeting Continuing Professional Development requirements for professionals working in rural and remote NSW
- 4.8 Increased funding for rural communities, including a strengthening of needs-based funding in the distribution of grants to local government.
- 4.9 Ensuring that regional and rural areas are adequately represented following electoral district redistributions.



5. DROUGHT

It is widely accepted that climate change and other factors may result in more devastating drought conditions in future, with an increase in the frequency and duration of droughts.

As the sphere of government closest to the community, councils have a critical local leadership role to play in planning, preparing, responding to, and recovering (PPRR) from drought and are uniquely placed to deliver services at the local level.

OUR POSITION

LGNSW advocates for:

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| <p>5.1 Recognition by State and Federal Government that drought is a natural disaster and that it be eligible for natural disaster funding</p> <p>5.2 Development by the State Government of an emergency plan, in consultation with local government and Aboriginal communities, to address the immediate water supply crisis afflicting NSW towns and communities and a disaster recovery plan for when the drought breaks.</p> <p>5.3 Increased emergency funding to support people suffering hardship as a result of drought (including farmers, small businesses and individuals) and the appointment of recovery coordinators, through the Joint Organisations, to facilitate implementation of recovery plans.</p> <p>5.4 Development and implementation of integrated National and State Drought Policies which:</p> <ul style="list-style-type: none"> • Clearly define when an area is deemed to be in “drought” • List the range of assistance measures and triggers for when those measures will be activated <p>5.5 Development by the State Government, in partnership with local government and Aboriginal communities, of long-term water supply strategies for catchments throughout the State which mitigate risk from the predicted impact of climate change and to help ensure population and economic growth targets can be achieved and supported.</p> | <p>5.6 Substantial investment by State and Federal Government in regional and rural water supply infrastructure and demand management initiatives for drought proofing and water security measures and infrastructure.</p> <p>5.7 Mandating the National Water Quality Management Strategy so that the quality and supply of water is managed effectively and fit for purpose.</p> <p>5.8 Monitoring and management of river systems (particularly the Murray Darling Basin) to ensure the best possible social, economic, and environmental outcomes are achieved, particularly during drought.</p> <p>5.9 That Local Government NSW calls on the Australian Government to protect national food security and the sustainability of regional irrigation communities.</p> |
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6. NATURAL DISASTER & EMERGENCY MANAGEMENT

All councils in NSW play a key role in all aspects of disaster (e.g., bushfire, earthquake, flood, storm, cyclone, storm surge, landslide, tsunami, meteorite strike, tornado and drought) and emergency management at the local and regional level.

In addition to statutory or regulatory responsibilities and despite limited means, councils also play a major role in providing support to their communities, volunteers and charities.

Issues requiring addressing include allocation of responsibilities for emergency management, adequacy and timeliness of funding, the absence of funding for betterment or mitigation works and the funding of council day labour.

OUR POSITION

LGNSW advocates for:

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| <p>6.1 The transfer of emergency management responsibilities to the NSW Government.</p> <p>6.2 Prioritisation of the development and implementation of policies and programs to build the resilience of communities so that they can better withstand and recover from natural disasters.</p> <p>6.3 Increased Federal funding and review of the Disaster Recovery Funding Arrangements (DRFA) to expand eligibility of assets and:</p> <ul style="list-style-type: none"> • Ensure that repair of damage to road and bridge infrastructure as the result of natural disasters continues to be funded under the DRFA. • Streamline DRFA processes to help ensure funding is obtained on a timely basis. • Recognise rehabilitation of significant environmental damage for funding under the DRFA. • Allow payment of day labour and council equipment costs under the DRFA. <p>6.4 Increased funding for mitigation and betterment measures, both in advance of disasters where the risks are identified and in the recovery stage.</p> <p>6.5 Legislate to give councils power to entry to construct and maintain flood mitigation works.</p> <p>6.6 Financial support for restoration, remediation and betterment of local community infrastructure that has been severely damaged by natural disasters including climatic conditions and drought.</p> | <p>6.7 The NSW Government to work with councils to support rebuilding and recovery after natural disasters by streamlining the approvals processes and providing funding and other assistance to review and update local plans.</p> <p>6.8 NSW and Federal Government fully fund the clean-up of damaged or destroyed buildings and structures, particularly those that contain asbestos, following natural disasters and establish and operate an Asbestos Emergency Management Flying Squad to provide expert advice to councils.</p> <p>6.9 The NSW Government to support cultural burning for fire management on Crown land, National Parks and State Forests (and training and employment of Indigenous people for this task).</p> <p>6.10 Streamlining approvals for constructing and maintaining asset protection zones (APZs) or undertaking hazard reduction burns, requiring appropriate APZs for urban settlements that interface with natural areas, and ensuring government managed forested areas maintain fire trails.</p> <p>6.11 Appropriate recognition for individual first responders via a local government service award.</p> <p>6.12 Urgent implementation and funding of the recommendations of the NSW Bushfire Inquiry.</p> |
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7. PLANNING

Councils support an efficient, fair, and locally led planning system that prioritises quality of life and meets the needs and expectations of local communities.

Decisions of successive state governments have gradually diminished councils' and communities' authority to determine what and how development occurs in their local areas. Restoring community-led planning powers to local government is a longstanding advocacy priority for LGNSW.

OUR POSITION

LGNSW advocates for:

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| <p>71 The planning system to ensure the voice of local communities is heard through:</p> <ul style="list-style-type: none"> • the well understood and accepted councillor representation system, which provides transparency and accessibility to communities, • genuine local representation, including councillors, on regional planning panels, and • third party merit appeal rights in respect of all categories of development applications, including decisions made by the Independent Planning Commission (IPC). <p>72 Local government to retain control over the determination of locally appropriate development. Local planning powers must not be overridden by State plans and policies or misuse of State Significant Development provisions.</p> <p>73 Local government to be treated as a partner (not just another stakeholder) in metropolitan, regional and district planning processes - the role and voice of local government is vital in delivering productivity, liveability and sustainability.</p> <p>74 Strategic (local, district and regional) plans that reflect the agreed planning outcomes from community engagement at local, regional/district and metropolitan levels.</p> <p>75 The establishment and role of Local Planning Panels (LPPs) should be voluntary not mandatory. Where panels are mandatory, councils should be allowed to establish the thresholds and processes for public determination of matters referred to the Panel.</p> | <p>76 A review of State Environmental Planning Policies (SEPPs), with priority given to housing related SEPPs so that housing solutions developed by councils are not undermined and planning decisions relating to the location, type and design of local development (including education establishments and child care facilities) are returned to councils.</p> <p>77 Councils and communities to be able to determine how housing is delivered in their local areas based on their local housing strategies and in particular:</p> <ul style="list-style-type: none"> • Provide more discretion for councils to amend the SEPP (Exempt and Complying Development Codes) when applying it to their area, and • Allow for the Low Rise Housing Diversity Code to be optional, not mandatory. <p>78 State and federal governments to identify opportunities to support growth in rural and regional areas and reduce growth pressures in Sydney.</p> <p>79 Reforms to the planning system to include a fundamental review of its primary purpose and work to improve its efficiency and effectiveness, by consolidating state policies and local plans in local planning instruments, streamlining plan-making and development assessment and ensuring councils have adequate powers to implement provisions.</p> |
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- 7.10 A policy framework (with actions, responsibilities and timeframes) and mechanisms to deliver high level objectives in district and regional plans (including protecting employment lands, food security, liveability, sustainability, open space provision).
- 7.11 The State and Federal Governments to develop a strategic approach to state significant developments such as newly emerging solar farms to ensure their impact on farm land and neighbouring communities is properly considered, and local councils receive development contributions to fund the local infrastructure required to support them.
- 7.12 Greater independence and integrity in the development application process by introducing provision for councils, rather than proponents, to appoint independent consultants to undertake the reports needed for development assessment (such as Statements of Environmental Effects and Environmental Impact Statements).
- 7.13 The NSW Government and local government to formalise an agreement on the operation and ongoing development of the NSW Planning Portal, including funding assistance to councils for development and implementation of integration platforms between the portal and local government systems.



8. HOUSING & HOMELESSNESS

Local councils, as the level of government closest to the community, play an important role in engaging with and planning for the needs of their communities. This includes planning to ensure there is an appropriate supply and mix of housing to meet the community's diverse and changing needs. Councils help shape and deliver housing policy objectives through their land use planning and community service responsibilities. Councils also prepare local housing strategies in consultation with communities, to detail how and where housing will be provided in local areas.

Councils also work closely with a range of specialist housing and homelessness services, domestic violence agencies and police to respond appropriately and with compassion to rough sleeping. While the NSW Government is ultimately responsible for housing and homelessness, councils are closely involved through maintaining public space, managing community concerns and complaints, conducting outreach programs, and safety measures such as clean-ups and syringe disposal.

OUR POSITION

LGNSW advocates for:

- 8.1 The NSW and Australian Governments to address homelessness, the housing affordability crisis and access to public housing in metropolitan, regional and rural areas, including through:
 - providing funding for councils to deliver initiatives at the local level
 - implementing the Housing First model across NSW, with proactive outreach, crisis support and homelessness prevention measures including addressing co-morbidities
 - ensuring housing security for residents of caravan parks and manufactured home estates far greater investment in new and upgraded social housing
 - new models for social and affordable housing including equity share and covenant housing
 - providing taxation and other financial incentives that support the delivery of affordable housing.
- 8.2 The NSW Government, through implementation of the NSW Housing Strategy, to establish a clear framework for review of housing supply targets which includes concurrence with councils in setting these targets.
- 8.3 Minimum targets of 5-10 per cent social and affordable housing across NSW and 25 per cent for government-owned land, and a NSW Government commitment to clarifying roles and responsibilities and providing resources, policies and plans to meet these housing needs.
- 8.4 Action by the NSW Government towards achieving affordable housing targets through:
 - Improving processes for the timely approval of affordable housing contributions schemes developed by councils under the Housing State Environmental Planning Policy (Housing SEPP), and
 - Developing strategies and legislative tools to support local councils in NSW in increasing affordable housing in their local government areas and manage the impacts of short-term rental platforms on the availability of long-term rental housing.
- 8.5 The NSW Government working with councils and Aboriginal communities and organisations to set clear targets to reduce housing disadvantage impacting Aboriginal people in NSW.
- 8.6 Improved housing accessibility and liveability through:
 - an agreed legislated definition of accessibility incorporating universal design principles,
 - mandated minimum accessibility standards at the Liveable Housing Australia (LHA) Design Guidelines Gold Level (Option 3) or an equivalent standard at this level or higher,
 - linking and alignment of state and federal housing, ageing and disability strategies.
- 8.7 Policies and plans that enhance holistic sustainability outcomes in housing by requiring consideration of housing design (including site selection), construction and operation over its lifetime, minimising economic harm and considering economic and social sustainability.
- 8.8 Housing growth that meets community expectations, by contributing to place-making and the safety and quality of the built form.



9. BUILDING REGULATION & CERTIFICATION

Successive NSW Governments have continued to extend the types of development that qualify as exempt and complying development. The NSW Government has also introduced a private registered certifier scheme to approve development without the need for development consent from council.

The issue of building defects is also of great concern to local government as the trend towards multistorey apartments continues. LGNSW and councils have called on successive state governments to take actions to address deficiencies with building and certifier regulation and implement a system which ensures that all parties are responsible and accountable for their actions, and the community and public interest is at the forefront.

OUR POSITION

LGNSW advocates for:

- 9.1 Development and implementation of a regulatory framework to ensure the building and certification system delivers well-built, safe and compliant buildings that protect the public interest.
- 9.2 Tighter and more effective regulation of private certifiers – new regulatory arrangements must be strong, proactively enforced and subject to regular and rigorous audit.
- 9.3 A gradual return of certification functions to councils if the NSW Government’s building reforms do not deliver meaningful solutions to problems with the private certification system and address conflicts of interest.
- 9.4 The NSW Government taking a leadership role in the management of cladding issues by providing effective guidance and funding to deal with the cladding crisis and releasing details surrounding the identified high-risk buildings.
- 9.5 The NSW Government to fully implement the Construct NSW reform program and commit to expand reforms to building classes other than Class 2 (multi-unit buildings).
- 9.6 Complying development to be limited to low risk or low impact development, with clearly defined parameters.
- 9.7 Support from the NSW Government for more affordable access to the full suite of Australian Standards for the local government sector.



10. CLIMATE CHANGE

Local government has a significant role in reducing greenhouse gas emissions and adapting to the impacts of climate change. Councils are responsible for \$160 billion worth of assets. Reducing emissions can lower operating costs associated with these assets. The effects of climate change also have the potential to damage council assets, cause serious disruptions to the delivery of council services, generate unbudgeted financial impacts and affect the wellbeing of the community.

OUR POSITION

LGNSW advocates for:

- 10.1 Urgent action to address the climate emergency in a bipartisan manner to make clear, effective and unambiguous steps to avert a climate crisis in NSW under four priority areas:
 - a) transition to net zero greenhouse gas emissions by 2050 with an interim goal of 50% emissions by 2030
 - b) planning for and adapting to a changing climate
 - c) significant structural adjustment in businesses and communities which may arise from transitioning to a low carbon economy and adapting to the impacts of climate change
 - d) the provision of leadership and support for both councils and their communities.
- 10.2 Ambitious but realistic policies and practices that promote council, community, industry and government commitment to renewable energy, energy conservation and energy efficiency.
- 10.3 An integrated approach to climate change mitigation and adaptation strategies, including shared responsibility and collaboration across all levels of government, industry and the community.
- 10.4 Long term consideration of climate change issues across all government functions and services.
- 10.5 Emission reduction measures through a market mechanism across all sectors of the economy including energy generation, mining, transport, waste, construction, buildings and agriculture.
- 10.6 State Environmental Planning Policies that achieve improvements in liveability and sustainability of housing to:
 - a) ensure developments and precincts include measures to alleviate the urban heat island effect.
 - b) apply (or enable councils to apply) higher Building Sustainability Index (BASIX) targets and include other sustainability outcomes to improve housing stock resilience.
 - c) enable innovative approaches to community and public transport.
 - d) Improve provisions to ensure the resilience of housing stock.
- 10.7 A renewable energy target of 40% by 2025 to support investment and market confidence in renewable energy projects.
- 10.8 A roadmap to transition away from natural gas.
- 10.9 Greater support to local government for coastal management especially in areas experiencing erosion exacerbated by state and federal infrastructure e.g., airports, ports and breakwaters.
- 10.10 Other spheres of government to work with and support councils to build resilience to current and future climate risks on the community and businesses.
- 10.11 Introducing a range of funding mechanisms that would allow councils to build climate resilience in their communities including a special purpose 1% increase in local government rates.
- 10.12 A mandatory government reporting framework for climate risk exposure.
- 10.13 Enable the uptake of zero and low carbon technologies including electric vehicles through appropriate investment, concessions and legislation.
- 10.14 Retention of the uranium mining ban in NSW, and support for sustainable and clean energy and jobs solution



11. WASTE & RECYCLING

Councils provide waste, recycling and resource recovery services to the community, provide and operate recycling and disposal infrastructure and work tirelessly to reduce the amount of waste ending up in landfill by educating residents, businesses and schools about waste avoidance and recycling.

Councils continue to face significant challenges from increasing waste generation and lack of markets for Australian recycled content. All levels of government, as well as business and the community need to work together as we move to a more circular economy where materials and products remain within the economy for longer and waste is reduced.

OUR POSITION

LGNSW advocates for:

- 11.1 The reinvestment by the NSW Government of the NSW waste levy collected from the community and industry to:
 - a) Urgently fund regions of councils to develop and implement regional waste plans for the future of waste and resource recovery in their regions, which include infrastructure and circular economy action plans and precinct development to address the needs of our cities and regions.
 - b) Fund the delivery of priority infrastructure and other projects, procured by local government, that are needed to deliver the regional-scale plans, particularly where there is market failure identified in the regional plans.
 - c) Increase local and state government procurement of recycled goods made with domestic content, for example by:
 - adopting recycled content targets to help drive demand and provide incentives to deliver on these targets
 - funding further research, development and delivery of recycling technologies and products generated from recyclables, particularly by local or regional councils.
 - d) Fund and deliver state-wide education campaigns on the importance of recycling to encourage the right way to recycle, the purchase of products with recycled content, as well as promote waste avoidance.
 - e) Work with the Federal Government to introduce producer responsibility schemes for soft plastics and other emerging problem wastes such as paints, batteries, chemicals, mattresses, electronic waste, asbestos and sharps.
 - f) Rehabilitate orphan dump sites and address illegal dumping, including enhanced enforcement powers for councils.
- 11.2 Transitioning to a circular economy and keeping materials in use for longer which requires a focus on higher-order waste management options, noting that lower-order options can have negative impacts on human and environmental health. As such we:
 - Acknowledge concerns regarding the impact of waste to energy incinerators on communities and the environment;
 - Note that the Draft Regulations and the EPA's Energy from Waste Infrastructure Plan would prohibit waste to energy incinerators in some places and not others;
 - Consider burning waste material to generate energy as an outdated technology, and encourage diversion rather than incineration.
- 11.3 Support for innovative solutions to reduce waste and waste transport requirements, including a sustainable long-term solution for mixed waste organics.
- 11.4 Avoidance and minimisation of waste, including from building and construction sites with appropriately scaled fines for non-compliance.
- 11.5 Protection of existing and identification of new waste management locations.
- 11.6 Clear policy direction with regulatory certainty, achievable targets and implementation and funding pathways for delivery through e.g., NSW Waste Strategy, National Waste Policy, COAG targets.
- 11.7 Access to credible data and improved accountability to achieve best value for the community.



12. BIODIVERSITY

Local Government supports the conservation of biological diversity. Councils are a key influence on local biodiversity management and have an essential role to play. This includes through planning and approval processes, community education and engagement activities, and as public land managers.

Councils can develop biodiversity strategies and plans, protect biodiversity through their land use planning instruments, and manage biodiversity actively through specific programs and projects. Councils also have a legislative mandate to manage the ongoing challenge of development pressure, natural disasters and maintenance of environmental values. Councils have responded through improved knowledge of, and strategic planning for, their local biodiversity including undertaking mapping and assessments, developing biodiversity strategies, policies and processes, and building staff capability.

OUR POSITION

LGNSW advocates for:

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| <p>121 Protection and management of local biodiversity on an ‘avoid, minimise, offset’ basis.</p> <p>122 Closer coordination across spheres of government, and with other biodiversity resource managers, to include local biodiversity information and mapping in regional and state-wide approaches to biodiversity management.</p> <p>123 Resources and assistance to councils to build capacity, review systems and implement changes to NSW legislation in relation to managing biodiversity.</p> <p>124 Continuation of funding streams to support local land management activities to achieve biodiversity outcomes.</p> <p>125 Policies and practices that maximise biodiversity and the protection of threatened and endangered species, including the development and maintenance of habitat corridors.</p> <p>126 Wider recognition of the value of urban biodiversity and bushland areas and the implementation of management approaches to specifically meet the needs of these areas including incentives to protect mature urban vegetation.</p> | <p>127 Cross jurisdictional commitment to managing the threats to biodiversity including weeds, pests and other risks such as bushfires which impact on the integrity of local biodiversity and contribute to further losses.</p> <p>128 A review of the 10/50 Vegetation Clearing Code of Practice to assess the safety benefits compared to the impacts on tree canopy.</p> <p>129 Additional Ramsar site listings in recognition of the value of lake systems for aquatic biodiversity, supporting migratory bird species, fish nurseries and essential wetland processes.</p> <p>1210 The NSW Government to review the cumulative impacts of legislation governing land, water and natural resource management, and act to ensure the protection of biodiversity, threatened iconic species, water security, native forests and food security throughout NSW.</p> |
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13. BIOSECURITY

Local government has a significant role in biosecurity including:

- as a local control authority (LCA) in regulating weeds under the *Biosecurity Act 2015*,
- as a land manager, to understand and implement its biosecurity responsibilities (e.g., weeds, pests), and
- in discharging regulatory responsibilities under the *Companion Animals Act 1998*, for domesticated cats and dogs.

OUR POSITION

LGNSW advocates for:

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| <p>13.1 A global ban on the trade in wild animals and wild animal products given their role in the emergence and spread of zoonotic diseases.</p> <p>13.2 The concepts that underpin the Biosecurity Act, such as risk-based decision making and a tenure neutral approach to weed and pest management.</p> <p>13.3 Local government representation on the Biosecurity Advisory Committee, established under the Biosecurity Act.</p> <p>13.4 Changes to the weed management framework, including:</p> <ul style="list-style-type: none"> • Funding stability and funding via the Weed Action Program to be increased to \$20M per year. • A review of the Weed Action Program administration to minimize any duplication or excessive reporting and auditing requirements applied to councils and county councils. • Penalties for weed-related offences set at levels high enough to act as a deterrent. • Development and implementation of a weed management plan for Fleabane. • Development of appropriate mechanisms to address current and emerging biosecurity (weeds) issues on parks and reserves under joint management arrangements with local Aboriginal communities. <p>13.5 Local government to have input to the setting of relevant charges (for weed regulatory functions), and local government keeping any revenue from services or compliance and enforcement undertakings.</p> | <p>13.6 Amendments to legislation to enable councils to more effectively manage the nuisance effects of cats on residents and wildlife, including streamlining the process of animal registration, limiting the roaming of cats beyond their owner's property, and enabling a trap-neuter-return program.</p> <p>13.7 Legislation/codes to strengthen companion animal breeding facility assessment and operation, to prevent the establishment of puppy farms in NSW and instigate a common database and better coordination across jurisdictions (e.g., NSWVIC).</p> |
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14. HEALTH & SAFETY

All councils in NSW play an essential part in improving and safeguarding the health and safety of their communities. Local government also has statutory responsibilities for public health protection under the *Public Health Act 2010* and *Food Act 2003*, regulating food businesses as well as premises that may pose environmental health risks through legionella, skin penetration or exposure to hazardous materials including asbestos. Councils also provide communities with access to additional services to contribute to community health, including immunisation clinics, sporting and recreation facilities and open space, mental health and physical activity programs, clean drinking water and no-smoking zones. Councils further have a role in considering how the built environment can be planned to promote health and safety.

Council involvement in community safety and crime prevention initiatives is often in partnership with police and other government and non-government organisations, engaging with communities to understand and develop strategies to address local crime issues.

OUR POSITION

LGNSW advocates for:

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| <p>14.1 Practical reforms and initiatives that improve public health and safety but do not represent cost shifting or burden the limited resources of local government without providing adequate funding or cost recovery mechanisms.</p> <p>14.2 Legislative amendments to enable council rangers to issue fines and penalty amounts equivalent to NSW Health for breaches of the Smoke-free Environment Act 2000.</p> <p>14.3 The NSW Government to take action to protect human health and the environment by:</p> <ul style="list-style-type: none"> • making asbestos identification, removal, transport and disposal cheaper, easier, and safer. • working with the Federal government to ensure that all vehicles imported into Australia meet the highest EU standards for emissions. • introduce tax initiatives to encourage the up- take of electric powered vehicles in order to phase out the reliance on fossil fuels. • adopting the World Health Organisation Clean Air Guidelines and assisting communities to address breaches of national air quality standards and improving health through filtration and ventilation in public buildings. • implementing tighter controls on facilities at high risk of causing dust and air pollution, including timely and tighter enforcement for malodorous emissions. • phase out the use of shark nets and replace them with alternative mitigation strategies. | <p>14.4 The NSW Government to ensure that any new schools constructed in a local government area provide appropriately sized off-street drop off and pick up zones.</p> <p>14.5 Increased funding for road safety from state and federal government.</p> <p>14.6 The NSW Government to allocate more resources for increased police numbers and state regulatory inspections, to improve response times, particularly in regional and rural NSW.</p> <p>14.7 The state and federal governments to fund councils and community organisations to manage antiterror and security related risks at events and in crowded places.</p> <p>14.8 Amendments to noise control regulations to ensure that general activities within a park cannot be deemed intrusive or offensive during certain hours of the day.</p> <p>14.9 Increased local government involvement in determination of gaming machine applications with priority consideration given to social impact.</p> <p>14.10 Funding, resources and initiatives to address the prevalence of domestic and family violence (DFV) in NSW, including Crimes Act recognition that coercive control and dowry abuse are forms of DFV, and funding a DFV prevention officer to work with NSW councils.</p> <p>14.11 The NSW and Australian Governments to address the mental health crisis and ensure adequate access to care across NSW.</p> |
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15. LIBRARIES, ARTS & CULTURE

Local government provides art galleries, museums, libraries and cultural services which are vital in enabling communities to participate in artistic and cultural expression. Councils provide almost 400 free public library services in NSW, including central, branch and mobile libraries in NSW. The right to equitable access to basic information is a cornerstone of democratic society.

OUR POSITION

LGNSW calls on State and Commonwealth governments to:

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| <p>15.1 Support the critical role of public libraries in communities by:</p> <ul style="list-style-type: none"> • Reversing the significant decrease in the State Government expenditure as a proportion of total expenditure on public libraries that has occurred since the 1980s. • Creating a sustainable funding model for public libraries that indexes funding to CPI and is protected in legislation. • Investigating systems to provide communities throughout NSW with greater access to larger collections and library resources and materials. <p>15.2 Devise a museum strategy for NSW with sufficient resources to ensure cultural heritage led vibrancy, collection care and local storytelling initiatives are supported, developed and maintained for communities throughout NSW.</p> <p>15.3 Ensure councils receive a fair share of funding from and access to government arts and culture programs.</p> | <p>15.4 Recognise the challenges for small, regional and remote councils and prioritise them for arts and cultural funding relative to the large State Cultural Institutions.</p> <p>15.5 Provide stimulus and recovery funding to councils to promote and support arts and culture, including for galleries, performance, exhibitions and festivals.</p> <p>15.6 Significantly increase funding to councils to protect, maintain and enhance heritage buildings, structures and sites.</p> |
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16. ELECTIONS & DEMOCRACY

Councils are elected to shape, serve, support and give voice to their communities, to whom they are democratically accountable. The NSW and Australian governments must respect local government as an equal sphere of government and must not seek to impose decisions on local government that fundamentally affect the ability of democratically elected councillors to reflect the views of their communities on local government matters.

Councils for government elections to be conducted in a manner as similar as possible to State elections make democratic participation similar for voters and to support voter turnout.

OUR POSITION

LGNSW advocates for the NSW Government to:

- 16.1 Legislate to prevent the forced amalgamation of councils or significant boundary alteration without the support of a plebiscite.
- 16.2 Legislate to limit the power of the Minister for Local Government to suspend or dismiss democratically elected councils in all but the most extraordinary circumstances.
- 16.3 Permit newly amalgamated councils that have been divided into wards as part of a larger council area to revert to their status as undivided electorates.
- 16.4 Shorten the pre-poll voting period to the period including the Saturday to Friday of the week before Election Day.
- 16.5 Ensure councils and communities retain choice in their method of voting and does not impose universal postal voting.
- 16.6 Legislate to ensure that councillors and candidates who are members of a registered political party, or have been a member of a registered political party during at any time during the 12 months prior to seeking council election/re-election, be prohibited from using the word 'Independent' beside their name on the ballot paper and on all electoral materials.
- 16.7 Legislate to ban property developers and real estate agents (and their relatives and close associates including investors, owners and beneficiaries) from serving as councillors, and increase penalties for false declarations on this matter.
- 16.8 Legislate to ensure a person may only nominate for election to a particular council if they are a resident or ratepayer.
- 16.9 Eliminate the need for council by-elections, by extending countback provisions to the first two years of a council term, and extending the minister's discretion to provide councils with the option of avoiding a by-election for a casual vacancy during the latter two years of a council term.
- 16.10 Implement measures such as information sessions and training programs to increase the diversity of candidates standing for local government elections.
- 16.11 Legislate so that LG elections are to be conducted by the NSW Electoral Commission only.
- 16.12 Reduce the cost of conducting LG elections, including through:
 - (a) a commitment that the NSW Electoral Commission not be permitted to increase the cost of elections by more than the rate cap limit imposed on LG rates
 - (b) directly offsetting the cost of LG elections with significant fine revenue from non-voting
 - (c) trialling online voting initiatives.
- 16.13 Legislate to ensure all mayors continue to hold their positions until a new mayor is elected following local government elections.



17. GOVERNANCE

Local government is committed to the principles of good governance and is responsible and accountable to the citizens and the communities it represents, through consultative processes, legislative accountabilities, efficient delivery of services and effective customer service.

GOVERNANCE

LGNSW advocates for the NSW Government to:

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| <p>17.1 Establish a panel of independent members with specific local government knowledge, for appointment to local councils' Audit, Risk and Improvement Committees.</p> <p>17.2 Review the guidelines for Audit, Risk and Improvement Committees to reduce the exclusion period for former councillors and staff, to support rural and regional councils.</p> <p>17.3 Legislate to strengthen requirements for general managers to provide councillors with the information required to perform their functions.</p> <p>17.4 Invest more resources into managing Code of Conduct complaints to ensure they are dealt with efficiently and effectively.</p> <p>17.5 Legislate to provide that a councillor's position becomes vacant if she or he is absent from three ordinary meetings of a council in any calendar year without having been granted leave.</p> <p>17.6 Amend the gifts and benefits provisions in the Model Code of Conduct so that the token value amount be removed and replaced with the provisions that apply in the Code of Conduct for Members of the NSW Parliament.</p> <p>17.7 Amend legislation and the Model Code of Meeting Practice to require councils to publish unconfirmed minutes of council and committee meetings and provide suitable legal protection for councils to act on decisions before the minutes are confirmed.</p> <p>17.8 Permit councillors to attend and participate in council meetings by audio-visual means.</p> <p>17.9 In the interests of safety and privacy, review the Information and Privacy Commission requirement for returns of interest disclosures to be published online.</p> | <p>17.10 Legislate to make it an offence for any person to threaten, incite violence, intimidate, menace or harass any person exercising functions under the Local Government Act or any other Act or regulation that confers functions on a council, and disqualify any person who has committed such an offence from holding public office for local government in NSW.</p> <p>17.11 Require Working With Children Checks and police checks for councillors.</p> <p>17.12 Improve accessibility and compliance outcomes by simplifying all forms and processes for candidates and public office holders and permitting documents to be signed and lodged electronically.</p> <p>17.13 Restore funding to ensure the independence of the Independent Commission Against Corruption in NSW. LGNSW also supports establishing a similar body federally.</p> <p>17.14 Ensure regulatory and reporting requirements imposed on councils are proportionate to size and risk.</p> <p>17.15 Support the development and implementation of tripartite governance frameworks between the three tiers of government.</p> |
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18. COUNCILLOR CONDITIONS & REMUNERATION

To attract a diverse array of talented candidates for election, the local government sector should be able to offer conditions and compensation, including superannuation, comparable to that available from the work activities mayors and councillors forgo in order to serve on councils.

OUR POSITION

LGNSW advocates for the NSW Government to:

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| <p>18.1 Investigate options for full time councillors in NSW.</p> <p>18.2 Fund ongoing councillor professional development.</p> <p>18.3 Repeal s242A of the LG Act so that the Local Government Remuneration Tribunal (LGRT) is able to determine fair and reasonable fees for councillors and mayors, unfettered by the Public Sector Wages Policy (and the LGRT to determine the maximum permissible remuneration increase for councillors and mayors while the NSW Public Sector Wages Policy still applies)</p> <p>18.4 Amend s241 of the LG Act to remove reference to maximum and minimum fees payable, so that the LGRT determines the actual annual remuneration for councillors and mayors.</p> <p>18.5 Amend s240(1) of the LG Act to include councils' financial position and/or performance as additional criteria that the LGRT must have regard to when determining categories for councils and mayors.</p> <p>18.6 Consider dedicated remuneration for deputy mayors, in recognition of increasing deputy mayoral duties.</p> <p>18.7 Legislate to require compulsory superannuation payment to councillors and mayors at the rate equivalent to the rate set out in the <i>Superannuation Guarantee (Administration) Act 1992 (Cth)</i>.</p> | <p>18.8 Require all councils, county councils and Joint Organisations to have personal accident insurance cover for all councillors while performing their functions, equivalent to the level of insurance employees receive under NSW workers' compensation legislation.</p> |
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19. STRONG & INCLUSIVE COMMUNITIES

Local government is a significant provider and supporter of essential services to all members of the community including older people, people with disability, families, children, young people, Aboriginal people and people from all cultures and backgrounds. Councils also support refugee resettlement, services for newly arrived migrants and hold citizenship ceremonies and Harmony Day events. Councils fill the gaps in the provision of essential human services when there are no other providers, particularly in rural and remote areas, and advocate for equitable access to infrastructure and services.

OUR POSITION

LGNSW advocates for:

- 19.1 Continued State and Commonwealth funding to supplement the contribution of NSW councils of approximately 60% towards the cost of community development, ageing and disability staff positions.
- 19.2 Increased support for councils and communities that resettle refugees and welcome multicultural communities, including through:
 - A broader humanitarian resettlement strategy to encourage and support distribution of resettlement across NSW and Australia,
 - Support to areas where concentrated resettlement occurs to address social and economic impact gaps (including housing affordability, employment, infrastructure and services).
 - Funding for councils' roles, responsibilities and activities that support multicultural communities and promote social cohesion, including refugee resettlement.
 - Reviewing restrictive eligibility requirements of the Status Resolution Support Scheme and restoring access to this program for all people seeking asylum until their status is resolved.
- 19.3 Funding to support participation of people with disability in their communities, including:
 - Funding to implement actions and projects identified in council Disability Inclusion Action Plans.
 - Funding to councils for community support, information, and referral and capacity building initiatives.
- 19.4 The NSW Government to support and encourage inclusive consultation and engagement approaches, in consultation with councils and including technological options for people with disability.
- 19.5 Funding and policy settings to address accessible and liveable housing design standards, housing affordability, access to public housing, and homelessness, including funding for councils to deliver initiatives at the local level.
- 19.6 NSW Health to retain ownership of its aged care and disability facilities.
- 19.7 Legislation to require councils to plan, implement strategies and report on gender equity in the workplace, with funding support from the NSW Government.
- 19.8 Legislation to require equal employment opportunity management plans to include provisions for targeted programs to increase employment opportunities for Aboriginal and Torres Strait Islander people.
- 19.9 Funding support for volunteers and volunteer development programs, including for community organisations that engage volunteers.
- 19.10 An urgent increase in the rate of Newstart & Youth Allowance by a minimum of \$100 per week.
- 19.11 An increase in Government support for vulnerable children and young people to meet demand for rehabilitation services, early intervention and justice initiatives.
- 19.12 High quality, universally accessible and affordable early childhood education and care.
- 19.13 Adequate funding for council-run youth and children services and recognition that councils are an essential provider of services to children and young people.
- 19.14 Initiatives to address skill shortages and impediments to employment and training, injecting significant funds into TAFE and the higher education system to redress recent funding cuts and the impacts of TAFE deregulation.



20. ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

LGNSW acknowledges the significance of the Statement from the Heart issued at the 2017 First Nations National Constitutional Convention at Uluru and supports the principle of the Constitutional recognition of Aboriginal and Torres Strait Islander Australians. Australia is one of the few first world nations with a colonial history that does not recognise its Aboriginal population in the Constitution.

LGNSW believes that Constitutional change will build stronger relationships of trust and mutual respect between Aboriginal and Torres Strait Islander peoples and other Australians. Local government in NSW can be instrumental in this campaign as it is best connected to communities at the grass roots level.

OUR POSITION

LGNSW:

- 20.1 Seeks that the Australian Government co-design with Aboriginal and Torres Strait Islander peoples, Constitutional recognition through a First Nations Voice, support the process of truth-telling and consider the establishment of a National Resting Place (or Places) for commemoration, healing and reflection.
- 20.2 Encourages councils to progress the Constitutional recognition campaign at the local level and build support among all political leaders to advocate for a referendum.
- 20.3 Supports reforms to redress any disproportionate disadvantage experienced by Aboriginal and Torres Strait Islander peoples.
- 20.4 Encourages councils to develop a relationship with local First Nations communities to develop ways in which they can provide input into council decisions.

ROAD SUBJECT TO
FLOODING
INDICATORS SHOW DEPTH

From: [Cr. Darriea Turlev AM - LGNSW President](#)
To: [Ewer, Karina](#)
Subject: Official Notice of the 2022 LGNSW Annual Conference
Date: Monday, 2 May 2022 2:41:54 PM



Ms Ewer, take note of these important Annual Conference dates!

We are excited to announce that the 2022 LGNSW Annual Conference will be held from **Sunday 23 October to Tuesday 25 October 2022** at the **Crowne Plaza Hunter Valley**.

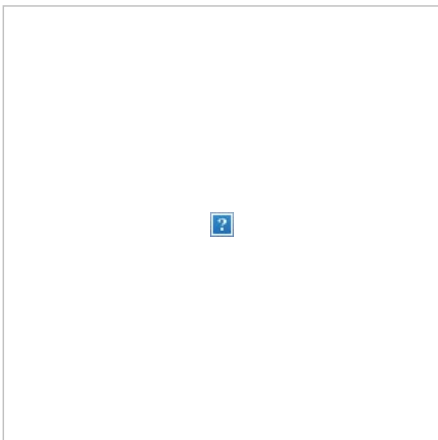
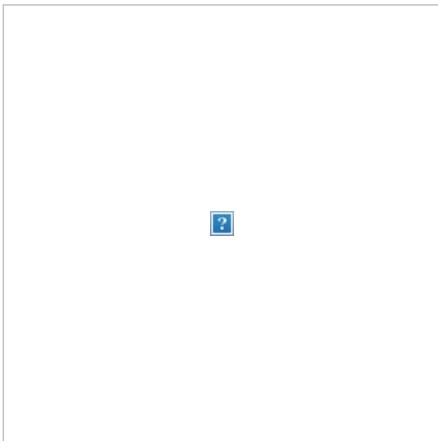
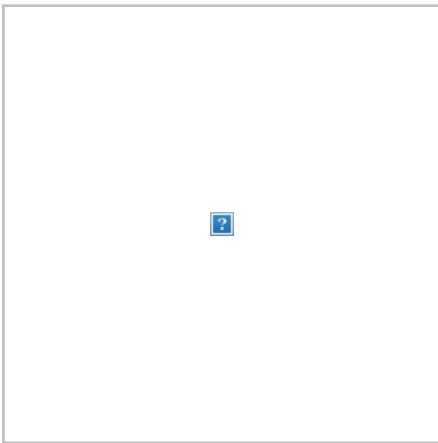
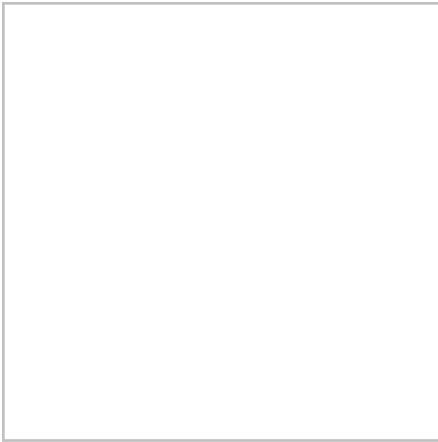
We're really looking forward to seeing you there in person to share ideas, seek inspiration, and help determine our sector's policy position for the year ahead. In the aftermath of this year's federal election and with a state election scheduled for March 2023, this year's Annual Conference will be more important than ever.

We'll keep you informed with everything you need to know in the run-up to 23 October, but to get the ball rolling we wanted to provide the earliest possible information on important dates, deadlines and logistical details.

So that delegates can participate in all aspects of the program, please take note of the following dates and requirements:

Membership Renewal

Voting entitlements are allocated to members who are financial on both the calculation date (**Tuesday 1 March 2022**) and the date the roll of voters closes (**Monday 29 August 2022**). Membership renewal invoices will be issued this week, so please ensure your 2022/23 Annual membership fees are paid in full prior to **Monday 29 August 2022**.



Registration: Delegates & Voting Nominations

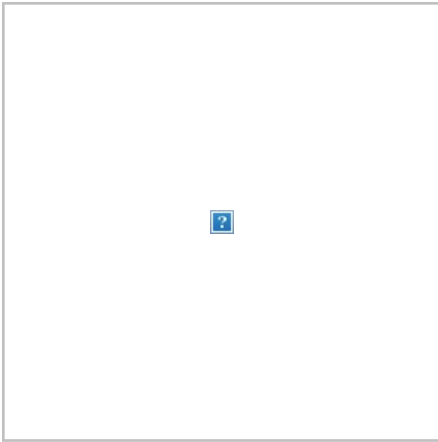
Registration will open on **Monday 4 July 2022**, with discounted early bird rates available until **Wednesday 17 August 2022**. Standard registrations open **Thursday 18 August 2022** and close 5pm **Monday 10 October 2022**. In addition to registering to attend the Conference, members must advise LGNSW of the names of their nominated voting delegates by 5pm on **Monday 10 October 2022**. You can find your councils' voting entitlements [here](#), and more information about voting rules and substitutions [here](#).

Motions

Financial members are asked to submit their motions by **Monday 29 August 2022** to allow for preparation of the Business Paper before the Conference. Under the LGNSW Rules, the latest date motions can be accepted for inclusion in the business paper is **Sunday 25 September 2022**. We'll provide more detailed advice on motions in future emails, but until then you can find general advice on formulating and submitting motions [here](#).

Accommodation

There are limited rooms available at the Crowne Plaza Hunter Valley, so we encourage delegates to book early. View [more information](#) on how to book as well as alternate accommodation options.



Information

Business papers for the Conference will be issued to members the week commencing **Monday 10 October 2022** and you'll also receive LGNSW's Annual Report 21 days before the Conference.

Further details

Look out for full Conference details on the 2022 Annual Conference website from early July. The Conference website will be continuously updated and members will receive regular email updates as information comes to hand. Until then, please contact the LGNSW Events team via events@lgnsw.org.au.

Kind Regards,

Cr Darriea Turley AM

President LGNSW

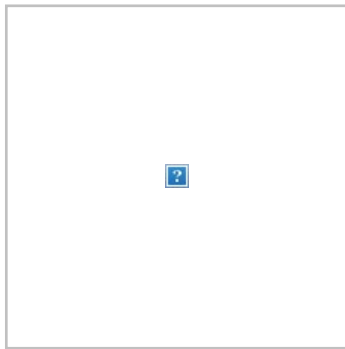
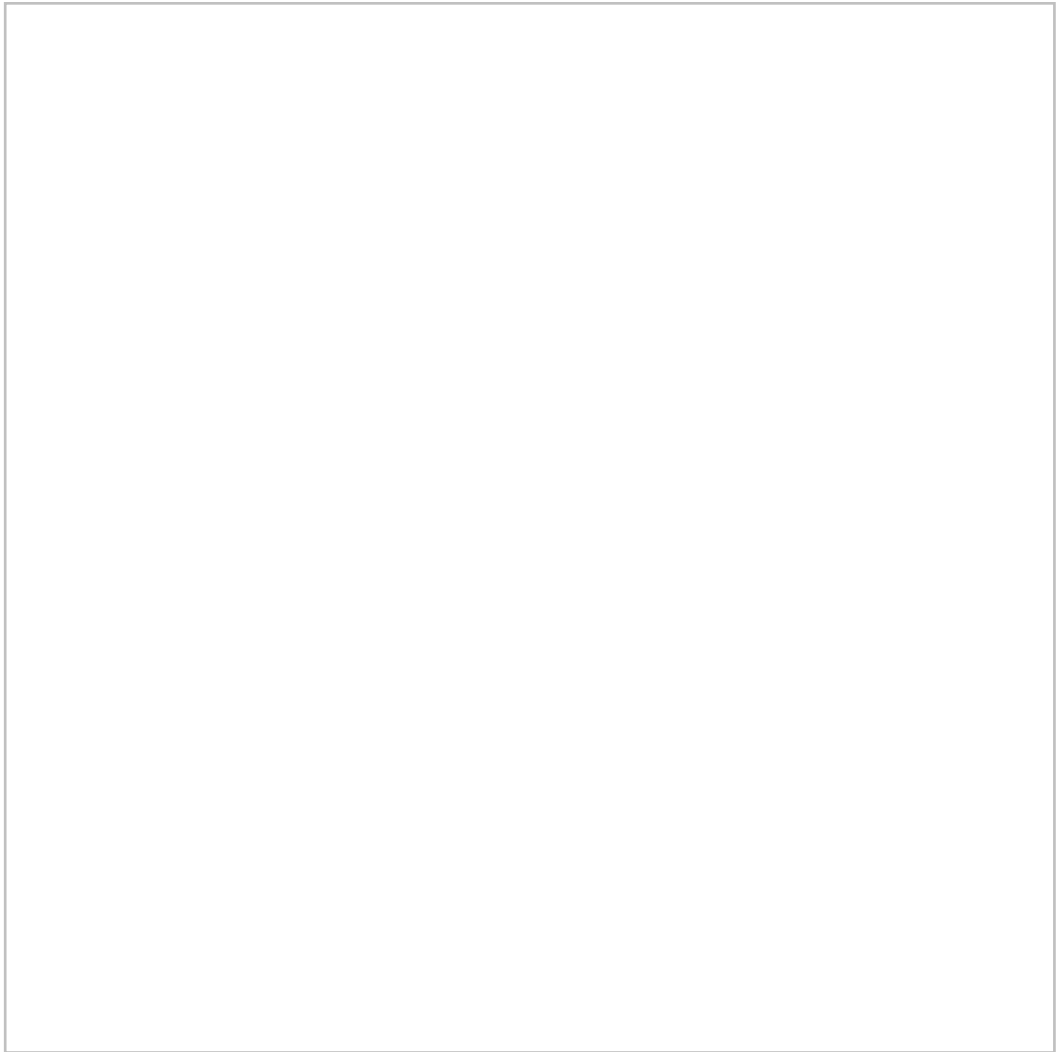
Questions?

Please do not hesitate to contact us if you require any further information.

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2020 Local Government NSW Conference Actions – last updated December 2021

The full list of Ministerial responses to annual conference resolutions can be found [here](#).

The full list of LGNSW submissions can be found [here](#).

All conference resolutions sent to the leaders of parties in NSW Parliament and Independents encouraging them to share with their colleagues.

Resolution	LGNSW actions	Responses and outcomes to date
<p>3 Mosman Municipal Council - Local Government State Award That Local Government NSW conducts an independent review of the current arrangements and procedures for negotiating and finalising the Local Government State Award, and any interim or variation to that award, by a suitably experienced consultant such as a former tribunal member, to ensure best practice governance and transparency for its members is achieved.</p>	<p>Considered by LGNSW’s Industrial Advisory Committee on 10 March 2021. Committee recommendations were reviewed by the LGNSW Board on 16 April 2021, which recommended that the Review be conducted by members from LGNSW’s workplace relations team.</p> <p>The review is currently being conducted by Anastasia Polites (Senior Industrial Officer) of the Workplace Relations team.</p>	
<p>5 Murray River Council - Future conferences and training online That Local Government NSW gives consideration to:</p> <ol style="list-style-type: none"> 1. Future conferences being online or having an online component to enable councillors who cannot travel to participate, and 2. Future training offerings for councillors online to enable more councillors to participate in learning and development activities without the inconvenience and cost of travel. 	<ul style="list-style-type: none"> • Each conference, event or forum is evaluated for its ability to be held as an in person, online or hybrid. • Many learning programs are now delivered online as a result of the COVID-19 impact. • LGNSW will continue to review and deliver online programs where feasible. 	<ul style="list-style-type: none"> • Holding activities online extends our reach and positively impacts on attendance from regional areas where travel, time and cost are factors. • Some of our programs have seen positive increase in attendance such as the Employment Law seminar. • LGNSW Learning has begun to promote pre and post-election training programs.
<p>6 Newcastle City Council - Local government exclusion from National Cabinet That Local Government NSW:</p> <ol style="list-style-type: none"> 1. Notes with disappointment that local government is not represented on the newly formed National Cabinet and seeks their assistance in requesting that First Ministers review the decision to exclude local government; 2. Seeks meetings with the Prime Minister and the Premier to discuss in more detail the importance of having local government representation on National Cabinet and the value of partnerships with councils in achieving the objectives of the National Cabinet and the national reform agenda; and 3. Notes that the Australian Local Government Association, Local Government NSW and other state/territory local government associations will continue to advocate for local government representation on the National Cabinet and for local government’s interests in all relevant forums. <p><i>This issue was also raised by City of Canterbury-Bankstown and Wollondilly Shire Councils.</i></p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Prime Minister, the Hon. Scott Morrison MP (federal) • Premier, the Hon. Gladys Berejiklian MP • Minister for Local Government, the Hon. Shelley Hancock MP 	<p>On 23 November the Minister for Local Government wrote to LGNSW reiterating previous comments by the Premier that the NSW Government would represent the views of NSW councils in the National Cabinet.</p> <p>In March 2021 the Federal Labor Party made a commitment, through an amendment to their National Platform, that a Federal Labor government would restore full local government representation, including voting rights, to the peak Ministerial Council of the nation, currently National Cabinet.</p> <p>In June 2021 LGNSW received a response from the Premier via the Minister for Local Government, advising that: The NSW Government is committed to working with the Local Government sector to ensure that issues facing councils are considered and addressed.</p>
<p>7 Blayney Shire Council - Emergency management reform That Local Government NSW advocates to the NSW Government, specifically Resilience NSW to transfer responsibility for emergency management to the NSW Government to deliver the following outcomes:</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Police and Emergency Services, the Hon David Elliott MP • Minister for Local Government, the Hon. Shelley Hancock MP • Commissioner, Resilience NSW 	<p>LGNSW supported the rate reforms contained in Local Government Amendment Bill 2021 that was passed through Parliament on 13 May 2021. However, LGNSW argued that Bill did not go far enough and advocated for further amendments to the Bill to remove rate pegging and as an interim measure to decouple the Emergency Services Levy (ESL) from rate pegging. LGNSW also continues to advocate for reform of rate exemptions.</p>

<ul style="list-style-type: none"> Decentralisation of emergency management roles to regional NSW providing stronger local knowledge and employment in the regions. Improved capacity for resilience and recovery planning with that resource capable to transition directly into leading recovery (instead of local government). Significant efficiency gains in the emergency management space with a greater capacity for more on-ground professional emergency management personnel in each local government area or agreed combined areas. More consistent emergency management outcomes regardless of the size or capacity of the council (which itself is highly variable). Improved strategy and delivery of emergency services infrastructure through integration. Improved alignment by allowing local councils and the NSW Police to focus on their core roles. Improved facilities, support and training for emergency service volunteers. A significant boost to the financial sustainability of all councils in NSW. A greater capacity within local councils to develop and implement permanent resilience improvements (e.g. on critical infrastructure). Local councils still have a critical role to play in emergency management planning and response through a 'seat at the table', and, That the transfer of responsibility includes removal of the \$120 million local government annual contribution to emergency services and the transfer of ownership of Rural Fire Services and State Emergency Services infrastructure from local government to the NSW Government. <p><i>This issue was also raised by Coolamon Shire, Weddin Shire, Greater Hume, Cootamundra-Gundagai Regional, Kempsey Shire, Bellingen Shire, Carrathool Shire and Fairfield City Councils.</i></p>	<p>11 Feb 2021 - LGNSW President met with Minister Elliott</p> <p>12 March 2021 - submission on NSW Tax Reform, emphasising need to replace ESL with a Broad Based Property Tax.</p> <p>22 November 2021 – letter to the Treasurer calling for a review of the emergency services funding model</p>	<p>While an amendment to decouple rates from the rate peg was passed it proved ineffective and the government has refused to accept the intent and objectives of the amendment. LGNSW is supporting further amendments to decouple the ESL from rates.</p> <p>In June 2021 LGNSW received a response from the Minister for Police and Emergency Services via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> The NSW Government is committed to the NSW emergency management framework which is defined in legislation, policy and practice. Consistent with that framework, and established emergency management doctrine, emergencies and recovery efforts are managed at the local level in the first instance, which is global best practice. Resilience NSW is the state's lead disaster management agency, responsible for all aspects of disaster recovery. Resilience NSW will be structured in a way that will allow it to provide unprecedented support to local government on emergency management and recovery, with resources dedicated to working directly with councils on emergency management. Resilience NSW will have an Executive Director of Local Engagement and Coordination, with six regional directors reporting to that ED. Resilience NSW has also established its Regional Disaster Preparedness Program, which sees a Regional Disaster Preparedness Officer employed for a two year period by Resilience NSW and hosted 'in region' by the relevant joint organisation. Resilience NSW will work with councils to assist on disaster preparedness, response and recovery.
<p>8 Bega Valley Shire Council - NSW Bushfire Inquiry endorsement</p> <p>That Local Government NSW endorses the NSW Government's Bushfire Inquiry Report and urges Resilience NSW to proceed with implementation of the Inquiry's recommendations as a matter of urgency.</p> <p><i>This issue was also raised by Snowy Valleys Council.</i></p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Police and Emergency Services, the Hon David Elliott MP Minister for Local Government, the Hon. Shelley Hancock MP Commissioner, Resilience NSW <p>11 Feb 2021 - LGNSW President met with Minister Elliott</p>	<p>In June 2021 LGNSW received a response from the Minister for Police and Emergency Services via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> The NSW Government has accepted all recommendations of the NSW Bushfire Inquiry. Resilience NSW and other government agencies are working together to implement the recommendations. The Government has already committed \$192.2m in funding to support the implementation of NSW Bushfire Inquiry recommendations. (Further detail in above-linked letter). The Bushfires Legislation Amendment Act 2020 responded to seven recommendations. <ul style="list-style-type: none"> The Act amended the Rural Fires Act 1997, the Biodiversity Conservation Act 2016, the National Parks and Wildlife Act 1974, and other legislation, to implement changes in response to the devastating 2019/20 bush fire season. The Act legislated the establishment of a Rural Boundary Clearing Code to eliminate the onerous burdens on landholders to clear vegetation on their land.

		<ul style="list-style-type: none"> ○ The Act Bill also amended legislation to foster greater consistency between public and private landholders, particularly with regards to dealing with bush fire hazards on their land. ○ The Act also legislated greater audit powers for the RFS, enhancing the Commissioner’s powers to audit plans and manage bush fire hazard complaints. ○ The Act legislated the declaration of Assets of Intergenerational Significance, such as the Wollemi Pines, as well as a whole range of other measures. ● The Government is providing quarterly progress reports on the implementation of the recommendations to the NSW Parliament. These are publicly available as they are published on the NSW Parliament website.
<p>9 Tenterfield Shire Council - Cultural burning to facilitate fire management That Local Government NSW calls upon the NSW Government to support cultural burning on Crown Lands, National Parks and State Forest held lands in every State of Australia, and the training and employment of indigenous people to carry out this important task.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> ● Minister for Police and Emergency Services, the Hon David Elliott MP ● Minister for Local Government, the Hon. Shelley Hancock MP ● Commissioner, Resilience NSW 	<p>In June 2021 LGNSW received a response from the Minister for Aboriginal Affairs, the Minister for Police and Emergency Services, the Minister for Planning and Public Spaces, the Minister for Agriculture and Western New South Wales, the Minister for Energy and Environment, and the Resilience NSW Commissioner via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> ● Recommendation 25 of the NSW Bushfire Inquiry recommended that Government adopt the principle that cultural burning is one component of a broader practice of traditional Aboriginal land management and is an important cultural practice, not simply another technique of hazard reduction burning. ● The NSW Government is providing \$1.3m to the Department of Planning, Industry and Environment’s (DPIE) Cultural Fire Management Unit, to develop a community driven, co-designed, long term cultural fire management strategy and business model. ● The strategy and business model will be community driven and co-designed with Aboriginal people to identify and recommend to Government a framework that sets government policy, guidelines and allocates funding for the expansion of cultural fire management in NSW. ● DPIE will also measure the benefits of CFM to conservation, soil properties and community wellbeing, and work with Aboriginal communities to foster and deliver cultural burning. ● The NSW RFS supports different agencies and groups across the State by providing resources to assist with planning and implementing cultural burning programs. Actual implementation of the burn is conducted and/or led by Indigenous practitioners. ● In 2019-20, the NSW RFS assisted with at least 10 cultural burns and provided opportunities for 20 Indigenous community members across the State to participate in bush fire fighter training. ● Additionally, recent amendments to the Rural Fires Act resulted in three Aboriginal representatives appointed to the BFCC, to promote the integrity of cultural burning and indigenous practices.
<p>10 Shoalhaven City Council - Coast and estuary grants funding That Local Government NSW lobbies the NSW Government to release the additional unallocated funding from the Coastal and Estuary Grants Program to flood affected local government areas.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> ● Minister for Local Government, the Hon. Shelley Hancock MP ● Minister for Police and Emergency Services, the Hon David Elliott MP 	<p>Discussions with DPIE staff indicate that maintenance or emergency management activities are currently not eligible under the Coastal and Estuary Grants Program. Councils are applying for eligible projects as the coastal management framework matures and these projects are the priority for funds.</p>

	<p>Raised with DPIE at January 2021 Energy, Environment and Science (EES) liaison meeting.</p>	
<p>12 Tenterfield Shire Council - Funding increase to drought proof Australia That Local Government NSW advocates for the State and Federal Governments to increase funding for agricultural research, including pasture research to assist in drought proofing Australia.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Agriculture, Drought, and Emergency Management, the Hon David Littleproud MP (federal) • Minister for Agriculture and Western NSW, the Hon Adam Marshall MP 	<p>Response received from Minister Littleproud on 22 March. The response notes the federal government's \$1.1 billion rural research and development investment, and the work funded by the \$5 billion Future Drought Fund which provides continuous funding for drought resilience initiatives.</p> <p>In June 2021 LGNSW received a response from the Minister for Agriculture, Drought and Emergency Management (Federal) and Minister for Agriculture and Western NSW via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • The NSW Government is a strong supporter of research and development and continues to invest millions of dollars each year to consider the best ways to boost primary industry productivity and protect stock, crops and human health. • The Department of Primary Industries (DPI), is the largest provider of research and development services to primary industries in Australia, with more than 1,000 active research projects and a research and development portfolio of \$100 million per year. As world leaders in food and fibre innovation, DPI is ranked in the top 1% of research organisations around the globe and works closely and collaboratively with industry, and public and private organisations. • The above-linked letter further details tens of millions of dollars invested in past and continuing research, noting the need for further research to increase drought resilience.
<p>13 Warren Shire Council - Equality of drought and COVID-19 pandemic support That Local Government NSW petitions the Federal Government to ensure equality of financial support for drought impacted individuals, families, producers and service providers on the same basis as that being provided to employees, families, the unemployed and business during the COVID-19 pandemic and that the government:</p> <ol style="list-style-type: none"> 1. Immediately address the inequity that exists between the drought response and that to the COVID-19 crisis. 2. Develop strategies for future droughts that reflect the importance of the regions and that values them accordingly. 3. Focus on primary criteria and actions that relate to loss of income and protecting people in drought when they are most vulnerable. 4. Safeguard and protect our human resources and vital Australian food and fibre production capacity and its security. 	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Agriculture, Drought, and Emergency Management, the Hon David Littleproud MP (federal) 	<p>Response received from Minister Littleproud on 22 March. The response acknowledges drought's impact but states that droughts differ from COVID in that they are neither unexpected nor immediate in their effects. As such, the federal government provides drought support in line with the three pillars of drought response, resilience and preparedness. The response also notes the multibillion-dollar funding to support those affected by drought and the national network of Regional Recovery Officers based in communities across Australia.</p>
<p>14 Shoalhaven City Council - Asset Protection Zones That Local Government NSW requests the NSW Government to carry out the following actions to local government areas in NSW with respect to Asset Protection Zones (APZ):</p> <ol style="list-style-type: none"> 1. To exempt hazard reduction burns and the construction of asset protection zones, required as a result of a duly adopted standard, from the provisions of the EPBC Act and the NSW Environmental Legislation, internal Government Agency Policies, or any other limitations within other Acts or Regulations which restrict any 	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Police and Emergency Services, the Hon David Elliott MP • Minister for Energy and Environment, the Hon. Matt Kean MP • Commissioner, Resilience NSW <p>Provided to DPIE at January 2021 EES liaison meeting, given NPWS references.</p>	<p>In June 2021 LGNSW received a response from the Minister for Energy and Environment via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • 1. The NSW Rural Fires Act 1997 identifies several streamlined approval pathways to allow for private landholders and public land managers to carry out genuine bushfire mitigation activities in areas designated as bushfire prone. These approval processes include the NSW Bush Fire Environmental Assessment Code, the 10/50 Vegetation Clearing Code of Practice for NSW and the NSW Rural Boundary Clearing Code (pending gazettal). In addition, exemptions relating to genuine bushfire mitigation

<p>authorised authority from constructing and maintaining APZs or undertaking hazard reduction burns.</p> <ol style="list-style-type: none"> 2. Adopt as a general policy that Urban settlements requiring the provision of an APZ at the interface with natural areas, such APZ be at least 200m and to have such APZs managed as Park Lands. 3. To enact Legislation to require a private land holder (including Aboriginal Land) to create and maintain a parkland like cleared area of generally 200m to act as an APZ between the subject land and the interface with any urban development requiring the provision of an APZ, where a property owner fails to comply with this requirement an authorised authority may carry out the work and charge the land holder for the works, with the exception of Aboriginal Land where the clearing will remain a cost on the authority. 4. To require any Government Authority who manages forested areas to properly maintain and improve the construction of fire trails, this is to include the removal of any obstructions other than locked gates. 5. To consider the construction of strategic fire breaks through forested areas including National Parks of a similar width to a major electricity easement. 		<p>activities are identified under the Commonwealth Environmental Planning and Biodiversity Conservation Act 1999. While streamlined approval pathways can expediate particular bushfire mitigation activities, they should not undermine the NSW legal framework as a blanket means of assessment. It is critical that bushfire mitigation treatments are undertaken appropriately to ensure all assets of value to the community, including natural and cultural values are appropriately considered across the landscape.</p> <ul style="list-style-type: none"> • At a local level, Bush Fire Risk Management Plans are a statutory document that support the Bush Fire Management Committees in identifying assets at risk from bushfire. Assets can include communities, buildings and infrastructure as well as culturally and environmentally significant assets and locations. Plans are prepared by local Bush Fire Management Committees and approved by the state Bush Fire Coordinating Committee. These plans provide a strategic risk-based approach to managing bushfire risk in NSW and play a significant role in the allocation of state funding. • 2. All new developments on land designated as bushfire prone or are adjacent to bushfire prone lands are legally obliged to apply the requirements of Planning for Bushfire Protection 2019, AS3959:2018 Construction of Buildings in Bushfire-prone Areas and the National Construction Code. This includes consideration of bushfire protection measures including asset protection zones, construction standards, access provisions, water supplies and landscaping on that land. Further information set out in the above-linked letter. • 3. NSW Land Use Planning Framework provides an appropriate means to address bushfire protection measures (including Asset Protection Zones) for both new and existing development. The findings of the NSW Independent Bushfire Inquiry did not recommend extensive clearing of land or provide a specific target increase in the size of Asset Protection Zones. • Notwithstanding this, sections 63, 66-74 of the Rural Fires Act 1997 provides the NSW Rural Fire Service Commissioner with the power to enforce bushfire hazard reduction activities to be undertaken where an owner, occupier or public authority has failed to carry out works specified in a Bush Fire Hazard Reduction Notice • 4. National Parks and Wildlife Service (NPWS) manages the most extensive fire trail network in the state. Over the last five years, \$38.5 million was invested in maintenance and upgrade of the NPWS road and trail network. Building on this investment, the NSW Government has committed an additional \$125.9 million over the next four years to further upgrade and maintain the fire trail network in national parks, including \$29.4 million specifically on the fire trail network for 2020-21. • NPWS is working with local Bush Fire Management Committees to finalise 'Fire Access, Fire Trail' Plans across the state to provide a legal mechanism to ensure all registered fire trails comply with NSW Fire Trail Standard as well as providing an avenue for additional funding to construct new trails and to upgrade existing trails to the appropriate standard. • 5. The construction of strategic firebreaks form part of a suite of bushfire mitigation treatments that may be considered by land managers to mitigate bushfire risk. They are not suitable for all locations and the width
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		<p>of these strategic breaks will vary in response to a variety of factors influencing bushfire behaviour.</p> <ul style="list-style-type: none"> • The requirement to establish and consider asset protection zones (APZs) is set out in different pieces of legislation and policy and this interconnected framework ensures consideration of safety, the environment and equity in land use planning considerations. • Current environmental legislation, including the Biodiversity Offsets Scheme, requires consideration of the impacts of clearing for development, including of APZs. This consideration does not stop APZs being implemented (other than in extremely rare circumstances, such as if the APZ would lead to a serious and irreversible impact), but can lead to better land use design, better biodiversity and safety outcomes, biodiversity offsetting, or financial savings through redesign. Further details in above-linked letter.
<p>15 Wollondilly Shire Council - Service Award for Individual First Responders That Local Government NSW advocates for the establishment of a Local Government Service Award for Individual First Responders in the form of a medal or ribbon to be worn on their uniform recognising their conduct or action to protect their community. There is currently no appropriate acknowledgement of first responders at a local government level. <i>This issue was also raised by Blacktown City Council.</i></p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Premier, the Hon. Gladys Berejiklian MP 	<p>In June 2021 LGNSW received a response from the Premier, the Hon. Gladys Berejiklian MP via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • The Minister appreciates your support of our first responders and your suggestion that they be formally recognised by local government for their tireless work and contribution to serving the community. Australia has a system of honours and awards so its first responders can be recognised for excellence, achievement or meritorious service and contributions to our society. • The NSW emergency services are recognised in the following meritorious award categories: <ul style="list-style-type: none"> ○ The Australian Fire Service Medal (AFSM) recognises distinguished service by a member of an Australian fire service. ○ The Australian Police Medal (APM) recognises distinguished service by a member of an Australian police force. ○ The Emergency Services Medal (ESM) recognises distinguished service as a member of an Australian emergency service. ○ The Ambulance Service Medal (ASM) recognises distinguished service as a member of an Australian ambulance service. • In addition to the above awards the emergency services of New South Wales have established internal awards that recognise the contribution made by their members including acts of bravery and outstanding service.
<p>16 Georges River Council - Protecting democracy at the 2021 local government elections That Local Government NSW:</p> <p>(a) Calls for the NSW Government to protect local democracy by ensuring councils and communities retain choice in their method of voting to encourage more people to participate in the electoral process.</p> <p>(b) Calls for the NSW Government to ensure local government elections are conducted in a manner as similar as possible to State elections to make democratic participation simple for voters and support voter turnout.</p> <p>(c) Opposes the introduction of universal postal voting which risks disenfranchising voters through discouraging voter participation and diminishing the status of local government.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Local Government, the Hon. Shelley Hancock MP <p>In October 2021 LGNSW advocated to the Office of the Minister for Local Government on the Local Government Amendment (COVID-19—Elections Special Provisions) Bill 2021, seeking to ensure that elections would be safely held without the use of universal postal voting.</p>	<p>In November 2020 the Minister for Local Government announced the NSW Government had ruled out imposing universal postal voting for council elections as part of a NSW Budget announcement and following extensive LGNSW advocacy. The NSW Government also committed to funding any costs required to ensure the local government elections are COVID-safe, allocating \$57 million.</p> <p>The Minister for Local Government confirmed these announcements in a 30 November 2020 letter to the LGNSW President.</p> <p>In June 2021 LGNSW received a response from the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • The 2021 local government elections will be held using attendance voting. • Amendments will be made to the Local Government (General) Regulation 2005 to allow attendance voting to occur in a COVID-safe way. Technology assisted voting (iVote) will also be available at council elections

<p>(d) Calls for the NSW Government to fund any increase in the costs of local government elections beyond the rate peg imposed on councils. <i>This issue was also raised by Broken Hill City Council and Lithgow City Council.</i></p>		<p>administered by the NSW Electoral Commission at the 2021 elections. iVote will operate at council elections in the same way it does for State elections.</p> <ul style="list-style-type: none"> The NSW Government has provided additional funding to the NSW Electoral Commission to ensure councils do not incur additional costs as a result of the need to hold COVID-safe elections. Funding will also be made available to the two councils using another provider should they incur additional costs. <p>In October 2021 the NSW Parliament passed the Local Government Amendment COVID-19—Elections Special Provisions) Bill 2021, which explicitly prohibits its COVID-safe measures being used to introduce universal postal voting.</p> <p>In October 2021 the Minister for Local Government made the Local Government (General) Amendment (Elections) Regulation 2021 which introduced a number of COVID safe measures but ensured that in person voting would remain available for all local government elections.</p>
<p>18 Georges River Council - Electronic signatures on Electoral Commission documents That Local Government NSW lobbies the NSW Electoral Commission and the NSW Government to:</p> <p>(a) Improve compliance outcomes and ensure accessibility for all members of the community, all existing processes (including forms) for candidates and public office holders be reviewed to ensure that they are simple and easy to understand</p> <p>(b) Reduce the administrative burden on citizens seeking to be involved in Local Government by amending all relevant legislation and regulations to permit electoral documents, including periodic disclosures, to be signed and lodged electronically.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Local Government, the Hon. Shelley Hancock MP Special Minister of State, the Hon. Don Harwin MLC NSW Electoral Commissioner 	<p>In March 2021 the NSW Electoral Commissioner responded to LGNSW confirming that:</p> <ul style="list-style-type: none"> it will launch a new Funding and Disclosure Online Portal to enable candidates, councillors, parties, donors and other electoral participants to meet their ongoing compliance obligations via the online lodgement of forms and support information (including electronic signatures), parties and candidates will be able to manage and lodge nomination forms, including deposit payments, using an enhanced online portal (in line with the 2019 State election) all participants will be able to register how-to-vote cards and other electoral material online. <p>The NSWEC also advised that it has recommended the NSW Government undertake further reform, including legislative amendments, to allow more forms to be signed and lodged electronically.</p> <p>In June 2021 LGNSW received a response from the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> The election provisions of the Local Government (General) Regulation 2005 have been modernised to streamline processes and reduce prescription by giving election managers greater flexibility to approve forms and submission methods. The election provisions have also been made “technology neutral” to support greater use of electronic transactions and submissions.
<p>20 Narrandera Shire Council - NSW electorate districts redistribution process That Local Government NSW lobbies the NSW Government to undertake a formal review of the redistribution process in NSW, seeking to ensure that regional/rural areas west of the Great Dividing Range are represented adequately into the future <i>This issue was also raised by Leeton Shire Council.</i></p>	<p>Letters to:</p> <ul style="list-style-type: none"> Special Minister of State, the Hon. Don Harwin MLC 	<p>In June 2021 LGNSW received a response from the Special Minister of State, the Hon. Don Harwin MLC via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> Under the <i>Electoral Act 2017</i>, the Redistribution Panel may determine the boundaries of electoral districts by reference to such matters as it thinks fit, including cadastral, topographical, administrative and other spatial information. In carrying out its functions, the Redistribution Panel must have regard to demographic trends within the State. It is also to give due consideration to:

		<ul style="list-style-type: none"> ○ community interests within each electoral district, including economic, social and regional interests ○ means of communication and travel within each electoral district ○ the physical features and area of each electoral district ○ mountain and other natural boundaries ○ the boundaries of existing electoral districts. ● The Redistribution Panel must consider any submissions and comments from the public that are lodged with the Redistribution Panel relating to a draft determination of the names and boundaries of electoral districts before making a final determination. ● The Redistribution Panel is currently undertaking a redistribution of electoral boundaries, as required by the Constitution Act 1902. ● The Redistribution Panel is currently considering comments and suggestions received during consultation on the draft determination in light of the relevant provisions of the <i>Electoral Act 2017</i> to produce the final determination.
<p>21 City of Canterbury-Bankstown – Improving recycling systems in NSW</p> <p>To support existing LGNSW Policy that 100% NSW Waste Levy should be returned to councils, Local Government NSW advocates to the NSW Government to increase the proportion of the waste levy reinvested in recycling and waste management. This funding would include but not limited to illegal dumping, the circular economy and the rehabilitation of historic orphan dump sites.</p> <p><i>This issue was also raised by City of Canterbury-Bankstown, Blacktown City, Bourke Shire, Central Coast, Lismore City, Cessnock City, Blacktown City.</i></p>	<p>Letters to:</p> <ul style="list-style-type: none"> ● Minister for Energy and Environment, the Hon. Matt Kean MP <p>Provided to DPIE at January 2021 Energy, Environment and Science (EES) liaison meeting, noting relevance to 20 year waste strategy development.</p>	<p>In June 2021 LGNSW received a response from the Minister for Energy and Environment via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> ● The NSW Government is working with local councils and industry to respond to the challenges in the sector. As part of this approach, the Government is developing a 20-Year Waste Strategy that is focused on delivering a sustainable, reliable and affordable waste and resource recovery system. ● The Department received more than 250 submissions on an issues paper for the Strategy, including from the City of Canterbury-Bankstown, which will inform the development of the draft Strategy. ● Recently, the Government announced an extension to Waste Less, Recycle More for the 2021-22 financial year, ahead of the implementation of the 20-Year Waste Strategy. The Environment Protection Authority (EPA) will allocate \$26 million in funding and support for local government for 2021-22, ensuring that over 100 jobs in local councils and regional waste groups are maintained. <p>In June 2021, the NSW Government released the NSW Waste and Sustainable Materials Strategy. The Strategy notes 1/3 of the waste levy revenue collected is returned to the environment portfolio, with 16% collected levy going to waste and circular economy programs and activities. The NSW Government recognises the need for regular, transparent reviews of the levy but there is no commitment to increase the waste levy reinvestment into waste and recycling activities. Major initiatives of this stage of the strategy include:</p> <ul style="list-style-type: none"> ● Mandating food and garden organics collection from all NSW households by 2030 and food waste from select businesses by 2025 (NSW Government to invest \$65 million over five years from FY2023 to assist) ● \$16 million investment in a new joint procurement facilitation service for local government for household waste services ● A series of feasibility assessments and engagement about the suite of infrastructure investment needed ● \$37 million Carbon Recycling and Abatement Fund to support circular design to reduce carbon-intensive materials and increase recycling ● Require landfill gas capture for landfills over a certain size as well as all expanded or new landfills supported by \$7.5 million investment, and

		require net zero emissions from licenced landfills by a prescribed timeframe.
<p>21a Federation Council - Waste to Energy That Local Government NSW requests the NSW Government to more urgently progress concrete actions and strategy to enable projects to develop including a strategic pathway towards funding regional waste management solutions also involving Joint Organisations, and the Federal Government.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Energy and Environment, the Hon. Matt Kean MP <p>Provided to DPIE at January 2021 EES liaison meeting, noting relevance to 20 year waste strategy development.</p> <p>29 April 2021 – submission to the NSW EPA on the draft revised NSW Energy from waste policy statement calling for strategic funding pathways for regional energy from waste facilities</p>	<p>In June 2021 LGNSW received a response from the Minister for Energy and Environment via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> The EPA will continue to support the 14 regional waste groups across NSW with funding of \$3.125 million for 2021-22. The EPA values the work of the regional waste groups and sees the groups as key delivery partners for the 20-Year Waste Strategy. The Riverina and Murray Joint Organisation (RAMJO) manages two regional waste groups and is funded \$345,777 through the EPA's regional coordination support program for 2020-21. The RAMJO Regional Waste Strategy 2017- 2021 identifies the priorities for the region, which covers 13 local government areas including Federation Council. We encourage Federation Council to work with the Riverina and Murray Joint Organisation on the development of the new RAMJO regional waste strategy. Remanufacture NSW is also offering funding of up to \$35 million to support the resource recovery sector's response to changes brought about by the decision to ban the export of unprocessed waste plastic, paper, glass and tyres. Remanufacture NSW ensures NSW is leading by example and maximising recycling and reuse activities and keeping materials within the productive economy. <p>In June 2021, the NSW Government released the NSW Waste and Sustainable Materials Strategy, accompanied by the Guide to Future Infrastructure Needs. The NSW Government will support a pipeline of waste and circular economy infrastructure by:</p> <ul style="list-style-type: none"> facilitating waste and circular economy infrastructure by targeting investment attraction, funding, environmental licensing and planning activities to the highest priority areas of need investing in high priority projects, including through our \$35 million Remanufacture NSW fund, which will be topped up with an additional \$24 million over five years.
<p>23 Randwick City Council - Proposals for incineration of waste in urban Sydney That the conference opposes partnerships between the waste disposal industry and other industries for cogeneration plants (or "Energy Recovery Plants") similar to the Matraville proposal between Opal Paper Mill and the waste company Suez Group on the grounds that they are essentially repackaged waste incineration plants. In doing so the association notes that emissions from such plants are a health danger to local communities and an obstacle to achieving the infrastructure and circular economy solutions advocated for under clause 12.1.a) of the Waste and Recycling Position Statement of our adopted Local Government NSW Platform Policy.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Energy and Environment, the Hon. Matt Kean MP <p>Provided to DPIE at January 2021 EES liaison meeting, noting relevance to 20 year waste strategy development.</p> <p>29 April 2021 – LGNSW submission to the NSW EPA on the draft revised NSW Energy from waste policy statement, which proposed tightened restrictions on air emission limits.</p>	<p>In June 2021 LGNSW received a response from the Minister for Energy and Environment via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> The Minister had commissioned the Office of the Chief Scientist and Engineer to review the Energy from Waste Policy Statement review to ensure it remains best practice and sets high standards for controlling air emissions. The NSW Government 20-Year Waste Strategy would include supporting the development of a statewide integrated resource recovery infrastructure network, with tailored solutions for regional areas. The Strategy also considers what actions need to be considered for energy from waste to ensure the protection of air quality and human health. <p>Update Waste to Energy Policy released June 2021.</p> <p>On 10 September 2021 the NSW Government released its Energy from Waste Infrastructure Plan which restricts new infrastructure to four priority infrastructure areas in NSW:</p>

		<ol style="list-style-type: none"> 1. West Lithgow Precinct 2. Parkes Special Activation Precinct 3. Richmond Valley Regional Jobs Precinct 4. Southern Goulburn Mulwaree Precinct. <p>Outside of these areas, energy from waste will only be permitted if the facilities use waste, or waste-derived feedstock to replace less environmentally sound fuels (including coal or petroleum-based fuels) to generate energy at the site, and where that energy is used to power industrial and manufacturing processes on-site.</p>
<p>24 Federation Council - COVID-19 recovery That Local Government NSW lobbies the NSW Government to develop a comprehensive COVID-19 recovery package to assist communities and businesses recover from the economic impacts of COVID-19.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Premier, the Hon. Gladys Berejiklian MP • NSW Treasurer <p>In June 2021 LGNSW wrote to the Premier in a letter co-signed by a significant number of Mayors calling for urgent support for businesses and individuals put at financial risk during the COVID stay at home orders.</p>	<p>Councils have secured a total of \$5.3 billion in Federal and State recovery and resilience funding, in the wake of the Black Summer bushfires, floods and the economic havoc wreaked by the COVID pandemic. This is the largest quantum of funding ever for councils, especially in the areas of infrastructure programs and drought and bushfire assistance. LGNSW advocacy has helped deliver:</p> <ul style="list-style-type: none"> • \$395 million COVID-19 economic stimulus package – the only one handed down by a State Government • \$170 million for local government amid sustained drought • \$225 million in new and accelerated funding under the Fixing Local Roads program • \$130 million for council early childhood education and pre-school services hard hit by emergency health orders • Funding for public spaces projects, including local roads, footpaths, cycleways, and other community infrastructure under the \$250 million Public Spaces Legacy Program. <p>In June 2021 LGNSW received a response from the NSW Treasurer via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • The NSW Government has committed a significant amount of funding to local councils to aid recovery from the COVID-19 pandemic. NSW Government grants to local councils are forecast to increase in 2020-21 to \$3 billion. These payments include grants under Restart NSW to support the delivery of local council infrastructure and services. Other targeted grants to local councils include allocations for repairing and upgrading local roads and airports, and for new and upgraded sporting facilities and parks. • In the 2020-21 Budget, a total of \$2.2 billion was committed from the Restart NSW fund to local government and non-government organisations. Of these projects, 685 have Restart NSW funding deeds in place worth \$1.9 billion, allowing these projects to proceed. This represents an increase of \$635.5 million (41%) in commitments since 2019-20. • In addition to this significant investment, the NSW Government has delivered a range of direct measures to support local councils over the past 12 months in response to COVID-19. These measures have included allowing councils to apply the Independent Pricing and Regulatory Tribunal’s (IPART) annual rate peg more flexibly in response to short-term changes in communities’ ability to pay, as well as a range of direct financial assistance, including: <ul style="list-style-type: none"> ○ \$112.5 million for the Council Job Retention Allowance to protect jobs and retain skills in the sector by providing a payment to eligible councils of \$1,500 per fortnight per employee for up to three months to limit local government job losses ○ \$82 million to bridge gaps in Commonwealth JobKeeper assistance, which helped retain jobs and ensure more than 260

		<p>local council childcare services could remain open in last year's lockdowns</p> <ul style="list-style-type: none"> o Meeting the cost of increases in the emergency services levy for all NSW councils for 2020-21 (LGNSW note: now extended to include 2021-22); and o \$250 million in additional funding under the TCorp local government lending facility to enable local councils to access low-interest loans for new and upgraded infrastructure and local economic stimulus projects.
<p>25 Liverpool City Council - COVID-19 impacts and Fit for the Future guidelines That the LGNSW conference:</p> <ol style="list-style-type: none"> i. Notes the collapse in revenues and seek a rates guarantee to ensure financial liquidity, financial assistance to maintain existing employment levels and explicit inclusion of local government in any future stimulus packages; ii. Support Local Government NSW's campaign to suspend Fit for the Future (FFF) guidelines given current circumstances, including writing to the Minister for Local Government as appropriate; and iii. Note that councils believe FFF targets and benchmarks are now outdated and should be reviewed as councils will be increasingly unable to meet targets and benchmarks during the pandemic. 	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Local Government, the Hon. Shelley Hancock MP 	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • The Government acknowledges the impact of COVID-19 on communities throughout NSW and understands that many councils will face difficulties in balancing their budgets and achieving their financial targets. • In a message to all councils on 8 April 2020 and reiterated on 13 August 2020, the Office of Local Government advised councils that <i>“these are unprecedented times for councils and OLG will work to ensure that the audit process acknowledges the challenges councils face and that financial performance will inevitably be affected. OLG understands that councils are facing additional expenses, significant reductions in revenue, and challenges in ensuring the ongoing delivery of important community services. Financial management strategies will need to be flexible and adaptable and OLG will take a pragmatic approach to council performance this year. No council should be considering reducing services or staffing just to demonstrate compliance with financial benchmarks. In the coming months, as councils respond to the COVID-19 pandemic they should continue to make sound financial decisions which includes continuing to meet ongoing financial obligations.”</i>
<p>26 Blue Mountains City Council - Active Transport Infrastructure</p> <ol style="list-style-type: none"> 1. That Local Government NSW advocates to the State and Federal Governments to create clear and dedicated funding programs to support the building of active transport infrastructure, such as footpaths and shared paths/cycleways; 2. That these programs should be considered as part of the economic stimulus packages that are critical in keeping the economy going in response to the COVID-19 pandemic as well as the impacts of the Black Summer bushfires; and 3. That this program provides full grant funding rather than 50/50 shared cost arrangements, to enable councils to deliver on their Pedestrian Access and Mobility Plans. 	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Regional Transport and Roads, the Hon. Paul Toole MP • Minister for Transport and Roads, the Hon. Andrew Constance MP 	<p>In June 2021 LGNSW received a response from the Minister for Transport and Roads via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • \$710 million will be invested into walking and cycling infrastructure over the next four years - this will bring the NSW Government's total investment to around \$1.1 billion - the largest commitment in the State's history. • In response to the COVID-19 pandemic, Transport for NSW in partnership with councils has delivered a series of popup cycleways throughout NSW. The NSW Government will contribute \$35 million in economic stimulus funding to connect cycleways in Oxford Street Bondi Junction, and Doncaster Avenue in Randwick. The NSW Government will continue to look at ways to provide further economic stimulus to communities through our \$107.1 billion infrastructure pipeline. • Councils can apply for funding to deliver walking and cycling infrastructure as part of the NSW Government's Walking and Cycling Program. • The NSW Budget for 2021-22 allocated an additional \$40 million for active transport measures.
<p>27 Goldenfields Water County Council - Water County Council grant funding That Local Government NSW advocates on behalf of Water County Councils to be included in, and receive an equitable share of grant funding provided by Federal and NSW Governments.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Regional Services, Decentralisation and Local Government, the Hon Mark Coulton MP (federal) • Minister for Local Government, the Hon. Shelley Hancock MP 	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising: Under the Local Government Act 1993, County Councils can seek and apply for grant funding. Eligibility of county councils for the purpose of grant programs are a matter for each Minister to determine. This is dependent on the</p>

		<p>policy objectives being sought and local community needs for particular strategies and programs at the time they are implemented.</p> <p>On 23 June 2021 LGNSW received a response from Minister Coulton, noting that the federal government is committed to working with all levels of government to ensure equitable levels of service by local governing bodies, and detailing funding programs to the federal government that contributes to water infrastructure.</p>
<p>28 Tweed Shire Council - Economic stimulus for regenerative landscape management</p> <p>The Local Government NSW lobbies the Federal and NSW Governments to request a specific and significant funding stream be made available for regenerative landscape management as an economic stimulus to be administered at local government level.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for the Environment, the Hon. Sussan Ley (federal) • Minister for Energy and Environment, the Hon. Matt Kean MP <p>Provided to DPIE at January 2021 EES liaison meeting.</p>	<p>Response received from Minister Ley on 12 April. Minister Ley noted the Australian Government’s \$2B Bushfire Recovery Fund and \$1B Relief and Recovery Fund, in addition to its existing Regional Land Partnerships Program, Environment Restoration Fund, Communities Environment Program and National Landcare Program.</p> <p>In June 2021 LGNSW received a response from the Minister for Energy and Environment via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • The NSW Government recognises the importance of investment in regenerative landscape management and the environmental, economic and social benefits it brings. • The NSW Environmental Trust Restoration and Rehabilitation program provides grants, including to councils, to contribute to sustainable management and stewardship of significant environmental assets and services. • Under the 2019-20 Restoration and Rehabilitation program, 35 grants totalling \$3,167,208 were awarded for a range of projects. The 2021-20 round will open for applications in the second half of 2021. • The Environmental Trust has also invested \$385,000 into an investigative grant that will support regenerative landscape management in the long-term. • The Healthy Seeds project is led by the Australian Network for Plant Conservation and will produce an evidence-based roadmap outlining actions required to support a sustainable seed supply for restoration in NSW. • The roadmap, along with key stakeholders, will guide future Environmental Trust investment in projects to support the long-term viability of the native seed sector, which is a crucial step in ensuring environmental, economic and social outcomes of any investment in sustainable land management. • The NSW Government is continuing to strengthen its conservation efforts on private land. Since its inception, the Biodiversity Conservation Trust has invested over \$125 million, and 226 landholders have signed or plan to sign a conservation agreement, creating conservation areas across 59,300 hectares. The Government is investing more than \$350 million in the Biodiversity Conservation Trust over five years for this program, creating opportunities for rural landholders to manage their land for conservation. • Landholders may be eligible for conservation partners grants, which provide financial assistance to landholders in managing their conservation area, allowing them to improve the biodiversity value of their properties. Assisted regeneration is one of the management activities eligible for funding.

<p>29 Gilgandra Shire Council - First generation dying swimming pools in regional NSW That Local Government NSW pursue designated funding from the NSW Government for the urgent replacement of first generation dying swimming pools in regional NSW.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Local Government, the Hon. Shelley Hancock MP A/ Minister for Sport, Multiculturalism, Seniors & Veterans, the Hon. Geoff Lee MP 	<p>Response received from Minister Lee on 1 March. Minister Lee noted that the NSW Government is aware of the needs of regional communities for repair of sports infrastructure. The Minister encourages all regional NSW councils to apply for the second round of the Regional Sport Facility Fund which will open later in 2021, for grants between \$100,000 and \$1 million.</p> <p>Applications for the Regional Sport Facility Fund closed on 8 October 2021.</p>
<p>30 Snowy Valleys Council - Eligibility criteria for Job Retention Allowance That Local Government NSW lobbies the NSW Government to amend the eligibility criteria for the Job Retention Allowance funds to allow a fairer distribution to impacted councils who have not had to 'stand down' staff as a result of the pandemic.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Local Government, the Hon. Shelley Hancock MP <p>After it emerged that there was very little draw down on the Job Retention Allowance funding as most councils did not meet criteria, LGNSW's April 2021 NSW Budget Submission called on the Government to repurpose the remaining funds to support councils in other ways rather than have the funds returned to Consolidated Revenue.</p>	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> Job Retention Allowance has provided a safeguard for jobs and skills retention within the local government sector during the COVID-19 pandemic. Any council that meets the financial stimulus eligibility criteria can submit claims for the Job Retention Allowance (JRA). Eligibility criteria includes that the council: <ul style="list-style-type: none"> can demonstrate financial distress through an actual or potential loss of at least 30 per cent in revenue (rates and annual charges, user fees and charges or other revenue) for the current or previous quarter is a party to the Splinter Award or equivalent agreement has paid the eligible employee four weeks paid COVID-19 Special Leave under the Splinter Award or equivalent agreement, and has entered into a funding agreement with the Office for Local Government. The claims assessment process for the Job Retention Allowance is ongoing. The JRA was extended/re-introduced for 2021-22 in August 2021.
<p>31 Cabonne Council - Stronger Country Communities funding - additional round That Local Government NSW:</p> <ol style="list-style-type: none"> Thanks the NSW Government for providing \$400 million towards local infrastructure projects across regional NSW via the Stronger Country Communities fund. Acknowledges that the NSW Government's Stronger Country Communities fund has enhanced regional communities and stimulated regional economies that have been hit hard by drought and bushfires. Lobbies the NSW Government to commit to an additional round of Stronger Country Communities funding, due to the economic impacts of COVID-19. This would allow the previous 93 eligible regional councils as well as incorporated and not-for-profit organisations in those local government areas to access \$1 million in funding for community infrastructure projects. Calls on the NSW Government to include in the criteria that infrastructure projects must stimulate regional economies by employing local tradespeople and buying local supplies. Notes that all state Government funding should be administered in a fair, transparent and competent manner. In the last round some Councils who meet the guidelines to qualified for a grant from the NSW Government's Stronger Communities Fund were excluded from applying. We also note the decision making process 	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Local Government, the Hon. Shelley Hancock MP Deputy Premier and Minister for Regional NSW Industry and Trade, the Hon John Barilaro MP 	<p>In June 2021 LGNSW received a response from the Deputy Premier via the Minister for Local Government, advising: The NSW Government has committed an additional \$100 million to Round Four of the Stronger Country Communities Fund which opened 1 May 2021 and closed on 25 June 2021, with up to \$50 million towards increasing female participation in sport. Applicants will be asked how their projects will create local jobs and how funding will be spent in their Local Government Area.</p>

<p>for the allocation of funds in now a matter before the NSW Auditor General.</p> <p><i>This issue was also raised by Bourke Shire Council.</i></p>		
<p>32 Newcastle City Council - Gateway City classification</p> <p>That Local Government NSW:</p> <ol style="list-style-type: none"> 1. Calls on the NSW Government to establish a consistent geography and classification across all NSW Government funding sources that enables equitable access for all local government areas (LGAs). This would provide more integrity to the process and enable new opportunities for LGAs like Newcastle and Wollongong, who have been effectively shut out from a range of funding sources; and 2. Asks the NSW Government to create a Gateway City classification to recognise that LGAs like Newcastle and Wollongong are major regional economic centres that sit between a metropolitan and regional classification. Gateway Cities will play a critical role in the future economic resilience and competitive opportunities of the state, particularly with the ongoing impacts of COVID-19. This would improve the efficiency and value for money of NSW Government grants. <p><i>This issue was also raised by Wollongong City Council.</i></p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Local Government, the Hon. Shelley Hancock MP 	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising: Classification of councils for the purpose of grant programs are a matter for each Minister to determine. The classification of councils is dependent on the policy objectives being sought and local community needs for particular strategies and programs at the time they are implemented.</p>
<p>33 Lane Cove Council - Post-COVID-19 stimulus funding to promote the arts</p> <p>That Local Government NSW lobbies the NSW Government for post-COVID-19 stimulus funding to promote the arts (art galleries, performances, exhibitions, festivals) in our communities.</p> <p><i>This issue was also raised by Bega Valley Shire, Wagga Wagga City and Lismore City Councils.</i></p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for the Public Service and Employee Relations, Aboriginal Affairs, and the Arts, the Hon. Don Harwin MLC 	<p>Following LGNSW advocacy, in January 2021 the NSW Government confirmed that council-run venues will be eligible to participate in the Dine and Discover NSW voucher scheme, which will provide each NSW resident aged 18 and over with four \$25 vouchers. Two of the four vouchers can be used for entertainment and recreation at cultural institutions, live music, and arts venues. With councils running so many of NSW's theatres, galleries and arts and cultural venues, this is terrific news for councils and their communities and will support artists, performers, and creatives across the state.</p> <p>In May 2021, the eligibility conditions for Create NSW's Rescue and Restart were altered to address that there were some unintentionally excluded groups and organisations legislated under Section 355 of the Local Government Act. This restriction has now been removed for those community groups. The grant will close June 30 or when funding is fully committed.</p> <p>The federal government's RISE funding for arts organisations to recover after COVID also received a change in eligibility requirements, and as of May 2021 is now open to local government following LGNSW, ALGA and sector advocacy.</p> <p>Funding for Create NSW's 2021 Regional Arts Touring Round was \$1.9 million, an increase of 70% on the previous year.</p> <p>In June 2021 LGNSW received a response from the Minister for the Arts via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • Support under the \$50 million Arts Rescue and Restart package is available for eligible NSW not-for-profit arts companies in financial distress due to COVID-19.

		<ul style="list-style-type: none"> • Funding is prioritised to companies in financial distress with no alternative reserves to draw on. Local government galleries, museums and arts centres are eligible to apply, however due to their operational budgets being the responsibility of local councils, these types of organisations generally have access to alternative sources of support. • Through Stage 2 of Arts Restart, Create NSW is working with organisations in regional NSW to deliver arts and cultural activities. These organisations, including Regional Arts Development Organisations, will be working with local councils to provide these opportunities to their local communities. <p>In November 2021 Create NSW’s LGA Arts & Cultural Projects Funding round opened, for projects that will deliver outcomes of significant merit in arts and culture. There is no maximum request amount for LGA funding.</p>
<p>34 Georges River Council - Inquiry into the Local Government Rating System in NSW</p> <p>That Local Government NSW calls on members of the NSW Legislative Council to immediately establish an Inquiry into the NSW Local Government Rating and Revenue System to ensure that the long term financial sustainability of councils can be guaranteed and to address:</p> <ol style="list-style-type: none"> 1. The response of the NSW Government to the IPART Review of the NSW Rating System (2016) that found ‘the current system undermines council incentives to pursue growth and urban renewal, because they do not receive a commensurate increase in rates revenue to service new developments’; 2. The findings of the August 2020 NSW Productivity Commission Green Paper that found ‘the rate peg system does not currently compensate councils for having to service a larger pool of ratepayers, this leaves local governments with insufficient revenue to meet demand and an incentive to avoid housing growth’; 3. The lack of action arising from the findings of the Henry Review of Taxation, the NSW Treasury Corporation’s assessment of the financial sustainability of NSW councils and the NSW Independent Local Government Review Panel’s Final Report; 4. The financial impact on the 2016 amalgamated councils and their communities, of the ‘rates path protection freeze’ that prevented the introduction of fair and equitable rating systems within 20 amalgamated local government areas until 2020; 5. The intergenerational inequity arising from the lack of rating reform in NSW; 6. Whether the century-old rating system and the NSW Local Government Act 1993 remains fit for purpose; 7. The demand from communities that councils take on the increasing financial responsibilities of population growth, infrastructure requirements and provide an increasingly large and diverse range of services, and the impact that the rate peg has on those responsibilities; and 	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Local Government, the Hon. Shelley Hancock MP • NSW Treasurer <p>In August 2021 LGNSW made a submission to IPART on the draft report on the review of the rate peg and is involved in consultation with IPART and councils.</p>	<p>LGNSW supported the rate reforms contained in Local Government Amendment Bill 2021 that was passed through Parliament on 13 May 2021. However, LGNSW argued that Bill did not go far enough and advocated for further amendments to the Bill to remove rate pegging and as an interim measure to decouple the Emergency Services Levy (ESL) from rate pegging. LGNSW also continues to advocate for reform of rate exemptions.</p> <p>While an amendment to decouple rates from the rate peg was passed it proved ineffective and the government has refused to accept the intent and objectives of the amendment. LGNSW is supporting further amendments to decouple the ESL from rates.</p> <p>With the passing of the Bill, merged councils will now be able to phase in rate harmonisation, with the period for doing so now extended by a LGNSW supported amendment from 4 years to 8 years. The passage of the Bill also provides all councils with increased flexibility through new rating categories to allow for more efficient and equitable allocation of rates. LGNSW will continue to advocate for further reform of the rating system.</p> <p>In June 2021 LGNSW received a response from the Minister for Local Government:</p> <ul style="list-style-type: none"> • Advising that IPART has undertaken a significant, comprehensive inquiry into the local government rating system. On 18 June 2020, a Final Response was issued that acknowledged that local government and the communities they serve need to have a more flexible rating system, whilst ensuring rates are applied fairly and more equitably to local communities. The Government remains committed to strengthening the performance and sustainability of local government. • Noting the abovementioned Local Government Amendment Act 2021 was passed, which will ensure that NSW’s local government rating system continues to be fair and equitable, and responsive to changing community needs. The changes provide greater flexibility to make rates fairer in local communities, and help councils cater for population growth and infrastructure costs while protecting ratepayers from unfair rate rises.

<p>8. The impact of cost shifting from Federal and NSW Governments onto NSW councils without financial compensation. <i>This issue was also raised by Lake Macquarie City Council.</i></p>		<ul style="list-style-type: none"> • Noting that the Minister for Local Government, with the approval of the Premier, has asked IPART to deliver a report recommending a rate peg methodology that allows the general income of councils to be varied annually in a way that accounts for population growth. • Further detail in the above linked letter. <p>In September 2021 IPART released its final report on the review of the rate peg to include population growth. The Government has accepted IPART's recommendations and councils with growing residential populations will be able to raise notional general income by an additional population factor as part of the rate peg from 2022-23.</p>
<p>35 Blue Mountains City Council Fixing the Unfair Rating Systems in NSW That Local Government NSW:</p> <p>1. Notes:</p> <ol style="list-style-type: none"> annual increases in overall rates charged by local councils are set each year by the NSW Government's Independent Pricing and Regulatory Tribunal (IPART) through the rate peg system. In 2020-2021 the rate peg increase was 2.6% to take account of costing of living/CPI increases; at the same time, the NSW Valuer General's three yearly cycle of reassessment of land valuations to determine individual household rates means that individual rate payers may experience wildly different variations in their rates when compared to anticipated and published IPART rate peg increase. For example, in the Blue Mountains LGA, the NSW Valuer General's wholesale reassessment of land values meant that some individual households experienced rate increases of up to 40% (15 times more than the rate peg), while other households' ratings charges stayed the same and some households rates went down. Meanwhile, the overall ratings amount levied by the Council did not increase beyond the IPART rate peg of 2.6%; the NSW Government directed IPART to undertake a review of the NSW Ratings System in 2016 and it has taken four years for the NSW Government to respond and the Government is yet to implement any changes to improve the ratings system across NSW. <p>2. Calls on the NSW Government to fix the broken and unfair ratings system in NSW to make the ratings system fairer and predictable for all property owners across NSW.</p> <p>3. Calls on the NSW Government to fully fund the excessive rate increases caused by the NSW Valuer General's reassessment of land values in local government areas, due to the economic impacts of the Black Summer bushfires, February floods and the COVID-19 pandemic.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Local Government, the Hon. Shelley Hancock MP <p>In January 2021 LGNSW made a submission on the Exposure Draft of the Local Government Amendment (Rates) Bill 2021.</p> <p>In August 2021 LGNSW made a submission to IPART on the draft report on the review of the rate peg and is involved in consultation with IPART and councils.</p>	<p>LGNSW supported the rate reforms contained in Local Government Amendment Bill 2021 that was passed through Parliament on 13 May 2021. However, LGNSW argued that Bill did not go far enough and advocated for further amendments to the Bill to remove rate pegging and as an interim measure to decouple the Emergency Services Levy (ESL) from rate pegging. LGNSW also continues to advocate for reform of rate exemptions.</p> <p>While an amendment to decouple rates from the rate peg was passed it proved ineffective and the government has refused to accept the intent and objectives of the amendment. LGNSW is supporting further amendments to decouple the ESL from rates.</p> <p>With the passing of the Bill, merged councils will now be able to phase in rate harmonisation, with the period for doing so now extended by an LGNSW supported amendment from 4 years to 8 years. The passage of the Bill also provides all councils with increased flexibility through new rating categories to allow for more efficient and equitable allocation of rates. LGNSW will continue to advocate for further reform of the rating system.</p> <p>In June 2021 LGNSW received a response from the Minister for Local Government, which refers to the response to resolution 34 for this matter.</p> <p>In September 2021 IPART released its final report on the review of the rate peg to include population growth. The Government has accepted IPART's recommendations and councils with growing residential populations will be able to raise notional general income by an additional population factor as part of the rate peg from 2022-23.</p>

<p>36 Bland Shire Council - IPART Review of the Local Government Rating System</p> <p>That Local Government NSW lobbies the NSW Government, in the strongest possible terms, to ensure that Recommendation 34 of the 2016 IPART Review of the NSW Local Government Rating System does not become legislation because of the severe and adverse financial impact this will have on all mining affected communities in NSW. <i>This issue was also raised by Broken Hill City, Lachlan Shire and Blayney Shire Councils.</i></p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Local Government, the Hon. Shelley Hancock MP <p>In January 2021 LGNSW made a submission on the Exposure Draft of the Local Government Amendment (Rates) Bill 2021.</p>	<p>In December 2020 the Minister for Local Government responded to LGNSW advising that an exposure draft Bill regarding rating reform would be published imminently.</p> <p>LGNSW was successful in having the IPART recommendation to align mining rates with business rates removed from the Bill prior to the Bill being introduced to Parliament (and passed in May 2021). The OLG will produce Guidelines instead of legislation.</p> <p>In June 2021 LGNSW received a response from the Minister for Local Government, which refers to the response to resolution 34 for this matter.</p>
<p>37 Lachlan Shire Council - Re-ascertainment of mining land</p> <p>That Local Government NSW lobbies the NSW Government and the NSW Valuer General to limit or prohibit the retrospective revaluation or re-ascertainment of land values, for mining properties, beyond the current base valuation year.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Local Government, the Hon. Shelley Hancock MP NSW Valuer General 	
<p>38 Forbes Shire Council - Consideration of land value by the Valuer General</p> <p>That Local Government NSW lobbies the Valuer General to not take into account the approvals for water use and water supply works when determining rural land values.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Local Government, the Hon. Shelley Hancock MP NSW Valuer General 	
<p>39 Blue Mountains City Council - Crown Lands and Plans of Management</p> <p>That councils at the Local Government NSW Annual Conference:</p> <ol style="list-style-type: none"> Seek the NSW Government fully fund the costs associated with transfer of management of Crown Lands to local councils, including the costs of developing and implementing Plans of Management for Crown Land Reserves; Seek the NSW Government recognise the difficulties being encountered by local government of NSW in meeting the requirements of the Crown Lands Management Act 2016 and extend the timeframe for adoption of Plans of Management for public reserves for which councils are appointed as Crown Land Manager; and Seek the NSW Government improve training and support provided for appointed Native Title Managers within local government of NSW. <p><i>This issue was also raised by Greater Hume and Shoalhaven City Councils.</i></p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Water, Property and Housing, the Hon. Melinda Pavey MP NSW Crown Land Commissioner 	<p>Letter received from NSW Crown Land Commissioner, Professor Richard Bush on 13 April. The Commissioner noted his office has met a large range of councils across NSW in recent months, to increase our understanding of their issues with Crown land management. The Commissioner also noted:</p> <ul style="list-style-type: none"> that a Councils Executive Advisory Group has been established. (LGNSW note: A Crown Lands Local Government Operational Working Group has subsequently been formed). that the NSW Government is considering a potential extension of the deadline for plans of management (beyond 30 June 2021) in response to council concerns over timeframes and workload information on the Crown Lands Native title training resources. <p>In June 2021 LGNSW received a response from the Minister for Water, Property and Housing via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> 1) As part of improving Crown Lands' engagement and support to councils, a Councils Executive Advisory Group has been formed comprising senior executives from the NSW Government, the Crown Land Commissioner, the CEO of Local Government NSW, and General Managers from six representative councils to ensure executive level stakeholder feedback and direction is incorporated in program priorities and outcomes. Crown Lands has also released updated guidance material and detailed templates to assist councils in the preparation of plans of management and is enhancing its engagement with councils where they require more assistance. 2) Crown Lands has heard from many councils raising concerns about meeting the Plans of Management timeframe and the workload required to prepare these plans. This along with the significant challenges from 2020 such as bushfires, floods and COVID- 19 are impacting their ability to

		<p>achieve this outcome. Responding to this feedback, the NSW Government has removed the deadline.</p> <ul style="list-style-type: none"> • 3) The second edition of the Crown Lands Native Title Workbook is a valuable resource for councils and is available online. Based on councils' feedback, Crown Lands is developing a new training program for 2021 to provide a more extensive training resource for new native title managers. For existing native title managers refresher training sessions will also be provided. <p>On 4 June 2021 the Government announced that the deadline for Plans of Management had been removed.</p>
<p>41 Cootamundra-Gundagai Regional Council - Financial Assistance Grants That, if the Federal Government commits significant additional funding to Federal Assistance Grants to ensure no council is worse off, Local Government NSW calls on the NSW Government to reconsider the factors that determine the allocation of Financial Assistance Grants, being road distance and other terrain issues, so that local government areas with difficult terrain receive a fairer distribution of Financial Assistance Grants. This is for the reason that the cost to build a kilometre of road in undulating and mountainous country is substantially more expensive than in the tablelands.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Regional Services, Decentralisation and Local Government, the Hon Mark Coulton MP (federal) • Minister for Local Government, the Hon. Shelley Hancock MP 	<p>On 23 June 2021 LGNSW received a response from Minister Coulton, noting that:</p> <ul style="list-style-type: none"> • the Financial Assistance Grant program is one of the few untied financial grants to local governments, and allows local governments to support local priorities. The remaining 2021-22 allocation to states and territories will be determined early in 2021-22. • The Australian Government has also committed \$2.5 billion for the highly successful Local Roads and Community Infrastructure Program. This will enable local councils to deliver on priority projects, with a focus on priority upgrades and maintenance of local roads and community infrastructure. This funding is estimated to support around 3,500 jobs, taking the total jobs supported across the nation by the Local Roads and Community Infrastructure program to around 9,000. This program is in addition to the \$6.2 billion Roads to Recovery program that provides annual funding to councils to aid in maintaining local road networks. • Financial Assistance Grant funding is allocated to NSW local governing bodies as recommended by the NSW Local Government Grants Commission (the Commission). The Commission has an existing methodology to assess the needs of local governing bodies and is required to recommend the distribution of the funding under the Financial Assistance grant program to local governing bodies in accordance with the Act and the National Principles for allocating grants. <p>In June 2021 LGNSW received a response from the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • While the National Principles set out in the Financial Assistance Grants Act 1995 (Cwlth) do not protect an individual council's level of grant not to be reduced from that of a prior year, the Minister, supports the stand that the local government sector would greatly benefit from the Federal Government retaining a level of stability of the Financial Assistance Grants, by guaranteeing that no state or territory will receive less than the prior year, being 2020- 21 levels. • The NSW financial assistance grants distribution model has recently been subject of an extensive independent review. Following this review, no recommendations were made to the Commission to change the methodology for the local roads component. • Following the review of the grant distribution methodology, transitional arrangements to a revised, improved model began in 2018-19. In the third

		<p>year of transition, no NSW council's General Purpose Component (GPC) of the grant was less than the previous year's GPC. Recommendations regarding the grants are the responsibility of the Commission and are made in accordance with the National Principles set out in the Financial Assistance Grants Act 1995 (Cth)</p> <ul style="list-style-type: none"> • In particular, the Commission reviewed more closely a proposal from Ernst and Young (EY) to modernise and refine elements of the current model in the allocation of the GPC of the grants. EY recommended refinements to the model that enable the Commission to direct more funding to councils with greatest relative need and to improve other areas of the model consistent with recommendations by the 2015 KPMG report into the grants methodology. This approach is also consistent with the recommendations made by the Independent Local Government Review Panel in 2014. • In July 2018, the Commission made recommendations for the allocation of the 2018-19 grants beginning the transition phase to the revised model. The Commission used the previous year's allocations to councils with a 0% floor on the GPC so that no council would be worse off during the transition period. The Commission's recommendations were adopted by the then NSW Minister for Local Government and the Federal Government. The same approach to the transition (0% floor on the GPC) was adopted in 2019 and 2020. • The Commission is consulting further with the sector during the transition. The impacts of COVID 19 on the economy and NSW councils was a consideration to the Commission when determining the lower floor for the GPC for the 2020- 21 FAGs.
<p>42 Cootamundra-Gundagai Regional Council - Capital Improved Value The NSW Government introduce a Capital Improved Value (CIV) to the NSW rating system as an option available to all councils. This is so that growth and rates and revenue outside the rate peg percentage be calculated on changes to the CIV as this would enable growth in the rate base to keep pace with real growth and associated increases in demand for council infrastructure and services. In light of such support increasing the income of city councils, then a redistribution of Financial Assistance Grants to rural councils be considered at the same time, to enhance financial sustainability for the sector.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Local Government, the Hon. Shelley Hancock MP • NSW Valuer General <p>LGNSW made a January 2021 submission on the Exposure Draft of the Local Government Amendment (Rates) Bill 2021 calling on the NSW Government to provide councils with the option to use CIV for rating purposes.</p>	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • IPART undertook a significant, comprehensive inquiry into the local government rating system. The Terms of Reference for that independent review requested that IPART provide recommendations to Government on, in part, enhancing the ability of councils to implement sustainable and equitable fiscal policy. • On 18 June 2020, the NSW Government issued its Final Response to IPART's review report. In part, the response states that the Government remains unconvinced of the merits of moving to a system of valuation based on Capital Improved Value (CIV) at this time, given the significant potential impact to local residents, substantial implementation costs and the inconclusiveness of extensive public consultation. • Feedback received indicates both support and opposition to such a change. Additionally, it is unclear how the introduction of CIV may unfairly impact particular groups of ratepayers or result in unintended, real-life consequences for families and businesses. • The Government will focus on providing greater flexibility in the current rating system through the creation of additional rating categories and sub-categories, and ensuring councils can align income growth with population growth, in order to improve the distribution of the rating burden at significantly less cost, and low impact to the community. • The Minister for Local Government, with the approval of the Premier, has asked IPART to deliver a report recommending a rate peg methodology that allows the general income of councils to be varied annually in a way

		<p>that accounts for population growth. [LGNSW note: IPART released its draft report on 29 June 2021. LGNSW is making a submission to IPART on the draft report and is involved in consultation with IPART and councils.]</p> <ul style="list-style-type: none"> The NSW Local Government Grants Commission determinations are based on Federal grant funding guidelines and frameworks. Allocation of Financial Assistance Grants are matter for the federal government.
<p>43 Lismore City Council - Australian made workwear That Local Government NSW encourages councils to purchase Australian made workwear (and Personal Protective Equipment (PPE) to bolster the national manufacturing industry.</p>	<p>Ongoing position of LGNSW.</p>	
<p>44 North Sydney Council - Rates paid by educational institutions That Local Government NSW calls for the NSW Government to ensure educational institutions acquiring additional land pay council rates on new acquisitions.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Local Government, the Hon. Shelley Hancock MP 	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> In its interim and final Government response to IPART’s review of the rating system, the Government has ruled out implementing exemption eligibility recommendations that would adversely impact vulnerable members of the community, such as pensioners or charities, or have a substantial financial impact upon taxpayers or the broader community. The Government will continue to examine exemptions over time to address clear anomalies and inequities.
<p>45 Lismore City Council - Maintenance payments in funding for construction projects That Local Government NSW strongly advocates for:</p> <ol style="list-style-type: none"> A change to State and Federal Government funding regimes to include acceptance of a strong case for part funding of maintenance on construction projects over \$100 million for city councils and \$20 million for rural and regional councils. The establishment of a ‘means test’ or equivalent to apply maintenance funding. 	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Regional Services, Decentralisation and Local Government, the Hon Mark Coulton MP (federal) Minister for Local Government, the Hon. Shelley Hancock MP 	<p>Response received from Minister Coulton on 23 June. The Australian Government’s support for local government includes both general funding and project-specific funding to deliver targeted infrastructure outcomes in many asset groups including roads, bridges, building and facilities, parks and recreation, stormwater, waste and wastewater and airports. The government recognises the importance of maintaining these infrastructure asset bases as a critical element of local government’s responsibilities.</p> <p>Local governments have a responsibility to manage assets, including ensuring appropriate maintenance, record-keeping and accurate valuations are undertaken. Some infrastructure assets in particular can last for decades, and communities rely on councils to balance short and long-term priorities to maintain them. Good governance arrangements and an effective asset management plan are the keys to ensuring resources are set aside for the life of an asset, and goes beyond building in extra costs at the time of construction.</p> <p>As addressed above, local governments can use the funding from the Financial Assistance Grant program to progress their local priorities such as meeting the costs associated with funding the maintenance of infrastructure and improving the sustainability of these assets.</p> <p>In June 2021 LGNSW received a response from the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> The allocation of funding regimes is a matter for each relevant State and Federal Minister to determine. The following response is provided to the resolution in relation to the NSW Government. IPART undertook a significant, comprehensive inquiry into the local government rating system. In part, this recommended introducing a new type of special rate for joint delivery of infrastructure projects. Income raised from this special rate would be on top of general income within the rate peg and would not require IPART approval. This would make it clear that councils could co-fund infrastructure or services that are the

		<p>responsibility of state or federal government, as long as the projects benefit the local community.</p> <ul style="list-style-type: none"> On 18 June 2020, a Final Response to IPART’s review report was issued. In part, the response supported IPART’s recommendation for a new special rate for joint infrastructure projects. It also states, in part, that the Government will focus on ensuring councils can align income growth with population growth, in order to improve the distribution of the rating burden at significantly less cost, and low impact to the community. This would assist those councils experiencing population growth to provide the local infrastructure and services needed by the communities they serve. The Minister for Local Government, with the approval of the Premier, has asked IPART to deliver a report recommending a rate peg methodology that allows the general income of councils to be varied annually in a way that accounts for population growth. <p>IPART released its draft report on 29 June 2021. LGNSW is making a submission to IPART on the draft report and is involved in consultation with IPART and councils.</p>
<p>46 Lismore City Council - Insurance for residents undertaking roadside maintenance That Local Government NSW make representations to StateCover to offer an option for councils to provide insurance coverage for residents who undertake maintenance on roadside verges.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> Statewide Mutual CivicRisk Mutual 	<p>Email response received from CivicRisk Mutual on 24 February advising the matter will be raised at the next Risk Management Committee for consideration, scheduled 9 April.</p>
<p>47 Blacktown City Council - Change how a council’s borrowing limit is calculated That Local Government NSW urgently calls on the NSW Government to amend how the Debt Coverage Ratio for local government is calculated, so external borrowings to forward fund Section 7.11 infrastructure do not limit other borrowings funded from general funds.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Local Government, the Hon. Shelley Hancock MP 	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising: OLG will review current performance indicators as part of the Performance Measurement Framework project that will also involve consultation with stakeholders.</p>
<p>48 Blacktown City Council - Removing restrictions on power purchase agreements That Local Government NSW requests the Minister for Local Government to make a formal determination that entry into a renewable energy power purchase agreement structured as a contract for difference does not constitute an “investment” for the purposes of Section 625 of the Local Government Act 1993 (NSW) and the Ministerial Investment Order 2011, and to take the steps required to clarify this for NSW councils and enable their ability to enter such agreements.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Local Government, the Hon. Shelley Hancock MP. 	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising: OLG has been requested to work with Treasury NSW and TCorp to review the extent to which the Ministerial Investment Order continues to reflect a contemporary understanding of prudent risk management for councils while at the same time appropriately protecting the residual risk to the NSW Government.</p>
<p>49 Narromine Shire Council - Statewide water security That Local Government NSW lobbies the NSW Government and Federal Government to expediate the lifting of flood mitigation zones to ensure state-wide water security, including at Burrendong Dam.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Water, Property and Housing, the Hon. Melinda Pavey MP 	<p>In June 2021 LGNSW received a response from the Minister for Water, Property and Housing via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> The state-wide NSW Water Strategy is part of a suite of long-term strategies being developed by the NSW Government to maintain the resilience of the State’s water services and resources over the coming decades. This state-wide, high-level strategy works in tandem with 12 regional water strategies and two metropolitan water strategies. Examining Burrendong dam’s full supply level is an option being considered in the draft Macquarie-Castlereagh Regional Water Strategy.

<p>50 Federation Council - Funding for critical water and sewer infrastructure</p> <p>That Local Government NSW requests the NSW Government to provide improved funding pathways for councils to be able to gain 60% + funding for replacement of critical water and sewer plants/major enabling infrastructure.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Water, Property and Housing, the Hon. Melinda Pavey MP 	<p>In June 2021 LGNSW received a response from the Minister for Water, Property and Housing via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> The Safe and Secure Water Program (SSWP) is the NSW Government’s flagship water infrastructure program for councils and other water utilities. SSWP co-funds water and sewerage projects that will improve public health, water security and environmental outcomes for communities in regional NSW. SSWP targets funding based on the comprehensive risk-based prioritisation of water service risks in regional NSW. SSWP will work closely with councils to develop the best-value whole-of-life risk responses that meet regulatory requirements and agreed community levels of service obligations. Integrated Water Cycle Management planning is one way that Councils may influence the update of the SSWP prioritisation framework. However, a completed Integrated Water Cycle Management plan is not a prerequisite for funding of prioritised risk. The SSWP will work with councils at any stage of their risk reduction. Since 2018, more than 60 eligible applicants have expressed an interest in SSWP funding. When complete this important planning will put councils on the front foot to appropriately respond to the water service needs of their communities. In addition to the response from the Minister, the NSW Government has also initiated the Town Water Risk Reduction Program (TWRRP) and has two positions on its Steering Committee (one elected member and one staff member). The TWRRP will help identify and better understand the issues faced by councils and LWUs which will help shape policy, regulatory and infrastructure solutions.
<p>51 Bourke Shire Council - Murray Darling Basin Plan</p> <p>That Local Government lobbies the Federal Government to expedite the finalisation of the Murray Darling Basin Plan to allow individuals and communities to plan for the future with an increased level of certainty.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Resources, Water and Northern Australia, the Hon Keith Pitt MP (federal) 	
<p>52 City of Sydney - Woronora reservoir</p> <p>1. That Local Government NSW notes:</p> <ol style="list-style-type: none"> the NSW Government has recently granted planning approvals for an expansion of coal mining operations under Woronora reservoir, one of Sydney’s key drinking water catchments; the new expansion will see new coal faces established under the Woronora Dam, which supplies drinking water to Sydney. Up to three new underground coal faces will be established at the mine, with two of them running below the dam’s water storage; this decision to allow coal mining under the Woronora reservoir poses a direct threat to the drinking water of hundreds of thousands of Sydneysiders; mining activities under the reservoir could compromise the integrity of the water storages, potentially leading to leakages, and flow on environmental damage to the surrounding water table and the quality of drinking water supplies; and 	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Water, Property and Housing, the Hon. Melinda Pavey MP <p>Submission to the Independent Planning Commission on the Dendrobium Mining Extension Project.</p>	<p>In February 2021 the Independent Planning Commission rejected the South 32 Dendrobium mine extension on grounds that the proposed mine design risks long-term and irreversible damage to Greater Sydney and the Illawarra’s drinking water catchment.</p> <p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, outlining the history of planning approvals, reviews and assessments for the proposal.</p>

<p>v. the full impacts of the underground mining operations will not be known for several decades, and changes in the geological structures below the dam could continue well after the final coal has been extracted from the site; and</p> <p>2. That Local Government NSW:</p> <p>vi. opposes the approval of long-wall coal mines under Sydney's drinking catchments;</p> <p>vii. lobbies the NSW Government against the issue of long-wall mining approvals under Woronora reservoir, and other mines which have the potential to risk contaminating Sydney's drinking water supply; and</p> <p>viii. opposes the approval of any mines which have the potential to contaminate drinking water supply of any community in NSW.</p>		
<p>53 Bourke Shire Council - Water security That Local Government NSW lobbies the NSW Government to provide the required resources to expedite the planning and consultation period for the proposed Western Weirs Program.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Water, Property and Housing, the Hon. Melinda Pavey MP 	<p>In June 2021 LGNSW received a response from the Minister for Water, Property and Housing via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> The Western Weirs Program is currently proceeding on schedule despite the complexity and scale of the project, as well as the unprecedented challenges due to the COVID-19 pandemic. Details of the program and its progress. In terms of expediting the process, the scope of the Western Weirs Program is very complex, covering a significant area of Western NSW, taking 28 weirs into account. The SBC is scheduled to be finalised in the fourth quarter of 2021. Undertaking the Strategic Business Case is important for understanding the feasibility of the Program and must follow the gateway process set out by Infrastructure NSW. It includes hydrological, environmental, social and economic analysis and also requires community and stakeholder consultation to ensure that adequate feedback is included in its development. WaterNSW is continuing to consult with Far West Councils. COVID-19 has caused some consultation delays with for Aboriginal and community groups. More information online.
<p>54 Tamworth Regional Council - Water recycling opportunities That Local Government NSW requests the NSW Government to review the approval process to allow more rapid delivery of recycled water options; fund research into how water is recycled and treatment processes available for handling by-products from those processes and to commence a community education campaign across the State in relation to direct and in direct potable reuse.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Water, Property and Housing, the Hon. Melinda Pavey MP 	<p>In June 2021 LGNSW received a response from the Minister for Water, Property and Housing via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> Under section 60 of the Local Government Act, councils are required to obtain approval for water recycling schemes. This approval provides an independent assessment of the proposed works and management systems to protect public health and meet environmental requirements. As a part of the approval process, councils undertake a comprehensive health-based risk assessment (that includes a risk assessment workshop) and develop a recycled water management plan. More information about the approval process is online.
<p>55 Murray River Council - Mandatory monitoring of sewerage/waste water That Local Government NSW lobbies the NSW Government to:</p> <p>1. Provide financial support to local government in meeting the requirements of sewage/waste water monitoring for the detection of pandemic related disease and illegal drugs; and</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Water, Property and Housing, the Hon. Melinda Pavey MP Minister for Health and Medical Research, the Hon. Brad Hazzard MP 	<p>In June 2021 LGNSW received a response from the Minister for Health and Medical Research via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> NSW Health and its laboratory partner, Sydney Water, are part of the national Water Research Australia Collaboration on Sewage Surveillance of SARS-CoV-2 (ColoSSoS Project). Representatives from state and territory health departments, water utilities and laboratories are

<p>2. Lobby the Federal Government for a national adoption of the scheme.</p>		<p>participating in this project to coordinate, collaborate and share knowledge on sewage surveillance in Australia and New Zealand.</p> <ul style="list-style-type: none"> The NSW Sewage Surveillance Program tests sewage from over 100 sewage treatment plants across NSW for fragments of SARS-CoV-2 to support the NSW Government pandemic response. There are more than 30 regional councils participating in the program, sampling from over 50 sewage treatment plants. Analysis costs, courier costs to deliver samples and the return eskies and ice bricks are paid for by NSW Health. This is a matter for the Minister for Planning and Public Spaces and the Minister for Water, Property and Housing.
<p>56 Tamworth Regional Council - Independent Water Commission That Local Government NSW petition the NSW Government to reinstate the role of Water Commissioner and establish an Independent Water Commission in order to provide an open and transparent process for the negotiation of water sharing plans that will deliver sustainable water security solutions for local communities.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Water, Property and Housing, the Hon. Melinda Pavey MP 	<p>In June 2021 LGNSW received a response from the Minister for Water, Property and Housing via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> The Department of Planning, Industry and Environment – Water (DPIE Water) is now led by the Deputy Secretary, Water within a broader agency Cluster. The former Water Commissioner was similarly embedded within a Cluster agency. The current role is also responsible for CEO functions across the water sector in NSW. The current governance arrangements have increased independent oversight compared with what was in place when there was a Water Commissioner. In addition, the Minister and DPIE Water have commissioned and completed a number of independent reviews over the last few years. Independent peer reviews of models have also been undertaken and published. The NSW Government is developing a state-wide NSW Water Strategy that will be released as a draft for public exhibition and consultation in February 2021. One of the central priorities in this strategy is to build community confidence through engagement, transparency and accountability. We will be seeking local government and community feedback on the types of actions that will support increased confidence and trust in water management when the draft strategy is released for consultation. DPIE Water has, to date, undertaken a range of consultation as part of water sharing plan development. Approval for the making or amendment of any water sharing plan requires the concurrence of the Minister for Energy and Environment. This provides a planning process that balances water user and environmental outcomes. The Natural Resources Commission (NRC) has a role under section 43A of the Water Management Act 2000 to review water sharing plans approaching expiry and report on them to the Minister. Depending on its review findings, the NRC may recommend a plan is extended, or replaced with a new water sharing plan. To allow appropriate time to develop a replacement plan, an existing plan can be extended for up to two years. When developing a replacement plan, DPIE Water undertakes public consultation on any proposed changes to the existing plan. In addition to the response from the Minister, LGNSW made a submission in response to the Draft NSW Water Strategy advocating on behalf of member concerns in relation to water management in NSW.

<p>57 Lachlan Shire Council - Community water allocations</p> <p>That Local Government NSW lobbies the NSW Government, WaterNSW and DPIE Water to review existing water allocation rules, for the purpose of providing community water allocations for regional and rural communities, where local economies and community wellness are adversely impacted by reduced water allocations.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Water, Property and Housing, the Hon. Melinda Pavey MP • CEO, Water NSW • Secretary, Department of Planning, Industry and Environment. 	<p>Response received from Water NSW on 17 May 2021 noting that DPIE (who have also been written to) are best placed to respond.</p> <p>In June 2021 LGNSW received a response from the Minister for Water, Property and Housing via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • The NSW Government is preparing regional water strategies across regional NSW, including for the Lachlan region. • Community involvement throughout the process, including with local governments, is critical to the strategies. DPIE Water has worked with local councils, joint organisations, Aboriginal communities, and Aboriginal peak groups to develop the draft strategies before commencing the formal public consultation period. • Under the Water Management Act 2000 (the Act), local water utility, major utility and domestic and stock access licences have priority over all other categories of licence. As a result, water sharing plans include rules that provide local water utility access licences with annual water allocations that meet 100 per cent of their licence entitlement. • Regulated river water sharing plans require sufficient water be set aside to guarantee supply of these water allocations in all but the most extreme drought years. • Further, the Act includes provisions that allow me as Minister to suspend a water sharing plan within the Murray Darling Basin during these extreme drought years and then allocate any available water for critical human water needs as a priority. The Act defines critical human water needs as: core human consumption requirements in urban and rural areas; and those non-human consumption requirements that a failure to meet would cause prohibitively high social, economic or national security costs.
<p>58 Randwick City Council - Overreach of NSW Government planning powers</p> <p>That Local Government NSW:</p> <ol style="list-style-type: none"> 1. Calls on the NSW Government to: <ul style="list-style-type: none"> implement policies that ensure that planning decisions are community led and which recognise that local councils are best placed to make decisions about planning that is appropriate for their local area and constituents; and review the Accelerated Planning Program, the Planning Reform Action Plan, and 2020 changes to the Environmental Planning and Assessment Act, the Independent Planning Commission, and Local and Regional Planning Panels and take immediate steps to ensure that even in times of crisis, planning approvals consider the impact of development on the environment, local communities and neighbouring residents. 2. Expresses its opposition to: <ol style="list-style-type: none"> a. the 2020 changes to the Environmental Planning and Assessment Act which grant the Minister unprecedented powers to override planning decisions made by local councils, Planning Panels and the Independent Planning Commission; 	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Planning and Public Spaces, the Hon. Rob Stokes MP • Minister for Local Government, the Hon. Shelley Hancock MP <p>Letter to Minister for Planning & Public Spaces 4 November 2020 - specifically indicated the sector's strong opposition to reforms allowing a new class of appeals for rezoning applications.</p> <p>LGNSW has expressed opposition and asked DPIE for details on how the new appeals process would assist councils, in the following forums:</p> <ul style="list-style-type: none"> • 26 Oct 2020 - Participation in DPIE Working Group with councils • 16 Nov 2020 - Participation in DPIE Working Group with councils • 2 December 2020 – LGNSW raised concerns at fortnightly LGNSW/SDPIE meeting • 9 December 2020 - Participation in DPIE Working Group with councils – • 14 December 2020 - LGNSW Chief Executive met with DPIE. 	<p>In December 2020 the Minister for Planning and Public Spaces responded to LGNSW's 4 November 2020 letter, acknowledging LGNSW's 'active participation' in DPIE working groups on proposed reforms allowing a new class of appeals and separate engagement with LGNSW CE.</p> <p>As at May 2021, DPIE has undertaken to engage with LGNSW on the proposed LEC appeals prior to taking further steps towards the mid-2021 target commencement date.</p> <p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • 1A) Councils continue to set planning controls for their local areas. Local planning panels ensure development complies with local controls allowing councillors to focus on listening to their community. Councils appoint experts and community representatives to their panels based on their knowledge and understanding of local concerns. Councils also continue to have representation on the regional planning panels. • 1B) The Independent Planning Commission, regional and local planning panels must still have regard to the objects of the Environmental Planning and Assessment Act 1979 and must take into consideration environmental, social and economic impacts of the development, the suitability of the site and the public interest in making decisions. The Government's COVID response measures and planning reforms have not changed these

<p>a. the increase in the referral threshold of the Independent Planning Commission which significantly reduces the ability of communities to object to contentious developments;</p> <p>a. reforms that will allow a new class of appeals for rezoning applications making it easier for developers to significantly change the character of local areas;</p> <p>i. the NSW Government’s Planning Acceleration Program which may deprive communities of the opportunity to have reasonable input into major developments; and</p> <p>ii. changes to Local Planning Panels that require panels to hold meetings in public only where a development application has attracted 10 or more unique submissions.</p> <p><i>This issue was also raised by Wollongong City and Wingecarribee Shire Councils.</i></p>	<p>April 2021 – Submission to DPIE in response to proposed NSW agritourism and small-scale agriculture development planning changes.</p> <p>June 2021 – LGNSW met with Minister Stokes and repeated our opposition to proposed introduction of a new class of appeals for rezonings.</p> <p>September 2021 – Submission on Proposed Environmental Planning and Assessment Regulation 2021.</p>	<p>fundamental requirements. Increasing confidence in the planning system by improving consistency in approach between the Independent Planning Commission (IPC), Regional Planning Panel and Local Planning Panel has been a key part of the planning reforms.</p> <ul style="list-style-type: none"> • 2A) The COVID-19 Legislation Amendment (Emergency Measures) Act 2020 commenced on 25 March 2020. It includes new powers to issue orders to allow development that protects the health, welfare and safety of the community during the COVID-19 pandemic, and whilst it is a significant change to planning legislation, the Department advises that it a temporary one and one that is limited in its scope. • 2B) The Department advises that the increase in the number of referrals to the IPC does not remove the rights of any objectors who collectively did not reach the threshold of 50 submissions, to have their submissions considered by the Department in assessing the development or alter their rights of appeal to the Land and Environment Court. The Department confirms that State significant development proposals that receive an objection from the relevant council will still automatically be referred to the IPC. • 2C) The Department is currently exploring options for appeal pathways and engaging with relevant stakeholders to help inform and shape the proposal – including targeted stakeholder engagement with councils and LGNSW. Allowing a statutory path to the Land and Environment Court will give an opportunity to review the merits of some rezoning decisions at arms -length from the Government, where needed. It is also consistent with the appeal right for proponents that already exists for development applications. The new class of appeals in the Land and Environment Court for rezonings are intended to be used only as a last resort. They are aimed at providing a recourse for rezoning applications that, despite being consistent with strategic plans, are taking too long to finalise or are being rejected by council. Councils will be incentivised to make high quality decisions on strategically consistent rezonings in a reasonable timeframe. • 2D) There is no change to the planning system rules that applied to the assessment of projects under the Planning System Acceleration Program. There were six tranches under the Program and all projects are assessed in accordance with the existing rules and policies under the Environmental Planning and Assessment Act 1979. To note is that the Program accelerated projects that have already been submitted to councils and the Department for consideration, or that are already close to final determination. The aim was to get to the point of decision on a project more quickly. • 2E) Panel determinations of development applications that are not contentious continue to be subject to expert scrutiny and require consideration of all written submissions made during the exhibition period, with the panel required to provide reasons for its decisions that set out how community views have been taken in to account. These changes have proven to be effective in promoting efficient and timely merit-based decision-making.
<p>59 Penrith City Council - Review the diminishing powers of Councillors That Local Government NSW advocates for all planning powers to be returned to councils, and also specifically advocates the return of the power of determination of development applications with a dollar value</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Planning and Public Spaces, the Hon. Rob Stokes MP • Minister for Local Government, the Hon. Shelley Hancock MP 	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • Councils continue to set the planning controls for their local areas.

<p>of less than \$5 million, to local councils in the Sydney and Wollongong areas.</p>		<ul style="list-style-type: none"> Local planning panels ensure development complies with local controls allowing councillors to focus on listening to their community. Low value (>\$5million) non-contentious developments are most appropriately dealt with by staff under delegation.
<p>60 Mosman Municipal Council - Changes to Local Planning Assessment Panels That Local Government NSW continues to oppose mandatory planning panels, but while they exist, advocate for the NSW Government to allow for councils to establish their own thresholds for matters to be referred to the Panel, and processes for public determination of matters and remove the expectation that panel chairs can direct council on development applications timing.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Planning and Public Spaces, the Hon. Rob Stokes MP Minister for Local Government, the Hon. Shelley Hancock MP 	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> A consistent approach to the function of local planning panels is necessary to ensure fairness and certainty for the community and applicants. The local planning panel model is based on independent hearing and assessment panels that had been successful in their operation. The model achieves a balance between those applications requiring expert oversight and those straightforward applications that can be more appropriately and efficiently be dealt with under staff delegation. Flexibility is provided for council to set the criteria in relation to the number of objections requiring referral to the panel.
<p>61 Central Coast Council - Local Planning Panels That Local Government NSW:</p> <ol style="list-style-type: none"> Reaffirms its position that “the establishment and role of Local Planning Panels (LPPs) to remain a decision of the council – adoption of such independent panels by councils should be voluntary not mandatory”. Makes representation to the NSW Minister for Planning and Public Spaces and the Premier of NSW, to express its concern in relation to the change to the operations of NSW Planning Panels for the reasons noted below: <ol style="list-style-type: none"> requiring Panels to make determinations within 2 weeks of being provided an assessment report provides no flexibility in scheduling where a Panel has a significant number of proposals for determination. this could reduce the Panel’s ability to apply proper due diligence to each case or obtain expert opinion. changes to the system of referrals of matters to LPPs may increase the risk of corruption allowing, at the Chair’s discretion, applicants to attend a briefing, along with council staff, could remove the Panel’s independence. The Panels were set up to be independent of the internal workings of councils, not working with them and applicants the setting of timeframes to finalise determinations may impose undue pressure on councils. removing the requirement for modification to go back to the Panel will encourage ongoing modification instead of the community getting what is exhibited in the first place. the inclusions of “targets” will put an emphasis on pushing approvals through rather than due diligence in assessment. the changes impose unreasonable and unrealistic demands on councils that require additional resourcing that is not funded. 	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Planning and Public Spaces, the Hon. Rob Stokes MP Minister for Local Government, the Hon. Shelley Hancock MP Premier, the Hon. Gladys Berejiklian MP 	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> i. Panel scheduling is a matter for the panel and council. The panel has a chair and two alternate chairs and can appoint any number of alternate expert members to ensure that there is always a panel available to determine applications without unnecessary delays. ii. the requirement to determine an application within two weeks does not fetter the panel’s ability to determine to defer a final determination until it has adequate information before it. iii. The Minister has every confidence that the oversight of the panel and its chair reduces the risk of corruption. iv. Applicant briefings have been a feature of the regional planning panels operations for over 10 years with no impact on panel independence. Applicant briefings provide an opportunity for the local planning panel to gain an understanding of particularly complex or confidential matters. This understanding can minimise the need for a deferral for further information at determination stage. v. Timeframes and key performance indicators are necessary to measure efficiency. Efficient processes save time and money providing a benefit to the council, the community and applicants. vi. The ability to modify a development consent is a longstanding feature of the planning system. Expert panel oversight is not necessary for minor or non-contentious modifications. vii. Ensuring quality due diligence in development assessment is a matter for council. The expert local planning panel will continue to be able to defer determination of an application if the assessment is not up to standard. Timeframes and key performance indicators are necessary to measure efficiency. Efficient processes save time and money providing a benefit to the council, the community and applicants. viii and ix. The experience of local planning panels operating successfully across the Sydney metropolitan area and Wollongong for almost three years provides the Government with confidence of the benefits for the Central Coast of its panel.

<p>x. the changes weaken planning processes, the integrity of the planning system and community confidence in planning.</p>		
<p>62 Randwick City Council - Review of housing supply targets That Local Government NSW makes an urgent request to the NSW Planning Minister to consider the findings of the Federal Government's National Housing Finance and Investment Corporation (NHFIC) report and consider the projected decreases in population growth and housing demand brought about the COVID-19 pandemic when planning for housing growth in NSW.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Planning and Public Spaces, the Hon. Rob Stokes MP Minister for Local Government, the Hon. Shelley Hancock MP <p>April 2021- Letter to Minister Stokes re housing targets.</p> <p>August 2021 – Submission to Regional Housing Taskforce</p>	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> The Covid-19 pandemic is likely to impact on population and housing growth in NSW, however this does not obviate the need for continuous strategic planning to supply the volume and diversity of housing a growing state needs. The potential impacts on housing markets may be marked by a confluence of reduced demand from lower population growth with a need for greater housing choice brought about through increased workplace flexibility. While this may be the case, recent evidence is that the demand and recent development approvals for new housing remains strong. The 6-10-year housing targets are an important tool to guide strategic planning across Greater Sydney, including each council's Local Housing Strategy. These strategies provide an important framework to assist in the coordination of necessary state and local infrastructure such as transport, open space, schools and hospitals to provide capacity for future housing in appropriate locations. Despite COVID-19 most councils have identified opportunities for housing supply and diversity through their local housing strategy as these strategies plan for not just the short term, but also the long term for the next 20 years. By being clear about Greater Sydney's future housing requirements, local housing strategies and targets help councils and State agencies consider the opportunities for housing in the right places and progress the amendments to planning controls that will support development opportunities for new housing when the market is ready. <p>The November 2021 Recommendations Report of the Regional Housing Taskforce noted the impacts of COVID on changing housing demand patterns and recommended the NSW Government improve monitoring of housing and policy outcomes, and demand indicators.</p>
<p>63 Bayside Council - Proposed State Environmental Planning Policy - Housing Diversity That Local Government NSW:</p> <ol style="list-style-type: none"> Welcomes the proposed State Environmental Planning Policy (SEPP) - Housing Diversity that is being considered by NSW Government as set out in the Explanation of Intended Effects (EIE); and Advocates for the following: <ol style="list-style-type: none"> support be provided for the introduction of new definitions as set out in the EIE for build to-rent, co-living and student housing. support be provided to remove the requirement for boarding houses to be mandated within the R2 Low Density Residential Zone, to amend the floor space ratio (FSR) bonus for boarding house development to a standard 20% and to include a requirement that boarding house developments are affordable. that build-to-rent not be permissible in the B3 Business Core and that strata subdivision of build-to-rent be prohibited in perpetuity in all zones. 	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Planning and Public Spaces, the Hon. Rob Stokes MP Minister for Local Government, the Hon. Shelley Hancock MP <p>October 2020 - LGNSW submission on Housing Diversity EIE.</p> <p>4 November 2020 - Letter to Minister for Planning & Public Spaces re build-to-rent policy.</p> <p>September 2021 – Submission in response to consultation draft of proposed Housing SEPP.</p>	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> The Department of Planning, Industry and Environment acknowledges LGNSW support for the proposed Housing SEPP, including the introduction of new definitions for build-to-rent, co-living and student housing. The proposed Housing SEPP is being implemented in three phases. Phase 1 (December 2020) amendments were made to social housing provisions, to help facilitate NSW Land and Housing Corporation (LAHC) deliver a mixture of affordable, social and private market housing on a single site. Changes were also made to engage private sector partners, and retain existing affordable housing in rural zones. Phase 2 (February 2021) has focussed on build-to-rent housing. Further details are set out in the above linked letter. The Department is currently working with stakeholders to finalise the proposed planning provisions for co-living, student housing and boarding houses. It is proposed that these provisions will be included in the Housing SEPP.

<p>d. that the development standards in a Local Environmental Plan prevail to the extent of any inconsistency with the SEPP.</p> <p>e. that the Apartment Design Guide (ADG) apply to build-to-rent, co-living, boarding houses and student housing.</p> <p>3. Advocates to the NSW Government to remove the provisions from the proposed Housing Diversity SEPP, as outlined in the Explanation of Intended Effect (EIE), that seek to increase the Land and Housing Corporation’s powers to self-assess their development applications, and those that seek to amend the current requirements for designating a Land and Housing Corporation major project as state significant development (SSD).</p> <p><i>This issue was also raised by City of Parramatta Council.</i></p>		<p>26 November 2021 – new Housing State Environmental Planning Policy (SEPP) took effect.</p>
<p>64 Mosman Municipal Council – Payments to council Contribution Plans by developers</p> <p>That Local Government NSW lobbies the NSW Government to urgently review the decision to allow the deferral of payments for local council Contributions Plans by developers.</p> <p><i>This issue was also raised by Lane Cove Council.</i></p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Planning and Public Spaces, the Hon. Rob Stokes MP Minister for Local Government, the Hon. Shelley Hancock MP <p>LGNSW’s letter to Minister for Planning & Public Spaces on 24 December 2020 responding to NSW Productivity Commissioner’s recommendations for Review of Infrastructure Contributions to ensure that the views of local government inform the Government’s response.</p> <p>July 2021 submission to Parliamentary inquiry into the Infrastructure Contributions Bill 2021.</p>	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> The deferral of payment of contributions to Occupation Certificate is a measure that was introduced to support the NSW economy as it dealt with the impacts of the COVID19 pandemic. The NSW Productivity Commissioner has specifically recommended that the deferral of payment to Occupation Certificate is a practice that should be continued as it removes barriers to construction and improves project feasibility. The Commissioner has included recommendations to address the concerns expressed by local government related to ensuring payment is received. The NSW Government is considering the recommendations of the NSW Productivity Commissioner. [LGNSW notes that the NSW Government has now accepted the 29 recommendations made by the NSW Productivity Commissioner.]
<p>65 Willoughby City Council - Developer contributions</p> <p>That Local Government NSW calls on the NSW Government to:</p> <ol style="list-style-type: none"> Support the use of “value capture” as a means of allowing councils to apply a portion of the value uplift gained from changes in planning controls to the provision of public infrastructure for the benefit of the wider local community. Support the removal of the cap on Developer Contributions as specified in 6.8 of LGNSW Policy Platform. Advise DPIE that if a cap on Developer Contributions is to be applied and restricted to the options outlined in Improving the review of Local Infrastructure Contributions Plans – Discussion Paper (April 2020), Option 3 is the supported approach being: <ul style="list-style-type: none"> implement one single threshold of \$45,000 for all Section 7.11 contributions before the IPART review comes into play. 	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Planning and Public Spaces, the Hon. Rob Stokes MP Minister for Local Government, the Hon. Shelley Hancock MP <p>LGNSW’s letter to Minister for Planning & Public Spaces on 24 December 2020 responding to NSW Productivity Commissioner’s recommendations for Review of Infrastructure Contributions to ensure that the views of local government inform the Government’s response.</p> <p>July 2021 submission to Parliamentary inquiry into the Infrastructure Contributions Bill 2021</p>	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> The NSW Productivity Commissioner has undertaken a review of the development contributions system and made recommendations for reform. The Productivity Commissioner has outlined the principles to underpin local infrastructure contributions, specifically that they are to relate to ‘development contingent’ infrastructure costs. The recommendations include proposed changes to triggers for IPART review that are ‘by exception’ rather than by a monetary threshold. The NSW Government is considering the recommendations of the NSW Productivity Commissioner. [LGNSW notes that the NSW Government has now accepted the 29 recommendations made by the NSW Productivity Commissioner.] <p>In November 2021 LGNSW welcomed the NSW Government agreeing to improvements to infrastructure contributions reforms, including:</p> <ul style="list-style-type: none"> Allowing councils that currently fund community infrastructure from developer contributions to continue to do so, Ensuring that state contributions are spent in the region where they are collected, Re-setting the blanket rate councils can charge, known as 7.12 plans, and Increasing the maximum amount councils can charge for infrastructure associated with solar and wind farms.

<p>66 Blacktown City Council - Time taken to review Section 7.11 contribution plans</p> <p>That Local Government NSW urgently calls on the NSW Government to reduce the process time taken to review Section 7.11 contributions plans.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Planning and Public Spaces, the Hon. Rob Stokes MP Minister for Local Government, the Hon. Shelley Hancock MP <p>LGNSW submission to Productivity Commissioner Review.</p> <p>LGNSW's letter to Minister for Planning & Public Spaces on 24 December 2020 responding to NSW Productivity Commissioner's recommendations for Review of Infrastructure Contributions to ensure that the views of local government inform the Government's response.</p>	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> The Department has been working with IPART and Blacktown Council to identify 'system improvements' to streamline the process. A measure that came from this work was implementation of a 'Minister's Nominee', which has improved the overall timeframes. The NSW Productivity Commissioner has undertaken a review of the development contributions system and made recommendations for reform. The Productivity Commissioner has made recommendations that include proposed changes to triggers for IPART review that are 'by exception' rather than by a monetary threshold. The NSW Government is considering the recommendations of the NSW Productivity Commissioner. [LGNSW notes that the NSW Government has now accepted the 29 recommendations made by the NSW Productivity Commissioner.]
<p>67 Lismore City Council - Local Activation Precincts</p> <p>That Local Government NSW:</p> <ol style="list-style-type: none"> Supports the establishment of: <ol style="list-style-type: none"> a \$10 million (minimum) to be allocated to a 'Business Ready Fund' to support the development of the Local Activation Precincts (LAP) initiative across regional NSW; strong planning agency involvement through undertaking detailed land use, master and infrastructure planning within an LGA, with the possibility of joint procurement of studies in collocated sites; and an LAP Project Control Group that must include local government representatives to ensure collective decision-making. Requests the NSW Government to: <ol style="list-style-type: none"> commit to 2 rounds of the LAP program (total of 8 LAPs); commit to the establishment of LAPs in regional cities only for the first 2 rounds; round one being an ongoing transparent assessment, at key milestones suggest communiqué (for every part of the implementation process); round two being initiated again at implementation Stage 7 (approvals stage of the Government's process) of first round; establish LAPs based on a local government area's endowments to attract major employers, drive local economies and create a diverse range of local jobs by working with local council; ensure any LAP sites selected have a process to identify if the connecting road will need reclassification (as per regional roads panel); and ensure that adequate engagement is undertaken across agencies to facilitate delivery of outcomes as quickly as possible. 	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Planning and Public Spaces, the Hon. Rob Stokes MP 	<p>In June 2021 LGNSW received a response from the Deputy Premier via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> The NSW Government established the Regional Job Precincts (RJPs) initiative as an extension of the Special Activation Precincts program. RJPs are focussed on providing local councils with planning support to help fasttrack approvals to drive investment and create new jobs in regional NSW. Locations were selected through an assessment process that considers a diverse range of locations and regional investment opportunities. Each RJP also has a Project Control Group that includes councils and local representatives from key government agencies.

<p>68 Federation Council - Funding for strategic land use planning That Local Government NSW requests the NSW Government to develop a strategy that would create a smaller scale version of the Special Activation Precincts to enable smaller towns to attract infrastructure funding to enable larger scale industrial subdivisions to occur to generate further employment/business.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Planning and Public Spaces, the Hon. Rob Stokes MP <p>LGNSW's submission on the proposed Employment Zones Reform in June 2021.</p>	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> Regional Plan Reviews – The Department of Planning, Industry and Environment has commenced the 5-year review and update of Regional Plans. The Regional Plans will align outcomes and initiatives of council Local Strategic Planning Statements, Regional Economic Development statements and Future Transport Plans to maximise the benefit to our towns and communities in regional NSW. The review of Regional Plans provides opportunities to identify a variety of locations suitable for a range of new industrial or employment uses. Employment Zones Review – The Department's planning reform program also includes the delivery of a simplified employment zone framework that suits the future of work, is fit for purpose, supports productivity and jobs growth while facilitating delivery of strategic plans and planning priorities. The reform of employment zones aims to support long term economic recovery through job creation and encourage increased productivity in NSW. A key outcome of the reform will be to ensure employment zones provide clear strategic intent, include clarity around their application and increase flexibility around land uses. Wider consultation activities on the reform program will take place in early 2021. Regional Job Precincts – The NSW Government has recently announced the Regional Job Precincts (RJP) pilot program, which aims to drive priority place-based or industry-based improvements in the planning system to support economic development and job creation in regional NSW. Four locations across regional NSW have been selected as part of the pilot program. The first two RJPs have been announced in Albury and Richmond Valley. Two other locations for the pilot program will be announced in coming months. RJPs are an opportunity to adopt more flexible place based planning mechanisms such as tailored zones or alternate assessment pathways to support the activation of economic precincts where the upfront strategic planning is primarily led by local government. This new approach is based on simplified Special Activation Precincts approach.
<p>69 City of Canterbury-Bankstown - Liveable Housing Design Guidelines That Local Government NSW advocates for the NSW Government and Federal Government to:</p> <ol style="list-style-type: none"> Support the inclusion of the Liveable Housing Design Guidelines in planning and building rules. Develop a search engine for dwellings certified as complying with the Liveable Housing Design Guidelines, and to make this information available at the point of sale. 	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Aged Care and Senior Australians, Senator the Hon. Richard Colbeck (federal) Minister for Planning and Public Spaces, the Hon. Rob Stokes MP Minister for Families, Communities and Disability Services, the Hon. Gareth Ward MP Minister for Water, Property and Housing, the Hon. Melinda Pavey MP 	<p>Response received from Minister Hunt on 25 February, referring to the Australian Building Codes Board (ABCB) with regards to adaptable housing and that the ABCB is responsible for the development of the National Construction Code. The response also mentioned Home Care Packages and that they could be used for minor maintenance and modifications. The Minister did not respond to the development of a search engine for certified dwellings.</p> <p>On 30 May Commonwealth, state and territory Building Ministers met to consider options to increase Australia's stock of accessible housing. A majority of Ministers agreed to include minimum accessibility provisions for residential housing and apartments in the National Construction Code (NCC) 2022 based on the Liveable Housing Design Guidelines (LHDG) silver standards. Ministers also agreed the ABCB will publish a voluntary gold technical standard for accessible housing. Each state and territory will be free to determine whether and how the new provisions will be applied in their jurisdiction.</p> <p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising: As part of the</p>

		consolidation of the Housing SEPP, provisions of the Liveable Housing Design Guidelines could be incorporated into the Government Architect's proposed 'Unified Housing Design Guide'.
<p>70 Nambucca Valley Council - Unlawful Development</p> <p>That Local Government NSW lobbies the NSW Government to amend:</p> <ol style="list-style-type: none"> Part 15 of the Environmental Planning and Assessment Regulation 2000 to include a provision which enables a fee to be charged for a development application which seeks approval for the use of an unauthorised development that is at least the combined development application and certification work fees that would be payable for the same development if it had been commenced lawfully. Section 7.12 of the Environmental Planning and Assessment Act 1979 to enable a condition to be imposed within a development consent that requires the applicant to pay a levy of the percentage of the value of the unauthorised development which the consent permits the continued use of. 	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Planning and Public Spaces, the Hon. Rob Stokes MP <p>Included in September 2021 submission on proposed Environmental Planning and Assessment Regulation 2021.</p>	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising: The Government is considering options to support councils' compliance activities that are proportionate and help to further disincentivise unauthorised works.</p>
<p>71 Wollongong City Council - Reclassifications of council owned land</p> <p>Local Government NSW writes to the NSW Minister for Local Government to request that the reclassification of council owned land be delegated to council for determination and finalisation except when seven or more objections have been received during the exhibition of the proposed reclassification.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Local Government, the Hon. Shelley Hancock MP 	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> It is important to ensure that any proposed change of use or classification of community land is always subject to consultation and public scrutiny as any changes are made. The current requirement to include the classification and reclassification of public land within a Local Environmental Plan ensure the local community can view and understand the strategic land use settings in place within a local government area at any given point in time.
<p>72 Shoalhaven City Council - Public housing redevelopment as economic stimulus</p> <p>That Local Government calls upon the NSW Government to redevelop old existing public housing stock to address current housing shortages and to act as economic stimulus for the regions.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Water, Property and Housing, the Hon. Melinda Pavey MP <p>LGNSW called for investment in social and affordable housing in its November 2020 NSW Budget submission.</p> <p>April 2021 – Letters to Minister Pavey and Minister Stokes re regional housing shortages.</p> <p>LGNSW called for investment in social and affordable housing in its April 2021 NSW Budget submission.</p> <p>August 2021 – Included in submission to inquiry into options to improve access to existing and alternate accommodation to address the social housing shortage.</p> <p>August 2021 – Included in submission to Regional Housing Taskforce.</p>	<p>In June 2021 LGNSW received a response from the Minister for Water, Property and Housing via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> Land and Housing Corporation (LAHC) has been working to redevelop social housing in the Shoalhaven LGA LAHC is analysing its portfolio for redevelopment opportunities and partnerships. Increasingly, LAHC is looking to partner with councils who support social housing renewal and growth and community housing providers who would take on debt through the National Housing Finance and Investment Corporation (NHFIC) to support housing projects which deliver private and social rental housing on LAHC land. There are opportunities for local councils to access grants when borrowing from NHFIC's National Housing Infrastructure Facility for housing -enabling infrastructure. LAHC would welcome Council considering if it is willing to explore this. The NSW Government has provided \$250 million across the next two financial years for LAHC to deliver social housing across NSW to accelerate the building of around 550 new social housing dwellings and create over 1,000 jobs. Over 40% of the package is allocated to areas outside the Sydney metropolitan LGAs.
<p>73 Liverpool City Council - Sustainable housing development</p>	<p>Letter to:</p>	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p>

<p>That Local Government NSW advocates to the NSW Government to amend the State Environmental Planning Policy (Exempt and Complying Development Codes) to provide more discretion for Councils to amend a SEPP when applying it in their Local Government Area.</p>	<ul style="list-style-type: none"> Minister for Planning and Public Spaces, the Hon. Rob Stokes MP <p>April 2021 - Raised in submission in response to the proposed NSW agritourism and small-scale agriculture development planning changes.</p>	<ul style="list-style-type: none"> The Codes SEPP is state-wide planning legislation, and is therefore available to be used by all residents in NSW who can comply with the development standards. The Codes SEPP itself does not allow for specific variations to these standards, either for individuals or specific councils, as the intent of the policy is to provide the same access for everyone to these types of development, and provide certainty to home owners, applicants and the community about the size and scale of the development that can be expected across NSW. Council's additional recommendations that the maximum site coverage control be limited to 40% of the lot area under the housing Codes, stating that the existing setback and site coverage controls do not provide adequate area for vegetation and outdoor living. This can be considered as part of forthcoming reviews of the Housing Code. Note that the Part 3 Housing Code, Part 3B Low Rise Housing Diversity Code, Part 3C Greenfield Housing Code and Part 3D Inland Code do not contain a site coverage provision. These codes use a combination of maximum gross floor area, minimum setbacks, minimum landscaped area and other site controls to regulate site coverage. Only Part3A Rural Housing Code sets out a site coverage provision for all development on a site, which is limited to 30% on a site zoned R5 Large Lot Residential that has a lot area of less than 4000m².
<p>74 Wollondilly Shire Council - SEPP amendments to address farm shed loophole That Local Government NSW requests the NSW Government to amend the State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 to ensure that large scale earthworks on rural properties cannot be undertaken without a full development assessment process to properly consider and condition potential environmental, social and traffic impacts.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Planning and Public Spaces, the Hon. Rob Stokes MP <p>Raised in submission in response to the proposed NSW agritourism and small-scale agriculture development planning changes.</p>	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising: The Department of Planning, Industry and Environment is working with Wollondilly Shire Council to identify policy options that would help address concerns in relation to this matter.</p>
<p>75 City of Parramatta - Statewide Planning Portal That Local Government NSW advocates for the NSW Government to consider and implement new options for NSW councils to notify the public, enhancing efficiency and ensuring consistency across councils.</p> <p>Further, that this include advocating for the introduction of a state-wide notification website to ensure all information that is required to be advertised by councils, local and state planning panels, including information formerly required to be advertised in print media, can be found in one centralised location.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Planning and Public Spaces, the Hon. Rob Stokes MP Minister for Customer Service, the Hon Victor Dominello MP <p>LGNSW regular meetings during 2021 with DPIE (Gino Cavallaro) to discuss issues.</p>	<p>February 2021 – Response received from Minister Dominello acknowledging LGNSW's concerns and supporting better information systems but noting that responsibility for the Planning Portal sits with Minister Stokes. Minister Dominello has asked his Department to contact DPIE to see if they can provide support on this matter.</p> <p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> The way in which councils consult with their communities is guided by the commitments made within their respective Community Participation Plans, and as a minimum guided by the relevant regulations. It is noted that in March 2020, the COVID-19 Legislation Amendment (Emergency Measures) Bill 2020 removed the requirement for councils and other consent authorities to display physical copies of some documents so long as they are displayed on the NSW Planning Portal or an approved website. Councils can proactively use their digital dashboards on the NSW Planning Portal to upload a range of documents, such as DAs, Planning Proposals and Development Control Plans. A full list of accepted documents is available in the relevant Quick Reference Guide that is accessible via the Knowledge Management section of the digital dashboard.

		<ul style="list-style-type: none"> • Once uploaded, the documents are publicly displayed on the Exhibitions and Publications page of the NSW Planning Portal for the period specified by the council. The search and filtering functions allows users to quickly obtain results for the location or type of documents they are seeking. • This service is available to all councils across the State but is not mandatory. • The Department encourages all councils to consider using this service as it provides a standardised, central location that is easy for the public to search for relevant documents. • If councils would like training in how to upload documents, they can contact the ePlanning Training team at eplanningtraining@planning.nsw.gov.au.
<p>76 Lake Macquarie City Council - Integration platform for Planning Portal That Local Government NSW calls on the NSW Government to fund the development and implementation of integration platforms between the NSW Government Planning Portal and local government document management and application systems.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Planning and Public Spaces, the Hon. Rob Stokes MP • Minister for Customer Service, the Hon Victor Dominello MP <p>LGNSW meets regularly with DPIE (Gino Cavallaro) to alert them to issues councils encounter and ensure that councils are properly supported in the mandatory transition to e-Planning.</p>	<p>February 2021 – Response received from Minister Dominello acknowledging LGNSW’s concerns and supporting better information systems but noting that responsibility for the Planning Portal sits with Minister Stokes. Minister Dominello has asked his Department to contact DPIE to see if they can provide support on this matter.</p> <p>April 2021 – Government announces \$4.8 million to help regional councils with e-planning – up to \$50,000 for each council to assist regional councils with integrating their systems with ePlanning.</p> <p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • The Department is committed to the ongoing development of APIs in support of ePlanning Digital Services. It has followed industry best practice to build ePlanning APIs that enable councils to work with their IT vendors to complete the connection from the council end with APIs of their own that meet their individual needs. • To date, the Department has released ePlanning APIs for the following services: Online DA, Online Certificate Registration, Online Post-Consent Certificate, Online CDC Service. • The commitment to develop the ePlanning APIs does not extend to building the APIs from the council end nor to funding the building of the APIs from the council end. That responsibility lies with each individual council. The Department has, however, provided the Technical Specifications to assist with its completion, and will continue to provide technical support to councils wishing to utilise the Department APIs. • There are currently 44 councils across NSW that are in varying stages of integration with the Portal (either in development, testing or in production). The ePlanning team has engaged with all major vendors to support successful integration. • For more information about the ePlanning APIs, please visit APIs for ePlanning Digital Services. This resource on the NSW Planning Portal provides updates on the rollout of new APIs, important reference documents, such as Technical Specifications, and Frequently Asked Questions.
<p>77 Hornsby Shire Council - Amendment to Clause 263 of the EP&A Regulation 2000</p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Planning and Public Spaces, the Hon. Rob Stokes MP 	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p>

<p>That clause 263 of the Environmental Planning and Assessment Regulation 2000 be amended to include the following additional clause (7) - A council may impose a compliance levy of 0.2% of the Capital Investment Value of a proposed development with a minimum levy of \$75 payable on all development and complying development applications upon lodgement of an application in the NSW planning portal.</p>	<p>September 2021 – included in submission on Proposed Environmental Planning and Assessment Regulation 2021.</p>	<ul style="list-style-type: none"> • The Department is considering a clear and consistent framework to support councils’ compliance activities. This work will be informed by economic analysis and seek to signal a council’s responsibilities to monitor and enforce compliance. • Consultation with stakeholders including councils and the development sector will be undertaken to assist with setting an appropriate framework.
<p>78 MidCoast Council - Manufactured Homes Estate definition That Local Government NSW lobbies the NSW Government to add the definition of a “Manufactured Home Estate” in the Standard Instrument – Principal Local Environmental Plan.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Planning and Public Spaces, the Hon. Rob Stokes MP 	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • Council’s request for the inclusion of a new land use definition for manufacture home estates in the Standard Instrument LEP is acknowledged. • Housing Policy notes that the current approval pathways associated with the development of manufacture home estates is quite complex, usually requiring separate approval under both Planning and Local Government legislation. • Housing Policy is aware of requests from local councils and the industry for reforms to the existing policy framework and continues to explore the most appropriate planning pathway to ensure a suitable outcome is achieved. • Timing for the completion of this review and the introduction of a new legislative planning framework is not known.
<p>79 Singleton Council - SSD and/or SSI assessment process That Local Government NSW lobbies the Department of Planning, Industry and Environment to support local councils in the provision of advice into the State Significant Development (SSD) and/or State Significant Infrastructure (SSI) assessment process through the:</p> <ol style="list-style-type: none"> Inclusion of fees for the reasonable costs incurred by a council for the review of SSD and SSI in the schedule of fees listed in Part 15, Division 1AA and/or Division 2 of the Environmental Planning and Assessment Regulation 2000; and Establishment of a council inter-agency committee to assist and support local councils in the provision of advice into the assessment process. 	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Planning and Public Spaces, the Hon. Rob Stokes MP <p>In February 2021 LGNSW made a submission to the Rapid Assessment Framework discussion paper.</p> <p>LGNSW discussed councils’ resourcing issues and other challenges with SSD assessment in a meeting with Professor Mary O’Kane, Chair, Independent Planning Commission in November 2021.</p>	<p>SSD approval process is being reviewed by DPIE as part of its Rapid Assessment Framework.</p> <p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising: The Department does not have plans to implement an amendment of the schedule of fees for this purpose in the EP&A Regulation 2000 at this point in time.</p>
<p>80 Federation Council - Essential Energy and Origin Energy That Local Government NSW requests the NSW Government to intervene and ensure more effective mechanisms exist to achieve more timely approvals and works from both Origin and Essential Energy to support developments.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Planning and Public Spaces, the Hon. Rob Stokes MP 	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • The Department of Planning, Industry and Environment is currently undertaking a comprehensive review of concurrence and referral provisions in environmental planning instruments. Consultation with all energy network providers is underway to identify potential reductions in the matters referred, collation of technical advice on requirements to enable applicants to better address issues early in the DA process and to identify systems improvements to enable DAs to be more efficiently processed.
<p>81 Shellharbour City Council - Ability for councils to mandate BASIX provisions That Local Government NSW asks for the NSW Government to enact changes to BASIX which would allow councils to increase certain BASIX provisions, determined by the council, in new developments. Such provisions may include shading over west-facing windows, solar panels and full in-wall and ceiling insulation.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Planning and Public Spaces, the Hon. Rob Stokes MP <p>Provided to DPIE at January 2021 Energy, Environment and Science (EES) liaison meeting.</p>	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • To promote consistency across the State, councils are currently not able to set their own higher or lower BASIX targets. This provision will continue to apply and is proposed to be transferred to the Design and Place SEPP. However, mechanisms to allow councils some flexibility in this area will be explored during development of the Design and Place SEPP.

<p><i>This issue was also raised by Rous County Council.</i></p>	<p>April 2021 – submission to the Design and Place SEPP EIE including calling for mechanisms to allow councils some flexibility to set their own targets</p>	<p>The Design and Place SEPP Explanation of Intended Effect notes that mechanisms to allow councils some flexibility in this area will be explored during development of the Design and Place SEPP. Consultation is concurrently open on changes to BASIX until 31 January 2022.</p>
<p>82 City of Parramatta - Inclusive community engagement for development applications</p> <ol style="list-style-type: none"> 1. That Local Government NSW calls upon the NSW Government to take an inclusive consultation and engagement approach with the community, particularly when seeking submissions on Development Applications which currently requires a written submission be made. 2. Further, that Local Government NSW calls on the NSW Government to encourage councils to investigate technological options to receive submissions to proposals and plans placed on public exhibition from people with disability by way of audio recording or transcription recording. 	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Planning and Public Spaces, the Hon. Rob Stokes MP • Minister for Families, Communities and Disability Services, the Hon. Gareth Ward MP 	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • The Department notes these are resolutions that are perhaps best considered as part of a whole of government approach to improving access for people with disabilities. The Department further notes that the Minister for Families, Communities and Disability Services has been consulted on this as well.
<p>83 Leeton Shire Council - Health services in rural, regional and remote NSW</p> <p>That Local Government NSW:</p> <ol style="list-style-type: none"> 1. Advocates for the Local Health Advisory Committee (LHAC) model to be revised to give local residents a far greater say in the scope and delivery of health services in their local communities. 2. Pursues a formal MOU with NSW Health and Primary Health Networks which provides the basis for collaboration between councils and NSW Health and Primary Health Networks. 3. Makes a submission to the Inquiry into health outcomes and access to health and hospital services in rural, regional and remote NSW. <p><i>This issue was also raised by Gilgandra Shire Council.</i></p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Regional Health, Regional Communications and Local Government, the Hon Mark Coulton MP (federal) • Minister for Health and Medical Research, the Hon. Brad Hazzard MP <p>LGNSW made a submission to the Parliamentary inquiry into health outcomes and access to health and hospital services in rural, regional and remote NSW.</p> <p>Feedback was received from more than 20 councils in developing this submission, building on existing LGNSW policy positions.</p> <p>Following the Board’s request, LGNSW wrote to all regional councils seeking input on the direct costs incurred by councils to attract and retain healthcare professionals to their region (feedback due 7 May).</p> <p>Improving rural and regional health services was identified as a key LGNSW 2021 advocacy priority. LGNSW is developing an Advocacy Plan, noting future actions of the organisation and key stakeholders to engage.</p> <p>In April, ALGA wrote a letter of support to the Australian College of Rural and Remote Medicine and the Royal Australian College of General Practitioners for a proposal to recognise rural generalist as a specialist field within general practice and the opportunity for future consultation.</p> <p>In April and May 2021 LGNSW sought feedback from rural and regional councils on their direct costs to encourage healthcare professionals to serve their communities. This feedback will bolster LGNSW’s advocacy.</p>	<p>16 March 2021 - Minister Coulton announced expansion of federal government’s Remote Vocational Training Scheme (RVTS) targeted recruitment pilot to new locations around the country. The aim of the RVTS is to support medical practitioners to access education and training while continuing to provide medical services to their community.</p> <p>The three locations for NSW are Cobar, Lake Cargelligo and Dareton (Aboriginal Medical Service).</p> <p>The May 2021 federal Budget committed \$123m for rural health workforce and training, including \$65.8m to increase the Rural Bulk Billing Incentive for doctors working in rural towns and remote areas, introducing for the first time a progressive bulk billing incentive schedule for doctors based on remoteness. This initiative is intended to better recognise that doctors in rural and remote areas face higher operating costs, smaller patient populations, increased complexity in patient care, and carry a greater burden of responsibility for the healthcare needs of people living in these communities.</p> <p>In June 2021 LGNSW received a response from the Minister for Health and Medical Research via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • The health system relies on strong partnerships with patients, carers, staff and the broader community to achieve positive health outcomes. Local health districts in rural and regional areas work with the Australian Government’s primary health care networks to support workforce recruitment and retention to their communities. NSW Health’s 2019 Premier’s award-winning Patient Experience Program benefited from an additional investment of \$8.6 million to expand the program. An additional 86 Patient Experience Managers have been recruited to 50 hospitals across NSW, with 42 of these roles located in rural and regional hospitals. • Later this year, NSW Health and the Australian Government Department of Health will sign a joint statement between NSW Primary Health Networks and NSW Health. The aim of the joint statement is to better guide integrated health efforts by all levels of government so that

	<p>In September 2021 LGNSW made a supplementary submission to the parliamentary inquiry into health outcomes and access to health and hospital services in rural, regional and remote NSW. This submission focussed on cost shifting to local government.</p> <p>In October 2021 LGNSW wrote to the state and federal regional health ministers highlighting health cost shifting and calling for urgent action.</p>	<p>healthcare can be funded and delivered to communities in a more holistic way.</p> <p>On 23 June 2021 LGNSW received a response from Minister Coulton, noting that:</p> <ul style="list-style-type: none"> • LHACs were a matter for the NSW Government. • Primary Health Networks, although funded by the federal government, are operated by independent not-for-profit companies and so the government cannot compel them to be a party to an MOU • Councils are encouraged to contact PHNs that cover their regions to discuss opportunities for ongoing collaboration. <p>In November 2021 Minister Gillespie responded to LGNSW’s health cost shifting letter, highlighting key initiatives to support and grow the regional and rural health workforce.</p> <p>In December 2021 the NSW Government announced three new initiatives which aim to attract more health workers to regional NSW and support rural and regional patients who need to travel to access care.</p> <ul style="list-style-type: none"> • \$45.3 million to deliver modern, sustainable accommodation for health workers close to health facilities in the Murrumbidgee, Southern NSW and Far West Local Health Districts • \$30 million to help attract and retain health care workers, including new scholarships for young people • \$23 million to make it easier to access health care, including support for rural and regional patients who need to travel longer distances and a new online tool to navigate local services. <p>The accommodation and scholarship funding particularly align directly with LGNSW’s September 2021 submission on rural and regional health cost shifting.</p>
<p>84 Leeton Shire Council - NSW Health to retain public ownership of aged care facilities That Local Government NSW calls for NSW Health to retain ownership of its National Disability Insurance Scheme (NDIS) and State owned aged care facilities.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Health and Medical Research, the Hon. Brad Hazzard MP <p>LGNSW included this matter in its submission to the Parliamentary inquiry into health outcomes and access to health and hospital services in rural, regional and remote NSW.</p>	<p>In June 2021 LGNSW received a response from the Minister for Health and Medical Research via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • The Australian Government is responsible for the NDIS. • The NSW Government is the approved provider of seven out of a total of 885 aged care facilities in NSW. NSW Health supports a policy of divestment of government residential aged care facilities and bed licences to the non-government sector. There are currently no transfer plans in place for these seven facilities. • The NSW Government operates 63 Multipurpose Services. The Final Report of the Royal Commission into Aged Care Quality and Safety recommends that the successful Multipurpose Service program should be maintained and extended into the future. The NSW Government looks forward to the Australian Government’s response to the Royal Commission recommendations, released in May 2021.
<p>85 Lake Macquarie City Council - COVID-19 recovery: investing in night-time economy That Local Government NSW calls on the NSW Government to:</p> <ol style="list-style-type: none"> 1. Accelerate the delivery of the Greater Sydney 24-hour Strategy, 2. Develop a Regional NSW Night-Time Economy Strategy, including toolkits and resources to support councils, 3. Establish a new role of Parliamentary Secretary for the night-time economy, and 	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Jobs, Investment, Tourism and Western Sydney, the Hon Stuart Ayres MP <p>Following the release of the Greater Sydney 24 Hour Strategy, the Government appointed a 24 Hour Economy Commissioner. The Commissioner attended the February meeting of the NSW Night Time</p>	<p>In February 2021 the NSW Government appointed a 24 Hour Economy Commissioner to coordinate and champion the Night Time Economy Strategy.</p> <p>In June 2021 LGNSW received a response from the Minister for Jobs, Investment, Tourism and Western Sydney via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • In September 2020, the NSW Government launched the 24-Hour Economy Strategy, providing a unified vision that aims to bring together key players

<p>4. Create a Night-Time Economy Advisory Panel with membership from local government and industries to support the work of the Parliamentary Secretary.</p>	<p>Economy Committee where LGNSW and councils re-iterated that a focus beyond Greater Sydney is needed.</p>	<p>from across government, industry and communities to transform Greater Sydney.</p> <ul style="list-style-type: none"> • The NSW Government recognises that building vibrant and strong 24-hour economy centres will need to be a collaborative and coordinated effort between state government, local councils, industry and communities. • The 24-Hour Economy Commissioner will be central to this coordination function, ensuring activities are delivered in line with the objectives of the Strategy. In addition to this, working groups with government and industry will be established to advise on the delivery of initiatives, identify synergies across stakeholders, explore opportunities and help measure the impact of the Strategy. • As outlined in the Strategy, playbooks and toolkits will be developed for industry that will provide information on activating and contributing to 24-hour economies. These guides will include information on issues such as navigating grant and license applications, best practice advice and tips for partnering and networking. This will again be a collaborative effort between government, councils and industry.
<p>86 Wagga Wagga City Council - Accessible athletics fields That Local Government NSW advocates to State and Federal Governments to improve athletics facilities to increase accessibility and involvement for participants with a disability.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Sport, Senator the Hon. Richard Colbeck (federal) • A/ Minister for Sport, Multiculturalism, Seniors & Veterans, the Hon. Geoff Lee MP 	<p>Response received from Minister Lee on 1 March. The Minister notes he is aware of the needs of councils and encourages them to seek project funding through the Regional Sports Facility Fund which includes a focus on universally designed facilities for all. A second round of the funding will open later in 2021.</p> <p>Response received from Minister Colbeck on 19 February. Minister Colbeck advised of the financial investment by the federal government in several sports facility developments, including a number of community facilities that provide greater access for all. The Minister advised he will continue to examine a more collaborative model of sports infrastructure funding alongside other spheres of government.</p>
<p>87 Willoughby City Council - Disabled parking permits That Local Government NSW advocates to NSW Government seeking a reform of the eligibility criteria used by medical professionals to issue disabled parking permits.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> • The Minister for Transport and Roads, the Hon. Andrew Constance MP 	<p>In June 2021 LGNSW received a response from the Minister for Transport and Roads via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • Eligibility criteria for the Mobility Parking Scheme were developed in consultation with a wide variety of stakeholders, including representative organisations of people with disability and local governments. • There are currently no plans to revise the criteria, however TfNSW is seeking to make improvements to the application and assessment process. Once this is complete, General Practitioners will be educated about the eligibility criteria to ensure they are applying them correctly. • This will ensure more consistent application of the existing eligibility criteria and reduce the number of incorrectly awarded passes.
<p>88 Gwydir Shire Council - Amendment to Aboriginal Land Rights Act 1983 That Local Government NSW lobbies the NSW Government to amend the Aboriginal Land Rights Act 1983 to:</p> <ol style="list-style-type: none"> 1. Permit land vested in an Aboriginal Land Council (ALC) to be appropriated or resumed with the approval of the ALC and where the Chief Executive Officer of the NSW ALC has issued a dealing approval certificate. 2. Lower the voting threshold in section 42G (5) for Local Aboriginal Land Councils to approve a land dealing for public projects proposed by the NSW Government or a local council, from “not less 	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for the Public Service and Employee Relations, Aboriginal Affairs, and the Arts, the Hon. Don Harwin MLC <p>Raised in a meeting with the NSW Audit Office (preparing for review of Land Claims) in March 2021.</p>	<p>In June 2021 LGNSW received a response from the Minister for Aboriginal Affairs via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> • Any amendment of the existing native title and/or land dealing provisions of the Aboriginal Land Rights Act 1983 will require wide support from key stakeholders, including the NSW Aboriginal Land Council (NSWALC), NTSCORP, Local Aboriginal Land Councils and their members, persons and organisations with interests in native title, and the wider Aboriginal community. • The proposals made by LGNSW have been provided to NSWALC for its consideration, and to advise the NSW Government on these matters.

<p>than 80%" to "not less than 50%" of the voting members of the ALC present at the meeting.</p> <p>3. Consider alternatives to Native Title restrictions on certificates of title on land granted under the Aboriginal Land Rights Act 1983 where there is evidence that native title over the land has been extinguished.</p>		
<p>89 Tenterfield Shire Council - Increased migration to regional areas That Local Government NSW supports Regional Development Australia (RDA) Committees in lobbying the NSW Government and others to develop a funded business case for measures to increase migration from metropolitan and overseas locations to inland regional communities, where latent infrastructure capacities, employment opportunities, quality of life and reduced costs of living remain undervalued in target markets.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> Deputy Premier and Minister for Regional NSW Industry and Trade, the Hon John Barilaro MP 	<p>In June 2021 LGNSW received a response from the Deputy Premier via the Minister for Local Government, advising:</p> <ul style="list-style-type: none"> Department of Regional NSW (DRNSW) would welcome the opportunity to work with Regional Development Australia on increasing skilled migration to regional NSW. Skilled regional migration is a NSW Government priority, and the recent refresh of the 20 Year Economic Vision for Regional NSW includes Principle 5: A skilled labour force for current and future needs of the regions (p.45). We have committed to 'advocating the benefits and attractions of relocating to regional NSW including campaign and targeted initiatives for skilled workers.' DRNSW has a number of existing initiatives to support skilled migration, primarily the \$10 million Regional Skills Relocation Grant and the \$100 million Regional Job Creation Fund.
<p>90 Shoalhaven City Council - Long walking tourism in NSW National Parks That Local Government NSW advocates for the NSW State Government to establish and fund low-impact long walks as tourist attractions in our NSW National Parks.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Jobs, Investment, Tourism and Western Sydney, the Hon Stuart Ayres MP Minister for Energy and Environment, the Hon. Matt Kean MP 	<p>January 2021 – The NSW Government announced \$257 million to deliver 170 new and improved community infrastructure projects across the national parks in NSW. This includes more than 750 kilometres of new and upgraded walking tracks, upgrades to 33 campgrounds and 61 new and improved picnic areas. LGNSW will continue advocating for funding for new long walks in particular.</p> <p>In June 2021 the NSW Government announced \$80 million in funding to establish new multiday walks across NSW. The first walk – The Great Southern Walk – will stretch 59-kilometres and showcase the natural and cultural beauty of the Illawarra Escarpment, Royal and Kamay Botany Bay national parks. The walk is expected to be complete in 2024, boosting the local tourism economy and creating local jobs both during construction and as the walk welcomes national and international visitors. Details on a second iconic multi-day walk will be released in coming months.</p> <p>In June 2021 LGNSW received a response from the Minister for Energy and Environment via the Minister for Local Government, highlighting the January 2021 announcement.</p>
<p>91 Liverpool City Council - Gaming and liquor licence applications That Local Government NSW:</p> <ol style="list-style-type: none"> Advocates to the NSW Government for increased local government decision making in gaming machine provisions, including the changed Local Impact Assessment Band that allows moving of or increase of poker machines within the respective local government areas; Advocates to the NSW Government for local government's Social Impact Assessments to be prioritised in considerations relating to gaming machine provisions and determination of the band assessment's allocations; and 	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Customer Service, the Hon Victor Dominello MP <p>September 2021 – Submission to Liquor & Gaming NSW in response to the evaluation of the 2018 gaming machine reforms.</p>	<p>February 2021 – Response received from Minister Dominello recognising the impact gambling can have on communities and notes NSW Government past actions to:</p> <ul style="list-style-type: none"> Review the local impact assessment scheme Issue guidelines for late night gaming applications Make gaming machine data more accessible. <p>Minister Dominello's response also welcomes local government contributions to gaming machine decisions "through consistent, detailed and evidence-based submissions", noting the valuable insight and data provided by councils about their communities are critical for good decision making.</p>

<p>3. Considers a policy position, where public interest is in the forefront of all such decisions, including investigating measures of non-association with alcohol and gaming industries.</p>		
<p>92 Hawkesbury City Council - Coercive control That Local Government NSW:</p> <ol style="list-style-type: none"> Notes the alarming increase in the prevalence of domestic abuse in NSW, including as a result of the COVID-19 pandemic, and the devastating impact this has on individuals and communities. Recognises that coercive control is a form of domestic abuse but that it is not currently a criminal offence under NSW law. Contacts the NSW Premier and NSW Attorney General calling for the criminalisation of coercive control in NSW, in line with The Domestic Abuse (Scotland) Act, currently considered the best-practice example of criminalising psychological, emotional and financial abuse as forms of domestic abuse. 	<p>Letters to:</p> <ul style="list-style-type: none"> Premier, the Hon. Gladys Berejiklian MP Minister for the Prevention of Domestic Violence, the Hon. Mark Speakman MP 	<p>The Joint Select Committee on Coercive Control was established on 21 October 2020. The Inquiry received 145 submissions and held 3 hearings in February 2021. As part of its terms of reference, the Committee considered the discussion paper released by the Government on 13 October 2020.</p> <p>The Committee released their report on 20 June 2021. The report answers the 15 questions posed by the Discussion Paper. The report includes 23 recommendations and 6 findings. LGNSW is reviewing the report, to see where it aligns with our position, and will advocate to the Government to adopt the relevant recommendations.</p> <p>Separate to the Inquiry, two proposed Bills have been introduced to the NSW Parliament:</p> <ul style="list-style-type: none"> The Crimes (Domestic and Personal Violence) Amendment (Coercive Control—Preethi’s Law) Bill 2020 was introduced on the 22 September 2020 but on 18 March 2021 was negatived in a vote of parliament, while the parliamentary inquiry is ongoing. The Crimes (Domestic and Personal Violence) Amendment (Coercive and Controlling Behaviour) Bill 2020 was introduced to the upper house of NSW Parliament on 18 November 2020 and has its first and second reading that day. The Bill has been adjourned and is now awaiting debate after the 2nd reading speech. LGNSW will monitor the progress of this Bill and update members on legislative changes. <p>In June 2021 LGNSW received a response from the Minister for the Prevention of Domestic Violence via the Minister for Local Government:</p> <ul style="list-style-type: none"> Outlining forms of coercive control and its severity Noting that on 21 October 2020, the NSW Parliament established the Joint Select Committee.
<p>93 City of Parramatta - Family and domestic violence prevention resources That Local Government NSW supports the current advocacy of the Australian Local Government Association and Domestic Violence NSW by seeking:</p> <ol style="list-style-type: none"> A State or Federal funded Domestic Violence Officer, a role which currently exists in the local government associations in Victoria and Queensland; and Funding and resources to assist councils with prevention of violence initiatives and the implementation of the newly released national Local Government Domestic and Family Violence Prevention Toolkit. <p><i>This issue was also raised by Cumberland City Council.</i></p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for the Families and Social Services, Senator the Hon. Anne Ruston (federal) Minister for the Prevention of Domestic Violence, the Hon. Mark Speakman MP <p>LGNSW, with ALGA, and the other local government associations in the states and territories met with Our Watch in January 2021, and will meet every 2 months. Our Watch is the national policy organisation for the primary prevention of violence against women and their children.</p> <p>At meetings with Our Watch, LGNSW has re-iterated the need for resources and dedicated domestic violence prevention officers in the LG associations. Our Watch will continue meeting with the LG associations as it implements its Workforce Development Plan between September 2020 and June 2022. The aim of the plan is to create workforces in Australian that undertake prevention activities to prevent violence against women.</p>	<p>Response received from Minister Ruston on 19 March. She notes that the Government is currently developing the next 10 year National Plan to reduce violence against women and their children, and she advises that interested organisations take up opportunities that will arise to help shape the direction of that Plan. She also advises that State Governments are best placed to respond to domestic violence proposals at the local level and that on 29 March 2020, the Federal Government announced a Domestic Violence Support Package, of which nearly \$40 million went to the NSW Government.</p> <p>On 1 April the federal parliamentary inquiry into family, domestic and sexual violence tabled its report, making a number of recommendations in line with recommendations put forward by ALGA with input from LGNSW and other state and territory associations. The recommendations include:</p> <ul style="list-style-type: none"> An ALGA representative on the National Federation Reform Council Taskforce on Women’s Safety Direct involvement of local government in developing and implementing the next National Plan.

		<ul style="list-style-type: none"> The Australian and State Governments to co-fund a dedicated family and domestic violence policy officer in each state and territory local government association for an initial period of 5 years. <p>In June 2021 LGNSW received a response from the Minister for the Prevention of Domestic Violence via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> \$538 million over four years (2017-2021) is being invested in NSW to reduce domestic and family violence reoffending and support victim safety through the continuation of early intervention initiatives, victim support and perpetrator interventions. This investment includes the \$30.8 million of one-off Commonwealth COVID-19 stimulus funding for FY 2020-21. NSW initiatives include: NSW Domestic and Family Violence Blueprint for Reform 2016-2021, the NSW Domestic and Family Violence Prevention and Early Intervention Strategy 2017– 2021, investing in primary prevention projects through the NSW Domestic and Family Violence Innovation Fund, supporting the National Plan to Reduce Violence Against Women & Their Children 2010-2022, and integrating violence prevention into NSW Government workplaces. <p>As many of these initiatives are ending in 2021, LGNSW will monitor the development of new plans and seek for local government consultation.</p>
<p>94 Hawkesbury City Council - Sex work That Local Government NSW:</p> <ol style="list-style-type: none"> Notes that NSW decriminalised sex work 25 years ago. Decriminalisation in 1995 resulted in improved work safety, extremely low rates of HIV/STIs, increased transparency and better access to justice, health and services for sex workers. Notes that sex workers still face discrimination and harassment on the basis of their occupation. Acknowledges that the 2015 NSW Select Committee on the Regulation of Brothels recommended that NSW Health consult with Local Government NSW about any additional assistance, such as educational briefings, that it could give councils to assist them to make sound development assessment decisions around sex services premises from a public health perspective, and that the NSW Government supported that recommendation. Local Government NSW therefore requests that NSW Health provides these education briefings to Councillors in both the current and each subsequent council term. 	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Health and Medical Research, the Hon. Brad Hazzard MP 	<p>In March 2021, the NSW Ministry of Health contacted LGNSW to seek further information on how it could best assist councils in response to this conference resolution. LGNSW advocated for the Ministry of Health to release a council specific briefing document that could be shared with our members regarding development assessment decisions around sex services, and suggested that Ministry of Health officers could be made available to brief council decision makers when required. LGNSW also contacted planning staff from Hawkesbury Council in April 2021, for input on areas of focus that would be useful for briefings, and to provide any examples of cases in the past which have been problematic.</p> <p>In June 2021 LGNSW received a response from the Minister for Health and Medical Research via the Minister for Local Government, advising that: NSW Health will continue to work with local government and other NSW Government agencies to provide information to support councillors to make sound development assessment decisions around sex services premises.</p>
<p>95 Snowy Valleys Council - Local government's role in children's & youth services Following the much-welcomed April funding package from the NSW Government of \$82 million for 260 council-run early childhood education and care (ECEC) services in response to the COVID-19 pandemic; that Local Government NSW:</p> <ol style="list-style-type: none"> Advocates to the NSW Government to continue to recognise the essential role of local government in early childhood education and care, and fund it accordingly, particularly as council-run services 	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Education and Early Childhood Learning, the Hon. Sarah Mitchell MLC 	<p>In June 2021 LGNSW received a response from the Minister for Education and Early Childhood Learning via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> The NSW Government acknowledges the crucial role local government plays in the lives of children and families in NSW. The NSW Government also recognises the role of local government as an essential provider of services to children and young people 0-24 years old. This dedication is particularly appreciated given the challenges faced during the unprecedented situation of the COVID-19 pandemic. Local council early childhood education services and early childhood educators are vital to the community, and it was important for the NSW

<p>often cater to vulnerable, low-income families, regional and rural communities and children with disability; and</p> <p>2. Enhances Local Government NSW’s Strong and Inclusive Communities Position Statement, and the Services in Rural Communities Position Statement, by including the recognition that local government is an essential provider of services to young people 0–24 years old.</p> <p><i>This issue was also raised by Fairfield City Council.</i></p>		<p>Government to ensure that families continued to have access to childcare during the early stages of the COVID-19 pandemic, particularly those working in essential roles. In response, the NSW Government committed up to \$82 million to provide temporary support to 260 council childcare centres which were not eligible for the Australian Government's JobKeeper payments.</p> <ul style="list-style-type: none"> • Since 20 July 2020, local government run services have therefore had access to the same financial relief as all other Child Care Subsidy approved services. Given the equitable treatment of local council services under the new Australian Government arrangements, a final payment was made by the State Government to local councils for the period 4 to 19 July 2020 and NSW ceased its temporary Local Government COVID-19 program. • This funding provided financial certainty to early childhood services operated by local government, allowing them to continue to provide essential services to local communities, and ensuring they remained viable during the COVID-19 pandemic and into the future.
<p>96 Lake Macquarie City Council - Partnership with Headspace</p> <p>That Local Government NSW calls on the State and Federal Governments to investigate and explore a partnership between local government and Headspace National Youth Mental Health Foundation to ensure young people in rural, remote, isolated and public transport-deprived areas gain access to appropriate and relevant youth mental health services.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Health, the Hon. Greg Hunt MP (federal) • Minister for Mental Health, Regional Youth and Women, the Hon. Bronwyn Taylor MP 	<p>Response received from Minister Hunt on 25 February, noting Headspace as a trusted model of care, and that Primary Health Networks (PHN) are funded by the Federal Dept of Health to commission lead agencies to operate the Headspace network of services. Minister Hunt notes the establishment of the new Headspace satellite service in Wyong, expected to open later in 2021, through the Hunter New England and Central Coast (HNECC) PHN.</p> <p>In May 2021, the federal Budget provided for \$2.3 billion over four years for the National Mental Health and Suicide Prevention Plan, including:</p> <ul style="list-style-type: none"> • \$278m on 10 new Headspace clinics for 12 to 25-year olds, growing that program’s footprint to 164 centres across Australia. • \$487m for Head to Health centres which will initially comprise 40 mental health treatment clinics for people who have outgrown the youth-focussed Headspace. • \$11 million to boost the psychiatrist workforce by making available 30 additional training posts by 2023 including through supporting regional and remote training pathways. <p>In June 2021 LGNSW received a response from the Minister for Mental Health, Regional Youth and Women via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • NSW Health and headspace National acknowledge the specific challenges of supporting young people in rural, regional and isolated areas. • headspace National is unlikely to have capacity to link with individual councils but actively supports headspace centres to build these partnerships at the local level. This model promotes tailored responses to the needs of local young people at the community level, and utilises the strengths and capacity of local services, agencies and community members, including local council. • headspace centres are Commonwealth funded via the Primary Health Networks. The Primary Health Network commissions a lead agency to implement and operate the headspace service with support from a consortium of local services. Local councils are often an integral member of the consortium and may provide in-kind support through low-cost accommodation and transportation options for young people etc.

		<ul style="list-style-type: none"> • Two key roles facilitate strong partnerships with local government. The Centre Manager is responsible managing the headspace service and has a key role in developing strategic partnerships with local stakeholders including local government, while Community Engagement Officers promote the services of headspace and help young people gain early access to health and other services. • headspace National has well established working relationship with the NSW Ministry of Health’s Mental Health Branch through the School-link and other child and youth mental health programs. • NSW Health has funded headspace National in partnership with Lifeline, with \$6 million over the to establish 12 Wellbeing Coordinators in communities at high risk of suicides as part of Towards Zero Suicides. These Coordinators will work with young people and adults with a lived experience of mental illness and suicide and with local support services to develop local ‘grassroot’ approaches to suicide prevention. • NSW Health has also funded headspace National \$1.168 million over two years for headspace to deliver parent and carer information sessions on youth suicide risk and how to access local services in communities at high risk of youth suicide. <p>On 13 July 2021, the Federal Minister for Health, Greg Hunt MP and Assistant Minister to the Prime Minister for Mental Health and Suicide Prevention, David Coleman MP announced an additional \$12.25 million of mental health funding to support the NSW community during the COVID-19 lockdown. This funding includes;</p> <ul style="list-style-type: none"> • \$3.5 million to Headspace for additional youth support, with a particular focus on support for Year 11 and 12 students, with funding to be matched by the NSW Government. • \$1.5 million to Lifeline to boost crisis counselling and increase community engagement. • \$1.5 million to Sonder to enhance mental health support for those in mandatory isolation, with funding to be matched by the NSW Government. • \$4 million to Primary Health Networks (PHNs): \$2 million to boost commissioned mental health services, including for Aboriginal and Torres Strait Islander people and \$2 million to provide targeted support and to work with CALD communities and leaders in impacted areas. • \$500,000 for a communications campaign to increase awareness of available mental health services and support, aimed at CALD communities. • \$500,000 to Beyond Blue for services and to increase community engagement with NSW residents. • \$300,000 to Kids Helpline to extend online wellbeing sessions into secondary schools. • \$300,000 to the Butterfly Foundation to provide additional support for young people with, or at risk of, an eating disorder and their carers. • \$150,000 to the Gidget Foundation to boost services for parents suffering from perinatal depression and anxiety.
<p>97 Tamworth Regional Council - Medicare provider numbers That Local Government NSW makes appropriate representations to the State and Federal Government Health Ministers to ensure the current</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Health, the Hon. Greg Hunt MP (federal) 	<p>Response received from Minister Hunt on 25 February. Minister Hunt notes areas with District Workforce Shortages (DWS) are determined by Australian Bureau of Statistics (ABS) population data to determine where medical specialists with</p>

<p>review of the National Medical Workforce Strategy, and in particular how a “District of Workforce Shortage” is determined when allocating Medicare provider numbers, provides flexibility and opportunities for medical practitioners and specialists to relocate to regional and rural communities so that they are not disadvantaged in the delivery of adequate and essential medical services.</p>	<ul style="list-style-type: none"> Minister for Regional Health, Regional Communications and Local Government, the Hon Mark Coulton MP (federal) Minister for Health and Medical Research, the Hon. Brad Hazzard MP <p>LGNSW made a submission to the Parliamentary inquiry into health outcomes and access to health and hospital services in rural, regional and remote NSW.</p> <p>Feedback was received from more than 20 councils in developing this submission, building on existing LGNSW policy positions.</p> <p>Following the Board’s request, LGNSW wrote to all regional councils seeking input on the direct costs incurred by councils to attract and retain healthcare professionals to their region (feedback due 7 May).</p> <p>Improving rural and regional health services was identified as a key LGNSW 2021 advocacy priority. LGNSW is developing an Advocacy Plan, noting future actions of the organisation and key stakeholders to engage.</p>	<p>location restrictions can work, and whether an area is serviced by more or less than the national average of doctors from a particular speciality. Minister Hunt notes the DWS is updated annually and the next update is scheduled for 1 July 2021.</p> <p>On 23 June 2021 LGNSW received a response from Minister Coulton, noting:</p> <ul style="list-style-type: none"> The ongoing development of a National Medical Workforce Strategy to guide long term collaborative medical workforce planning across Australia. Specialist programs funded by the federal government to support communities with lower than average access to specialists. The establishment of a Distribution Working Group to oversee and ensure appropriate distribution of the health workforce across Australia.
<p>98 Liverpool City Council - Fast track major rail projects That Local Government NSW advocates to the State Government to provide funding and fast track major rail projects to support job creation, economic growth and stimulate urban renewal in key areas across the State.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Regional Transport and Roads, the Hon. Paul Toole MP Minister for Transport and Roads, the Hon. Andrew Constance MP 	<p>In June 2021 LGNSW received a response from the Minister for Transport and Roads via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> Greater Sydney is expanding and the NSW Government is working hard to deliver an integrated transport system that meets the needs of customers now and in the future. Having opened the Metro North West Line in 2019, construction is already underway to deliver: Sydney Metro City and Southwest, Sydney Metro West, Sydney Metro – Western Sydney Airport, a new metro line from Westmead to Western Sydney Airport, a new metro line from Western Sydney Airport to Macarthur, and a new metro line from Bankstown to Liverpool.
<p>99 Liverpool City Council - Tolls in NSW That Local Government NSW advocates to the State Government for a toll-free period on all new toll roads, and the removal of tolls, or a cash back scheme or other measures on other key toll roads such as the M5 East, to alleviate the financial burden on residents and other road users that use these roads.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Transport and Roads, the Hon. Andrew Constance MP 	<p>In June 2021 LGNSW received a response from the Minister for Transport and Roads via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> The NSW Government has no plans to alter tolling arrangements for WestConnex or the M5 East. The NSW Government introduced the Toll Relief program to reduce the cost of living for owners of privately-registered vehicles who are frequent toll road users. Toll Relief provides free vehicle registration for drivers who spent \$1,352 or more on tolls in the previous financial year (an average of \$26 a week). Drivers who spent \$811 or more during the previous financial year (an average of \$16 a week) are eligible for half-price registration. Trips on the M5 East and WestConnex are eligible for toll relief if the other eligibility criteria are met.
<p>100 Blacktown City Council - Public road dedication free of cost That Local Government NSW urgently calls on the NSW Government to amend the Environmental Planning and Assessment Act 1979 to allow for the requirement of public road dedication free of cost as a condition of consent.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Planning and Public Spaces, the Hon. Rob Stokes MP 	<p>In June 2021 LGNSW received a response from the Minister for Planning and Public Spaces via the Minister for Local Government, advising that: The NSW Productivity Commissioner has undertaken a review of development contributions and released a recommendations report. The NSW Government is considering the recommendations. The issue raised by Blacktown City Council will be considered in this context.</p>

<p>103 Bayside Council - Cashless metered parking schemes That Local Government NSW advocates for the NSW Government to enable councils to establish and operate metered parking schemes for any road within its area of operations without the need to facilitate the payment of fees for parking in cash (notes or coins, or both).</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Transport and Roads, the Hon. Andrew Constance MP • Minister for Customer Service, the Hon Victor Dominello MP 	<p>February 2021 - Response from Minister Dominello noting his support for digital solutions including those that aim to gradually shift customers to digital payment methods, but advising he understands there are no plans to remove cash payments for parking at this time and that the relevant legislation sits within the portfolio of Minister Constance.</p> <p>In June 2021 LGNSW received a response from the Minister for Transport and Roads via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • The Road Transport (General) Regulation 2013 and the Pay Parking Guidelines provide for parking authorities to implement cashless pay parking on a trial basis. • Parking authorities are expected to monitor parking behaviours and respond appropriately if there are community concerns about the cashless pay parking scheme's implementation. • The Road Transport (General) Regulation 2013 is currently under review. Parking regulations are a significant part of the review, which includes consulting and seeking feedback from the community and stakeholders such as Local Government NSW, representative parking authorities, and industry. <p>In November 2021, following the review of the Road Transport (General) Regulation 2021 Transport for NSW published new Pay Parking Guidelines that permit councils to choose whatever payment method suits their needs, which includes the option to go cashless.</p>
<p>104 Tenterfield Shire Council - Funding to correct historical errors in road mapping That Local Government NSW advocates to the State and Federal Governments for grant funding to assist councils deal with the costs incurred in correcting historical errors in mapping of actual roads so that ratepayers do not have to meet these costs.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Regional Transport and Roads, the Hon. Paul Toole MP • Minister for Transport and Roads, the Hon. Andrew Constance MP 	<p>In June 2021 LGNSW received a response from the Minister for Transport and Roads via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • TfNSW acknowledges there are legacy issues with roads constructed in the past that physically sit outside of the cadastral boundaries. This is the case with some of the State Road network which traverse National Parks and State forestry areas. • There is no funding allocation currently available for this surveying of road corridors across the State. However, TfNSW would welcome working with councils, sharing lessons learnt about managing Native Title and environmental approvals, and beginning a conversation about how this can be addressed in the future. • It is acknowledged this will be a costly exercise for all levels of government, with changes made incrementally as road upgrades and development take place. <p>November 2021 – this issue as far as it relates to Crown Lands and councils is now also on the DPIE, Crown Lands agenda having been introduced by the Local Government Chief Executive Advisory Group.</p>
<p>105 Blue Mountains City Council - Road safety: use of speed zones That Local Government NSW advocates to the NSW Government and Transport for NSW to review the criteria for speed zones of less than 50km to include a category for local roads that are shared by pedestrians and other vulnerable road users due to design and topography of these roads. <i>This issue was also raised by Liverpool City Council.</i></p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Regional Transport and Roads, the Hon. Paul Toole MP • Minister for Transport and Roads, the Hon. Andrew Constance MP 	<p>In June 2021 LGNSW received a response from the Minister for Transport and Roads via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • 10 km/h Shared Zones can be implemented where the road needs to be shared safely by vehicles and pedestrians. • The Technical Direction 'Design and implementation of shared zones including provision for parking' outlines criteria for implementing Shared Zones. This includes roads where there are comparatively high pedestrian volumes compared to motor vehicles, where the road is narrow and where the provision of footpaths is substandard or limited.

		<ul style="list-style-type: none"> TfNSW is reviewing the NSW Speed Zoning Guidelines. As part of this review, TfNSW intends to provide more guidance for the implementation of speed zones under 50 km/h (including 20 km/h and 30 km/h zones). Councils can use 30km/h and 40km/h speed zones on their local roads, if they want to establish a self-enforcing road environment, upon TfNSW approval. TfNSW continues to assess councils' speed zone proposals in their local government areas, adhering to the NSW Speed Zoning guidelines.
<p>108 Albury City Council - Personal accident insurance cover for elected representatives That:</p> <ol style="list-style-type: none"> Local Government NSW lobbies the Minister for Local Government to amend the Local Government Act 1993 (NSW) to require all councils, county councils and joint organisations to have personal accident insurance cover for their elected representatives whilst performing their functions and responsibilities as a councillor in good faith and in accordance with the Local Government Act 1993 (NSW); and The insurance cover referred to in 1 above be equivalent to the level of insurance cover that employees receive under the NSW workers' compensation legislation. <p><i>This issue was also raised by Lismore City Council.</i></p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Local Government, the Hon. Shelley Hancock MP 	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising that: It is a matter for each council to determine what insurance coverage is required to support their activities and operations and to ensure that they have appropriate coverage.</p>
<p>109 Gunnedah Shire Council - Rural apprenticeships That Local Government NSW calls upon the Federal Government to mandate that:</p> <ol style="list-style-type: none"> A percentage no less than 20% of funds committed to NSW TAFE support rural Institutes to allow apprenticeship courses to be run with no minimum student requirements; and NSW TAFE allows composite classes within apprenticeship courses to be run in rural institutes. <p><i>This issue was also raised by Waverley Council.</i></p>	<p>Letters to:</p> <ul style="list-style-type: none"> Federal Minister for Decentralisation and Regional Education, the Hon Andrew Gee MP Minister for Skills and Tertiary Education, the Hon. Geoff Lee MP 	<p>In June 2021 LGNSW received a response from the Minister for Skills and Tertiary Education via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> TAFE delivers training in over 130 locations across NSW including regional and remote locations. Connected Learning Centres allow students to access training in regional locations. The total 20/21 TAFE NSW budget is \$2.2 billion- 76% of total Skills budget in NSW. Of all the apprenticeship and traineeships approved by the Department of Education in 2020, 52 per cent were in regional NSW. TAFE NSW will always endeavour to accommodate as many students as possible, however, some apprenticeships have prerequisites as prescribed in National Training Packages. TAFE NSW is not legally authorised to waive these requirements. TAFE NSW is continuing to explore and grow different delivery options. The TAFE component of trade apprenticeships are typically designed to complement the progression of the apprentice's skills gained through on-the-job training. This means that apprentices at different stages of their apprenticeship will have very different levels of experience and competency. Many apprenticeship courses are deemed high risk. Composite classes that include students of different skill levels may pose a Work Health and Safety risk to young and inexperienced workers. TAFE NSW takes safety seriously, assesses risk and applies mitigating strategies. TAFE NSW is required to comply with training and assessment standards set by the Australian Skills Quality Authority (ASQA), Vocational Training Orders, and the Apprenticeship and Traineeship Act 2001. The training and assessment standards and legislative requirements may not permit significant modification that would be required to accommodate cross-stage (composite class) delivery.

<p>110 Bourke Shire Council - Continuing Professional Development That Local Government NSW make representations to the various professional bodies relating to local government employees who are required to obtain Continuing Professional Development (CPD) points, to consider the difficulties encountered by rural and remote council employees in attending accreditation courses and make provision for an allowance for travelling when allocating points.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Engineers Australia • Association of Professional Engineers Australia • NSW Fair Trading (for Building Surveyors) • Planning Institute of Australia 	
<p>111 Bourke Shire Council - Risk and Internal Audit Committees for councils In order to support regional councils, that Local Government NSW calls on the Office of Local Government to review the guidelines to reduce the period of exclusion for both former elected members and staff from participating in Risk and Internal Audit Committees for councils.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Local Government, the Hon. Shelley Hancock MP <p>November 2021 – LGNSW submission in response to revised Audit Risk and Improvement Committee (ARIC) draft guidelines.</p>	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising that: The Office of Local Government has consulted extensively on the proposed new internal audit and risk management framework for councils. A discussion paper was issued in September 2019 for a four-month consultation period. 150 submissions were received including from regional and rural councils. All submissions have been considered and refinements will be made to the proposed framework in response to the submissions received.</p> <p>In October 2021 OLG released revised ARIC draft Guidelines based on the submissions received in August 2021. Submissions closed 26 November 2021.</p>
<p>112 City of Ryde - LGNSW - Armidale Council A. That this Local Government NSW conference calls on the Minister to:</p> <ol style="list-style-type: none"> reinstatement the elected Councillors of Armidale Regional Council (ARC) at the end of their six month suspension and let the community decide at the September 2021 elections who should represent them; recognise that, as happens in Ryde, Councillors must have access to information to enable them to perform their functions as elected members of the governing body, and calls on the Minister to strengthen the requirement in the Act for General Managers to provide information to Councillors and so avoid the problems that allegedly happened in Armidale; and to ensure that the Office of Local Government has adequate resources to assist local councils if they encounter serious problems and respond to complaints in a timely manner. <p>B. That the conference acknowledges and thanks the Minister for her announcement this morning to reinstate the Armidale councillors before Christmas 2020.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Local Government, the Hon. Shelley Hancock MP 	<p>Armidale Regional Council councillors were re-instated on 12 December.</p> <p>In June 2021 LGNSW received a response from the Minister for Local Government, outlining the suspension of Armidale Regional Council and that the councillors are now reinstated.</p>
<p>113 Central Coast Council - NSW ICAC and Federal anti-corruption body That Local Government NSW: a</p> <p>A. Campaigns for the NSW Government to restore funding and ensure the independence of the NSW Independent Commission Against Corruption (ICAC). The campaign would include, but not be limited to:</p> <ol style="list-style-type: none"> building alliances with key stakeholders and peak bodies to develop a position statement and build a public campaign providing resources to local councils to build grassroots support for the campaign. 	<p>LGNSW to develop a campaign.</p> <p>Letters to:</p> <ul style="list-style-type: none"> • Australian Local Government Association • Premier, the Hon. Gladys Berejiklian MP 	<p>Response received from Parliamentary Secretary to the Premier the Hon Gabrielle Upton MP on 12 April. The Parliamentary Secretary's response is that the Government is confident that it has allocated appropriate resources to the ICAC for to fulfil its statutory functions and will continue to ensure it remains the case. In addition, the Government is considering the recommendations made by the Legislative Council's Public Accountability Committee; the Auditor-General's Special Report and two special reports of the ICAC in relation to the funding model for integrity agencies. The Government intends to finalise its position in relation to those reports in 2021.</p> <p>In June 2021 LGNSW received a response from the Special Minister of State via the Minister for Local Government, advising that:</p>

<p>B. Advocates through the Australian Local Government Association for the Federal Government to establish an independent anti-corruption body with powers similar to those of the NSW ICAC.</p>		<ul style="list-style-type: none"> • Following concerns raised by integrity bodies, the Government requested the Auditor-General to undertake a review of the effectiveness of the financial arrangements and management practices of integrity bodies, including the ICAC. Her report was tabled in Parliament in October 2020. • That report formed part of a series of reports relating to funding arrangements for integrity bodies, including reports by the ICAC and the Public Accountability Committee of the Legislative Council. • The Government is carefully considering the reports of the Auditor-General, the ICAC and the Public Accountability Committee in determining its position in relation to all the issues raised. • In doing so, the Government is fully committed to ensuring that the integrity agencies are properly resourced to fulfil their legislative mandates. • The Government takes the issues raised by the integrity bodies seriously, and their concerns – together with the recommendations of the various reports – are under active consideration. • The 2020-21 Budget for the ICAC is \$32.3M, comprised of \$30.9M in recurrent expenses plus \$1.4M in capital expenses. The \$30.9M in recurrent funding represents an increase to the ICAC of 7.5% from the estimated total of \$28.7M of recurrent and supplementary funding that it spent in 2019-20. • The ICAC has been granted supplementary funding outside the annual budget process every time it has requested it for at least the last ten years.
<p>114 The Hills Shire Council - Privacy protection of Councillors That Local Government NSW makes representations to the Local Government Minister and Office of Local Government on behalf of Councillors concerning protection in Councillors' employment, businesses and private lives. Disclosure requirements need to be reviewed to support appropriate privacy protections, balanced with transparency requirements. The minister and department should defend the reputation of Councillors' profession, and stand for the interests of Councillors, rather than against them.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Local Government, the Hon. Shelley Hancock MP • Office of Local Government 	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising that: There are existing privacy safeguards under the Privacy and Personal Information Protection Act 1998. As elected officials, councillors are accountable to the community for the performance of their duties and it is appropriate that they be required to disclose private interests they have that may potentially give rise to conflicts of interest in the performance of their official functions.</p>
<p>115 Kyogle Council - Rural Ministerial Advisory Committee That Local Government lobbies the NSW Government to establish a rural Ministerial Advisory Committee to provide policy advice on, and make representations on behalf of, rural communities and the impacts of government decision making on those communities and that the committee be made up of representatives from rural regions across the State.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Deputy Premier and Minister for Regional NSW Industry and Trade, the Hon John Barilaro MP 	<p>In June 2021 LGNSW received a response from the Deputy Premier via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • The Department of Regional NSW (DRNSW) consults extensively with regional and rural stakeholders through its network of Regional Development staff who are embedded in regional areas and cover all of regional NSW. • DRNSW Regional Development Directors chair the NSW Government's Regional Leadership Executives (representing the most senior regional representatives of NSW Government clusters) and use that forum as well as consultation with Joint Organisations of Councils and other local government groups, such as Local Government NSW to provide input into policy and program design as well as service delivery.
<p>116 Wagga Wagga City Council - Code of Conduct complaints That Local Government NSW advocates to the Minister for Local Government and the Office of Local Government to conduct a review into the operation of investigation of Code of Conduct complaints</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Local Government, the Hon. Shelley Hancock MP • Office of Local Government 	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • Under the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW, councils are responsible for the

<p>including allocation of more resources from the NSW Government to address code of conduct complaints.</p>		<p>management and investigation of complaints about their staff and councillors and meeting the cost of doing so, unless the complaint is one required to be referred to the Office of Local Government or another agency.</p> <ul style="list-style-type: none"> • If the NSW Government were to meet all or part of this cost, it would effectively amount to the Government being required to subsidise councils for the cost of their councillors' and staff misconduct. • It is within each council's power to minimise these costs by each councillor and staff member ensuring that they comply with their council's code of conduct and demonstrating the high ethical and behavioural standards the community rightly expects of council officials. <p>On 11 June 2021, the Minister for Local Government, announced an independent review of the statutory framework surrounding councillor conduct. The review is to examine the effectiveness of penalties available to councils, the OLG and the NSW Civil and Administrative Tribunal. It will also look at the processes for making code of conduct complaints, the timeliness of disciplinary action, and misconduct frameworks implemented in other jurisdictions.</p> <p>Further information on how to participate in review is expected in July 2021. The terms of reference are available here.</p>
<p>117 Shoalhaven City Council - Local government improvement summit That the NSW Government holds a summit on local government to discuss and formulate solutions to issues which stakeholders see as a hindrance to good functions of local government.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Local Government, the Hon. Shelley Hancock MP 	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • The NSW Government will continue to respond to issues raised by the sector as resolutions at the annual LGNSW Conference. • The Office of Local Government engages widely with councils and considers all feedback provided. The Office of Local Government also seeks sector feedback on specific issues raised by councils and responds to that feedback. Issues raised are considered in the context of NSW Government policy and legislative settings as well as impacts to the sector more broadly. Councils are encouraged to continue to raise issues of concern and to participate in opportunities to provide more detailed input. • Councils are encouraged to communicate with their Council Engagement Managers who are able to bring any issues raised back into the organisation for response.
<p>118 Central Coast Council - Legislative Reform That Local Government NSW actively campaigns for legislative reform that would:</p> <ol style="list-style-type: none"> Make it an offence for a person to intentionally or recklessly threaten or incite violence towards any persons listed in (b) (i) below, in the exercise of any function under the Local Government Act or any other Act or any regulation conferring functions on a council. Make it an offence for a person to publish content that reasonable persons would regard as being, in all the circumstances, intimidating, menacing, harassing or offensive towards any of the following in the exercise of any function under the Local 	<p>Letters to:</p> <ul style="list-style-type: none"> • Minister for Local Government, the Hon. Shelley Hancock MP • Attorney General, the Hon. Mark Speakman MP 	<p>In June 2021 LGNSW received a response from the Attorney General via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • There are several existing offences under NSW and Commonwealth legislation which could already apply to the conduct described in the proposal, and which apply regardless of the profession or duties of the victim. • Most of the offences referred to below carry a maximum penalty of 1-10 years' imprisonment, depending on the seriousness of the offence. For example, publishing an indecent article carries a maximum penalty of 12 months' imprisonment, whilst sending a document containing a serious threat carries 10 years' imprisonment.

<p>Government Act or any other Act or any regulation conferring functions on a council:</p> <ul style="list-style-type: none"> the Minister the Departmental Chief Executive a person authorised under section 746 an auditor appointed under Part 3 of Chapter 13 a council a councillor an administrator of a council appointed under this Act an employee of a council a police officer a person duly authorised to perform the function for the purposes of the Act or regulation concerned. <p>c. Impose, in addition to maximum penalties as provided in similar legislation e.g. Crimes (Domestic and Personal Violence) Act 2007, a further penalty to the effect that anyone convicted of such an offence be disqualified from holding public office as per s 275 of the Local Government Act 1993.</p>		<ul style="list-style-type: none"> Specifically, various offences under the Crimes Act 1900 may be relevant to the conduct described in the proposal, depending on the circumstances of the case. (Further details in above linked letter). Section 275 of the Local Government Act 1993 (NSW) makes provision for the disqualification of a person from holding civic office, including where a person has been convicted of an offence that is punishable by imprisonment for 5 years or more while holding office, or has been within 7 years before nomination for election, election or appointment to the office.
<p>119 Georges River Council - Council meeting minutes That Local Government NSW lobbies the NSW Office of Local Government and the Minister for Local Government to amend the provisions of the Local Government Act 1993 and the Model Code of Meeting Practice for Local Councils in NSW to require councils to publish unconfirmed minutes of council and committee meetings to provide suitable legal protection to councils to act on decisions without breaching other legislation and to allow the public to view the decisions of council in writing in a timely manner.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Local Government, the Hon. Shelley Hancock MP Office of Local Government 	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising that: The Model Code of Meeting Practice for Local Councils in NSW already allows the publication of unconfirmed minutes (see clause 19.7) and there is nothing in the Model Meeting Code that would prevent councils from requiring this in their adopted codes of meeting practice.</p>
<p>120 Orange City Council - Working With Children and Police checks for elected members</p> <ol style="list-style-type: none"> That Local Government NSW advocates for the NSW Government to introduce Working with Children and Police checks for elected members. That reference is made to the National Principles for Child Safe Organisations developed by the Australian Human Rights Commission which provide a nationally consistent approach to embedding child safe cultures within organisations that engage with children. 	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Local Government, the Hon. Shelley Hancock MP Office of Local Government 	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising that: It is currently open to all councils to require their elected members to be subject to working with children and police checks.</p>
<p>121 Albury City Council - Attendance at Council meetings by audio-visual link That Local Government NSW calls on the NSW Government to amend the Model Code of Meeting practice for Local Councils in NSW to permit attendance and participation of councillors at council meetings and at meetings of committees of council by audio-visual link. <i>This issue was also raised by Wagga Wagga City, Waverley and Orange City Councils.</i></p>	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Local Government, the Hon. Shelley Hancock MP Office of Local Government <p>LGNSW lodged a May 2021 submission in response to OLG's consultation paper.</p>	<p>In March 2021 OLG released a consultation paper proposing a continuation of arrangements to allow for remote attendance by councillors at council meetings. While OLG is consulting on the proposed amendments to the Model Meeting Code, March 2021 amendments to the Local Government (General) Regulation 2005 allow councils to continue to permit councillors to attend meetings by audio-visual link.</p> <p>In June 2021 LGNSW received a response from the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> The Government recognises that most councils have been able to successfully hold meetings remotely during the COVID-19 pandemic and is currently considering whether to alter the meeting rules prescribed under the Model Code of Meeting Practice for Local Councils in NSW to allow

		<p>councillors to attend meetings remotely in certain circumstances. The new rules will be optional, and councils will be able to choose whether to adopt them.</p> <ul style="list-style-type: none"> The Government recognises the importance of ensuring that rules governing remote attendance at meetings are workable. <p>November 2021 – The Office of Local Government published a revised Model Code of Meeting Practice, which gives councils the option of allowing councillors to attend council and committee meetings by audio-visual link. The Model Meeting Code also applies to meetings of the boards of Joint Organisations and county councils. The new provisions governing remote attendance at meetings are non-mandatory, permitting some variation in practice between councils based on local circumstances.</p>
<p>123 Lane Cove Council - Noise complaints generated from park activities That Local Government NSW lobbies the NSW Government for the inclusion of specific provisions in the Protection of the Environment Operations (Noise Control) Regulation 2008 which stipulates that general activities within a park cannot be deemed ‘intrusive’ or ‘offensive’ during certain hours of the day.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Energy and Environment, the Hon. Matt Kean MP 	<p>In June 2021 LGNSW received a response from the Minister for Energy and Environment via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> Under the Protection of the Environment Operations Act 1997, local councils and the EPA share the role of Appropriate Regulatory Authority (ARA). The EPA is the ARA for environmental matters where there is an environment protection licence, or the activity is carried out by a public authority. In other cases, the local council is the ARA.
<p>124 Bellingen Shire Council - Local Land Services Amendment (Miscellaneous) Bill 2020 That Local Government NSW expresses its concerns to the NSW Government regarding;</p> <ul style="list-style-type: none"> The lack of transparency and prior consultation that has characterised the introduction of the Local Land Services Amendment (Miscellaneous) Bill 2020; The removal of the legal ability of councils to make considered local policy decisions regarding certain land uses within rural and environmental protection zones; and The adverse environmental impacts of the proposed legislation, in view of the findings of three recent reviews undertaken by the NSW Auditor General, the Natural Resources Commission and the NSW Parliamentary Inquiry into koalas. 	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Agriculture and Western NSW, the Hon Adam Marshall MP Minister for Energy and Environment, the Hon. Matt Kean MP <p>Additional to the letters to Adam Marshall and Matt Kean, LGNSW also wrote to Bronnie Taylor (who had carriage of the Bill in the LC), cc’ing John Graham, David Shoebridge, Mark Latham, Robert Borsak, Mark Pearson and Fred Nile.</p> <p>Raised with DPIE at January 2021 EES liaison meeting.</p> <p>LGNSW also made a submission to the Portfolio Committee No. 7 Planning and Environment to its inquiry into the Local Land Services Amendment (Miscellaneous) Bill 2020.</p> <p>Letters to:</p> <ul style="list-style-type: none"> Premier, the Hon. Gladys Berejiklian MP, Minister for Energy and Environment, the Hon. Matt Kean MP Deputy Premier, the Hon. John Barilaro MP, Minister for Planning and Open Spaces, the Hon. Rob Stokes MP <p>Discussed with DPIE at March Planning meeting.</p> <p>Discussed with DPIE at May 2021 EES liaison meeting.</p>	<p>Email received 15/3/21 from the Portfolio Committee No.7 - Planning and Environment that the scheduled hearings were cancelled and that in the coming weeks the committee will give further consideration to the future of the inquiry and will provide an update in due course.</p> <p>Media release from Government 8/3/21 - Koala SEPP 2021. “Core rural zones in rural areas will be decoupled from the SEPP as new codes that protect koala habitat under the Local Land Services Act are developed over the next month”.</p> <p>Other key points/concerns include:</p> <ul style="list-style-type: none"> Private Native Forestry (PNF) and Local Land Services (LLS) codes will be revised to ensure robust protections for koalas in areas of high value koala habitat and certainty and consistency for primary producers; The Minister for Planning will issue a new section 9.1 direction to ensure that only the Minister, and not councils, will be empowered to rezone land used for primary production to an environmental zone, or to rezone land currently in rural zones 1, 2 and 3 to other rural zones; <p>Response received from Premier indicating that Rob Stokes has primary responsibility for this matter and that the development of a koala protection policy by the NSW Government strikes the right balance between safeguarding the future of this endangered species while ensuring certainty for farmers.</p> <p>In May 2021, a response from Minister Stokes indicated that “updates to the codes under the Local Land Services Act and the development of new guidelines to support Koala SEPP 2021 are being considered by the NSW Government... the concerns you have raised in your letter will be carefully considered before any decision is made.”</p>

		<p>In June 2021 LGNSW received a response from the Minister for Energy and Environment via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> On 8 March 2021, the NSW Government announced it would introduce the State Environmental Planning Policy (SEPP) (Koala Habitat Protection) 2021. This repeals SEPP 2020 and remakes SEPP 2019 for metropolitan Sydney, Blue Mountains, the Central Coast and across other NSW Local Government Areas except for rural use zones 1, 2 and 3. Exempted areas will be decoupled from the SEPP and new koala habitat protection measures will be developed for land management activities and private native forestry under the Local Land Services Act 2013. The announcement also advised that the Minister for Planning will issue a new section 9.1 direction to ensure that only the Minister, and not councils, will be empowered to rezone land used for primary production to an environmental zone, or to rezone land currently zoned in rural zones 1, 2 and 3 to other rural zones. In addition, when new koala habitat protection measures are legislated under the Local Land Services Act 2013, dual consent provisions for private native forestry in local environmental plans will be removed. The Government will commence a three-year review of the 2017 land management and biodiversity conservation framework to ensure it is achieving balanced outcomes for the environment and agriculture. This is in addition to the statutory five-year review of the reforms planned for 2022.
<p>125 Bellingen Shire Council - Koala conservation That Local Government NSW supports the findings and recommendations of the NSW Koala population and habitat in NSW report and urges urgent action by the NSW Government particularly given finding 2 which indicates that given the scale of loss to koala populations across NSW as a result of the 2019-20 bushfires and without urgent government intervention to protect habitat and address all other threats, the koala will become extinct in NSW before 2050. <i>This issue was also raised by Liverpool City Council.</i></p>	<p>Letter to:</p> <ul style="list-style-type: none"> Minister for Energy and Environment, the Hon. Matt Kean MP <p>Discussed with DPIE at January 2021 EES liaison meeting.</p> <p>LGNSW's letter to Minister Kean notes the LLS Amendment Bill's proposed changes that are likely to impact on koala habitat protection.</p> <p>LGNSW also made a submission to the Portfolio Committee No. 7 Planning and Environment to its inquiry into the Local Land Services Amendment (Miscellaneous) Bill 2020, which included 6 key issues of which three were directly in relation to koala management and/or protection.</p> <p>Letters to:</p> <ul style="list-style-type: none"> Premier, the Hon. Gladys Berejiklian MP, Minister for Energy and Environment, the Hon. Matt Kean MP Deputy Premier, the Hon. John Barilaro MP, Minister for Planning and Open Spaces, the Hon. Rob Stokes MP <p>Discussed with DPIE at May 2021 EES liaison meeting.</p> <p>Discussed with DPIE at September 2021 EES liaison meeting.</p>	<p>Email received 15/3/21 from the Portfolio Committee No.7 - Planning and Environment that the scheduled hearings were cancelled and that in the coming weeks the committee will give further consideration to the future of the inquiry and will provide an update in due course.</p> <p>Response received from Premier indicating that Rob Stokes has primary responsibility for this matter and that the development of a koala protection policy by the NSW Government strikes the right balance between safeguarding the future of this endangered species while ensuring certainty for farmers.</p> <p>Response from Minister Stokes (11/5/21) acknowledges concerns regarding consultation with councils, also because of the extensive consultation undertaken by the DPIE in developing the framework since 2016, the views of councils and other stakeholders are well known and have been carefully considered in its development.</p> <p>In June 2021 LGNSW received a response from the Minister for Energy and Environment via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> The NSW Government welcomes the final report of the inquiry into koala populations and habitat in NSW, which was handed down on 30 June 2020. The Government response to the inquiry was tabled in Parliament in December 2020. The Government has considered the committee's recommendations and will release a whole-of-government strategy in early 2021 to achieve the goal of doubling the number of koalas in NSW by 2050.

		<ul style="list-style-type: none"> • The strategy is likely to include a combination of national park additions, incentives for private landholders to conserve koala habitat, regional programs to improve the health and safety of koalas, habitat restoration and actions to fill key knowledge gaps. • The Government is also working with the NSW Koala Strategy Expert Advisory Panel to identify additional actions to support the recovery of koalas following the 2019-20 bushfires. This work will build on the \$44.7 million NSW Koala Strategy which is currently funding a range of conservation actions to secure more habitat for koalas, support local community action, improve koala health and safety, and build our knowledge to improve koala conservation. • Of this \$44.7 million, \$20 million has been committed for the purchase of prime koala habitat to be permanently reserved as national parks. To date, more than 4,300 hectares have been purchased for addition to the national park estate. This includes areas of land in the new Guula Ngurra (or 'Koala Country') National Park in the Southern Highlands, which was officially gazetted in August 2020. • In addition to purchasing land to add to our national parks, the Government is setting aside more than 24,000 hectares of state forest for koalas. This includes over 4,000 hectares of state forest that was added to the national park estate in 2018 and more than 4,900 hectares of state forest that have been protected as flora reserves. <p>Discussion at EES liaison meeting on 1 September indicated that the decoupling of the Koala SEPP and LLS codes was still a work in progress. In the short term EES welcomes feedback from councils specifically with regards to the Biodiversity Values map and any clear anomalies with regards to core koala habitat. EES also advised that they continue to support councils and can be contacted for advice in the interim, particularly any councils wanting to develop KPoMs.</p>
<p>126 Strathfield Council - Ausgrid – tree matters That Local Government NSW requests Ausgrid establishes a new liaison program between councils and Ausgrid where tree matters (in proximity to electrical assets) can be raised and dealt with properly and information on upcoming pruning activities conveyed.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Energy and Environment, the Hon. Matt Kean MP <p>A letter has also been sent to Ausgrid seeking to re-establish a regular meeting and/or advisory system for councils.</p>	<p>In June 2021 LGNSW received a response from the Minister for Energy and Environment via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • Ausgrid’s Vegetation Management Operations Manager and the Head of Contract Delivery are managing teams that work with local councils and customers on Ausgrid’s vegetation management programs. These teams are the liaison point for local councils and have indicated that they are open to working to deliver better liaison on the vegetation management program. • The NSW Government is advised that the proposal for local councils to formally have liaison officers available to discuss vegetation management matters directly with Ausgrid is seen by Ausgrid as reasonable and aligns with Ausgrid’s existing engagement approach with councils. Ausgrid also conducts regular local council roundtable discussions to speak about a range of matters including vegetation management.
<p>127 City of Canterbury-Bankstown - Funding for waterway maintenance on private land That Local Government NSW makes representations to the NSW Government requesting it identifies, or if absent, establishes a fund for residents to apply to for the purpose of improving or maintaining water quality in waterways that run through privately owned land then into public waterways in urban areas.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Energy and Environment, the Hon. Matt Kean MP <p>Provided to DPIE at January 2021 EES liaison meeting.</p>	<p>In June 2021 LGNSW received a response from the Minister for Energy and Environment via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • Funding for Water Sensitive Urban Design projects is available through the NSW Environmental Trust’s Restoration and Rehabilitation program. This program provides grants to community groups, non-profit organisations and local councils for projects that contribute to the ongoing sustainable management and stewardship of significant environmental assets and

		<p>services in NSW. The 2021 -20 Restoration and Rehabilitation funding round will open for applications in the second half of 2021</p> <ul style="list-style-type: none"> • Although a specific fund for waterway maintenance on private land does not exist, the Government is progressing numerous landmark initiatives to ensure the ongoing health of the State’s waterways. • The NSW Marine Estate Management Strategy 2018 -2028 includes a suite of actions to improve water quality, including riparian revegetation and bush regeneration, to reduce nutrient and sediment runoff into water ways. Although it is not a grants program or specific fund, many private landholders and local councils have been actively engaged in delivering the strategy’s action to maximise outcomes.
<p>128 Gilgandra Shire Council - Impacts of the Biodiversity Offset Scheme That Local Government NSW lobbies the NSW Government to provide designated funding to support councils' offset costs associated with the Biodiversity Offset Scheme that may be prohibitive to new midsize development which can demonstrate a direct positive impact on population and job growth as well as diversification of regional economies.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Energy and Environment, the Hon. Matt Kean MP <p>Provided to DPIE at January 2021 EES liaison meeting.</p>	<p>In June 2021 LGNSW received a response from the Minister for Energy and Environment via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • The Department of Planning, Industry and Environment is considering all feedback on the application of the Biodiversity Offset Scheme in regional NSW. There are several actions under consideration which could address the issues raised in the motion including: <ul style="list-style-type: none"> ○ additional support for local councils to understand and engage with the scheme including establishing offset sites on council own land (as suggested in the motion) ○ clearer information on how the scheme works including understanding advice about offsetting costs and options ○ improving supply of credits which would apply downward pressure on offset costs for regional proponents and create an additional revenue stream for regional landowners. • This motion will be considered in the response to feedback about how the scheme is operating in regional NSW.
<p>129 Lachlan Shire Council - Biodiversity Conservation Act 2016 That Local Government NSW lobbies the NSW Government to undertake a review of the need to include exemptions in the Biodiversity Conservation Act 2016 for events and other minor development.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Energy and Environment, the Hon. Matt Kean MP <p>Provided to DPIE at January 2021 EES liaison meeting.</p> <p>Included in LGNSW submission on the Integrity of the NSW Biodiversity Offsets Scheme</p>	<p>In June 2021 LGNSW received a response from the Minister for Energy and Environment via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • Following targeted consultation with Local Government NSW and selected local government areas in August 2020, the Department of Planning, Industry and Environment is considering updates to its guidance on applying the test of significance, including better guidance on when it does not apply. This motion and the scenarios described will be considered in any updates to the guidance. • And providing an overview of the Biodiversity Conservation Act’s operations and the Biodiversity Offset Scheme.
<p>131 Cabonne Council - Flood mitigation That Local Government NSW advocates for the inclusion of a division within the Fisheries Management Act, providing flexibility and cooperation between local authorities and the Minister when considering flood mitigation and prevention works within townships and their localities.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Agriculture and Western NSW, the Hon. Adam Marshall MP 	<p>In June 2021 LGNSW received a response from the Minister for Agriculture and Western NSW via the Minister for Local Government, providing an overview of the Fisheries Management Act’s application and advising that:</p> <ul style="list-style-type: none"> • DPI Fisheries works closely with councils, particularly during periods of flooding when urgent action is required. Early and ongoing engagement with DPI Fisheries is recommended to ensure timely and efficient assessment of such works and flexibility is considered in the application of the provisions of the Fisheries Management Act 1994.
<p>132 Inner West Council - Uranium mining ban in NSW must stay That: a. NSW councils oppose any move to lift the ban on uranium mining in NSW.</p>	<p>Letters to:</p> <ul style="list-style-type: none"> • Premier, the Hon. Gladys Berejiklian MP • Minister for Energy and Environment, the Hon. Matt Kean MP 	<p>In June 2021 LGNSW received a response from the Minister for Energy and Environment via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • In NSW, the Uranium Mining and Nuclear Facilities (Prohibitions) Act 1986 prohibits the mining of uranium and the construction and operation of nuclear reactors for non-research purposes. This prohibition was

<p>b. Local Government NSW, on behalf of councils, writes to the NSW Premier and all MPs urging them to support sustainable and clean energy and jobs solutions.</p>	<ul style="list-style-type: none"> Leaders of parties in NSW Parliament and Independents encouraging them to share conference resolutions with their colleagues. 	<p>legislated in response to public concerns about the safety of nuclear power and the management of its waste.</p> <ul style="list-style-type: none"> On 4 March 2020 the NSW Standing Committee on State Development released its report on the inquiry into lifting the ban on uranium mining and nuclear facilities. After close consideration of the report, the NSW Government released its position on 4 September 2020. The NSW Electricity Infrastructure Roadmap sets out the NSW Government’s 20-year plan to deliver the generation, storage, firming and transmission infrastructure we need to power NSW into the future. The Roadmap is enabled by the Electricity Infrastructure Investment Act 2020. The legislation sets out the delivery framework, prescribes critical consumer protection mechanisms and enables us to put the right regulatory settings in place to create the competitive market that will deliver cheap, reliable electricity to NSW homes and businesses.
<p>133 Hawkesbury City Council - IPART Terms of Reference That Local Government NSW lobbies the NSW Government to include climate change considerations in approved terms of reference for investigations and reviews by the Independent Pricing and Regulatory Tribunal pursuant to the Independent Pricing and Regulatory Tribunal Act 1992.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> Premier, the Hon. Gladys Berejiklian MP 	<p>In June 2021 LGNSW received a response from the Minister for Customer Service via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> The Independent Pricing and Regulatory Tribunal (IPART) recognises the importance of considering climate change as part of its investigations and reviews. IPART’s 2023 Strategic Plan includes as one of its four aspirations that: ‘our decisions help NSW tackle climate change’. This includes developing a clear framework for considering climate change in its regulatory assessments, decisions and advice. Further, in its price-setting functions, IPART is required by legislation to have regard to the need to maintain ecologically sustainable development. Terms of reference could require IPART to consider the effects of climate change as part of its review. However, the approach needs to be considered on a case-by-case basis, because: <ul style="list-style-type: none"> Only requiring IPART to consider climate change in terms of reference will not always achieve the desired outcome. For example, IPART’s function of assessing local infrastructure contributions plans is conferred under section 9 of the IPART Act. The terms of reference require IPART to assess whether contributions plans meet the criteria set out in the Department of Planning, Industry and Environment’s Local Infrastructure Contributions Practice Note. Adding climate change considerations to IPART’s terms of reference, rather than amending the Practice Note, would create an inconsistency and it may be preferable to amend the Practice Note. The range of subject matter that can be covered by IPART’s investigations is very broad, and climate change may not always be directly relevant (see, for example, IPART’s 2017-18 investigation of the market impacts of the Container Deposit Scheme).
<p>134 Lismore City Council - Landscape hydration That Local Government NSW requests the NSW Government to:</p> <ol style="list-style-type: none"> Recognise the importance of landscape hydration techniques in improving the hydration of our rural lands which lowers the impact of drought, reduces water loss from run off, and improves the ecology and environment of previously degraded rural lands. Recognise the role that local government can play in improving the environmental outcomes for our regions by partnering with farming bodies and land care groups to educate farmers and residents on methods of land regeneration including landscape hydration. 	<p>Letters to:</p> <ul style="list-style-type: none"> Minister for Energy and Environment, the Hon. Matt Kean MP Minister for Agriculture and Western NSW, the Hon Adam Marshall MP <p>Provided to DPIE at January 2021 EES liaison meeting.</p>	<p>Response received from Minister Coulton on 23 June.</p> <p>In June 2021 LGNSW received a response from the Minister for Energy and Environment via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> The NSW Environmental Trust has funded several landscape rehydration projects. Funding is available through the Restoration and Rehabilitation program, which provides grants to community groups, non-profit organisations and local councils for projects that contribute to the ongoing sustainable management and stewardship of significant environmental assets and services in NSW.

<p>3. Provide grants to local government which enables councils to offer landscape hydration technique training opportunities for farmers and land care groups in our community.</p>		<ul style="list-style-type: none"> • Examples of landscape rehydration projects funded since 2015 include: Western Local Land Services for two projects totalling almost \$200,000; Central Tablelands Landcare received \$98,836 to restore and revegetate up to 10 kilometres of riparian habitat; Two grants of \$100,000 each awarded to The Mulloon Institute for projects in south east NSW. • The 2021-20 Restoration and Rehabilitation funding round will open for applications in the second half of 2021. More information can be found online.
<p>135 Hawkesbury River County Council - NSW Weeds Action Program administration That Local Government NSW lobbies the NSW Minister for Agriculture to urgently review the double handling of the NSW Weeds Action Program being undertaken by two NSW Government departments; NSW Primary Industries and Local Land Services, with a particular focus on the over burdensome reporting and auditing requirements applied to councils and County Councils.</p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Agriculture and Western NSW, the Hon Adam Marshall MP 	<p>In June 2021 LGNSW received a response from the Minister for Agriculture and Western NSW via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • The involvement of DPI and Local Land Services (LLS) in the Weeds Action Program (WAP) is complementary. DPI provides guidance on the Program objectives and is an independent party for determining regional allocation of funds to LLS. LLS then allocates funds within each region and coordinates project activities. • The WAP reporting process is as streamlined as possible for multi-agency delivery while maintaining good governance standards. Local Control Authorities are only required to report to LLS once per year and each LLS region provides an annual report to DPI. Auditing is not a routine requirement of the Program but can be arranged by LLS or DPI if they think it is needed. WAP was reviewed recently and 83% of local government partners were happy with the administration of the Program
<p>136 Yass Valley Council - Weed management funding That Local Government NSW advocates to the NSW Government to increase the level of funding to local government to manage roadside weeds. <i>This issue was also raised by Snowy Valleys Council.</i></p>	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Agriculture and Western NSW, the Hon Adam Marshall MP <p>Raised with DPI at NSW consultation on National Biosecurity Strategy (Nov 21)</p>	<p>In June 2021 LGNSW received a response from the Minister for Agriculture and Western NSW via the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • NSW Government funding administered by DPI through the NSW Weeds Action Program is not available for the costs of controlling or treating weeds that are managed by local control authorities for road safety, fire or road maintenance. • The Weeds Action Program prioritises approximate \$12 million annually for the prevention, eradication and containment of new weeds, and for building capacity to manage established weeds across NSW. • Local Government NSW deliver a Council Roadside Environmental Management Framework which outlines the basic responsibilities across local, regional and state roads and aims to build capacity and assist councils to understand their responsibilities in roadside reserves, including the environmental values, and to integrate that work into their systems. There is a whole suite of guidance, templates, case studies and CRR e-learning modules that can be accessed from LGNSW website. • This information was provided to the State Weeds Committee at their last meeting. The Committee noted the management approach for roadsides can be complex, but the supporting resources are sound. Further negotiations on funding arrangements should be made directly with the Minister for Local Government.
<p>137 Randwick City Council - Global ban on the trade of wildlife That Local Government NSW:</p> <ol style="list-style-type: none"> 1. Recognises that the demand for wild animals and wild animal products is a primary cause of the emergence and spread of zoonotic diseases such as COVID-19 and represents a severe risk to global health, and 2. Calls on the Federal Government to advocate for a global ban on the trade of wild animals and wild animal products. 	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Foreign Affairs (Payne) 	

<p>139 Hawkesbury City Council - Ban puppy farms That Local Government NSW:</p> <ol style="list-style-type: none"> 1. Notes that: <ol style="list-style-type: none"> a. animal welfare and the care and control of companion animals are state responsibilities in NSW but that these responsibilities are largely met by local councils, b. unscrupulous breeding in puppy farms financially impacts on councils due to increased compliance costs and shelter, rehabilitation and rehoming costs, and c. puppy farms are cruel and inhumane. 2. Notes that: <ol style="list-style-type: none"> a. the Domestic Animals Amendment (Puppy Farms and Pet Shops) Act 2017 (Vic) prohibited the sale of breeders' puppies in pet shops and restricts the number of fertile female dogs kept by breeders in Victoria, b. Victoria's tougher regulations resulted in large-scale breeders indicating they are seeking sites in NSW to continue their activities, and c. there is significant community concern that puppy farms have moved their operations to NSW to avoid regulation and scrutiny. 3. Urges the NSW Government to strengthen NSW Legislation to: <ol style="list-style-type: none"> a. transition pet shops to registered not-for-profit adoption centres to rehome dogs and puppies from approved rescue organisations and shelters, b. limit animals kept by breeders and owners, including by limiting numbers of fertile female dogs on premises, c. ensure breeder identifications numbers are required for all litters, including the removal of loopholes for "one-off litters", and d. instigate a common database and better co-ordination between enforcement agencies across jurisdictions. 4. Notes that euthanasia is a significant concern to councils and residents across NSW and is an animal welfare issue, and urges the NSW Government to act to reduce the rates of unwanted and abandoned animals by: <ol style="list-style-type: none"> a. funding free desexing programs and education programs for pet owners, especially in areas with high dumping rates, and b. supporting more "pet-friendly" rental accommodation. 	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Local Government, the Hon. Shelley Hancock MP 	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • The NSW Government continues to strengthen NSW Legislation to improve animal welfare outcomes. The Prevention of Cruelty to Animals Amendment Bill 2021 was presented in Parliament on 9 February 2021 by the Minister for Agriculture, the Hon. Adam Marshall MP. The proposed changes in this Bill will see some of the toughest penalties and sentences in Australia, increasing the range of tools available to courts to effectively deal with animal welfare cases • The CA Act confers certain general duties on councils, including to promote awareness within its area of the requirements of the CA Act with respect to the ownership of companion animals. The NSW Government has provided funding to RSPCA NSW for a Puppy Factory Taskforce. The new Taskforce consists of four new RSPCA inspectors who will spend their time inspecting breeding facilities across the State and ensuring they meet the NSW Government's robust animal welfare requirements. They'll also work with NSW Police monitoring online and social media platforms. <p>Following the introduction of the Private Members <i>Companion Animals Amendment (Puppy Farms) Bill 2021</i>, a NSW Parliament Select Committee was established on 24 November 2021 to inquire into and report on puppy farming in NSW.</p>
<p>140 Liverpool City Council - Stray cats in urban areas That Local Government NSW advocates for:</p> <ol style="list-style-type: none"> 1. Tighter restrictions on cat owners (including that all cats to be microchipped and desexed) to be included in the NSW Companion Animals Act 1998; 	<p>Letter to:</p> <ul style="list-style-type: none"> • Minister for Local Government, the Hon. Shelley Hancock MP 	<p>In June 2021 LGNSW received a response from the Minister for Local Government, advising that:</p> <ul style="list-style-type: none"> • The NSW Government is strongly committed to promoting responsible pet ownership and early age desexing is central to its approach in ensuring the welfare of cats.

<p>2. Council to be funded to provide services that identify stay cats that are not microchipped, nor desexed and found on the streets, to be microchipped, desexed and housed until rehomed; and</p> <p>3. Changes to be made to Section 11 of the Prevention of Cruelty to Animals Act 1979 (NSW) to permit the release of cats under a Trap Neuter Return Program.</p> <p><i>This issue was also raised by Hornsby Shire and Central Coast Councils.</i></p>		<ul style="list-style-type: none"> • To this end, last year annual permits were introduced for non-desexed cats. All cats not desexed by 4-months of age now require a permit at a cost of \$80 each year until the cat is desexed. This initiative will help to increase desexing rates and as a result prevent unwanted litters, ease the burden on pounds and shelters, reduce euthanasia rates, and address concerns about feral and stray cats and their effect on native wildlife. • Councils receive significant ongoing revenue from the Companion Animals Fund (Fund) to undertake companion animals' functions, drawing on local registration fees and annual permit fees for this purpose. Any money paid to a council from the Fund can only be used by the council for the management and control of companion animals in its area. • With the support of a NSW Environmental Trust grant, RSPCA NSW is leading a four year behaviour change project which aims to reduce the devastating impact of pet cats on wildlife by promoting best practice methods of containing cats to the owner's property.
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The Hon. Brad Hazzard MP
Minister for Health

OFFICIAL

Cr Darriea Turley AM
President
Local Government NSW
Email: damian.thomas@lgnsw.org.au

Your ref R21/0015 Out34184
Our ref M22/3422

Darriea
Dear Councillor Turley

Thank you for writing about the March 2022 Local Government NSW (LGNSW) Special Conference and resolutions from local councils about COVID-19 restrictions in NSW.

I acknowledge the resolutions and appreciate the support provided by LGNSW's members during the COVID-19 pandemic.

The NSW Government is taking a staged and flexible approach to the easing of restrictions, as the state continues to take a measured response to managing COVID-19.

In November 2021, as one of its COVID safe measures, the NSW Government announced an investment of \$100 million in an air quality assurance program for NSW public schools. Almost 2000 learning spaces will receive permanent, automatic fresh air ventilation systems to complement natural ventilation and airflow. I understand ventilation systems are being procured and progressively installed across NSW public schools. I have referred your letter to the Minister for Education and Early Learning to provide further details on the rollout of this program.

During various phases of COVID-19 restrictions in 2021, the NSW Government targeted stay at home orders at certain local government areas (LGAs). The public health orders were based on expert health advice about varying COVID-19 risks across NSW communities and LGAs.

At certain times in 2021 throughout the Delta outbreak, residents of Warren Shire LGA were restricted differently to some other NSW LGAs. In these periods, NSW Police were permitted to ask residents for proof of home address to determine which restrictions applied. COVID-19 tests were recorded against the address provided by the person being tested, not their driver's licence. Where people were away from their address at the time, NSW Health ensured the response of diagnosis was relevant to the location of the person, not their given address.

Under current public health orders, NSW is classified as a general area, with rules applying consistently across all LGAs. As NSW continues to move forward out of the pandemic, the restrictions seek to ensure people are kept safe and in jobs, so life can return to normal as quickly and safely as possible.

Thank you again for writing.

Yours sincerely

Brad Hazzard MP
Minister for Health

22 APR 2022

OFFICIAL



The Hon David Littleproud MP
Minister for Agriculture and Northern Australia
Deputy Leader of the Nationals
Federal Member for Maranoa

Ref: MC22-002372

20 APR 2022

Cr Darriea Turley AM
President
Local Government NSW
GPO Box 7003
SYDNEY NSW 2001

Via email: executive.assistant@lgnsw.org.au

Dear Councillor Turley

Thank you for your correspondence of 28 March 2022 concerning Local Government NSW Special Conference resolutions on weeds management, the national agriculture strategy and the sustainability of regional irrigation communities.

Agriculture is doing the heavy lifting in Australia's economic recovery and the Australian Government is standing shoulder to shoulder with our farmers so they can boost production to \$100 billion by 2030. The government remains committed to supporting industry to reach its 2030 goal. Government's role is to support industry by getting the framework and policy settings in place to allow industry to flourish.

In February 2022, the government released the third edition of the *Delivering Ag2030 Plan*, highlighting the government's ongoing investment and continued support for Australian agriculture as they work towards their goal.

Recent announcements from this year's Federal Budget reinforces the government's commitment to the agricultural sector and regional and remote communities, with over \$600 million in further investment to Australian agriculture. The package includes:

- \$20 million to support Australian agriculture through improved on farm biosecurity and enhanced pest and disease traceability. This is in addition to the \$49.1 million invested in reduction and prevention activities to reduce the economic and environmental burden of established pests and weeds announced in the 2021–22 budget and in January 2022
- \$97 million Healthy Rivers – Healthy Communities grant program making grants of between \$100,000 and \$5 million available in the Murray–Darling Basin. These grants are available to community groups, the irrigation industry, Basin stakeholders and state governments

- \$35 million to improve Murray Irrigation Limited (MIL) delivery infrastructure to make water already held for the environment work harder. This project does not recover further water for the environment but expands MIL's irrigation footprint creating access to new wetlands and customers. It also supports local communities and industry by creating direct and indirect jobs in the local region.

The government is investing over \$300 million in matching contributions to Research and Development Corporations annually for R&D activities and releasing the National Innovation Agenda to guide more focussed investments by our RDCs and our research community. This funding supports research and development by organisations working to understand and address important issues for Australian agriculture including established pest and weeds.

I commend the work of NSW councils over the past year despite enormous challenges. The government will continue to support communities across Australia impacted by the catastrophic floods and support growth in the agriculture sector and rural and regional Australia.

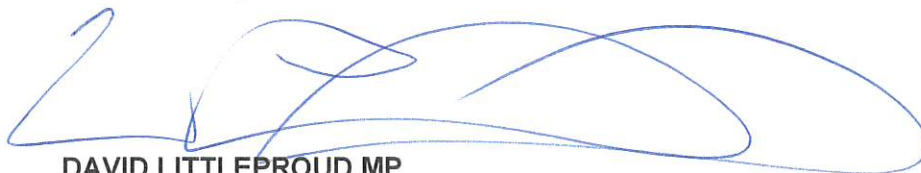
The government has a range of initiatives, recognising that some of the issues you raised require action from specific Basin state governments, including:

- The 2022 Murray–Darling Communities Investment Package, building stronger and more vibrant regional economies and communities, improving the health of rivers and wetlands, and enhancing environmental outcomes through targeted infrastructure investment. Further information is available at awe.gov.au/water/policy/mdb/water-investment-package.
- Agreement to fund accelerated projects and assess rescoped NSW SDLAM projects for Yanco Creek and Menindee Lakes
- Increased transparency for water users through the first version of the Murray–Darling Basin Water Information Portal (WIP). The WIP will continue to be developed over the coming years
- A commitment to water market reform through appointment of Mr Daryl Quinlivan as the Principal Adviser and an advisory group. Mr Quinlivan provided advice to the government in December 2021, with a phased implementation plan that is supported by Basin states to be delivered by June 2022.

Our focus going forward will remain on delivering on the Ag2030 plan and budget commitments, prioritising new investments, so that agriculture remains a profitable, productive and innovative industry that drives growth and job creation in rural and regional Australia.

Thank you again for raising this matter.

Yours sincerely



DAVID LITTLEPROUD MP

cc: The Hon Keith Pitt MP, Minister for Resources and Water



Senator the Hon Marise Payne
Minister for Foreign Affairs
Minister for Women

MC22-001873

Councillor Darriea Turley AM
President
Local Government NSW
executive.assistant@lgnsw.org.au

Dear Councillor

Thank you for your letter regarding the 2022 Local Government NSW Special Conference where matters relating to legacy Pacific labour schemes were raised.

On 4 April 2022 the Australian Government launched key features of the new Pacific Australia Labour Mobility (PALM) scheme introducing reforms that will benefit workers, employers and Pacific countries and Timor-Leste alike. This delivers key elements of the Australian Government's commitment to enhance the Seasonal Worker Programme (SWP) and Pacific Labour Scheme (PLS).

Building on the success and close working relationship between councils and the SWP Regional Coordinators, the PALM scheme will have an enhanced regional presence in Australia. The Pacific Labour Facility (PLF) will appoint a State Manager in every Australian state and territory. State Managers will be supported by relationship managers, who will provide local knowledge and can better support employers and workers on the ground.

The purpose of this enhanced presence is to deliver on industry's calls for a more streamlined and efficient approach to employing Pacific workers and, importantly in the context of your letter, to strengthen the focus on worker welfare and protections as the PALM scheme grows. This includes by resourcing an active compliance and assurance program.

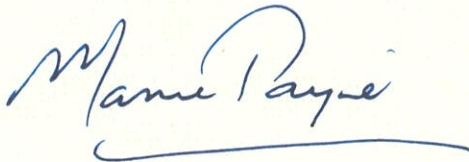
We warmly welcome the strong interest of NSW Councils to support PALM workers. The primary responsibility for worker welfare will remain with PALM Approved Employers. However, PLF State Managers and relationship managers will play a key role in facilitating strong links between Approved Employers, councils and other relevant community organisations to support the welfare of workers.

We are keen to establish and maintain localised relationships and engage with relevant councils on the issues raised in the resolution, including the role local councils can play in enhancing the experience of PALM workers and addressing important welfare issues, such as accommodation.

I have asked my department to arrange a meeting with Local Government NSW to commence these discussions with you and relevant councils as a priority.

Thank you for your genuine concerns regarding the welfare of PALM workers. The strong interest shown by Local Government NSW in the welfare of Pacific and Timor-Leste workers reflects the strong contribution these workers make to our communities, and is part of the reason the PALM scheme is so warmly welcomed by Pacific countries and Timor-Leste alike.

Yours sincerely

A handwritten signature in blue ink that reads "Marise Payne". The signature is fluid and cursive, with a long horizontal flourish underneath the name.

MARISE PAYNE

13 APR 2022



Office of the Hon Keith Pitt MP
Minister for Resources and Water

Ref: MC22-002298

Cr Darriea Turley AM
President
Local Government NSW
GPO Box 7003
SYDNEY NSW 2001

executive.assistant@lgsw.org.au

Dear Councillor Turley

Thank you for your correspondence of 28 March 2022 to the Hon. Keith Pitt MP, Minister for Resources and Water, concerning resolutions from the Local Government NSW Special Conference, March 2022, specifically the mandating of the National Water Quality Management Strategy (NWQMS). Minister Pitt has asked me to respond on his behalf.

The management of Australia's water resources and access to an adequate supply of quality water is very important to the Australian Government. The government focusses on national leadership, while the states and territories are primarily responsible for managing water resources in their respective jurisdictions, including making decisions on water supply and water quality. Local government agencies and councils also play a crucial role in water management, particularly managing storm water, and in some instances water supply and wastewater treatment.

In your correspondence, as a resolution of the Local Government NSW Special Conference, you propose mandating the NWQMS. As you have identified in the resolution's explanatory note, the NWQMS is Australia's nationally agreed approach to develop guidelines and tools to assist with water quality management. The NWQMS was developed collaboratively between the Australian, state and territory governments, peak bodies and other stakeholders. This resulted in the NWQMS providing a voluntary, nationally coordinated framework that reduces duplication and improves consistency in approaches across jurisdictions and presents the best available science to support decision making.

The NWQMS is currently non-mandatory to enable it to be used flexibly by all state and territory governments in establishing their own guidelines, regulations, policies, processes and standards for managing the quality and supply of water that are fit for purpose at the local level. Even though the NWQMS (including its policy, framework and guideline products) are not mandatory, the outputs regularly become mandatory at the state and territory level as they are often adopted into state and territory regulation.

I note that you have also written to the NSW Minister for Lands and Water for his consideration of this matter. Should NSW and other state and territory governments wish to mandate the NWQMS, they can choose to raise this through the National Water Reform Committee, which is the interjurisdictional committee that considers and progresses national water reforms and is responsible for the ongoing management of the NWQMS.

The government will continue to work with and support states and territories on water quality matters which address the needs of communities and the environment.

Thank you again for writing on this matter.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Chris Biesaga', with a long horizontal flourish extending to the right.

Christopher Biesaga
Senior Adviser

07 / 04 / 2022



INSTRUMENT OF DELEGATION

Prepared by Executive

Adopted by Resolution - Council Meeting on Wednesday **18 May 2022**

INSTRUMENT OF DELEGATION

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INSTRUMENT OF DELEGATION

COUNCIL'S AUTHORITY TO DELEGATE

Section 377 of the *Local Government Act 1993* (**LG Act**) provides:

377 General power of the council to delegate

(1) A council may, by resolution, delegate to the general manager or any other person or body (not including another employee of the council) any of the functions of the council under this or any other Act, other than the following—

- (a) the appointment of a general manager,
- (b) the making of a rate,
- (c) a determination under section 549 as to the levying of a rate,
- (d) the making of a charge,
- (e) the fixing of a fee,
- (f) the borrowing of money,
- (g) the voting of money for expenditure on its works, services or operations,
- (h) the compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment),
- (i) the acceptance of tenders to provide services currently provided by members of staff of the council,
- (j) the adoption of an operational plan under section 405,
- (k) the adoption of a financial statement included in an annual financial report,
- (l) a decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6,
- (m) the fixing of an amount or rate for the carrying out by the council of work on private land,
- (n) the decision to carry out work on private land for an amount that is less than the amount or rate fixed by the council for the carrying out of any such work,
- (o) the review of a determination made by the council, and not by a delegate of the council, of an application for approval or an application that may be reviewed under section 82A of the *Environmental Planning and Assessment Act 1979*,
- (p) the power of the council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 194,
- (q) a decision under section 356 to contribute money or otherwise grant financial assistance to persons,
- (r) a decision under section 234 to grant leave of absence to the holder of a civic office,
- (s) the making of an application, or the giving of a notice, to the Governor or Minister,
- (t) this power of delegation,
- (u) any function under this or any other Act that is expressly required to be exercised by resolution of the council.

(1A) Despite subsection (1), a council may delegate its functions relating to the granting of financial assistance if—

- (a) the financial assistance is part of a specified program, and
- (b) the program is included in the council's draft operational plan for the year in which the financial assistance is proposed to be given, and
- (c) the program's proposed budget for that year does not exceed 5 per cent of the council's proposed income from the ordinary rates levied for that year, and
- (d) the program applies uniformly to all persons within the council's area or to a significant proportion of all the persons within the council's area.

(2) A council may, by resolution, sub-delegate to the general manager or any other person or body (not including another employee of the council) any function delegated to the council by the Departmental Chief Executive except as provided by the instrument of delegation to the council.

INSTRUMENT OF DELEGATION

(3) A council may delegate functions to a joint organisation only with the approval, by resolution, of the board of the joint organisation.

INSTRUMENT OF DELEGATION

INTRODUCTION

This instrument of delegation should be construed as operating in a manner which is valid and within the powers conferred on the Council under the LG Act.

References to the Chief Executive Officer or CEO are references to the general manager appointed under the LG Act.

In accordance with Section 377 of the *Local Government Act 1993* the Berrigan Shire Council (**Council**) by resolution at its meeting of **18 May 2022** delegated its powers, authorities, duties and functions as set out in:

- Part 1: Delegation to Committees of Council, and Delegation to the Mayor; and
- Part 2: Delegation to the Chief Executive Officer.

All Council delegations are subject to the following limitations:

1. the delegated power, authority, duty or function being performed in accordance with Council policy; and
2. the delegated power, authority, duty or function being performed in accordance with the Law.

The delegations of Council will remain in force until they are revoked or amended by a resolution of Council.

Council notes that the Chief Executive Officer may delegate his or her powers, authorities, duties and functions at his or her discretion within the limitations set by section 378 of the LG Act.

INSTRUMENT OF DELEGATION

PART 1

DELEGATION TO COMMITTEES OF COUNCIL

Committees of Council have no delegations except for those provided by resolution of Council.

INSTRUMENT OF DELEGATION

DELEGATION TO THE MAYOR

The Mayor, and in the absence of the Mayor, the Acting Mayor for the period of the Mayor's absence, is delegated authority under Section 377 of the LG Act to exercise and/or perform on behalf of the Council the following powers, authorities, duties and functions:

1. Conferring Powers or Duties under the *Local Government Act 1993*

To give effect to the Law, Council's adopted policies, resolutions and directions, provided that such delegation is not sub-delegated without the specific approval of Council or as prescribed under the LG Act.

2. Powers or Duties under other Legislation

If, under any other Act other than the *Local Government Act 1993*, a function is conferred or imposed on the Mayor of Council, the function is taken to be conferred or imposed on the Council and the Mayor of the Council has delegated authority to exercise and/or perform on behalf of the Council the powers, authorities, duties and functions as prescribed under that other Act.

3. Preside at Meetings and Functions of Council

To preside at all meetings of the Council, Committees, Community Committees and Public Meetings convened by the Council at which the Mayor is present unless the Mayor otherwise appoints another Councillor or person to perform this function.

4. Negotiations on Behalf of Council

In conjunction with the Chief Executive Officer, to participate in negotiations on behalf of the Council with third parties and in connection with the sale, purchase and lease of land and buildings. This function is subject to the limitation that no contractual agreement is to be entered into without a resolution of Council.

5. Represent Council – Government and Other Forums

To represent the Council on regional organisations and at inter-governmental forums at regional, State and Commonwealth level. To represent the Council, in conjunction with the Chief Executive Officer, at other forums where it is appropriate that the Mayor should present the Council's position.

6. Sign and Execute Documents

To sign correspondence and other documents. This function is subject to the limitation that execution of any documents under Council Seal must be carried out in compliance with clause 400 of the Local Government (General) Regulation 2005.

INSTRUMENT OF DELEGATION

7. Issue Media Releases

To make media statements and issue media releases in respect of Council Resolutions, recommendations and decisions subject to prior consultation with the Chief Executive Officer. Councillors are at liberty to make personal comment at any time.

8. Manage the Chief Executive Officer's Contract

To act as Council's delegate for the purpose of the day-to-day management of the Chief Executive Officer's contract.

9. Appoint the Acting Chief Executive Officer

On the recommendation of the Chief Executive Officer, to appoint one of the Council's Directors to the temporary position of Acting Chief Executive Officer for a period no longer than to the date of the next Council Meeting, when the Council will either endorse the temporary appointment for such additional time as is necessary or appoint another Director to the temporary position.

INSTRUMENT OF DELEGATION

PART 2

DELEGATION TO THE CHIEF EXECUTIVE OFFICER

The Chief Executive Officer, and in the absence of the Chief Executive Officer their nominee as the Acting Chief Executive Officer for the period of the Chief Executive Officer's absence, is delegated authority under Section 377 of the LG Act, to exercise and/or perform on behalf of Council the powers, authorities, duties and functions of the Council subject to the following:

1. The Chief Executive Officer is restrained from carrying out any of those functions of Council excluded from delegation by operation of Section 377(1) of the LG Act; and
2. The Chief Executive Officer is entitled to carry out any functions delegated to the Council by the Departmental Chief Executive or the Minister, subject to any express limitations imposed by the Departmental Chief Executive or Minister.

If a function is conferred or imposed on an employee of Council under any other legislation, the function is deemed to be conferred or imposed on the Council and is delegated to the Chief Executive Officer.

For the avoidance of doubt, the delegated authority conferred or imposed upon the Chief Executive Officer includes the delegated functions of Council as provided in the Schedule. The Schedule is not intended to be an exhaustive list of all powers, authorities, duties and functions delegated to the Chief Executive Officer. Rather it is to be relied upon as providing guidance to those most commonly relied upon powers, authorities, duties and functions.

INSTRUMENT OF DELEGATION

SCHEDULE

Code	Delegation
CEO001	Approve an appointment in accordance with Council's Recruitment and Selection Policy and Procedure where the conditions of offer have been enhanced in accordance with the Attraction and Retention Guidelines.
CEO002	Determine matters included in Business Papers of Council and Committees
CEO003	Invite Groups or Individuals to Address Council or Committee Meetings
CEO004	To lay information to prosecute offenders under the relevant Acts and Regulations and any other applicable legislation.
CEO005	Authorise Council Employees (or other persons) to Enter Premises for the purpose of enabling Council to exercise its functions under any Act, subject to compliance with relevant legislation.
CEO006	To determine matters relating to minor unauthorised works where initially identified by an objector or otherwise discovered by Council, where they would have likely received consent/approval if initially sought having regard to Council's controls.
CEO007	To issue Infringement Notices under: <ul style="list-style-type: none"> (a) <i>Local Government Act 1993</i> (b) <i>Road Rules 2014</i> (c) <i>Companion Animals Act 1998</i> (d) <i>Companion Animals Regulations 2008</i> (e) <i>Road Transport (General) Regulation 2013</i> (f) <i>Roads Act 1993</i> (g) <i>Impounding Act 1993</i> (h) <i>Protection of the Environment Operations Act 1997</i> (i) <i>Protection of the Environment Operations (Clean Air) Regulations 2010</i> (j) <i>Protection of the Environment Operations (Noise Control) Regulations 2008</i> (k) <i>Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019</i> (l) <i>Protection of the Environment Operations (Waste) Regulations 2005</i> (m) <i>Swimming Pools Act 1992</i> (n) <i>Road Transport (Mass, Loading and Access) Regulation 200</i> (o) <i>Rural Fires Act 1997</i> (p) <i>Rural Fires Regulation 2013</i> (q) <i>Environmental Planning & Assessment Act 1979</i> (r) <i>Environmental Planning and Assessment Regulation 2000</i> (s) <i>Food Act 200</i> (t) <i>Food Regulations 201</i> (u) <i>Graffiti Control Act 2008</i> (v) <i>Crown Lands Management Act 2016</i> (w) <i>Crown Land (General Reserves) By-law 2006</i> (x) <i>Public Health Act 2010</i> (y) <i>Public Health Regulation 2012</i> (z) <i>Boarding Houses Act 2012</i> (aa) <i>Road Regulations 2008</i>
CEO008	Act as the Nominated Senior Officer for the purposes of the <i>State Records Act 1998</i> .

INSTRUMENT OF DELEGATION

CEO009	Administer the provisions and functions of the Children's Guardian Act 2019 and associated Regulation.
CEO012	Authority to select and requisition the purchase of all historical resources within the amounts voted.
CEO013	To issue Orders and Emergency Orders as prescribed by Section 124 of the <i>Local Government Act 1993</i> and Schedule 5 of the <i>Environmental Planning and Assessment Act 1979</i> .
CEO014	To approve or refuse professional certification from an Accredited in respect of Complying Development or Building Certification where that Certifier is accredited to undertake that particular type of work.
CEO015	Sign Section 10.7 Certificates and Related Correspondence – <i>Environmental Planning and Assessment Act 1979</i>
DEG001	To obtain quotations and to authorise the purchase of, and issue official orders for goods, works and services required for the functioning of the Council and to incur expenditure for such goods, works and services (excluding that for the purchase of major items or works, plant, and/or motor vehicles) provided that and subject to: a) due provision has been made in the approved Budget for the incurring of such expenditure; b) or the incurring of such expenditure is otherwise authorised as per Council's policy; and c) the delegate not accepting tenders which are required by the <i>Local Government Act 1993</i> to be invited by Council.
DEG002	Award Tenders to a Value of \$250,000.00 in accordance with Section 377(1)(i) of the <i>Local Government Act 1993</i> .
DEG003	To authorise the payment of salaries and wages subject to two signatories for each authorisation.
DEG004	Sign and Countersign Electronic Funds Transfers (EFT), Direct Debits and Cheques drawn on Council's Bank Account
DEG005	Approve Payment to Contractors and Creditors including the release of any retention money, bank guarantee or bond held by Council as security.
DEG006	Check and Certify the Annual Statutory Accounts
DEG007	To authorise expenditure outside the budget approved by Council in order to undertake urgent works to reduce or eliminate a significant health or safety hazard.
DEG008	Authority to Require the Lodgement of a Cash Bond or Bank Guarantee Including the authority for the release of Cash Bonds or Bank Guarantees
DEG009	Negotiate Council's Overdraft Limit
DEG010	Sell or Dispose of Old Materials, Spoilt or Obsolete Equipment
DEG011	To authorise the writing off uncollectable debts (for charges and sundry debtors) up to a maximum amount of \$20,000.00.
DEG012	Authorise the Issue of Accounts for Services provided by Council
DEG013	To apply for borrowings from financial institutions following a Resolution of Council in accordance with section 377(1)(f) of the <i>Local Government Act 1993</i> .
DEG014	Engage Consultants to assist Council projects subject to compliance with the <i>Local Government Act 1993</i> and the Law.
DEG015	Arrange the investment of money as per Council's Investments Policy that is not for the time being required by the Council for any other purpose. Any money may only be invested in a form of investment notified by order of the Minister and published in the Government Gazette.

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DEG016	Write off accrued interest on rates and charges in accordance with section 567 of the <i>Local Government Act 1993</i> .
DEG017	To make arrangements with debtor for payment to be made by reasonable and satisfactory instalments.
DEG018	To authorise the refund of all over-payments subject to appropriate certification.
DEG019	To authorise the refund of all or part of the fees paid for development or where the application is either not proceeded with or is withdrawn subsequent to assessment and where that application has been the responsibility of a more junior officer. Note: Authorising officer is not to be the officer recommending refund.
DEG020	To grant rebates of rates to qualified rateable persons in accordance with the provisions of the <i>Local Government Act 1993</i> .
DEG021	To Approve Credit Notes
DEG022	To refund trust fund deposits upon appropriate certification and recommendation.
DEG023	To complete all financial certifications required by the <i>Local Government Act 1993</i> and <i>Local Government Act (General) Regulation 2005</i> .
DEG024	To waive or reduce non-business activity fees (pursuant to 610E of the <i>Local Government Act 1993</i>) up to a maximum of \$20,000.00 in any one transaction in accordance with those categories described in the current adopted Operational Plan and in line with the requirements of any applicable Council policy.
DEG025	To reduce water and wastewater consumption charges in accordance with the Undetected Leak Policy for Water and Wastewater Charges up to a maximum of \$10,000.00.
DEG026	Approve or refuse the appointment, engagement, or promotion of staff, subject to compliance with section 337 of the <i>Local Government Act 1993</i> for Senior Staff, and approve or refuse the use of a recruitment consultant.
DEG027	Approve or refuse payment of allowances and employment entitlements and benefits in accordance with the <i>Local Government (State) Award 2020</i> and applicable employment contracts.
DEG028	Approve salary step progression for staff in accordance with the Agreement and Council's Reward and Recognition Framework Policy and the <i>Local Government (State) Award 2020</i> .
DEG029	Approve Performance Bonus payments for staff in accordance with Council's Policies.
DEG030	To dismiss employees or consultants/contractors, subject to consultation with Council prior to the dismissal of senior staff in accordance with section 337 of the <i>Local Government Act 1993</i> .
DEG031	Approve or refuse education assistance to staff in accordance with Council's Career Enhancement Procedure.
DEG032	Approve or refuse flexible work arrangements for staff in accordance with Council's Policies.
DEG033	Approve a Report of Injury to Council's Workers Compensation Insurer

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DEG034	<p>Approve or refuse leave having due regard to the proper functioning of the Council and maintenance of appropriate levels of service to the public and compliance with Council's Policies including:</p> <ul style="list-style-type: none"> (a) Long service (all types); (b) Annual; (c) Sick (Full Pay); (d) Carers; (e) Bereavement; (f) Jury service; (g) Trade union training leave; (h) Union conference leave; (i) Parental/maternity leave; (j) Emergency services (up to 5 days per calendar year); (k) Defence Force Reserve; (l) Study leave (if education assistance already approved); (m) Leave without pay; (n) Concurrent parental leave; (o) Purchased annual leave; (p) Approved leave of absence; (q) Sick (Half Pay); (r) Health and Wellbeing leave; and (s) Special leave with or without leave.
DEG035	<p>Approve attendance at professional development programs and reasonable out of pocket expenses, with pay in the following cases:</p> <ul style="list-style-type: none"> (a) Professional body where staff members are full members of a relevant professional body that is running a conference or meeting – a maximum of five days leave at any one time, with a maximum in any one year of 15 days; (b) Field days where it is considered that the machinery to be displayed is of some relevance to Council's operations, that senior staff directly associated with the purchase of Council's machinery be allowed to attend one day only; (c) Executive of a professional body where an employee is elected to the executive of a professional body, special leave must fit within the parameters laid down under the professional body category; (d) Attendance at refresher courses (for example, management courses) to be decided by Council in each particular case.
DEG036	<ul style="list-style-type: none"> (a) To approve or refuse the payment of domestic travel and subsistence expenses to staff in accordance with Council's Policies. (b) To approve or refuse the payment of international travel and subsistence expenses to staff in accordance with Council's Policies. (c) To approve or refuse overseas travel where it relates to training, operational or professional activities.
DEG037	<p>To approve or refuse claims for the loss of personal property provided that such property was required for the normal performance of the staff member's duties in terms of Council's policy and practice and the personal property was lost or destroyed in the course of employment through no fault or negligence of the employee.</p>
DEG038	<p>To approve or refuse staff to engage, for remuneration, in private employment or contract work outside of the Council.</p>
DEG039	<p>To determine any requests for personal use of Council equipment for the undertaking of any work, and to determine in consultation with the relevant executive officer appropriate rental/hire charges for such use.</p>

INSTRUMENT OF DELEGATION

DEG040	To refuse, approve or conditionally approve any request by an existing or previous employee of Council for the non-exclusive use of intellectual property of the Council created by the employee during the course of their employment with Council, providing there is no monetary or commercial benefit to the employee.
DEG041	Approve variations to the relevant industrial agreements for leave, allowances or conditions of employment for staff employed under the Local Government (State) Award 2020 in accordance with the relevant industrial relations legislation.
DEG042	Approve Council Employment Agreements in accordance with the Local Government (State) Award 2020
DEG043	Approve the appointment, engagement, or promotion of staff in accordance with Council's Policies.
DEG045	To reclassify all staff in accordance with Council's Reward and Recognition Framework or equivalent policies.
DEG046	Approve job status change/higher grade pay in short-term acting situations in accordance with Council's Policies.
DEG047	Approve or refuse the payment of overtime in accordance with the Local Government (State) Award 2020.
DEG048	To deal with industrial disputes within the terms of existing Industrial Instruments.
DEG049	To hear appeals by employees against decisions of other employees, in accordance with Council's Employee Grievance Procedure or similar policies.
DEG050	Employ Staff to fill Short Term Casual Vacancies
DEG051	To provide verbal references, or written references on Council letterhead, to a potential employer with the consent of a current or former employee. Without the consent of a current or former employee the only information that can be provided to a potential employer, is confirmation that the person has worked for Council, the duration of that work and the position occupied during that time.
DEG052	Authorise and Co-authorise Tax File Number (TFN) Declaration Forms
DEG053	(a) To make or authorise public statements (b) Issue media releases on matters involving the Council.
DEG056	(a) To reply to all routine correspondence that does not require the prior consideration of Council. (b) To exercise discretion in regard to referring correspondence to various Council officers for attention.
DEG058	To sign Contracts, Deeds and Agreements that do not require the Council Seal
DEG059	Sign Funding Applications once approved by Council
DEG060	Authority to negotiate and enter into any form of Lease, Licence, Memorandum of Understanding or other transaction for use of land or assets, subject to compliance with the <i>Local Government Act 1993</i> , and subject to making reasonable enquiries into the appropriate payments to be made to Council and consulting with Council's solicitor to determine the appropriate format of the legal agreement.
DEG062	To act as the Public Officer in relation to functions contained within section 343 of the <i>Local Government Act 1993</i> .
DEG063	Authority to approve the destruction of corporate documentation or the transfer of corporate documentation to State Records in accordance with Council's Records Disposal Schedule and the <i>State Records Act 1998</i> .
DEG064	Manage the Renewal and Maintenance of Domain Names and IP Addresses

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DEG065	Manage the renewal and maintenance of Australian Communications and Media Authority radio transmission licences as they apply to Council and in accordance with the <i>Radiocommunications Act 1992</i> (Cth).
DEG066	(a) Appoint management/employer representatives to the Staff Consultative Committee and the Health and Safety Committee (b) Consider and determine matters arising from the Staff Consultative Committee and the Health and Safety Committee.
DEG067	To respond and liaise with the Minister and his/her representatives and the department in relation to correspondence, inquiries or requests for information.
DEG068	Determine Applications under the <i>Government Information (Public Access) Act 2009</i> : (a) Proactive release of information; (b) Informal access to information; (c) To determine formal applications for access to Council information under the <i>Government Information (Public Access) Act 2009</i> . (d) Review formal applications.
DEG069	Act as Code of Conduct Complaints Coordinator and Alternate Complaints Coordinator
DEG070	To receive and Investigate Complaints under the Internal Reporting (Public Interest Disclosures Policy) and to authorise action to be taken by the appropriate officer in regard to any complaints or requests received.
DEG071	Receive and Investigate Privacy Complaints
DEG072	To receive complaints and authorise investigation under the Child Protection Policy and to determine the action to be taken by the appropriate officer in regard to any complaints or requests received.
DEG073	Investigate Complaints about Staff under Child Protection Policy
DEG074	Investigate Complaints about Family Day Carers under Child Protection Policy. Note: Carers are also known as Educators
DEG075	To authorise action to be taken by the appropriate officer in regard to any complaints or requests received, where the complaint is from an internal source.
DEG076	To authorise action to be taken by the appropriate officer in regard to any complaints or requests received, where the complaint is from an external source.
DEG077	(a) Approve the viewing and/or retrieval of stored CCTV footage; (b) Approve installation of new CCTV cameras; (c) Maintain the register of fixed CCTV camera locations.
DEG078	(a) To lay information, to initiate or carry on, to act on behalf of Council and to negotiate on matters in issue between parties in any proceedings in any Court or Tribunal, including but not limited to, the Local, District or Supreme Courts of any State or Territory, any Industrial Relations Tribunal or Commission, and the Land and Environment Court; and (b) To instruct and engage Council's Solicitors and Counsel where considered necessary. (c) To authorise the issue or withdrawal of any penalty infringement notices or complaint or the institution of any proceedings for the recovery of any penalty or the making of any order for or in respect of any offence, nuisance, or any other matter or thing whatsoever which the Council might be entitled to recover or seek under any Act or Regulation.
DEG081	To authorise the issue of 'on-the-spot' penalty infringement notices and to commence Court proceedings where necessary.
DEG082	To determine the fee to be charged for the provision of Council's employees as witnesses and/or the supplying of information for Court cases in accordance with Council's fees and charges adopted by Resolution of Council.

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DEG083	Issue Notices of Intention to Issue Orders under section 124 and section 132 the <i>Local Government Act 1993</i> .
DEG084	Issue Notices of Intention to Issue Orders and Orders under the <i>Environmental Planning and Assessment Act 1979</i> .
DEG085	Issue Prevention Notices, Clean up Notices or Prohibition Notices under the <i>Protection of the Environment Operations Act 1997</i> .
DEG086	Issue Notices of Intention, Notices and Declarations under the <i>Companion Animals Act 1998</i> .
DEG087	Issue Orders, Directions and Notices under the <i>Roads Act 1993</i> .
DEG088	<p>(a) To determine development applications (including applications made pursuant to Section 4.55 and Section 4.56 of the <i>Environmental Planning and Assessment Act 1979</i>, Complying Development Applications and Subdivision applications) that comply with relevant Acts and Regulations together with Council's LEP and DCP, any other relevant DCP and Council policies and no material objections have been received.</p> <p>(b) To determine development applications (including applications made pursuant to Section 4.55 and Section 4.56 of the <i>Environmental Planning and Assessment Act 1979</i> and Subdivision applications as (a) above except where approval of the application would result in a material adverse impact on a person who made a written objection to the application due to non-compliance with a development standard in Council's LEP. Delegated approval is permissible if that objection can be resolved through a condition of consent or has been addressed by way of amendment to plans.</p> <p>(c) To determine applications made pursuant to Section 4.55 and Section 4.56 of the <i>Environmental Planning and Assessment Act 1979</i>, and relevant Regulations, where objections have been received but those objections do not raise any issues not covered when the original application was determined</p> <p>(d) To determine applications made pursuant to and in accordance with Section 4.55 and Section 4.56 of the <i>Environmental Planning and Assessment Act 1979</i>, and relevant Regulations, where objections have been received but those objections do not raise any issues not covered when the original application was determined.</p> <p>(e) To determine Modification Applications pursuant to the <i>Environmental Planning and Assessment Act 1979</i>.</p> <p>Note:</p> <p>(1) Notwithstanding subclauses (a) and (b) above, any development application or application to modify a consent must be referred to Council for determination, following a written request from at least two Councillors to the General Manager and/or CEO.</p> <p>(2) Notwithstanding subclauses (a) and (b) above, any development application or application to modify a consent that, in the opinion of the Director Planning & Environment, is of significant public interest or where any determination may result in major policy implications must be referred to Council for determination.</p>
DEG089	Where the Council has approved a subdivision/development subject to the construction of a storm water drainage works that revert to the care, control and management of Council by the applicant, to approve such works upon submission of all necessary plans and documentation.
DEG090	To approve or refuse all connections from private property to Council's storm water systems where those works are for the sole benefit of the development and do not revert to the core control and management of the Council.

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DEG091	To implement any work, service or action provided for in the adopted Delivery Program / Operational plan without further reference to Council except for: <ul style="list-style-type: none"> • the acceptance of tenders which are required under the <i>Local Government Act 1993</i> to be invited by the Council, and • the determination of project priorities where lump sum funding for a program has been provided.
DEG092	Authority to engage contractors to remove derelict vehicles from roads, road reserves and public places in accordance with the <i>Impounding Act 1993</i> and <i>Public Spaces (Unattended Property) Act 2021</i> .
DEG093	<ul style="list-style-type: none"> • To approve applications for street stalls, button days, appeals but excluding door-knock appeals. • To approve applications for street stalls within the area in accordance with Council's policy and practice. • To issue busking permits subject to Council's policies and conditions.
DEG094	To approve applications to film/photograph in Council's parks, reserves and public places subject to the conditions and fees determined by Council.
DEG095	To approve or refuse applications for the casual use of parks in accordance with policies and subject to approved fees (if any).
DEG096	To issue notices under the <i>Local Government Act 1993</i> Act for the recovery of rates. To approve alternative options for the collection of outstanding rates, including collection of rent in lieu of rates, issuing of proceedings, accepting exchange of land and such other alternatives available to Council under the <i>Local Government Act 1993</i> .
DEG097	Authority to: <ol style="list-style-type: none"> amend the rate and valuation books/records where such amendment is necessary by reason of change of ownership, occupancy or address; insert in the rate book the name of a rate or person whose land has not been valued because of an omission by the Valuer General in terms of the provisions of the <i>Local Government Act 1993</i>; insert the name of any person who ought to have been rated or who since the making of the rate has become liable to be rated; strike out the name of any person who ought not to have been rated; raise or reduce the sum of rates owing due to error; include any land which ought to have been rated; to write off accrued interest to a maximum of \$50.
DEG098	To take all necessary legal action at any time for the recovery of unpaid rates and charges and unpaid sundry debtors in accordance with the <i>Local Government Act 1993</i> .
DEG099	To issue notices under the <i>Local Government Act 1993</i> for the recovery of outstanding rates by requiring the payment of rent to Council in lieu of rates.
DEG100	To resolve claims on Council's behalf <ol style="list-style-type: none"> up to the excess on insurance policies above the level of the excess applicable to each insurance policy where an insurance claim is not made or an insurance claim is not accepted by the insurer, or there is no insurance in place.
DEG101	To authorise and sign notices to quit to tenants whose rent arrears exceed four weeks, or to take such alternative action necessary to manage tenants and recover outstanding rent or payments.

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DEG102	Approve or Refuse to grant Council's consent to a third party development application that may traverse or Impact upon Council Land
DEG103	To authorise repairs/maintenance of Council's buildings, equipment and plant within the limits approved in the annual budget.
DEG104	To requisition and authorise the expenditure of funds for the repair, maintenance and replacement of Council's plant, equipment and vehicles.
DEG105	To let or hire any of the Council's public works, plant, machinery and equipment in accordance with rates determined by Council.
DEG106	Suspend or cancel the operation of an Alcohol-Free Zone in accordance with section 645 of the <i>Local Government Act 1993</i> .
DEG107	Authority to contribute on behalf of Council half the cost of fencing a boundary common to land owned by Council or under the Council's care, control and management subject to two quotations being obtained and subject to compliance with the <i>Dividing Fences Act 1991</i> , where applicable.
DEG108	Operate and Maintain the Council Airport in accordance with all applicable legislative requirements and Council's applicable operation manual
DEG109	Operate and Maintain Council's Waste Management Centre (Landfill) in accordance with all applicable legislative requirements
DEG110	Operate and maintain Council's Cemetery/Crematorium in accordance with all applicable legislative requirements
DEG111	Operate and Maintain Council's Children's Services in accordance with all applicable legislative requirements
DEG112	Exercise the Powers of Council's Impounding Officer
DEG113	Approve or refuse an application for a Vegetation Removal Permit under the State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017, or an application under any other applicable Environmental Planning Instrument, to prune, top, lop or remove trees or vegetation either on the applicant's property or Council's property, subject to the payment of any required fee.
DEG114	To issue parking infringement notices on behalf of Council for offences listed in the fixed penalty handbook
DEG115	(a) To withdraw Penalty Infringement Notices where those notices are technically flawed. (b) To withdraw from prosecution proceedings relating to penalty infringement notices following consideration of representations. Note – Not to be the originator or signatory to the Penalty Notice.
DEG116	To approve temporary road closures where: <ul style="list-style-type: none"> • The temporary road closure is not more than two consecutive days. • Transport for NSW approves the Traffic Management Plan and grants a road occupancy licence (as required). • The NSW Police approve the closure. • The application complies with Council's Conditions of Closure.

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DEG117	<p>To undertake the following sign adjustments:</p> <ul style="list-style-type: none"> • Change existing parking restriction times to Council’s standard times; • Move existing signs to a more visible location (for example, move a sign hidden behind a tree trunk); • Install “repeater”/additional signs (for example, where there are existing parking restrictions signs, install an additional sign in the middle to emphasise the restrictions). • Change old “No Standing” signs to “No Parking” signs as per the Australian Road Rules
DEG118	<p>To install and refuse an application for the following Special Use Zones:</p> <ul style="list-style-type: none"> • Works Zones • Loading Zones • Mail Zones • Motorcycle Parking • Bus Zone • Taxi Zone • Police Vehicles Zone • Disabled Parking • Temporary Bus Zones (for example, railway buses). <p>Approval for the installation of all these Special Use Zones will be granted only where the NSW Police agree to the installation. In addition, approval for the installation of Mail Zones will be granted only where Australia Post agree to the installation; and approval for the installation of Bus Zones will be granted where Transport for NSW agree to the installation.</p>
DEG119	<p>To approve the installation of individual Traffic Facilities projects, where:</p> <ul style="list-style-type: none"> • the individual Traffic Facility project forms part of that financial year’s Traffic Facilities Program which has previously been approved. • after conducting a survey of local residents, the majority favours the proposed traffic facility design. • Subject to compliance with any applicable Council policies.
DEG120	<p>To approve the installation of warning signs, where:</p> <ul style="list-style-type: none"> • The definition of warning sign is as defined in the Australian Standard (AS1742.1-2014) • The proposed sign can be found in Section 3 Warning Signs of the Australian Standard (AS1742.1-2014) • The NSW Police agree with the installation.
DEG121	<p>To approve or refuse an application for signs or line marking across a driveway, where the NSW Police agree with the approval or refusal.</p>
DEG122	<p>Approve or Refuse an Application for Traffic Bollards</p>
DEG123	<p>To approve or refuse the construction of vehicular crossings and/or restoration works on Council land or over Council controlled road reserves.</p>
DEG124	<p>To approve the installation of additional street lighting facilities and associated charges.</p>
DEG125	<p>To approve and sign the grant or removal of a positive covenant or restriction contained in any positive covenant, easement and/or section 88B instrument under the <i>Conveyancing Act 1919</i>, and to suspend the operation of any regulatory instrument in reliance upon section 3.16 of the <i>Environmental Planning and Assessment Act 1979</i> and subject to any Council Policy and the Law.</p>

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DEG126	To determine public notification of applications: (a) To determine whether an application should be exempted from notification in accordance with Council policy. (b) To determine such persons who own land or who reside in properties that may be detrimentally affected by the development and to ensure such persons are notified in accordance with Council's policy.
DEG128	Act as registered certifier in accordance with the <i>Building and Development Certifiers Act 2018</i>
DEG129	To exercise Council's power to carry out work on private land, subject to the consent of the owner and/or a legal right for Council to carry out the works.
DEG130	To authorise a one-off variation to the restricted hours of building works where: (a) urgent building works to be carried out; (b) large cranes have to stand on streets; (c) the loading/unloading of materials and pouring of the concrete which would otherwise cause interference to traffic; and (d) the erection or removal of hoarding tower cranes, awnings and the like.
DEG132	To impose water restrictions on fixed hoses and sprinklers and to lift such restrictions when appropriate.
DEG133	To control Council's motor vehicle fleet in the following matters: (a) Authority to drive; (b) Private use of vehicles; (c) Council and user records; (d) Allocation of vehicles (e) Alternative user procedures initial equipment including tyres, general maintenance and cleaning of cars.
DEG134	To approve or refuse the issue of permits, certificates and approvals for activities that are required to be regulated under the provisions of <i>the Local Government Act 1993</i> and the Environmental Planning and Assessment Act 1979 or related legislation; including, but not limited to: <ul style="list-style-type: none"> • Section 68 Approvals under the <i>Local Government Act 1993</i>; • all building information certificates, construction certificates, subdivision certificates, certificates of classifications and occupation certificates.
DEG135	To determine applications for extensions of time in regard to use or development consent in accordance with the provisions of the <i>Environmental Planning and Assessment Act 1979</i> where the proposal generally complies with current planning controls.
DEG136	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Local Government Act 1993</i>
DEG137	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Road Rules 2014</i>
DEG138	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Companion Animals Act 1998</i>
DEG139	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Companion Animals Regulation 2018</i>
DEG140	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Road Transport (General) Regulation 2021</i>
DEG141	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Roads Act 1993</i>

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DEG142	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Impounding Act 1993</i> and <i>Public Spaces (Unattended Property) Act 2021</i>
DEG143	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Protection of the Environment Operations Act 1997</i>
DEG144	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Protection of the Environment Operations (Clean Air) Regulation 2021</i> .
DEG145	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Protection of the Environment Operations (Noise Control) Regulation 2017</i> .
DEG146	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Protection of the Environment Operations (Waste) Regulation 2014</i> .
DEG147	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Swimming Pools Act 1992</i> .
DEG151	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Environmental Planning and Assessment Act 1979</i> .
DEG152	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Environmental Planning and Assessment Regulation 2000</i> , <i>Environmental Planning and Assessment Regulation 2021</i> and <i>Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021</i> .
DEG153	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Food Act 2003</i> .
DEG154	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Food Regulation 2015</i> .
DEG155	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Graffiti Control Act 2008</i> and <i>Graffiti Control Regulation 2014</i> .
DEG156	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Crown Land Management Act 2016</i> .
DEG158	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Public Health Act 2010</i> .
DEG159	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Public Health Regulation 2012</i> .
DEG160	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Boarding Houses Act 2012</i> .
DEG161	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Roads Regulation 2018</i> .
DEG162	To issue Infringement Notices under the Self-Enforcing Infringement Notice Scheme relating to <i>Biosecurity Act 2015</i> .
DEG163	(a) To act on Council's behalf in all matters relating to the administration of Impounding contracts and service provisions in accordance with Council policy and guidelines. (b) To administer the provisions of the <i>Companion Animals Act 1998</i> including the authorisations of prosecutions and consideration of appeals for leniency from on-the-spot fines.
DEG164	Determine Applications for Parking Permits
DEG165	To issue temporary resident parking permits in cases relating to carers' responsibilities or temporary medical restrictions, to a maximum of three months.

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DEG166	<p>To change the number and/or location of resident parking, up to a total of ten parking spaces, where:</p> <ul style="list-style-type: none"> • There are existing resident parking restrictions in the street. • The number of resident parking permits issued in the street exceeds or is one, two or three less than the number of resident parking spaces. • The installation of such parking will not make the entire street resident parking. <p>To refuse an application for additional resident parking where the number of resident parking permits issued in the street is less than the number of resident parking spaces.</p>
DEG167	To approve, refuse or condition any application for school and community group visitation to Council owned or controlled properties.
DEG168	To approve applications for charity collections in the local business district(s).
DEG169	To order all supplies, materials, plant, equipment and vehicles upon the issue of an appropriate authorised requisition.
DEG170	To require owners or occupiers of land on which buildings are erected and which have frontages/entrances from roads, to mark the building, fence or road frontage with such numbers and in the manner and form that may from time to time be required.
DEG171	To approve or refuse applications for the removal of vehicular crossings.
DEG172	Sign as Owner of Council Properties for Applications for Development/Building Consent
DEG173	To determine the disposal price and time of disposal for Council's plant and equipment.
DEG174	<p>Authority to approve a sale price for Council plant, equipment or vehicles by public auction, tender or trade-in if:</p> <ul style="list-style-type: none"> • the best offer is more than 10% below the reserve price; and / or • the reserve price has been set by consulting either a valuer, auctioneer, or professional book (i.e., Red Book); and / or • results from previous auctions for similar plant, equipment or vehicles has been considered <p>(a) determine the reserve price and disposal method for IT equipment</p>
DEG175	To approve or refuse an application for Road Rules 2014 compliance signs (for example, 10m "No Stopping" restrictions at intersections), where the NSW Police agree with the approval or refusal.
DEG176	To Administer the Provisions of the <i>Roads Act 1993</i> , <i>Road Transport Act 2013</i> and Road Rules 2014 as they apply to Council subject to any applicable standards, protocols and directions from State Government departments and/or NSW Police.

INSTRUMENT OF DELEGATION

DEG177	<p>Exercise Authority under the <i>Roads Act 1993</i> in connection with the assessment of Development Applications, Construction Certificates and Complying Development Certificates</p> <p>(a) Fix the levels of the public roads.</p> <p>(b) Determine levels of public roads after considering public submissions.</p> <p>(c) Direct restoration of road works.</p> <p>(d) Regulate traffic by means of barriers or notices.</p> <p>(e) Enter upon any land subject to the requirements of the <i>Roads Act 1993</i>.</p> <p>(f) Carry out inspections and investigations upon any land subject to the requirements of the <i>Roads Act 1993</i>.</p> <p>(g) Remove, place guard around any matter or thing within a road which in his opinion may be a danger to the public.</p> <p>(h) Direct any person causing an obstruction or danger in a road to remove such obstruction or danger (including the removal of redundant gutter crossing, kerbs and footpaths).</p> <p>(i) To approve or refuse the construction of vehicular crossings and/or restoration works.</p> <p>(j) Prevent the damage of or interface with any public road</p> <p>(k) Determine applications for hoarding permits.</p>
DEG178	Issue Approvals under Section 138 of the <i>Roads Act 1993</i> where Public Safety is an Issue
DEG181	<p>(a) To approve or refuse applications for Construction Certificates which comply in all respects with the requirements of the Building Code of Australia, the <i>Local Government Act 1993</i>, <i>Environmental Planning and Assessment Act 1979</i>, <i>Environmental Planning and Assessment Regulation 2000</i>, <i>Environmental Planning and Assessment Regulation 2021</i> and <i>Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021</i>, Council's Planning Controls and Policies and do not depart from the conditions and plans of the development consent.</p> <p>(b) To refuse an application for Construction Certificate proposing the erection of a building which does not comply with the requirements of either Council's LEP, the Building Code of Australia, the <i>Local Government Act 1993</i>, <i>Environmental Planning and Assessment Act 1979</i>, <i>Environmental Planning and Assessment Regulation 2000</i>, <i>Environmental Planning and Assessment Regulation 2021</i> and <i>Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021</i>, there under or relevant conditions of development consent.</p>
DEG182	To approve, refuse and sign all building information certificates and certificates of classifications and certificates of occupancies required under the <i>Local Government Act 1993</i> , <i>Environmental Planning and Assessment Act 1979</i> , <i>Environmental Planning and Assessment Regulation 2000</i> , <i>Environmental Planning and Assessment Regulation 2021</i> , <i>Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021</i> and/or the Building Code of Australia.
DEG183	To accept structural drawings, mechanical ventilation and other detailed drawings which comply with the requirements of the Building Code of Australia, <i>Local Government Act 1993</i> , <i>Environmental Planning and Assessment Act 1979</i> , <i>Environmental Planning and Assessment Regulation 2000</i> , <i>Environmental Planning and Assessment Regulation 2021</i> , <i>Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021</i> and related Australian Standards where an Engineers certification has been submitted (by a practising Engineer or accredited certifier) certifying the design criteria used, and compliance with the relevant statutory codes.

INSTRUMENT OF DELEGATION

DEG184	To approve applications for strata/subdivision that comply with the <i>Local Government Act 1993, Environmental Planning and Assessment Act 1979, Environmental Planning and Assessment Regulation 2000, Environmental Planning and Assessment Regulation 2021, Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021</i> and the relevant provisions of the <i>Strata Schemes Development Act 2015</i> and associated regulations; and any development consent issued (including release of the Subdivision plans and Certificates), including signature/endorsement of linen plans.
DEG185	To review Notice of Determinations issued under delegated authority in accordance with the requirements of the <i>Local Government Act 1993, Environmental Planning and Assessment Act 1979, Environmental Planning and Assessment Regulation 2000, Environmental Planning and Assessment Regulation 2021</i> and <i>Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021</i> . Note: Reviewer is not to be original determiner or subordinate of original determined in accordance with limitation imposed by Section 377(1)(o) of the <i>Local Government Act 1993</i> .
DEG187	Exercise all powers of Council under the <i>Library Act 1939</i>
DEG188	Authorise the Purchase, De-commissioning and Donation of Library Books
DEG190	To approve all requests for the use of Council's community buses in accordance with Council's policy and fees and to grant discounts/rebates in accordance with policy.
DEG191	Approve the Consumption of Alcohol for Special Events at Council's Premises
DEG192	Perform the Functions in relation to Local Environmental Plans subject to the Minister delegating functions under Section 3.36 of the <i>Environmental Planning and Assessment Act 1979</i> and subject to Council resolving to accept the Ministerial delegation. Only those functions identified in the Ministerial delegation may be carried out.
DEG193	Exercise the Powers of the <i>State Emergency and Rescue Management Act 1989</i> as delegated under Section 378 of the <i>Local Government Act 1993</i> , to be the Chairperson of the Local Emergency Management Committee
DEG194	Administer the Provisions and Functions of the <i>Boarding House Act 2012</i> and associated Regulation
DEG195	Administer the Provisions and Functions of the <i>Children and Young Persons (Care and Protection) Act 1998</i> and associated Regulation
DEG196	Administer the Provisions and Functions of the <i>Children (Education and Care Services National Law Application) Act 2010</i> and associated Regulation
DEG197	Administer the Provisions and Functions of the <i>Community Land Development Act 1989</i> and associated Regulation
DEG198	Administer the Provisions and Functions of the <i>Companion Animals Act 1998</i> and associated Regulation
DEG199	Administer the Provisions and Functions of the <i>Conveyancing Act 1919</i> and associated Regulation
DEG200	Administer the Provisions and Functions of the <i>Crown Land Management Act 2016</i> and associated Regulation
DEG201	Administer the Provisions and Functions of the <i>Environmental Planning and Assessment Act 1979</i> and <i>Environmental Planning and Assessment Regulation 2000, Environmental Planning and Assessment Regulation 2021</i> and <i>Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021</i> .

INSTRUMENT OF DELEGATION

DEG202	Administer the Provisions and Functions of the <i>Fire and Rescue NSW Act 1989</i> and associated Regulation
DEG203	Administer the Provisions and Functions of the <i>Fluoridation of Public Water Supplies Act 1957</i> and associated Regulation
DEG204	Administer the Provisions and Functions of the <i>Food Act 2003</i> and associated Regulation
DEG205	Administer the Provisions and Functions of the <i>Government Information (Public Access) Act 2009</i> and associated Regulation
DEG206	Administer the Provisions and Functions of the <i>Graffiti Control Act 2008</i> and associated Regulation
DEG207	Administer the Provisions and Functions of the <i>Health Records and Information Privacy Act 2002</i> and associated Regulation
DEG208	Administer the Provisions and Functions of the <i>Heritage Act 1977</i> and associated Regulation
DEG209	Administer the Provisions and Functions of the <i>Impounding Act 1993, Public Spaces (Unattended Property) Act 2021</i> and associated Regulation
DEG210	Administer the Provisions and Functions of the <i>Library Act 1939</i> and associated Regulation
DEG211	Administer the Provisions and Functions of the <i>Liquor Act 2007</i> and associated Regulation
DEG212	Administer the Provisions and Functions of the <i>Local Government Act 1993</i>
DEG213	Administer the Provisions and Functions of the <i>Local Government (General) Regulation 2021</i>
DEG214	Administer the Provisions and Functions of the <i>Native Title (New South Wales) Act 1994</i> and associated Regulation together with the <i>Native Title Act 1993 (Cth)</i> to the extent of any inconsistency
DEG215	Administer the Provisions and Functions of the <i>Plumbing and Drainage Act 2011</i> and associated Regulation
DEG216	Administer the Provisions and Functions of the <i>Privacy and Personal Information Protection Act 1998</i> and associated Regulation
DEG217	Administer the Provisions and Functions of the <i>Protection of the Environment Operations Act 1997</i> and associated Regulation
DEG218	Administer the Provisions and Functions of the <i>Public Health Act 2010</i> and associated Regulation
DEG219	Administer the Provisions and Functions of the <i>Radiocommunications Act 1992 (Cth)</i> and associated Regulation
DEG221	Administer the Provisions and Functions of the <i>Roads Act 1993</i> and associated Regulation
DEG222	Administer the Provisions and Functions of the <i>Road Transport Act 2013</i> and <i>Road Transport (General) Regulation 2021</i>
DEG223	Administer the Provisions and Functions of the <i>Rural Fires Act 1997</i> and associated Regulation
DEG224	Administer the Provisions and Functions of the <i>State Emergency and Rescue Management Act 1989</i> and associated Regulation
DEG225	Administer the Provisions and Functions of the <i>State Records Act 1998</i> and associated Regulation

INSTRUMENT OF DELEGATION

DEG226	Administer the Provisions and Functions of the <i>Swimming Pools Act 1992</i> and <i>Swimming Pools Regulation 2018</i>
DEG227	Administer the Provisions and Functions of the <i>Unclaimed Money Act 1995</i> and associated Regulation
DEG228	Administer the Provisions and Functions of the <i>Waste Avoidance and Resource Recovery Act 2001</i> and associated Regulation
DEG229	Administer the Provisions and Functions of the <i>Water Management Act 2000</i> and associated Regulation
DEG230	Administer the Provisions and Functions of the <i>Work Health and Safety Act 2011</i> and associated Regulation
DEG231	Administer the Provisions and Functions of the <i>Workers Compensation Act 1987</i> and associated Regulation
DEG232	Administer the Provisions and Functions of the <i>Workplace Injury Management and Workers Compensation Act 1998</i> and associated Regulation
DEG233	Administer the Provisions and Functions of the <i>Biosecurity Act 2015</i> and associated Regulation
DEG234	Administer the Provisions and Functions of the <i>Public Interest Disclosures Act 1994</i> and associated Regulation
DEG235	Administer the Provisions and Functions of the <i>Building and Development Certifiers Act 2018</i> and associated Regulation
DEG236	Administer the Provisions and Functions of the <i>Biodiversity Conservation Act 2016</i> and associated Regulation
DEG237	Administer the Provisions and Functions of the <i>Recreation Vehicles Act 1983</i> and associated Regulation
DEG238	Administer the Provisions and Functions of the <i>State Emergency Service Act 1989</i> and associated Regulation
DEG239	Administer the Provisions and Functions of the <i>Strata Schemes Development Act 2015</i> and <i>Strata Schemes Development Regulation 2016</i>
DEG240	Administer the Provisions and Functions of the <i>Community Land Management Act 2021</i> and associated Regulation
DEG241	Administer the Provisions and Functions of the <i>Contaminated Land Management Act 1997</i> and associated Regulation
DEG242	Administer the Provisions and Functions of the <i>Cemeteries and Crematoria Act 2013</i> and associated Regulation
DEG243	Administer the Provisions and Functions of the <i>Fines Act 1996</i> and associated Regulation
DEG244	Administer the Provisions and Functions of the <i>Heavy Vehicle National Law (NSW)</i> and associated Regulation
DEG245	Administer the Provisions and Functions of the <i>Land Acquisition (Just Terms Compensation) Act 1991</i> and associated Regulation
DEG246	Administer the Provisions and Functions of the <i>Land and Environment Court Act 1979</i> and associated Regulation
DEG248	Administer the Provisions and Functions of the <i>Ombudsman Act 1974</i> and associated Regulation
DEG249	Administer the Provisions and Functions of the <i>Public Works and Procurement Act 1912</i> and associated Regulation

INSTRUMENT OF DELEGATION

DEG250	Administer the Provisions and Functions of the <i>Real Property Act 1900</i> and associated Regulation
DEG251	Administer the Provisions and Functions of the <i>Protection of the Environment Operations (Clean Air) Regulation 2021</i>
DEG252	Administer the Provisions and Functions of the <i>Protection of the Environment Operations (Waste) Regulation 2014</i>
DEG253	To commit and authorise expenditure within the area of operation and budget for which the delegate is responsible, subject to the limitations of other delegations, and in accordance with Council policies.
DEG259	Authority to exercise and/or perform on behalf of the Council the Council's delegable functions as an airport operator and/or an aviation industry participant under the <i>Aviation Transport Security Act 2004</i> and <i>Aviation Transport Security Regulation 2005</i>
DEG260	Authority on behalf of the Council as an aviation industry participant to undertake all functions in relation to a transport security program in accordance with Part 2 of the <i>Aviation Transport Security Act 2004</i> and in particular sections 18, 22, 23A and 26A.
DEG261	Administer the Provisions and Functions of the <i>Road Rules 2014</i>
DEG262	Administer the Provisions and Functions of the <i>Strata Schemes Management Act 2015</i> and <i>Strata Schemes Management Regulation 2016</i>
DEG263	Administer the Provisions and Functions of the <i>Children's Guardian Act 2019</i> and associated Regulation
DEG264	Administer the Provisions and Functions of the <i>Surveying and Spatial Information Act 2002</i>
DEG265	Administer the Provisions and Functions of the <i>Coastal Management Act 2016</i>
DEG266	Administer the <i>Community Land Development Act 2021</i>
DEG267	Administer the <i>Design and Building Practitioners Act 2020</i>

INSTRUMENT OF DELEGATION

GLOSSARY OF TERMS

Authority	Means any government (state or federal), government department, statutory corporation or other body having power to legally direct the Council or its officers.
Department	Means the Department of Premier and Cabinet, Office of Local Government, or any other future department (or combined department) carrying out the functions of the present Department of Premier and Cabinet, Office of Local Government for the State of New South Wales.
Departmental Chief Executive	Means the Departmental Chief Executive of the Department of Premier and Cabinet or the Departmental Chief Executive of any other government department which has the carriage of the administrative functions of the LG Act and the portfolio of Local Government.
Law	Means the requirements of all statutes, rules, ordinances, codes, regulations, proclamations, by-laws, environmental planning instruments, directions and consents of any Authority.
LG Act	Means the <i>Local Government Act 1993</i> .
Minister	Means the current Minister for Local Government or any future title given to a ministerial position of a future New South Wales State Government portfolio that includes governance of Local Government.

Circular Details	Circular No 18-46 / 18 December 2018 / A621298
Previous Circular	<i>18-25 Status of the new Councillor Induction and Professional Development Guidelines</i>
Who should read this	Mayors / Councillors / General Managers / Council governance staff
Contact	Council Governance Team/ 02 4428 4100/ olg@olg.nsw.gov.au
Action required	Council to implement

New Councillor Induction and Professional Development Requirements

What's new or changing

- Amendments made to the *Local Government Act 1993* (the Act) by the *Local Government Amendment (Governance and Planning) Act 2016* in August 2016 saw the inclusion in the prescribed role of councillors under section 232 a responsibility “to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor”.
- In support of this, regulations have been made for induction and other professional development for mayors and councillors. The new requirements under the *Local Government (General) Regulation 2005* are outlined in the attachment to this circular. These requirements do not apply to joint organisations.
- The Office of Local Government (OLG) has prepared guidelines to assist councils to develop and deliver induction and ongoing professional development activities for their mayor and councillors in compliance with the proposed regulations. The Guidelines have been issued under section 23A of the Act.

What this will mean for your council

- Councils’ induction and professional development programs are to consist of three elements:
 - *Pre-election candidate sessions* – these are to ensure prospective candidates are aware of what will be expected of them if elected (these are not mandatory but are encouraged)
 - *Induction program* – this aims to equip mayors and councillors with the information they need to perform their role effectively over the first few months and has a particular focus on building positive, collaborative relationships between councillors and with staff
 - *Professional development program* – this is to be developed in consultation with all councillors and delivered over the term of the council to build the skills, knowledge and personal attributes necessary to be an effective mayor or councillor.
- Councils will be required to report information in their annual reports on the induction and ongoing professional development activities offered to the mayor and each councillor. The reporting requirements are set out in the attachment to this circular.

Key points

- Councils will need to take immediate steps to develop and deliver a professional development program for the mayor and each councillor.
- Councils will need to deliver an induction program for any councillor elected at a by-election before the next ordinary elections.
- Councils will be required to prepare and deliver an induction program for the mayor and all councillors following the next ordinary elections.
- From next year, councils will be required to report on councillor induction and professional development in their annual reports.

Where to go for further information

- The Councillor Induction and Professional Development Guidelines are available on OLG's website at www.olg.nsw.gov.au.
- For further information, contact OLG's Council Governance Team on (02) 4428 4100.



Tim Hurst
Chief Executive

Attachment**The new councillor induction and professional development requirements under the *Local Government (General) Regulation 2005***

- The general manager is to ensure an induction program is delivered for newly elected and returning councillors and a specialised supplementary induction program for the mayor within six months of their election.
- The general manager is to ensure an ongoing professional development program is delivered for the mayor and each councillor over the term of the council for the purposes of assisting them to acquire and maintain the skills necessary to perform their role.
- The content of the ongoing professional development program to be delivered to the mayor and councillors is to be determined in consultation with the mayor and each councillor and is to have regard to the specific skills required by the mayor, each individual councillor and the governing body as a whole to perform their roles.
- Mayors and councillors must make all reasonable efforts to participate in the activities offered to them as part of an induction or ongoing professional development program.
- Councils are to publish the following information in their annual reports:
 - the name of the mayor and each individual councillor that completed council's induction program (where an induction program has been delivered during the relevant year)
 - the name of the mayor and each councillor who participated in any ongoing professional development program during the year
 - the number of training and other activities provided to the mayor and councillors during the year as part of a professional development program, and
 - the total cost of induction and professional development activities and any other training provided to the mayor and councillors during the relevant year.
- The above requirements do not apply to joint organisations.

Councillor Induction And Professional Development Guidelines

2018



COUNCILLOR INDUCTION AND PROFESSIONAL DEVELOPMENT GUIDELINES

2018

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About these guidelines

The *Councillor Induction and Professional Development Guidelines* (the Guidelines) have been issued under section 23A of the *Local Government Act 1993* (the Act) to assist general managers and council staff to develop, deliver, evaluate and report on the induction and professional development programs they are required to provide mayors and councillors under the *Local Government (General) Regulation 2005* (the Regulation). Councils are required to consider the Guidelines when

undertaking these activities. These Guidelines also apply to county councils, and where relevant, joint organisations.

The Guidelines have also been developed to ensure mayors and councillors are aware of the knowledge, skills and personal attributes expected of them in their civic roles under the Act, and of the support their council should be providing to ensure they are able to effectively fulfil their roles.

These Guidelines are divided into five parts:

Part A	explains the statutory requirements for induction and professional development programs for mayors and councillors in NSW.
Part B	guides councils on how to develop and deliver information sessions to potential candidates considering nominating for election.
Part C	guides councils on how to develop and deliver induction programs for newly elected and returning mayors and councillors.
Part D	guides councils on how to develop and deliver ongoing professional development programs that ensure mayors and councillors continue to develop their capabilities throughout their terms in office.
Part E	outlines how councils are to report on the induction and professional development activities offered to mayors and councillors and their participation in those activities.

It is acknowledged that many NSW councils already provide induction and ongoing professional development programs for mayors and councillors. It is also recognised that the needs and circumstances of councils vary as do the capabilities of individual mayors and councillors, as well as their development needs. The aim of the Regulation and the Guidelines is to ensure that all mayors and councillors across the state have access to such programs, and that the programs delivered by councils meet a consistent minimum standard. The Guidelines have also been designed to be used flexibly by councils and to accommodate, and in some cases build upon, existing programs.

These Guidelines include:

- details of the capabilities (ie the knowledge, skills and attributes) that mayors and councillors are required to have or to acquire in order to fulfil their roles effectively
- a framework for the development of pre-election information sessions for candidates, and induction and ongoing professional development programs for elected members
- information about the developmental stages of each program and what to consider at each stage, and
- checklists of the content that is required in candidate information sessions and induction programs for elected members.

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Introduction



Background

Mayors and councillors come from a diverse range of backgrounds and bring different knowledge, skills, perspectives and insights to their roles. This is one of the strengths of a democratic and representative system of local government.

However, few new mayors or councillors have extensive knowledge of the system of local government, how a council works, or the full scope of their roles and responsibilities when they assume office for the first time. Some are unaware of the need for mayors and councillors to work as a team, despite their political differences, to make decisions that are in the best interests of the community. There may be others who, if they had been fully aware prior to their election of the nature of the role of a mayor or councillor and of the time commitment involved, may not have nominated to stand.

The role exercised by mayors and councillors is a very demanding one and the community rightly has high expectations of the performance of the mayor and councillors. As the governing body of the council, mayors and councillors must work together as a cohesive team to meet the needs of the community. The multi-faceted nature of the roles also requires mayors and councillors to have a wide variety of skills, experience and knowledge, along with the time, passion and commitment to achieve results for the community.

From their first council meeting, mayors and councillors will be required to work together to make important decisions on behalf of their communities, and to take responsibility for those decisions. These decisions will impact on local communities, the services and infrastructure delivered by the council, and the local natural and built environments. They will often involve significant use of public money. Proper induction into their roles, and the building of the governing body as a unified

and collaborative team, are vital if mayors and councillors are to be effective from the start of their terms in office.

Some mayors and councillors may need to develop knowledge and skills in a broad range of areas that are unfamiliar to them in order to undertake their roles successfully. These may include, for example, understanding council meeting procedures or land use planning requirements or interpreting financial statements.

Even experienced mayors and councillors say they can find it challenging to keep abreast of changes to the legislative and policy context for local government as well as changes to their councils' policies and procedures.

Ongoing professional development and training, as well as early relationship building between councillors, is essential if the community is to be well served by their elected representatives on council.

Statutory requirements

The Act prescribes the roles and responsibilities of mayors and councillors both collectively as the governing body of the council, and as individual members of the governing body. It also places a responsibility on each mayor and councillor to make all reasonable efforts to acquire and maintain the skills necessary to perform their roles.

To assist mayors and councillors to meet this obligation, the Regulation requires general managers to deliver induction and ongoing professional development programs that will help mayors and councillors to acquire and maintain the skills necessary to perform their roles. Mayors and councillors have a reciprocal obligation to participate in these programs. Part A of these Guidelines further explains what is required of councils, mayors and councillors under the Regulation.

Each council is required to publicly report on participation in the council's induction and professional development program. Part E of these Guidelines outlines these reporting requirements.

Induction and professional development – an overview

Pre-election candidate information sessions

Whilst not a mandatory requirement, it is recommended that general managers begin induction and professional development activities by holding at least one candidate information session for people considering nominating for election prior to the election.

These sessions are to be designed to ensure potential candidates are fully aware and informed of what will be expected of them if they are elected. Part B of these Guidelines provides more information about how each council could develop and deliver candidate information sessions.

Induction programs

An induction program is a process used within many businesses, government agencies and non-government bodies to welcome new people to an organisation and to prepare them for their new roles.

An induction program ensures the organisation provides a person commencing a new role with all the information they need to do their job in the first few months. It also enables the person to become a useful, integrated member of the organisation, rather than being 'thrown in at the deep end' without understanding how to perform their role, or how it fits in with the rest of the organisation.

In the local government context, a good councillor induction program can build early positive relationships and teamwork between councillors, increase productivity and provide essential knowledge from the moment a mayor or councillor is elected. This can ensure newly elected mayors and councillors become more productive in a shorter period of time.

Councillor induction programs are mandatory in NSW under the Regulation. Part C of these Guidelines outlines how each council should develop its councillor induction program.

Professional development programs

A professional development program is any program which involves a deliberate and ongoing process of improving and increasing the professional knowledge, competence, skill and effectiveness of people in the workplace through professional development activities specific to their needs.

In local government, an effective professional development program can ensure mayors and councillors fill any skills or knowledge gaps they have that may otherwise prevent them from making the best possible contributions to their communities.

Ongoing professional development programs for mayors and councillors are mandatory in NSW under the Regulation. Part D of these Guidelines outlines how each council should develop its councillor professional development program.



Part A:

**Statutory and
Policy Context**



Statutory requirements

Under section 232(1)(g) of the Act, all mayors and councillors have a responsibility to make all reasonable efforts to acquire and maintain the skills necessary to perform their roles.

To support this, the general manager is required under the Regulation to ensure the delivery of:

- an **induction program** for newly elected and returning councillors and a specialised supplementary induction program for the mayor within six months of their election, and
- an **ongoing professional development program** for the mayor and each councillor over the term of the council to assist them to acquire and maintain the skills necessary to perform their roles. The content of the ongoing professional development program is to be determined in consultation with the mayor and each councillor. It must be needs-based and reflect the specific skills, knowledge and personal attributes required by the mayor, each individual councillor and the governing body as a whole, to perform their roles effectively.

These requirements also apply to councillors and mayors elected during the term of a council to fill a casual vacancy.

Under the Regulation, mayors and councillors must make all reasonable efforts to participate in the activities offered to them as part of an induction or professional development program. Councils are also required to report on the participation of the mayor and councillors in these programs.

Principles, roles and responsibilities under the Act

Councils are required to apply the five sets of guiding principles prescribed under the Act in exercising their functions. These principles (outlined in **Appendix A**) seek to ensure that each council carries out its functions in a way that facilitates the creation of a strong, healthy and prosperous local community. Mayors and councillors must understand these principles and be able to apply them when exercising their functions.

The Act also prescribes the roles and responsibilities of mayors and councillors, both collectively as the governing body of the council, and individually as members of the governing body (these are outlined in **Appendix B**). Mayors and councillors must have a strong understanding of their prescribed roles and responsibilities under the Act in order to be able to fulfil them.

Councils must design their induction and professional development programs to ensure that mayors and councillors have the capabilities (ie the knowledge, skills and attributes) needed to apply the guiding principles and to effectively undertake their prescribed roles and responsibilities.

Reporting requirements

Mayors and councillors are ultimately accountable to the community that elects them for the performance of their duties.

To facilitate this accountability, councils are required under the Regulation to report each year in their annual reports on the participation of the mayor and each councillor in the induction and professional development program during that year.

The information to be reported includes:

- the name of the mayor and each individual councillor that completed council's induction program (where an induction program has been delivered during the relevant year)
- the name of the mayor and each councillor who participated in any ongoing professional development program during the year
- the number of training and other activities provided to the mayor and councillors during the year as part of a professional development program, and
- the total cost of induction and professional development activities and any other training provided to the mayor and councillors during the relevant year.

These reporting requirements do not apply to joint organisations.

Council policy

Each council needs to enshrine its commitment to uphold these statutory requirements and to the induction and ongoing professional development of mayors and councillors in all relevant council policies. This will ensure that councillor induction and professional development is embedded in council's values and operations, and that an effective induction and ongoing professional development program is implemented.

Each council should also ensure that its ongoing professional development program is accommodated by and reflected in its councillor expenses and facilities policy.¹ The expenses and facilities policy should make clear and adequate provision for relevant training and professional development activities as legitimate expenses.

Councils may also wish to consider other mechanisms to reinforce their commitment to ongoing professional development for the mayor and councillors, and develop a structured approach for realising this commitment in practice.

This may be done through developing and adopting a resolution or a charter as a statement of commitment to support ongoing professional development for the mayor and councillors.

Alternatively, councils may wish to develop and adopt a councillor induction and professional development policy. A model policy is provided in **Appendix C**.

Budget

Each council should allocate an annual budget to support induction and professional development activities to be undertaken in that year. Progress against expenditure of the budget allocation should be reported on a quarterly basis as part of the budgetary cycle.

Councils will need to determine the size of the budget allocation, which may change annually, depending on training needs. It is to be expected that costs will be higher in the first year of council's term due to the need to deliver an induction program. The delivery program financial estimates and the Long Term Financial Plan will reflect the varying training and development budget requirements over the term of the council.

¹ A councillor expenses and facilities policy must be prepared by each council in accordance with section 252 of the Act and the Office of Local Government's *Guidelines for the payment of expenses and the provision of facilities to mayors and councillors in NSW*.



Part B:

**Pre-Election Information Session
for Potential Candidates**



Benefits of a pre-election candidate information session

It is vital that people who are considering nominating for election to a council have a solid understanding of the role before they nominate. This includes an understanding of what will be expected of them should they be elected, and the legislative boundaries they must work within.

Being fully informed will ensure that candidates who nominate have seriously considered whether they have the knowledge, skills and personal attributes required to fulfil the responsibilities of civic office (noting that the specific knowledge required can be developed if these skills and personal attributes are present). Being fully informed will also assist them to judge whether they will be able to effectively meet the demands of representing their community on council.

Whilst not a mandatory requirement, it is recommended that the general manager ensure at least one candidate information session is held prior to nomination day for people considering nominating for election to council.

The benefits of a pre-election information session/s include:

- candidates being fully informed about the:
 - roles and responsibilities of a mayor and/or councillor
 - legislation and council policies they are expected to comply with
 - time commitment required, and
 - skills, knowledge and personal attributes needed
- candidates being given the opportunity to learn from experienced mayors and councillors
- candidates being given the opportunity to ask council any questions about the role
- candidates being aware of the financial and other support available to them to fulfil the role of a mayor and/or councillor
- candidates understanding that their behaviour as a mayor and/or councillor will be governed by council's code of conduct and that there are penalties for breaches
- council being able to provide potential candidates ahead of time the key dates of any known events that they will be required to participate in during council's term if they are elected so they can make tentative arrangements to attend (for example, council meetings, induction)
- the community benefiting from each candidate seeking election based on a platform that reflects what they can and cannot do or achieve as councillor, and
- reduced tension and conflict due to newly elected mayors and councillors having a better understanding of their roles and what can be achieved by a unified governing body.

Delivering a pre-election candidate information session

Accessibility

The communities served by councils are diverse, and this should be reflected in the people elected to councils. Candidate information sessions therefore need to be highly accessible to ensure as many candidates as possible that wish to attend are physically able to. This includes the venue selected, transportation options available nearby, the time the session is held and the way information is presented and delivered, particularly for people who are visually or hearing impaired.

To ensure candidates that may not be able to attend due to mobility issues or their regional geographic location are not excluded, councils should publish as much information from the candidate information sessions as possible online. Councils, particularly those in regional areas, are encouraged to webcast candidate information sessions.

Timing

Councils can choose when to hold their candidate information session/s, but at least one session should be held before the deadline for nomination to allow potential candidates to be fully informed before they nominate for election. The session/s could be held at council premises, or another appropriate public venue/s, at a convenient time that will enable as many potential candidates as possible to attend. For councils divided into wards, councils could consider the benefit of holding sessions in different wards.

During the information session, councils are encouraged to recommend to candidates that they attend a council meeting/s or a council committee meeting/s to gain further insight into council decision making and meeting practice. The timing of candidate information sessions should allow for candidates to attend a meeting if they wish, and therefore would be best held before a council meeting.

Councils will need to ensure that the details of the candidate information session/s are well advertised in the local community (for example, the council's website, local radio, social media, newspapers, and/or any other effective means) so that any potential candidates are aware the information session/s is being held.

Content

A checklist of the content to be included in a candidate information session/s is provided in **Appendix D**. Recommended content covers the:

- role of council
- roles and responsibilities of the governing body, mayor, councillors, general manager and other staff
- legal and ethical responsibilities of the mayor and councillors
- time commitment required of a mayor and councillor
- support available to assist the mayor and councillors in their roles, and
- knowledge, skills and personal attributes required to successfully fulfil the roles of mayor and councillor.

Delivery

The candidate information session/s is best delivered by the person who is most able to engage attendees and deliver the content in a way that will achieve the outcomes sought. This person could be the general manager, another staff member or an external provider. If the information session/s is not presented by the general manager it is recommended that the general manager still be present to answer any questions.

Mayors or councillors from previous council terms may also be invited to provide an overview of their experience in council, and any significant issues they think potential candidates should consider before deciding whether to nominate. This could take the form of an informal talk, a panel discussion or a councillor question and answer session. Whilst they are welcome to attend, it is not appropriate to invite currently elected members to present at candidate information sessions as current members may choose to re-nominate for election. Current members, however, are able to attend as an audience member if they wish.

Consideration should be given to which delivery method, or combination of delivery methods, would best suit the information being conveyed and should recognise that attendees are likely to have a variety of learning styles.

Resource sharing

There are parts of each council's candidate information session/s that will be common to all councils, for example, the roles and responsibilities of mayors and councillors and the election process.

To achieve greater efficiency, councils are encouraged to share candidate information session resources or jointly hold parts of their session/s with other councils. Joint and regional organisations are also encouraged to develop and/or deliver regional candidate information sessions on behalf of their member councils that candidates can attend. These common sessions could be supplemented by member councils with individual sessions at each council or online content that provides local information specific to that council.

Printed and face-to-face training resources, such as the candidate information pack and other visual aids used in sessions, could also be shared between councils, or developed by joint or regional organisations on behalf of their member councils.

The NSW Electoral Commission provides a range of information and educational resources about the election process and the legal obligations of candidates when nominating and campaigning that council may wish to use. More information can be found at www.elections.nsw.gov.au and www.votensw.info.

Candidate information pack

Councils are encouraged to prepare a candidate information pack for attendees that provides key information for continued consideration after the information session/s. This can take the form of printed material presented in a folder that potential candidates can take away and read, or a dedicated

section on council's website that provides all the necessary information. The pack can also include any relevant information or resources made available by external bodies. The NSW Electoral Commission, for example, provides a range of educational resources that guide candidates through the election process.

3. Evaluation

It is recommended that the information session/s be evaluated by council to determine how effective it was in helping potential candidates understand what is involved in being a councillor or mayor, and to enable them to assess their suitability for these roles. Councils could do this by seeking the views of attendees at the end of a session.

For greater insight, councils may also consider surveying the councillors elected approximately six months after the election to assess whether they feel the session gave them an accurate view of their roles and responsibilities, or whether they would have benefitted from any other information being given at the sessions.

The outcomes achieved from the information session/s could include, at a minimum, potential candidates fully understanding:

- the roles and responsibilities of a councillor and mayor, including the knowledge, skills and personal attributes needed to perform these roles effectively
- the legislation, code of conduct and other council policies they will need to comply with
- the time commitment that will be required from them, and
- the financial and other support available to them to fulfil the role of a mayor and/or councillor.

The evaluation could assess whether these outcomes were achieved.

Part C:

Induction Program

for Mayors and Councillors



Benefits of a councillor induction program

Holding an induction program for councillors (including a supplementary component for mayors) each council term is a mandatory requirement under the Regulation. The mayor and all councillors are expected to participate in all induction activities.

The induction program will enable the mayor and councillors to quickly become familiar with how the council works, the rules under which it operates and the complexities of the roles. It is a vital way to ensure new and returning mayors and councillors get the information they need to be effective leaders from the very beginning of the council's term.

It is important that the councillor induction program is not simply used to present dry facts. It is also a vital opportunity to talk with councillors and the mayor about the accepted values and behaviours of the council that they have become a part of.

The induction program is also an invaluable opportunity to sow the seeds for a governing body that functions as a strong, collaborative team. It provides the chance for the mayor and each councillor to understand what motivated their new colleagues to become councillors, and to bond as a team with a common focus on making a difference for the community. It can also be used as an opportunity to have early conversations about how they would like to operate as a team to work towards common goals and to identify success factors for council and the community. It can also establish clear roles and responsibilities and build trust and positive working relationships.

The induction program will benefit mayors and councillors by:

- providing them with access to essential information in a structured and consistent way that will assist them to function well in their role and to make informed and effective decisions from the start of their term in office

- enabling more active and rapid participation in the business of the council
- enabling them to meet, build rapport, share knowledge and experiences, and form positive working relationships with each other
- identifying common goals and a shared vision as a governing body
- introducing councillors to staff to help break down any 'us and them' divide and create one team working for the community whilst still recognising the legislated separation between the two groups
- providing an opportunity for appropriate role models and mentoring relationships to be established between experienced mayors and councillors and new councillors
- helping them to understand key legislation
- helping them to understand their prescribed roles and responsibilities
- briefing them on the 'big picture', and providing them with a clear understanding of council's health and performance
- enabling them to understand and agree on the key issues and tasks for the new council, and to build a vision for the governing body's term
- enabling them to understand key council information, policies and procedures
- enabling them to understand the council and the local government area
- enabling them to feel empowered with key information about the integrated planning and reporting processes and their opportunities for influence, and
- increasing their self-confidence in their ability to perform their roles.

An induction program should also be delivered for any councillors or a mayor elected during the term of a council to fill a casual vacancy.

Returning councillors

Because local government is complex and subject to change, the mayor and all councillors, both new and experienced, are expected to participate in the councillor induction program at the commencement of each council term.

Whilst returning councillors may already know much of the information provided in the induction program, their attendance at these sessions will demonstrate to new councillors that their roles and responsibilities are important. Returning councillors can also contribute valuable information and lessons learnt from previous council terms, and help build a positive and collaborative culture for the new governing body.

Important aspects of the induction program include building trust and positive relationships between the members of the new governing body, establishing working bonds, and the mayor and councillors determining how they can work together as a team. The mayor and all councillors need to be part of this process.

For returning mayors, council can assess the prior knowledge and experience of the returning mayor and provide refresher training as needed as part of the supplementary mayoral component of the induction program. This includes mayors elected midway through the council term who are also expected to undergo mayoral induction.

County councils

County councils are required to deliver an induction program for their member councillors. This includes new members who are appointed to fill a casual vacancy.

Induction programs for county councils are to be delivered as an external supplementary component of the induction program each member participated in at their home council.

This supplementary external component is to be delivered by the county council and focus on providing the councillor the information

they need to know about the county council in order to fulfil their role. This could include, for example:

- early functions required of members such as the election of the chairperson
- the functions and directions of the county council
- the county council's business activity strategic plan
- financial information
- applicable regulatory requirements (e.g. for water supply or sewerage infrastructure)
- staffing, and
- local issues.

County councils should also include team building activities in their induction programs (as described below) to set a positive and unifying foundation for the operation of the county council.

Joint organisations

Joint organisations are not required to deliver an induction program for the voting representatives who are elected to their board.

However, joint organisations may choose to deliver an induction program to all board members (including voting representatives and non-voting representatives) to ensure they understand their responsibilities and the role and functions of their joint organisation. Where joint organisations undertake operational functions or deliver services on behalf of member councils, it is strongly recommended that joint organisation board members receive a briefing on these and relevant financial information as part of any induction offered.

Joint organisations may also include team building activities (as described below) to set a positive and unifying foundation for the operation of the joint organisation.

Delivering a councillor induction program

Accessibility

Councillor induction programs need to be highly accessible to ensure that all councillors are able to attend, particularly those with mobility issues or other impairments which may cause attendance to be difficult. Councils should therefore select options which maximise the accessibility of induction sessions. This includes the venue selected, transportation options available nearby, the time the session is held and the way information is presented and delivered, particularly for the sight or hearing impaired.

Councils are also encouraged to publish as much induction material as possible online to enable councillors to access induction materials and other relevant council information when needed.

Planning

Councils should aim to have their induction programs finalised in time to provide potential candidates the proposed induction timetable at the candidate information session/s. Candidates can then make tentative arrangements to enable them to attend the induction program straight after the election if they are elected.

It is important that councillors feel welcome when they start their terms. This will send a supportive message that builds on the positive culture being encouraged for the governing body. Council should also ensure that the resources each councillor and the mayor needs are set up and ready when they start. This includes any IT equipment, office facilities or other necessary resources that will ensure they are productive from their first day in office.

Timing

The Regulation allows a maximum of six months for the delivery of the induction program to provide councils the flexibility to develop an approach that best meets the needs of its mayor and councillors.

The first induction training session should take place, where practical, as soon as possible after the results of the election are declared and prior to the first council meeting. It should aim to provide councillors and the mayor with the information they need to function effectively in their roles, including in meetings, until the rest of the induction program is delivered. At a minimum, this should include training in council's code of conduct, code of meeting practice, preparation for taking the oath of office and electing the mayor (if applicable). The rest of the induction program must be delivered within six months of the polls being declared.

The delivery of the components of the induction program should be timed to reflect the information the councillors and the mayor need in the first week, the first month and the first six months of council. In addition, the relevant components of the induction program should be delivered before the review of the council's community strategic plan, and before the adoption of its delivery program.

Some councils prefer to deliver the full induction program as soon as possible to provide councillors with all of the information and induction training they need from the start of their term in office. However, this approach runs the risk of councillors feeling overloaded with information.

Other councils prefer to deliver the induction program approximately six weeks after the election so that new councillors have the opportunity to gain some practical experience first. However, this approach runs the risk of councillors not being effective or lacking confidence during the weeks preceding the induction training.

Alternatively, some councils choose to use a mixture of these approaches by staging the induction program over a number of weeks. Ultimately, the optimum timing for delivery of an induction program will vary depending on local circumstances.

Content

A checklist of recommended content for induction programs for councillors and a supplementary program for mayors is provided at **Appendix E**.

There should be two core components of council's induction program:

- a knowledge-based component that ensures new mayors and councillors have the information they need to undertake their roles (this includes a supplementary component for the mayor), and
- a team-building component designed to bring councillors together to form a collaborative, positive and united governing body.

Knowledge component

In the first few weeks in particular, new mayors and councillors will need to know:

- their roles, responsibilities and legislative obligations
- what the council does and how the council operates, including an overview of integrated planning and reporting and land use planning
- their financial management responsibilities
- the key issues and tasks for the new council
- the legislation, rules, principles and political context under which councils operate
- the council's organisational structure and the roles and responsibilities of staff
- key council policies and procedures they must comply with
- the role of council meetings and how to participate effectively in them

- the support available to the mayor and councillors, and where they can go to get more information or assistance
- how to speak to the media appropriately and effectively, and
- information on the process for electing the mayor (where applicable).

Mayors will also need to know:

- the roles and responsibilities of the mayor as leader of the council, including ceremonial functions
- how to chair council meetings
- the role and functions of regional and other external bodies (including joint and regional organisations of councils) council is a member of
- how to oversee the general manager, including understanding recruitment processes and leading performance reviews
- how to lead council's integrated planning and reporting, and
- how to manage code of conduct complaints about the general manager.

Team building component

Team building activities should be held, where necessary, depending on the relationships that exist between councillors and how they are likely to function as a team. The activities should aim to ensure mayors and councillors, as a governing body, understand the need to:

- build relationships with each other based on trust and mutual respect
- contribute to a positive and ethical culture within the governing body
- encourage and facilitate collaboration with each other
- work towards consensus as members of the governing body for the benefit of the community
- manage alternative views within the governing body without damaging relationships
- champion and communicate the council's vision and strategic plans as a cohesive team

- respect the diversity of skills and experiences on the governing body, and
- communicate and uphold the decisions of council in a respectful way, even if their own positions are not adopted.

Activities should also help the mayor, as the leader of the governing body, to:

- act as a stabilising influence and show leadership, and
- promote a culture of integrity and accountability within council and when representing council in the community and elsewhere.

Structure and delivery

Each component of the induction program should be presented by the person who is best able to deliver the content and achieve the outcomes sought. This could be the general manager, another staff member or an external provider. Previous or current mayors or councillors may also be invited to provide an overview of their experiences on council, as might an experienced former or current mayor or councillor from outside the council.

The induction program should be conducted in a way that avoids the mayor and councillors being overloaded with information, particularly if this is at the expense of team building. This may be achieved by limiting the length of sessions, having a number of short sessions rather than one longer session and/or through the use of a range of delivery modes and materials.

Some councils structure their councillor induction programs intensively over two or more days – possibly a weekend – while others choose to hold shorter, evening sessions over several weeks. Others choose a combination of these two approaches.

Consideration should be given to which delivery method, or combination of methods, would best suit the information being conveyed and the different learning styles of councillors. Options could include:

- intensive blocks over two or more days (including weekends)
- evening or dinner sessions over several weeks
- a mix of regional and local level induction sessions
- informal briefings from the general manager and other senior staff
- guest speakers and presenters from other councils, state government agencies or other local government groups
- a guided tour of the council's administration building/s, depot, council facilities and local government area
- in-house workshops by council staff and/or professional training providers
- seminars and conferences
- panel discussions
- a mock council meeting or meetings
- training booklets and discussion papers distributed to councillors to work through at their own pace, and/or
- online information and training resources.

Where possible, presentations should be supported by written materials, including an induction manual or handbook that councillors can retain and refer to. Councils are also encouraged to publish these materials online for easy access by councillors.

Resource sharing

There are parts of each council's induction program that will be common to all councils, for example, councillor roles and responsibilities, statutory frameworks, the code of conduct, the code of meeting practice and media training.

To achieve greater efficiency, councils are encouraged to share common induction resources with other councils or jointly hold parts of their induction program with other councils. Joint and regional organisations are also encouraged to develop and/or deliver the common elements of their member councils induction programs on their behalf. These common sessions can be supplemented by member councils with individual sessions that provide local information and team building activities specifically for the elected members of that council.

Printed and face-to-face training induction resources could also be shared between councils, or developed by joint or regional organisations on behalf of their member councils.

The Office of Local Government also offers 'Hit the Ground Running' workshops, held shortly after each council election, which councils may wish to include in their induction program.

Induction manual

Councils should develop an induction manual or handbook to support councillors in the first weeks following the commencement of the council's term of office. This resource may also include relevant background reference material for the longer term, and printed or online resources specifically developed for new councillors. It could also include a copy of the Councillor Handbook which has been developed by the Office of Local Government for councillors. The induction manual may be provided prior to, at or after induction training.

How the information is presented in the induction manual will affect how useful it is. For example, some councils have found that a manual is most likely to be used if the information is presented in a folder. Some councils may consider also providing the information as an online resource. An online resource may be easier for councils to keep updated and can make topic searching easier for users. It will also provide councillors easier access to council information when needed.

Appendix F provides a checklist of the content that could be included in an induction manual or online resource. Recommended content includes:

- basic information about the council
- profiles (demographic, economic etc.) of the local government area
- information about council meetings
- key planning and policy documents and information
- key legislation
- information about support for councillors, and
- useful resources from other state government agencies and independent bodies and/or details about where they may be accessed.

It is suggested that online resources include hyperlinks to electronic versions of any plans, policies or other documents referred to in the councillor induction manual.

Casual vacancies

Under the Regulation, an induction program must also be delivered by a council for any newly elected mayor or councillor who is elected to fill a casual vacancy that arises during the council term.

Evaluation

Councils should evaluate the induction program to determine what elements worked well and whether there were any deficiencies that need to be addressed.

The methodology for the evaluation should be determined when the induction program is being developed to ensure that relevant data is collected. At a minimum, the evaluation should assess whether the induction program resulted in councillors and the mayor:

- understanding the need to build trusting and positive relationships with a common purpose as a team of councillors
- understanding the need to build a cohesive and positive culture for the governing body
- understanding the need to build a positive working relationship with the general manager and other staff
- understanding their roles and the roles of internal and external stakeholders, and feeling confident in their ability to perform their roles
- understanding key council information and how council works
- being aware of all relevant legislation and council policies and procedures, and being committed to complying with them
- understanding the key issues and tasks for the new council
- being able to make informed and effective decisions from the start of their term in office
- being able to effectively participate in council meetings and apply meeting rules correctly from the start of their term in office
- being able to fulfil their integrated planning and reporting responsibilities, including financial management responsibilities
- knowing how to speak to the media appropriately, and
- feeling confident in understanding and using financial information to manage the council's finances.

In the case of the mayor, being able to:

- act as a stabilising influence and show leadership in times of crisis
- build a positive working relationship with the general manager
- oversee the general manager, including leading recruitment processes and performance reviews
- chair council meetings
- undertake their ceremonial functions
- lead the council's integrated planning and reporting, and
- manage code of conduct complaints about the general manager.

Part D:

Professional Development

Program for Mayors

and Councillors



Benefits of a professional development program for mayors and councillors

Ongoing professional development for mayors and councillors is mandatory in NSW. It is an investment which will enhance the effectiveness of a council's performance in achieving its goals.

The benefits of an ongoing professional development program for councillors and mayors include:

- mayors and councillors representing their communities to the best of their ability
- mayors and councillors feeling confident and supported in their roles
- the governing body making decisions based on a full understanding of all the key issues and consequences
- improved performance of council overall
- greater understanding of, and compliance with, legal responsibilities
- better management of the council's finances and resources, and
- mayors and councillors developing skills and knowledge that they can take into their personal and professional lives.

Developing an ongoing professional development plan

As part of council's professional development program, an ongoing professional development plan must be developed for the mayor and each councillor. The program will span the council's term, with individual activities implemented over time according to priority. The mayor and each councillor is expected to complete all the activities included in their professional development plan.

Assessment

As a first step to developing individual plans, an assessment is required of the knowledge, skills and personal attributes the mayor and each councillor bring to their roles and a comparison made against those that they need to effectively serve their community. Councils may also have additional knowledge, skills or attributes that they need elected members to possess, reflecting the specific services or particular environmental, social or economic challenges facing their community.

Any deficit in knowledge, skills or attributes identified through the assessment process should form the basis of the professional development plans developed for the mayor and each councillor. This process should be undertaken for both new and experienced mayors and councillors.

Activities

The professional development plan developed for the mayor and each councillor must outline how their individual development needs are going to be met within the council term. Professional development activities should be prioritised according to need and approved by the general manager where council funds are required.

Professional development activities should, wherever possible, follow the 70/20/10 learning principle. The 70/20/10 principle requires that:

- 70% of learning activities are provided via learning and developing from experience – for example, on-the-job training, self-directed learning, developmental roles, problem solving, exposure and practice
- 20% of learning activities are provided via learning and developing through others – for example, personal or professional networks, coaching, mentoring, feedback, memberships and professional associations, and
- 10% of learning activities are provided via learning and developing through structured programs – for example, training courses, external or in-house workshops, seminars, webinars and other e-learning and briefing sessions conducted by the council, external training providers or industry bodies.

The 70/20/10 learning principle enables councils and elected members to take into account the varied learning styles the mayor and individual councillors have, as well as the time they have available for professional development, when selecting professional development activities. It also minimises the financial costs of delivering an ongoing professional development program by prioritising learning through on-the-job experiences and networking.

Resource sharing

There may be professional development activities that are common to all councillors or mayors. Councils are encouraged to share educational resources with other councils and/or jointly hold professional development activities with other councils. Joint and regional organisations are also encouraged to develop and/or deliver regional professional development activities on behalf of their member councils.

Timing

The timing of professional development activities for the mayor and councillors should be designed in such a way so as to not overload councillors with learning activities in the early part of council's term. The timing should reflect what knowledge and skills councillors and the mayor need at various points in council's term to undertake their roles.

For example, councils should ensure that the mayor and councillors have acquired the knowledge and skills necessary to effectively contribute to the review of the community strategic plan and the development of the delivery program before these activities are undertaken.

County councils and joint organisations

County councils should offer professional development activities that are relevant to their specific functions and operations and that may be necessary to support decision making in relation to those functions and operations.

While joint organisations are not required to deliver a professional development program, they should consider offering professional development activities relevant to any functions or services provided by the joint organisation on behalf of member councils to support any decision making required by the board in relation to those activities.

Local Government Capability Framework and 'PD in a Box'

Local Government NSW has developed a Local Government Capability Framework. This describes the knowledge, skills and personal attributes needed by mayors and councillors to represent their communities on council and to deliver community outcomes. These are listed in **Appendix G**.

The Framework is supported by 'PD in a Box', a free and confidential online portal that mayors and councillors can use to assess the knowledge and skills they bring to their role and self-identify gaps that require professional development. Mayors and councillors will receive an ongoing professional development plan through the portal, based on their input, which will suggest specific activities that they can participate in to build the skills and knowledge they need.

Councils are able to use this as a tool to support the development of ongoing professional development programs for their mayors and councillors.

The Local Government Capability Framework and PD in a Box can be found at www.lgnsw.org.au.

Evaluation

Councils are to evaluate their ongoing professional development program to assist the council to determine the program's effectiveness and to identify areas of possible improvement.

The outcomes of the professional development program should, at a minimum, include councillors and mayors demonstrating the core skills and knowledge areas listed in council's needs analysis.

The evaluation should assess whether these outcomes were achieved.

Part E:

Public Reporting



Holding elected office in a council is a role that carries with it significant responsibilities. All holders of elected offices in councils owe it to the communities that entrust them with this responsibility to ensure that they hold and maintain the skills necessary to exercise their functions effectively on behalf of the community.

Mayors and councillors are ultimately accountable to the community that elects them for the performance of their functions. For this reason, councils are required to publicly report each year in their annual report on the participation of the mayor and each councillor in the council's induction and professional development programs during that year.

The information published in the annual report is to include:

- the name of the mayor and each individual councillor that completed council's induction program (where an induction program has been delivered during the relevant year)
- the name of the mayor and each councillor who participated in any ongoing professional development program during the year
- the number of training and other activities provided to the mayor and councillors during the year as part of a professional development program, and
- the total cost of induction and professional development activities and any other training provided to the mayor and councillors during the relevant year.

These reporting requirements do not apply to joint organisations.

Appendix A:
Guiding Principles
for Councils under
the Act



General principles (section 8A(1))

Councils should:

- provide strong and effective representation, leadership, planning and decision-making
- carry out functions in a way that provides the best possible value for residents and ratepayers
- plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community
- apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements
- work cooperatively with other councils and the state government to achieve desired outcomes for the local community
- manage lands and other assets so that current and future local community needs can be met in an affordable way
- work with others to secure appropriate services for local community needs
- act fairly, ethically and without bias in the interests of the local community, and
- be responsible employers and provide a consultative and supportive working environment for staff.

Decision-making principles (section 8A(2))

Councils should:

- recognise diverse local community needs and interests
- consider social justice principles
- consider the long-term and cumulative effects of actions on future generations, and
- consider the principles of ecologically sustainable development

Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.

Community participation principle (section 8A(3))

Councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

Principles of sound financial management (section 8B)

Council spending should be responsible and sustainable, aligning general revenue and expenses.

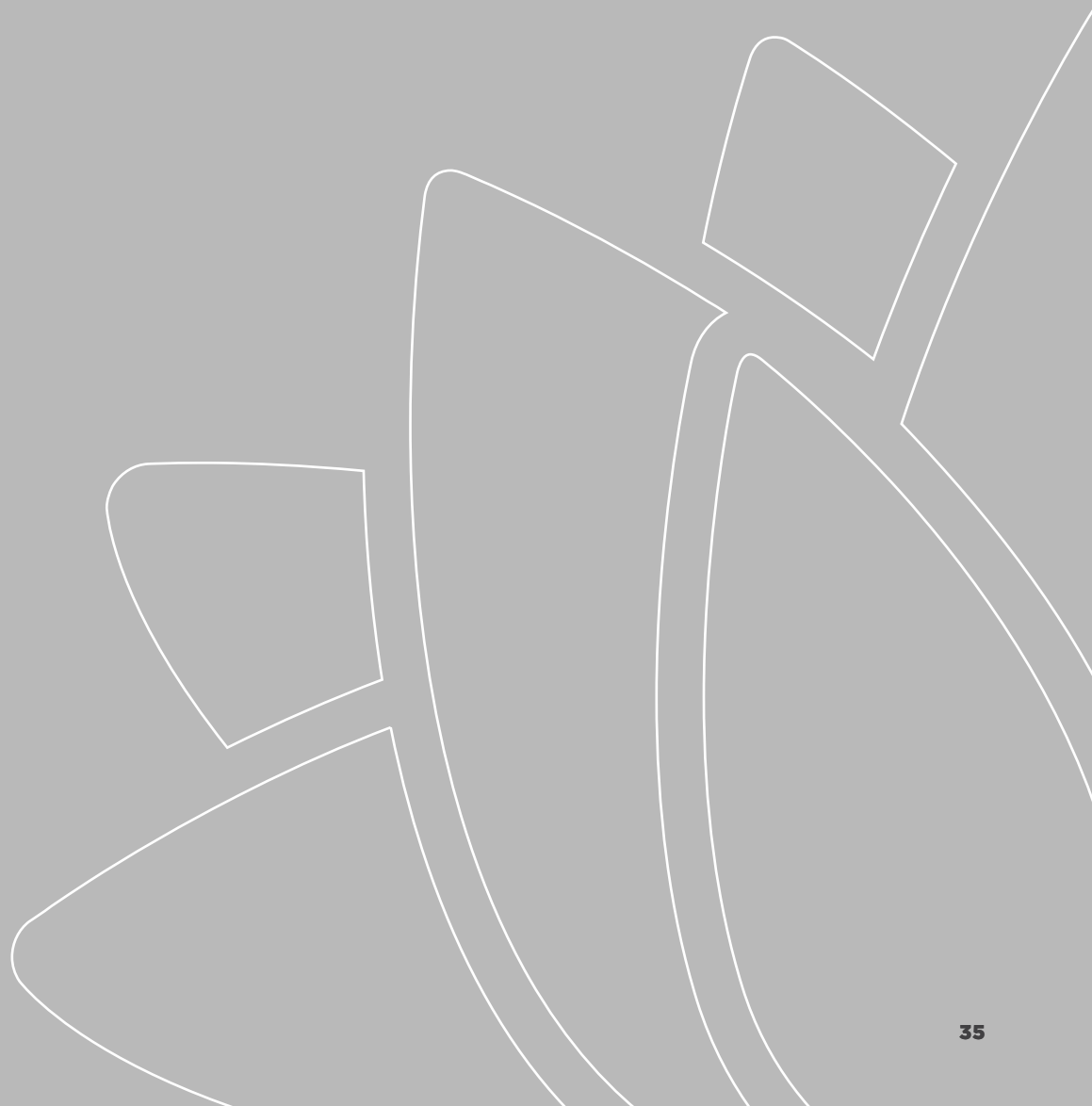
Councils should:

- invest in responsible and sustainable infrastructure for the benefit of the local community
- have effective financial and asset management, including sound policies and processes for:
 - performance management and reporting
 - asset maintenance and enhancement
 - funding decisions, and
 - risk management practices
- have regard to achieving intergenerational equity, including by ensuring that policy decisions are made after considering their financial effects on future generations, and by ensuring that the current generation funds the cost of its services.

Integrated planning and reporting principles (section 8C)

Councils should:

- identify and prioritise key local community needs and aspirations and consider regional priorities
- identify strategic goals to meet those needs and aspirations
- develop activities, and prioritise actions, to work towards the strategic goals
- ensure that the strategic goals, and the activities developed to work towards them, may be achieved within council resources
- regularly review and evaluate progress towards achieving strategic goals
- maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals
- collaborate with others to maximise the achievement of strategic goals
- manage risks to the local community or area or to the council effectively and proactively, and
- make appropriate evidence-based adaptations to meet changing needs and circumstances.



Appendix B:
Roles and Responsibilities
under the Act



Governing body of a council (section 223)

The mayor and councillors collectively comprise the governing body of a council. The role of the governing body is to:

- direct and control the affairs of the council in consultation with the general manager
- provide effective civic leadership to the local community
- ensure as far as possible the financial sustainability of the council
- ensure as far as possible that the council acts in accordance with the principles prescribed under the Act and the council's plans, programs, strategies and policies
- develop and endorse the community strategic plan, delivery program and other strategic plans, programs, strategies and policies of the council
- determine and adopt a rating and revenue policy and operational plans that support the optimal allocation of the council's resources to implement the council's strategic plans and for the benefit of the local area
- keep the performance of the council under review, including service delivery
- make decisions necessary for the proper exercise of the council's regulatory functions
- determine the process for the appointment of the general manager and for monitoring their performance
- determine the senior staff positions within the organisation structure of the council
- consult regularly with community organisations and other key stakeholders and keep them informed of the council's decisions and activities, and
- ensure that the council acts honestly, efficiently and appropriately.

The governing body is to consult with the general manager in directing and controlling the affairs of the council.

Individual councillors (section 232)

Councillors are individually and collectively accountable to the local community for the performance of the council. Each councillor has a responsibility to:

- be an active and contributing member of the governing body
- make considered and well informed decisions as a member of the governing body
- participate in the development of the council's integrated planning and reporting framework
- represent the collective interests of residents, ratepayers and the local community
- facilitate communication between the local community and the governing body
- uphold and represent accurately the policies and decisions of the governing body, and
- make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

The mayor (section 226)

The mayor is often considered the voice of the council and the leader of the community. While the mayor has the same roles and responsibilities as councillors, the mayor is essentially the “first among equals” and is expected to exercise a leadership role within a council. This leadership role is reflected in the mayor’s extra responsibilities.

The role of the mayor is to:

- be the leader of the council and a leader in the local community
- advance community cohesion and promote civic awareness
- be the principal member and spokesperson of the governing body, including representing the views of the council in regard to its local priorities
- exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council
- preside at meetings of the council and ensure that meetings of the council are conducted efficiently, effectively and in accordance with the Act
- ensure the timely development and adoption of the council’s strategic plans, programs and policies
- promote the effective and consistent implementation of the council’s strategic plans, programs and policies
- promote partnerships between the council and key stakeholders
- advise, consult with and provide strategic direction to the general manager in relation to the implementation of the council’s strategic plans and policies
- in conjunction with the general manager, ensure adequate opportunities and mechanisms for engagement between the council and the local community
- carry out the civic and ceremonial functions of the mayoral office
- represent the council on regional organisations and at inter-governmental forums at the regional, state and commonwealth levels
- in consultation with the councillors, lead performance appraisals of the general manager, and
- exercise any other functions of the council that the council determines.



Appendix C:
Model Councillor
Induction and Professional
Development Policy



Purpose

The purpose of this policy is to demonstrate X Council's² commitment to ensuring that the mayor and councillors have access to induction and ongoing professional development which will assist them to develop and maintain the skills and knowledge required to effectively perform their civic role and responsibilities under the *Local Government Act 1993* ('the Act').

Scope

This policy applies to all councillors of X Council, including the mayor.

Policy

Statement of commitment

X Council is committed to developing an induction and ongoing professional development program for the mayor and councillors to ensure they can fulfil their statutory roles and responsibilities. As part of this program, the mayor and each councillor will have a professional development plan that identifies specific gaps in their capabilities (ie their knowledge, skills and attributes) and identify professional development activities to build these capabilities.

Induction program

X Council will develop an induction program for new and returning councillors as well as a supplementary program for the mayor to ensure they are provided all the information they need to effectively fulfil their roles in the first few months of Council's term and feel confident in their ability to do so. The induction program will cover³:

- an orientation to council facilities and the local government area
- an overview of the key issues and tasks for the new council including council's community strategic plan, delivery program, operational plan, resourcing strategy and community engagement plan
- the legislation, rules, principles and political context under which councils operate
- the roles and responsibilities of councillors and the mayor
- Council's organisational structure, workforce management strategy and the roles and responsibilities of the general manager and council staff
- what Council does and how it operates, including an overview of integrated planning and reporting, land-use planning, natural resource management, financial management and asset management by Council
- key Council policies and procedures councillors must comply with including the code of conduct
- the role of Council meetings and how to participate effectively in them
- the support available to the mayor and councillors and where they can go to get more information or assistance, and
- information on the process for taking the oath of office and electing the mayor at the first council meeting (where applicable).

² Insert name of your council.

³ Each council is to list the topics it has included in its induction program. See Part C of these Guidelines for further information.

In the case of the mayor, the program will also cover:

- how to be an effective leader of the governing body and the council
- the role of the Chair and how to chair council meetings
- the mayor's role in integrated planning and reporting
- the mayor's role and responsibilities under the code of conduct
- the mayor's role and responsibilities in relation to the general manager's employment
- the mayor's role at regional and other representative bodies, and
- the mayor's civic and ceremonial role.

The mayor and councillors must have a working knowledge and understanding of these areas by the end of the induction program.

The induction program will also include team building activities to help the governing body establish itself as a cohesive and collaborative team focused on a common purpose with shared values and goals. Activities will aim to ensure mayors and councillors:

- identify how they would like to work together as a team and identify a common vision for the governing body
- build relationships with each other based on trust and mutual respect that facilitate collaboration
- contribute to a positive and ethical culture within the governing body
- work towards consensus as members of the governing body for the benefit of the community
- develop respectful negotiation skills and manage alternative views within the governing body without damaging relationships
- understand what supports or undermines the effective functioning of the governing body

- respect the diversity of skills and experiences on the governing body, and
- communicate and uphold the decisions of Council in a respectful way, even if their own position was not adopted.

Activities should also help the mayor, as the leader of the governing body, to:

- act as a stabilising influence and show leadership, and
- promote a culture of integrity and accountability within Council and when representing Council in the community and elsewhere.

The mayor and councillors, including those re-elected to office, must attend all induction sessions.

X Council will evaluate the induction program at the end of each council term to determine whether it has achieved these outcomes, and to identify and address areas for improvement.

Ongoing professional development program

An individual ongoing professional development plan will be developed for the mayor and each councillor to address any gaps in the capabilities (ie the knowledge, skills and attributes) needed to effectively fulfil their role.

Each professional development plan will span the council's term, and identify professional development activities that the mayor or councillor will participate in. Professional development activities will be prioritised according to need and approved by the general manager where council funds are required in accordance with council's councillor and expenses and facilities policy. The Mayor and councillors are expected to complete all the activities included in their professional development plan.

Professional development activities will, wherever possible, follow the 70/20/10 principle. The 70/20/10 principle requires that:

- 70% of learning activities are provided via learning and developing from experience – for example, on-the-job training, self-directed learning, developmental roles, problem solving, exposure and practice
- 20% of learning activities are provided via learning and training through others – for example, personal or professional networks, coaching, mentoring, feedback, memberships and professional associations, and
- 10% of learning activities are provided via learning and developing through structured programs – for example, training courses, external or in-house workshops, seminars, webinars and other e-learning and briefing sessions conducted by the council, external training providers or industry bodies.

The timing of professional development activities for the mayor and councillors will be designed in such a way so as to not overload councillors with learning activities in the early part of council's term. The timing will reflect what knowledge and skills councillors and the mayor need at various points in council's term to undertake their roles.

The mayor and councillors will be provided with as much notice as possible for upcoming induction and professional development activities.

Responsibilities

The mayor and each councillor are responsible for making themselves available to attend any development activities identified in the professional development plan. The mayor and all councillors must make all reasonable endeavours to attend and participate in the induction sessions and professional development activities arranged for them during the term of the council.

[Identify the role or responsible staff member] is responsible for planning, scheduling and facilitating induction and professional development activities for the mayor and councillors in consultation with the general manager.

The general manager has overall responsibility for X Council's induction and professional development program.

Budget

An annual budget allocation will be provided to support the induction and professional development activities undertaken by the mayor and councillors. Expenditure will be monitored and reported quarterly.

Approval of training and/or expenses

Professional development activities that require council funds are to be approved by the general manager in accordance with X Council's Councillor Expenses and Facilities Policy.

Evaluation

Council will evaluate the professional development program at the end of each council term to assess whether it was effective in assisting the mayor and councillors to develop the capabilities required to fulfil their civic roles.

Reporting

The general manager of X Council will publically report each year in Council's annual report:

- the name of the mayor and each individual councillor that completed council's induction program (where an induction program has been delivered during the relevant year)
- the name of the mayor and each councillor who participated in any ongoing professional development program during the year
- the number of training and other activities provided to the mayor and councillors during the year as part of a professional development program, and
- the total cost of induction and professional development activities and any other training provided to the mayor and councillors during the relevant year.



Appendix D:
Candidate Information Session
Content Checklist



Topic Area	Suggested Content
Role of council	<ul style="list-style-type: none"> • The role and responsibilities of local government • The guiding principles under the Act that govern council's functions • The purpose of council and committee meetings
Roles and responsibilities of councillors and staff under the Act	<ul style="list-style-type: none"> • The roles and responsibilities of the governing body and individual councillors under the Act, including in relation to integrated planning and reporting • The roles and responsibilities of the mayor as leader of the governing body, including oversight of the general manager • The strategic nature of the roles of elected members compared to the operational roles of the general manager and council staff • The regional and other bodies the council is a member of and the roles of those bodies
Legal and ethical responsibilities	<ul style="list-style-type: none"> • Requirement to take an oath of office • Requirement to meet the ethical standards prescribed under the Act and councils code of conduct, including managing pecuniary and non-pecuniary interests • Outline of the legal responsibilities of councillors under the Act and their personal responsibilities under other legislation, for example in relation to: <ul style="list-style-type: none"> - work health and safety - anti-discrimination - privacy - public access to information - record keeping and records management • Outline of any council policies that councillors will be expected to comply with, for example: <ul style="list-style-type: none"> - councillor and staff interaction policy - code of meeting practice - code of conduct - councillor expenses and facilities policy - conflicts of interest policy - gifts and benefits policy - councillor induction and professional development policy
Skills and knowledge	<ul style="list-style-type: none"> • Outline of the knowledge, skills and personal attributes needed to perform the roles of a councillor or mayor • Outline of the additional knowledge, skills and personal attributes required by the mayor

Topic Area	Suggested Content
Time commitment	<ul style="list-style-type: none"> • Participation in council’s councillor induction program • Participation in the mayor’s supplementary induction program • Expected attendance at council meetings, including meeting days, times, frequency and possible duration • Preparation required for council meetings, for example: <ul style="list-style-type: none"> - attending pre-meeting briefings - reading business papers - ensuring councillors have a full understanding of issues requiring decisions • Potential participation in other meetings, for example extraordinary council meetings, regional bodies, external bodies • Potential attendance at community events, ceremonies and other functions • Responding to media requests and inquiries • Potential participation in formal community consultation processes • Answering letters, emails and phone calls from residents and ratepayers as well as participating in regular informal conversations • Participation in any other activities that are likely to arise and require the mayor or councillors’ time
Support available to assist councillors in the role	<ul style="list-style-type: none"> • The annual fees paid to councillors and the mayor • Council’s expenses and facilities policy • Council’s induction and professional development program for councillors and the mayor • The responsibility of the general manager and staff to provide timely information and advice and the administrative and professional support necessary for councillors to effectively discharge their functions
Ways to gain further understanding	<ul style="list-style-type: none"> • Attendance at a council meeting/s or council committee meeting/s to observe council decision making and meeting practice • NSW Electoral Commission website and other educational materials



Appendix E:
Induction Program
Content Checklist



Topic area	Suggested content
Establishment of a well-functioning governing body	<ul style="list-style-type: none"> • Team building activities to help councillors and the mayor: <ul style="list-style-type: none"> - identify how they would like to work together as a team - understand why each councillor is in office and help identify a common purpose and bond between councillors - identify a common vision for the governing body - identify what a successful term in office will look like for council and the community and what is needed from individual councillors and the mayor to achieve this - identify accepted values and behaviours - build relationships with each other based on trust and mutual respect - contribute to a positive and ethical culture within the governing body - value and develop teamwork and collaboration skills - work towards consensus as members of the governing body for the benefit of the community - manage alternative views within the governing body without damaging relationships - develop respectful negotiation and conflict resolution skills - champion and communicate the council's vision and strategic plans as a cohesive team - respect the diversity of skills and experience of the other members of the governing body - communicate and uphold the decisions of council in a respectful way, even if their own position was not adopted - understand what supports or undermines the effective functioning of the governing body - identify appropriate council meeting practice and behaviours - understand their opportunities for influence
Orientation to council facilities and local government area	<ul style="list-style-type: none"> • Guided tour of the council facilities available to councillors, for example, chambers, offices, utilities • Guided tour of the local government area including council facilities, significant sites and projects • Introduction to council staff to help build a positive team culture between the governing body and administration (whilst respecting the legislated separation between the two)

Topic area	Suggested content
<p>Overview of the key issues and tasks for the new council</p>	<ul style="list-style-type: none"> • The demographic profile of the local government area • Council’s current social and economic health and performance • The key social, environmental and economic concerns facing the community • The key issues and tasks the new council will need to address • Any issues faced by previous councils or useful historical information that may impact or assist the new council • The current community strategic plan and the process that led to its development, including its role in informing the new council’s activities • Council’s current delivery program, operational plan, resourcing strategy and community engagement strategy • Regional and other bodies council is a member of and the roles of those bodies • Overview of council’s assets
<p>Legal and political context of local government</p>	<ul style="list-style-type: none"> • The relationship of state and commonwealth governments to local government • The statutory framework that applies to local government • Each of the guiding principles under the Act that govern council’s functions • The key accountabilities of the council to the community, the NSW Government and oversight agencies • The roles and responsibilities of oversight agencies such as the: <ul style="list-style-type: none"> - Office of Local Government - Department of Planning and Environment - Environment Protection Authority - NSW Audit Office - Independent Commission Against Corruption, and - NSW Ombudsman • The role and responsibilities of the Minister for Local Government

Topic area	Suggested content
<p>Roles and responsibilities of councillors and staff</p>	<ul style="list-style-type: none"> • The process for electing the mayor (if applicable) • The roles and responsibilities of the governing body and individual councillors under the Act including: <ul style="list-style-type: none"> - the strategic nature of their role compared to the operational roles and responsibilities of the general manager and council staff and the limits on councillors role or direction in operational matters - the different roles of the governing body and the general manager in determining council's organisational structure - councillors obligations under council's code of conduct and the <i>Work Health and Safety Act 2011</i> in their dealings and behaviour towards the general manager and staff • The role and responsibilities of the mayor under the Act including: <ul style="list-style-type: none"> - the mayor's civic and ceremonial role and the functions they exercise under this - the mayor's responsibility for exercising day-to-day oversight, monitoring ongoing performance and leading annual performance reviews of the general manager • The roles and responsibilities of the general manager and council staff under the Act including: <ul style="list-style-type: none"> - the responsibility of the general manager and staff to provide timely information and advice to the mayor and councillors and the administrative and professional support necessary to discharge their functions - council's protocol or policy on councillor and staff interaction and how councillors can request assistance or information from staff or forward constituent requests to staff • The regional and other bodies the council is a member of and the roles of those bodies • How to speak to the media appropriately and effectively • Financial and other delegations • Integrated planning and reporting responsibilities

Topic area	Suggested content
Overview of the key functional areas of council operations and staffing	<ul style="list-style-type: none">• Council’s organisational structure• The role and responsibilities of each business unit or functional area within council, for example:<ul style="list-style-type: none">- planning and other regulatory functions- assets and infrastructure- financial management- community services- governance- internal audit- teams responsible for implementing key council policies, strategies or programs• Council’s workforce management strategy• An overview of the requirements of the <i>Guidelines for the Appointment and Oversight of General Managers</i> released by the Office of Local Government• An overview of the general manager’s contract of employment, performance agreement and key performance indicators

Topic area	Suggested content
Legal and ethical responsibilities and risk management	<ul style="list-style-type: none"> • Preparation for taking the oath or affirmation of office • All legislation that councillors are expected to comply with, for example in relation to: <ul style="list-style-type: none"> - local government - work health and safety - anti-discrimination - privacy - public access to information - record keeping and records management - tendering and procurement • All council policies and protocols that councillors will be expected to comply with, for example: <ul style="list-style-type: none"> - councillor and staff interaction policy - code of meeting practice - code of conduct - conflicts of interest policy - councillor expenses and facilities policy - gifts and benefits policy - councillor induction and professional development policy - risk management and internal audit policy - media policy • In relation to council's code of conduct: <ul style="list-style-type: none"> - how to identify, disclose and manage pecuniary and non-pecuniary interests - the process for making and managing code of conduct complaints under the <i>Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW</i> - the consequences of a breach of council's code of conduct - the definition of "corrupt conduct" under the <i>Independent Commission Against Corruption Act 1988</i> and the potential consequences of engaging in corrupt conduct • Participation in the councillor induction and professional development program • How the council manages risk, including: <ul style="list-style-type: none"> - council's risk management framework - the role of the Audit, Risk and Improvement Committee - council's internal audit function - external audit

Topic area	Suggested content
Decision-making	<ul style="list-style-type: none"> • The purpose of council meetings • Prescribed meeting rules and council’s code of meeting practice • The role of the chair • How to use closed meetings appropriately • What an orderly, effective and efficient council meeting looks like and how it is conducted • How councillors should prepare for a council meeting, including pre-meeting briefings • The role of business papers and meeting minutes and how to understand and interpret them • The role of committees, the committee structure adopted by the council and the functions of each of council’s committees
Strategic planning	<ul style="list-style-type: none"> • The statutory requirements for integrated planning and reporting, including its conceptual basis, guiding principles and reporting requirements • How integrated planning and reporting is conducted by council including: <ul style="list-style-type: none"> - council’s integrated planning and reporting frameworks, timelines and processes - the mayor’s and councillors’ roles - community consultation and participation - change management processes - reporting mechanisms
Land use planning	<ul style="list-style-type: none"> • Overview of the land use planning system, including: <ul style="list-style-type: none"> - relevant legislation - the role of council in land use and development approvals - the development assessment and approval process under the <i>Environmental Planning and Assessment Act 1979</i> - the role of independent panels, including Joint Regional Hearing Panels and Independent Hearing and Assessment Panels, in relation to development approvals - the delegations made with respect to development assessments and approvals - the role of environmental planning instruments and how to interpret them - the environmental planning instruments that apply to council’s area and the development control plans adopted by council - delegations - the role of oversight agencies, for example, the Department of Planning and Environment and the Greater Sydney Commission - the role of the Minister for Planning

Topic area	Suggested content
Natural resource management	<ul style="list-style-type: none"> • Council's public land management responsibilities and the statutory requirements that apply to public land management • Council's natural resource management responsibilities and the regulatory frameworks under which it exercises its functions
Water management (for councils that are water utilities)	<ul style="list-style-type: none"> • Council's water management responsibilities and the regulatory frameworks under which it exercises its functions • Drinking water quality and public health responsibilities • Integrated Water Cycle Management – including water security and asset planning • Water utility operation and performance monitoring
Financial processes and financial management	<ul style="list-style-type: none"> • The responsibility of councillors for the financial management and sustainability of the council under the Act • Council's long-term financial plan and other components of council's resourcing strategy, including revenue sources • How to interpret and understand the financial information contained in financial reports prepared by council
Asset management	<ul style="list-style-type: none"> • Asset management planning requirements • Council's asset management strategy
Customer services and complaints handling	<ul style="list-style-type: none"> • Council's complaints handling process and how councillors should handle constituents' concerns
Support available to assist councillors in their role	<ul style="list-style-type: none"> • The annual fees paid to councillors and the mayor • Council's expenses and facilities policy • Ongoing professional development for the mayor and councillors • The responsibility of the general manager and staff to provide timely information and advice and the administrative and professional support necessary for councillors to effectively discharge their functions
Supplementary topics for mayor	<ul style="list-style-type: none"> • How to be an effective leader of the governing body and the council • The role of the chair and how to chair council meetings • The mayor's role and responsibilities under the code of conduct • The mayor's role in integrated planning and reporting • The mayor's role and responsibilities in relation to the general manager's employment: <ul style="list-style-type: none"> - the requirements of the mayor under the <i>Guidelines for the Appointment and Oversight of General Managers</i> released by the Office of Local Government - how to conduct day-to-day oversight of the general manager including in relation to credit card use and other expenses, and - how to lead recruitment and performance reviews of the general manager • The mayors role on the regional and other bodies they attend on behalf of the council and council's position on the key issues under consideration by these bodies • The mayor's civic and ceremonial role and the community functions the mayor will be expected to attend

Appendix F:
Councillor Induction Manual
Content Checklist



Topic area	Suggested content
Governing body	<ul style="list-style-type: none"> • Summary of the shared purpose, goals, vision and success markers identified by the governing body during the induction process • Summary of the values and behaviours identified by the governing body during the induction process that will characterise the council term
Basic information about the council	<ul style="list-style-type: none"> • Organisational chart and outline of key function and service areas, including those of senior staff • Information and/or chart showing the relationships between councillors and council staff and decision-making processes • List of council facilities and map of the local government area • How to use council's IT system/s • How to raise work, health and safety issues • List of regional bodies and committees council is a member of
Profile of the local government area	<ul style="list-style-type: none"> • Information about council wards • Population statistics • Useful information about the local government area • Useful information about key issues or tasks for the new council
Information about council meetings	<ul style="list-style-type: none"> • Council's code of meeting practice • Agenda and minutes of recent meetings • Meeting times and venues • Deadlines related to meetings, business papers and minutes • List of council committees and their composition
Key planning and policy documents and information	<ul style="list-style-type: none"> • Integrated planning and reporting documents, for example, the current community strategic plan, delivery program, operational plan, community engagement strategy and resourcing strategy, workforce management strategy etc. • List of financial and other delegations • Most recent annual report • End-of-term report of last council term • Council policy documents, including council's: <ul style="list-style-type: none"> - policy register/list of policies - code of conduct - councillor expenses and facilities policy - information access policy - councillor and staff interaction policy and protocol - gifts and benefits policy - media policy - conflicts of interest policy - council's risk management framework and relevant internal audit, external audit and risk management related documents • Any other relevant plans, policies and procedures

Topic area	Suggested content
Key legislation	<ul style="list-style-type: none">• Copy of key legislation or relevant excerpts from legislation• Information about the key legislation and regulation under which council exercises its functions, for example:<ul style="list-style-type: none">• <i>Local Government Act 1993</i>• <i>Local Government (General) Regulation 2005</i>• <i>Environmental Planning and Assessment Act 1979</i>• <i>Protection of the Environment Operations Act 1997</i>• <i>Work Health and Safety Act 2011</i>• <i>State Records Act 1998</i>• How to access up-to-date versions of the legislation online (www.legislation.nsw.gov.au)
Information about support for councillors	<ul style="list-style-type: none">• How to make a request or claim under council's expenses and facilities policy• Information about the induction and professional development program• Contact details of council officer/s that councillors may contact for information

Topic area	Suggested content
<p>Other useful resources and/or details about where they may be accessed</p>	<ul style="list-style-type: none"> • Induction program presentations and materials • Contact details for key organisations such as the Office of Local Government and Local Government NSW • The <i>Councillor Handbook</i> released by the Office of Local Government • Bluett’s Local Government Handbook NSW • A copy of useful publications and guidance material produced by NSW Government agencies and other bodies (where relevant) in relation to: <ul style="list-style-type: none"> - capital expenditure, tendering and procurement (Office of Local Government, Department of Finance, Services and Innovation) - the <i>Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW</i> (Office of Local Government) - the <i>Guidelines for the Appointment and Oversight of General Managers</i> (Office of Local Government) - <i>the Internal Audit Guidelines</i> (Office of Local Government) - land-use planning and development approvals processes (Department of Planning and Environment) - public interest disclosures (NSW Ombudsman) - access to information and privacy (Information and Privacy Commission) - fraud and corruption (Independent Commission Against Corruption, NSW Audit Office) - external audit (NSW Audit Office) - annual reviews and performance audits of local government (NSW Audit Office) - anti-discrimination (Anti-Discrimination Board of NSW) - council rating determinations (Independent Pricing and Regulatory Tribunal) - councillor and mayoral remuneration (Local Government Remuneration Tribunal)

Appendix G:
Local Government
Capability Framework



Personal attributes

	Clr	Mayor
Manage self		
Talks to the mayor/councillor, general manager and other councillors about own role and responsibilities, and seeks feedback	✓	✓
Pursues responsibilities with energy, drive and commitment	✓	✓
Manages own time effectively, balancing demands in line with council priorities	✓	✓
Shows awareness of own strengths and areas for growth	✓	✓
Looks for and takes opportunities to develop knowledge and skills as a councillor	✓	✓
Honestly examines personal motivation and capability as mayor		✓
Reflects on and integrates feedback, showing a capacity and willingness to modify own behaviours		✓
Display resilience and adaptability		
Is flexible and willing to change their mind in light of new information	✓	✓
Stays calm and objective in challenging situations	✓	✓
Advocates constructively for an idea or position, even in the face of strong, contrary views	✓	✓
Listens when challenged and seeks to understand criticisms before responding	✓	✓
Stays positive and perseveres in the face of resistance or setbacks	✓	✓
Accepts public feedback and responds in a thoughtful and considered way	✓	✓
Reads situations quickly and shows leadership in times of crisis		✓
Acts as a stabilising influence in challenging and emotionally charged situations		✓
Act with integrity		
Is open, honest and consistent in words and behaviour	✓	✓
Tells the truth and admits to own mistakes	✓	✓
Maintains confidentiality	✓	✓
Takes steps to clarify ethical issues and seeks advice when unsure what to do	✓	✓
Follows the code of conduct, legislation and policies applicable to councillors/mayors	✓	✓
Speaks out against illegal and inappropriate behaviour and perceived conflicts of interest	✓	✓
Helps councillors understand their obligations to comply with the codes of conduct, legislation and policies		✓
Identifies and discusses ethical issues with councillors		✓
Promotes a culture of integrity within council and in dealings external to council		✓

	Clr	Mayor
Demonstrate accountability		
Prepares appropriately for council meetings	✓	✓
Acts in the public interest and observes the highest standards of personal conduct at all times	✓	✓
Takes responsibility for fulfilling the role of councillor/mayor to the best of their ability	✓	✓
Is transparent in actions and decision making, declaring potential conflicts	✓	✓
Models the highest standards of accountability, providing transparency to enable public scrutiny		✓
Provides advice on strategies taken by council to be accountable, transparent and efficient		✓

Relationships

	Clr	Mayor
Communicate and engage		
Clearly communicates ideas and arguments	✓	✓
Adjusts tone, pace and message for different audiences	✓	✓
Listens when others are speaking and asks appropriate, respectful questions	✓	✓
Shows sensitivity to cultural, religious and other individual differences when interacting with others	✓	✓
Uses communication channels that are suitable for the diversity in the community	✓	✓
Creates opportunities for people to engage with council and contribute to public disclosure and debate	✓	✓
Community and customer focus		
Keeps up to date on current issues affecting the community	✓	✓
Shows pride in and talks positively about the community and region	✓	✓
Commits time and energy to serving the community	✓	✓
Works towards social, environmental and economic sustainability in the community/region	✓	✓
Collects and uses broad community feedback to identify opportunities for improvement	✓	✓
Builds effective relationships with a range of people who reflect the diversity in the community	✓	✓

	Clr	Mayor
Work collaboratively		
Shares information with other councillors about community issues, stakeholders and activities	✓	✓
Is respectful of council staff and receptive to their advice	✓	✓
Shows respect for the diversity of skills and experience on the governing body	✓	✓
Initiates collaborative forums on issues facing the community	✓	✓
Works together with stakeholder networks for the benefit of the community and region	✓	✓
Encourages councillors to work collaboratively		✓
Builds a productive working relationship with the general manager based on clear expectations, trust and respect		✓
Supports positive relations between the general manager and the governing body		✓
Builds partnerships between council and external stakeholders that are of strategic value to council		✓
Facilitates and supports strategic collaboration with other councils to benefit the broader region		✓
Influence and negotiate		
Uses understanding of political processes and networks to develop a negotiation strategy	✓	✓
Listens to contrary points of view and endeavours to find common ground	✓	✓
Influence others with a fair and considered approach and sound arguments	✓	✓
Avoids starting from an entrenched position and is willing to give and take	✓	✓
Wins concessions without damaging relationships	✓	✓
Establishes and maintains relationships outside council in order to find common ground and further council's position		✓
Anticipates points of contention and plans negotiations accordingly		✓
Steers discussion and debate towards achieving an acceptable outcome		✓

Results

	Clr	Mayor
Plan and prioritise		
Identifies and pursues critical priorities and sets aside less critical activities	✓	✓
Contributes to setting clear performance goals that include quality measures	✓	✓
Considers council performance reports and rollover of projects when making new plans	✓	✓
Considers the impact of changes, e.g. government policy/economic conditions and budgets, on strategic plans	✓	✓
Incorporates sound risk management principles into strategic planning	✓	✓
Works with the general manager to translate strategic direction into a delivery program and operational plan		✓
Monitors progress against the delivery program and operational plan		✓
Considers council's current and potential future role within the community and region when planning		✓
Think and solve problems		
Gathers and investigates information from a variety of sources	✓	✓
Asks questions to get to the heart of the issue and define the problem clearly	✓	✓
Considers the broader context and long-term impacts of policy options	✓	✓
Works with others to assess options and identify appropriate solutions	✓	✓
Create and innovate		
Thinks about issues and opportunities from different viewpoints	✓	✓
Looks for non-obvious solutions	✓	✓
Encourages independent thinking and new ideas from others	✓	✓
Explores innovative solutions with long-standing community-wide impact	✓	✓
Deliver results		
Monitors and provides advice on the delivery of customer/community focused services	✓	✓
Instigates and champions initiatives to deliver community outcomes	✓	✓
Identifies and addresses potential risks to the achievement of council goals	✓	✓
Engages with senior staff about strategies to improve council performance		✓

Resources

	Clr	Mayor
Finance		
Uses basic financial terminology appropriately	✓	✓
Makes informed contributions to debate about the allocation of financial resources	✓	✓
Demonstrates respect for public funds and the obligation to manage council resources responsibly	✓	✓
Is aware of financial risks and strategies to manage and minimise these	✓	✓
Is able to discuss implications of council's long term financial plan, audited financial statements and budget reviews	✓	✓
Identifies and supports opportunities to generate revenue and attract investment	✓	✓
Promotes the role of sound financial management and its impact on council effectiveness		✓
Assets and tools		
Engages in strategic planning to ensure the organisation's assets support delivery of the strategic plan	✓	✓
Makes informed contributions to debate about the allocation of assets to community priorities	✓	✓
Supports asset risk minimisation strategies, plans and outcomes for council	✓	✓
Promotes the role of councils as custodians of community assets	✓	✓
Ensures asset management decisions consider long term financial sustainability	✓	✓
Promotes the role of sound asset management and its impact on long term financial sustainability		✓
Technology and information		
Uses a range of technologies to communicate and engage with the community	✓	✓
Supports the introduction of new technologies to improve the efficiency and effectiveness of the council	✓	✓
Procurement and contracts		
Exercises commercial acumen in reviewing and approving council contracts and tenders	✓	✓
Makes decisions on council tenders according to value for money, probity and community benefit	✓	✓

Civic leadership

	Clr	Mayor
Represent communities		
Makes themselves available to discuss issues and council activities with members of the community	✓	✓
Seeks to understand the range of views on complex issues in the community	✓	✓
Raises issues that are important to constituents with council	✓	✓
Treats all people in the community impartially and champions their right to be heard	✓	✓
Uses a variety of approaches to gather views from a range of individuals and organisations		✓
Advocates for local interests in dealings with external stakeholders, including other sectors and governments		✓
Inspire direction and purpose		
Demonstrates passion, enthusiasm and personal dedication to council's vision for the community	✓	✓
Champions the community strategic plan and communicates the way forward	✓	✓
Encourages community involvement in council planning processes	✓	✓
Communicates the context and parameters surrounding council strategies and plans	✓	✓
Communicates the purpose and plans using a variety of channels to reach many audiences		✓
Regularly communicates progress against the community strategic plan		✓
Govern responsibly		
Contributes constructively to debate in council	✓	✓
Works towards consensus as a member of the governing body	✓	✓
Contributes to a positive and ethical culture within the governing body	✓	✓
Participates responsibly in exercising council's employer functions in relation to the general manager	✓	✓
Acts in a way that preserves the health and safety of people in the council workplace	✓	✓
Leads constructive council meetings with a view to reaching consensus		✓
Cultivates a positive and ethical culture within the governing body		✓
Works with the general manager to ensure legal and regulatory frameworks are applied consistently by council		✓
Sets clear performance standards for the general manager and monitors progress		✓
Regularly discusses performance with the general manager and addresses performance issues early		✓

	Clr	Mayor
Make quality decisions		
Makes considered decisions on merit in the public interest	✓	✓
Considers information about the context and regulatory environment before making decisions	✓	✓
Considers financial and budget implications, including value for money, in making decisions	✓	✓
Explains council decision-making process to constituents	✓	✓
Communicates the decisions of council in a respectful way, even if own position was not adopted	✓	✓
Assists the community to understand council decisions in context, considering priorities and constraints	✓	✓
Ensures council works through issues, considering all relevant information, before making decisions		✓
Ensures council considers financial and budget implications in making decisions		✓





COUNCILLOR PROFESSIONAL DEVELOPMENT PLAN

NAME: ...Carly Marriott..... YEAR: ...2022.....

POSITION: ...Councillor PAGE ...1..... of3.....

CHIEF EXECUTIVE OFFICER:Karina Ewer.....

Priority 1, 2, 3 etc	What training is required?	How will this be undertaken? (on the job, TAFE, internal/external course)	When will it be done? Month & Year	What will the result be?
1.	Induction Training	In House	1-2 February 2022	<ul style="list-style-type: none"> • Legal and political context of local government • Roles of Councillors and the CEO • Community engagement responsibilities • Governance • Financial management • Land Use Planning • Social media • Decision making processes • Code of Conduct • Code of Meeting Practice
2	Councillor Tour	In House	3 February 2022	<ul style="list-style-type: none"> • Understanding of investment opportunities in Shire • Tour of Council facilities and local government area
3	Corporate Workshop	In House	3-4 March 2022	<ul style="list-style-type: none"> • BSC Financial Outlook • Rebranding Project • Strategic Vision post Covid • Tourism Strategy review • LEP Review • Risk Appetite • Conflict Cycle Management • Rapport building with Executive and Management Team

4	Understanding LG Finances for Councillors	LG NSW	9 March 2022	<ul style="list-style-type: none"> • Councillor responsibilities • Understanding basic Financial Management • How to read and interpret quarterly budget reviews • Long Term financial goals • Purpose of depreciation and its effects on Council finances • The need to borrow and invest surplus funds • Asset Management • IP&R Framework • Risk • Councillors and audits • Questioning
5	Planning for Councillors	LG NSW	11 May 2022	<ul style="list-style-type: none"> • Understand the legislative and environmental planning responsibilities of Local Government • Strategic planning and development assessment role of Councils • Overview of the Green Paper • Review of NSW Planning System • Local Community Engagement in the plan making process • Councillor's role in planning matters at a local level



COUNCILLOR PROFESSIONAL DEVELOPMENT PLAN

NAME: ...John Taylor..... YEAR: ...2022.....

POSITION: ...Councillor PAGE ...1..... of2.....

CHIEF EXECUTIVE OFFICER: ...Karina Ewer.....

Priority 1, 2, 3 etc	What training is required?	How will this be undertaken? (on the job, TAFE, internal/external course)	When will it be done? Month & Year	What will the result be?
1.	Induction Training	In House	1-2 February 2022	<ul style="list-style-type: none"> • Legal and political context of local government • Roles of Councillors and the CEO • Community engagement responsibilities • Governance • Financial management • Land Use Planning • Social media • Decision making processes • Code of Conduct • Code of Meeting Practice
2	Councillor Tour	In House	3 February 2022	<ul style="list-style-type: none"> • Understanding of investment opportunities in Shire • Tour of Council facilities and local government area
3	Corporate Workshop	In House	3-4 March 2022	<ul style="list-style-type: none"> • BSC Financial Outlook • Rebranding Project • Strategic Vision post Covid • Tourism Strategy review • LEP Review • Risk Appetite • Conflict Cycle Management • Rapport building with Executive and Management Team

4	Probity Training	In House	2 March 2022	<ul style="list-style-type: none"> • What is probity? • Principles • Conflict of Interest • Procurement • Audit Observations
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ADOPTED: _____

Date / /

Councillor

Mayor

Chief Executive Officer

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BSC035:V01
Issue date: 14-01-2014



COUNCILLOR PROFESSIONAL DEVELOPMENT PLAN

NAME: ...Dr Julia Cornwell-McKean..... YEAR:2022.....

POSITION: ..Councillor PAGE ...1..... of2.....

CHIEF EXECUTIVE OFFICER: ...Karina Ewer.....

Priority 1, 2, 3 etc	What training is required?	How will this be undertaken? (on the job, TAFE, internal/external course)	When will it be done? Month & Year	What will the result be?
1.	Induction Training	In House	1-2 February 2022	<ul style="list-style-type: none"> • Legal and political context of local government • Roles of Councillors and the CEO • Community engagement responsibilities • Governance • Financial management • Land Use Planning • Social media • Decision making processes • Code of Conduct • Code of Meeting Practice
2	Councillor Tour	In House	3 February 2022	<ul style="list-style-type: none"> • Understanding of investment opportunities in Shire • Tour of Council facilities and local government area
3	Corporate Workshop	In House	3-4 March 2022	<ul style="list-style-type: none"> • BSC Financial Outlook • Rebranding Project • Strategic Vision post Covid • Tourism Strategy review • LEP Review • Risk Appetite • Conflict Cycle Management • Rapport building with Executive and Management Team
4.	Company Directors Course	Either online or face to face – Karina	December 2022	<ul style="list-style-type: none"> • Governance and the Practice of Directorship • The Legal Environment • Risk and Strategy • Financial Literacy and Performance • Achieving Board Effectiveness

5.	ARIC Training		31 March 2022	<ul style="list-style-type: none"> • LG Audit Committee • Formal requirements • LG Legislation • Meeting Procedures • Internal Audit • Risk Management • Improvement • Financial Statements • Managing the external audit relationship
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ADOPTED:

Date / /

Councillor

Mayor

Chief Executive Officer

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BSC035:V01
Issue date: 14-01-2014



COUNCILLOR PROFESSIONAL DEVELOPMENT PLAN

NAME:Matt Hannan..... YEAR:2022.....

POSITION:Mayor..... PAGE ...1..... of2.....

CHIEF EXECUTIVE OFFICER:Karina Ewer.....

Priority 1, 2, 3 etc	What training is required?	How will this be undertaken? (on the job, TAFE, internal/external course)	When will it be done? Month & Year	What will the result be?
1.	Induction Training	In House	1-2 February 2022	<ul style="list-style-type: none"> • Legal and political context of local government • Roles of Councillors and the CEO • Community engagement responsibilities • Governance • Financial management • Land Use Planning • Social media • Decision making processes • Code of Conduct • Code of Meeting Practice
2	Councillor Tour	In House	3 February 2022	<ul style="list-style-type: none"> • Understanding of investment opportunities in Shire • Tour of Council facilities and local government area
3	Corporate Workshop	In House	3-4 March 2022	<ul style="list-style-type: none"> • BSC Financial Outlook • Rebranding Project • Strategic Vision post Covid • Tourism Strategy review • LEP Review • Risk Appetite • Conflict Cycle Management • Rapport building with Executive and Management Team

4	Probity Training	In House	2 March 2022	<ul style="list-style-type: none"> • What is probity? • Principles • Conflict of Interest • Procurement • Audit Observations
5	Company Directors Course	Self-Paced		<ul style="list-style-type: none"> • Governance and the Practice of Directorship • The Legal Environment • Risk and Strategy • Financial Literacy and Performance • Achieving Board Effectiveness

ADOPTED:

Date / /

Councillor

Deputy Maror

Chief Executive Officer

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BSC035:V01
Issue date: 14-01-2014



COUNCILLOR PROFESSIONAL DEVELOPMENT PLAN

NAME: ...Renee Paine..... YEAR: ...2022.....

POSITION: ...Councillor PAGE ...1..... of2.....

CHIEF EXECUTIVE OFFICER:Karina Ewer.....

Priority 1, 2, 3 etc	What training is required?	How will this be undertaken? (on the job, TAFE, internal/external course)	When will it be done? Month & Year	What will the result be?
1.	Induction Training	In House	1-2 February 2022	<ul style="list-style-type: none"> • Legal and political context of local government • Roles of Councillors and the CEO • Community engagement responsibilities • Governance • Financial management • Land Use Planning • Social media • Decision making processes • Code of Conduct • Code of Meeting Practice
2	Councillor Tour	In House	3 February 2022	<ul style="list-style-type: none"> • Understanding of investment opportunities in Shire • Tour of Council facilities and local government area
3	Integrated Planning and Reporting	Office of Local Government	19 February 2022	<ul style="list-style-type: none"> • Community Engagement • Set long-term direction of Council • Ensure effective use of money and resources • Councillor obligations • Reporting
4	Cyber Security Webinar	Office of Local Government	22 Feb 2022	

5	Probity Training	In House	2 March 2022	<ul style="list-style-type: none"> • What is probity? • Principles • Conflict of Interest • Procurement • Audit Observations
6	Corporate Workshop	In House	3-4 March 2022	<ul style="list-style-type: none"> • BSC Financial Outlook • Rebranding Project • Strategic Vision post Covid • Tourism Strategy review • LEP Review • Risk Appetite • Conflict Cycle Management • Rapport building with Executive and Management Team
7	Community and Stakeholder Engagement	LGNSW	7 March 2022	<ul style="list-style-type: none"> • Principles of effective stakeholder engagement • Levels of engagement • Evaluation of practices and processes • Engagement methods and application • Planning engagement • Effective facilitation
8	Speed Reading	LGNSW	28 June 2022	<ul style="list-style-type: none"> • Increase reading speed and comprehension

ADOPTED:

Date / /

Councillor

Mayor

Chief Executive Officer

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COUNCILLOR PROFESSIONAL DEVELOPMENT PLAN

NAME: ...Roger Reynoldson..... YEAR: ...2022.....

POSITION: ...Councillor PAGE ...1..... of2.....

CHIEF EXECUTIVE OFFICER: ...Karina Ewer.....

Priority 1, 2, 3 etc	What training is required?	How will this be undertaken? (on the job, TAFE, internal/external course)	When will it be done? Month & Year	What will the result be?
1.	Induction Training	In House	1-2 February 2022	<ul style="list-style-type: none"> • Legal and political context of local government • Roles of Councillors and the CEO • Community engagement responsibilities • Governance • Financial management • Land Use Planning • Social media • Decision making processes • Code of Conduct • Code of Meeting Practice
2	Councillor Tour	In House	3 February 2022	<ul style="list-style-type: none"> • Understanding of investment opportunities in Shire • Tour of Council facilities and local government area
3	Corporate Workshop	In House	3-4 March 2022	<ul style="list-style-type: none"> • BSC Financial Outlook • Rebranding Project • Strategic Vision post Covid • Tourism Strategy review • LEP Review • Risk Appetite • Conflict Cycle Management • Rapport building with Executive and Management Team

4	Probity Training	In House	2 March 2022	<ul style="list-style-type: none"> • What is probity? • Principles • Conflict of Interest • Procurement • Audit Observations
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ADOPTED: _____

Date / /

Councillor

Mayor

Chief Executive Officer

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BSC035:V01
Issue date: 14-01-2014



COUNCILLOR PROFESSIONAL DEVELOPMENT PLAN

NAME: ...Sarah McNaught..... YEAR: ...2022.....

POSITION: ...Councillor PAGE ...1..... of2.....

CHIEF EXECUTIVE OFFICER: ...Karina Ewer.....

Priority 1, 2, 3 etc	What training is required?	How will this be undertaken? (on the job, TAFE, internal/external course)	When will it be done? Month & Year	What will the result be?
1.	Induction Training	In House	1-2 February 2022	<ul style="list-style-type: none"> • Legal and political context of local government • Roles of Councillors and the CEO • Community engagement responsibilities • Governance • Financial management • Land Use Planning • Social media • Decision making processes • Code of Conduct • Code of Meeting Practice
2	Councillor Tour	In House	3 February 2022	<ul style="list-style-type: none"> • Understanding of investment opportunities in Shire • Tour of Council facilities and local government area
3	Corporate Workshop	In House	3-4 March 2022	<ul style="list-style-type: none"> • BSC Financial Outlook • Rebranding Project • Strategic Vision post Covid • Tourism Strategy review • LEP Review • Risk Appetite • Conflict Cycle Management • Rapport building with Executive and Management Team

4.	Company Directors Course		<ul style="list-style-type: none"> • Governance and the Practice of Directorship • The Legal Environment • Risk and Strategy • Financial Literacy and Performance • Achieving Board Effectiveness
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ADOPTED: -----

Date / /

Councillor

Mayor

Chief Executive Officer

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BSC035:V01
Issue date: 14-01-2014



COUNCILLOR PROFESSIONAL DEVELOPMENT PLAN

NAME: ...Ted Hatty YEAR:2022.....

POSITION: ..Councillor PAGE ...1..... of2.....

CHIEF EXECUTIVE OFFICER: ...Karina Ewer.....

Priority 1, 2, 3 etc	What training is required?	How will this be undertaken? (on the job, TAFE, internal/external course)	When will it be done? Month & Year	What will the result be?
1.	Induction Training	In House	1-2 February 2022	<ul style="list-style-type: none"> • Legal and political context of local government • Roles of Councillors and the CEO • Community engagement responsibilities • Governance • Financial management • Land Use Planning • Social media • Decision making processes • Code of Conduct • Code of Meeting Practice
2	Councillor Tour	In House	3 February 2022	<ul style="list-style-type: none"> • Understanding of investment opportunities in Shire • Tour of Council facilities and local government area
3	Corporate Workshop	In House	3-4 March 2022	<ul style="list-style-type: none"> • BSC Financial Outlook • Rebranding Project • Strategic Vision post Covid • Tourism Strategy review • LEP Review • Risk Appetite • Conflict Cycle Management • Rapport building with Executive and Management Team

Memorandum of Understanding

Berrigan Shire Council

and

Sporties Barooga



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DRAFT

Date: [insert date]

This is a Memorandum of Understanding (MOU) between:

Berrigan Shire Council, ABN 53 900 833 102 of 56 Chanter Street Berrigan NSW 2712 (referred to in this document as the Council) and

Sporties Barooga, ABN 96 001 757 491 of Burkinshaw Street, Barooga NSW 3644 (referred to in this document as Sporties).

Duration of the MOU

This is a non-binding MOU between the Council and Sporties.

The MOU will apply from [insert date] and will continue to apply until [insert date] or until the termination of the MOU by either party on the giving on one (1) month's written notice to the other.

Scope

The Council and Sporties are committed to maintaining a positive and co-operative working relationship.

The Council and Sporties are committed, where practicable to work collaboratively to:

- identify key mutual outcomes for the region (with particular focus on tourism, employment, infrastructure, services and population growth);
- apply for and deliver mutually beneficial government grants and other funding opportunities;
- share data that is mutually beneficial to both parties;
- promote and facilitate cross border events and opportunities; and
- develop for our youth a collaborative approach to education, training, employment and wellbeing opportunities through the use of available facilities and programs
- Maintain and enhance the liveability of the Berrigan Shire, with particular focus on the township of Barooga

As part of the parties' mutual commitment, the Council and Sporties will act in accordance with the spirit and intent of this MOU, even though neither party intends that it be legally binding.

Goals and Objectives

For the term of this MOU, the Council and Sporties agree to work together to achieve:

- agreed upgrades to, and ongoing maintenance of, the Barooga Aquatic and Recreation Centre facility;
- the re-development of the Barooga Sports Recreation Precinct in line with the adopted Master Plan;
- the linking of club grants to Council strategic plans (eg health and wellbeing / youth programs etc);

- recognition of the in-kind support Sporties provide the Barooga Recreation Reserve through watering etc;
- implementing the Burkinshaw Street landscaping master plan initiative; and
- the maintenance of the CBGC as a destination golf course, supporting both local participation as well as golf tourism

For the term of this MOU, the Council and Sporties agree to investigate any opportunities associated with:

- developing the capabilities of sporting precincts in other townships in the Shire;
- tourism and visitor information services;
- utilising treated wastewater for the Golf Course;
- building a case for tourism projects / investment in the Shire;
- build and grow and Events Program including Berrigan and Moira Shires; and
- engaging with accommodation providers to improve their offerings;
- a process / mechanism to better navigate through multiple cross-border issues and political management;
- identifying the most appropriate “on-course” land for residential / tourism
- the repurposing of the old CBGC Clubhouse

Roles and Responsibilities

The parties will nominate at least two members each to form an advisory group, which has the following responsibilities:

- to plan, implement and evaluate the obligations under the MOU;
- to develop procedures and guidelines where required;
- to meet at a frequency set out in the MOU to discuss the implementation of its responsibilities

Council will also ensure a nominated Councillor attend relevant meetings.

Meetings

Meeting in relation to the subject of this MOU will be held every two months at the Sporties complex in Barooga.

Meetings will be chaired by a Council Representative

A quorum will be half the number of the advisory group plus one.

Meetings, agendas and minutes will be prepared by the Council.

Meeting agendas will be circulated to the advisory committee no later than two days prior to the scheduled meeting.

Meeting minutes will be circulated no later than one week after the scheduled meeting.

Reporting

Reporting will be made to the Sporties Barooga Board and the Berrigan Shire Council regarding any matters that require decisions of those entities where they arise from the enactment of the MOU.

Procedures and Guidelines

The parties agree to comply with and direct their staff members to comply with all procedures and guidelines developed under this MOU.

Advertising and Announcements

Unless required by law, an announcement, circular or other public disclosure, including promotional materials such as newsletters, brochures, flyers or annual reports, referring to the contents or subject matter of this MOU, must not be made or permitted by a party without the prior written approval of the other party.

Confidentiality

The parties acknowledge that information disclosed by one party to the other (the disclosing party) in the course of the subject matter of this MOU, may be confidential and, unless required by law must not be disclosed to a third part, except with the prior written consent of the disclosing party.

Dispute Resolution

If a dispute or difference arises between the parties out of, or in connection with, this MOU, either party may give the other a written notice specifying the dispute or difference.

Within 7 days of the date of the notice, a person holding a position of senior management of each party, must meet and undertake negotiations in good faith, in line with the Scope of this MOU, and on a without prejudice basis with a view to resolving the dispute or difference.

Variation

The parties may agree to vary any of the requirements of this MOU. Such agreement must be in writing and signed by both parties.

Signatures

Signed for Berrigan Shire Council by its authorised representative in the presence of:

Signature of witness

Signature of authorised representative

Name of witness

Name and title of authorised representative

Date:

Signed for Sporties Barooga by its authorised representative in the presence of:

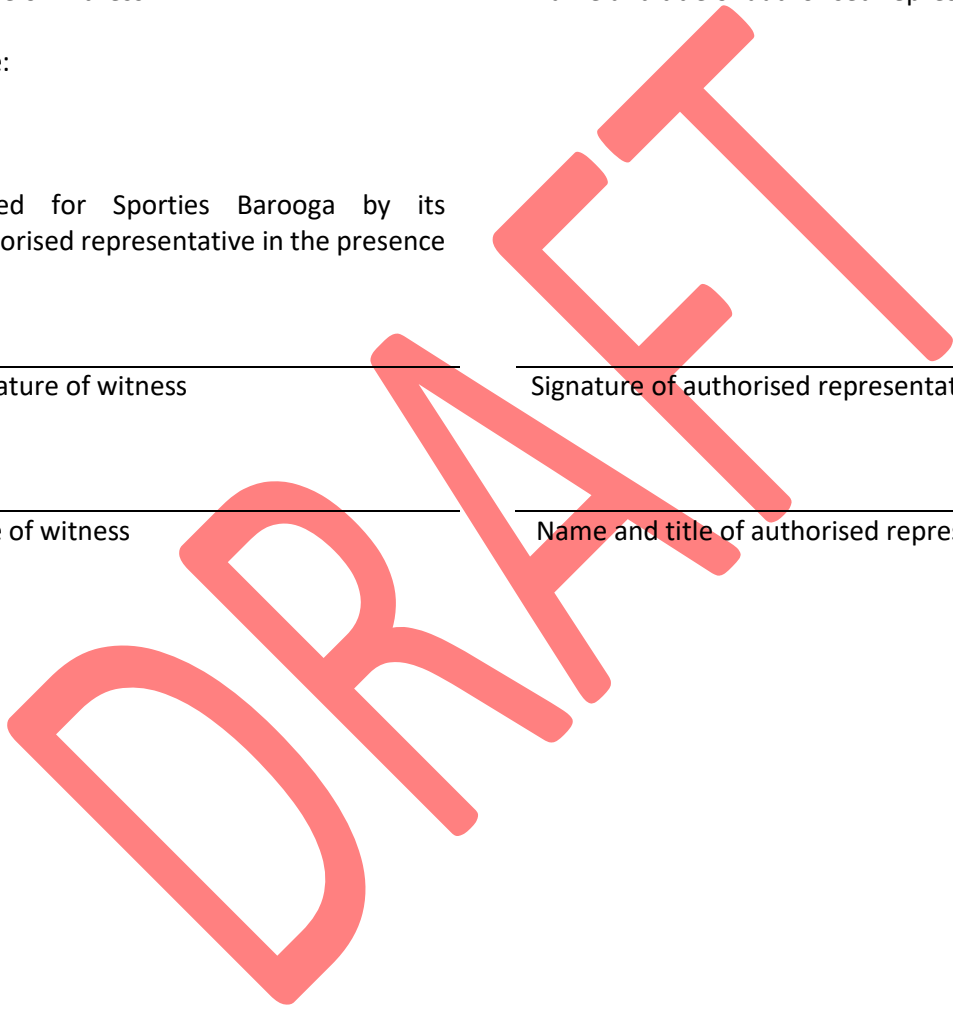
Signature of witness

Signature of authorised representative

Name of witness

Name and title of authorised representative

Date:



ULURU STATEMENT FROM THE HEART

We, gathered at the 2017 National Constitutional Convention, coming from all points of the southern sky, make this statement from the heart:

Our Aboriginal and Torres Strait Islander tribes were the first sovereign Nations of the Australian continent and its adjacent islands, and possessed it under our own laws and customs. This our ancestors did, according to the reckoning of our culture, from the Creation, according to the common law from ‘time immemorial’, and according to science more than 60,000 years ago.

This sovereignty is *a spiritual notion: the ancestral tie between the land, or ‘mother nature’, and the Aboriginal and Torres Strait Islander peoples who were born therefrom, remain attached thereto, and must one day return thither to be united with our ancestors. This link is the basis of the ownership of the soil, or better, of sovereignty.* It has never been ceded or extinguished, and co-exists with the sovereignty of the Crown.

How could it be otherwise? That peoples possessed a land for sixty millennia and this sacred link disappears from world history in merely the last two hundred years?

With substantive constitutional change and structural reform, we believe this ancient sovereignty can shine through as a fuller expression of Australia’s nationhood.

Proportionally, we are the most incarcerated people on the planet. We are not an innately criminal people. Our children are alienated from their families at unprecedented rates. This cannot be because we have no love for them. And our youth languish in detention in obscene numbers. They should be our hope for the future.

These dimensions of our crisis tell plainly the structural nature of our problem. This is *the torment of our powerlessness.*

We seek constitutional reforms to empower our people and take *a rightful place* in our own country. When we have power over our destiny our children will flourish. They will walk in two worlds and their culture will be a gift to their country.

We call for the establishment of a First Nations Voice enshrined in the Constitution.

Makarrata is the culmination of our agenda: *the coming together after a struggle.* It captures our aspirations for a fair and truthful relationship with the people of Australia and a better future for our children based on justice and self-determination.

We seek a Makarrata Commission to supervise a process of agreement-making between governments and First Nations and truth-telling about our history.

In 1967 we were counted, in 2017 we seek to be heard. We leave base camp and start our trek across this vast country. We invite you to walk with us in a movement of the Australian people for a better future.

MLHD Excellence Awards 2022 PROSPECTUS



Health
Murrumbidgee
Local Health District

Sponsorship Prospectus

INTRODUCTION

The 2022 MLHD Excellence Awards will be a gala evening celebrating the achievements of individuals and teams for their pursuit of excellence and commitment to improving the lives of others.

These awards recognise innovation, excellence, collaboration and the quality and safety initiatives and approaches that impact on services provided for residents across the Murrumbidgee.

The 2022 MLHD Excellence Awards reflect the MLHD vision and priority areas. The focus is on wellness and seizing every opportunity to work in partnership with consumers to build and maintain wellness. The objective is to enable MLHD to be the best place to work, lead, practise, volunteer, teach, learn and grow.

Vision:

Exceptional rural healthcare.
Healthier together.
Care tailored to people's needs.

Strategic Direction

- **HOLISTIC HEALTH AND WELLBEING**
Work as a complete care team with people to improve their health and wellbeing and address the causes of poor health.
- **LIFTING HEALTH OUTCOMES**
Focus efforts to improve health inequities and wellbeing for all; in particular for Aboriginal people, children, older persons and those with mental health needs.
- **LOCALLY LED REFORM**
Making change that matters to our communities, that is safe and pushes the boundaries of innovation for better health outcomes.
- **WORKFORCE AT ITS BEST**
Investing in leadership, culture and high performing teams, who are connected and compassionate, and striving for excellence.

AWARD CATEGORIES

- Enriching Consumer Experience
- Value Based Healthcare Award
- Exceptional Aboriginal Healthcare
- Patient Safety First Award
- Innovation and Health Research Award
- Keeping People Healthy Award
- Our People Our Future Award
- Recovery and Resilience Award
- Volunteer of the Year Award
- Collaborative Staff Member of the Year
- Nurse or Midwife of the Year award
- Exceptional Rural Healthcare Award (consumer led nomination)
- Our workforce at its best (open category)

More information about the awards criteria is available in the Guidelines.

IMPORTANT NOTE

MLHD is a Registered Deductible Gift Recipient (DGR). Your contribution is tax deductible. MLHD is able to provide a tax receipt for contributions.

CRITICAL DATES

Nominations Open:	26 April 2022
Nomination Close:	20 May 2022
Awards presentation:	1 July 2022 (SAVE THE DATE!)

CONTACT

To secure your place as a sponsor/contributor, simply choose the option that best suits you and contact:

Setchen Brimson
Marketing & Community Engagement Manager
T 0477 359 764
E setchen.brimson@health.nsw.gov.au

Sponsorship Options

Major Event Sponsor (\$3,500 ex GST)

Your company will receive acknowledgement in the lead up to and during the 2022 MLHD Excellence Awards. This includes:

- Verbal acknowledgement as a major sponsor at the Awards Presentation
- Acknowledgement and Logo in keepsake program and promotional materials
- Organisation named as major sponsor in MLHD e-newsletter and Murrumbidgee Matters Magazine
- Event media releases to include sponsor organisation name and logo
- Certificate of appreciation for display at sponsor's business premises
- Opportunity to display company signage at the Awards presentation
- Logo with link to organisation's website from MLHD website throughout June/July 2022
- Opportunity to set up signage, banners and display at Awards presentation including brochures/flyers and business cards
- Opportunity for a company representative to attend the Awards presentation as VIP
- Organisation logo and link to company website/social media to appear on MLHD website/social media platforms

Event Contributor (\$500 ex GST)

Your company will receive acknowledgement in the lead up to and during the 2022 MLHD Excellence Awards. This includes:

- Verbal acknowledgement as event contributor at the Awards Presentation
- Acknowledgement in keepsake program
- Organisation named as event contributor in MLHD e-newsletter
- organisation named as contributor in media releases
- certificate of appreciation for display at contributor's business premises

Silver Event Sponsor (\$1,500 ex GST)

Your company will receive acknowledgement in the lead up to and during the 2022 MLHD Excellence Awards. This includes:

- Verbal acknowledgement as a sponsor at the Awards Presentation
- Acknowledgement and Logo in keepsake program
- Organisation named as sponsor in MLHD e-newsletter and Murrumbidgee Matters Magazine
- Organisation named as sponsor in media releases
- Certificate of appreciation for display at sponsor's business premises
- Opportunity to display company signage at the Awards presentation
- Organisation logo and link to company website/social media to appear on MLHD website/social media platforms

Award Sponsor (\$1,500 plus cost of trophy / award)

Your company will present an award at the 2022 MLHD Excellence Awards and receive acknowledgement in the lead up to and during the event. This includes:

- Organisation representative to present award to prize winner
- Organisation logo included on award certificate
- \$1,500 sponsorship to be awarded as prize to recipient
- Organisation to be named awards sponsor in promotional materials and keepsake program
- Verbal acknowledgement as a sponsor at the Awards Presentation
- Organisation named as award sponsor in MLHD e-newsletter and Murrumbidgee Matters Magazine
- Organisation logo and link to company website/social media to appear on MLHD website/social media platforms

Berrigan Shire 2032



Berrigan Shire 2032 Our Community Strategic Plan

Our Vision

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

Creating our Preferred Future

Berrigan Shire 2032 is the fourth Community Strategic Plan developed and endorsed by the Council. It is a common strategic planning lens or framework that can be used by other agencies, our local community and the Council to demonstrate the steps we are taking to realise the aspirations of our community. It is also the Shire Council's statement about how it will work with local communities and other levels of government.

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Cr Matthew Hannan
Mayor
Berrigan Shire Council

Foreword

Berrigan Shire 2032 and its Vision reflect the comments, views, and preferred future of our communities. It is also an example of our communities, Council and community groups' willingness to think about our future despite the continuing challenge and uncertainty of the Murray-Darling Basin Plan and the impact of COVID19 pandemic on our visitor economy.

Our Community Strategic Plan Berrigan Shire 2032 is a common framework for measuring the achievement of Berrigan Shire 2032 strategic outcomes of:

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

The Community Strategic Plan describes what Council and our community can and is doing to make the Vision that underpins Berrigan Shire 2032 happen and why the actions we take are important.

Priority projects and initiatives include:

- Continued investment by the Council in the maintenance and further development of the Shire's network of critical physical infrastructure: levees, roads, storm water, water, sewer and waste management facilities
- Completion of the redevelopment of the Tocumwal Foreshore Reserve
- Engaging communities in the implementation of Berrigan Shire 2032 projects and initiatives
- Marketing and promoting the lifestyle and liveability of our communities
- Continuing to plan for the diverse needs of our community which include families with young children and our older residents
- Working in partnership with the NSW State Government and the Commonwealth Government on the development of the Shire's regional / freight and industry infrastructure.

Berrigan Shire 2032 provides an opportunity for our communities, other levels of government, business and Council to work together on the achievement of our communities' Vision. Endorsed by the Council for public exhibition and comment March 2022 the Council is also committed to conducting a comprehensive Review and refresh of Berrigan Shire 2032 in the first two quarters of the 2022/2023 Financial Year.

Continuing the journey commenced with our communities (2011) Berrigan Shire 2032 is our roadmap for the next ten years describing where are we now?; where do we want to be and how we are going to get there?

Council's Corporate Values

Council values

- Integrity
- Leadership
- Selflessness
- Objectivity
- Accountability
- Openness
- Honesty
- Respect
- Trust and Teamwork
- Advocacy
- Partnership

Integrated Planning and Reporting

Councils in NSW are required to plan and report on local government activities by the Local Government Act 1993. Berrigan Shire 2032 is an essential element of the integrated planning and reporting framework for NSW local government. A strategic framework which includes

- 10 year+ Community Strategic Plan
- Ten-year Resourcing Strategy
- Four-year Delivery Program
- Annual Operational Plan; and
- Annual Report

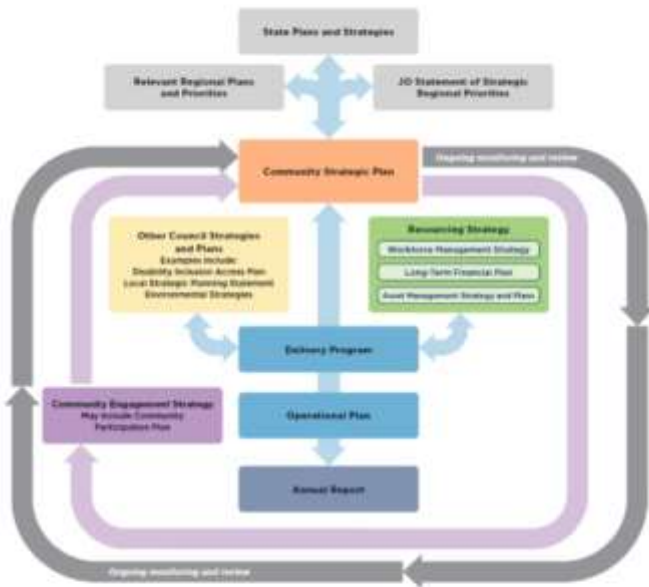


Figure 1: Integrated Planning and Reporting Framework

Source: Office of Local Government NSW (2021)

Berrigan Shire 2032 is the Council's and our communities' 10-year strategic plan. A Strategic Plan that considers and is integrated with the plans and the regional priorities of State Government Agencies (Figure 1). It is also a plan which can be used by our communities, Council and other agencies to identify, influence, and respond to the issues that contribute to the social and economic wellbeing of our communities, the productiveness of our farms and sustainable use of the River and its environs.

Developed in consultation with our communities Berrigan Shire 2032 describes not only big picture change but also local actions, projects, and initiatives with the potential to leverage resourcing and support from Regional and State Agency plans.

Berrigan Shire 2032 Community Engagement

The newly elected Council November 2021 has reviewed the previous Council's, and our communities' progress in implementing our Community Strategic Plan. Resolving at the March 2022 Council Meeting to roll forward with minor changes to population data the previous CSP Berrigan Shire 2027 place on public exhibition for community comment a substantively unchanged Berrigan Shire 2032.

The Council's resolved at its March Ordinary Council Meeting to adopt the Outcomes of its Corporate Workshop at which the Council considered the previous Council's End of Term Report – a State of the Shire Report Card identifying that no significant issues were noted warranting substantive change to the Vision, Strategic Outcomes and Objectives of the LGAs Community Strategic Plan.

The Council, therefore, decided that it would endorse and roll forward the current Community Strategic Plan Berrigan Shire 2027 by four years. Further, it adopted a Community Engagement Strategy for the public exhibition of Berrigan Shire 2032 noting also that the Council would lead a comprehensive community engagement program in first two quarters of the 2022 – 2023 Financial Year designed to review and in doing so develop a new Community Strategic Plan.

Integrated Planning and Reporting Principles

Council will

- Identify and prioritise key local community needs and aspirations and in doing so consider regional priorities.
- Identify strategic goals to meet those needs and aspirations.
- Develop activities, and prioritise actions, to work towards the strategic goals.
- Ensure that the strategic goals and activities to work towards them may be achieved within council resources.
- Regularly review and evaluate progress towards achieving strategic goals.
- Maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals.
- Collaborate with others to maximise achievement of strategic goals.
- Manage risks to the local community or area or to the council effectively and proactively.
- Make appropriate evidence-based adaptations to meet changing needs and circumstances



Berrigan Shire: The Local Government Area

Berrigan Shire (pop 8416) on the New South Wales and the Victorian border is three hours north of Melbourne (270 km) and 7 hours (670 km) south-west of Sydney. A rural community with Murray River tourism and exceptional recreation, social and health services and facilities in its four towns (Berrigan, Barooga, Finley and Tocumwal) the Shire's towns also service surrounding dry land and irrigated farming districts.

European settlement dates from the late 1840s with land used mainly for cropping and grazing. When the Shire of Berrigan was established in 1906 the fortunes of and the population of the Shire, in its early years fluctuated in response to economic and environmental conditions. This uncertainty, however, changed with the expansion in the 1960s of irrigated agriculture.

Today continued development is most evident in the Murray River (NSW and Victorian) border townships of Barooga and Tocumwal. These are towns and communities that attract families to rural lifestyle blocks and also retirees from metropolitan Melbourne. While the towns of Berrigan and Finley remain important sub-regional service centres servicing the outlying communities (e.g.: Blighty, Jerilderie, Savernake) of the neighbouring LGAs of Edward River, Murrumbidgee and Federation Councils.

Berrigan Shire 2032: Policy Context

The system of local government in NSW is changing. Recent reforms reinforce the need for all levels of government including local government to plan and be responsive to change in the social, economic and environmental expectations and needs of our local communities.

Within this system of local government the Council's role includes:

- Facilitating engagement with the local community by the Council, Councillors; and also
- Promoting the local community's engagement in and that of the agencies which make up the NSW system of local government.

What does this mean for Berrigan Shire Communities?

What we know is that service planning and decisions about the retention and development of services used by our communities depend on population forecasts and the assessment of other levels of government about the capacity of rural communities to adapt and be resilient in the face of social, economic and environmental change.

Further rural communities that are distant from or outside the periphery of a NSW regional service centre will continue to experience significant difficulty in attracting state government investment therefore, new private investment.

Berrigan Shire 2032, therefore, envisions a whole of community response to jobs creation and enterprise to support:

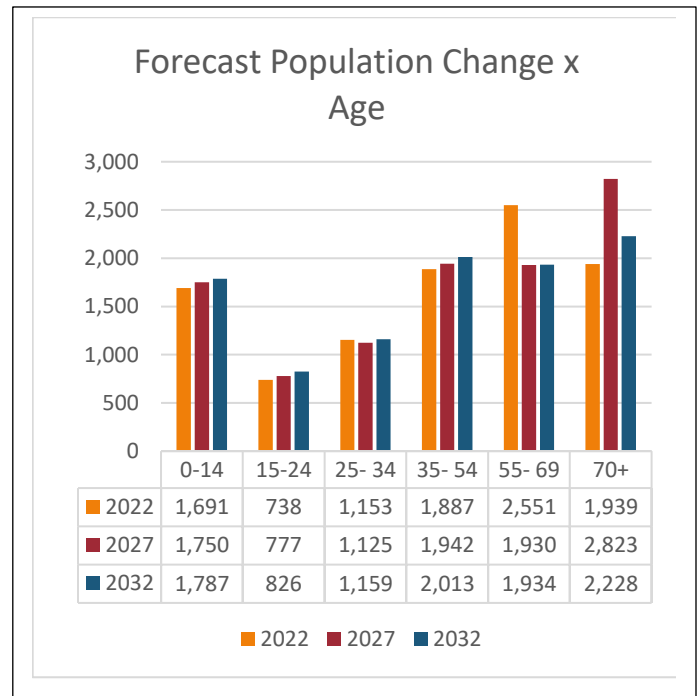
- The attraction and retention of young people and families.
- The provision of social and health services.
- The maintenance and redevelopment of existing facilities and infrastructure.
- Sustainable use and the development of our natural resources.

What does the future look like for Berrigan Shire Communities?

Our Shire is expected to experience steady growth, particularly in the towns of Barooga and Tocumwal. In 2032 there will be:

- 581 more people living in the Shire.
- 4,162 people 55 years of age and older
- Continued increase in the number of people living in the Shire; and
- Inward migration will also continue

(Source: <http://forecast.id.com.au/Berrigan>)



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 Basin Plan on irrigated agriculture and the Visitor Economy
- Cost of energy and fuel
- Impact of external political environment on the Shire’s industries and jobs
- Lower than Murray Darling Basin average per capita income
- Ageing demographic and access to social services and public transport
- NSW community awareness, public safety and health promotion campaigns are not broadcast via Victorian media outlets



A Vision for Berrigan Shire

In 2032 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.

Reviewed with our communities in 2016 through street stalls and an online survey the vision reflects the top 3 preferred futures of our communities that

1. Families with young children will want to live in or come to the area
2. People will be more concerned about their health and wellbeing
3. Tourists will go out of their way to come to the area

Online Survey and Street Stall Respondents

- 23% Berrigan
- 11 % Barooga
- 34% Finely
- 32 % Tocumwal

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

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

Further, there is continued support and a belief in the promotion and development of these natural assets and advantages. To create the economic prosperity needed to meet the challenges posed by an ageing population, and increasing demands and expectations that visitors to the area experience a high level and standard of public amenity. And that the Council and other levels of government invest in the infrastructure needed by our agriculture and transport industry, and visitors to the region.

Berrigan Shire 2032 has been reviewed by the Council which has determined that a comprehensive review of the Vision and community priorities needs our communities, individuals within our communities, local businesses in addition to the Council to be given the time to come together to consider what are new issues and challenges. The decision, therefore, to roll forward Berrigan Shire 2027 to 2032 recognises that families, children, health and visitors are still important issues for our communities. Hence, while a refresh is needed this will be undertaken in the first half of the 2022/2023 Financial Year.

Plan Framework & Outcome Hierarchy

Berrigan Shire 2027 strategic outcomes describe the improvement or change in the social, economic, civic leadership and environmental conditions envisaged by Berrigan Shire communities.

The Plan's 'logic' of strategic outcomes and supporting objectives, Council outputs and resourcing (defined in the following table) describes what will be done. Why it is important and the effect / change that it will have on the local area, our economy, council operations and our natural environment.

Focus	Outcome	Description
Aspirational	Vision for Berrigan Shire	Preferred Future to be created in the environment, economic and social conditions influencing or impacting our preferred future
10 year Outcome (Long term) Social, Civic Leadership, Economic & Environmental	'Improvement or change in the social, economic, environmental, civic conditions	Describes what will be done, why it is important and the effect or change that it will have on local area / economy / council operations / natural environment. The results to be achieved. Observed outcomes are measured against benchmarks – indicators.
Inputs 10 year Resourcing Strategy Core Council Activities	Resources needed to achieve the Vision and in doing so Deliver Core Council Activities	Inputs or resources (human, economic and natural) needed to achieve the vision which include: <ul style="list-style-type: none"> • Time • Money / physical assets/plant • Staff • Plans/Policies Systems that monitor and report on progress
Outputs 4 yr Delivery Program	Improvement or Change in how community / Council assets are managed or Core Council activities or services are delivered	The result of what is planned and implemented – Delivery Program in Outputs. Outputs are measured in the number of hours, number of service users, cost of delivery, etc. Can also include service level issues such as accessibility, response time, and overall satisfaction. Intermediate outcomes. Events or results that contribute to lead to long-term outcomes – milestones.
Council Actions Annual Operational Plan	Council activities/services or CSP Projects	What is done – the strategies used and actions taken that contribute to the social, economic, or environmental conditions of Berrigan Shire communities.
Council's Role	In accordance with the Berrigan Shire 2027: Resourcing Strategy Council provides services, facilitates community engagement, advocates and partners with our local communities in the development of projects and activities that progress <i>Berrigan Shire 2027</i>	

Monitoring & Reporting on our Performance

Berrigan Shire 2032 strategic outcomes describe the improvement or change in the social, economic, civic leadership and environmental conditions envisaged by Berrigan Shire communities.

The Council's Berrigan Shire 2032 Corporate Performance and Monitoring Framework is used to:

1. Measure and report on the implementation of the Community Strategic Plan: Berrigan Shire 2032
2. Inform the preparation of Council's Annual Report
3. Measure and report on the implementation, financial sustainability and effectiveness of the Council's Delivery Program
4. Fulfil statutory requirements pursuant to Local Government Act 1993



Strategic Outcome 1

Sustainable natural and built landscapes

Development decisions made today about how we move around and between our communities and use our natural resources – the River, wildlife, forests, agricultural land and water will shape the future of our communities.

The natural and cultural heritage values of our towns, the River, its forests and wildlife are intrinsically valuable and linked to the social wellbeing and economic health of our communities.

Why is this important?

Shire communities are custodians of Australia's natural, cultural and economic heritage: the Murray River. Our communities look after the health of its creeks, lagoons and forests.

Historically the River and its forests have supported the economic and social wellbeing of the people who live in our region.

Ecologically sensitive development and control of environmental hazards (waste, flood and fire) will continue this tradition and ensure that future generations and tourists enjoy the social, economic and environmental benefits of the River and its forests.

Our landscape is characterised by irrigation, cropping and grazing. Therefore, protecting and conserving the biodiversity 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 need 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 places where people want to live, work, stay and play.

Safe local roads and walkways contribute to community health and wellbeing. Reducing the risks posed to our natural and social environment through accident, injury and the costs associated with moving about our Shire.

Strategic Objectives

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

Actions

- 1.1.1 Coordinate strategic land-use planning
- 1.1.2 Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework
- 1.1.3 Enhance the visual amenity, heritage and liveability of our communities

- 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife

- 1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning
- 1.3.2 Manage and landfill, recycling and waste disposal

Priority Projects & Initiatives

- Invest in town entrances and the visual amenity of our streetscapes and River foreshore Reserves
- Preserve and further develop the Shire's cultural heritage and local history
- Invest in the maintenance and development of the Shire's network of critical physical infrastructure: levees, roads, stormwater, sewer and waste management facilities

Measuring Progress

- Waste diverted from landfill
- Participation rates in environmental projects
- Value of works planned and undertaken
- Service levels and standards roads
- Condition reporting of critical infrastructure and assets

What our communities can do

- Reduce, re-use and recycle organic and domestic waste
- Use energy and water efficiently
- Plant more trees, control weeds and pests
- Maintain nature strips /private reserves
- Remove graffiti from private property
- Volunteer and support Local Land Services or similar initiatives
- Participate in Development Application and Statutory Planning engagement and participation processes



Strategic Outcome 2

Good government

The development of a Community Strategic Plan establishes a pathway for Councils, other levels of government and our communities and individuals to become engaged and active in planning for the future wellbeing of our communities. Increasing therefore, the transparency of day to day Council operations and Council accountability for how we connect with, and report to our communities. And just as important as the plan, is the process which facilitates partnership, shared resourcing and the development of new opportunities.

Why is this important?

Good government is about making good decisions over time. Decisions which consider that what we do today will impact on future generations. Moreover, those decisions also involve managing associated financial, economic and environmental risks, and the social implications of decision making.

Local government is the level of government that other agencies, state and the federal government look to for localised knowledge, information, allocation of resources, implementation of programs and policies and the maintenance of productive 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
- Strategic and organisational capacity
- Decision making that is reliable and predictable following the rule of law
- Accountability and sustainability
- Transparency and open information systems
- Participation by elected representatives and constituents

In the context of Berrigan Shire 2032 the Berrigan Shire Council is responsible for:

- Local roads and paths
- Water, sewerage and drainage
- Environmental health
- Animal Control
- Land use planning and development
- Community and library services
- Business and economic development
- Strategic planning
- Council governance, enterprise risk management, financial and business operations

Strategic Objectives

- 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting
- 2.2 Strengthen strategic relationships and partnerships with community, business and government

Actions

- 2.1.1 Council operations, partnerships and coordination of resources contribute toward the implementation of Berrigan Shire 2032
- 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting
- 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance
- 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery

Priority Projects & Initiatives

- Fit for the Future Improvement Plan
- Financial Sustainability of Council operations and its capacity to invest in or redevelop community assets e.g.: implementation of the Tocumwal Foreshore Masterplan
- Engaging communities in the implementation of Berrigan Shire 2032 projects and initiatives
- Participation in regional and cross-border forums and initiatives e.g.: Joint Organisations, Emergency services, etc.

Measuring Progress

- Surveys of community satisfaction
- Internal and External Performance Reporting
- Council Meetings
- Annual Report
- End of Council Term Report

What our communities can do

- Vote at Council elections, attend Council meetings and or write to the Council
- Use Snap, Send and Resolve app – to report and send customer requests to Council
- Be a Council facilities or reserve Committee member
- Participate in community engagement activities, surveys, polls, and or reviews of Council strategies and plans
- Pay their Rates on time or negotiate a payment plan



Strategic Outcome 3

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. 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 previous years the Shire experienced an increasing trend toward more families and young people leaving the Shire. Our public schools and High School reported a decline in enrolments. But we are beginning to see change. In the past two years, a new early years' centre has opened in Finley, and our public schools report an increase in enrolments. And while our communities continue to be older than the many other Australian communities over 30% of our residents are active volunteers and engaged in local clubs or Council Section 355 Committees. Committees charged with the day to day operation of our pools, halls, public reserves and parks.

There is, however, more work to be done as the young people, aged 16 - 25 years who want to stay and who are needed to ensure the sustainability of sporting clubs and recreation facilities continue to find it difficult to do so. Primarily because of poor or limited access to rental accommodation and costs associated with independent living due to the seasonality and casual nature of the jobs available to this age group.

Strategic Objectives

- 3.1 Create safe, friendly and accessible communities
- 3.2 Support community engagement through life-long learning, culture and recreation

Actions

- 3.1.1 Build communities that are home to more families and young people
- 3.1.2 Facilitate all age healthy lifestyles and ageing in place
- 3.1.3 Strengthen the inclusiveness and accessibility of our community
- 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services
- 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation
- 3.2.2 Facilitate and partner with local communities in the development of township plans

Priority Projects & Initiatives

- Redevelopment of the Tocomwal Foreshore and its facilities
- Splash Park at Tocomwal
- Support for volunteers
- Market and promote the lifestyle and liveability of our communities
- Planning for an Ageing Population and Disability Inclusion
- Walking / bike trails connecting our towns

Measuring Progress

- Surveys of community satisfaction and safety
- Use of Council libraries, parks, recreation reserves, pools
- Attendance at community events
- School enrolments
- Participation rates
 - Volunteerism
 - Physical Activity
 - Active Transport

What our communities can do

- Promote and participate in community events
- Be a volunteer
- Visit a library
- Use a park
- Look out for each other and welcome new residents
- Initiate, lead or support a town plan project
- Join a club



Strategic Outcome 4

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 Destination product development, marketing and promotion.

Why is this important?

Research commissioned by Regional Development Australia – Murray 2010 suggests that targeted investment by business and government in employment growth drivers is needed to create jobs and promote innovation. For example, our transport and storage industries will create more jobs if there is investment in actions that strengthen the advantages of our proximity to transport and freight infrastructure. Construction, health, aged care and community services will also create more jobs if there is investment in centres of excellence, local training and research.

Actions and projects that support collaborative planning shared resourcing, land use controls, water security, Regional Branding and Promotion will promote the conditions needed by local business to invest and leverage the external funding required to realise the potential of national freight infrastructure projects; local innovation and value added agricultural product development. Moreover, our agricultural industry will create more jobs if we leverage growth from regional, state and industry initiatives.

Our lifestyle, climate, existing sporting facilities and proximity to Melbourne presents micro business development opportunities capable of generating high levels of local investment and retained retail, goods and services spending. Similarly, Tourist or Visitor Economy initiatives offering an all-inclusive experience or series of experiences that can be accessed from a central base, will in a competitive market increase the attractiveness of the Murray Region as a Destination and encourage visitors to stay longer.

Strategic Objectives

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

Actions

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

Priority Projects & Initiatives

- Investment in the infrastructure needed to drive jobs growth in the Visitor Economy e.g.:
Redevelopment of the Tocumwal Foreshore
- Development of Shire's regional and freight and industry infrastructure – Tocumwal Intermodal Facility and Tocumwal Aerodrome
- Truck Parking – all towns
- Upgrade of National Highway 39 to Tocumwal

Measuring Progress

- Business confidence surveys
- Industry and Employment data
- Visitor numbers
- Regional Competiveness Index Ranking

What our communities/business can do

- Buy local and re-spend locally – stop funds leaking out of our communities
- Business increase your buying power – form a local and bulk buying group
- Pay local suppliers 'on time'
- Invest in regional marketing and promotion
- Lobby government for equitable access to energy infrastructure

How we are contributing to NSW State and Regional Plans

NSW Premiers Priorities	NSW and Regional Plans Relevant to Berrigan Shire 2032 Outcomes	Berrigan Shire 2032 Strategic Outcome	Headline Indicator	Source / Baseline Measure	Target
Better Environment	NSW Climate Change Policy Framework NetZero 2020 – 2030 Stage 1 NSW Housing Strategy 2041 Regional Services and Infrastructure Plan tNSW Local Land Services Strategic Plan – Murray 2021 - 2026 New South Wales Right to Farm Policy	1.0 Sustainable natural and built landscapes	% of Waste Diverted from Landfill	Source: Council	70% or NSW Waste Plan Target
Better Customer Service	Riverina Murray Regional Emergency Management Plan	2.0 Good Government	Resident and Business Overall Satisfaction Rating BSC	Nexus Research (2015) BSC 2015 Satisfaction Survey 2015 – Residents 6.45 2015 – Business 6.48	No reduction Resident & Business Satisfaction in mean rating BSC 2019

NSW Premiers Priorities	Regional Plans Relevant to Berrigan Shire 2032 Outcomes	Berrigan Shire 2032 Strategic Outcome	Headline Indicator	Source / Baseline Measure	Target
<p>Improving the Health System</p> <p>Breaking the Cycle</p> <p>Keeping Children Safe</p>	<p><u>Exceptional Rural Health Care – MLHD 2021 – 2026</u></p> <p><u>Inside Out – NSW State Library Strategic Plan 2019 - 2023</u></p> <p><u>Dept Communities and Justice Strategic Direction 2020 – 2024</u></p> <p><u>Riverina Murray Sport and Active Recreation Plan 2018 - 2023</u></p> <p><u>NSW Disability Inclusion Plan 2021 - 2025</u></p>	3.0 Supported and Engaged Communities	Combined SEIFA (Advantage / Disadvantage)	SEIFA (ABS) 2011 938	Net increase in SEIFA 2016 (Advantage/ Disadvantage Score)

NSW Premiers Priorities	Regional Plans Relevant to Berrigan Shire 2032 Outcomes	Berrigan Shire 2032 Strategic Outcome	Headline Indicator	Source / Baseline Measure	Target
A strong Economy	Visitor Economy Strategy 2030 - Destination NSW NSW Regional Infrastructure Plan Murray Region Economic Development Strategy 2018 - 2022	4.0 Diverse and Resilient Business	Regional Institute Australia (LGA) Competitiveness Index rating (CI)	Regional Institute Australia (2014) CI – Berrigan Shire 315 out of 500	2020 No decrease in Regional Institute CI rating



Long Term Financial Plan 2022 – 2032

Resourcing Strategy

Our Vision

In 2032 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families, and tourists

Creating our Preferred Future

Berrigan Shire 2032 is the fourth Community Strategic Plan developed by the Council in partnership with our communities. It is a common strategic planning lens or framework that can be used by other agencies, our local community, and the Council to demonstrate the steps we are taking to realise the aspirations of our community. It is also the Shire Council's statement about how it will work with local communities and other levels of government.

The **Long Term Financial Plan** includes the financial forecasts for the Council for the next ten years, and is updated annually and rolled forward by one year as part of the development of the Council's Annual Operational Plan. The **Long Term Financial Plan** is used by the Council to inform its decision-making about the actions it will undertake to contribute to the vision of **Berrigan Shire 2032** and the development of the Council's Delivery Program.

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1 Introduction

This review of the Council's Long-term Financial Plan (LTFP) 2022 - 2032 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 2022 – 2032 a critical element of which is the Council's Long Term Financial Plan 2022 – 2032 together with the Council's Asset Management Plans and reviewed Workforce Development Strategy 2022 – 2026. These complementary and integrated strategies and plans describe how Council resources and activities contribute toward the planning, development, implementation and review of Berrigan Shire 2032.

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 2032, Delivery Program 2022 – 2026 and our annual Operating Plans. It:

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

Covering a 10-year period the LTFP base case scenario is updated annually and this year it has been substantially reviewed and alternate scenarios modelled as part of the review of our Community Strategic Plan.

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

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

2 Plan Development

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

Berrigan Shire 2032 is the Shire's long-term plan; the 2022 – 2026 Delivery Program is a medium term plan; whereas Council's Annual Operational Plans describing Council operations, project proposals and strategies are short term plans.

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

The sustainability of the Council's 10-year financial position and hence the validity of this LTFP is based on there being no change to existing policy. As part of the Long Term Financial Plan's development a number of different varying scenarios are also modelled. A sensitivity analysis informs each scenario modelled. This analysis describes implications of each scenario and the likely impact on the Council's capacity to deliver the services described in its Delivery Program 2022 – 2026 should there be significant or material 'change' in projected income or expenditure.

The Council's Financial Strategy 2021 appended to the LTFP and summarised in the next section is used to inform the development of the LTFP and in doing so ensure that the Council's decision making is informed and does not compromise the financial sustainability of Council's operations and its contribution to the realisation of Berrigan Shire 2032 Strategic Outcome

2.1 Financial Strategy 2021

The Council's Financial Strategy 2021 adopted by Council at its Ordinary Council Meeting 17 March, 2021 identifies four key objectives:

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

To achieve these objectives Council will:

1.1	Prepare and review annually a Long Term Financial Plan with the aim of achieving the financial objectives identified in this strategy.
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.
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 <ol style="list-style-type: none"> 1. There is an urgent need for the asset in the short term, or 2. 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 <ol style="list-style-type: none"> a. The Council has access to a funding stream to meet its debt obligations without compromising its other activities, or b. To create economic growth and development.
3.1	Look to improve investment returns while managing investment risk through a diverse and secure investment portfolio
3.2	Continue to actively recover outstanding rates debt as identified in the Council's Revenue Policy.
3.3	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
3.4	Consider seeking a Special Rates Variation where there is a clearly identified demand for new or significantly improved service levels. Consideration should also be given to the extended lead time and the cost involved in seeking a variation.
4.1.	Where appropriate and affordable, invest in community and infrastructure assets which directly boost the local economy and create employment
4.2	Actively look for grant funds to deliver improved community amenity

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 2021** analysis of the political, social, economic, and environmental assumptions that informed **Berrigan Shire 2032 Community Strategic Plan**. Namely:

- 1) **Policy context:** - That all levels of government are involved in the development of strategic plans that look at the next 10 years and beyond and that these plans consider:
 - Population change, growth and decline.
 - The changing social, economic and environmental expectations and needs of the people who live and work in our communities.
- 2) **Challenges and Opportunities:** which include
 - a) Ageing Population
 - b) Cost of maintaining, developing and operating Council and community owned facilities and services
 - c) Economic forecasts and likely impact on Council operations and service delivery
- 3) **Change imposed by regulatory** change by other levels of government which impact service delivery, such as the responsibilities of Crown Land reserve management.

3.1 Service Delivery

The review of **Berrigan Shire 2027** and the subsequent development of **Berrigan Shire 2032** did not identify any issues that would significantly change the range and type of services delivered by Council.

Further, the incoming Council at its Corporate Workshop March 2022 with the exception of an expansion of its role in Visitor Services (a response to the COVID 19 pandemic) found no significant or emerging issues likely to change the range and type of services delivered by Council.

Recognition that the except for its Economic Development activities and discretionary community development activities that statutory reporting requirements and regulations determine the range of services delivered by the Council and used by our local communities.

3.2 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). IPART has set a 2022/23 rate peg for each Council, ranging from 0.7% to 5.0%. IPART determined a 0.9% increase for Berrigan Shire Council.

For all subsequent future LTFP base scenarios the figure has been set conservatively at 2.0% ongoing. IPART's rate peg takes into account the annual change in the Local Government Cost

Index (LGCI), which measures the average costs faced by NSW Councils, in addition to a population factor based on each Council's population growth.

The base scenario included in this LTFP includes in year 1 the final year expenditure on major projects identified in the Council's *Delivery Program 2017 – 2022*. Specifically, projects and activities carried forward and included year 1 and year 2 of the Council's reviewed *Delivery Program 2022 – 2026*. It also includes changes in its organisational structure and reviewed *Workforce Development Plan*.

3.3 Major planned expenditure

In accordance with the Council's *Financial Strategy 2021* the Council will implement a *Borrowing Policy* that allows the Council to borrow only for the development of infrastructure where

1. There is an urgent need for the asset in the short term, or
2. 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
 - a. The Council has access to a funding stream to meet its debt obligations without compromising its other activities, or
 - b. To create economic growth and development

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 2019/20 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 2032**, further supports the view that there will be and should be no significant change in this regard

Figure 1: Council Operational Revenue 2019/20

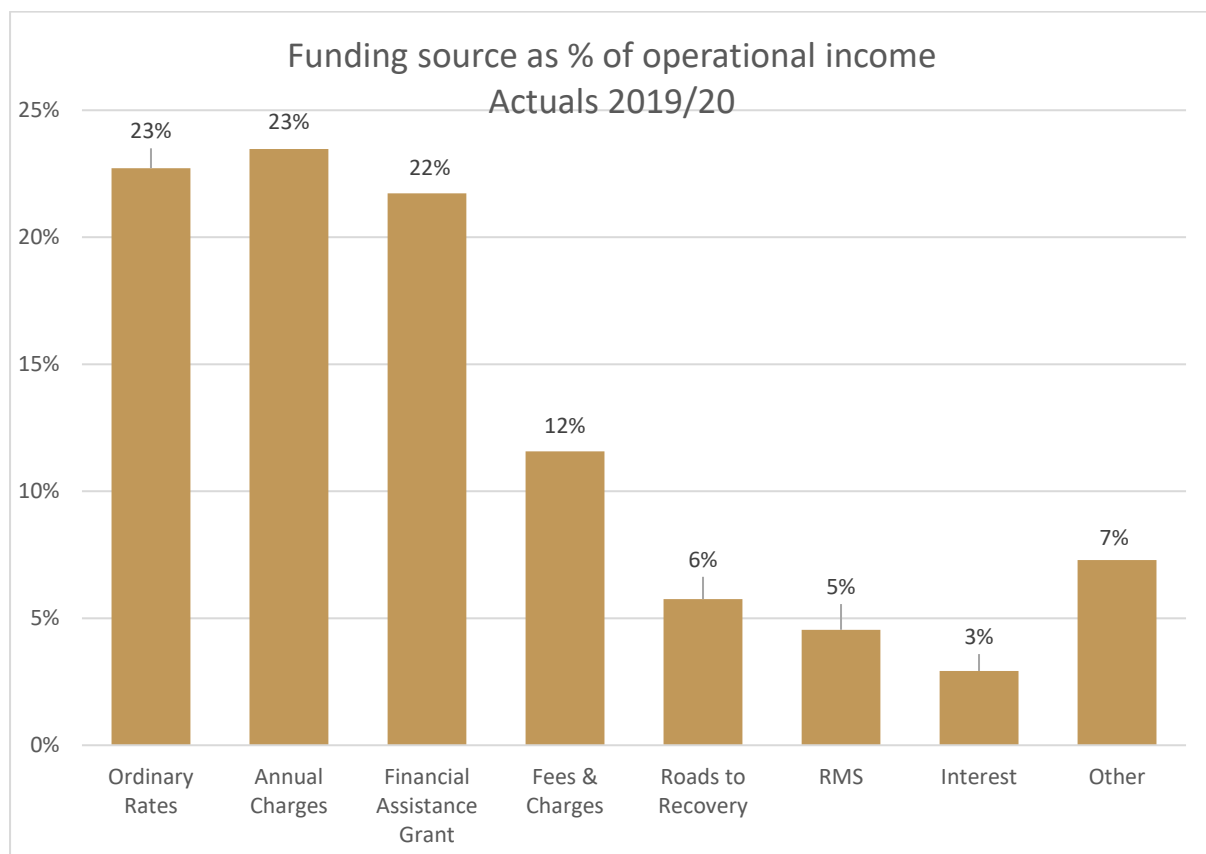


Table 1: Berrigan Shire Council Projected % Change in Global Income 2022 – 2032 (Base Scenario)

Operating Income	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Rates - Ordinary	0.9%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Annual Charges	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
User Charges - Specific	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Fees & Charges - Statutory & Regulatory	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Fees & Charges - Other	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Interest & Investment Revenues - o/s Rates & Annual Charges	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest & Investment Revenues - Investments	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Other Revenues	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Operating Grants - General Purpose (Untied)	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Operating Grants - Specific Purpose	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Operating Contributions - General Purpose (Untied)	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%

4.1 Rates and Annual Charges

Council reviews its Rates and Annual Charges Policy each year cognisant of legislative requirements, projected and upcoming change in the number of rating assessments, planned developments and the adequacy of its current schedule of annual charges.

The LTFP's base scenario assumes (Table 1) that Annual Charges will increase by 0.9% (2022/23), then continue to increase by approximately 2.5% per annum 2023 – 2032.

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

4.2 User Charges and Fees

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

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

The LTFP's base scenario also assumes (Table 1) that User Charges and Fees will increase by 3.5% (2022/23), then continue to increase by approximately 2.5% per annum in 2023 – 2032.

4.3 Interest and Investments and Other Revenues

Council's Financial Strategy 2021 (Appended) notes that interest and investment income makes up around 2.5% of the Council's total revenue. The Council traditionally takes a conservative approach to investment income. Berrigan Shire Council's Investment Policy 2020 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.

This includes managing credit and interest rate risk within identified thresholds and parameters. The Council is a "price-taker" regarding 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. There may be scope to explore other investment options over the life of this strategy with the aim of improving returns without undue added risk.

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

The impact of COVID-19 and War in the Ukraine on the national and international economy may see low returns and volatility continue for an extended period of time.

The Council may need to revisit its investment policy and strategy to improve returns while still ensuring that public funds are secure.

4.4 Other Revenues

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

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

Table 1 notes that the projected change in Other Revenue used for the base scenario is an average 3.5% per annum increase for the period 2022 – 2032.

4.5 Grants - Operating & Capital

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

Local Road grants will increase by 1.5% per year This is consistent with the previous long-term pattern of growth in Financial Assistance Grants and is a conservative position to take. As part of the Local and State Government Road Safety Package announced in the 2022-23 Budget, the Australian Government has committed an additional \$500 million per year to the Local Roads and Community Infrastructure Program.

From the 2013-2014 financial year to the 2022- 2023 financial year, the Government will provide \$5.6 billion under the Roads to Recovery Program, with an on-going commitment of \$500 million each year following. Councils share of the Roads to Recovery program is \$5,265,162 over the 5-year program - \$877,527 p.a. and has been included in this plan. This plan assumes the program will continue until 2028.

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 2032 strategic objectives and Council's Resourcing Strategy requirements. As previously mentioned, Berrigan Shire 2032 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
- Economic and Regional Development projects,
- Planning for an Ageing population; and
- Engaging our communities in the implementation of Berrigan Shire 2032.

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 2022 – 2032 (Base Scenario)

Operating Expenditure	2022/23	2023/24	2024/25	2025/26	2026/27	2032/28	2028/29	2029/30	2030/31	2031/32
Employee Costs - Salaries	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Employee Costs - Superannuation	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Employee Costs - Workers Comp	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee Costs - Other	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials & Contracts - Raw Materials & Consumables	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Materials & Contracts - Contracts	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Materials & Contracts - Legal Expenses	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Materials & Contracts - Other	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Other Expenses - Insurance	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Other Expenses - Utilities	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Other Expenses - Other	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%

5.1 On-going Commitments

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

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

5.1.1 Employee Costs

The Shire Council's Workforce Management Plan & Development Plan 2022 – 2026 an element of Council's Resourcing Strategy 2022 – 2032 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 2032;
- Summary profile of the Shire's workforce; and
- Human Resource scans presented to Council.

Therefore, in developing LTFP provision has been made for an increase in staffing costs related to the employment of additional design and project management personnel.

This has been factored into the (Table 2) base scenario and global index of 5.0% (including Superannuation) applied for employee costs as per the Award. Wage growth in the private sector has stagnated, and the local government sector is in the midst of negotiating the next Local Government (State) Award.

In this context a 5.0% increase year on year over the life of the 10-year long term financial plan is simply a use of the last information to hand and will need to be closely monitored.

5.1.2 Borrowing Costs

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

PURPOSE	AMOUNT	TERM	RATE	ANNUAL REPAYMENTS	DUE	LENDER
LIRS Drainage	\$1,630,000	10 y	4.26%	\$200,488	Dec 2024	NAB
LCLI Lewis Cres	\$1,000,000	10 y	2.32%	\$112,391	May 2020	ANZ
LCLI Water Plant (Barooga)	\$4,000,000	10 y	1.48%	\$430,586	Jan 2031	NAB
Water Fund – Finley WTP	\$2,600,000	10 y	1.48%	\$281,630	June 2031	Sewer Fund
General Fund	\$1,000,000	10 y	1.48 %	\$108,319	June 2031	Sewer Fund

The interest cost of the LIRS drainage loan is partially offset by a 3% (300 basis point) interest rate subsidy from the NSW government under the Local Infrastructure Renewal Scheme (LIRS) program. The interest cost of the Lewis Crescent loan is partially offset by a 50% interest rate subsidy from the NSW Government under the Low Cost Loans Initiative (LCLI) – Supporting Local Housing program. The Council will also fund the remediation and upgrade of the Barooga WTP through a subsidised loan under the NSW Government’s Low Cost Loan Initiative (LCLI) - the same program funding the Lewis St works. The necessary \$4m loan will require additional annual repayments of approximately \$431,500.

The Council also borrowed internally for the Finley Water Treatment Plan from its Sewer Fund and the General Fund borrowed internally from the Sewer Fund to fund co-contributions of multiple capital projects that were partly grant funded. The Sewer Fund holds healthy cash reserves that are not required for use for some time so these funds at present are sitting in investment.

The use of loan funds for these works is in line with the Council’s *Financial Strategy 2021*. The Council’s *Financial Strategy 2021* states that Council will: Implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where a) There is an urgent need for the asset in the short term, or b) It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and c) The Council has access to a funding stream to meet its debt obligations without compromising its other activities Based on the current LTFP Council is in a position to make these repayments. It will however impact on the Council’s financial freedom and flexibility over the term of the LTFP.

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

FUND	30 June 2022	30 June 2023	30 June 2024	30 June 2025
	\$	\$	\$	\$
General	2,610,995	2,185,954	1,748,333	1,381,726
Water	5,588,535	4,959,189	4,319,205	3,668,401
Sewer	-	-	-	-
Sub Total	8,199,530	7,145,143	6,067,538	5,050,127
Less Internal Loans	2,931,930	2,588,580	2,238,864	1,882,662
Net Total	5,267,600	4,556,563	3,828,674	3,167,465

5.1.3 Outstanding Loans and Redemptions

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

FUND	2022 / 2023	2023/ 2024	2024/2025	2025/2026
General	482,169	482,169	398,632	281,680
Water	720,035	720,035	720,035	720,035
Sewer	-	-	-	-
Sub Total	1,202,204	1,202,204	1,118,667	1,001,715
Less Internal Loans	397,768	397,768	397,768	397,768
Total	804,436	804,436	720,899	603,947
Less LIRS subsidy	6,120	-	-	-
Less LCLI subsidy	29,085	25,062	20,969	16,806
NET COST	769,231	779,374	699,930	587,141

5.1.4 Materials and Contracts

The Council has adjusted materials and contracts to represent the current CPI cost increases the Council is currently facing. There is an identified program to upgrade the Council's information technology and financial management systems, the delivery of which has been deferred.

5.1.5 Depreciation

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

5.1.6 Other Expenses

The LTFP base case proposes that the expenses in this category will increase in general terms by 3.5% per year from 2022 - 2032.

While not included in the LTFP base case, the Council has considered the possibility of additional support for the volunteer committees managing some of the Council's recreation and cultural infrastructure such as public halls and recreation reserves. Items such as contributions to NSW Fire & Rescue and NSW Rural Fire Service have been included at historic levels and inflated in the absence of more specific advice.

Income statement: The operating deficit before capital grants and contributions is forecast to be around \$220,000 for 2021/22 due to significant capital works being undertaken including the upgrade of Water Treatment Plants in Barooga and Finley and finalising the Tocumwal Foreshore Development. Council projects a \$500,000 surplus in 2022/23 which will continue to moderately increase over the 10-year period to reach \$1.85m in 2030/31.

Balance Sheet and Cash Flow Statement: Council's cash and investments are forecast to decrease initially due to large capital works as mentioned above. Council's cash and investments will begin to increase again over the ten-year life of this plan – from \$23.6m in June 2022 – to \$56.4m in June 2031. This increase is forecast with the Council's capital works program remaining upwards of \$2.5m per annum. This should allow the Council to meet its asset management and funding obligations. The Council's cash holdings in 2029/30 is mainly restricted for use in the Water and Sewer funds, Council's unrestricted cash will decrease in the short term over this period and begin to steadily increase from 2026/27 onwards.

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 2021 (appended) incorporates the Office of Local Government's *Code of Financial Practice* benchmarks as well as the

benchmarks The Council's Financial Strategy 2021 describes the key performance indicators (KPIs) used to measure the Council's financial performance and the financial sustainability and efficiency of its Delivery Program and ongoing operations. These include:

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

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

8 Modelling

8.1 Sensitivity Analysis

Long Term Financial Plans contain a wide range of assumptions, which if they do not occur, may have varying levels of impact on future financial plans.

Scenario 1 – Planned – as per assumptions outlined in this document

Scenario 2 – Additional Special Rate Variation – this includes an increase in Ordinary Rates income of 1.1%

The net impact of this scenario is a surplus of XX in 2031/32 compared to the planned surplus of XX.

Scenario 3 – Optimistic – this includes an increase in movements in some of the main assumptions from the planned scenario outlined below.

Inflation – increase by 1% from the planned scenario. This will impact User Charges and Fees, Operating Grants and Contributions, Employee Benefits, Materials and Contracts, Other Expenses and Other Revenues. This is applicable from 2022/23 onwards.

Rate Peg – Increase by 0.5% from the planned scenario. This will impact Interest and Investment revenues. This is applicable from 2022/23 onwards.

The net impact of this scenario is a deficit in 2031/32 of \$110,009 compared to the planned surplus of \$503,843.

Scenario 4 – Pessimistic – this includes a decrease in movements in some of the main assumptions from the planned scenario outlined below.

Inflation – decrease by 2.5% from the planned scenario. This will impact User Charges and Fees, Operating Grants and Contributions, Employee Benefits, Materials and Contracts, Other Expenses and Other Revenues. This is applicable from 2022/23 onwards.

Rate Peg – Decrease by 0.5% from the planned scenario. This will impact Interest and Investment revenues. This is applicable from 2022/23 onwards.

The net impact of this scenario is a surplus of \$2,140,794 in 2031/32 compared to the planned surplus of \$503,843.

As Berrigan Shire Council is not a growth Council this highlights how exposed we are to CPI and market fluctuations. Rate Revenue and the Financial Assistance Grant make up a large part of our unrestricted revenue base and if these revenue sources do not increase in line with CPI our current service levels will not be sustainable into the future.

The detail impacts of the assumption changes in Scenarios 1A, 2 and 3 have been modelled in the following 10 year income statements.

The following risk factors have been considered in the development of this Long Term Financial Plan and whilst some factors would only have a minor impact on projections, others could have a more significant impact.

Areas which would have a particular impact on the projections, should they occur, include:

- Estimates to fund infrastructural renewal, replacement and significant ongoing asset maintenance being inaccurate
- Rates increase being lower than anticipated
- Construction costs being higher than anticipated
- Utility expenses being higher than estimated
- Significant fluctuations in the rate of return for investments
- Workers compensation insurance costs
- Award determined staff related expenses increasing more than anticipated.

There are also external factors beyond the influence of Council which could potentially impact most on the model, including:

- Further cost shifting from other levels of Government
- Freezes to the indexation of recurrent operating grants
- Changes to the taxation regime
- Changes to the Superannuation Guarantee legislation
- Forced amalgamation of Councils
- Natural disasters

9 Appendices

Base Case Scenario 1 (0.9% Rate Increase)

- **Projected Income Statement 2022 – 2032**
- **Projected Balance Sheet 2022 – 2032**
- **Projected Cash Flow Statement 2022 – 2032**

Base Case Scenario 1A (ASRV)

- **Projected Income Statement 2022 – 2032**
- **Projected Balance Sheet 2022 – 2032**
- **Projected Cash Flow Statement 2022 – 2032**

Scenario 2 (Optimistic)

- **Scenario 2 Projected Income Statement 2022 – 2032**
- **Scenario 2 Projected Balance Sheet 2022 – 2032**
- **Scenario 2 Projected Cash Flow Statement 2022 – 2032**

Scenario 3 (Pessimistic)

- **Scenario 3 Projected Income Statement 2022 – 2032**
- **Scenario 3 Projected Balance Sheet 2022 – 2032**
- **Scenario 3 Projected Cash Flow Statement 2022 – 2032**

Berrigan Shire Council Long Term Financial Management Plan – Draft for Public Exhibition

18 May 2022

9.1 Base Case Scenario 1 (0.9% Rate Increase)

- Projected Income Statement 2022 – 2032
- Projected Balance Sheet 2022 – 2032
- Projected Cash Flow Statement 2022 – 2032

Berrigan Shire Council

10 Year Financial Plan for the Years ending 30 June 2032

INCOME STATEMENT - CONSOLIDATED

Scenario: Base Case - Y1 0.9% Rate Increase

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	10,938,000	11,160,316	11,361,000	11,688,240	12,026,530	12,373,119	12,731,257	13,035,212	13,411,251	13,799,651	14,131,703	14,473,706
User Charges & Fees	2,746,000	2,084,002	2,227,000	2,298,965	2,373,443	2,450,515	2,482,230	2,556,608	2,633,495	2,722,311	2,814,225	2,910,030
Other Revenues	892,000	627,530	730,000	717,559	737,513	755,999	777,593	794,262	814,832	838,402	862,790	890,363
Grants & Contributions provided for Operating Purposes	8,181,000	6,608,029	8,034,000	7,998,680	8,079,555	8,161,643	8,245,862	8,306,152	8,367,348	8,453,740	8,541,427	8,631,344
Grants & Contributions provided for Capital Purposes	6,397,000	2,482,308	10,000	9,000	7,000	6,000	5,000	4,000	3,000	2,000	1,000	-
Interest & Investment Revenue	374,000	722,801	342,000	349,465	356,965	364,500	685,071	687,678	690,323	693,005	695,726	698,487
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	128,000	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	29,656,000	23,684,986	22,729,000	23,086,909	23,606,006	24,136,776	24,952,013	25,408,912	25,945,249	26,534,109	27,071,871	27,628,930
Expenses from Continuing Operations												
Employee Benefits & On-Costs	8,144,000	4,695,332	4,910,800	5,138,379	5,359,936	5,601,450	5,877,239	6,114,202	6,364,566	6,664,162	6,970,047	7,307,341
Borrowing Costs	77,000	130,419	123,115	103,269	83,294	69,165	56,387	43,313	29,937	16,250	4,741	1,201
Materials & Contracts	6,992,000	9,542,701	10,076,860	10,202,213	10,529,022	10,832,389	11,078,403	11,317,533	11,609,670	11,902,451	12,287,139	12,612,452
Depreciation & Amortisation	6,546,000	6,431,647	6,309,000	6,323,000	6,340,000	6,355,000	6,642,300	6,597,703	6,573,455	6,565,046	6,563,223	6,576,151
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	5,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	564,000	495,514	507,000	527,700	533,832	535,334	559,219	560,639	583,013	586,004	608,356	627,942
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	1,235,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	23,563,000	21,295,613	21,926,775	22,294,561	22,846,084	23,393,338	24,213,548	24,633,390	25,160,641	25,733,913	26,433,506	27,125,087
Operating Result from Continuing Operations	6,093,000	2,389,373	802,225	792,348	759,922	743,438	738,465	775,522	784,608	800,196	638,365	503,843
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	6,093,000	2,389,373	802,225	792,348	759,922	743,438	738,465	775,522	784,608	800,196	638,365	503,843
Net Operating Result before Grants and Contributions provided for Capital Purposes	(304,000)	(92,935)	792,225	783,348	752,922	737,438	733,465	771,522	781,608	798,196	637,365	503,843

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - CONSOLIDATED
Scenario: Base Case - Y1 0.9% Rate Increase

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	13,698,860	8,336,176	7,859,069	8,263,992	8,363,711	9,701,591	10,979,980	12,236,859	13,423,506	14,144,401	14,554,107
Investments	28,026,000	28,826,000	22,648,967	20,334,500	19,347,341	17,999,121	17,165,513	16,384,260	15,657,158	14,986,075	14,826,000	14,826,000
Receivables	2,956,000	2,614,622	2,652,345	2,675,831	2,722,806	2,765,255	2,814,960	2,855,902	2,900,253	2,951,378	3,000,172	3,050,209
Inventories	230,000	486,782	510,091	515,774	532,779	548,616	567,658	580,512	595,924	612,297	633,457	651,183
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	51,000	133,032	140,377	141,638	146,220	150,318	156,120	159,226	163,481	167,693	173,736	178,586
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	31,263,000	45,759,297	34,287,956	31,526,812	31,013,138	29,827,022	30,405,843	30,959,880	31,553,675	32,140,949	32,777,767	33,260,085
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	1	1	1	1	-	1	1	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	343,299,000	346,201,933	357,834,933	360,705,303	361,391,303	362,849,622	362,537,322	362,243,914	361,923,254	361,624,208	361,663,985	361,720,834
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	343,299,000	346,201,934	357,834,934	360,705,304	361,391,304	362,849,622	362,537,323	362,243,915	361,923,254	361,624,208	361,663,985	361,720,834
TOTAL ASSETS	374,562,000	391,961,231	392,122,890	392,232,116	392,404,442	392,676,644	392,943,166	393,203,795	393,476,929	393,765,157	394,441,752	394,980,919
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,689,000	2,581,918	2,708,313	2,746,756	2,809,162	2,885,517	2,973,807	3,033,770	3,110,470	3,189,390	3,290,745	3,380,403
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,064,000	578,679	511,043	508,649	513,700	518,894	524,224	528,008	531,848	537,317	542,869	548,564
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	644,000	699,325	719,171	655,052	552,786	565,564	578,638	592,015	596,356	311,325	60,029	-
Provisions	2,688,000	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,085,000	6,622,622	6,701,228	6,673,158	6,638,348	6,732,675	6,839,370	6,916,493	7,001,375	6,800,733	6,656,343	6,691,667
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	4,768,000	4,630,936	3,911,765	3,256,713	2,703,927	2,138,363	1,559,725	967,710	371,354	60,029	242,648	242,648
Provisions	734,000	659,300	659,300	659,300	659,300	659,300	659,300	659,300	659,300	659,300	659,300	659,300
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	5,502,000	5,290,236	4,571,065	3,916,013	3,363,227	2,797,663	2,219,025	1,627,010	1,030,654	719,329	901,948	901,948
TOTAL LIABILITIES	11,587,000	11,912,858	11,272,293	10,589,171	10,001,575	9,530,338	9,058,395	8,543,502	8,032,029	7,520,061	7,558,291	7,593,615
Net Assets	362,975,000	380,048,373	380,850,598	381,642,946	382,402,868	383,146,306	383,884,771	384,660,292	385,444,900	386,245,096	386,883,461	387,387,304
EQUITY												
Retained Earnings	128,397,000	130,786,373	131,588,598	132,380,946	133,140,868	133,884,306	134,622,771	135,398,292	136,182,900	136,983,096	137,621,461	138,125,304
Revaluation Reserves	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	377,659,000	380,048,373	380,850,598	381,642,946	382,402,868	383,146,306	383,884,771	384,660,292	385,444,900	386,245,096	386,883,461	387,387,304
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	377,659,000	380,048,373	380,850,598	381,642,946	382,402,868	383,146,306	383,884,771	384,660,292	385,444,900	386,245,096	386,883,461	387,387,304

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2032

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Base Case - Y1 0.9% Rate Increase

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	11,064,000	11,052,473	11,359,995	11,679,969	12,017,907	12,364,274	12,722,044	13,028,663	13,401,552	13,789,557	14,124,384	14,466,111
User Charges & Fees	3,036,000	1,413,220	2,187,725	2,280,767	2,354,611	2,431,028	2,462,641	2,539,130	2,615,444	2,699,795	2,790,924	2,885,634
Investment & Interest Revenue Received	456,000	595,372	341,479	364,047	359,345	372,610	687,641	691,507	695,609	699,872	703,683	707,878
Grants & Contributions	13,418,000	10,116,506	8,015,929	8,006,686	8,088,651	8,169,798	8,253,074	8,311,722	8,371,942	8,458,010	8,544,731	8,633,708
Bonds & Deposits Received	80,000	-	-	-	-	-	-	-	-	-	-	-
Other	4,753,000	316,867	724,561	737,791	752,028	770,505	791,174	809,916	829,632	850,923	874,879	901,508
Payments:												
Employee Benefits & On-Costs	(9,318,000)	(4,665,709)	(4,870,670)	(5,126,583)	(5,348,182)	(5,588,749)	(5,861,074)	(6,101,456)	(6,349,177)	(6,646,390)	(6,951,760)	(7,287,466)
Materials & Contracts	(7,508,000)	(9,029,564)	(10,019,749)	(10,193,795)	(10,495,565)	(10,803,040)	(11,033,599)	(11,296,041)	(11,578,156)	(11,872,345)	(12,241,771)	(12,576,684)
Borrowing Costs	(77,000)	(130,419)	(123,115)	(103,269)	(83,294)	(69,165)	(56,387)	(43,313)	(29,937)	(16,250)	(4,741)	(1,201)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(2,492,000)	(518,552)	(506,126)	(527,279)	(533,163)	(534,674)	(558,378)	(560,062)	(582,328)	(585,252)	(607,454)	(627,088)
Net Cash provided (or used in) Operating Activities	13,412,000	9,150,194	7,110,031	7,118,335	7,112,338	7,112,588	7,407,135	7,380,066	7,374,581	7,377,918	7,232,875	7,102,402
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	6,177,033	2,314,467	987,159	1,348,220	833,608	781,252	727,102	671,083	160,075	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	83,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	448,000	359,000	907,000	491,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	0	-	0	0	-	0	0	0	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(800,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(13,109,000)	(9,612,594)	(18,857,423)	(9,681,738)	(7,290,521)	(8,059,303)	(6,588,300)	(6,555,292)	(6,503,789)	(6,516,998)	(6,854,377)	(6,883,667)
Purchase of Real Estate Assets	(1,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	(980,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(13,559,000)	(10,053,594)	(11,773,389)	(6,876,271)	(6,052,363)	(6,460,083)	(5,503,691)	(5,523,040)	(5,525,687)	(5,594,914)	(6,443,302)	(6,632,667)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	4,000,000	550,000	-	-	-	-	-	-	-	-	285,363	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(414,000)	(631,740)	(699,325)	(719,171)	(655,052)	(552,786)	(565,564)	(578,638)	(592,015)	(596,356)	(354,040)	(60,029)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	3,586,000	(81,740)	(699,325)	(719,171)	(655,052)	(552,786)	(565,564)	(578,638)	(592,015)	(596,356)	(68,678)	(60,029)
Net Increase/(Decrease) in Cash & Cash Equivalents	3,439,000	(985,140)	(5,362,684)	(477,107)	404,923	99,719	1,337,880	1,278,389	1,256,879	1,186,647	720,895	409,705
plus: Cash & Cash Equivalents - beginning of year	11,245,000	14,684,000	13,698,860	8,336,176	7,859,069	8,263,992	8,363,711	9,701,591	10,979,980	12,236,859	13,423,506	14,144,401
Cash & Cash Equivalents - end of the year	14,684,000	13,698,860	8,336,176	7,859,069	8,263,992	8,363,711	9,701,591	10,979,980	12,236,859	13,423,506	14,144,401	14,554,107
Cash & Cash Equivalents - end of the year	14,684,000	13,698,860	8,336,176	7,859,069	8,263,992	8,363,711	9,701,591	10,979,980	12,236,859	13,423,506	14,144,401	14,554,107
Investments - end of the year	28,026,000	28,826,000	22,648,967	20,334,500	19,347,341	17,999,121	17,165,513	16,384,260	15,657,158	14,986,075	14,826,000	14,826,000
Cash, Cash Equivalents & Investments - end of the year	42,710,000	42,524,860	30,985,143	28,193,569	27,611,334	26,362,832	26,867,104	27,364,240	27,894,017	28,409,581	28,970,401	29,380,107
Representing:												
- External Restrictions	30,709,000	30,380,715	19,379,724	17,402,655	17,506,978	17,426,435	18,697,379	20,075,874	21,640,652	23,354,595	25,227,071	27,096,706
- Internal Restrictions	4,599,000	4,993,640	5,236,640	5,438,640	6,046,640	6,022,640	6,646,950	7,302,712	8,010,123	8,770,792	9,586,379	10,458,600
- Unrestricted	7,402,000	7,150,506	6,368,778	5,352,275	4,057,716	2,913,757	1,522,775	(14,345)	(1,756,758)	(3,715,806)	(5,843,048)	(8,175,200)
	42,710,000	42,524,860	30,985,143	28,193,569	27,611,334	26,362,832	26,867,104	27,364,240	27,894,017	28,409,581	28,970,401	29,380,107

9.2 Base Case Scenario 1A (ASRV)

- Projected Income Statement 2022 – 2032
- Projected Balance Sheet 2022 – 2032
- Projected Cash Flow Statement 2022 – 2032

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - CONSOLIDATED
Scenario: Scenario 1 - 1.1% Additional Rate Increase

	Actuals 2020/21 \$	Current Year 2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	Projected Years					2030/31 \$	2031/32 \$
							2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$			
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	10,938,000	11,160,316	11,419,667	11,808,966	12,213,147	12,629,641	13,061,882	13,444,325	13,903,441	14,379,719	14,804,662	15,244,793	
User Charges & Fees	2,746,000	2,084,002	2,227,265	2,300,484	2,376,274	2,454,718	2,486,923	2,561,824	2,639,269	2,728,680	2,821,228	2,917,708	
Other Revenues	892,000	627,530	730,006	717,631	737,652	756,206	777,868	794,606	815,246	838,887	863,346	890,991	
Grants & Contributions provided for Operating Purposes	8,181,000	6,608,029	8,035,125	8,000,939	8,082,961	8,166,208	8,251,599	8,313,074	8,375,468	8,463,071	8,551,983	8,643,138	
Grants & Contributions provided for Capital Purposes	6,397,000	2,482,308	10,000	9,000	7,000	6,000	5,000	4,000	3,000	2,000	1,000	-	
Interest & Investment Revenue	374,000	722,801	342,471	350,437	358,468	366,565	687,731	690,968	694,279	697,664	701,128	704,674	
Other Income:													
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-	
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-	
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-	
Other Income	128,000	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-	
Total Income from Continuing Operations	29,656,000	23,684,986	22,789,534	23,212,457	23,800,502	24,404,338	25,296,003	25,833,797	26,455,703	27,135,021	27,768,347	28,426,304	
Expenses from Continuing Operations													
Employee Benefits & On-Costs	8,144,000	4,695,332	4,910,800	5,138,379	5,359,936	5,601,450	5,877,239	6,114,202	6,364,566	6,664,162	6,970,047	7,307,341	
Borrowing Costs	77,000	130,419	123,115	103,269	83,294	69,165	56,387	43,313	29,937	16,250	4,741	1,201	
Materials & Contracts	6,992,000	9,542,701	10,076,860	10,202,213	10,529,022	10,832,389	11,078,403	11,317,533	11,609,670	11,902,451	12,287,139	12,612,452	
Depreciation & Amortisation	6,546,000	6,431,647	6,309,000	6,323,000	6,340,000	6,355,000	6,642,300	6,597,703	6,573,455	6,565,046	6,563,223	6,576,151	
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-	
Impairment of receivables	5,000	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses	564,000	495,514	507,000	527,700	533,832	535,334	559,219	560,639	583,013	586,004	608,356	627,942	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	1,235,000	-	-	-	-	-	-	-	-	-	-	-	
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-	
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	23,563,000	21,295,613	21,926,775	22,294,561	22,846,084	23,393,338	24,213,548	24,633,390	25,160,641	25,733,913	26,433,506	27,125,087	
Operating Result from Continuing Operations	6,093,000	2,389,373	862,759	917,896	954,418	1,011,000	1,082,455	1,200,407	1,295,062	1,401,108	1,334,841	1,301,217	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	
Net Operating Result for the Year	6,093,000	2,389,373	862,759	917,896	954,418	1,011,000	1,082,455	1,200,407	1,295,062	1,401,108	1,334,841	1,301,217	
Net Operating Result before Grants and Contributions provided for Capital Purposes	(304,000)	(92,935)	852,759	908,896	947,418	1,005,000	1,077,455	1,196,407	1,292,062	1,399,108	1,333,841	1,301,217	

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - CONSOLIDATED

Scenario: Scenario 1 - 1.1% Additional Rate Increase

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	13,698,860	8,396,479	8,043,365	8,640,392	9,004,388	10,682,586	12,381,211	14,142,868	15,923,666	17,333,127	18,531,084
Investments	28,026,000	28,826,000	22,648,967	20,334,500	19,347,341	17,999,121	17,165,513	16,384,260	15,657,158	14,986,075	14,826,000	14,826,000
Receivables	2,956,000	2,614,622	2,655,136	2,682,880	2,735,114	2,783,886	2,840,481	2,889,475	2,943,100	3,004,790	3,065,511	3,128,910
Inventories	230,000	486,782	510,091	515,774	532,779	548,616	567,658	580,512	595,924	612,297	633,457	651,183
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	51,000	133,032	140,377	141,638	146,220	150,318	156,120	159,226	163,481	167,693	173,736	178,586
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	31,263,000	45,759,297	34,351,050	31,718,157	31,401,847	30,486,330	31,412,358	32,394,684	33,502,532	34,694,521	36,031,831	37,315,763
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	1	1	1	1	-	1	1	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	343,299,000	346,201,933	357,834,933	360,705,303	361,391,303	362,849,622	362,537,322	362,243,914	361,923,254	361,624,208	361,663,985	361,720,834
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	343,299,000	346,201,934	357,834,934	360,705,304	361,391,304	362,849,622	362,537,323	362,243,915	361,923,254	361,624,208	361,663,985	361,720,834
TOTAL ASSETS	374,562,000	391,961,231	392,185,984	392,423,461	392,793,151	393,335,952	393,949,681	394,638,599	395,425,786	396,318,729	397,695,816	399,036,597
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,689,000	2,581,918	2,710,800	2,751,873	2,817,072	2,896,391	2,987,822	3,051,112	3,131,333	3,213,978	3,319,270	3,413,087
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,064,000	578,679	511,116	508,795	513,920	519,189	524,595	528,455	532,373	537,921	543,551	549,327
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	644,000	699,325	719,171	655,052	552,786	565,564	578,638	592,015	596,356	311,325	60,029	-
Provisions	2,688,000	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,085,000	6,622,622	6,703,788	6,678,421	6,646,479	6,743,844	6,853,756	6,934,282	7,022,763	6,825,924	6,685,551	6,725,115
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	4,768,000	4,630,936	3,911,765	3,256,713	2,703,927	2,138,363	1,559,725	967,710	371,354	60,029	242,648	242,648
Provisions	734,000	659,300	659,300	659,300	659,300	659,300	659,300	659,300	659,300	659,300	659,300	659,300
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	5,502,000	5,290,236	4,571,065	3,916,013	3,363,227	2,797,663	2,219,025	1,627,010	1,030,654	719,329	901,948	901,948
TOTAL LIABILITIES	11,587,000	11,912,858	11,274,853	10,594,434	10,009,706	9,541,506	9,072,780	8,561,291	8,053,417	7,545,252	7,587,499	7,627,062
Net Assets	362,975,000	380,048,373	380,911,132	381,829,028	382,783,446	383,794,446	384,876,901	386,077,307	387,372,369	388,773,477	390,108,318	391,409,535
EQUITY												
Retained Earnings	128,397,000	130,786,373	131,649,132	132,567,028	133,521,446	134,532,446	135,614,901	136,815,307	138,110,369	139,511,477	140,846,318	142,147,535
Revaluation Reserves	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	377,659,000	380,048,373	380,911,132	381,829,028	382,783,446	383,794,446	384,876,901	386,077,307	387,372,369	388,773,477	390,108,318	391,409,535
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	377,659,000	380,048,373	380,911,132	381,829,028	382,783,446	383,794,446	384,876,901	386,077,307	387,372,369	388,773,477	390,108,318	391,409,535

Berrigan Shire Council

10 Year Financial Plan for the Years ending 30 June 2032

CASH FLOW STATEMENT - CONSOLIDATED

Scenario: Scenario 1 - 1.1% Additional Rate Increase

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	11,064,000	11,052,473	11,419,348	11,801,421	12,205,294	12,621,613	13,053,535	13,438,693	13,894,713	14,370,652	14,798,429	15,238,345
User Charges & Fees	3,036,000	1,413,220	2,187,880	2,281,765	2,356,897	2,434,662	2,467,131	2,544,129	2,620,987	2,705,917	2,797,664	2,893,032
Investment & Interest Revenue Received	456,000	595,372	341,159	363,446	358,427	371,349	686,028	689,515	693,223	697,067	700,438	704,167
Grants & Contributions	13,418,000	10,116,506	8,017,085	8,008,976	8,092,088	8,174,395	8,258,843	8,318,676	8,380,094	8,467,373	8,555,320	8,645,535
Bonds & Deposits Received	80,000	-	-	-	-	-	-	-	-	-	-	-
Other	4,753,000	316,867	724,521	737,645	751,939	770,474	791,355	810,161	829,941	851,297	875,318	902,012
Payments:												
Employee Benefits & On-Costs	(9,318,000)	(4,665,709)	(4,870,670)	(5,126,583)	(5,348,182)	(5,588,749)	(5,861,074)	(6,101,456)	(6,349,177)	(6,646,390)	(6,951,760)	(7,287,466)
Materials & Contracts	(7,508,000)	(9,029,564)	(10,019,749)	(10,193,795)	(10,495,565)	(10,803,040)	(11,033,599)	(11,296,041)	(11,578,156)	(11,872,345)	(12,241,771)	(12,576,684)
Borrowing Costs	(77,000)	(130,419)	(123,115)	(103,269)	(83,294)	(69,165)	(56,387)	(43,313)	(29,937)	(16,250)	(4,741)	(1,201)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(2,492,000)	(518,552)	(506,126)	(527,279)	(533,163)	(534,674)	(558,378)	(560,062)	(582,328)	(585,252)	(607,454)	(627,088)
Net Cash provided (or used in) Operating Activities	13,412,000	9,150,194	7,170,334	7,242,327	7,304,442	7,376,865	7,747,453	7,800,303	7,879,359	7,972,068	7,921,441	7,890,653
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	6,177,033	2,314,467	987,159	1,348,220	833,608	781,252	727,102	671,083	160,075	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	83,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	448,000	359,000	907,000	491,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	0	-	0	0	0	0	0	0	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(800,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(13,109,000)	(9,612,594)	(18,857,423)	(9,681,738)	(7,290,521)	(8,059,303)	(6,588,300)	(6,555,292)	(6,503,789)	(6,516,998)	(6,854,377)	(6,883,667)
Purchase of Real Estate Assets	(1,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	(980,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(13,559,000)	(10,053,594)	(11,773,389)	(6,876,271)	(6,052,363)	(6,460,083)	(5,503,691)	(5,523,040)	(5,525,687)	(5,594,914)	(6,443,302)	(6,632,667)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	4,000,000	550,000	-	-	-	-	-	-	-	-	285,363	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(414,000)	(631,740)	(699,325)	(719,171)	(655,052)	(552,786)	(565,564)	(578,638)	(592,015)	(596,356)	(354,040)	(60,029)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	3,586,000	(81,740)	(699,325)	(719,171)	(655,052)	(552,786)	(565,564)	(578,638)	(592,015)	(596,356)	(68,678)	(60,029)
Net Increase/(Decrease) in Cash & Cash Equivalents	3,439,000	(985,140)	(5,302,381)	(353,114)	597,027	363,996	1,678,198	1,698,625	1,761,657	1,780,797	1,409,461	1,197,957
plus: Cash & Cash Equivalents - beginning of year	11,245,000	14,684,000	13,698,860	8,396,479	8,043,365	8,640,392	9,004,388	10,682,586	12,381,211	14,142,868	15,923,666	17,333,127
Cash & Cash Equivalents - end of the year	14,684,000	13,698,860	8,396,479	8,043,365	8,640,392	9,004,388	10,682,586	12,381,211	14,142,868	15,923,666	17,333,127	18,531,084
Cash & Cash Equivalents - end of the year	14,684,000	13,698,860	8,396,479	8,043,365	8,640,392	9,004,388	10,682,586	12,381,211	14,142,868	15,923,666	17,333,127	18,531,084
Investments - end of the year	28,026,000	28,826,000	22,648,967	20,334,500	19,347,341	17,999,121	17,165,513	16,384,260	15,657,158	14,826,075	14,826,000	14,826,000
Cash, Cash Equivalents & Investments - end of the year	42,710,000	42,524,860	31,045,446	28,377,865	27,987,733	27,003,509	27,848,099	28,765,471	29,800,026	30,909,740	32,159,127	33,357,084
Representing:												
- External Restrictions	30,709,000	30,380,715	19,379,724	17,402,655	17,506,978	17,426,435	18,697,379	20,075,874	21,640,652	23,354,595	25,227,071	27,096,706
- Internal Restrictions	4,599,000	4,993,640	5,236,640	5,438,640	6,046,640	6,022,640	6,646,950	7,302,712	8,010,123	8,770,792	9,586,379	10,458,600
- Unrestricted	7,402,000	7,150,506	6,429,081	5,536,570	4,434,115	3,554,434	2,503,770	1,386,886	149,252	(1,215,647)	(2,654,322)	(4,198,222)
	42,710,000	42,524,860	31,045,446	28,377,865	27,987,733	27,003,509	27,848,099	28,765,471	29,800,026	30,909,740	32,159,127	33,357,084

9.3 Scenario 3 (Optimistic)

- Scenario 3 Projected Income Statement 2022 – 2032
- Scenario 3 Projected Balance Sheet 2022 – 2032
- Scenario 3 Projected Cash Flow Statement 2022 – 2032

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - CONSOLIDATED
Scenario: Scenario 3 Optimistic

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	10,938,000	11,160,316	11,403,541	11,775,697	12,161,726	12,559,020	12,970,973	13,332,004	13,768,543	14,221,036	14,620,945	15,034,755	
User Charges & Fees	2,746,000	2,084,002	2,239,230	2,324,649	2,413,617	2,506,278	2,554,740	2,646,668	2,742,206	2,851,471	2,965,289	3,084,594	
Other Revenues	892,000	627,530	734,044	727,162	752,958	777,652	805,992	829,578	857,622	889,301	922,336	959,332	
Grants & Contributions provided for Operating Purposes	8,181,000	6,608,029	8,034,000	7,998,680	8,079,555	8,161,643	8,245,862	8,306,152	8,367,348	8,453,740	8,541,427	8,631,344	
Grants & Contributions provided for Capital Purposes	6,397,000	2,482,308	10,000	9,000	7,000	6,000	5,000	4,000	3,000	2,000	1,000	-	
Interest & Investment Revenue	374,000	722,801	345,515	354,613	363,778	373,011	695,313	699,685	704,130	708,647	713,239	717,906	
Other Income:													
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-	
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-	
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-	
Other Income	128,000	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-	
Total Income from Continuing Operations	29,656,000	23,684,986	22,791,330	23,214,801	23,803,634	24,408,604	25,302,880	25,843,087	26,467,849	27,151,195	27,789,236	28,452,931	
Expenses from Continuing Operations													
Employee Benefits & On-Costs	8,144,000	4,695,332	4,950,128	5,162,766	5,429,812	5,722,143	6,054,501	6,351,134	6,669,215	7,045,775	7,437,146	7,869,153	
Borrowing Costs	77,000	130,419	123,115	103,269	83,294	69,165	56,387	43,313	29,937	16,250	4,741	1,201	
Materials & Contracts	6,992,000	9,542,701	10,131,880	10,320,883	10,717,280	11,096,172	11,422,517	11,744,958	12,125,411	12,516,089	13,005,520	13,442,994	
Depreciation & Amortisation	6,546,000	6,431,647	6,309,000	6,323,000	6,340,000	6,355,000	6,642,300	6,597,703	6,573,455	6,565,046	6,563,223	6,576,151	
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-	
Impairment of receivables	5,000	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses	564,000	495,514	509,993	534,195	544,132	549,705	577,946	583,798	611,129	619,521	647,657	673,441	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	1,235,000	-	-	-	-	-	-	-	-	-	-	-	
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-	
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	23,563,000	21,295,613	22,024,116	22,444,113	23,114,518	23,792,185	24,753,651	25,320,906	26,009,147	26,762,681	27,658,287	28,562,940	
Operating Result from Continuing Operations	6,093,000	2,389,373	767,214	770,688	689,116	616,419	549,229	522,181	458,702	388,514	130,949	(110,009)	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	
Net Operating Result for the Year	6,093,000	2,389,373	767,214	770,688	689,116	616,419	549,229	522,181	458,702	388,514	130,949	(110,009)	
Net Operating Result before Grants and Contributions provided for Capital Purposes	(304,000)	(92,935)	757,214	761,688	682,116	610,419	544,229	518,181	455,702	386,514	129,949	(110,009)	

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - CONSOLIDATED
Scenario: Scenario 3 Optimistic

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	-	13,698,860	8,305,200	7,808,537	8,148,621	8,128,543	9,285,542	10,319,980	11,261,800	12,049,542	12,277,641	12,981,016
Investments	28,026,000	28,826,000	22,648,967	20,334,500	19,347,341	17,999,121	17,165,513	16,384,260	15,657,158	14,986,075	14,826,000	13,935,076
Receivables	2,956,000	2,614,622	2,661,118	2,694,453	2,751,431	2,803,981	2,863,877	2,914,807	2,969,091	3,030,357	3,089,158	3,149,065
Inventories	230,000	486,782	513,245	522,576	543,571	563,737	587,384	605,013	625,488	647,473	674,637	698,792
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	51,000	133,032	141,443	143,938	149,867	155,428	162,785	167,503	173,471	179,581	187,654	194,679
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	31,263,000	45,759,297	34,269,972	31,504,003	30,940,832	29,650,810	30,065,101	30,391,563	30,687,009	30,893,028	31,055,090	30,958,628
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	1	1	1	1	-	1	1	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	343,299,000	346,201,933	357,834,933	360,705,303	361,391,303	362,849,622	362,537,322	362,243,914	361,923,254	361,624,208	361,663,985	361,720,834
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	343,299,000	346,201,934	357,834,934	360,705,304	361,391,304	362,849,622	362,537,323	362,243,915	361,923,254	361,624,208	361,663,985	361,720,834
TOTAL ASSETS	374,562,000	391,961,231	392,104,906	392,209,307	392,332,136	392,500,432	392,602,424	392,635,478	392,610,263	392,517,236	392,719,075	392,679,462
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,689,000	2,581,918	2,725,340	2,780,618	2,864,332	2,963,802	3,076,797	3,162,527	3,266,783	3,376,129	3,510,145	3,634,875
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,064,000	578,679	511,043	508,649	513,700	518,894	524,224	528,008	531,848	537,317	542,869	548,564
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	644,000	699,325	719,171	655,052	552,786	565,564	578,638	592,015	596,356	311,325	60,029	-
Provisions	2,688,000	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,085,000	6,622,622	6,718,255	6,707,020	6,693,518	6,810,960	6,942,360	7,045,250	7,157,688	6,987,472	6,875,744	6,946,140
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	4,768,000	4,630,936	3,911,765	3,256,713	2,703,927	2,138,363	1,559,725	967,710	371,354	60,029	242,648	242,648
Provisions	734,000	659,300	659,300	659,300	659,300	659,300	659,300	659,300	659,300	659,300	659,300	659,300
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	5,502,000	5,290,236	4,571,065	3,916,013	3,363,227	2,797,663	2,219,025	1,627,010	1,030,654	719,329	901,948	901,948
TOTAL LIABILITIES	11,587,000	11,912,858	11,289,319	10,623,033	10,056,745	9,608,623	9,161,385	8,672,259	8,188,342	7,706,801	7,777,691	7,848,087
Net Assets	362,975,000	380,048,373	380,815,587	381,586,275	382,275,391	382,891,810	383,441,039	383,963,219	384,421,921	384,810,435	384,941,384	384,831,375
EQUITY												
Retained Earnings	128,397,000	130,786,373	131,553,587	132,324,275	133,013,391	133,629,810	134,179,039	134,701,219	135,159,921	135,548,435	135,679,384	135,569,375
Revaluation Reserves	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	377,659,000	380,048,373	380,815,587	381,586,275	382,275,391	382,891,810	383,441,039	383,963,219	384,421,921	384,810,435	384,941,384	384,831,375
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	377,659,000	380,048,373	380,815,587	381,586,275	382,275,391	382,891,810	383,441,039	383,963,219	384,421,921	384,810,435	384,941,384	384,831,375

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Scenario 3 Optimistic

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	11,064,000	11,052,473	11,403,034	11,767,951	12,153,661	12,550,768	12,962,389	13,326,122	13,759,551	14,211,691	14,614,419	15,027,999
User Charges & Fees	3,036,000	1,413,220	2,194,880	2,300,867	2,388,771	2,480,322	2,528,201	2,621,907	2,716,415	2,820,468	2,932,898	3,050,446
Investment & Interest Revenue Received	456,000	595,372	345,272	369,426	366,969	382,621	700,149	706,575	713,366	720,511	727,375	734,785
Grants & Contributions	13,418,000	10,116,506	8,015,929	8,006,686	8,088,651	8,169,798	8,253,074	8,311,722	8,371,942	8,458,010	8,544,731	8,633,708
Bonds & Deposits Received	80,000	-	-	-	-	-	-	-	-	-	-	-
Other	4,753,000	316,867	725,936	744,275	764,138	788,582	815,719	841,219	868,137	897,137	929,414	965,077
Payments:												
Employee Benefits & On-Costs	(9,318,000)	(4,665,709)	(4,907,646)	(5,150,852)	(5,415,053)	(5,706,133)	(6,034,701)	(6,334,510)	(6,649,536)	(7,023,223)	(7,413,614)	(7,843,532)
Materials & Contracts	(7,508,000)	(9,029,564)	(10,066,255)	(10,302,607)	(10,673,050)	(11,055,144)	(11,365,285)	(11,710,594)	(12,080,200)	(12,470,819)	(12,943,926)	(13,389,850)
Borrowing Costs	(77,000)	(130,419)	(123,115)	(103,269)	(83,294)	(69,165)	(56,387)	(43,313)	(29,937)	(16,250)	(4,741)	(1,201)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(2,492,000)	(518,552)	(508,980)	(533,700)	(543,294)	(548,859)	(576,905)	(583,012)	(610,215)	(618,513)	(646,476)	(672,284)
Net Cash provided (or used in) Operating Activities	13,412,000	9,150,194	7,079,054	7,098,779	7,047,499	6,992,790	7,226,254	7,136,116	7,059,522	6,979,012	6,740,078	6,505,148
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	6,177,033	2,314,467	987,159	1,348,220	833,608	781,252	727,102	671,083	160,075	890,924
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	83,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	448,000	359,000	907,000	491,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	0	-	0	0	0	0	0	0	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(800,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(13,109,000)	(9,612,594)	(18,857,423)	(9,681,738)	(7,290,521)	(8,059,303)	(6,588,300)	(6,555,292)	(6,503,789)	(6,516,998)	(6,854,377)	(6,883,667)
Purchase of Real Estate Assets	(1,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	(980,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(13,559,000)	(10,053,594)	(11,773,389)	(6,876,271)	(6,052,363)	(6,460,083)	(5,503,691)	(5,523,040)	(5,525,687)	(5,594,914)	(6,443,302)	(5,741,744)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	4,000,000	550,000	-	-	-	-	-	-	-	-	285,363	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(414,000)	(631,740)	(699,325)	(719,171)	(655,052)	(552,786)	(565,564)	(578,638)	(592,015)	(596,356)	(354,040)	(60,029)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	3,586,000	(81,740)	(699,325)	(719,171)	(655,052)	(552,786)	(565,564)	(578,638)	(592,015)	(596,356)	(68,678)	(60,029)
Net Increase/(Decrease) in Cash & Cash Equivalents	3,439,000	(985,140)	(5,393,661)	(496,663)	340,084	(20,078)	1,156,999	1,034,438	941,820	787,741	228,099	703,376
plus: Cash & Cash Equivalents - beginning of year	11,245,000	14,684,000	13,698,860	8,305,200	7,808,537	8,148,621	8,128,543	9,285,542	10,319,980	11,261,800	12,049,542	12,277,641
Cash & Cash Equivalents - end of the year	14,684,000	13,698,860	8,305,200	7,808,537	8,148,621	8,128,543	9,285,542	10,319,980	11,261,800	12,049,542	12,277,641	12,981,016
Cash & Cash Equivalents - end of the year	14,684,000	13,698,860	8,305,200	7,808,537	8,148,621	8,128,543	9,285,542	10,319,980	11,261,800	12,049,542	12,277,641	12,981,016
Investments - end of the year	28,026,000	28,826,000	22,648,967	20,334,500	19,347,341	17,999,121	17,165,513	16,384,260	15,657,158	14,986,075	14,826,000	13,935,076
Cash, Cash Equivalents & Investments - end of the year	42,710,000	42,524,860	30,954,166	28,143,036	27,495,962	26,127,664	26,451,055	26,704,240	26,918,958	27,035,616	27,103,641	26,916,093
Representing:												
- External Restrictions	30,709,000	30,380,715	19,379,724	17,402,655	17,506,978	17,426,435	18,697,379	20,075,874	21,640,652	23,354,595	25,227,071	27,096,706
- Internal Restrictions	4,599,000	4,993,640	5,236,640	5,438,640	6,046,640	6,022,640	6,646,950	7,302,712	8,010,123	8,770,792	9,586,379	10,458,600
- Unrestricted	7,402,000	7,150,506	6,337,802	5,301,742	3,942,344	2,678,589	1,106,726	(674,345)	(2,731,817)	(5,089,771)	(7,709,809)	(10,639,214)
	42,710,000	42,524,860	30,954,166	28,143,036	27,495,962	26,127,664	26,451,055	26,704,240	26,918,958	27,035,616	27,103,641	26,916,093

9.4 Scenario 4 (Pessimistic)

- Scenario 4 Projected Income Statement 2022 – 2032
- Scenario 4 Projected Balance Sheet 2022 – 2032
- Scenario 4 Projected Cash Flow Statement 2022 – 2032

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - CONSOLIDATED
Scenario: Scenario 4 - Pessimistic

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	10,938,000	11,160,316	11,296,043	11,563,495	11,839,183	12,120,256	12,409,856	12,642,140	12,943,259	13,253,373	13,503,648	13,760,258	
User Charges & Fees	2,746,000	2,084,002	2,196,428	2,242,131	2,289,095	2,337,352	2,338,891	2,382,540	2,427,581	2,482,179	2,538,302	2,596,553	
Other Revenues	892,000	627,530	719,891	696,553	705,395	712,393	721,784	726,332	734,096	744,071	754,304	766,759	
Grants & Contributions provided for Operating Purposes	8,181,000	6,608,029	8,034,000	7,998,680	8,079,555	8,161,643	8,245,862	8,306,152	8,367,348	8,453,740	8,541,427	8,631,344	
Grants & Contributions provided for Capital Purposes	6,397,000	2,482,308	10,000	9,000	7,000	6,000	5,000	4,000	3,000	2,000	1,000	-	
Interest & Investment Revenue	374,000	722,801	333,212	336,903	340,684	344,555	661,515	660,563	659,700	658,924	658,236	657,635	
Other Income:													
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-	
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-	
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-	
Other Income	128,000	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-	
Total Income from Continuing Operations	29,656,000	23,684,986	22,614,574	22,871,762	23,285,912	23,707,199	24,407,908	24,746,727	25,159,984	25,619,287	26,021,917	26,437,549	
Expenses from Continuing Operations													
Employee Benefits & On-Costs	8,144,000	4,695,332	4,809,397	5,070,254	5,176,942	5,294,297	5,436,138	5,536,911	5,636,411	5,769,028	5,894,374	6,036,775	
Borrowing Costs	77,000	130,419	123,115	103,269	83,294	69,165	56,387	43,313	29,937	16,250	4,741	1,201	
Materials & Contracts	6,992,000	9,542,701	9,966,793	9,968,135	10,163,015	10,326,910	10,428,393	10,521,769	10,663,291	10,792,460	11,006,226	11,152,649	
Depreciation & Amortisation	6,546,000	6,431,647	6,309,000	6,323,000	6,340,000	6,355,000	6,642,300	6,597,703	6,573,455	6,565,046	6,563,223	6,576,151	
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-	
Impairment of receivables	5,000	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses	564,000	495,514	499,517	511,723	508,913	501,139	515,406	507,362	519,396	511,411	522,323	529,979	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	1,235,000	-	-	-	-	-	-	-	-	-	-	-	
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-	
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	23,563,000	21,295,613	21,707,822	21,976,381	22,272,164	22,546,511	23,078,624	23,207,058	23,422,490	23,654,195	23,990,887	24,296,755	
Operating Result from Continuing Operations	6,093,000	2,389,373	906,752	895,381	1,013,748	1,160,688	1,329,284	1,539,669	1,737,494	1,965,092	2,031,030	2,140,794	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	
Net Operating Result for the Year	6,093,000	2,389,373	906,752	895,381	1,013,748	1,160,688	1,329,284	1,539,669	1,737,494	1,965,092	2,031,030	2,140,794	
Net Operating Result before Grants and Contributions provided for Capital Purposes	(304,000)	(92,935)	896,752	886,381	1,006,748	1,154,688	1,324,284	1,535,669	1,734,494	1,963,092	2,030,030	2,140,794	

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - CONSOLIDATED
Scenario: Scenario 4 - Pessimistic

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS													
Current Assets													
Cash & Cash Equivalents	-	13,698,860	8,434,801	8,055,781	8,700,108	9,199,755	11,108,529	13,128,823	15,313,180	17,635,338	19,715,786	21,725,442	
Investments	28,026,000	28,826,000	22,648,967	20,334,500	19,347,341	17,999,121	17,165,513	16,384,260	15,657,158	14,986,075	14,826,000	14,826,000	
Receivables	2,956,000	2,614,622	2,631,971	2,637,892	2,668,203	2,695,097	2,730,395	2,758,675	2,791,829	2,832,753	2,873,053	2,916,320	
Inventories	230,000	486,782	503,782	502,356	511,798	519,641	530,398	534,896	541,675	548,669	560,031	567,502	
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	
Other	51,000	133,032	138,218	137,045	139,039	140,405	143,375	143,630	144,928	145,933	148,625	149,971	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Current Assets	31,263,000	45,759,297	34,357,739	31,667,573	31,366,489	30,554,019	31,678,209	32,950,284	34,448,770	36,148,768	38,123,496	40,185,235	
Non-Current Assets													
Investments	-	-	-	-	-	-	-	-	-	-	-	-	
Receivables	-	1	1	1	1	1	1	1	1	1	1	1	
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-	
Infrastructure, Property, Plant & Equipment	343,299,000	346,201,933	357,834,933	360,705,303	361,391,303	362,849,622	362,537,322	362,243,914	361,923,254	361,624,208	361,663,985	361,720,834	
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Assets	343,299,000	346,201,934	357,834,934	360,705,304	361,391,304	362,849,622	362,537,323	362,243,915	361,923,254	361,624,208	361,663,985	361,720,834	
TOTAL ASSETS	374,562,000	391,961,231	392,192,673	392,372,877	392,757,793	393,403,641	394,215,532	395,194,199	396,372,024	397,772,976	399,787,481	401,906,069	
LIABILITIES													
Current Liabilities													
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	
Payables	1,689,000	2,581,918	2,673,569	2,679,957	2,701,126	2,733,879	2,776,718	2,790,572	2,819,077	2,845,824	2,892,425	2,924,553	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	1,064,000	578,679	511,043	508,649	513,700	518,894	524,224	528,008	531,848	537,317	542,869	548,564	
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Borrowings	644,000	699,325	719,171	655,052	552,786	565,564	578,638	592,015	596,356	311,325	60,029	-	
Provisions	2,688,000	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Current Liabilities	6,085,000	6,622,622	6,666,483	6,606,359	6,530,312	6,581,037	6,642,282	6,673,295	6,709,982	6,457,167	6,258,024	6,235,818	
Non-Current Liabilities													
Payables	-	-	-	-	-	-	-	-	-	-	-	-	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Borrowings	4,768,000	4,630,936	3,911,765	3,256,713	2,703,927	2,138,363	1,559,725	967,710	371,354	60,029	242,648	242,648	
Provisions	734,000	659,300	659,300	659,300	659,300	659,300	659,300	659,300	659,300	659,300	659,300	659,300	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Liabilities	5,502,000	5,290,236	4,571,065	3,916,013	3,363,227	2,797,663	2,219,025	1,627,010	1,030,654	719,329	901,948	901,948	
TOTAL LIABILITIES	11,587,000	11,912,858	11,237,548	10,522,372	9,893,539	9,378,700	8,861,306	8,300,305	7,740,636	7,176,496	7,159,971	7,137,765	
Net Assets	362,975,000	380,048,373	380,955,125	381,850,506	382,864,254	384,024,942	385,354,226	386,893,894	388,631,388	390,596,480	392,627,510	394,768,304	
EQUITY													
Retained Earnings	128,397,000	130,786,373	131,693,125	132,588,506	133,602,254	134,762,942	136,092,226	137,631,894	139,369,388	141,334,480	143,365,510	145,506,304	
Revaluation Reserves	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-	
Council Equity Interest	377,659,000	380,048,373	380,955,125	381,850,506	382,864,254	384,024,942	385,354,226	386,893,894	388,631,388	390,596,480	392,627,510	394,768,304	
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-	
Total Equity	377,659,000	380,048,373	380,955,125	381,850,506	382,864,254	384,024,942	385,354,226	386,893,894	388,631,388	390,596,480	392,627,510	394,768,304	

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Scenario 4 - Pessimistic

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	11,064,000	11,052,473	11,294,279	11,554,525	11,829,829	12,110,645	12,399,842	12,634,753	12,932,684	13,242,364	13,495,373	13,751,665
User Charges & Fees	3,036,000	1,413,220	2,169,841	2,234,832	2,281,681	2,329,824	2,331,825	2,377,815	2,422,746	2,473,863	2,529,855	2,587,743
Investment & Interest Revenue Received	456,000	595,372	331,710	350,220	340,052	347,638	656,915	655,071	653,342	651,545	649,131	646,950
Grants & Contributions	13,418,000	10,116,506	8,015,929	8,006,686	8,088,651	8,169,798	8,253,074	8,311,722	8,371,942	8,458,010	8,544,731	8,633,708
Bonds & Deposits Received	80,000	-	-	-	-	-	-	-	-	-	-	-
Other	4,753,000	316,867	721,125	722,880	726,246	733,510	742,316	749,015	756,220	764,435	774,586	786,544
Payments:												
Employee Benefits & On-Costs	(9,318,000)	(4,665,709)	(4,775,145)	(5,058,751)	(5,172,488)	(5,289,383)	(5,428,273)	(5,532,752)	(5,630,269)	(5,761,303)	(5,886,831)	(6,028,378)
Materials & Contracts	(7,508,000)	(9,029,564)	(9,927,015)	(9,979,259)	(10,150,328)	(10,319,484)	(10,406,308)	(10,523,141)	(10,655,516)	(10,788,090)	(10,987,739)	(11,145,006)
Borrowing Costs	(77,000)	(130,419)	(123,115)	(103,269)	(83,294)	(69,165)	(56,387)	(43,313)	(29,937)	(16,250)	(4,741)	(1,201)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(2,492,000)	(518,552)	(498,954)	(511,443)	(508,607)	(500,867)	(514,975)	(507,199)	(519,154)	(511,145)	(521,937)	(529,673)
Net Cash provided (or used in) Operating Activities	13,412,000	9,150,194	7,208,656	7,216,422	7,351,741	7,512,517	7,978,029	8,121,971	8,302,059	8,513,428	8,592,428	8,702,353
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	6,177,033	2,314,467	987,159	1,348,220	833,608	781,252	727,102	671,083	160,075	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	83,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	448,000	359,000	907,000	491,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000	251,000
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	0	-	0	0	0	0	0	0	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(800,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(13,109,000)	(9,612,594)	(18,857,423)	(9,681,738)	(7,290,521)	(8,059,303)	(6,588,300)	(6,555,292)	(6,503,789)	(6,516,998)	(6,854,377)	(6,883,667)
Purchase of Real Estate Assets	(1,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	(980,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(13,559,000)	(10,053,594)	(11,773,389)	(6,876,271)	(6,052,363)	(6,460,083)	(5,503,691)	(5,523,040)	(5,525,687)	(5,594,914)	(6,443,302)	(6,632,667)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	4,000,000	550,000	-	-	-	-	-	-	-	-	285,363	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(414,000)	(631,740)	(699,325)	(719,171)	(655,052)	(552,786)	(565,564)	(578,638)	(592,015)	(596,356)	(354,040)	(60,029)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	3,586,000	(81,740)	(699,325)	(719,171)	(655,052)	(552,786)	(565,564)	(578,638)	(592,015)	(596,356)	(68,678)	(60,029)
Net Increase/(Decrease) in Cash & Cash Equivalents	3,439,000	(985,140)	(5,264,059)	(379,020)	644,326	499,648	1,908,774	2,020,293	2,184,357	2,322,158	2,080,448	2,009,656
plus: Cash & Cash Equivalents - beginning of year	11,245,000	14,684,000	13,698,860	8,434,801	8,055,781	8,700,108	9,199,755	11,108,529	13,128,823	15,313,180	17,635,338	19,715,786
Cash & Cash Equivalents - end of the year	14,684,000	13,698,860	8,434,801	8,055,781	8,700,108	9,199,755	11,108,529	13,128,823	15,313,180	17,635,338	19,715,786	21,725,442
Cash & Cash Equivalents - end of the year	14,684,000	13,698,860	8,434,801	8,055,781	8,700,108	9,199,755	11,108,529	13,128,823	15,313,180	17,635,338	19,715,786	21,725,442
Investments - end of the year	28,026,000	28,826,000	22,648,967	20,334,500	19,347,341	17,999,121	17,165,513	16,384,260	15,657,158	14,986,075	14,826,000	14,826,000
Cash, Cash Equivalents & Investments - end of the year	42,710,000	42,524,860	31,083,768	28,390,281	28,047,449	27,198,876	28,274,042	29,513,083	30,970,338	32,621,413	34,541,786	36,551,442
Representing:												
- External Restrictions	30,709,000	30,380,715	19,379,724	17,402,655	17,506,978	17,426,435	18,697,379	20,075,874	21,640,652	23,354,595	25,227,071	27,096,706
- Internal Restrictions	4,599,000	4,993,640	5,236,640	5,438,640	6,046,640	6,022,640	6,646,950	7,302,712	8,010,123	8,770,792	9,586,379	10,458,600
- Unrestricted	7,402,000	7,150,506	6,467,403	5,548,986	4,493,831	3,749,802	2,929,713	2,134,498	1,319,563	496,025	(271,663)	(1,003,864)
	42,710,000	42,524,860	31,083,768	28,390,281	28,047,449	27,198,876	28,274,042	29,513,083	30,970,338	32,621,413	34,541,786	36,551,442

10 Financial Strategy 2021

Financial Strategy 2021

Adopted 19-05-2021

Making an even better Berrigan Shire



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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.

As with everything that Berrigan Shire Council does, this Strategy has been prepared to help Council achieve its stated purpose:

'Building an even better Berrigan Shire'

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 four key objectives:

1. Financial sustainability
2. Maintenance of infrastructure service levels
3. Financial capacity and freedom
4. Economic and community growth

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 not directly related to core Council services should be regularly reviewed.
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 <ol style="list-style-type: none"> 1. There is an urgent need for the asset in the short term, or 2. 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 <ol style="list-style-type: none"> a. The Council has access to a funding stream to meet its debt obligations without compromising its other activities, or b. To create economic growth and development
3.1	Look to improve investment returns while managing investment risk through a diverse and secure investment portfolio
3.2	Continue to actively recover outstanding rates debt as identified in the Council's Revenue Policy.
3.3	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.
3.4	Consider seeking a Special Rates Variation where there is a clearly identified demand for new or significantly improved service levels. Consideration should also be given to the extended lead time and the cost involved in seeking a variation.
4.1	Where appropriate and affordable, invest in community and infrastructure assets which directly boost the local economy and create employment.
4.2	Actively look for grant funds to deliver improved community amenity

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	Greater than 0% across any five year period
		Unrestricted Current Ratio	At least 1.5X
		Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	To remain under 10% as at 30 June each year
2. Cost effective maintenance of infrastructure service levels		Building, Infrastructure & Other Structures Renewals Ratio	To remain over 100% on average over the life of the LTFP.
		Infrastructure Backlog Ratio	Less than 2%
		Asset Maintenance Ratio	To remain over 100% on average over the life of the LTFP.
3. Financial capacity and freedom		Debt Service Cover Ratio	Greater than 2X
		Cash Expense Cover Ratio	Greater than 3 months

Statutory and Regulatory Environment

Berrigan Shire Council is a body politic of NSW, Australia and constituted as a local government area by proclamation and duly empowered by the *Local Government Act 1993 (LGA)*

The LGA, along with the associated Local Government (General) Regulation 2005 provides the Council with the authority to raise and collect funds and to expend those funds as required to fulfil its functions. The Council also has a range of obligations under other legislation.

The Council is also bound by other guidelines issued by the Office of Local Government including:

- The Local Government Code of Accounting Practice and Financial Reporting (issued annually)
- [Capital Expenditure Guidelines](#)
- [Local Government Borrowing Order - 13 May 2009](#)
- [Debt Management and Hardship Guidelines](#)
- [Local Government Investment Order - 12 January 2011](#)
- [Investment Policy Guidelines](#)
- [Council Rating and Revenue Raising Manual](#)
- [Stormwater Management Service Charge Guidelines](#)
- [Tendering Guidelines](#)
- [Integrated Planning and Reporting Manual](#)

The LGA requires the Council to undertake an Integrated Planning and Reporting (IP&R) process. This includes the preparation of a Long Term Financial Plan (LTFP). The LTFP is to be used to inform decision making on the Council's other integrated plans and has a minimum 10-year duration. It must be updated annually.

The Council's ability to raise revenue is highly constrained by regulation. The Council is only permitted to increase its general income - for Berrigan Shire, this is its ordinary rate levy - by a maximum percentage each year. This maximum percentage is known as the **rate peg**. The rate peg is set annually by the Independent Pricing and Regulatory Tribunal (IPART).

Councils wishing to increase general income by an amount over the rate peg must seek approval from IPART for a Special Rates Variation (SRV). This is a costly and time-consuming process effectively working as a deterrent.

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 8,750, growing at around 1% per annum.

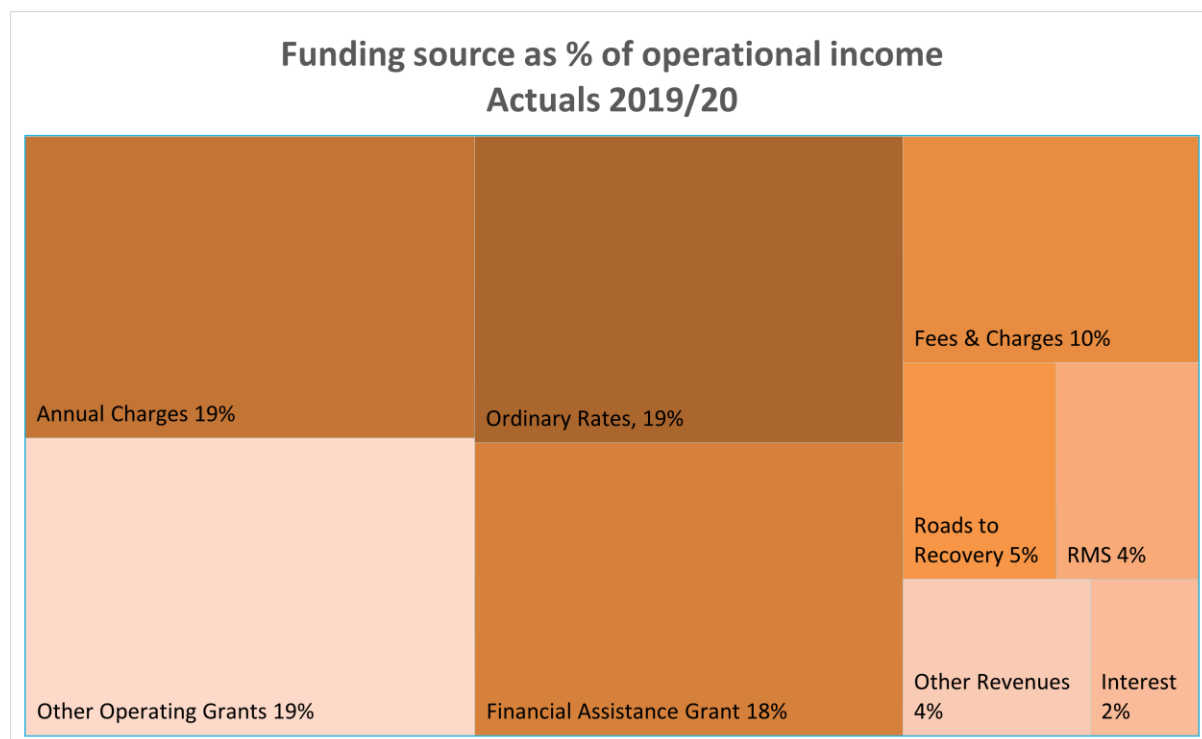
Berrigan Shire has four towns. The Murray River border towns of Tocumwal and Barooga support a range of tourism, leisure and lifestyle services while the “inland” towns of Berrigan and Finley service the surrounding dry land and irrigated farming districts.

Drought and the impact of the implementation of the Murray-Darling Basin Plan have had a significant impact on the economy of Berrigan and Finley. 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.

The COVID-19 pandemic and the subsequent closure of state borders and other restrictions highlighted Berrigan Shire’s dependence on Victoria - for its services, for its markets, for its visitors and also for its future residents.

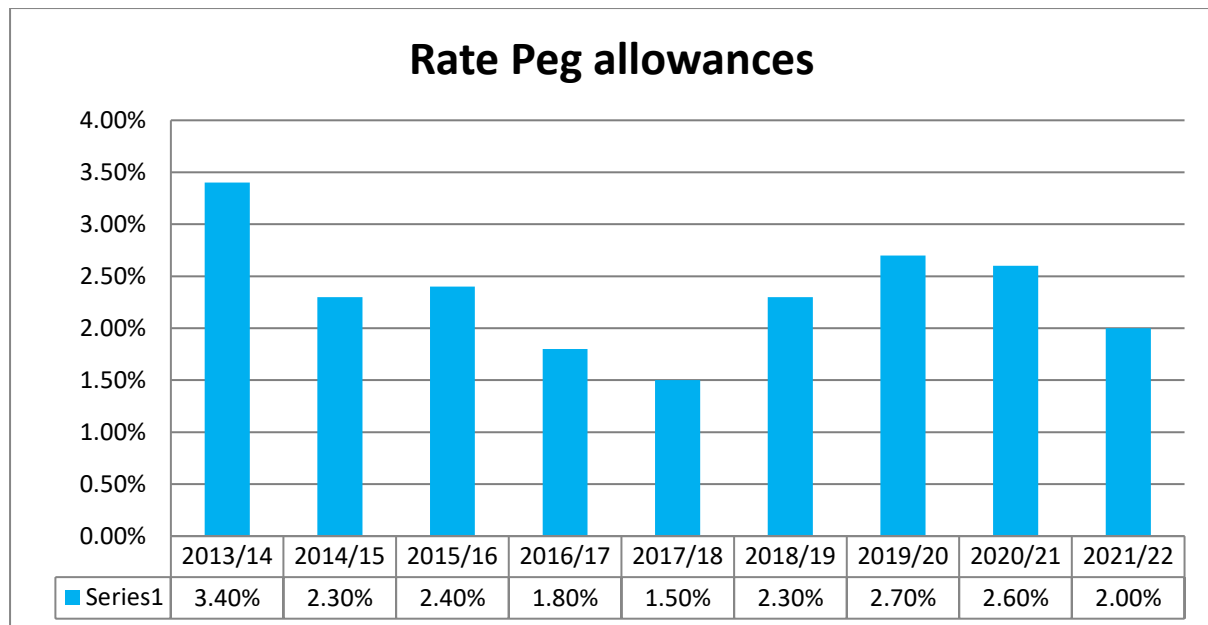
Funding

The following figures provide a summary of the source of Council’s funds. The overwhelming majority of the Council’s income is subject to rate pegging or 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 2013/14, Rate Peg allowances have ranged between permissible increases of 1.5% and 3.4%. The Council does not expect the Rate Peg to move much outside the lower end of this range.

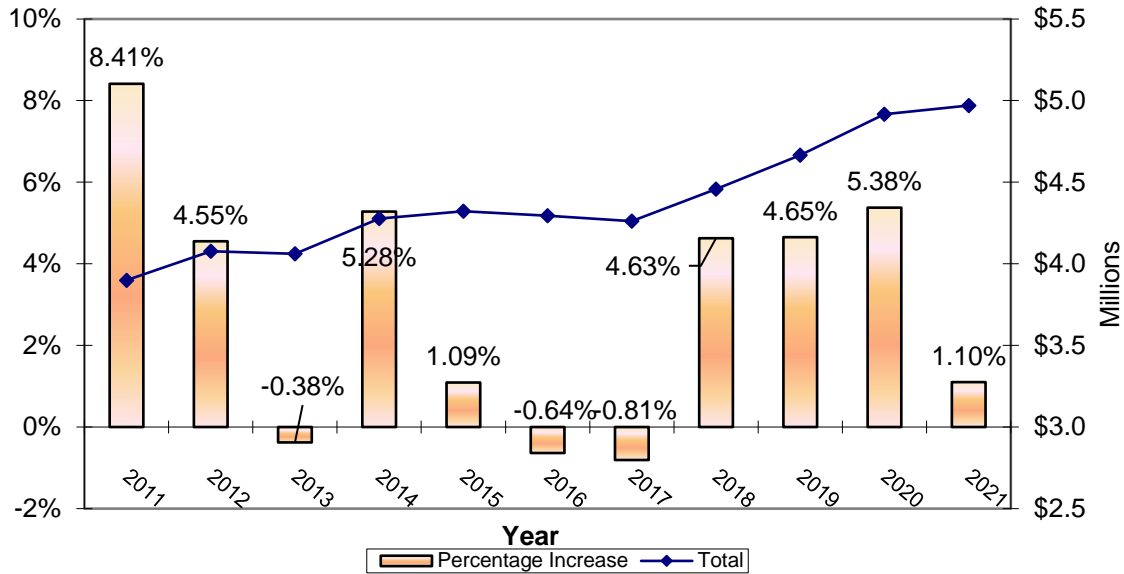


Berrigan Shire Council has little control over the amount of Financial Assistance Grant (FAG) it receives, with a complex formula distributing the state-wide amount set by the Federal Government across NSW Councils.

There has been some discussion at NSW Government level about modifying the formula to provide more of the NSW allocation to smaller, rural Councils. This does not appear to have led to any appetite for change at this stage.

In recent years, the Federal Government has made a habit of paying up to 50% of the Council's allocation in advance. For the purposes of the Council, this makes little difference in the use of these funds and this strategy assumes the funds will be used in the year for which they are allocated, rather than the year in which they are received.

Berrigan Shire Council Financial Assistance Grant



Berrigan Shire Council uses Roads to Recovery (R2R) and Transport for NSW (TfNSW) funding 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.

TfNSW Block Grant funding increases are not keeping up with the increased cost of road maintenance, repair and construction. This is putting pressure on the Council’s budget and works program.

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.

The past three years has seen both the Federal and NSW Governments develop large-scale infrastructure grant programs. This has included:

- Stronger Country Communities (NSW)
- Drought Communities Programme (Federal)
- Local Roads and Community Infrastructure Program (Federal)
- Regional Growth - Environment and Tourism Fund (NSW)

While this additional income is welcome, it is mostly tied to specific capital projects. It does, however, allow the Council to upgrade and replace ageing infrastructure and - increasingly - allow the Council to provide increased amenity to help attract visitors and residents.

Approximately 20% of Council's revenue 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 2.5% of the Council's total revenue. The Council traditionally takes a conservative approach to investment income. Berrigan Shire Council's [Investment Policy 2020](#) 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. This includes managing credit and interest rate risk within identified thresholds and parameters.

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. There may be scope to explore other investment options over the life of this strategy with the aim of improving returns without undue added risk.

Interest rates and investment returns are at historic lows and the Council expects this will continue in the medium term. The impact of COVID-19 on the national and international economy may see low returns continue for an extended period of time.

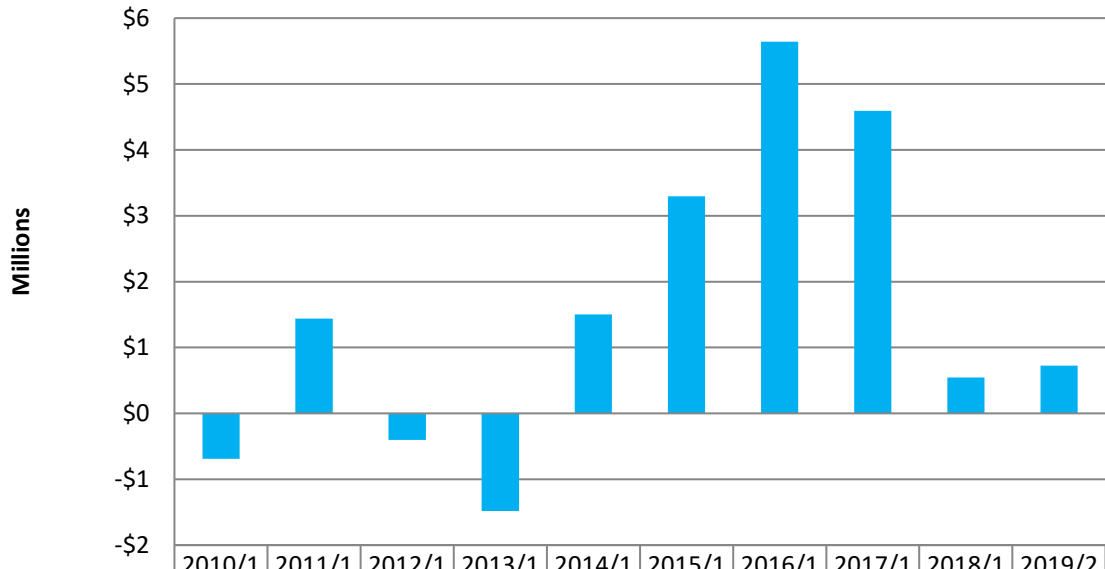
The Council may need to revisit its investment policy and strategy to improve returns while still ensuring that public funds are secure.

Operating results

Over the past 10 years, the Council has moved to a position where it ordinarily makes an operating profit after capital grants and contributions. This position can jump around somewhat from year-to-year - generally as operating grants fluctuate.

The recent, but persistent, habit of the Federal Government paying a portion of the Financial Assistance Grant in advance each year creates a distortion in the Council's operating result - artificially inflating the operating result when first implemented but artificially deflating it when it ceases.

Operating surplus before capital grants and contributions

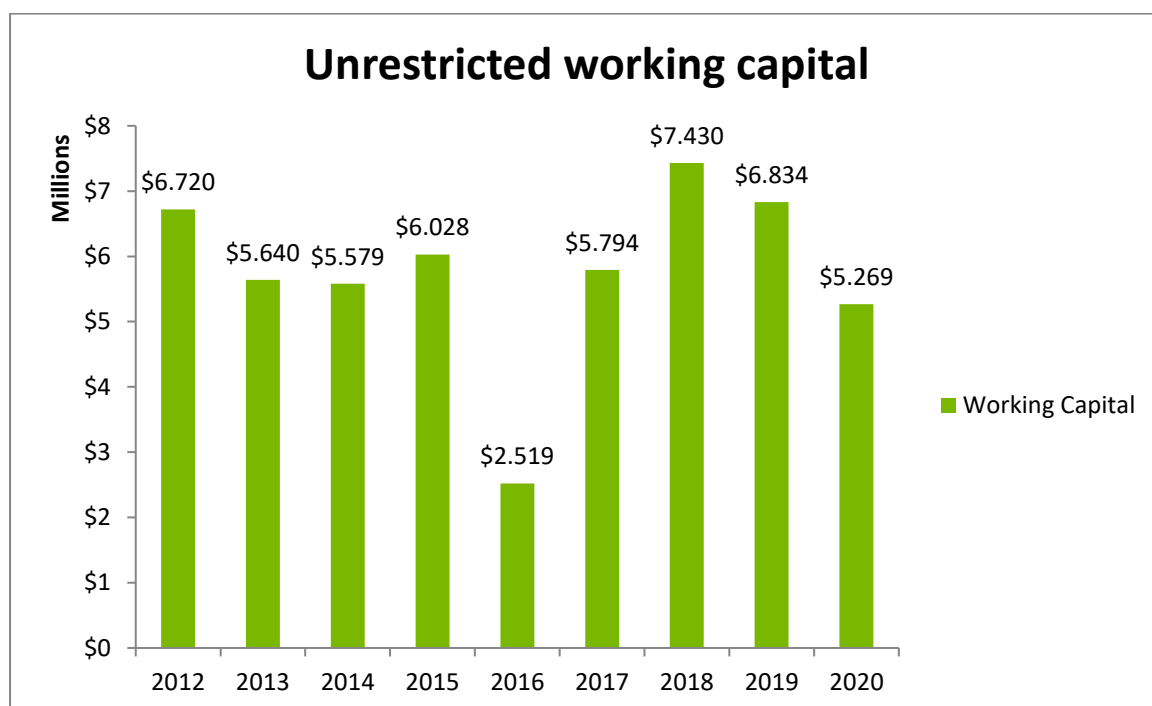


Working capital

At 30 June 2020, the Council had \$5.3 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.

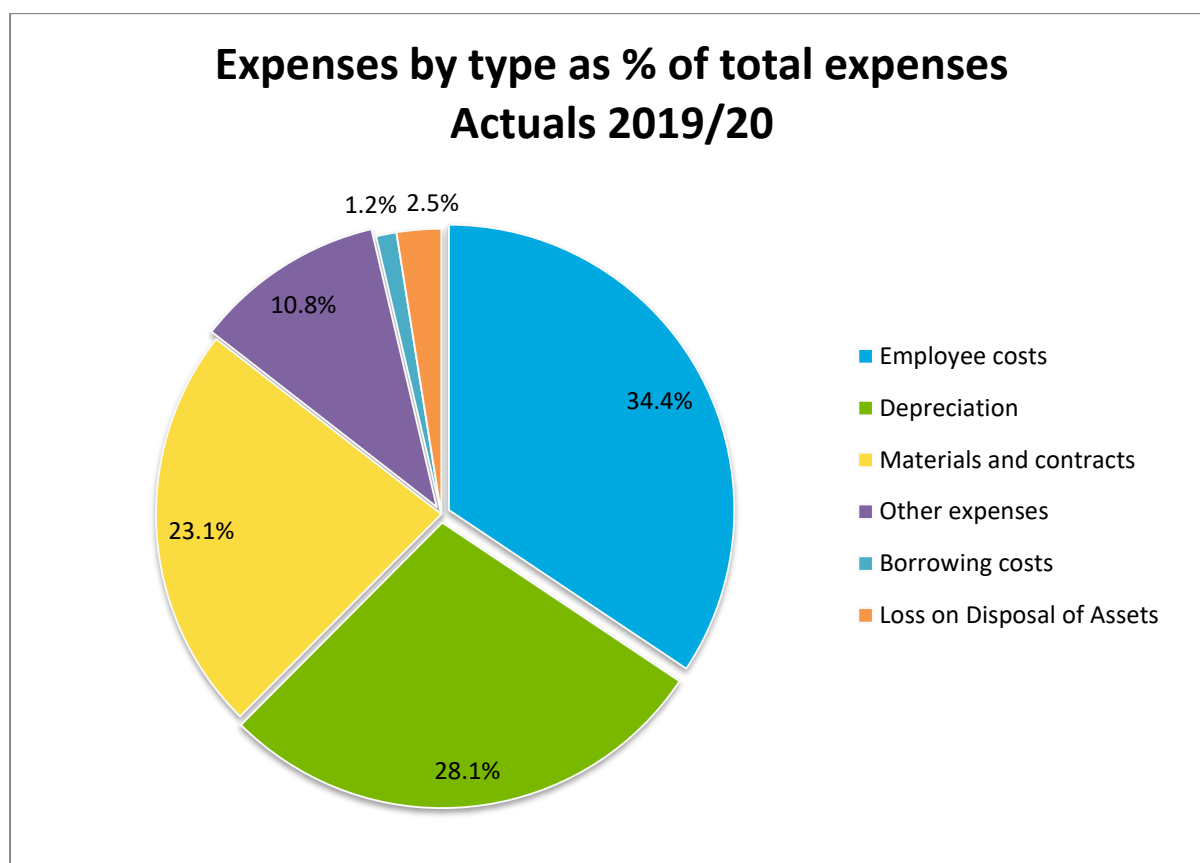
The Council has in recent years made use of its working capital to fund community infrastructure projects such as the Tocumwal Foreshore redevelopment.



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.

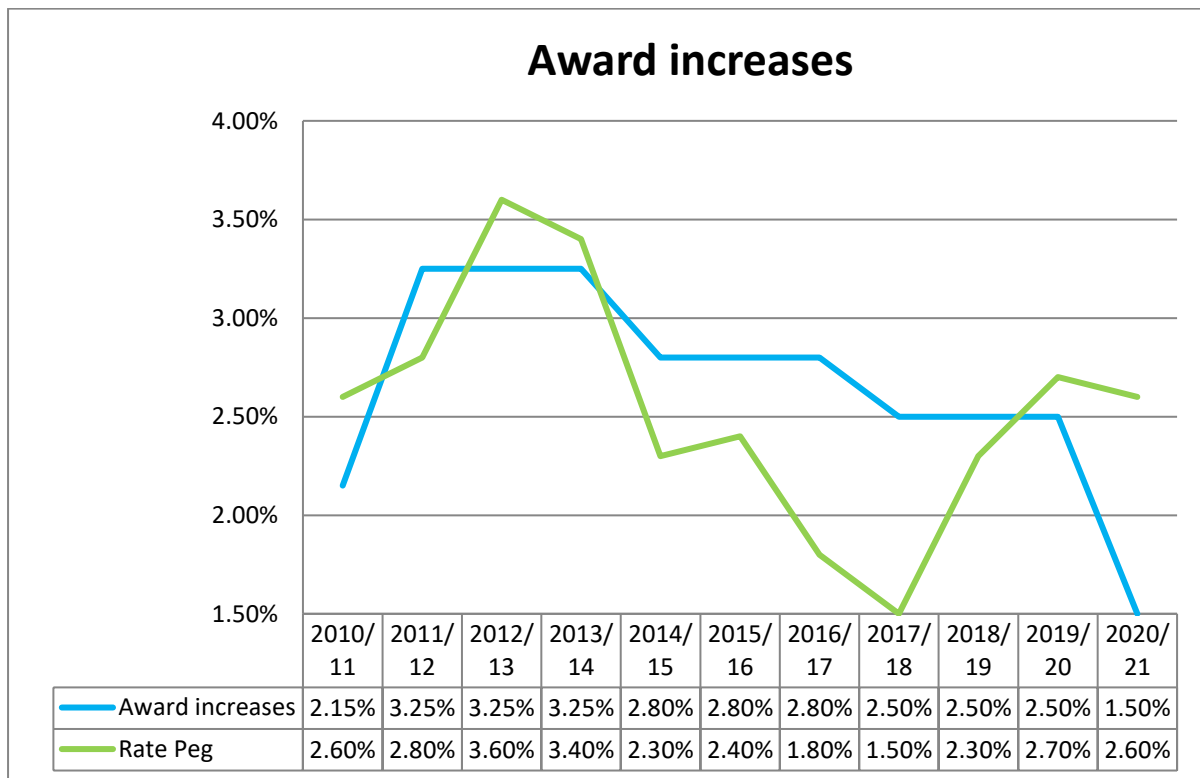
However, the Council is coming under pressure from two directions that may require hiring additional staff.

1. The Council's tourism strategy is designed around the Council providing high quality community infrastructure - in the form of parks, playgrounds, streetscapes and public

toilets. While the provision of this infrastructure is often provided by grants, the ongoing maintenance is labour-intensive.

2. The burden placed on the Council to meet requirements from other levels of government continues to grow. As these regulatory and reporting requirements grow, it starts to impact on the Council's ability to actually deliver service.

Berrigan Shire Council operates under the *NSW Local Government (State) Award 2020*. 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 2020/21.



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 2.0% per annum in the medium term, this is inclusive of the .5% increase in Superannuation Guarantee Contributions.

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 2% more than CPI. At the time of writing, inflation as measured by CPI is 0.7% per annum. Therefore, Council estimates the cost of materials and contracts will increase by around 2.5%.

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.

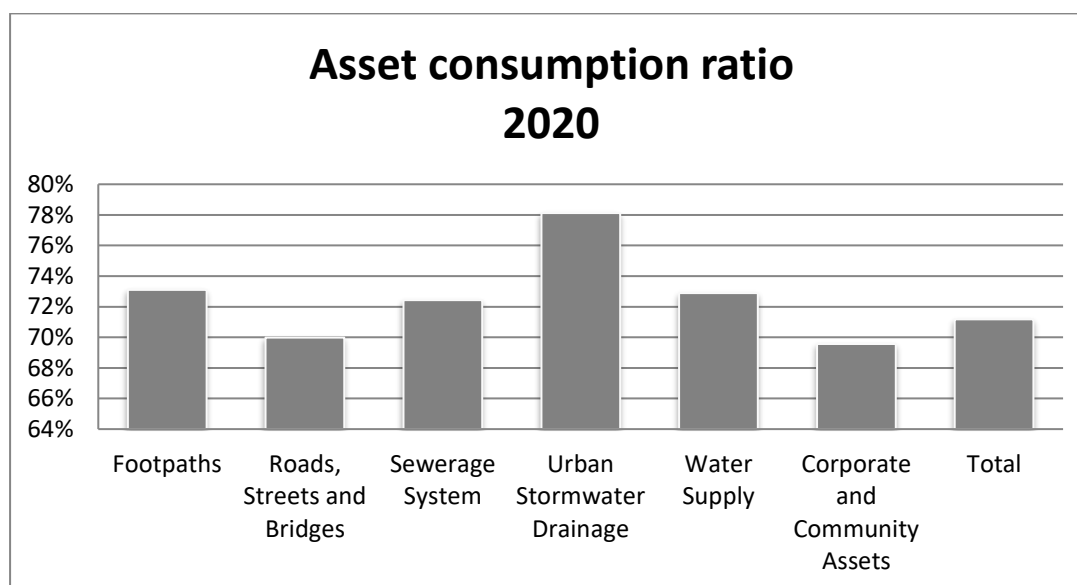
Depreciation expense is simply a method of allocating the cost of assets across multiple accounting periods (i.e. financial years) and as such is discussed in detail in the Asset Management section below.

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.

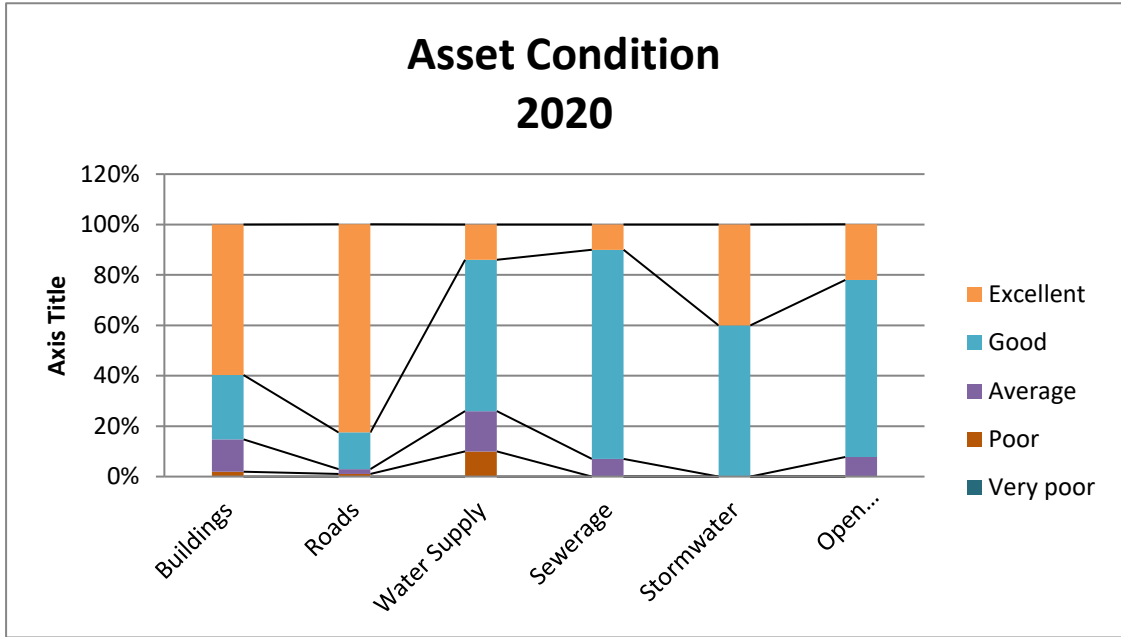
The Asset Consumption ratios of Council's assets at 30 June 2020 are shown below. The Asset Consumption Ratio shows the average proportion of "as new condition" left in assets by comparing the "written down" value of the Council's assets – replacement cost less the depreciation charged to the asset over 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 the Report on Infrastructure Assets included in the 2019/20 Financial Statements

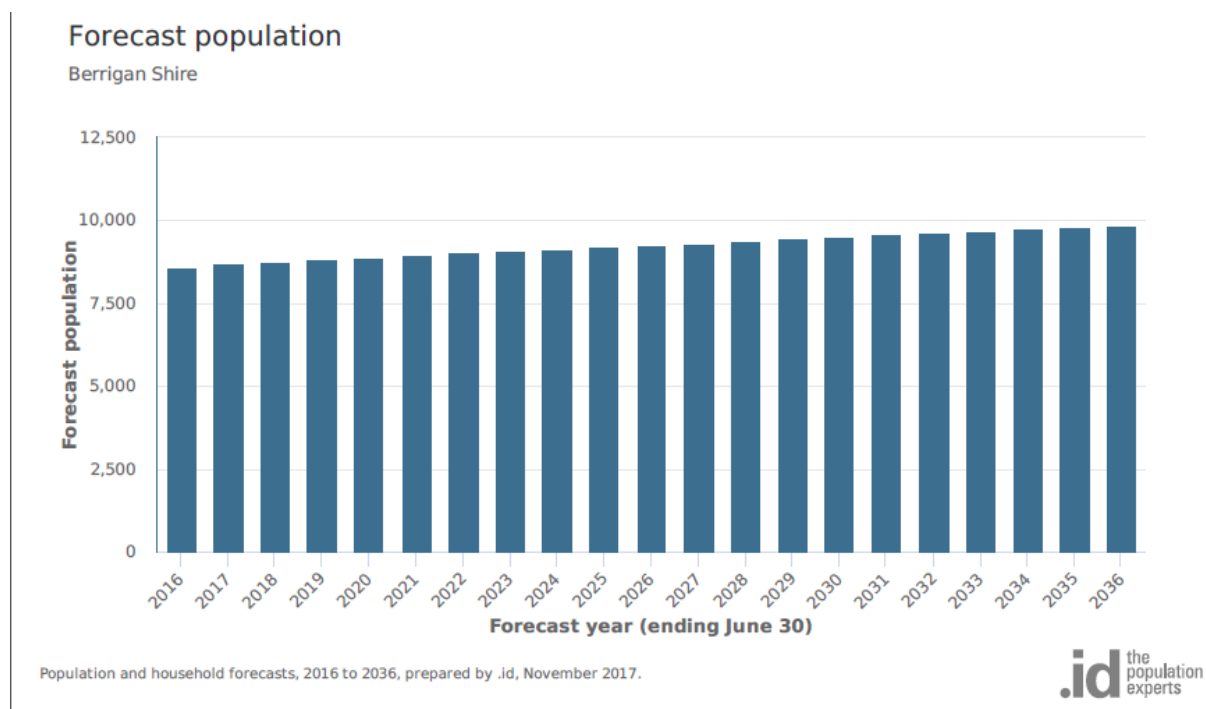
Asset Condition 2020



Where are we going?

Population growth

Berrigan Shire is expected to continue growing at a modest rate with the Shire population in 2036 expected to be around 9,818. 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.

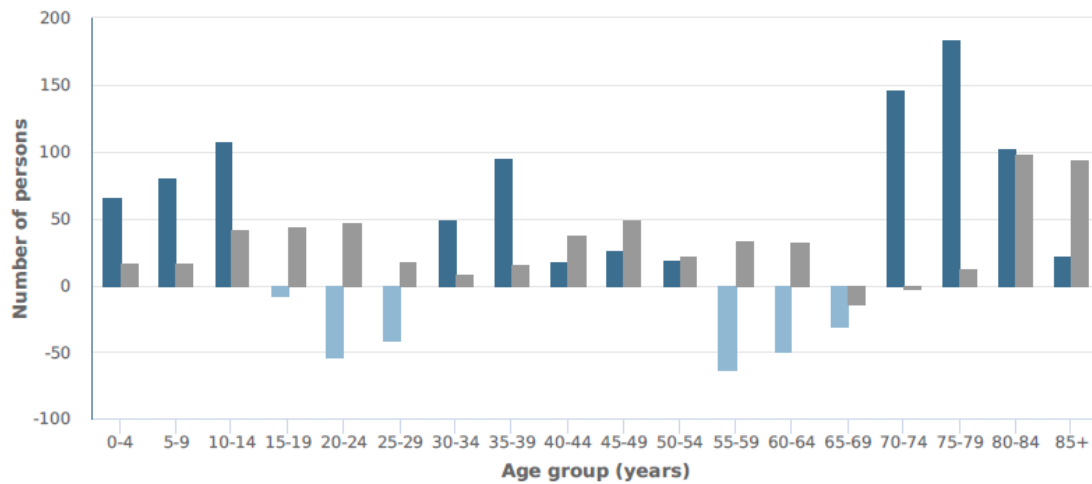


The population profile of the Shire will be an ageing one with 31.0% of the population aged over 65 in 2036. Consequently, consideration is being given by Council to how the delivery of its current activities and services will be influenced by the needs of an ageing population.

Forecast change in age structure - 5 year age groups

Berrigan Shire - Total persons

■ 2016 to 2026 ■ 2026 to 2036



Population and household forecasts, 2016 to 2036, prepared by .id the population experts, November 2017.



A [Land Use Strategy](#) developed in 2018 identified sufficient spare infrastructure capacity in the all four towns to cater for expected population growth. As a result, there is not expected to be great demand for new “greenfield” infrastructure - with the possible exception of water supply in both Tocumwal and Barooga.

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 2027](#). The plan adopts the following vision for the shire.

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

The aim of this Financial Strategy is to ensure the Council has the financial resources it needs to progress the implementation of Berrigan Shire 2027 objectives and associated Council activities and services.

Council Activities / Services and Berrigan Shire 2027

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>Business and economic development</p>



	4.4 Connect local, regional and national road, rail and aviation infrastructure	
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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 2027 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 May 2020 and is reviewed annually. The Council also has 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 2.0% per annum inclusive of the .5% increase in Superannuation Guarantee Charge, after the expiration of the current mandated award wage rate increases.
- Staffing levels will increase gradually over time to reflect changed community expectations.
- The rate peg will increase by the rate of inflation as measured by the Local Government Cost Index
- The number of rateable properties will increase slowly
- 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 indefinitely
- Investment returns will average around 1% per annum.
- Interest rates for Council borrowings will remain approximately 1-2% 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 maintain 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. Maintenance — and gradual and sustainable increase — 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, renewal and improvement program for these assets is the key to ensuring service level standards are maintained.

While the Council continues to look to improve the standard of its infrastructure where possible, this needs to be done in a sustainable and responsible manner.

3. 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.

4. Economic and community growth through investment in improved community amenity where appropriate and affordable

The Council's suite of strategic plans have an emphasis on growing our economy.

Berrigan Shire 2027 lists as objectives:

- Families with young children will want to live in or come to the area"
- "Tourists will go out of their way to come to the area"
- "Strengthen and diversify the local economy and invest in local job creation and innovation "

The Council's Tourism Strategy also states that investment in infrastructure and amenity can help grow our economy:

- "The Council will continue to invest in infrastructure that promotes tourism and improves community amenity"
- "Maintenance of, and investment in, infrastructure that enhances the tourism and community experience should remain the Councils primary role"

To this end, the Council has recently invested heavily in community infrastructure — including the development of the Tocumwal and Barooga foreshores, main street beautification, upgrading parks and gardens and the construction of a museum at Tocumwal Aerodrome.

This investment has been assisted through large scale grant programs from other levels of government. Lower interest rates have also provided an incentive for the Council to borrow.

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 2027. These will be used in the preparation of the Council's Long Term Financial Plan.

Berrigan Shire 2027 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

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>

Objectives	Actions
	<p>1.3 Resist the pressure to fund services that are the responsibility of other levels of government.</p> <p>While cost-shifting is often inevitable, the Council will resist this where possible and certainly will not look to take on obligations properly belonging to other levels of government without a corresponding funding stream.</p> <p>The Council’s response to inadequate service delivery from other levels of government will not be to take on these obligations itself but to act as an advocate for the community to the NSW and Federal governments.</p>
<p>1. Financial sustainability cont.</p>	<p>1.4 Retain control of urban water supply and sewer services.</p> <p>The Council will continue to resist plans to remove control of its urban water supply and sewer services. Berrigan Shire Council runs these services in an efficient and effective manner.</p> <p>These services share the cost of running the Council’s governance, corporate and financial services. Losing these services will significantly financially disadvantage Berrigan Shire Council with little if any benefit to the local community.</p> <p>1.5 Recognise that funding for renewal and upgrading of sport, recreation and cultural infrastructure requires a combination of Council funding and community support and preferably some contribution from other levels of government.</p> <p>Berrigan Shire Council does not have the capacity to fund the replacement and upgrade of this recreational, sporting and cultural infrastructure (Recreation Reserves, Community Halls, etc.) without support from the community and ideally other levels of government.</p> <p>Without funding assistance from the community and/or other levels of government, the Council cannot responsibly consider upgrade and replacement of these assets</p> <p>1.6 Seek methods of achieving a return (or at least minimise ratepayer subsidy) on business activities such as the Finley Saleyards, Tocumwal Caravan Park and Tocumwal Aerodrome. Subsidies to programs not directly related to core Council services should be regularly reviewed.</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</p>

Objectives	Actions
	<p>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 development of the Tocumwal Residential Airpark has increased activity at the precinct, helping to justify the Council's subsidy of its operations.</p> <p>On the other hand, the Council has developed land and buildings for lease on a commercial basis. This needs constant review to ensure that any arrangements are providing value for the Council.</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>
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 TfNSW 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>

Objectives	Actions
	<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. Cost effective maintenance of infrastructure service levels cont</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 <ul style="list-style-type: none"> i. The Council has access to a funding stream to meet its debt obligations without compromising its other activities, or ii. To create economic growth and development. <p>This has been traditionally the Council’s preference and adoption of a policy will formalise this process.</p> <p>In effect, this will mean that borrowing will be largely be restricted to functions such as urban water supply, sewer and waste management where the Council retains some control over its future revenues. It may also be an appropriate funding tool for land development in limited circumstances.</p> <p>The policy will still allow for the possibility of borrowing for other services where borrowing is identified as the cheaper whole-of-life funding option or immediate construction allows the Council to access an opportunity that would otherwise be missed. Interest subsidies may influence any decision to borrow.</p> <p>The Council now has the opportunity to cheaper finance via NSW Treasury Corporation which may make borrowing a more attractive option in the future.</p> <p>Finally, if community support can be demonstrated, the borrowing policy for the replacement of recreational, sporting and community assets where it can be tied to additional funding from a Special Rates Variation.</p>

Objectives	Actions
3. Financial capacity and freedom	<p>3.1 Look to improve investment returns while managing investment risk through a diverse and secure investment portfolio</p> <p>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>Traditionally Council has only invested funds over a period of less than 12 months, due to historic low interest rates Council will consider investing funds over a longer period of time to take advantage of higher interest rates and minimise re-investment risk.</p> <p>At the same time, the Council is acutely aware that the community’s risk appetite regarding investments is low and expects that all Council’s investments are secure.</p>
	<p>3.2 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>
3. Financial capacity and freedom cont	<p>3.3 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 may not receive funding assistance for replacement or upgrade of its assets for these services should look 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>

Objectives	Actions
	<p>3.4 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>
<p>4. Economic and community growth</p>	<p>4.1 Invest in community assets - such as parks, public toilets and main street beautification - that improve town amenity</p> <p>In its suite of integrated plans, the Council has placed an emphasis on attracting more people to live, work and invest in Berrigan Shire. One activity it has identified to achieve this aim is to invest in community infrastructure that make our community a more pleasant place to be - such as parks and streetscapes.</p> <p>While these investments do not necessarily generate a financial return for the Council directly, the intent is to build a larger economic base for Berrigan Shire.</p> <hr/> <p>4.2 Actively look for grant funds to deliver improved community amenity</p> <p>The Council has been successful in recent times in obtaining grant funds to deliver its plans to improve community amenity - often well ahead of schedule.</p> <p>While there is a risk that the grant funding “tap” will be turned off, the Council will actively look for opportunities to leverage its own funds with grants from other levels of government.</p>

How will we know if we are on course?

Berrigan Shire Council will measure its progress against its three desired outcomes by tracking performance against a set of key performance measures. The Australian Local Government Planning Ministers Council’s National Financial Sustainability Frameworks defined

performance measures as “signals used to convey the directions being taken by the Council and to assess whether or not desired outcomes are being achieved.

Effective performance indicators:

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

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

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

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

- Operating Performance Ratio
- Own Source Operating Revenue Ratio
- Unrestricted Current Ratio
- Debt Service Cover Ratio
- Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage
- Cash Expenses Cover Ratio
- Building and Infrastructure Renewals Ratio
- Infrastructure Backlog Ratio
- Asset Maintenance 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.

There are no measures identified in the strategy to measure Objective 4: the economic and community growth through improving community amenity. This is not a traditional financial outcome and finding an appropriate measure that can be found in (or calculated from) the Council’s financial statements is difficult.

The Council has chosen not to use a measure that effectively measures inputs - such as expenditure on community amenity. This type of indicator does not measure how effective the activity has been and therefore isn’t suitable. Other measures such as changes in the Socio-Economic Indexes for Areas (SEIFA) index may be more suitable but this is provided by a third-party and only measured infrequently - every five years.

To that end, the Council will investigate suitable measures and include them in this strategy at a later date.

Financial Objectives	Strategy	Possible Indicators
1. Financial sustainability		<p>Operating Performance Ratio</p> <p>Unrestricted Current Ratio</p> <p>Operating Surplus before Capital Grants and Contributions</p> <p>Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage</p>
2. Cost effective maintenance of infrastructure service levels		<p>Building and Infrastructure Renewals Ratio</p> <p>Infrastructure Backlog Ratio</p> <p>Asset Maintenance Ratio</p> <p>Asset Consumption Ratio</p>
3. Financial capacity and freedom		<p>Debt Service Cover Ratio</p> <p>Cash Expense Cover Ratio</p>
4. Economic and community growth		<p>Investigation to determine appropriate measures</p>

- See Appendix for description of indicator and indicative targets

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.	An operating performance ratio greater than 0% across any five year period
	What does it mean?	<p>A positive value indicates the Council is meeting its operating expenses, including depreciation.</p> <p>A negative value indicates the Council needs to reduce its expenses or raise additional revenue to be sustainable in the long term.</p>		

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	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.	Rates, annual and extra charges outstanding divided by rates, annual and extra charges, expressed as a percentage	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	Asset renewals on buildings, infrastructure and other structures divided by depreciation, amortisation and impairment expressed as a percentage	<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	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	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. Asset Maintenance Ratio	The ratio of actual asset maintenance vs. required asset maintenance	Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.	Actual asset maintenance divided by Required Asset Maintenance	Asset Maintenance Ratio to remain at greater than 100% at all times
	What does it mean?	The indicator is a general guide to how Council is keeping up with Asset Maintenance.		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
7. Asset Consumption Ratio	The ratio of the consumption of Council Assets.	This ratio highlights the aged condition of Council's assets.	Written Down Value of Assets vs. Current Replacement Cost	Asset Consumption Ration to remain above 60% at all times
	What does it mean?	This ratio shows the current value of Council's depreciable assets relative to their "as new value" in current prices.		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
8. 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	Operating result before capital excluding interest and depreciation, impairment divided by principal repayments and borrowing costs	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
9. 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	Cash and Cash Equivalents and Term Deposits divided by payments from cash flow of operating and financing activities x 12	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 be paid in three-monthly cycles.</p>		

Berrigan Shire 2032



Asset Management Strategy 2022 Resourcing Strategy 2022 - 2032

Version 10

06 April 2022

Asset Management Strategy 2022 - 2032



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Document ID: 59_280_110301 am4srrc am strategy
template v6

Rev No	Date	Revision Details	Author	Reviewer	Approver
2	29/04/13			J Ruffin	
3	21/05/14	Reviewed by Council as part of an annual review of Council's suite of IPR documents		J Ruffin	
4	15/04/15	Reviewed by Council as part of an annual review of Council's suite of IPR documents		J Ruffin	
5	20/04/16	Reviewed by Council as part of an annual review of Council's suite of IPR documents		J Ruffin	
6	19/04/17	Reviewed by Council as part of an annual review of Council's suite of IPR documents		J Ruffin	
7	14/03/18	Reviewed by Council as part of an annual review of Council's suite of IPR documents		J Ruffin	
8	2/05/2019	Reviewed by Council as part of an annual review of Council's suite of IPR documents		J Ruffin	
9	18/06/2020	Reviewed by Council as part of an annual review of Council's suite of IPR documents		J Ruffin	
10	06/04/2022	Reviewed by Council as part of an annual review of Council's suite of IPR documents	Aaron Khokhar	Rohit Srivastava	

Asset Management for Small, Rural or Remote

Communities Guidelines The Institute of Public Works

Engineering Australia. www.ipwea.org.au/AM4SRRC

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Executive Summary

This Asset Management Strategy is prepared to assist Council in improving the way it delivers essential services to the public.

The council maintains an asset register which has a record of individual assets and has information such as acquisition cost, service life, physical condition, repair and maintenance history. The fixed assets Council maintains includes:

- Roads
- Bridges
- Footpaths
- Stormwater Drainage
- Flood Protection Levees
- Corporate And Council Community Service Facilities
- Parks
- Reserves
- Pools
- Libraries
- Halls
- Council Buildings
- Commercial Facilities – Caravan Parks, Sale Yards, Quarries And Aerodrome
- Waste Management
- Sewerage network and Treatment
- Water Distribution and Treatment

In addition to service delivery from infrastructure, Council assets also include plant and Council business - technology and systems.

As at 30 June 2022 **Council's infrastructure assets have a gross carrying value of** about \$454 million, land and land improvements about \$64 million, all other assets about \$34 million for a total asset gross carrying amount of \$552 million.

The Asset Management Strategy is to enable Council to show:

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

Adopting this Asset Management Strategy will assist council in meeting the requirements of national sustainability frameworks, New South Wales Local Government Act 1993 and the

services needed by the community in a financially sustainable manner.

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

Strategy Outlook

1. The Council uses AssetFinda software and Asset valuation reports to manage the maintenance of its assets. The council develops a well-defined program for maintaining the aggregate body of assets through performance and financial modeling, planned maintenance, repair and replacement.
2. Council's current and expected level of service is also factored in when preparing yearly capital plan. Council is in a position to maintain current service levels of service for the next ten years, if the funding levels are maintained (renewals are fully funded). 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 assets. There is also no capacity to improve assets to meet adopted levels of service in some areas or to upgrade assets to increase the levels of service.
3. **Council's current asset management maturity is approaching 'core' level and investment is needed to continue to improve information management, lifecycle management and service management.**
4. Any new assets proposed must consider whole life-cycle cost and must not be funded at the cost of existing renewals budget.

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

Asset management strategies

Table 1: Asset Management Strategies

No.	Strategy	Desired Outcome
1	Council's decisions are made from current accurate and complete information in asset registers, on service level performance and costs and 'whole of life' costs	Improved decision making and greater value for money
2	Long Term Financial Planning informs the development of Annual budgets	The long-term implications of Council services are considered in annual budget deliberations
3	Develop and conduct in accordance with Asset Management Accounting and Asset Management Policy reviews of Asset Management Plans covering at least 10 years for all major asset classes (80% of asset value).	Identification of services needed by the community and required funding to optimise 'whole of life' costs
4	Annual desktop review of Long-Term Financial Plan includes revised expenditure projections for Asset Management Plans reviewed and adopted in the preceding year	Sustainability of funding model to provide Council services
5	Integrate review and update LTFP with the finalisation of Annual Budget	Council and the community are aware of changes to service levels and costs arising from budget decisions
6	Report on Council's infrastructure assets in accordance with Special Schedule 7	Financial sustainability information is available for Council and the community
7	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report	Accountable and transparent management of Council's Assets in accordance with this Strategy and Council's Asset Management Policies
8	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Key positions and personnel are aware of and responsible for asset management of Council assets in accordance with this strategy
9	Ensure that accurate and timely asset management information informs the Council's suite of Integrated Planning and Reporting documents	Improved financial and asset management capacity within Council
	Internal Audits should be conducted regularly for performance (financial/maintenance) evaluation	Confirms Asset management system confirms to the Council standards and requirements and whether it is effectively implemented and maintained.

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:
 - o bringing together asset management and long-term financial plans,
 - o demonstrating how council intends to resource the plan, and
 - o consulting with communities on the plan
- Annual budget showing the connection to the strategic objectives, and
- Annual report with:
 - o explanation to the community on variations between the budget and actual results,
 - o any impact of such variances on the strategic longer-term plan,
 - o 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.

1. Asset management policy,
2. Strategy and planning,
 - a. asset management strategy,
 - b. asset management plan,
3. Governance and management arrangements,

4. Defining levels of service,
5. Data and systems,
6. Skills and processes, and
7. 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.

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.

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

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

1.1 Legislation

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

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

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

Table 2: Legislative Framework

Legislation	Requirements
<i>Local Government Act 1993</i> <i>Local Government (General) Regulation 2005</i>	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a Community Strategic Plan and 10 year Resourcing Strategy informing the development of Council's Long term Financial Plan and Asset Management Strategy.
<i>Environmental Planning and Assessment Act 1979</i> <i>Environmental Planning and Assessment Amendment Act 2008</i>	Requirement for Local Environmental Plans and Development Control Plans. Provides for Council control of development of towns and approval of infrastructure expansion.
<i>Local Land Services Act 2017</i>	Delivery of Local Land Services in the social, economic and environmental interests of the State.
<i>Soil Conservation Act 1938</i>	Preservation of water course environment.
<i>Work Health and Safety Act 2011</i> <i>Work Health and Safety Regulations 2011</i>	Impacts all operations in relation to safety of workers and the public. Council's responsibility to ensure health, safety and welfare of workers at places of work.
<i>Workers Compensation Act 1987</i> <i>Workplace Injury Management and Workers Compensation Act 1998</i> <i>Workers Compensation Regulation 2010</i>	Sets out the return to work and rehabilitation responsibilities for employers and for injured employees.
<i>Roads Act 1993</i>	Requirements for access arrangements from public roads.

Legislation	Requirements
<i>Road Transport Act 2013 & 2017 Amendments</i>	Requirements for vehicles and operator using roads.
<i>Transport Administration Act 1988</i>	Authorises Roads and Traffic management of roads.
<i>Australian Road Rules</i>	Requirements for vehicles and operator using roads.
<i>Civil Liability Act 2002</i>	Safety of Public.
<i>Food Act 2003</i>	Standard of Food Preparation Areas.
<i>National Construction Code of Australia (Vol 1,2,3) Volume 1</i>	Requirements for building construction and safety.
<i>Disability Discrimination Act 1992 (Cwlth)</i>	Provision of facilities for the disabled.
<i>Disability Inclusion Act 2014</i>	Promotes the inclusion of people with disability by requiring government departments and local councils to engage in disability inclusion action planning.
<i>Public Health Act 2010</i>	Promote, protect, and improve public health, promote the control and spread of infectious diseases and to control the risks to public health.
<i>Swimming Pools Act 1992</i>	Registration and safety requirements for swimming pools install on premises on which a residential building, a moveable dwelling or tourist and visitor accommodation is located.
<i>Companion Animals Act 1998</i>	Provide for the effective and responsible care and management of companion animals.
<i>Impounding Act 1993</i>	Enables impoundment of unattended, abandoned, or trespassing animals or articles.
<i>Protection of the Environment Operations Act 1997</i>	Pollution control.

Legislation	Requirements
<i>Prevention of Cruelty to Animals Act 1979</i>	Saleyards operations.
<i>Meat Industry Act 1978</i>	Saleyards operations.
<i>Civil Aviation Act 1988 (Cwlth)</i>	Requirements for construction standards, markings and maintenance of aerodromes.
<i>Civil Aviation Safety Regulations 1998 (Cwlth)</i>	Requirements for construction standards, markings and maintenance of aerodromes.
<i>Public Works Act</i>	Role of DPWS in planning and construction of new assets.
<i>Water Act 1912</i>	Water rights, licenses, allocations.
	Determining developer charges.
<i>Water Management Act 2000</i>	Sustainable and integrated management of water resources.
<i>Independent Pricing and Regulatory Tribunal Act 1992</i>	Charging guidelines. Trends toward a user pay system in the industry. Gives powers to the Independent Pricing and regulatory Tribunal to inquire into and regulate prices.
<i>Native Titles Act</i>	Provides definition of freehold zone-able land.

1.2 Asset Management Planning Process

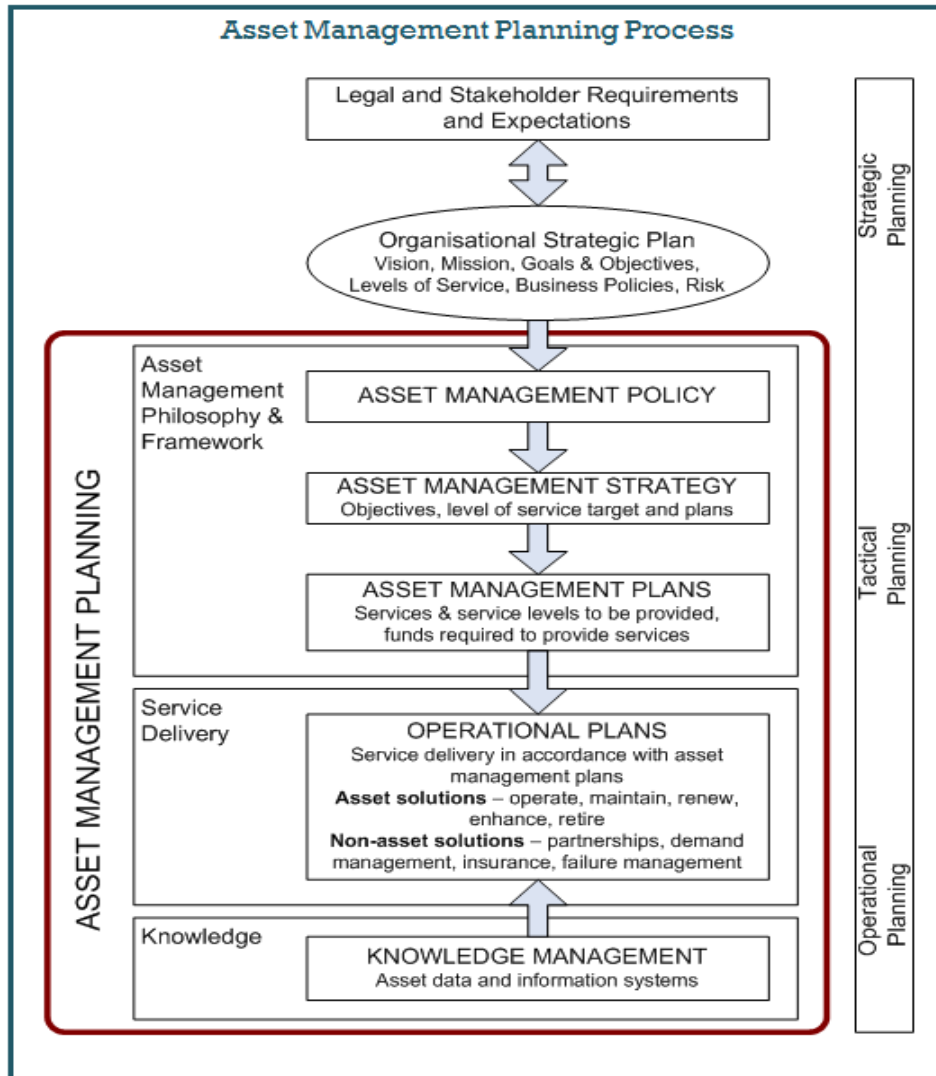


Figure 1: Asset Management Planning Process

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

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

2. What Assets do we have?

Council uses infrastructure assets to provide services to the community. The range of infrastructure assets and the services provided from the assets is shown in Table 3.

Table 3: Assets used for providing Services

Asset Class	Description	Services Provided
Footpaths	Footpaths, Shared Paths and Pedestrian Bridges	Provide pedestrian and bicycle access within towns.
Roads, Streets and Bridges	Road and Street Assets within the Berrigan Shire Area other than State and Federal Highways and Forest Roads	Provide vehicular access to properties and provision for freight movement within Council area.
Sewerage System	Sewerage infrastructure for the townships of Barooga, Berrigan, Finley and Tocumwal	Provide a sewerage system to convey liquid waste from urban properties, treat and dispose of it in an environmentally friendly manner
Urban Stormwater Drainage	Stormwater pipes, pits, kerb & gutter, kerb, spoon drains, culverts and levee banks	Provide stormwater collection from urban properties and disposal in an environmentally friendly way. Levee banks to protect properties from inundation by floodwater from the
Water Supply	Water supply assets including: water treatment plants, water storage dams, water reservoirs, water mains and water pump stations for the townships of Barooga, Berrigan, Finley and Tocumwal	Provide a water supply network in four townships to enable extraction, treatment and delivery of the garden and filtered water supplies at highest standards
Corporate and Community Services	All Corporate and Community Services Assets owned by Berrigan Shire Council that are not included in specific Asset Management Plans	Recreation Reserves and Sporting Grounds, Public Parks and Gardens, Council Chambers and Offices, Public Halls, Public Swimming Pools, Public Libraries, Finley Saleyards, Aerodromes, Council Depots, Emergency Services, Waste Disposal Facilities, Quarries, Residences, Cemeteries, Transport Facilities

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

3. Council's Assets and their management

3.1 State of the Assets

The financial status of Council's assets is shown in the following tables and figures and is sourced from the Council's latest valuation report prepared by an external consultant (Asset Valuer Pro, 2022).

Table 4: Replacement Cost of Assets 30 June 2021

Asset Class	Replacement Cost (\$,000)
Buildings	63,9668
Roads Network (inc Kerb, Bridges, Footpaths)	193,344
Water Network	63,569,
Sewer Network	61,7394
Stormwater Drainage	36,9904
Open Space / Recreational	34,410

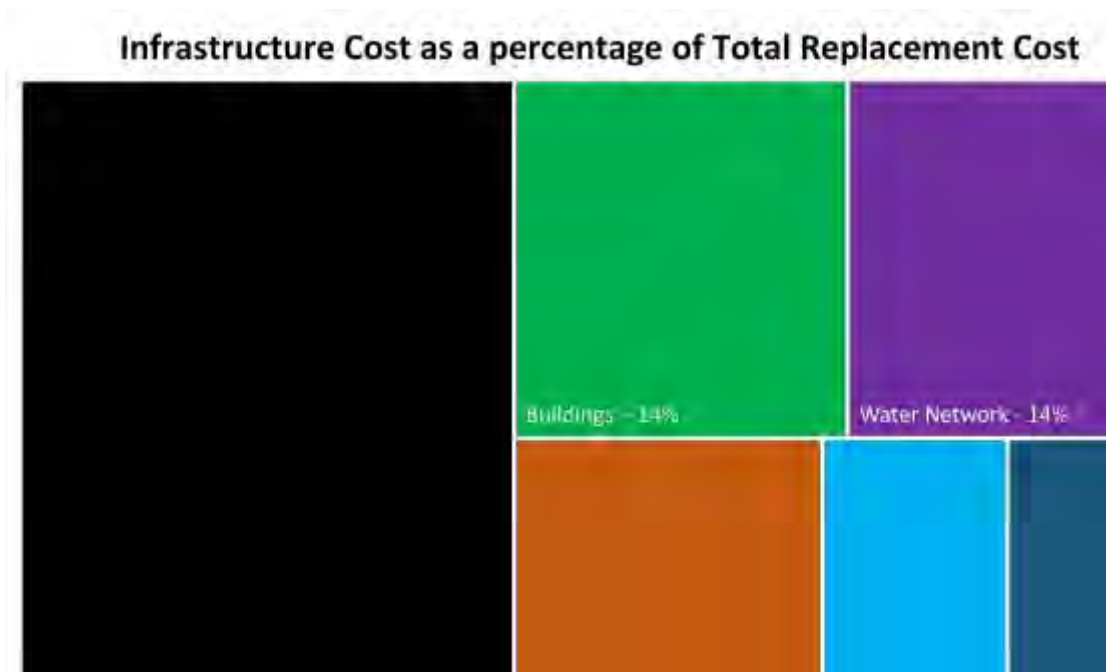


Figure 2: Assets as % of Replacement Cost

Asset Replacement and Condition

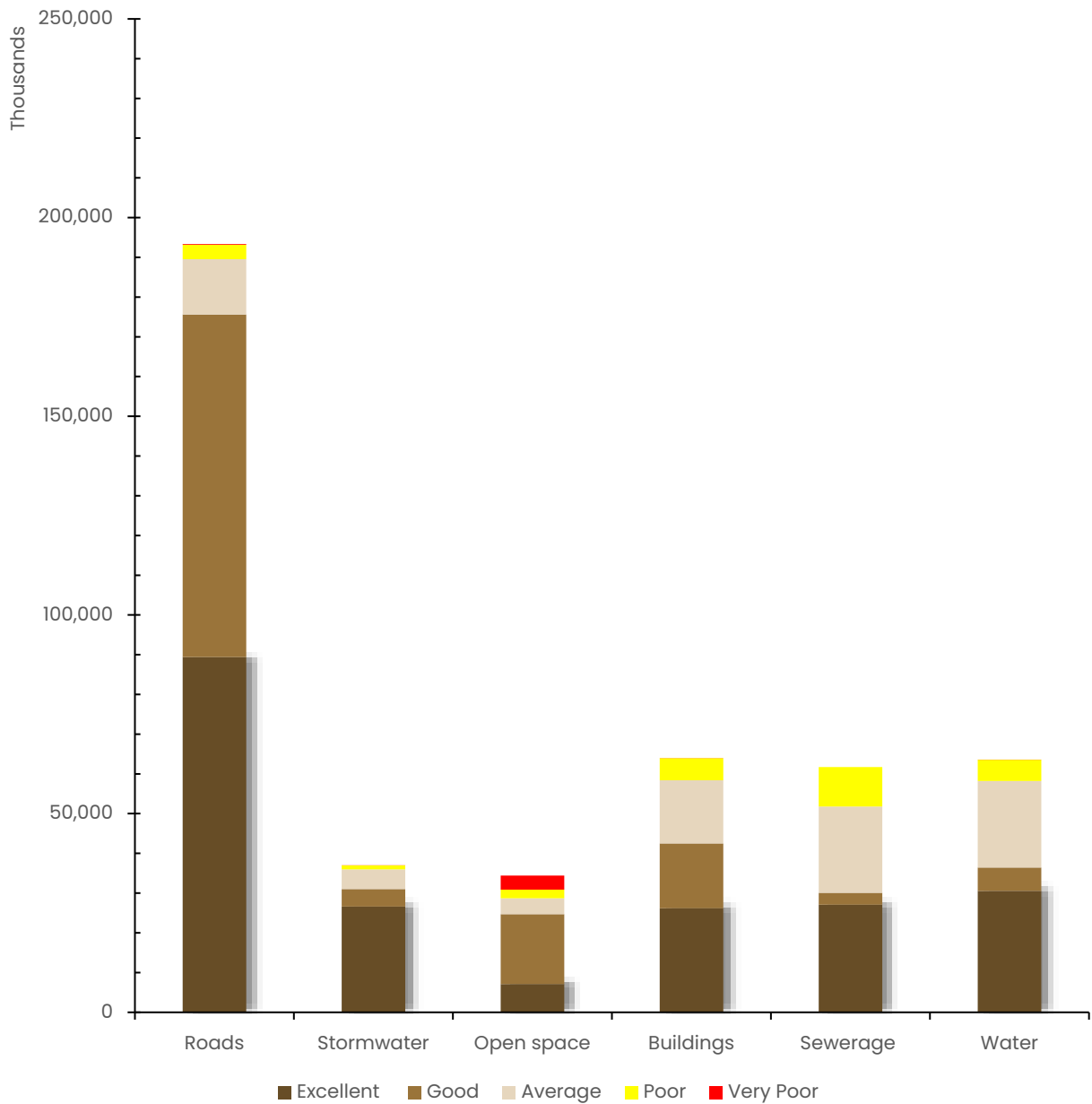


Figure 3: Asset Replacement Value and Condition 2021/22

The condition of Council’s assets is shown in Figure 3 and is derived from the ratings shown in 2021/22 financial statements for Council. The proportion of Council assets consumed or depreciated is shown in Figure 4 **with the data drawn from the Council’s latest valuation report** (Asset Valuer Pro, 2022).

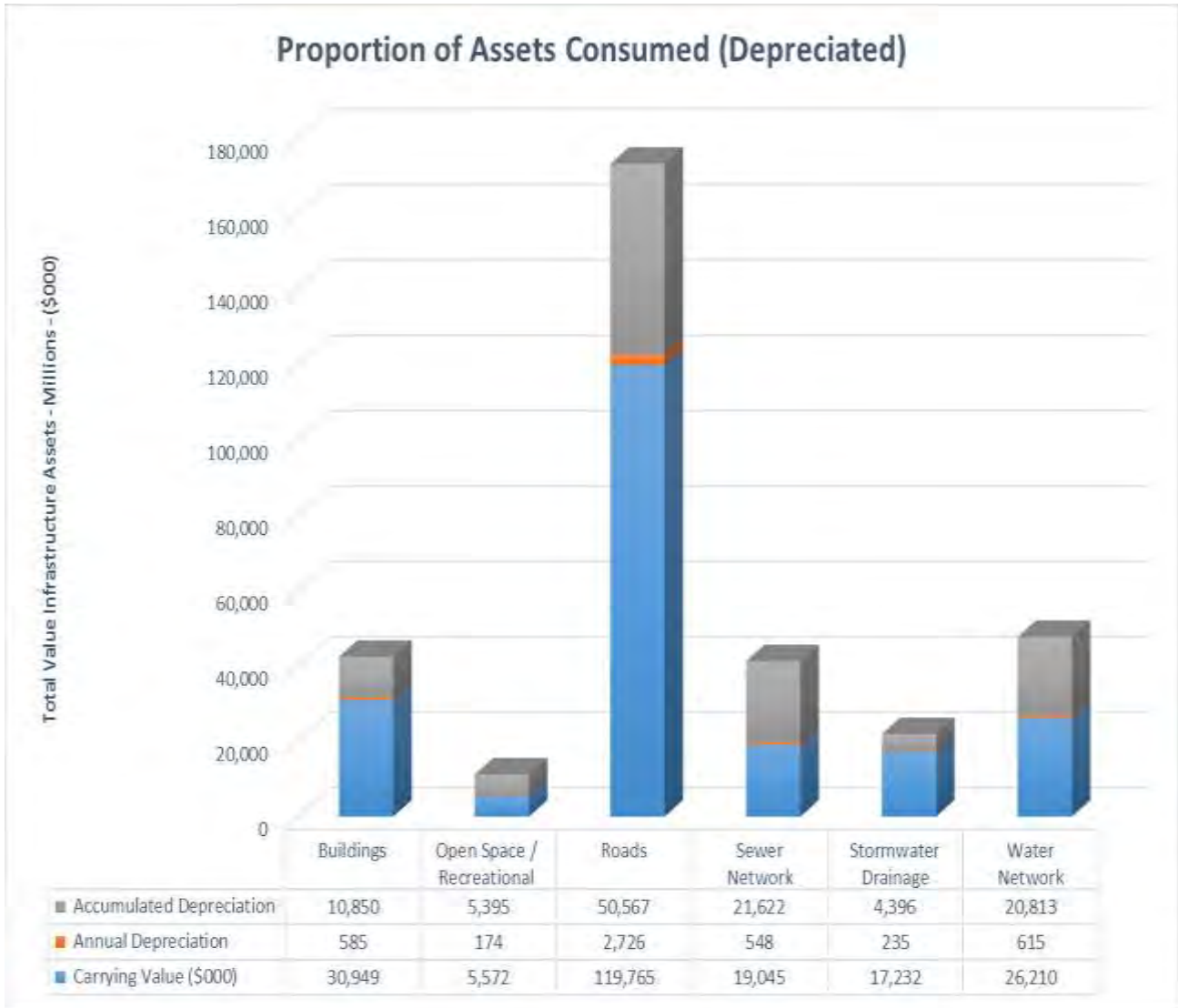


Figure 4: Proportion of Assets Consumed (Depreciated) 2021/22

3.2 Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. For example, life cycle sustainability and associated capital expenditure for lumpy items such as water and sewer and buildings is averaged out over the expected life of an asset. Therefore, the annual expenditure for one year is not useful as this does not give a true result. In the case of the Council's Water Assets provision the Long-Term Financial Plan accounts for lumpy assets and their management by allocating money to Reserves on an annual basis: in this example the Water Reserve. Quarantining the capital needed for the renewal and or replacement of a Water asset when it approaches the end of its operational life. Life cycle costs include operating and maintenance expenditure and asset consumption (depreciation expense).

As, part of the (2022) review of this Asset Management Strategy the life cycle cost for the services covered in this asset management plan is shown in the following table. The costs shown in the following table are based on actual 2020/21 expenditure on operations and maintenance.

Table 5: Life Cycle Costs, Expenditure and Gap

		Life Cycle Costs		Life Cycle Expenditure		Life Cycle Gap	
	2020/21 Operations & Maintenance	2020/21 Annual Depreciation	Life Cycle Cost	Capital Renewal Expense	Life Cycle Expense (\$/yr)	(\$/year)	Life Cycle Sustainability Index
Asset Class	A	B	C (A + B)	D	E (A + D)	E - C	
Buildings	394	649	1,043	207	601	442	0.58
Roads, incl Bridges & Footpaths	1,952	2,797	4,749	2,136	4088	661	0.86
Water Network	1,202	673	1,875	1,874	3076	1,201	1.64
Sewer Network	1,054	601	1,655	104	1158	497	0.70
Stormwater Drainage	92	242	334	0	92	242	0.28
Open Space / Recreational	524	287	811	1,286	1,810	999	2.23
	5,218	5,249	10,467	5,607	10,825	2,012	1.03

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operating, maintenance and capital renewal expenditure in the previous year or preferably averaged over the past 3 years. Life cycle expenditure varies depending on the timing of asset renewals. The life cycle cost and life cycle expenditure comparison highlight any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than the life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future. Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available helps the Council plan the provision of its services in a financially sustainable manner.

A shortfall between life cycle cost and life cycle expenditure gives an indication of the life cycle gap to be addressed in the Council's overall asset management and long-term financial plans.

The life cycle gap and sustainability indicator for services covered by this asset management plan is also summarised in the preceding table.

3.3 Asset Management Structure

Director Infrastructure has responsibility for service delivery and asset management planning. Asset and Engineering Manager coordinates asset management planning while the Development Manager, Environmental Engineer and Operations Manager are responsible to the Director for delivering the service levels adopted by Council for the associated budget.

3.4 Council's Asset Management Team

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

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

Council's Asset Management Team is

- Director Infrastructure
- Director Corporate Services
- Asset and Engineering Manager
- Enterprise Risk Manager
- Operations Manager
- Environmental Engineer
- Finance Manager
- Technical Officer Asset Management

- Asset Maintenance Officer
- Project Manager

3.5 Financial & Asset Management Core Competencies

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

Financial Planning and Reporting

- Strategic Long Term Financial Plan
- Annual Budget
- Annual Report

Asset Planning and Management

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plan
- Governance & Management
- Levels of Service
- Data & Systems
- Skills & processes
- Evaluation

Council's asset management capability was assessed as part of the NSW Office of Local Government's (2013) Local Government Infrastructure Audit.

3.6 Strategy Outlook

1. The Council uses AssetFinda software and Asset valuation reports to manage the maintenance of its assets. The council develops a well-defined program for maintaining the aggregate body of assets through performance and financial modeling, planned maintenance, repair and replacement.
2. **Council's current and expected level of service is also factored in when preparing yearly capital plan.** Council is able to maintain current service levels for the next ten years if the funding levels are maintained (renewals are fully funded). 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 assets. There is also no capacity to improve assets to meet adopted levels of service in some areas or to upgrade assets to increase the levels of service.
3. **Council's current asset management maturity is approaching 'core' level and investment is needed to continue to improve information management, lifecycle management and service management.**

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 2032.

In 2032 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 2032 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 and Asset Management Accounting Policy defines the Council's aims and service delivery objectives for asset management and these are in accordance with Berrigan Shire 2032 and applicable legislation.

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

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

4.3 Asset Management Aim

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

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

In line with this aim, the objectives of the Shire's Asset Management Policy 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	Council's decisions are made from current accurate and complete information in asset registers, on service level performance and costs and 'whole of life' costs	Improved decision making and greater value for money
2	Long Term Financial Planning informs the development of Annual budgets	The long-term implications of Council services are considered in annual budget deliberations
3	Develop and conduct in accordance with Asset Management Accounting and Asset Management Policy reviews of Asset Management Plans covering at least 10 years for all major asset classes (80% of asset value).	Identification of services needed by the community and required funding to optimise 'whole of life' costs
4	Annual desktop review of Long-Term Financial Plan includes revised expenditure projections for Asset Management Plans reviewed and adopted in the preceding year	Sustainability of funding model to provide Council services
5	Integrate review and update LTFP with the finalisation of Annual Budget	Council and the community are aware of changes to service levels and costs arising from budget decisions
6	Report on Council's infrastructure assets in accordance with Special Schedule 7	Financial sustainability information is available for Council and the community
7	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report	Accountable and transparent management of Council's Assets in accordance with this Strategy and Council's Asset Management Policies
8	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Key positions and personnel are aware of and responsible for asset management of Council assets in accordance with this strategy
9	Ensure that accurate and timely asset management information informs the Council's suite of Integrated Planning and Reporting documents	Improved financial and asset management capacity within Council
	Internal Audits should be conducted regularly for performance (financial/maintenance) evaluation	Confirms Asset management system confirms to the Council standards and requirements and whether it is effectively implemented and maintained.

6. Asset Management Improvement Plan

Actions in the Asset Management and improvement plan describe the actions Council Officers will take to implement strategies described firstly by the Council's Asset Management Policy and the Council's commitment to the asset management strategies described in Section 5 of this Strategy.

Table 8: Asset Management Improvement Action Plan

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost / Other resources	Commencing
1. Ensure that planned reviews of Asset Management Plans reflect Berrigan Shire 2032 priority projects and the Council's 4-year Delivery Program	Staff with asset management responsibilities identify role and the function of an asset in the achievement of Berrigan Shire 2032 priority projects	Asset Management Plans reflect Berrigan Shire 2032 priority projects and services included in the Council's 4-year Delivery Program	Director Infrastructure Director Corporate Services	As required	Ongoing
	Improve horizontal and vertical integration of council's suite of IP&R documents	Financially sustainable management of Council Assets	Director Infrastructure Director Corporate Services Finance Manager	Asset Management Training Integration of Finance and Asset Management Systems	Ongoing
	Include state of Assets reporting in Annual Report	Community is informed about the State & Financial Sustainability of Council Assets	Director Infrastructure Director Strategic Planning and Development Finance Manager	Cost Neutral	Ongoing

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost / Other resources	Commencing
2. Resourcing Strategy and Asset Management Strategy development and coordination	Resource Strategy integrates the Long-Term Financial Plan (LTFP) with the relevant AMP	Resourcing Strategy that meets IPR legislative requirements	CEO Director Infrastructure Finance Manager	Director Strategic Planning and Development	Ongoing
	Asset Management Strategy describes risks of current maturity of the Council's management of assets as well as service levels that can be achieved by resourcing strategy	Maturity of Asset Management systems and processes is maintained in accordance with the Council's Asset Management Policy	Director Infrastructure	Training and Development Asset Management Systems and Software	Ongoing
	Community – service users are engaged in reviewing and updating the Council's Asset Management Plan's and Asset Management Strategy	Asset management is informed by users experience and expectations	Director Infrastructure Director Strategic Planning and Development	Finance Manager Asset Management Team	Ongoing

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost / Other resources	Commencing
	Accurate and timely review of Asset Management Plans informs Council decision making	Council decision making is informed by community expectations and the risks /costs associated with the financial sustainability and operation of an asset	Director Infrastructure Director Corporate Services		Ongoing
3. Integration with Long Term Financial Plan (LTFP)	Annual desktop review of Long-Term Financial Plan includes revised expenditure projections for Asset Management Plans reviewed and adopted in the preceding year	Sustainable funding model to provide Council services	Director Infrastructure Director Corporate Services (Corporate Services AMP)	Finance Manager	Ongoing

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost / Other resources	Commencing
	Report to the Council by CEO on development and implementation of Asset Management Strategy, AM Plans and Long-Term Financial Plans	Audit Committee and Council oversight of resource allocation and performance	CEO	Finance Manager Asset Management Team	
4. Knowledge and Information Management	Responsibilities for asset management are identified and incorporated into staff position description	Key positions and personnel are aware of and responsible for management of Council assets in accordance with this Strategy and Council Policy	Director Corporate Services	Workforce Development Strategy and Action Plan	Ongoing
5. Community Engagement	As Asset Plans scheduled for Review include a Community Engagement Strategy that shares information on achievable service targets/risks	Community feedback is informed	Director Infrastructure Director Strategic Planning and Development	Social Media	Ongoing

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APV.

Berrigan Shire 2032



**Berrigan Shire 2032: Workforce Management
and Development Plan 2022 - 2026**

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Introduction

Workforce planning is a requirement of Integrated Planning and Reporting. **The Shire's Workforce Management Strategy and Action Plan 2022 – 2026** is an element of the **Berrigan Shire 2032: Resourcing Strategy** and it contributes toward the achievement of **Berrigan Shire 2032** Strategic Outcomes of:

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

The **Workforce Management Strategy and Action Plan 2017 – 2021** includes a snapshot of the demographic features of Council's workforce of 93 equivalent full-time staff (EFT), our current organisational and reporting structure, workforce development issues and an action plan designed to facilitate the resourcing and workforce requirements of the **Shire's Delivery Program 2017 – 2022**.

This strategy and action plan assumes no change in the skills, specialist knowledge and competency profile of the **Shire's workforce** and was developed with reference to:

- Analysis of the **Shire's Community Strategic Plan Berrigan Shire 2032**
- Consideration of Council's **Delivery Program 2022 – 2026**;
- A review of the **Council's Workforce Management Strategy and Action Plan 2017 – 2022**;
- An updated summary profile of the **Shire's** workforce and analysis of future requirements as at March 2022

Purpose

The **Workforce Management Strategy 2022 – 2026** and its Action Plan facilitates the maintenance and development of a workforce with the technical and managerial competence needed to implement the **Shire's 4-year Delivery Program** and annual operating plans. Aligned with the **NSW Local Government Workforce Strategy 2016 – 2020** and its strategic themes (Box 1) the **Council's Workforce Management Strategy and Action Plan** is themed according to three interrelated elements workforce **attraction, retention** and **training**.

Box 1:

NSW Local Government Workforce Strategy 2016 – 2020

The **NSW Workforce Strategy** adopts the same broad vision of the National Strategy, namely to ensure local government has:

- The workforce capability it requires for a productive, sustainable and inclusive future
- The capacity to develop and use the skills of its workforce to meet the needs; and
- Aspirations of its communities.

The National Strategy includes eight strategic themes, all of which are relevant to the NSW context and are adopted in the NSW Workforce Strategy.

These are:

1. Improving workforce planning and development
2. Promoting local government as a place-based employer
3. Retaining and attracting a diverse workforce
4. Creating a contemporary workplace
5. Investing in skills
6. Improving productivity and leveraging technology
7. Maximising management and leadership
8. Implementation and collaboration (OLG, 2016, p. 2)

Reviewed as part of the update of this Strategy was the policy context and broad vision for **Workforce Development in Local Government**.

This review found no change or update to State-level and national-level local workforce strategies.

1. **Attraction** and **Recruitment** which includes planning for, and forecasting the demand for specialist skills and local government as an employer. NSW Strategic Themes 1, & 2
2. **Retention**: Improving the value from investments current being made in the existing and future workforce NSW Strategic Themes 3, 4,5 & 6 (**Retention**)
3. **Training**: Integrating policy, planning and service delivery with broader workforce participation, social inclusion and innovation ensuring that we have a workforce able to connect with or leverage wider economic, employment and social strategies

Or **Attraction Recruitment Retention and Training (ARRT)**.

This Strategy and Action Plan uses the three pillars of workforce development: **attraction / recruitment, retention** and **training** to promote the development by the Council of a workforce with the skills, knowledge and experience needed to implement the **Council's Delivery Program 2017 – 2021**. This 'Strategy and Action Plan' is also the Council's response to the strategic workforce management issues identified through analysis of the profile of the **Council's current workforce**.

Strategic workforce issues identified and to addressed by this Strategy and Action Plan include:

1. Leadership
2. Training and succession planning,
3. Recruitment to key roles,
4. Change in community expectations, and
5. An inclusive and ageing workforce.

Context: NSW Local Government

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

In the next four-years, the Council will continue the delivery of its current range of services, cognisant of the need to be responsive to broader trends in local government and more broadly the delivery of public services, which include:

- Budgetary constraints;
- Ageing infrastructure; and
- Changing community expectations about the nature and responsiveness of Council services.

Budgetary Constraints

Budgetary constraints in NSW local government is not a new issue. In the context of the Council's workforce management and development planning - employee costs are not expected to decrease. Further, in addition to employee costs, the costs associated with attracting and retaining professional staff and the investment in training needed to respond to increased audit, performance monitoring and reporting requirement in the next four years will also continue to rise.

The Council is committed to ongoing monitoring and review of the services it provides and to investigating more efficient and productive modes of delivering the same service. On the other hand, and in the context of similar sized New South Wales Councils (Office of Local **Government Group 10 Councils**) the Council's employee complement of 98 staff compares favourably to similar sized Group 10 Councils. Other than investing in technology and training, the Council has few options and limited capacity with its current program of services to manage operational constraints.

Budgetary constraints in the context of this workforce management plan continue to impact the financial sustainability of Council operations. Hence, actions that retain and or attract finance and revenue professionals critical to the management of the Council's budget and which also invest in the technologies needed to monitor council expenditure are crucial to the financial sustainability of the Council's Delivery Program.

Ageing Infrastructure

For the staff and volunteers engaged in the management and operation of ageing infrastructure Council and community facilities: pools, halls and the multiple small buildings and facilities in our recreation reserves. The need to enhance asset management staff and volunteers ability to plan and think strategically about current and future use will add value to the Council's approach to the management and stewardship of Council assets and service infrastructure. Consideration, therefore, is given by the **Workforce Management Plan** to actions; that increase the strategic, the asset management, financial literacy and leadership capabilities of Councillors, non-finance staff and Council volunteers. Increasing the financial and asset management literacy of Councillors, non-finance staff and Council volunteers ensures that decision-making about continued investment in assets is strategic and considers the full-cost (current and future) of developing new assets and or upgrading ageing infrastructure.

Changing Community Expectations

According to research undertaken by University of Technology Sydney (2015) and commissioned by Civica International the users of Council services and citizens more broadly are changing how they interact with their local councils. In the past 4-years the trend toward the use by all age groups (not just those aged 30 years and under) of internet connected mobile phones has increased. In response the Council now communicates with residents and ratepayers via its social media platform, local papers and via its website.

Skills in social media, communication and electronic records and content management systems are now very important. Council, therefore is investing in training and supporting staff develop the skills, knowledge and expertise needed to respond to increased demand (particularly when Council services are disrupted or disruption is planned) for timely information about Council services.

Hybrid Work and Staff Expectations

The disruption experienced due to COVID19 pandemic accelerated not only the **communities' transition to** and use of electronic customer service portals it also created new expectations about workplace flexibility; and how we conduct our business.

Common across the Council and amongst employees is the expectation and experience that hybrid work arrangements when supported by the right technologies and supports in place can for some staff improve productivity. More work will need to be undertaken in the coming years on the implications for Council services of this shift – the costs and benefits. Preliminary research suggests however, that hybrid work arrangements will remain in place for the foreseeable future and that Workforce Plans need to consider

- Improved online video conferencing facilities
- Change in workplace culture to be inclusive of remote and on-site work colleagues
- Information and cyber-security requirements etc

Council Activities and Berrigan Shire 2032

The following table describes the relationship between Council's **Delivery Program** activities and **Berrigan Shire 2032** strategic outcomes which, in turn contribute toward the realisation of our community's vision that

In 2032 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.

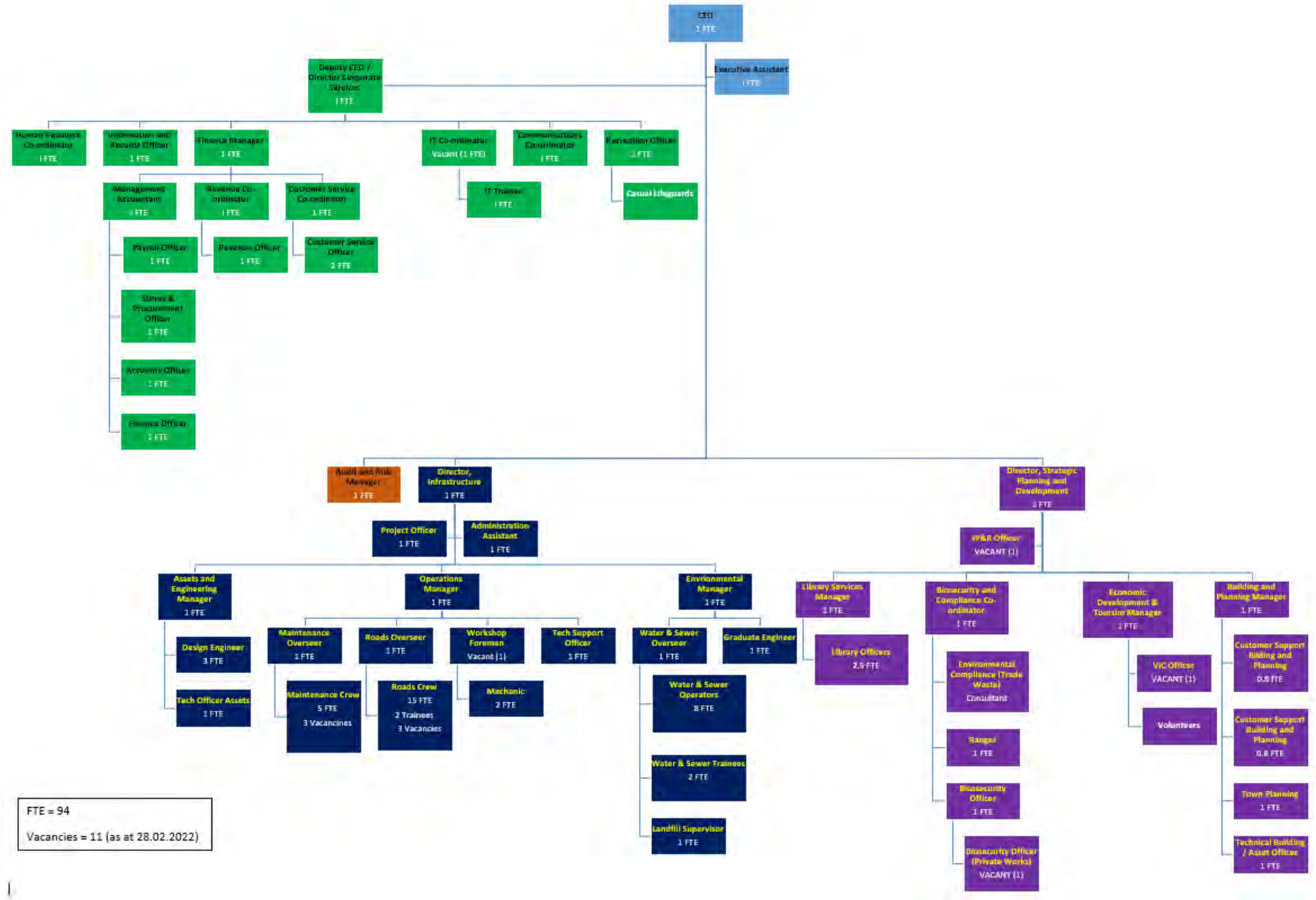
CSP Strategic Outcome	CSP Strategic Objective	Council Activities and Services	Professional & Technical Skills
1.Sustainable Natural and Built Landscapes	1.1 Support sustainable use of our natural resources and built landscapes 1.2 Retain the diversity and preserve the health of our natural landscapes 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 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting 2.2 Strengthen strategic relationships and partnerships with community, business and government	Council governance, enterprise risk management, plant and business operations Community planning	Strategic Planning / Corporate Planning Finance Accounting Risk Management Human Resource Management Asset Management Information & Records Management Partnerships and network development
3. Supported and Engaged Communities	3.1 Create safe, friendly and accessible communities 3.2 Support community engagement through life-long learning, culture and recreation	Libraries and community services Parks, reserves, recreation facilities Cemeteries Water and Sewerage Environmental health Animal Control Emergency Services	Information Studies (Libraries) Open Space Planning & Management Engineering and Design Public Safety Environmental Health Social Planning
4. Diverse and Resilient Business	4.1 Invest in local job creation, retention and innovation 4.2 Strong and diverse local economy 4.3 Diversify and promote local tourism 4.4 Connect local, regional and national road, rail and aviation infrastructure	Business, industry & economic development Tocumwal Aerodrome Tourism and events promotion Sale yards	Economic Development & Planning Marketing Business Development

Table 1: CSP Strategic Outcomes and Council Activities

In addition to providing an overview of the integration of **Berrigan Shire 2032** strategic outcomes and Council activities this table describes also the breadth of professional, technical and managerial competencies inherent in the provision of Council services and the implementation of its 5-year Delivery Program.

Organisational Structure

Figure 1 Organisational Structure



FTE = 94
 Vacancies = 11 (as at 28.02.2022)

Council Workforce

In March 2022, there were 98 people 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, most 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	Strategic Planning & Development	Technical Services	Total	Full-time	Trainee	Part-time	Casual	Total
Male	0	4	5	55	64	61	3	0	0	64
Female	3	15	13	3	34	21	2	6	5	34
Total	3	19	18	58	98	82	5	6	5	98

Table 2: Profile of Council Workforce

The Council's workforce has a younger workforce that it did 10 years ago, the result of a large cohort of Council staff aged in their 60s retiring in the past 24 months. The median age of a Council employee in March 2022 was 45 years of age, a 2-year decrease in median age when compared with median age of employees in 2019. This means that more than 50% of the Council workforce is aged 45 years of age or over.

Eighteen (16%) of the Council's workforce is aged over 60 years; a 2% decline in the number of employees aged 60+ across a 10-year period. The most common single 5-year age group for Council employees has changed since 2019. The 50-54 years of age cohort, **comprises 16% of the Council's employee; displacing the 60-64-year cohort as the most common single 5-year age group.**

By contrast, 26 employees were aged under 35 years of which just over half are women.

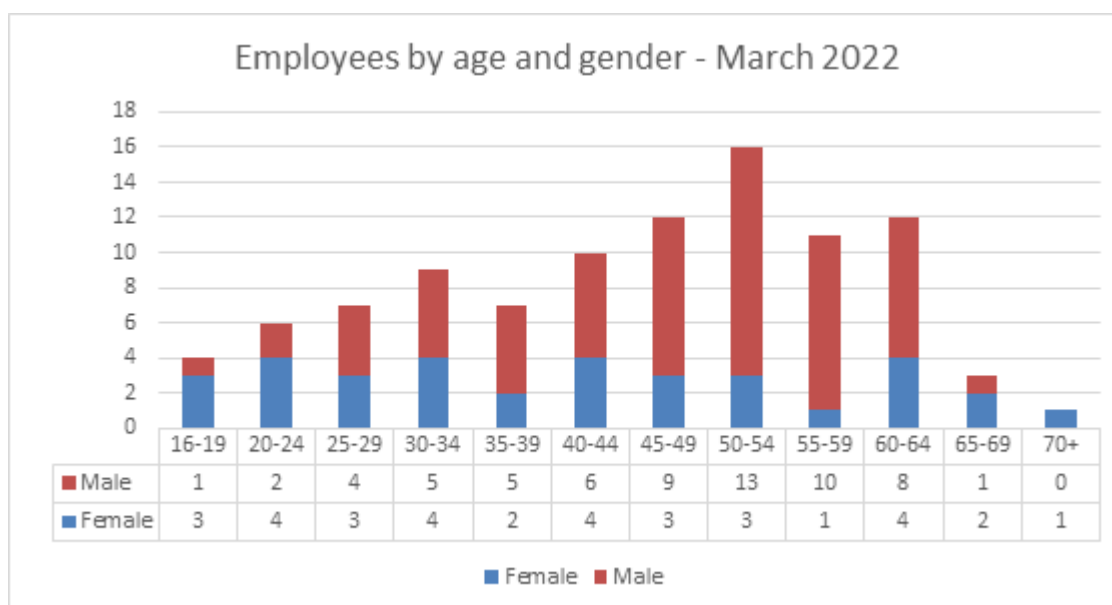
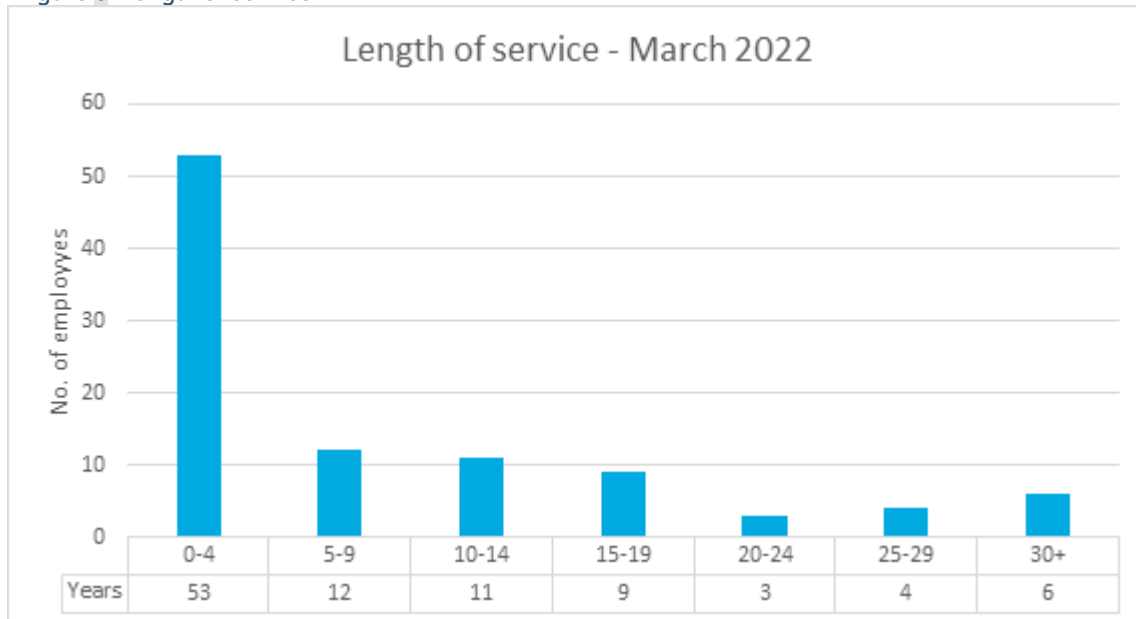


Figure 2: Employees x Age & Gender

The retirement of many of the Council’s older cohort of workers has not just affected the average age of the Council’s workforce but also the average tenure. Over 50% of the Council’s workforce has been with Council for less than 5 years, a significant change from just 2 years before. This includes much of the Council’s management team as well as key workers in planning, engineering and finance.

The average tenure of a Council employee has fallen from 11 years in 2019 to 9 years in 2022, with the proportion of Council staff employed for 20 years or more falling from 21% in 2019 to 13% in 2022.

Figure 3: Length of Service



Skills and Experience Shortages

In the past four years, the Council has not only witnessed a change in the length of service, hence depth and breadth of organisational knowledge organizationally. Our Customer Service Team has also experienced turnover commonly associated with increased turnover in positions requiring technical skills, knowledge, and experience.

While acknowledging that local government throughout NSW in rural and regional areas has trouble attracting, recruiting and retaining finance, engineering and strategic-planning professionals, the Council continues to recruit professionals for these vacancies as and when they have arisen. In addition, where the skill set is transferrable, support for employees through succession planning to identified positions is considered by this Plan. Similarly, there are also provisions within the Council’s performance and development program to support employees undertake further studies should they wish to gain professional qualifications.

Staff Recruitment

The Council, in the past 4-years has had some success recruiting while maintaining a steady overall rate of staff turnover. Per Figure 1 at 5 April 2022, there are 7 vacant positions: 5 outdoor and two indoor positions.

Work Force Management & Development Plan Implementation

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

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

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

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



Strategic Outcome 2: Good Government

Workforce Development Action Plan-Attract and Recruit

Berrigan Shire 2032 Strategic Outcome	2.0	Good Government
Berrigan Shire 2032 Objective	2.1.3	Council operations and financial management support ethical, transparent and accountable corporate governance
Delivery Program Objective	2.1.3.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2022 - 2026
Workforce Development Outcome		Attract and Recruit
Workforce Development Objective	2.1.3.5.1	Identify, attract, and recruit an appropriately qualified and flexible workforce.

What is the issue?	Op. Plan Ref No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	22/23	23/24	24/25	25/26
A decline in the Shire's working population.	2.1.3.5	Use liveability marketing material in job advertisements on Council's webpage to attract employees with young families	Increased awareness of services and facilities by new residents / employees and prospective employees	Information obtained from job applicants.	HRO	✓	✓	✓	✓
Employment of young people	2.1.3.5	Continue Council support of <ul style="list-style-type: none"> • Traineeships 	Young people will have the opportunity of remaining close to home while studying	Report in Annual Report	DCS	✓	✓	✓	✓
	2.1.3.5	Investigate opportunities for partnerships with TAFE and school based traineeships	Increase in the local 'pool' of young people with vocational qualifications	Report in Annual Report	DCS	✓	✓		

What is the issue?	Op. Plan Ref No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	22/23	23/24	24/25	25/26
	2.1.3.5.	Develop traineeship program by establishing role/s targeted at school leavers/students for both indoor and outdoor workplaces.	Increase in employment of local youth, and interest in working for Council.	Report in Annual Report	DCS	✓	✓		
	2.1.3.5.	Establish school education program to showcase Council construction activities	Improved image of Council workers, and activities; Increased interest in working for Council.	No. of education programs completed; Report in Annual Report	DCS	✓	✓		
Location and Competitiveness	2.1.3.5.	Actively promote to current and prospective employees the career development, packaging and work/life benefits provided by Council employment	Increase in the % of Council employees reporting extremely satisfied with work/life balance	Survey of Employees		✓	✓	✓	
	2.1.3.5	Expand advertising resources, and improve Council job advertisements	Increase in quality applicants for vacancies.	No. of applicants No. of interviews conducted for positions Information from applicants.	HRO				
	2.1.3.5	Monitor local government remuneration packages and identify regional benchmarks prior to recruitment and advertising vacancies	Competitive Remuneration	Comparative information obtained through data on salary software programs	HRO	✓	✓	✓	

Workforce Development Action Plan - Retention

Berrigan Shire 2032 Strategic Outcome	2.0	Good Government
Berrigan Shire 2032 Objective	2.2	Council operations support ethical, transparent, and accountable corporate governance
Delivery Program Objective	2.1.3.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2022 - 2026
Workforce Development Outcome		Retention
Workforce Development Objective	2.1.3.5.2	Increase the engagement and retention of Council's professional and technically skilled workforce.

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	22/23	23/24	24/25	25/26
Balancing the mobility of skilled and motivated staff with perceptions of or real organisational inertia.	2.1.3.5.2	Offer career development opportunities through backfill and succession planning for identified positions per Council policy	Increase in the % of Council staff reporting improved career opportunities	Staff Engagement Survey	CEO	✓			
	2.1.3.5.2	Identify positions and roles where the option of hybrid work arrangements will be considered	Increase in the retention rate of the Council's professional and technical workforce	Positions Identified Engagement Survey Results	HRO	✓		✓	
	2.1.3.5.2	Investigate opportunities to increase staff engagement via investment in formal staff engagement program	95% staff participate in staff engagement program / survey	Baseline Results from Staff Engagement	HRO	✓		✓	

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?	22/23	23/24	24/25	25/26
Succession / Career Development	2.1.3.5.2	Directors and managers to identify and develop succession plans for identified positions		Survey 2022 No. of positions identified as opportunities for succession planning	ELT			✓	
Management and Operations	2.1.3.5.2	Increased awareness and improved access by all staff to information about Council Operations and Projects	Improved organisational learning and development	Baseline Results from Staff Engagement Survey 2022	Comms Officer	✓		✓	
	2.1.3.5.2	Implementation of Excess Leave Management Project	Opportunities for succession planning and or career development will be created Improved work/life balance Reduction in the cost to the organisation of carrying over leave balances	Annual Audit	ELT	✓	✓	✓	✓

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?	22/23	23/24	24/25	25/26
Work Health & Safety	2.1.3.5.2	Ongoing support for and monitoring of Workplace and work-site worker health and safety hazard identification and risk management	Safe and healthy workplace for all staff, contractors, and volunteers	WHS Incidents Staff Engagement Survey	ELT All Staff	✓	✓	✓	✓
	2.3.5.2	Development and implementation of workplace wellbeing programs and activities	Improved health and wellbeing for council staff and volunteers	Program Activity Data	ERM				

Workforce Development Action Plan – Training and Skills

Berrigan Shire 2032 Strategic Outcome	2.0	Good Government
Berrigan Shire 2032 Objective	2.2	Council operations support ethical, transparent and accountable corporate governance
Delivery Program Objective	2.1.3.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2022 - 2026
Workforce Development Outcome		Training and Development
Workforce Development Objective	2.1.3.5.3	Strengthen workplace training and skills

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	22/23	23/24	24/25	25/26
Changing nature of work and impact of regulation	2.1.3.5.3	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	ELT HRO	✓	✓	✓	✓
	2.1.3.5.3.2	Establish a system that will report to Managers gaps in the implementation of Performance Management Training and Action Plans				✓	✓	✓	✓
	2.1.3.5.3.3	Identify, as part of training plans, skills gaps and provide competency based AQF accredited training				✓	✓	✓	✓

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	22/23	23/24	24/25	25/26
Inclusive Workforce	2.1.3.5.3	Identify through review of position descriptions job re-design and hybrid work opportunities which are responsive to needs of a workforce that meets its statutory requirements to be inclusive and responsive to the needs of employees as carers and as they age.	Competent and skilled workforce	Gap analysis Job Re-design Annual Report Disability Inclusion Plan	HRO	✓	✓		
Changing nature of work and the impact of new technologies	2.1.3.5.3	Identify, as part of training plans and Capability Framework assessments, the likely impact of new technologies and change in community expectations.	Competent and confident workforce responsive to change in community expectations	Review of Capability Framework Performance Assessments	ELT	✓	✓	✓	✓

Berrigan Shire 2032



Delivery Program 2022 - 2026

Our Vision

In 2032 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists

Creating our Preferred Future

Delivery Program 2022 – 2026

The Council's 4-year Delivery Program is developed from the Shire Council's 10-year Resourcing Strategy 2022 - 2032 which includes the Shire's Asset Management Strategy 2022 - 2032, Workforce Development Plan 2022 – 2026 and Long-Term Financial Plan 2022 – 2032. It describes how Council operations contribute to the achievement of Berrigan Shire 2032 Strategic Outcomes:

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

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Cr Matthew Hannan
Mayor
Berrigan Shire

Mayor's Message

The Council's *Delivery Program 2022 – 2026* builds on the hard work of the previous Council and was reviewed by the incoming Council at a workshop held March 2022. The Council is committed to conducting a comprehensive review with the community of the Community Strategic Plan during the first six months of this Delivery Program. Therefore, while this Delivery Program is for 4-years it is expected that it too, will be comprehensively reviewed by the Council in the next 12-months.

Priority projects and initiatives include:

- Continued investment by the Council in the maintenance and further development of the Shire's network of critical physical infrastructure: roads, stormwater, water, sewer and waste management facilities.
- Completing the redevelopment of Tocumwal's Foreshore Reserve work which will see the completion of fishing platforms and amphitheatre.
- Comprehensive review with our communities of *Berrigan Shire 2032* projects and initiatives.
- Marketing and promoting the lifestyle and liveability of our communities.
- Upgrades to water treatment plants Finley and Barooga.
- Continuing to plan for the diverse needs of our community families with young children and our older residents
- Working in partnership with neighbouring Councils and key stakeholders.

The Council's review of the Delivery Program has not materially changed the services provided by the Council, other than a renewed commitment to and an extension of the Council's role in Visitor Information Services. There is also no material change in how the Council delivers the goods and services expected by our communities. There is, however, a renewed focus on planning the Council's workforce succession requirements in addition to the steps that we can take to improve the efficiency and effectiveness of the services. Hence, the financial sustainability of the core services provided.

The Council is committed to reporting on a 6-monthly basis the Council's progress toward achieving the works described by its *Delivery Program 2022 – 2026*. Reporting to our community through audio recordings and publication of the Minutes of Council meeting our monthly Bulletins, and social media.

Delivery Program 2022 - 2026



Cr Carly Marriot



Cr Matthew Hannan



Cr Julia
Cornwell-McKean



Cr John Tavor



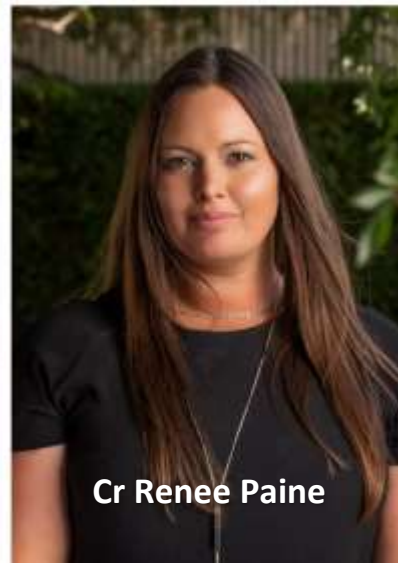
Cr Roger Reynoldson



Cr Ted Hatty



Cr Sarah McNaught



Cr Renee Paine

Councillors 2022 - 2025



Section 1

A Vision and Plan for the
Berrigan Shire

Our Challenges

Berrigan Shire the next four
years

What does the Council Do?

Council's Planning &
Monitoring Framework



A Vision and Plan for the Berrigan Shire

In 2032 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.

Comprehensively reviewed with our communities in 2016 through street stalls and an online survey the vision reflects the top 3 preferred futures of our communities that

1. Families with young children will want to live in or come to the area.
2. People will be more concerned about their health and wellbeing.
3. Tourists will go out of their way to come to the area.

The overwhelming message from our communities in 2011 and in 2016 and via online surveys conducted at various times during the previous Council's term 2017 – 2021 remains that our communities value the Shire's natural assets and advantages:

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

Berrigan Shire 2032 therefore, continues to support our communities' belief in the need to promote and develop the LGAs natural assets and advantages. Moreover, in doing so create the economic prosperity needed to meet the challenges posed by an ageing population. Also expectations that visitors to the area experience a high level and standard of public amenity.

The Council's 4-year Delivery Program 2022 – 2026 and annual Operational Plans' outline how the Council will:

1. Contribute to Berrigan Shire 2032 strategic outcomes and objectives
2. Allocate resources: financial, physical and human (Delivery Program Inputs)
3. Manage and operate its services and assets
4. Measure and report on the result of what is planned (Delivery Program Outputs)

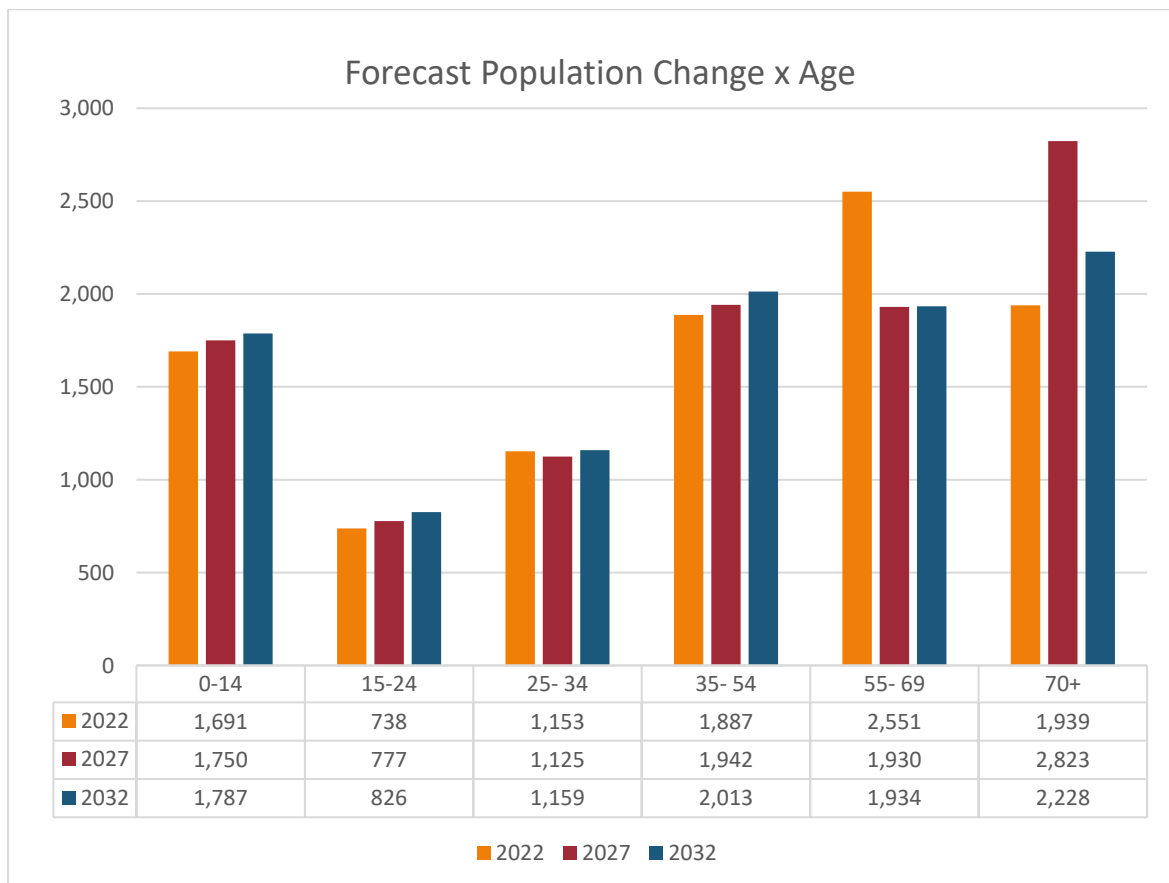
Delivery Program 2022 - 2026

Our Challenges

- An ageing population and how we re-prioritise current expenditure to meet community needs
- The sustainability of the Shire’s current expenditure on essential and infrastructure
- The impact of The Murray Darling Basin Plan on irrigated agriculture
- The impact of COVID-19 Pandemic and external political environment on the Shire’s industries and jobs
- Access to social services and issues associated with limited public transport
- Transition to Zero-Net Emissions Economy
- Housing for key workers
- Internet Connectivity

Berrigan Shire: The next four years

Berrigan Shire (pop 8,416) on the New South Wales and the Victorian border is three hours north of Melbourne (270 km) and 7 hours (670 km) south-west of Sydney. A rural community with Murray River tourism and exceptional recreation, social and health services, and facilities in its four towns (Berrigan, Barooga, Finley, and Tocumwal) the Shire’s towns also service the surrounding dryland and irrigated farming districts.



What does the Council do?

Within the NSW system of local government, the Council's role includes:

- The provision of goods, services, and facilities that meet the current and future needs of our local communities and those of the wider public.
- Facilitating engagement with the local community by the Council, Councillors, and staff and
- Advocating for our local communities' engagement in the activities of the agencies that make up the broader NSW system of local government and state government.

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

Council Strategy and Policy meetings are a forum for detailed discussion by the Council of community issues and are also the meeting used by the Councillors to work with the Council's executive management team and senior managers on the review, development, and monitoring of the Council's Delivery Program 2022 - 2026, operational and financial management.

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



Council's Planning and Monitoring Framework

The NSW Local Government Integrated Planning and Reporting Framework underpins the Council's planning. A framework based on the Integrated Planning and Reporting principles described by the Local Government Act 1993. The adjacent figure illustrates the outcome, input, output, action and review logic and operational integration of Berrigan Shire 2032 (a Community Strategic Plan) with the Council's suite of Integrated Plans.

The Council's Delivery Program 2022 – 2032 includes the activities undertaken by the Council and is integrated with Berrigan Shire 2032 strategic outcomes. Describing the Council's commitments for the next four years and the resources it can draw on: resources identified in the Council's Resourcing Strategy 2022 - 2032.

The Council's Delivery Program is developed from the Shire Council's 10-year Resourcing Strategy. It includes the Shire's Asset Management Strategy 2022 - 2032, Workforce Development Plan 2022 – 2032 and Long-Term Financial Plan 2022 – 2032.

Our Asset Management Strategy and its associated Asset Management Plans describe and estimate the resources needed by the Council to achieve service levels and community expectations. These are the basis of the Shire's 4-year Capital Works Program which informs the development of the Shire's Long Term Financial Management Plan.

The Shire's Long Term Financial Plan and the costings included in the forward projections of its Capital Works Program are subject to ongoing monitoring and review by Council. This ensures that the Council's Delivery Program and cost estimates do not compromise the Council's Financial Strategy 2021 objectives of:

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

Themed according to the outcomes we want to achieve the Delivery Program 2022-2026 describes:

- Council services, operational activities and responsibilities; also
- The monitoring measures used to determine the efficiency and effectiveness of Council's Delivery Program and its contribution to Berrigan Shire 2032 Strategic Outcomes.



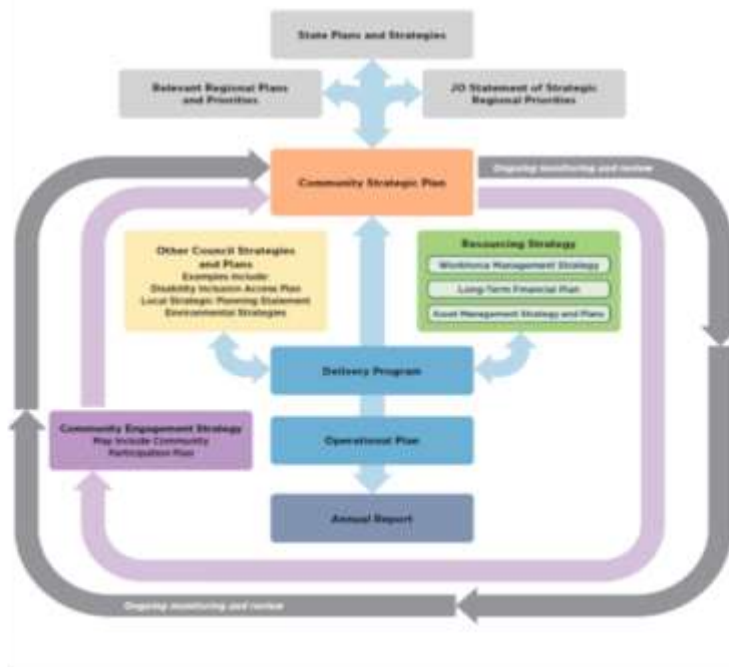
Asset Management Strategy 2022 - 2033 Long Term Financial Plan 2022 - 2032 Workforce Management Plan 2022 - 2032

Outputs & Monitoring Framework)

Delivery Program objectives What Council will do Council Services / Activities Ongoing Performance Monitoring, Review and Reporting

Annual Operational Plans
(Council Actions / Operations)

Part of the Integrated Planning and Reporting Framework for NSW Local Government



Section 2: Delivery Program Strategic Objectives

What we will do to contribute to the
delivery of Berrigan Shire 2032 Outcomes

Sustainable natural and
built landscapes

Good government

Supported and engaged
communities

Diverse and resilient
business

Sustainable natural and built landscapes

Development decisions made today about how we move around and between our communities and use our natural resources – the River, wildlife, forests, agricultural land and water will shape the future of our communities.

The natural and cultural heritage values of our towns, the River, its forests and wildlife are intrinsically valuable and linked to the social wellbeing and economic health of our communities.

Why is this important?

Shire communities are custodians of Australia's natural, cultural, and economic heritage: the Murray River. Our communities look after the health of its creeks, lagoons, and forests.

Historically the River and its forests have supported the economic and social wellbeing of the people who live in our region.

Council's Delivery Program actions include: control of the impact of environmental hazards (waste, flood and fire) on our natural landscape so that current and future residents and visitors can enjoy the social, economic and environmental benefits of the River and its forests.

Inland landscapes and native vegetation have been extensively modified by irrigation, cropping and grazing. Therefore, protecting and conserving the bio-diversity of remnant vegetation and the wildlife it supports is critical if we are to retain and preserve the diversity and health of our natural landscapes and the wildlife it supports.

Our built landscape and its impact on our natural and social environment like our natural landscape needs future focused stewardship and management.

Visually attractive communities that embrace their heritage, welcome visitors / tourists and strengthen the social ties that connect people to place are recognised as places where people want to live, work, stay and play.

Strategic Objectives

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

Delivery Program Objectives

- 1.1.1 Coordinate strategic land-use planning
- 1.1.2 Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework
- 1.1.3 Enhance the visual amenity, heritage and liveability of our communities

- 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife
- 1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning
- 1.3.2 Manage and landfill, recycling, and waste disposal

Headline Indicator

Reduction in greenhouse gas emissions generated by Council operations

Target:

A 5% annual reduction in organisation emissions from 2021/2022 t CO₂-e 1,789

Why is a reduction in greenhouse gas emissions generated by Council operations a headline indicator for sustainable natural and built landscapes?

Reducing the Council's reliance on energy that during its production or use add to greenhouse gas emissions will help the Council's transition to net-zero. Monitoring this measure, therefore, contributes toward measurement of the Council's Delivery Program and monitoring of the impact of the Council's and our communities Berrigan Shire 2032 projects and initiatives.

Delivery Program: Measures and Indicators

CSP Outcome	Sustainable Natural & Built Landscapes	
	Monitoring Measure	Indicators
	Development Control	<ul style="list-style-type: none"> Development decisions reflect Local Environment Plan & Land Use Strategy Satisfaction rating Development Services Development Applications assessed and processed within statutory time frames
	Heritage	<ul style="list-style-type: none"> Heritage Register The heritage values and character of significant buildings is assessed BSC Heritage Grants Program Council activities and community projects enhance visual amenity and the attractiveness of natural and built landscapes
	Visual Amenity	<ul style="list-style-type: none"> Visual impact of new development and its relationship to surrounding landscape is assessed Council activities and community projects enhance visual amenity and the attractiveness of natural and built landscapes
	Liveability	<ul style="list-style-type: none"> Walkability Access to and within our towns to public open space

Sustainable natural and built landscapes

CSP Outcome	Sustainable Natural & Built Landscapes	
	Monitoring Measure	Indicators
	Environmental Reserves	<ul style="list-style-type: none"> ● Area of Council retained Land for the Environment ● Area of Reserves managed by Council Committees ● Noxious Weed Mapping and control
	Pest & Feral Animal Control	<ul style="list-style-type: none"> ● Pest Management activities undertaken
	Asset Management	<ul style="list-style-type: none"> ● Value of Council flood protection, road, paths, bridges, sewer, and drainage assets ● Replacement Cost ● Condition ● Life-Cycle Sustainability Indices
	Waste	<ul style="list-style-type: none"> ● Waste to landfill ● Waste diverted from Landfill ● Illegal Dumping Complaints

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 development and strategic land-use planning 1.1.2 Coordinate and develop Community Participation Plans per relevant legislation and the Council’s Community Engagement Framework 1.1.3 Enhance the visual amenity, heritage, and liveability of our communities
Monitoring Measures	Development Control, Heritage, Visual Amenity and Liveability

Delivery Program Objective	1.1.1 Coordinate development and strategic land-use planning
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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?	22/23	23/24	24/25	25/26
1.1.1.1	Implement Berrigan Shire Council’s Local Strategic Planning Statement (LSPS) 2020 - 2040	Council’s strategic landuse practices reflect NSW Dept Planning regional plan and strategic priorities and opportunities identified by local communities	LSPS actions are incorporated into Berrigan Shire Council Delivery Program LSPS analyses inform Planning Proposals	Council incorporates strategic LSPS actions in its Delivery Program Planning Proposals informed by LSPS	Director Strategic Planning and Development	✓	✓	✓	✓

Sustainable natural and built landscapes

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?	22/23	23/24	24/25	25/26
				are approved by NSW Dept					
1.1.1.1.1	LSPS informs and establishes the framework for the Council's review of its LEP	LEP that gives effect to the strategic priorities identified in LSPS	LEP review and strategic position paper reflects key themes identified LSPS	Planning Proposals informed by LSPS are approved by NSW Dept	Director Strategic Planning and Development	✓	✓		
1.1.1.1.2	Advocate for the development of a Riverina Murray Regional Irrigated Agriculture Strategy (LSPS action)		Inclusion of projects and resources in Operational Plan Quarterly of project milestones	Projects are completed and outcomes evaluated	Director Strategic Planning and Development		✓	✓	
1.1.1.1.3	Investigate as part of its review of the DCP development controls for Electronic Vehicle charging in new retail, accommodation, residential and transport			DCP review includes planning controls that support the installation of Destination Charging Stations	Director Strategic Planning and Development				

Sustainable natural and built landscapes

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?	22/23	23/24	24/25	25/26
	logistic developments and retrofitting (LSPS action)			for Electric Vehicles					
1.1.1.1.4	Seek as part of its review of the LEP to resolve the conflict between agribusiness, heavy transport, large lot (rural) residential and urban living (LSPS action)	Land Use conflicts are minimised	Planning proposal identifies extent of land to rezoned and why	A Planning Proposal amending LEP resolves identified conflicts between agribusiness, heavy transport, large lot (rural) residential and urban living	Director Strategic Planning and Development	✓	✓		
1.1.1.1.5	As part of the development of Key Worker Housing Strategy include the following LSPS actions a) undertake a formal audit of social housing in Berrigan Shire LGA b) facilitate the redevelopment of existing serviced residential lots	The planning system supports the development of diversity Housing Stock for key workers	Engagement of Housing Providers and potential developers in the development of this strategy	Key Worker Housing Strategy is developed and adopted by the Council	Director Strategic Planning and Development	✓	✓	✓	

Sustainable natural and built landscapes

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?	22/23	23/24	24/25	25/26
1.1.1.1.6	Conduct a review of the Berrigan Shire Council Local Strategic Planning Statement 2020 - 2040	LSPS and strategic context is updated and incorporates 2021 Census and 2023/24 housing and development data	LSPS is reviewed per Guideline	A reviewed LSPS is adopted by Council	Director Strategic Planning and Development			✓	
1.1.1.2	Local Environment Plan (LEP) and associated instruments provide the framework for flexible assessment and control of development in the Berrigan Shire	Statutory requirements for ordered development guide and inform day to day decision-making	Variation of development standard reporting	90% of Development Applications are able to be determined per the current provisions of LEP and associated instruments	Director Strategic Planning and Development	✓	✓	✓	✓
1.1.1.2.1	Complete review of LEP include in this review an RU4 Zone and identify suitable land for its application	Local Environment Plan is informed by community values and aspirations	Satisfaction rating Development Services	The LEP is gazetted by the Minister	Director Strategic Planning and Development	✓	✓		

Sustainable natural and built landscapes

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?	22/23	23/24	24/25	25/26
1.1.1.2.2	Undertake review of Development Control Plan (DCP)	DCP incorporates contemporary urban design and placemaking principles	Principle-based review	DCP endorsed by Council	Director Strategic Planning and Development		✓	✓	
1.1.1.2.3	Develop a precinct structure plan as part of LEP review incorporating parking requirements for Murray / Denison Street, Tocumwal	Parking is accessible, safe, well located and does not detract from the liveability and amenity of the precinct	Relevant standards and measures are incorporated into plan development	Precinct structure plan is completed, and land use identified	Director Strategic Planning and Development	✓	✓		
1.1.1.3	Monitor and implement changes to development and planning legislation on an ongoing basis	Land-use planning, and development reflects legislation	Quarterly Reporting Development Activity and Approvals	Land-use planning, and development reflects legislation	Director Strategic Planning and Development	✓	✓	✓	✓
1.1.1.4	Process, assess and determine planning and building, Section 68, applications per relevant planning, building, Local Government and Environmental Assessment legislation, codes, and policies	Effective and timely assessment of planning and building applications	Quarterly Reporting Development Activity and Approvals	90% of planning and building applications are assessed and determined within statutory timeframes	Director Strategic Planning and Development	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	22/23	23/24	24/25	25/26
1.1.1.4.1	Conduct a service review into the effectiveness of and the impact of the implementation of the NSW Planning Portal on Council's Planning and Building Services	Resource requirements to meet NSW Planning Portal requirements and Council's requirements will be identified	Conduct of service review	Service review is completed, and resource (financial, human and systems/processes) requirements are identified	Director Strategic Planning and Development	✓			

Delivery Program Objective	1.1.2 Implement Community Participation Plans per relevant legislation and the Council's Community Engagement Framework
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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?	22/23	23/24	24/25	25/26
1.1.2.1	Implement Berrigan Shire Council Community Participation Plan per legislation	Opportunities are provided for the community to comment on new Development	Annual Report of participation activities and Developments placed on public exhibition	Framework and the process is established	Director Strategic Planning and Development	✓	✓	✓	✓

Delivery Program Objective	1.1.3 Enhance the visual amenity, heritage, and liveability of our communities
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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?	22/23	23/24	24/25	25/26
1.1.3.1	Continue Annual Heritage Grants Program	Enhancement of the conservation value of heritage items	Successful completion of works granted funding	The allocation of grants results in increased conservation of heritage items	Director Strategic Planning and Development	✓	✓	✓	✓
1.1.3.2	Continue rolling program of works – town entrances per Town Landscape Master Plans	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 Infrastructure	✓			
1.1.3.3	Finalise the implementation of Tocumwal Foreshore Master Plan	Sensitive and sustainable development Tocumwal Foreshore	Foreshore projects enhance visual amenity and the attractiveness of natural and built landscape	Tocumwal Foreshore is redeveloped	Director Infrastructure	✓	✓		

Sustainable natural and built landscapes

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?	22/23	23/24	24/25	25/26
1.1.3.3.1	Construction of fishing platforms per Foreshore Masterplan	Sensitive and sustainable development Tocumwal Foreshore	Foreshore projects enhance visual amenity and the attractiveness of natural and built landscape	Tocumwal Foreshore is redeveloped	Director Infrastructure	✓	✓		
1.1.3.4	Implement, in partnership with Tocumwal community and as funds become available the WAAAF Creek Walk Master Plan	Sustainable development of the natural and cultural heritage WAAAF Creek, Walk Tocumwal	Improved pedestrian and cycle access Installation of interpretative signage Revegetation and habitat improvement	Projects identified in Master Plan are funded and completed	Director Corporate Services	✓	✓	✓	✓
1.1.3.5	Implement Finley Railway Park Master Plan as funds become available	Contemporary Residential Precinct Finley Railway Park	Walkability Accessibility Open Space measures	Projects identified in Master Plan are funded and completed	Director Infrastructure	✓	✓	✓	✓
1.1.3.7	Investigate the development of an active transport strategy	Funds identified for the development of a strategy to inform Council investment in its active transport network – cycle paths and trails within and between our towns	Improved pedestrian and cycle access	Active Transport Strategy	Director Infrastructure		✓	✓	

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

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?	22/23	23/24	24/25	25/26
1.2.1.1	Deliver weed eradication and control services	Council delivery of the Shire's weed eradication and control program/s	Annual Report	Weed infestation within the Shire is eradicated and / or manageable	Coordinator Biosecurity and Compliance	✓	✓	✓	✓
1.2.1.1.1	Develop a Local Weeds Action Plan to inform prioritisation and management of invasive weeds Council controlled land	Invasive weeds and noxious weeds not prioritised by Regional Weed Action Plan are mapped and control measures undertaken	Quarterly Report	Local Weed Action Plan informs Council's Operations and management of open space	Coordinator Biosecurity and Compliance	✓	✓		

Sustainable natural and built landscapes

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?	22/23	23/24	24/25	25/26
1.2.1.1.1	Deliver private works weed eradication and control services -	Private works will enhance efficacy of Council and Regional WAP activities	Quarterly Report Private Works	Weed Infestation is controlled	Coordinator Biosecurity and Compliance	✓	✓	✓	✓
1.2.1.1	Implement Weed Action Plan 2020 - 2024	Delivery of regional weed eradication and control program/s	Quarterly Reporting of Weed Action Plan	Weed infestation within the Shire is eradicated and / or manageable	Coordinator Bio Security and Compliance	✓	✓	✓	✓
1.2.1.2	Monitor bio-security hazards – including monitoring and control of pests (vermin, feral animals, etc) and undertake control activities when funded to do so	Environmental, economic, and social harms cause by biosecurity hazards and or common pests is reduced	Annual report to Council of activities undertaken	Projects completed on time and within budget	Coordinator Bio Security and Compliance	✓	✓	✓	✓

Sustainable natural and built landscapes

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?	22/23	23/24	24/25	25/26
1.2.1.3	Undertake tree assessments	Hazardous trees will be identified; Environmental risks identified	Number of assessments undertaken	Trees assessed as hazardous are made safer; Trees assessed as environmentally high risk retained	Enterprise Risk Manager Maintenance Overseer	✓	✓	✓	✓
1.2.1.3.1	Tree assessments identify urban trees with high environmental values	High environmental value trees are identified	No. of trees identified and retained	Trees assessed as environmentally high risk retained	Enterprise Risk Manager	✓	✓	✓	✓
1.2.1.4	Develop an urban tree strategy	Planned and strategic response to the management of urban trees	Urban Tree Strategy is developed	Urban Tree Strategy is developed and adopted by the Council	Director Infrastructure	✓	✓		
1.2.1.5	Partner with our communities on the review of Crown Reserve Plans of management	Crown Reserve Management Plans inform management of Crown Lands	No. of Crown Reserve Management Plans completed	Crown Reserve Management Plans Developed	Director Corporate Services	✓	✓	✓	✓

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?	22/23	23/24	24/25	25/26
1.2.1.5.1	Review and develop a new Tocumwal Foreshore Reserve Management Plan	Crown Reserve Management Plans inform management of Crown Lands	Tocumwal Foreshore Management Plan is reviewed, and a new plan developed	Crown Reserve Management Plans Developed and approved by Crown Lands and Council	Director Corporate Services	✓	✓		

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

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	22/23	23/24	24/25	25/26
1.3.1.1	Review and implement asset management plans which maintain a balance between improving and maintaining flood levees, stormwater, Council roads, paths, and trails	Service levels met as set out in <ul style="list-style-type: none"> adopted Asset Management Plans BSC Engineering Guidelines 	Service Level Data Condition Level Data	Asset Plans are reviewed by due date Review of Asset Management Plans is informed by community feedback / expectations re: service levels	Engineering Services Manager	✓	✓	✓	✓
1.3.1.2	Design, construct and maintain stormwater systems that safely capture and remove storm water	Service levels met as set out in adopted Storm water Asset Management Plan	Service Level Data	On an ongoing basis 95% of service levels set out in the Storm Water Asset Management Plan are met	Engineering Services Manager	✓	✓	✓	✓

Sustainable natural and built landscapes

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?	22/23	23/24	24/25	25/26
1.3.1.2.1	Undertake Finley Stormwater Improvement Project	Improved capture and removal of storm water - Finley	Service Level Data	Stormwater captured and removed per Stormwater Improvement Project performance requirements	Engineering Services Manager	✓	✓	✓	✓
1.3.1.3	Ensure sewer network is safe and functional	Sewer networks are managed to maximise operational functions	Compliance with relevant Standards	Supporting Operational Plan actions are undertaken and the outcome reported T: 100%	Engineering Services Manager	✓	✓	✓	✓
1.3.1.3.1	Generate sufficient income from fees and charges to provide for the renewal of sewer and distribution assets	Sewer networks operates on full cost recovery basis and in doing so generates sufficient revenue to ensure the long-term sustainability of operations	Funds in Sewer Reserve Accounts	Sewer operations meet full-cost recovery requirements i.e.: making an operating surplus and generating sufficient cash	Director Infrastructure Deputy CEO	✓	✓	✓	✓

Sustainable natural and built landscapes

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?	22/23	23/24	24/25	25/26
				to meet future capital works					
1.3.1.3.2	Implement adopted Liquid Trade Waste Policy	Operation of sewer network is optimised Liquid Trade Waste Policy	Trade Waste Policy implementation plan – project milestones	All elements of Trade Waste Policy are implement & operation of policy reviewed	Director Infrastructure	✓	✓		
1.3.1.3.3	Review Sewer Asset Management Plan	Functionality and future capital and maintenance requirements are known	Review undertaken	Sewer Asset Management Plan adopted by the Council	Environmental Engineer		✓		
1.3.1.4	Continue remediation Tocumwal Foreshore Levee	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 Infrastructure	✓	✓	✓	✓
1.3.4.1.1	Develop a private levee owner's manual	Private levees are maintained	Performance of private levees in flood events	Flood Levee manual is developed and distributed	Director Infrastructure	✓			

Sustainable natural and built landscapes

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?	22/23	23/24	24/25	25/26
1.3.1.5	Maintain the safety of Council roads and walkways	Identified service levels and standards in the Transport Asset Management Plan are met	Works completed in accordance with relevant standards and Guidelines Annual Review	On an ongoing basis 95% of service levels set out in the Transport Asset Management Plan are met	Operations Manager Assets and Engineering Manager	✓	✓	✓	✓
1.3.1.5.1	Exercise delegated functions Road Act 1993	Local roads are managed in accordance with the Act and BSC Engineering Guidelines	Annual Review	Continue to improve the safety of Council Roads	Operations Manager	✓	✓	✓	✓

Delivery Program Objective: 1.3.2 Manage and landfill, recycling and waste disposal									
Monitoring Measure: Waste									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	22/23	23/24	24/25	25/26
1.3.2.1	Implement the Berrigan Shire Council Waste Plan	Sustainable management of Berrigan Shire Council Waste Management facilities and services	Quarterly reporting and monitoring of KPIs in accordance with Berrigan Shire Council Waste Plan	Waste Plan targets and services are delivered	Environmental Engineer	✓	✓	✓	✓
1.3.2.1.1	Reduce waste in landfill		Diversion targets set out in the Berrigan Shire Council Waste Plan	100% of Diversion targets set out in Berrigan Shire Council Waste Plan are met	Environmental Engineer	✓	✓	✓	✓
1.3.2.2	Deliver township kerbside collection and street cleaning services	Instigate & manage a waste collection contract to ensure waste collection	Kerbside waste is collected within agreed timeframes and budgets	Kerbside waste is collected within agreed timeframes and budgets T: 100%	Environmental Engineer	✓	✓	✓	✓
1.3.2.1	Implement options to commence FOGO bins	Separate bins for FOGO Food waste diverted from landfill	Reporting on Public education Tender process RAMJO	Tender for FOGO is adopted by Council	Environmental Engineer		✓	✓	✓

Sustainable natural and built landscapes – 4-year financial forecast

	Delivery Program Year 1	Delivery Program Year 2	Delivery Program Year 3	Delivery Program Year 4
	2022/23 Forecast \$	2023/24 Forecast \$	2024/25 Forecast \$	2025/26 Forecast \$
Operating Income	10,404,000	10,547,430	10,727,280	10,909,677
Operating Expenditure	9,499,000	9,555,230	9,788,640	10,030,606
Net Operating Result	905,000	992,200	938,640	879,071
Capital Income	1,254,000	1,086,270	1,094,543	1,102,818
Capital Expenditure	6,303,000	6,369,000	5,449,000	5,901,000
Net Capital funds Result	(5,049,000)	(5,282,730)	(4,354,457)	(4,798,182)
* Net Result / surplus (Deficit)	(1,087,000)	(1,817,170)	(1,849,982)	(920,898)

* Net result includes depreciation of assets/plant and the value of non-cash income



Good government

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

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

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

Why is this important?

Good government is about making good decisions over time. Decisions, which consider that what we do today, will influence future generations. Moreover, those decisions also involve managing associated financial, economic and environmental risks, and the social implications of decision-making.

Local government is the level of government that other agencies and levels of government look to for localised knowledge, information, allocation of resources, implementation of programs and policies and the maintenance of effective local and regional relationships.

There are also many ways to define corporate governance and good government. Factors that influence good government include:

- Technical and managerial competence
- Organisational capacity
- Decision making that is reliable and predictable and in accordance with the rule of law
- Accountability
- Transparency and open information systems
- Participation by elected representatives and constituents

In the context of the Shire’s Delivery Program the Berrigan Shire Council is responsible for:

- Council roads and paths
- Water, sewerage, and drainage
- Environmental health
- Animal control
- Land use planning and development
- Community and library services
- Business and economic development
- Social planning
- Council governance, enterprise risk management and business operations.

Strategic Objectives

- 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting
- 2.2 Strengthen strategic relationships and partnerships with community, business, and government

Delivery Program Objectives

- 2.1.1 Council operations, partnerships and coordination of resources contribute toward implementation of Berrigan Shire 2032
- 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting
- 2.1.3 Council operations and financial management support ethical, transparent, and accountable corporate governance
- 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery

Headline Indicator

Target:

Financial Sustainability of Council Operations

Financial Strategy Benchmarks are met

Why is the financial sustainability of Council’s operations a headline indicator for good government?

The Council is responsible for the ongoing management, renewal, and operation of significant range of Council assets and services. These are assets and services that are fundamental to the overall social and economic wellbeing of our community now and into the future. Funded by public money the financial sustainability and responsible stewardship by the Council is measured by the benchmarks outlined in the Council’s Financial Strategy.

Monitoring this measure, therefore, contributes toward measurement of the Council’s Delivery Program and monitoring the impact of the Council’s and our communities Berrigan Shire 2032 projects and initiatives.

Delivery Program: Measure and Indicators

CSP Outcome	Good Government	
	Monitoring Measure	Indicators
	Satisfaction	<ul style="list-style-type: none"> Mean satisfaction rating
	Integration	<ul style="list-style-type: none"> Council Reports New or reviewed Council Strategies integrated and aligned with Berrigan Shire 2027
	Partnerships	<ul style="list-style-type: none"> Berrigan Shire 2032community & Council partnerships / projects
	Council governance	<ul style="list-style-type: none"> Councillor Elections Councillor Training Council Meetings Annual Report Code of Conduct Delivery Program Review
	Integrated Planning and Reporting	<ul style="list-style-type: none"> Organisational decision-making reflects IP&R principles Council IPR Plans meet OLG Guidelines & essential criteria IP&R systems and processes developed
	Organisational capacity	<ul style="list-style-type: none"> Service Reviews Staff Turnover Skilled/Managerial Vacancies
	Risk Management	<ul style="list-style-type: none"> Integrated Management System Safety Cost Containment Risk Management
	Partnerships	<ul style="list-style-type: none"> Berrigan Shire 2032community & Council partnerships / projects Regional Partnerships Cross Border Activities
	Financial Sustainability	<ul style="list-style-type: none"> Financial Strategy Measures

Sustainable natural and built landscapes

Strategic Objective	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting
Delivery Program Objectives	2.1.1 Council operations, partnerships and coordination or resources contribute toward implementation of Berrigan Shire 2027 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting 2.1.3 Council operations and financial management support ethical, transparent, and accountable corporate governance
Monitoring Measures	Satisfaction, Partnerships, Council governance, Organisational Capacity, Integrated Planning and Reporting

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?	2022/23	2023/24	2024/25	2025/26
2.1.1.1	Promote and support the engagement of Shire residents, local business and agencies in the development, implementation & review of Berrigan Shire 2032	Co-production of local services	No. of new projects and partnerships Surveys and feedback from participants / partners	Projects undertaken are completed Delivery Program Progress Report	Director Strategic Planning & Development	✓	✓	✓	✓

Delivery Program Objective:	2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting
Monitoring Measure: Partnerships, Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Financial Benchmarks, Council governance	

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
2.1.2.1	Provide facilities and support including financial to elected Council	The leadership skills, experience and knowledge of Councillors is used	Council Meeting Attendance Conference and workshop attendance	Council Minutes and Annual Report publish information on Councillor Meeting, Conference & Workshop Attendance	Chief Executive Officer	✓	✓	✓	✓
2.1.2.2	Action Audit and Risk Improvement Committee (ARIC) recommendations	Improvements in Risk Management	ARIC reports to Council	Actions identified by ARIC are implemented	Enterprise Risk Manager	✓	✓	✓	✓
2.1.2.2.1	Implement actions for improvement as identified in the ARIC work plan management ARIC reports Actions	Improvements in Council processes and risk	ARiC Reports completed	Actions identified are implemented	Enterprise Risk Manager	✓			
2.1.2.2.2	Implement continuous improvement pathway (CIP) Action Plan Area	Improved governance and reduced risk exposure	Independent Audit of CIP Plan	CIP Plan to be audited and assessed by State wide Are	Enterprise Risk Manager	✓			

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?	2022/23	2023/24	2024/25	2025/26
2.1.2.2.3	Develop and review existing HR Policies and Procedures in line with the Workforce Development Plan	Compliant and relevant HR system	Development of procedures in accordance with Action Plans	Action Plans are implemented	Enterprise Risk Manager	✓			
2.1.2.2.4	Continue the development and implementation competency assessment and training program for Council's plant operators	Competent operators and safer workplace	No. of Assessment of Competency	Assessments are conducted & operators found to be competent	Enterprise Risk Manager	✓			
2.1.2.2.5	Implement Strategic Risk Management Plan 2022 - 2026	Safer workplace and community	Actions identified in the plan included in Delivery Program	Plan is adopted by Council	Enterprise Risk Manager	✓			
2.1.2.3	Conduct comprehensive review of Berrigan Shire 2032 (CSP) and associated integrated plans	Community involvement in the review and codesign on new Community Strategic Plan (CSP)	Participation Rates at CSP review activities Council endorses CSP on behalf of the community Integrated Plans meet legislative requirements	Council endorses refreshed CSP on behalf of the community	Director Strategic Planning and Development	✓			

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance

Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Financial Benchmarks, Council governance

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
2.1.3.1	Coordinate Council investments, financial management, financial operations, and processing	Effective management of Council investments and finances	External audit Internal review	External auditor issues unqualified audit opinion each year Internal review system implemented, and improvements adopted	Director Corporate Services	✓	✓	✓	✓
2.1.3.2	Monitor and respond to change in the Financial Governance, Regulatory and Reporting Frameworks	Council operations comply with relevant frameworks	Council governance indicators	Council operations respond to change in the Financial Governance, Regulatory and Reporting Frameworks	Director Corporate Services	✓	✓	✓	✓
2.1.3.3	Deliver responsive customer service	Customers satisfied by Council and or corporate services response	Customer survey Complaints system	Customer requests addressed	Director Corporate Services	✓	✓	✓	✓

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?	2022/23	2023/24	2024/25	2025/26
2.1.3.3.1	Monitor and report Customer Service Requests logged and actioned	Timely resolution of Customer Service Requests	Quarterly Report of Activity Data re: response times	80% of Customer Service Requests are resolved within identified response time	Coordinator Customer Service	✓			
2.1.3.4	Manage human resource and workforce development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2022 – 2026	A workforce with the competencies needed to implement the Shire's Delivery Program	Workforce Development Plan is implemented Staff Pulse Surveys	Workforce Development Plan implemented No key position is vacant for longer than six months	Human Resources Coordinator	✓	✓	✓	✓
2.1.3.4.1	Identify, attract, and recruit an appropriately qualified and flexible workforce	A workforce with the competencies needed to implement the Council's Delivery Program	Staff Turnover Vacancy Rates	No key position is vacant for longer than six months	Deputy CEO	✓	✓	✓	✓

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?	2022/23	2023/24	2024/25	2025/26
2.1.3.4.2	Promote and facilitate a diverse and inclusive workplace for current and prospective employees	A workforce that is diverse and inclusive	Pulse Survey	Staff report workplace is inclusive	Deputy CEO	✓	✓	✓	✓
2.1.3.4.3	Strengthen workplace training and skills	Professional and competent workforce	Gap Analysis Training Plans Training provided Report of Annual Training		Director Corporate Services Director Infrastructure Human Resources Coordinator	✓	✓	✓	✓
2.1.3.4.4	Continue the development of the Volunteer Management System addressing workplace health and safety issues	Safer Workplace for volunteers	No. of activities undertaken	Volunteers are trained and aware of obligations	Deputy CEO	✓	✓		

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?	2022/23	2023/24	2024/25	2025/26
2.1.3.4.5	Investigate options for online delivery of Volunteer training	Volunteers will be trained and have access to information and support about their obligations and Council requirements Sound governance and financial management of Council Committees	No: of Committee Members (Office Bearers) trained	All Council Committee volunteers (Office Bearers) receive training before assuming or being confirmed by the Council as Committee Volunteer Office Bearers	Recreation Officer	✓	✓		
2.1.3.5	Provide information technology and associated support for Council operations	Efficient operation of Information Technology Systems supporting other Council services	Survey of Users	90% of respondents rate their level of satisfaction as satisfied or more than satisfied	Director Corporate Services	✓	✓	✓	✓
2.1.3.5.1	Review Council's internet access (capacity and suitability) and upgrade as required	Efficient and effective operation of Council's information technology and digital and online systems and processes	Data re: Functionality of software and systems	Software and systems requirements are upgraded	Director Corporate Services	✓	✓	✓	

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?	2022/23	2023/24	2024/25	2025/26
2.1.3.5.2	Review Council's IT landscape to support transition to and integration with cloud-based systems	Cloud-based operation and integration of Council's IT systems	Data re: functionality and productivity	Software and systems support cloud-based operations	Director Corporate Services	✓	✓	✓	
2.1.3.6	Coordinate the delivery and management of Shire records and communications	Effective records management system	Internal monitoring of information retrieval and storage	Revised electronic document management system implemented	Director Corporate Services	✓	✓	✓	✓
2.1.3.6.1	Digitisation of property Files, Legal Documents , Building and Planning Files.	Safe and effective records management system. <ul style="list-style-type: none"> • Faster searchability • Improved accessibility • Reclaimed physical space • Increased productivity • Enhanced Security • Business growth 	By ensuring all files are digitized and saved in council's EDRMS MAGIQ		Records Officer	✓			

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?	2022/23	2023/24	2024/25	2025/26
		and overall success							
2.1.3.6.2	Adopt new Records Management policy	Establish a framework for the implementation of a Records Management program in conformity with standards and codes of best practice.	By council adopted Records Management policy		Records Officer	✓			
2.1.3.6.3	Provide training to new staff and refresher training to existing	Ensure effective information management and retrieval across Council and highlight the responsibilities of Council staff regarding compliance with the State Records Act 1998	By keeping a register of number of people trained throughout the year.		Records Officer	✓			

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?	2022/23	2023/24	2024/25	2025/26
2.1.3.6.4	Further the development of the Council re-brand project	Consistent and identifiable corporate brand for all Council communications	Pulse survey of staff re brand awareness and use	Style guides and manuals are used for all Council communications	Communications Officer	✓	✓	✓	✓
2.1.3.7	Maintain and sustainably re-develop existing infrastructure and community assets	Council owned community infrastructure and assets are sustainably maintained and developed	Asset Management Plans implemented Planned Works Completed	Asset Management Plans implemented 80% of identified works either completed or assessed as suitable for deferral	Director Corporate Services	✓	✓	✓	✓
2.1.3.7.1	Review of Corporate Services AMP	Asset Management Plan prioritises investment in Council reserves, Halls and Pools	Actions taken to review the Plan Annual Report	Asset Plan is developed, and service levels agreed with the community	Deputy CEO	✓	✓		

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?	2022/23	2023/24	2024/25	2025/26
2.1.3.7.1	Implement Berrigan Shire Sustainable Operations Energy Strategy	Sustainable and cost-effective use of energy	Audit of Energy Use Measures identified by Energy Use Strategy Budget allocated to fund energy strategy projects	Strategy is implemented 80% of actions identified are completed	Director Infrastructure	✓	✓		
2.1.3.8	Coordinate and manage maintenance and renewal of Council plant and equipment	Ongoing maintenance and renewal of Council plant and equipment	Capital Works Budget Reporting	Plant Renewal occurs as part of Annual Plant Replacement Plan	Director Infrastructure	✓	✓	✓	✓
2.1.3.8.1	Develop Council Policy on the emergence of Electric Vehicles and implications for plant and equipment renewal, maintenance, and charging infrastructure	Council position and the strategy to be adopted when procuring and or renewing Council plant or reviewing Council operations is identified	Measures to reflect the policy intent	Policy is developed and adopted by the Council	Director Infrastructure Director Strategic Planning & Development	✓			

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
2.1.3.9	Coordinate the ongoing review and development of Council and Operational procedures	Regular review and update of Council policies and associate operational procedures	No. of Policies reviews	All policies reviewed when due for review		✓	✓	✓	✓

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

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
2.2.1.1	Develop resources and establish partnerships that improve local assessment of the social and economic implications of regional and inter-governmental decision-making on Shire residents, businesses, and Council operations	Accurate, and accessible information about regional and local social and economic conditions, trends and pressures is accessible and used by Shire Officers, Other Agencies, Community Groups	Cost of Annual Subscription forecast id.data	Suite of forecast id.data is used to inform Council planning and submissions	Director Corporate Services Director Strategic Planning & Development	✓	✓	✓	✓
2.2.1.1.1	Participate in RAMJO meetings, including Officer group meetings	Improved efficiency of Council actions,	Attendance at meetings	Regional response to issues if optimised	Chief Executive Officer	✓	✓	✓	✓

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?	2022/23	2023/24	2024/25	2025/26
		regional response to issues and understanding alternative approaches to issues							
2.2.1.1.2	Advocate and support Council and Council officer engagement in MOU projects	Shared resourcing	No. of MOU projects	Shared resourcing improves outcomes	Chief Executive Officer	✓	✓	✓	✓
2.2.1.1.3	Maintain membership of Country Mayors Association and LGNS	Improved efficiency of Council actions, regional response to issues and an understanding of alternative approaches to issues	Memberships maintained	Efficient and effective advocacy on issues that impact rural LGAs and the local government sector more broadly	Chief Executive Officer	✓	✓	✓	✓
2.2.1.1.4	Invest in statistically robust small area social and economic modelling and forecasting	Council and community decision-making and funding applications are informed by accessible evidence about regional and local social / economic conditions	Subscriptions are maintained	Council's operations and strategic planning is informed by robust data and modelling Community and council funding applications are informed by accessible evidence about regional, and local social / economic conditions	Director Strategic Planning and Development	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
2.2.1.2	Actively lobby all levels of government and industry re: RAMJO Water Position Paper	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	Chief Executive Officer	✓	✓	✓	✓
2.2.1.3	Actively lobby all levels of government and energy industry for investment in upgrading local energy (power) infrastructure	Improved economic and social outcomes for the Shire's primary and manufacturing industries	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	Chief Executive Officer	✓	✓	✓	✓
2.2.1.3.1	Council to develop a policy on investment by the Council in transmission infrastructure	Council funds are not diverted to address regulatory and service failure by other levels of government or the market	\$ value and source of investment in energy transmission infrastructure projects	Transmission infrastructure is fit for purpose and has the capacity to facilitate further industry and community growth	Chief Executive Officer	✓	✓	✓	✓

Good government – 4-year financial forecast

	Delivery Program Year 1	Delivery Program Year 2	Delivery Program Year 3	Delivery Program Year 4
	2022/23 Forecast \$	2023/24 Forecast \$	2024/25 Forecast \$	2025/26 Forecast \$
Operating Income	6,135,000	6,165,109	6,318,902	6,46,598
Operating Expenditure	3,547,660	3,668,852	3,800,800	3,919,047
Net Operating Result	2,587,340	2,496,257	2,518,102	2,557,551
Capital Income	4,071,000	4,112,000	4,150,000	4,192,000
Capital Expenditure	50,000	320,000	20,000	20,000
Net Capital funds Result	4,021,000	3,792,000	4,130,000	4,172,000
* Net Result / surplus (Deficit)	4,465,340	4,014,257	4,336,102	4,375,551

* Net result includes depreciation of assets/plant and the value of non-cash income



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 everyday 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 enriches and strengthens the social connections that are fundamental to community wellbeing and sustainability. In previous years' the Shire experienced an increasing trend toward more families and young people leaving the Shire. Some of our schools report a decline in enrolments while others an increase and as our workforce ages the inward migration of older residents increases demand for social support services.

Families and young people are needed to ensure the sustainability of our schools, local economy, sporting clubs, recreation facilities, social support, and health services.

Strategic Objectives

- 3.1 Create safe, friendly and accessible communities
- 3.2 Support community engagement through life-long learning, culture and recreation

Delivery Program Objectives

- 3.1.1 Build communities that are home to more families and young people
- 3.1.2 Facilitate all age healthy lifestyles and ageing in place
- 3.1.3 Strengthen the inclusiveness and accessibility of our community
- 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services
- 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation
- 3.2.2 Facilitate and partner with local communities in the development of township plans

Headline Indicator

Target:

Combined SEIFA (Advantage/Disadvantage)

Net increase in SEIFA 2020

ABS (2016) 935

Why is a net increase in SEIFA ' the headline indicator for supported and engaged communities?

The SEIFA Index of Advantage and Disadvantage is a summary of different subsets of Census variables. These variables are indicators or measures of socio-economic advantage or disadvantage. The Council and other agencies use the SEIFA to

- Identify which communities require funding and services.
- Conduct research into the relationship between socio-economic disadvantage and various social, health and educational outcomes.

Monitoring this measure, therefore, contributes toward measurement of the Council's Delivery Program and monitoring the impact of the Council's and our communities Berrigan Shire 2032 projects and initiatives.

Delivery Program: Measure and Indicators

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

Supported and engaged communities

Strategic Objective	3.1 Create safe, friendly and accessible communities
Delivery Program Objectives	<p>3.1.1 Build communities that are home to more families and young people</p> <p>3.1.2 Facilitate all age healthy lifestyles and ageing in place</p> <p>3.1.3 Strengthen the inclusiveness and accessibility of our community</p> <p>3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services</p>
Monitoring Measures	Community Events, Community Health & Wellbeing, Lifelong Learning and Culture, Environmental Health and Safety, Open Space Management & Recreation

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?	2022/23	2023/24	2024/25	2025/26
3.1.1.1	Support and promote the healthy development and wellbeing of children and young people	Local projects and programs are established to support and promote the healthy development and wellbeing of children and young people	<p>Project participant and facility user surveys</p> <p>Value of Volunteer Hrs Council sponsored projects supporting families, young people / children</p>	<p>Reports to Council provide feedback on participant survey results</p> <ul style="list-style-type: none"> Youth Week <p>Annual Report to council re: Volunteer Hours / Management facilities: Pools, & Recreation Reserves</p>	Director Corporate Services	✓	✓	✓	✓

Supported and engaged 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?	2022/23	2023/24	2024/25	2025/26
3.1.1.2	Implement Children and Families Strategy	Local projects and services support the attraction and retention of families and young people	Children and Families Strategy developed	Families and children report satisfaction with facilities and services provided	Director Strategic Planning & Development	✓	✓	✓	✓
3.1.1.2.1	Review Children and Families Strategy	Local projects and services support the attraction and retention of families and young people Up to date data and information on the age profile and services required and used by local families and their children	Children and Families Strategy reviewed and adopted by the Council	Families and children report satisfaction with facilities and services provided	Director Strategic Planning & Development			✓	
3.1.1.2.2	Investigate the development of an indoor play centre as part of CSP review	The attraction and retention of families with children	Review of Children & Families Strategy	Community express their interest in and willingness to be involved in the development of a community-owned and operated indoor play centre	Director Strategic Planning & Development	✓	✓		

Supported and engaged 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?	2022/23	2023/24	2024/25	2025/26
3.1.1.2.3	Support the development by the community or the market of the construction and or operation of a long-day-care child care service in Tocumwal	The attraction and retention of families with children	Review of Children & Families Strategy	Community or market develop and operate long day care service in Tocumwal	Director Strategic Planning & Development	✓			

Delivery Program Objective: 3.1.2 Facilitate all age healthy lifestyles and ageing in place									
Monitoring Measures: Community events, Community Health and Wellbeing, Open Space Management and Recreation									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
3.1.2.1	Implement Disability Inclusion Plan	Council facilities and services support all residents' health, mobility and their economic / social participation in community life	Liveability and Healthy Ageing Strategy is implemented	Council adopts and implements Liveability and Healthy Ageing Strategy and Action Plan (DIAP) 2022-2026	Director Strategic Planning & Development	✓	✓	✓	✓
3.1.2.2	Provide recreation facilities which support active lifestyle and ageing place	Council recreation facilities support active lifestyle and ageing place	Strategic Management Plans developed for high value recreational assets	Corporate and Community Services Asset Management Plan reviewed Strategic Management Plans developed for Council Sports Reserves & Mary Lawson Wayside Rest	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: 3.1.2 Facilitate all age healthy lifestyles and ageing in place									
Monitoring Measures: Community events, Community Health and Wellbeing, Open Space Management and Recreation									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
3.1.2.2.1	Contribute to the operations of the indoor Pool and Gym owned and operated by the Barooga Sports Club Ltd in accordance with conditions identified by Council Resolution	Health and wellbeing of Shire residents is supported	In accordance with the measures agreed by the Council and the Barooga Sports Club Ltd	There is an agreement on between Barooga Sporties and the two Councils (Moira and Berrigan) on the sustainability and operation of this facility	Director Corporate Services	✓	✓		
3.1.2.2.2	Develop with Committee's a 10-year strategic plan for each Council reserve	High quality and sustainable management of open space and associated facilities	No. of strategic plans developed Annual Report	Strategic plan is developed for each reserve	Director Corporate Services	✓	✓		

Delivery Program Objective: 3.1.2 Facilitate all age healthy lifestyles and ageing in place									
Monitoring Measures: Community events, Community Health and Wellbeing, Open Space Management and Recreation									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
3.1.2.2.3	Implement the Barooga Recreation Reserve Strategy 2021 - 2031	High quality and sustainable management of open-space and associated facilities	Annual Report	Projects identified in this plan are funded	Deputy Chief Executive Officer	✓	✓	✓	✓
3.1.2.2.4	Investigate options for improvements at Mary Lawson Wayside Rest	A contemporary high amenity rest area reflecting well on the town on Finley and the Berrigan Shire	Completion of Masterplan	Masterplan commissioned is adopted by Council	Deputy Chief Executive Officer	✓			

Delivery Program Objective: 3.1.3 Strengthen the inclusiveness and accessibility of our community									
Monitoring Measures: Community events, Health, and Wellbeing									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
3.1.3.1	Promote the social and economic wellbeing of Shire residents and the inclusiveness of our communities through social planning and community development activities	Annual program of community development activities implemented	No. of activities held Reports to Council Participant Surveys	Based on participant surveys <ul style="list-style-type: none"> Youth Week International Womens' Day Childrens' Week Participant numbers are maintained and or increased Participants/ Survey high levels of satisfaction	Library Services Manager Recreation Officer	✓	✓	✓	✓
3.1.3.1.1	Investigate options for the development of a Youth Council or similar	Issues that impact young people will be identified	Youth Council is established	Youth Council or similar identifies issues that impact young people	Recreation Officer	✓	✓		

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
3.1.4.1	Develop an Integrated Water Cycle Management Strategy	Strategy will guide and inform the management of the Council's Water Business	Range of indicators to be identified in the Strategy	Strategy is adopted by the Council	Environmental Engineer Director Infrastructure		✓	✓	
3.1.4.2	Ensure potable water network is safe and functional	Water networks are managed to maximise operational functions	Compliance with established Public Health drinking water standards	Supporting Operational Plan actions are undertaken, and the outcome reported T: 100%	Environmental Engineer	✓	✓	✓	✓
3.1.4.2.1	Generate sufficient income from fees and charges to provide for the renewal of sewer, water supply and distribution assets	Water and sewer networks operate on full cost recovery basis and in doing so generates sufficient revenue to ensure the long-term sustainability of operations	Funds in Water and Sewer Reserve Accounts	Water and Sewer service operations are meeting full-cost recovery i.e.: making an operating surplus and generating sufficient cash to meet future capital works	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
3.1.4.2.2	Design and construct upgrades to the Finley and Barooga Water plants	Fit for purpose water treatment plants	Project Management Milestones are met	Improvement in drinking water quality as targeted in Councils Drinking Water Risk Management Plan	Director Infrastructure	✓	✓	✓	
3.1.4.2.3	Conduct annual audit, per Australian Drinking Water Guidelines	Safe potable water	Active monitoring of the quality of potable water	Audits are undertaken and there are no non-compliances noted	Director Infrastructure	✓	✓	✓	
3.1.4.2.4	Installation of new water meters	'Real time' monitoring of water use by Council and residents	Per agreed project management milestones	Meters installed and operational	Director Infrastructure	✓			
3.1.4.3	Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings, and air	Safer and healthier communities	Assess impacts associated with actions resulting in contamination	Environmental contaminants and public health hazards minimised	Manager Building and Planning Coordinator Bio Security and Compliance	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
3.1.4.3.1	Develop and implement inspection programs: <ul style="list-style-type: none"> • Food premises • Building works • Water/Sewerage treatment • Fire safety/ hazard reduction • Swimming pools • Trade waste 	Food premises, building works, water and sewerage treatment and fire safety/hazard reduction services meet standards	Delivery Program Report No. inspections completed x type No. program inspections not completed x type	Inspection programs result in safer and healthier premises	Director Strategic Planning and Development	✓	✓	✓	✓
3.1.4.3.2	Undertake inspections of swimming pool barriers	Swimming pool safety is achieved	No. of certificates issued	Inspection program facilitates safer pool ownership	Director Strategic Planning and Development	✓	✓	✓	✓
3.1.4.4	Coordinate and facilitate local emergency management committee	Committee coordinated and facilitated	LEMPan 2021 Measures	In the event of an emergency LEMPlan coordinate and facilitates local response	Operations Manager	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
3.1.4.4.1	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	Operations Manager	✓	✓	✓	✓
3.1.4.4.2	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	Both documents adopted by Local Emergency Management Committee	Operations Manager	✓	✓		

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
3.1.4.2	Implement the Berrigan Shire Council Adverse Events Plan 2020	Mitigation of negative impacts of adverse events	Annual Report of actions	Council actions and activities support prevention, preparedness, responsiveness, and recovery from negative impact of adverse events	Infrastructure Director	✓	✓	✓	✓
3.1.4.2.1	Participate in State-led development and implementation of COVID-19 pandemic response and recovery plan	BSC participation and implementation of COVID19 pandemic response and recovery Plan per Government Requirements	Annual Report of actions undertaken	COVID-19 pandemic response and recovery plan implemented	Chief Executive Officer	✓	✓		

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
3.1.4.5	Develop and maintain local cemeteries and associated infrastructure per Corporate Services Asset Management Plan	Cemeteries progressively developed to meet demand Routine maintenance conducted	Graves available Work undertaken	Sufficient gravesites exist in the cemeteries to meet 5+ years of estimated demand Cemetery Maintenance agreements with service clubs maintained & reviewed	Director Corporate Services	✓	✓	✓	✓
3.1.4.6	Control and promote responsible ownership of companion animals	Negative impacts & disturbance caused by companion animals reduced	Customer Service Complaints No. Registered Companion Animals	Education of community results in minimal impacts from companion animals	Coordinator Bio Security & Compliance	✓	✓	✓	✓

Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, culture, and recreation									
Monitoring Measures: AEDI, Home Internet access, Library Membership									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
3.2.1.1	Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2020 - 2024	A Library Service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> Patronage Borrowings Community Survey Library Management Plan implemented following community consultation	Community surveys and user surveys report that the Library Service meets and is responsive to community needs	Library Manager	✓	✓	✓	✓

Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, culture, and recreation									
Monitoring Measures: AEDI, Home Internet access, Library Membership									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
3.2.1.1.1	Review Library Service Strategic Plan	A Library Service aware of and responsive to changing needs of its users	Library Management Plan implemented following community consultation	Strategic Plan incorporating user feedback is adopted by the Council	Library Manager			✓	
3.2.1.1.2	Coordinate the annual International Women's Day Literary Luncheon	Strengthened connection to and engagement of local communities	Patronage of Literary Luncheon	Luncheon is held	Library Manager	✓	✓	✓	✓
3.2.1.1.3	Conduct activities that respond to and reflect local needs and interests	A library service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> • Patronage • Borrowings Community Survey		Library Manager	✓	✓	✓	✓

Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, culture, and recreation									
Monitoring Measures: AEDI, Home Internet access, Library Membership									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
3.2.1.1.4	Provide programs that strengthen residents' connection to each and place	A Library Service meeting the needs of its community	Library Usage • Patronage • Borrowings Community Survey	Activities are held and patronised	Library Manager	✓	✓	✓	✓
3.2.1.1.5	Partner in the collection and preservation of local history	Local history retained	<i>Activities undertaken</i>	Local history is collected and preserved	Library Manager	✓	✓	✓	✓
3.2.1.1.6	Be an information and digital gateway for shire residents, students and visitors	Information and information technology available for public use	Annual Survey of Library Users	Patrons access libraries to use digital technologies	Library Manager	✓	✓	✓	✓
3.2.1.2	Strengthen community engagement and participation in Council activities	Increased resident engagement in Council activities	Surveys Volunteer rates x Council activities	There is no reduction in participation rates – Council surveys, events, social media	Director Strategic Planning & Development	✓	✓	✓	✓

Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, culture, and recreation									
Monitoring Measures: AEDI, Home Internet access, Library Membership									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
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	Community feedback informs council decision making	Director Strategic Planning & Development	✓	✓	✓	✓
3.2.1.2.2	Partner with community groups and other agencies with an annual program of community events e.g.: Childrens Week Youth Week	Engaged community and increased awareness of issues that impact community wellbeing	Surveys No. of engagement activities held	Community feedback informs council decision making	Director Strategic Planning & Development	✓	✓	✓	✓
3.2.1.3	Financially contribute to and support <i>South West Arts</i> programs and activities	<i>South West Arts</i> delivery of Shire based Arts program/s and activities	Membership of <i>South West Arts</i> maintained No. of activities held in the Shire	Shire residents' access local delivery of Arts / Cultural programs	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, culture, and recreation									
Monitoring Measures: AEDI, Home Internet access, Library Membership									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
3.2.1.4	Develop a public arts strategy	Planned and strategic investment in public art projects	Public Art Strategy is developed in consultation with arts practitioners & the community	Public Art Strategy developed adopted by the Council	Director Corporate Services Director Strategic Planning & Development	✓	✓		

Delivery Program Objective: 3.2.2 Facilitate and partner with local communities in the development of township plans									
Monitoring Measures: Appearance of public space, Volunteerism, Opportunities to participate in Arts and Cultural events									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
3.2.2.1	Coordinate and align community projects and activities with township plans	Increased resident engagement in town plan development and implementation	No. of meetings attended No. projects undertaken with in-kind support from Council Services	Township Landscape Master plan projects are implemented	Director Strategic Planning & Development	✓	✓	✓	✓
3.2.2.1.1	Partner with our communities on the development of walking and cycling tracks along rail trails and riverbank reserves	Increased resident engagement in town plan development and implementation	Value of in-kind support from Council services for community development of walking tracks / trails	Walking and cycling tracks are developed	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: 3.2.2 Facilitate and partner with local communities in the development of township plans									
Monitoring Measures: Appearance of public space, Volunteerism, Opportunities to participate in Arts and Cultural events									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
3.2.2.1.2	Partner with our communities on the review of the management of Town Beach	Increased resident engagement in town plan development and implementation	Value of in-kind support from Council services for community development of walking tracks / trails	Walking and cycling tracks are developed	Director Corporate Services	✓	✓		

Supported and engaged communities – 4-year financial forecast

	Delivery Program Year 1	Delivery Program Year 2	Delivery Program Year 3	Delivery Program Year 4
	2022/23 Forecast \$	2023/24 Forecast \$	2024/25 Forecast \$	2025/26 Forecast \$
Operating Income	406,000	417,055	423,295	429,722
Operating Expenditure	3,526,700	3,612,160	3,713,370	3,797,613
Net Operating Result	(3,120,700)	(3,195,105)	(3,290,075)	(3,367,891)
Capital Income	25,000	24,150	22,302	21,455
Capital Expenditure	320,000	323,370	326,000	328,319
Net Capital funds Result	(295,000)	(299,220)	(303,698)	(306,864)
* Net Result / surplus (Deficit)	(2,839,700)	(2,918,475)	(3,018,075)	(3,099,210)

* Net result includes depreciation of assets/plant and the value of non-cash income



Diverse and resilient business

Why is this important?

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.

Construction, transport, health, aged care and community services will create more jobs if there is industry support for investment in local training and new product development

The Shire's *Delivery Program* is characterised by actions and projects that support collaborative planning, shared resourcing, water security, and also the regional branding and promotion (VIC/NSW) needed to realise the potential of its: national freight infrastructure projects; local innovation and value added agricultural product development.

The Council's *Delivery Program* recognises that the levers and drivers of growth: marketing, communication technologies, supply chains and access to markets for local business and industries are Victorian based.

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

Strategic Objectives

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

Delivery Program Objectives

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

Headline Indicator

Target:

Regional Institute Australia

+ or minus 5 places

LGA Competitiveness Index Rating 315/500

Why is the Regional Institute of Australian LGA Competitiveness Index Rating' the headline indicator for diverse and resilient business?

The Competitiveness Index Rating is a summary of 10 variables that contributes to a region's economic competitiveness. These variables are made up of several indicators capturing the competitive position of each LGA and revealing the indicators that can be improved to realise the economic potential of industries and businesses.

Monitoring this measure, therefore, contributes toward measurement of the Council's Delivery Program and monitoring the impact of the Council's and our communities Berrigan Shire 2032 projects and initiatives.

Delivery Program: Measure and Indicators

CSP Outcome	Diverse and resilient business	
	Monitoring Measure	Indicators
	Economic & Industry Development	<ul style="list-style-type: none"> ● Economic & Industry Development Projects undertaken by Council ● Value of State and Commonwealth Govt. Development & Grants Exc. Road/Freight Infrastructure ● Residential or Other Development
	Tourism & Events	<ul style="list-style-type: none"> ● Events ● Regional Tourism
	Regional Infrastructure	<ul style="list-style-type: none"> ● Freight Infrastructure Projects

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

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

Monitoring Measure: Economic & Industry Development

DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
4.1.1.1	Implement Berrigan Shire Economic Development Plan 2021 - 2025	Economic Development Plan developed	Adopted by Council and implemented	Annual Report to Council of the Plan's status and implementation	Manager, Economic Development and Tourism		✓	✓	✓
4.1.1.1.1	Review and Develop the Berrigan Shire Economic Development Plan 2021 - 2025		Economic Development Plan Review	Review is undertaken Reviewed Plan Adopted by the Council	Manager, Economic Development and Tourism	✓			
4.1.1.1.2	Invest in transition to work and or further education projects	Annual Shire Job Expo Youth Futures	Participant evaluation	Youth Futures Expo held	Manager, Economic Development and Tourism	✓			

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

Monitoring Measure: Economic & Industry Development

DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
4.1.1.1.3	Investigate options to extend Annual Youth Futures Expo to include students attending Victorian Schools	All secondary school age students who live in the LGA will have access to Council funded Youth Futures Expo	Participant Evaluation	Victorian students' resident in Berrigan Shire attends Youth Futures Expo	Manager, Economic Development and Tourism	✓			
4.1.1.1.4	Assist local retailers and business access support related to growing their business online	Local business and retailers have information about how they can combine street presence with an online presence	Local Training held Attendance	Street-based business report they have the information they need to grow their business	Manager, Economic Development and Tourism	✓			

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

Monitoring Measure: Economic & Industry Development

DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
4.1.1.1.5	Assist Industry and the Community to combat Queensland Fruit Fly	Industry and Community working together to have the region declared a Pest Free Zone. Regional and local opinion informs the actions of the NSW Local Government on the Area Wide Management Stakeholder Committee (AWMSC)	No. meetings attended as NSW Local Govt. Representative Submissions (AWMSC) No. Communication activities	QLD Fruit Fly is controlled by community and industry action	Manager, Economic Development and Tourism	✓			
4.1.1.1.6	Actively liaise with local business during the processing of business-	New developments are actively supported	No. of new business Development	Delays experienced by developers with internal	Manager, Economic Development and Tourism	✓			

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

Monitoring Measure: Economic & Industry Development

DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
	related Development Applications		Applications per annum	concurrences are minimised					
4.1.1.1.7	Provide localised Economic Impact modelling on request for new or expanding ventures and events	Businesses have access to analyses of economic impact of a planned expansion or new venture.	No. of requests received		Manager, Economic Development and Tourism	✓			

Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs									
Monitoring Measure: Economic & Industry Development									
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
4.1.1.2	Develop an Action Plan to address skills and workforce issues.	The Council is engaged with the private sector to address the workforce shortages and skills gaps. The Council advocates for local business on key issues	State and Federal Government response. Workforce shortage issues ease.	Industry reports using data to enhance operations and attract investment	Manager, Economic Development and Tourism	✓			
4.1.1.3	Support collaborative planning, shared resourcing in local industry and promotion of business and infrastructure development projects	Council facilitation of industry networks / collaborative projects and shared resourcing	Surveys Infrastructure projects	Collaborative projects create new jobs	Manager, Economic Development and Tourism	✓	✓		
4.1.1.4	Undertake research and planning around further development at the Tocumwal Aerodrome and Airpark precinct	Evidence based decision making about further development at the Tocumwal	Funding for further development is accessed	An expansion Masterplan is developed	Manager, Economic Development and Tourism	✓			

Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs									
Monitoring Measure: Economic & Industry Development									
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
		Aerodrome and Airpark precinct							
4.1.1.5	Investment in future economic development projects via strategic land purchases as and when these opportunities are identified or become available	Planned economic and industry development of strategically located land	Review of LEP	Industry or Council acquire land and it is developed	Chief Executive Officer	✓	✓	✓	✓
4.1.1.5.1	Investigate feasibility of new industrial precinct - Tocumwal	Planned economic and industry development of strategically located land	Feasibility Study undertaken	Feasibility Study completed and accepted by the Council	Economic and Industry Development Liaison	✓	✓		

Delivery Program Objective: 4.1.2 Support local enterprise through local economic and industry development initiatives and projects

Monitoring Measure: Economic & Industry Development

DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
4.1.2.1	Promote the development of business support groups /networks within the Shire.	Active business groups / networks contributing towards local jobs and business growth	Local business surveys Employment Data	The business groups in each town involve significant proportion of business operators for their mutual benefit	Economic Development Manager	✓	✓	✓	✓
4.1.2.2	Convene regular meetings between Council and presidents' of local Chambers of Commerce or similar	Forum for local business and Council to identify and resolve issues of common concern	No. of meetings held Attendance No. projects	There is active participation by local Chambers of Commerce or similar	Economic and Industry Development Liaison	✓	✓	✓	✓

Diverse and resilient business

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?	2022/23	2023/24	2024/25	2025/26
4.1.2.3	Recognise excellence in local business and industry	Excellence in local business and industry recognised by peers	No. of nominations received Attendance at awards	Local business and industry support Awards	Economic and Industry Development Liaison	✓	✓	✓	✓

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

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?	2022/23	2023/24	2024/25	2025/26
4.2.1.1	Invest in infrastructure that will add value to and increase the competitiveness of the Shire's Visitor Economy e.g: Redevelopment of the Tocumwal Foreshore Reserve	Local operators develop new Visitor Economy product and services	Increase in Visitors Tocumwal Foreshore	Visitor numbers increase	Director Infrastructure	✓	✓	✓	✓
4.2.1.2	Partner with industry and other levels of government on securing investment needed for Ports of the Murray and Murray River Adventure Trail	New Visitor Experiences	Investment by other levels of Government and Industry in Ports of the Murray and Murray River	Ports of the Murray and Murray River Adventure Trail Projects are funded	Economic Development Manager	✓	✓	✓	✓

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?	2022/23	2023/24	2024/25	2025/26
			Adventure Trail Projects						
4.2.1.3	Provide support to event proponents and organisers.	Increase in the number of successful events, proponents and organisers Increased attendance local events	No. of events supported by Council Event Surveys	At least 4 events are supported each year Participant feedback is reported by event organisers to Events Committee	Economic Development Manager	✓	✓	✓	✓
4.2.1.4	Develop a Industry Working Group for the Visitor Economy	Information flow and co-operation between the industry and the Council.	The quality of planning and co-operation.	A network within the industry is established	Economic Development Manager	✓	✓	✓	✓
4.2.1.5	Provide a broad range of Visitor Services including an accredited Visitor Information Centre, a destination website and social media.	A comprehensive and coordinated approach to visitor servicing	Visitor surveys Social media engagement	Pre-pandemic visitation level is achieved, is sustainable and show potential for growth	Economic Development Manager	✓	✓	✓	✓

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?	2022/23	2023/24	2024/25	2025/26
4.2.1.5.1	Develop a comprehensive and ongoing staff training program	Accurate service provision and an expansive industry network	Visitor and Industry feedback	Staff monitor their own training program	Economic Development Manager	✓	✓	✓	✓
4.2.1.5.2	Manage and train a volunteer team for the Visitor Information Centre located in Tocumwal	Accurate service provision Industry appreciation of the job that is done by volunteers	Visitor and Industry feedback	Volunteers can confidently be left to run the Visitor Centre for short periods of time.	Economic Development Manager	✓	✓	✓	✓
4.2.1.5.3	Develop marketing and promotional campaigns using a variety of platforms.	Increased awareness of Berrigan Shire towns as holiday destinations. Co-operative (financial) programs are developed with the industry.	Industry based feedback. Social Media Engagement Spendmapp data	Pre-pandemic visitation level is achieved, is sustainable and shows potential for growth	Economic Development Manager	✓	✓	✓	✓

Diverse and resilient business

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?	2022/23	2023/24	2024/25	2025/26
4.2.1.6	Facilitate and support the development aviation related visitor experiences and products				Economic Development Manager	✓	✓	✓	✓

Delivery Program Objective: 4.2.2 Partner with regional Tourism Boards

Monitoring Measure: Tourism and Events

DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	2022/23	2023/24	2024/25	2025/26
4.2.2.1	Membership of regional tourism boards established to increase visitation and economic activity in the Murray Region of NSW and Murray River towns	Regional and interstate marketing and promotion of the Shire's tourism products and services	Participation in Regional Tourism Boards Value of projects undertaken by that Regional Board that promote Murray River towns as a Destination	Councillor and staff attendance at Regional Tourism Board Meetings	Economic Development Manager	✓	✓	✓	✓

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

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?	2022/23	2023/24	2024/25	2025/26
4.3.1.1	Develop business case for the development of hardstand and serviced truck parking Tocumwal, Berrigan and Finley	Improved safety and services for transport and logistics industries	Business Case developed and costed	Funding is secured for identified projects	Economic and Industry Development Liaison	✓	✓	✓	✓
4.3.1.2	Lobby for upgrade of rail facilities, associated with Tocumwal rail line incl. line to Shepparton and Melbourne Ports	Increased use of Tocumwal inter-modal facility	Investment by government in facilities	Funding is committed by Victorian and Commonwealth Governments	Economic Development Manager				✓
4.3.1.3	Participate actively in efforts to upgrade Newell Highway and	Increased use of Tocumwal inter-modal facility	Highway upgrades	Funding is committed by Victorian and	Economic Development Manager	✓	✓	✓	✓

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?	2022/23	2023/24	2024/25	2025/26
	Midland Murray Valley highways particularly the Shepparton bypass		demonstrate progress	Commonwealth Governments					
4.3.1.4	Operate the Tocumwal Aerodrome	Operated in accordance with CASA regulations and Tocumwal Aerodrome Management Plan.	Annual report on activity	Annual Report Presented to Council on Aerodrome Operations	Director Infrastructure	✓	✓	✓	✓
4.3.1.4.1	Review the Tocumwal Aerodrome Management Plan	A new Management Plan is developed for the Tocumwal Aerodrome	Adopted by Council and implemented	Annual Report to Council of the Plan's status and implementation	Director Infrastructure		✓		

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?	2022/23	2023/24	2024/25	2025/26
4.3.1.4.2	Maintain the Tocumwal Aerodrome	Maintained in accordance with Corporate and Community Services Asset Management Plan	Satisfactory results from CASA inspections for continuation of Aerodrome registration	Annual Report is presented to Council on Aerodrome Operations CASA issue compliant assessment of Aerodrome Operations and Management Tocumwal Aerodrome maintains its registration	Director Infrastructure	✓	✓ ✓	✓	✓ ✓

Diverse and resilient business – 4-year financial forecast

	Delivery Program Year 1	Delivery Program -25 Year 2	Delivery Program 2022-25 Year 3	Delivery Program 2022-25 Year 4
	22/23 Forecast \$	23/24 Forecast \$	24/25 Forecast \$	25/26 Forecast \$
Operating Income	98,000	227,830	232,829	238,002
Operating Expenditure	412,000	1,117,360	1,128,752	1,155,222
Net Operating Result	(314,000)	(889,530)	(895,923)	(917,220)
Capital Income	575,000	335,950	96,910	97,879
Capital Expenditure	-	50,000	50,000	50,000
Net Capital funds Result	575,000	285,950	46,910	47,879
* Net Result / surplus (Deficit)	(235,000)	(322,530)	(867,923)	(889,220)

* Net result includes depreciation of assets/plant and the value of non-cash income

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

Berrigan Shire Council						
10 Year Financial Plan for the Years ending 30 June 2032						
INCOME STATEMENT - CONSOLIDATED						
Scenario: Base Case - Y1 0.9% Rate Increase						
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26
	\$	\$	\$	\$	\$	\$
Income from Continuing Operations						
Revenue:						
Rates & Annual Charges	10,938,000	11,160,316	11,361,000	11,688,240	12,026,530	12,373,119
User Charges & Fees	2,746,000	2,084,002	2,227,000	2,298,965	2,373,443	2,450,515
Other Revenues	892,000	627,530	730,000	717,559	737,513	755,999
Grants & Contributions provided for Operating Purposes	8,181,000	6,608,029	8,034,000	7,998,680	8,079,555	8,161,643
Grants & Contributions provided for Capital Purposes	6,397,000	2,482,308	10,000	9,000	7,000	6,000
Interest & Investment Revenue	374,000	722,801	342,000	349,465	356,965	364,500
Other Income:						
Net Gains from the Disposal of Assets	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-
Other Income	128,000	-	25,000	25,000	25,000	25,000
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-
Total Income from Continuing Operations	29,656,000	23,684,986	22,729,000	23,086,909	23,606,006	24,136,776
Expenses from Continuing Operations						
Employee Benefits & On-Costs	8,144,000	4,695,332	4,910,800	5,138,379	5,359,936	5,601,450
Borrowing Costs	77,000	130,419	123,115	103,269	83,294	69,165
Materials & Contracts	6,992,000	9,542,701	10,076,860	10,202,213	10,529,022	10,832,389
Depreciation & Amortisation	6,546,000	6,431,647	6,309,000	6,323,000	6,340,000	6,355,000
Impairment of investments	-	-	-	-	-	-
Impairment of receivables	5,000	-	-	-	-	-
Other Expenses	564,000	495,514	507,000	527,700	533,832	535,334
Interest & Investment Losses	-	-	-	-	-	-
Net Losses from the Disposal of Assets	1,235,000	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-
Total Expenses from Continuing Operations	23,563,000	21,295,613	21,926,775	22,294,561	22,846,084	23,393,338
Operating Result from Continuing Operations	6,093,000	2,389,373	802,225	792,348	759,922	743,438
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-
Net Operating Result for the Year	6,093,000	2,389,373	802,225	792,348	759,922	743,438
Net Operating Result before Grants and Contributions provided for Capital Purposes	(304,000)	(92,935)	792,225	783,348	752,922	737,438

Projected Balance Sheet

Berrigan Shire Council						
10 Year Financial Plan for the Years ending 30 June 2032						
BALANCE SHEET - CONSOLIDATED						
Scenario: Base Case - Y1 0.9% Rate Increase						
	Actuals	Current Year	2022/23	2023/24	2024/25	2025/26
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$	\$	\$	\$	\$	\$
ASSETS						
Current Assets						
Cash & Cash Equivalents	-	13,098,860	8,336,176	7,859,069	8,263,992	8,363,711
Investments	28,026,000	28,826,000	22,648,967	20,334,500	19,347,341	17,999,121
Receivables	2,956,000	2,614,622	2,652,345	2,675,831	2,722,806	2,765,255
Inventories	230,000	486,782	510,091	515,774	532,779	548,616
Contract assets	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-
Other	51,000	133,032	140,377	141,638	146,220	150,318
Non-current assets classified as "held for sale"	-	-	-	-	-	-
Total Current Assets	31,263,000	45,759,297	34,287,956	31,526,812	31,013,138	29,827,022
Non-Current Assets						
Investments	-	-	-	-	-	-
Receivables	-	1	1	1	1	-
Inventories	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	343,299,000	346,201,933	357,834,933	360,705,303	361,391,303	362,849,622
Investment Property	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Non-Current Assets	343,299,000	346,201,934	357,834,934	360,705,304	361,391,304	362,849,622
TOTAL ASSETS	374,562,000	391,961,231	392,122,890	392,232,116	392,404,442	392,676,644
LIABILITIES						
Current Liabilities						
Bank Overdraft	-	-	-	-	-	-
Payables	1,689,000	2,581,918	2,708,313	2,746,756	2,809,162	2,885,517
Income received in advance	-	-	-	-	-	-
Contract liabilities	1,064,000	578,679	511,043	508,649	513,700	518,894
Lease liabilities	-	-	-	-	-	-
Borrowings	644,000	699,325	719,171	655,052	552,786	565,564
Provisions	2,688,000	2,762,700	2,762,700	2,762,700	2,762,700	2,762,700
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-
Total Current Liabilities	6,085,000	6,622,622	6,701,228	6,673,158	6,638,348	6,732,675
Non-Current Liabilities						
Payables	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-
Borrowings	4,768,000	4,630,936	3,911,765	3,256,713	2,703,927	2,138,363
Provisions	734,000	659,300	659,300	659,300	659,300	659,300
Investments Accounted for using the equity method	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-
Total Non-Current Liabilities	5,502,000	5,290,236	4,571,065	3,916,013	3,363,227	2,797,663
TOTAL LIABILITIES	11,587,000	11,912,858	11,272,293	10,589,170	10,001,575	9,530,338
Net Assets	362,975,000	380,048,373	380,850,598	381,642,946	382,402,868	383,146,306
EQUITY						
Retained Earnings	128,397,000	130,786,373	131,588,598	132,380,946	133,140,868	133,884,306
Revaluation Reserves	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000	249,262,000
Other Reserves	-	-	-	-	-	-
Council Equity Interest	377,659,000	380,048,373	380,850,598	381,642,946	382,402,868	383,146,306
Non-controlling equity interests	-	-	-	-	-	-
Total Equity	377,659,000	380,048,373	380,850,598	381,642,946	382,402,868	383,146,306

Projected Cash Flow Statement

Berrigan Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Base Case - Y1 0.9% Rate Increase						
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26
	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities						
Receipts:						
Rates & Annual Charges	11,064,000	11,052,473	11,359,995	11,679,969	12,017,907	12,364,274
User Charges & Fees	3,036,000	1,413,220	2,187,725	2,280,767	2,354,611	2,431,028
Investment & Interest Revenue Received	456,000	595,372	341,479	364,047	359,345	372,610
Grants & Contributions	13,418,000	10,116,506	8,015,929	8,006,686	8,088,651	8,169,798
Bonds & Deposits Received	80,000	-	-	-	-	-
Other	4,753,000	316,867	724,561	737,791	752,028	770,505
Payments:						
Employee Benefits & On-Costs	(9,318,000)	(4,665,709)	(4,870,670)	(5,126,583)	(5,348,182)	(5,588,749)
Materials & Contracts	(7,508,000)	(9,029,564)	(10,019,749)	(10,193,795)	(10,465,565)	(10,803,040)
Borrowing Costs	(77,000)	(130,419)	(123,115)	(103,269)	(83,294)	(69,165)
Bonds & Deposits Refunded	-	-	-	-	-	-
Other	(2,492,000)	(518,552)	(506,126)	(527,279)	(533,163)	(534,674)
Net Cash provided (or used in) Operating Activities	13,412,000	9,150,194	7,110,031	7,118,335	7,112,338	7,112,588
Cash Flows from Investing Activities						
Receipts:						
Sale of Investment Securities	-	-	6,177,033	2,314,467	987,159	1,348,220
Sale of Investment Property	-	-	-	-	-	-
Sale of Real Estate Assets	83,000	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	448,000	359,000	907,000	491,000	251,000	251,000
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	0	-	0
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-
Payments:						
Purchase of Investment Securities	-	(800,000)	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(13,109,000)	(9,612,594)	(18,857,423)	(9,681,738)	(7,290,521)	(8,059,303)
Purchase of Real Estate Assets	(1,000)	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-
Other Investing Activity Payments	(980,000)	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(13,559,000)	(10,053,594)	(11,773,389)	(6,676,271)	(6,052,363)	(6,460,083)
Cash Flows from Financing Activities						
Receipts:						
Proceeds from Borrowings & Advances	4,000,000	550,000	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-
Payments:						
Repayment of Borrowings & Advances	(414,000)	(631,740)	(699,325)	(719,171)	(655,052)	(552,786)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	3,586,000	(81,740)	(699,325)	(719,171)	(655,052)	(552,786)
Net Increase/(Decrease) in Cash & Cash Equivalents	3,439,000	(985,140)	(5,362,684)	(477,107)	404,923	99,719
plus: Cash & Cash Equivalents - beginning of year	11,245,000	14,684,000	13,699,860	8,336,176	7,859,069	8,263,992
Cash & Cash Equivalents - end of the year	14,684,000	13,698,860	8,336,176	7,859,069	8,263,992	8,363,711
Cash & Cash Equivalents - end of the year	14,684,000	13,698,860	8,336,176	7,859,069	8,263,992	8,363,711
Investments - end of the year	28,026,000	28,826,000	22,648,967	20,334,500	19,347,341	17,999,121
Cash, Cash Equivalents & Investments - end of the year	42,710,000	42,524,860	30,985,143	28,193,569	27,611,334	26,362,832
Representing:						
- External Restrictions	30,709,000	30,380,715	19,379,724	17,402,655	17,506,978	17,426,435
- Internal Restrictions	4,699,000	4,993,640	5,236,640	5,438,640	6,046,640	6,022,640
- Unrestricted	7,402,000	7,150,506	6,368,778	5,352,275	4,057,716	2,913,757
	42,710,000	42,524,860	30,985,143	28,193,569	27,611,334	26,362,832

Budget x Outcome

Budget x Outcome 4-Year Forecast

Outcome	Description	22/23 Operating Income	22/23 Operating Expenditure	22/23 Capital Income	22/23 Capital Expenditure	22/23 net result after all non-cash
Sustainable natural and built landscapes	BIOSECURITY EXPENSE	-	552,000	-	-	(551,000)
Sustainable natural and built landscapes	BIOSECURITY REVENUE	273,000	-	-	-	273,000
Sustainable natural and built landscapes	BUILDING AND PLANNING EXPENSE	-	665,000	-	-	(552,000)
Sustainable natural and built landscapes	BUILDING AND PLANNING REVENUE	299,000	-	-	-	299,000
Sustainable natural and built landscapes	DOMESTIC WASTE MANAGEMENT EXPENSE	-	1,386,000	-	352,000	(2,059,000)
Sustainable natural and built landscapes	DOMESTIC WASTE MANAGEMENT REVENUE	2,059,000	-	27,000	-	2,059,000
Sustainable natural and built landscapes	ENVIRONMENTAL PROTECTION EXPENSE	-	57,000	-	210,000	(307,000)
Sustainable natural and built landscapes	ENVIRONMENTAL PROTECTION REVENUE	-	-	-	-	-
Sustainable natural and built landscapes	ENVIRONMENTAL SERVICES EXPENSE	-	-	-	-	-
Sustainable natural and built landscapes	ENVIRONMENTAL SERVICES REVENUE	-	75,000	-	-	(75,000)
Sustainable natural and built landscapes	FINANCIAL ASSISTANCE GRANT	3,677,000	-	-	-	3,677,000
Sustainable natural and built landscapes	PLANT SERVICES EXPENSE	-	(189,000)	-	1,460,000	(588,000)
Sustainable natural and built landscapes	PLANT SERVICES REVENUE	122,000	-	1,227,000	-	588,000
Sustainable natural and built landscapes	PRIVATE WORKS EXPENSE	-	57,000	-	-	(57,000)
Sustainable natural and built landscapes	PRIVATE WORKS REVENUE	61,000	-	-	-	61,000

Budget x Outcome

Outcome	Description	22/23 Operating Income	22/23 Operating Expenditure	22/23 Capital Income	22/23 Capital Expenditure	22/23 net result after all non-cash
Sustainable natural and built landscapes	RMS EXPENSE	-	-	-	1,230,000	(1,230,000)
Sustainable natural and built landscapes	RMS REVENUE	1,230,000	-	-	-	1,230,000
Sustainable natural and built landscapes	RTA EXPENSE	-	-	-	-	-
Sustainable natural and built landscapes	RTA REVENUE	-	-	-	-	-
Sustainable natural and built landscapes	SHIRE ROADS EXPENSE	-	2,721,000	-	2,564,000	(5,924,000)
Sustainable natural and built landscapes	SHIRE ROADS REVENUE	2,558,000	2,228,000	-	-	3,108,000
Sustainable natural and built landscapes	STORMWATER DRAINAGE EXPENSE	-	371,000	-	451,000	(598,000)
Sustainable natural and built landscapes	STORMWATER DRAINAGE REVENUE	87,000	-	-	-	87,000
Sustainable natural and built landscapes	TECHNICAL SERVICES EXPENSE	-	1,576,000	-	36,000	(566,000)
Sustainable natural and built landscapes	TECHNICAL SERVICES REVENUE	38,000	-	-	-	38,000
		9,832,000	8,282,000	1,254,000	6,303,000	(556,000)

Budget x Outcome

Outcome	Description	22/23 Operating Income	22/23 Operating Expenditure	22/23 Capital Income	22/23 Capital Expenditure	22/23 net result after all non-cash
Good Government	BENDIGO BANK EXPENSE	-	55,000	-	-	(55,000)
Good Government	BENDIGO BANK REVENUE	104,000	-	-	-	104,000
Good Government	CAR PARKING EXPENSE	-	8,000	-	-	-
Good Government	CAR PARKING REVENUE	-	-	-	-	-
Good Government	CORPORATE SUPPORT EXPENSE	90,000	2,102,000	-	20,000	(204,000)
Good Government	CORPORATE SUPPORT REVENUE	149,000	-	-	-	199,000
Good Government	DEPRECIATION CONTRA	-	-	4,071,000	-	-
Good Government	GOVERNANCE EXPENSE	-	885,585	-	-	(885,585)
Good Government	GOVERNANCE REVENUE	-	-	-	-	-
Good Government	HOUSING EXPENSE	-	41,075	-	-	(39,075)
Good Government	HOUSING REVENUE	43,000	-	-	-	43,000
Good Government	INFORMATION TECHNOLOGY EXPENSE	-	456,000	-	30,000	(446,000)
Good Government	INFORMATION TECHNOLOGY REVENUE	-	-	-	-	-
Good Government	INTEREST ON INVESTMENTS	158,000	-	-	-	158,000
Good Government	OVERHEAD EXPENSE	-	-	-	-	-
Good Government	OVERHEAD REVENUE	-	-	-	-	-
Good Government	RATE REVENUE	5,591,000	-	-	-	5,591,000
		6,031,000	3,484,660	4,071,000	50,000	4,416,340

Budget x Outcome

Outcome	Description	22/23 Operating Income	22/23 Operating Expenditure	22/23 Capital Income	22/23 Capital Expenditure	22/23 net result after all non-cash
Supported and engaged communities	CEMETERY EXPENSE	-	146,000	-	-	(140,000)
Supported and engaged communities	CEMETERY REVENUE	137,000	-	-	-	137,000
Supported and engaged communities	COMMUNITY AMENITIES EXPENSE	-	684,700	-	95,000	(756,700)
Supported and engaged communities	COMMUNITY AMENITIES REVENUE	-	-	10,000	-	10,000
Supported and engaged communities	COMMUNITY SERVICES EXPENSES	-	-	-	-	-
Supported and engaged communities	COMMUNITY SERVICES REVENUE	-	-	-	-	-
Supported and engaged communities	EMERGENCY SERVICES EXPENSE	-	233,000	-	-	(219,000)
Supported and engaged communities	EMERGENCY SERVICES REVENUE	60,000	-	15,000	-	60,000
Supported and engaged communities	OTHER COMMUNITY SERVICES EXPENSE	-	359,000	-	-	(359,000)
Supported and engaged communities	OTHER COMMUNITY SERVICES REVENUE	2,000	-	-	-	2,000
Supported and engaged communities	PUBLIC LIBRARIES EXPENSE	-	533,000	-	54,000	(599,000)
Supported and engaged communities	PUBLIC LIBRARIES REVENUE	94,000	-	-	-	94,000
Supported and engaged communities	RECREATION EXPENSE	-	1,088,000	-	171,000	(784,000)
Supported and engaged communities	RECREATION REVENUE	1,000	-	-	-	1,000
Supported and engaged communities	SWIMMING POOL EXPENSE	-	483,000	-	-	(398,000)
Supported and engaged communities	SWIMMING POOL REVENUE	112,000	-	-	-	112,000
		406,000	3,526,700	25,000	320,000	(2,839,700)

Capital Works Plan Summary 2022 - 2026

Outcome	Description	22/23 Operating Income	22/23 Operating Expenditure	22/23 Capital Income	22/23 Capital Expenditure	22/23 net result after all non-cash
Diverse and resilient business	AERODROMES EXPENSE	-	208,000	-	150,000	(272,000)
Diverse and resilient business	AERODROMES REVENUE	33,000	-	-	-	183,000
Diverse and resilient business	BUSINESS DEVELOPMENT EXPENSE	-	434,000	-	-	(533,000)
Diverse and resilient business	BUSINESS DEVELOPMENT REVENUE	57,000	-	-	-	57,000
Diverse and resilient business	CARAVAN PARKS EXPENSE	-	24,000	-	-	(9,000)
Diverse and resilient business	CARAVAN PARKS REVENUE	35,000	-	-	-	35,000
Diverse and resilient business	QUARRIES & PITS EXPENSE	-	19,000	-	-	(15,000)
Diverse and resilient business	QUARRIES & PITS REVENUE	19,000	-	-	-	19,000
Diverse and resilient business	REAL ESTATE DEVELOPMENT EXPENSE	-	5,000	-	-	(555,000)
Diverse and resilient business	REAL ESTATE DEVELOPMENT REVENUE	17,000	-	480,000	-	497,000
Diverse and resilient business	SALEYARDS EXPENSE	-	113,000	-	-	(19,000)
Diverse and resilient business	SALEYARDS REVENUE	10,000	-	95,000	-	10,000
Diverse and resilient business	TOURISM & AREA PROMOTION EXPENSE	-	275,000	-	-	(298,000)
Diverse and resilient business	TOURISM & AREA PROMOTION REVENUE	52,000	-	-	-	126,000
		98,000	412,000	575,000	-	(235,000)

Capital Works Plan Summary

CAPITAL WORKS PLAN SUMMARY 2022-2026

		ORIGINAL 2022-23	2022-23	2023-24	2024-25	2025-26
Grand Total		(2,552,274)	(6,540,500)	(6,669,500)	(5,189,500)	(5,973,000)
AERODROME						
	AERODROME EXPENDITURE	-	(150,000)	(50,000)	(50,000)	(50,000)
AERODROME Total		-	(150,000)	(50,000)	(50,000)	(50,000)
DEPOT						
	DEPOT EXPENDITURE	-	-	(130,000)	(20,000)	-
DEPOT Total		-	-	(130,000)	(20,000)	-
DOMESTIC WASTE						
	DOMESTIC WASTE EXPENDITURE	-	(190,000)	(900,000)	(125,000)	(100,000)
DOMESTIC WASTE Total		-	(190,000)	(900,000)	(125,000)	(100,000)
DRAINAGE						
	DRAINAGE EXPENDITURE	(65,000)	(267,000)	(110,000)	(210,000)	(200,000)
DRAINAGE Total		(65,000)	(267,000)	(110,000)	(210,000)	(200,000)
LEVEE BANKS						
	LEVEE BANK EXPENDITURE	-	-	(20,000)	(70,000)	(20,000)
LEVEE BANKS Total		-	-	(20,000)	(70,000)	(20,000)
MINOR PLANT						
	MINOR PLANT PURCHASE	(33,000)	(31,000)	(33,000)	(33,000)	(33,000)
MINOR PLANT Total		(33,000)	(31,000)	(33,000)	(33,000)	(33,000)
MOTOR VEHICLE						
	MOTOR VEHICLE PURCHASES	(320,000)	(547,000)	(320,000)	(320,000)	(320,000)
	MOTOR VEHICLE SALES	130,000	316,000	130,000	130,000	130,000
MOTOR VEHICLE Total		(190,000)	(231,000)	(190,000)	(190,000)	(190,000)
PUBLIC WORKS						
	PUBLIC WORKS PLANT INCOME	70,500	70,500	81,000	81,000	81,000
	PUBLIC WORKS PLANT PURCHASE	(812,000)	(812,000)	(385,000)	(346,500)	(946,000)
	PUBLIC WORKS UTILITY INCOME	40,000	40,000	40,000	40,000	40,000
	PUBLIC WORKS UTILITY PURCHASE	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)
PUBLIC WORKS Total		(771,500)	(771,500)	(334,000)	(295,500)	(895,000)
RECREATION						
	PARKS & RECREATION EXPENDITURE	-	(140,000)	-	-	-
RECREATION Total		-	(140,000)	-	-	-
SEWERAGE						
	SEWERAGE EXPENDITURE	(280,000)	(855,000)	(447,500)	(540,000)	(465,000)
SEWERAGE Total		(280,000)	(855,000)	(447,500)	(540,000)	(465,000)
SHIRE ROADS						
	BRIDGES & CULVERTS EXPENDITURE	-	(110,000)	-	-	-
	FOOTPATHS EXPENDITURE	(116,400)	(127,000)	(126,000)	(80,000)	(39,000)
	FOOTPATHS INCOME	32,000	-	42,000	24,000	8,000
	KERB & GUTTER EXPENDITURE	-	-	(10,000)	-	-
	RURAL ROADS CONSTRUCTION EXPENDITURE	(50,000)	(663,000)	(1,175,000)	(1,115,000)	(1,175,000)
	RURAL ROADS SEALED - RESEALS EXPENDITURE	-	(557,000)	(500,000)	(325,000)	(420,000)
	RURAL ROADS UNSEALED - RESHEET EXPENDITURE	(401,874)	(444,000)	(780,000)	(361,000)	(500,000)
	TOWNSCAPE WORKS EXPENDITURE	(50,000)	(50,000)	-	-	-
	URBAN ROADS - RESEALS EXPENDITURE	(4,500)	(259,000)	(310,000)	(475,000)	(380,000)
	URBAN ROADS CONSTRUCTION EXPENDITURE	(40,000)	(264,000)	-	-	-
SHIRE ROADS Total		(630,774)	(2,474,000)	(2,859,000)	(2,332,000)	(2,506,000)
TOWN PROJECTS						
	KERB & GUTTER EXPENDITURE	(120,000)	(176,000)	(182,000)	(470,000)	(250,000)
TOWN PROJECTS Total		(120,000)	(176,000)	(182,000)	(470,000)	(250,000)
WATER						
	WATER EXPENDITURE	(462,000)	(1,255,000)	(1,414,000)	(854,000)	(1,264,000)
WATER Total		(462,000)	(1,255,000)	(1,414,000)	(854,000)	(1,264,000)
Grand Total		(2,552,274)	(6,540,500)	(6,669,500)	(5,189,500)	(5,973,000)

Berrigan Shire 2032



Annual Operational Plan 2022 - 2023

Annual Operational Plan 2022 – 2023

This Annual Operational Plan is year one of the Council's Delivery Program. It is informed by the Council's review of its 10-year Resourcing Strategy 2022 - 2032 which includes the Shire's Asset Management Plans, a Workforce Development Plan 2022– 2026 and Long Term Financial Plan 2022 – 2032. It describes how Council annual operations contribute to the achievement of the Community Strategic Plan: Berrigan Shire.

Strategic Outcomes

Sustainable natural and built landscapes

Good government

Supported and engaged communities

Diverse and resilient business



Mayor's Message

The Shire's Annual Operational Plan 2022 – 2023, describes the actions Council will take in the next 12-months. Informed by the Council's review of **Berrigan Shire 2032**. This Operational Plan is the first year of the Council's 4-year **Delivery Program 2022 – 2026**.

Over the next 12-months Council will continue the 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
- Water and sewerage treatment plant upgrades

The Council will also continue to invest in engaging with regional partners and other levels of government via Memoranda of Understanding on strategic issues outside the Council's direct control, but which contribute to the economic prosperity and wellbeing of our Shire.

Annual Operational Plan 2022 - 2023 priority projects and new initiatives include:

- Further the development of the Council re-brand project
- Comprehensive review and engagement of the community via Councillor Listening Posts in the review of the Community Strategic Plan
- Extension of the Council's Visitor Information Services to include the operation of a Visitor Information Centre
- Undertake in partnership with the community and Crown Lands a Review of the Foreshore Recreation Reserve Plan of Management

Cr Matthew Hannan
Mayor

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Councillors 2021 – 2025



Top (Left to Right) Councillor Carly Marriott (Deputy Mayor), Councillor Matthew Hannan (Mayor), Councillor Julia Cornwell- McKean

Middle (Left & Right) Councillor John Taylor, Councillor Ted Hatty

Bottom (Left to Right) Councillor Sarah McNaught, Councillor Roger Reynoldson, Councillor Renee Paine

Section 1

A Vision and Plan for the Berrigan Shire

Our Challenges

Berrigan Shire the next four years

What does the Council Do?

Council's Planning & Monitoring



A Vision and Plan for the Berrigan Shire

In 2032 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.

Reviewed with our communities in 2016 through street stalls and an online survey the vision reflects the top 3 preferred futures of our communities that

1. Families with young children will want to live in or come to the area
2. People will be more concerned about their health and wellbeing
3. Tourists will go out of their way to come to the area

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

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

Berrigan Shire 2032 was reviewed by the Council February 2022 and endorsed for public exhibition and submission sought with the Council endorsing on behalf of the community May 2022 **Berrigan Shire 2032**.

The Council's 4-year **Delivery Program 2022 – 2026** and annual **Operational Plans'** outline how the Council will:

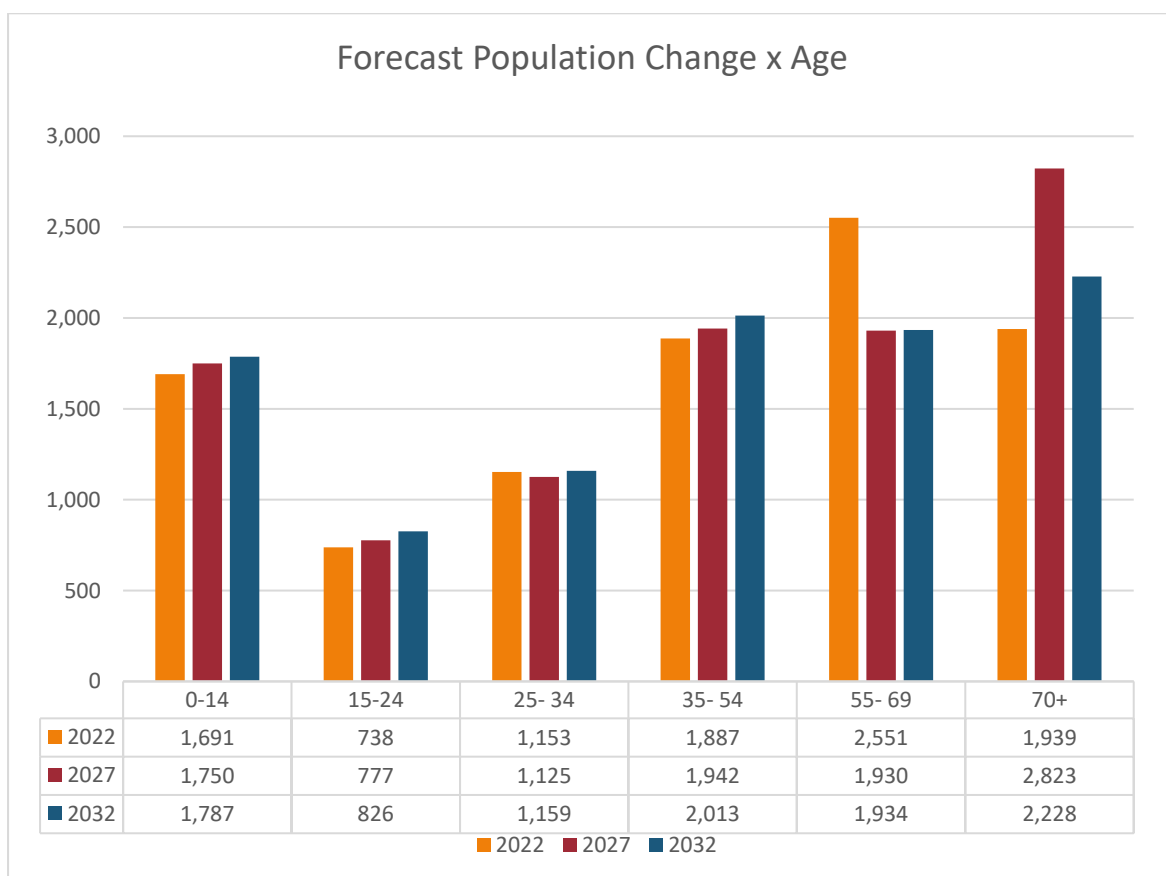
1. Contribute to **Berrigan Shire 2032** strategic outcomes and objectives
2. Allocate resources: financial, physical and human (Delivery Program Inputs)
3. Manage and operate its services and assets
4. Measure and Report on the result of what is planned (Delivery Program Outputs)

Our Challenges

- An ageing population and how we re-prioritise current expenditure to meet community needs
- The sustainability of the Shire’s current expenditure on essential and infrastructure
- The impact of The Murray Darling Basin Plan on irrigated agriculture
- Housing for key workers
- Transition to Zero-Net Emissions Economy
- The impact of COVID-19 Pandemic and external political environment on the Shire’s industries and jobs
- Access to social services and issues associated with limited public transport
- NSW community awareness, public safety and health promotion campaigns are not broadcast via Victorian media outlets

Berrigan Shire: The next four years

Berrigan Shire (pop 8,416) on the New South Wales and the Victorian border is three hours north of Melbourne (270 km) and 7 hours (670 km) south-west of Sydney. A rural community with Murray River tourism and exceptional recreation, social and health services, and facilities in its four towns (Berrigan, Barooga, Finley, and Tocumwal) the Shire’s towns service also surrounding dry land and irrigated farming districts.



What does the Council do?

The system of local government in NSW is changing. Within the NSW system of local government, the Council's role includes:

- The provision of goods, services and facilities that are appropriate to the current and future needs of our local communities and of the wider public
- Facilitating engagement with the local community by the Council, Councillors; and also
- Promoting our local communities' engagement in the activities of the agencies that make up the broader NSW system of local government.

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

Council Strategy and Policy Workshops are a forum for detailed discussion by the Council of community issues and are also the meeting used by the Councillors to work with the Council's executive management team and senior managers on the review, development and monitoring of the Council's Delivery Program 2022 - 2026, operational and financial management.

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

Table 1: Strategic Outcomes and Council Services

Council's Planning Framework

The Council's planning is underpinned by the Integrated Planning and Reporting Framework for NSW Local Government and the Integrated Planning and Reporting principles described by the Local Government Act 1993. The adjacent Figure illustrates the outcome, input, output, action and review logic and operational integration of Berrigan Shire 2032 (a Community Strategic Plan) with the Council's suite of Integrated Plans.

The Council's *Delivery Program 2022 – 2032* includes the activities undertaken by the Council and is integrated with *Berrigan Shire 2032* strategic outcomes. Describing the Council's commitments for the next four years and the resources it can draw on: resources identified in the Council's *Resourcing Strategy 2022 - 2032*.

The Council's *Delivery Program* is developed from the Shire Council's 10-year *Resourcing Strategy* includes the Shire's *Asset Management Plans*, *Workforce Development Plan 2022 – 2026* and *Long Term Financial Plan 2022 – 2032*. *Asset Management Plans* describe and estimate the resources needed by Council to achieve service levels and community expectations and are the basis of the Shire's 4-year *Capital Works Program* an element of the Shire's *Long Term Financial Management Plan*.

The Shire's *Long Term Financial Plan* and the costings included in the forward projections of its *Capital Works Program* are subject to ongoing monitoring and review by Council. This ensures Council's *Delivery Program* and cost estimates do not compromise the Council's *Financial Strategy 2021* objectives of:

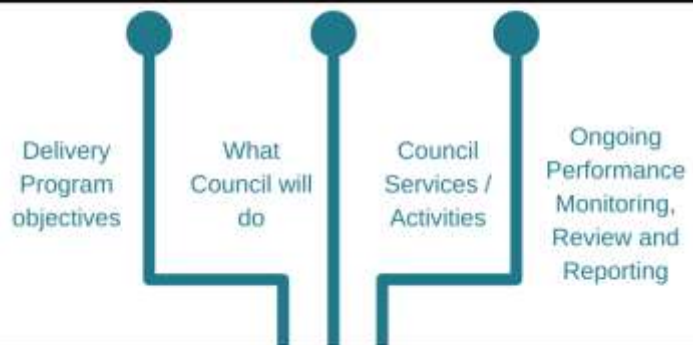
1. Financial sustainability;
2. Cost effective maintenance of infrastructure service levels; and
3. Financial capacity and freedom.
4. Economic and community growth.

Themed according to the outcomes we want to achieve the *Delivery Program 2022- 2026* describes:

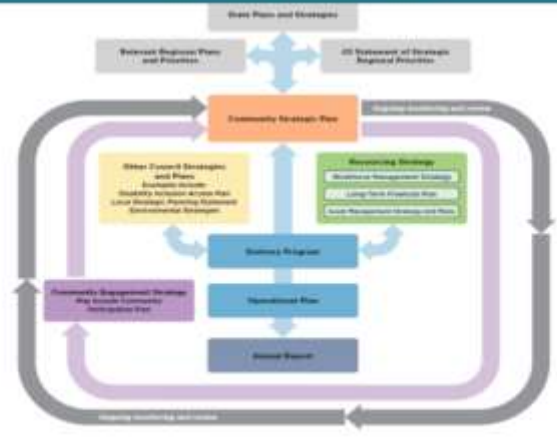
- The full range of Council services and activities – operations
- High level responsibility for Council services and operations; and
- The monitoring measures we use to determine the efficiency and effectiveness of Council's *Delivery Program* and its contribution to *Berrigan Shire 2027 Strategic Outcomes*.



Delivery Program 2022 - 2026
(Outputs & Monitoring Framework)



Annual Operational Plans
(Council Actions / Operations)
Part of the Integrated Planning and Reporting Framework for NSW Local Government





Sustainable natural and built landscapes

Development decisions made today about how we move around and between our communities and use our natural resources – the River, wildlife, forests, agricultural land and water will shape the future of our communities.

The natural and cultural heritage values of our towns, the River, its forests and wildlife are intrinsically valuable and linked to the social wellbeing and economic health of our communities

Strategic Objectives

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

Delivery Program Objectives

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

Sustainable natural and built landscapes

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.1 Coordinate strategic land-use planning					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.1.1.1	Implement Berrigan Shire Council's Local Strategic Planning Statement (LSPS) 2020 - 2040	Council's strategic landuse practices reflect NSW Dept Planning regional plan and strategic priorities and opportunities identified by local communities	LSPS actions are incorporated into Berrigan Shire Council Delivery Program LSPS analyses inform Planning Proposals	Council incorporates strategic LSPS actions in its Delivery Program Planning Proposals informed by LSPS are approved by NSW Dept	1411
1.1.1.1.1	LSPS informs the framework for the Council's review of its LEP and DCP	LEP that gives effect to the strategic priorities identified in LSPS	LEP review and strategic position paper reflects key themes identified LSPS	Planning Proposals informed by LSPS are approved by NSW Dept	1411
1.1.1.1.2	Investigate as part of its review of the DCP development controls for Electronic Vehicle charging in new retail, accommodation, residential and transport logistic developments and retrofitting of the same (LSPS action)	Planning controls support transition to Net Zero	Activity data re: development conditions that support EV charging infrastructure appropriate to the development and grid capacity	DCP review includes planning controls that support the installation of Destination Charging Stations for Electric Vehicles	1411

Sustainable natural and built landscapes

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.1 Coordinate strategic land-use planning					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.1.1.1.3	Seek as part of its review of the LEP to resolve the conflict between agribusiness, heavy transport, large lot (rural) residential and urban living (LSPS action)	Land Use conflicts are minimised	<p>Planning proposal identifies extent of land to rezoned and why</p> <p>Planning Proposal amending LEP resolving identified conflicts between agribusiness, heavy transport, large lot (rural) residential and urban living is approved by Minister</p>	<p>Director Strategic Planning and Development</p> <p>Manager Building and Planning</p>	
1.1.1.1.4	<p>As part of the development of Key Worker Housing Strategy include the following LSPS actions</p> <p>a) undertake a formal audit of social housing in Berrigan Shire LGA</p> <p>b) facilitate the redevelopment of existing serviced residential lots</p>	<p>The planning system supports the development of diversity Housing Stock for key workers</p> <p>Key Worker Housing Strategy is developed and adopted by the Council</p>	Engagement of Housing Providers and potential developers in the development of this strategy	Director Strategic planning and Development	
1.1.1.2	Local Environment Plan (LEP) and associated instruments provide the framework for flexible assessment and control of development in the Berrigan Shire	Statutory requirements for ordered development guide and inform day to day decision-making	90% of Development Applications determined per the current provisions of LEP and associated instruments	Manager Building and Planning	1411

Sustainable natural and built landscapes

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.1 Coordinate strategic land-use planning					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.1.1.2.1	Complete review of LEP include in this review an RU4 Zone and identify suitable land for its application	Local Environment Plan is informed by community values and aspirations	The LEP is gazetted by the Minister	Director Strategic Planning and Development	1411
1.1.1.2.2	Undertake review of Development Control Plan (DCP)	DCP incorporates contemporary urban design and placemaking principles	Principle-based review	Building and Planning Manager	1411
1.1.1.2.3	Develop a precinct structure plan as part of LEP review incorporating parking requirements for Murray / Denison Street, Tocumwal	Parking is accessible, safe, well located and does not detract from the liveability and amenity of the precinct Precinct structure plan is completed and land use identified	Relevant standards and measures are incorporated into plan development	Director Strategic Planning and Development	1411
1.1.1.3	Monitor and implement changes to development and planning legislation on an ongoing basis	Land-use planning, and development reflects legislation	Quarterly Reporting Development Activity and Approvals	Manager Building and Planning	1411

Sustainable natural and built landscapes

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.1 Coordinate strategic land-use planning					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.1.1.4	Process, assess and determine planning and building, Section 68, applications per relevant planning, building, Local Government and Environmental Assessment legislation, codes, and policies	Effective and timely assessment of planning and building applications 90% of planning and building applications are assessed and determined within statutory timeframes	Quarterly Reporting Development Activity and Approvals	Manager Building and Planning	1411
1.1.1.4.1	Conduct a service review into the effectiveness of and the impact of the implementation of the NSW Planning Portal on Council's Planning and Building Services	Service review is completed, and resource (financial, human and systems/processes) requirements are identified	Conduct of service review	Director Strategic Planning and Development	1411

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.2 Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.1.2.1	Implement the Council's Community Engagement and Community Participation Plan	Additional opportunities will be provided for the community to comment on new Development	Annual Reporting of participation rates	Manager Building and Planning Director Strategic Planning and Development	1411

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.3. Enhance the visual amenity, heritage and liveability of our communities					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.1.3.2	Continue its rolling program of works – town entrances	Improved visual amenity and attractiveness of our towns and major town entrances	Program is developed, included in Annual Capital Works Program and works completed as budget allows	Director Infrastructure	1718-0225 1910-0100
1.1.3.2.1	Include in tree master plans additional tree plantings at non-priority town entries	Improved visual amenity and attractiveness of our towns and minor town entrances	Program is developed, included in Annual Capital Works Program and works completed as budget allows	Director Infrastructure	1718-0225 1910-0100
1.1.3.2.2	Identify and develop high profile sites that will accelerate town centre activation and beautification	Improved visual amenity and attractiveness of our towns and minor town entrances	Program is developed, included in Annual Capital Works Program and works completed as budget allows	Director Infrastructure	1718-0225 1910-0100
1.1.3.3	Finalise the implementation of the Tocumwal Foreshore Master Plan	Sensitive and sustainable development of the Tocumwal Foreshore	Foreshore projects enhance visual amenity and the attractiveness of natural and built landscape	Director Infrastructure Project Manager	

Sustainable natural and built landscapes

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.3. Enhance the visual amenity, heritage and liveability of our communities					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.1.3.3.1	Construction of fishing platforms per Foreshore Masterplan	Sensitive and sustainable development Tocumwal Foreshore Tocumwal Foreshore is redeveloped	Project Plan milestones	Director Infrastructure Project Manager	
1.1.3.4	Implement, in partnership with Tocumwal community and as funds become available the WAAAF Creek Walk Master Plan	Sustainable development of the natural and cultural heritage WAAAF Creek, Walk Tocumwal	Improved pedestrian and cycle access Installation of interpretative signage Revegetation and habitat improvement	Projects identified in Master Plan are funded and completed	

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.3. Enhance the visual amenity, heritage and liveability of our communities					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.1.3.5	Implement Finley Railway Park Master Plan as funds become available	Contemporary Residential Precinct Finley Railway Park that meets standards re: Walkability Accessibility Open Space	Walkability Accessibility Open Space measures	Director Infrastructure	

Strategic Objective: 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife					
Delivery Program Objective: 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.2.1.1	Deliver weed eradication and control services	Council delivery of the Shire's weed eradication and control program/s	Annual Report	Coordinator Biosecurity and Compliance	
1.2.1.1.1	Develop a Local Weeds Action Plan to inform prioritisation and management of invasive weeds Council controlled land	Invasive weeds and noxious weeds not prioritised by Regional Weed Action Plan are mapped and control measures undertaken	Quarterly Report	Coordinator Biosecurity and Compliance	
1.2.1.1.2	Include roadside vegetation enhancement projects as external funds become available in Local Weeds Action Plan	Enhanced bio-diversity in linear reserves Reduction in chemical and mechanical control of weeds		Coordinator Biosecurity and Compliance	1214
1.2.1.1.3	Deliver private works weed eradication and control services -	Private works will enhance efficacy of	Quarterly Report Private Works	Coordinator Biosecurity and Compliance	

Strategic Objective: 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife					
Delivery Program Objective: 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
		Council and Regional WAP activities			
1.2.1.1	Implement Weed Action Plan 2020 - 2024	Delivery of regional weed eradication and control program/s	Quarterly Reporting of Weed Action Plan	Coordinator Biosecurity and Compliance	
1.2.1.2	Monitor bio-security hazards – including monitoring and control of pests (vermin, feral animals, etc) and undertake control activities when funded to do so	Environmental, economic, and social harms cause by biosecurity hazards and or common pests is reduced	Annual report to Council of activities undertaken	Coordinator Biosecurity and Compliance	
1.2.1.3	Undertake tree assessments and establish a tree register for all urban trees	Hazardous trees will be identified High risk issues address	Number of assessments undertaken Assetfinda reports	Enterprise Risk Manager	1010

Sustainable natural and built landscapes

Strategic Objective: 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife					
Delivery Program Objective: 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.2.1.3.1	Tree assessments identify urban trees with high environmental values	High environmental value trees are identified and retained	No. of trees identified and retained	Enterprise Risk Manager Maintenance Overseer	
1.2.1.4	Develop an urban tree strategy	Planned and strategic response to the management of urban trees	Urban Tree Strategy is developed and adopted by the Council	Director Infrastructure	
1.2.1.5	Partner with our communities on the review of Crown Reserve Plans of management	Crown Reserve Management Plans inform management of Crown Lands	No. of Crown Reserve Management Plans completed	Director Corporate Services	
1.2.1.5.1	Review and develop a new Tocumwal Foreshore Reserve Management Plan	Crown Reserve Management Plans inform management of Crown Lands	Tocumwal Foreshore Management Plan is reviewed and a new plan developed	Director Corporate Services	Director Corporate Services

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

Strategic Objective: 1.3 Connect and protect our communities					
Delivery Program Objective: 1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.3.1.2.1	Undertake Finley Stormwater Improvement Project	Improved capture and removal of storm water - Finley	Stormwater captured and removed per Stormwater Improvement Project performance requirements Service Level Data & increased storm water network length	Engineering Services Manager	
1.3. 1.3	Ensure sewer network is safe and functional	Sewer networks are managed to maximise operational functions	Number of problems / breaks	Engineering Services Manager	1418
1.3.1.3.1	Generate sufficient income from fees and charges to provide for the renewal of sewer and distribution assets	Sewer networks operates on full cost recovery basis and in doing so generates sufficient revenue to ensure the long-term sustainability of operations	Revenue generated	Director Infrastructure Deputy CEO	1418

Strategic Objective: 1.3 Connect and protect our communities					
Delivery Program Objective: 1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.3.1.3.2	Implement adopted Liquid Trade Waste Policy	Operation of sewer network is optimised	Liquid Trade Waste Policy implementation plan – project milestones	Director Infrastructure	
1.3.1.4	Continue remediation of Tocomwal Foreshore Levee	Prevents inundation of Tocomwal from recognised flood events	Annual inspection for defects Performance in flood events	Director Infrastructure	
1.3.1.4.1	Develop a private levee owner’s manual	Private levees are maintained Flood Levee manual is developed and distributed	Performance of private levees in flood events	Director Infrastructure	1418
1.3.1.5	Maintain the safety of Council roads and walkways	Asset Management Plan identified service levels and standards are met	Works completed in accordance with relevant standards Annual Review	Executive Engineer	7100 1910 1911 1912 1916 1917

Strategic Objective: 1.3 Connect and protect our communities					
Delivery Program Objective: 1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.3.1.5.1	Exercise delegated functions Road Act 1993	Local roads are managed in accordance with the Act and BSC Engineering Guidelines Continue to improve the safety of Council Roads	Annual Review	Operations Manager	Operations Manager
1.3.1.5.2	Implement Transport Asset Management Plan per approved Opex and Cap Ex program	Current performance and future service levels identified	Asset Plan's reviewed and implemented in accordance with Council Policy and Asset Management Strategy	Director Infrastructure	
1.3.1.5.3	Review and seek community comment as part of Council DIAP Pedestrian Access and Mobility Plans (PAMPS)	PAMP service levels informed by community feedback on service levels and priorities	Community Engagement / Participation in PAMP review	Director Infrastructure Director Strategic Planning and Development	

Strategic Objective: 1.3 Connect and protect our communities					
Delivery Program Objective: 1.3.2 Manage landfill, recycling and waste disposal					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.3.2.1	Implement the Berrigan Shire Council Waste Plan	Sustainable management of Berrigan Shire Council Waste Management facilities and services	Quarterly reporting and monitoring of KPIs in accordance with Berrigan Shire Council Waste Plan	Environmental Engineer	1412
1.3.2.1.1	Reduce waste in landfill	100% of Diversion targets set out in Berrigan Shire Council Waste Plan are met	Diversion targets set out in the Berrigan Shire Council Waste Plan	Environmental Engineer	Environmental Engineer
1.3.2.2	Deliver township waste collection and street cleaning services	Instigate & manage a waste collection contract to ensure garbage collection	Waste is collected within agreed timeframes and budgets	Environmental Engineer	1412

Sustainable natural and built landscapes summary budget 2022 – 2023

	2022 - 2023 Budget \$
	2022/23 Forecast \$
Operating Income	10,404,000
Operating Expenditure	9,499,000
Net Operating Result	905,000
Capital Income	1,254,000
Capital Expenditure	6,303,000
Net Capital funds Result	(5,049,000)
* Net Result / surplus (Deficit)	(1,087,000)

* Net result includes depreciation of assets/plant and the value of non-cash income



Good government

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

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

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

Strategic Objectives

- 2.1** Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting
- 2.2** Strengthen strategic relationships and partnerships with community, business and government

Delivery Program Objectives

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

<p>Strategic Objective: 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting</p>					
<p>Delivery Program Objective: 2.1.1 Council operations, partnerships and coordination of resources contribute toward implementation of Berrigan Shire 2032</p>					
<p>DP & AOP Action No.</p>	<p>What will we do about it? (Actions)</p>	<p>What will be the result?</p>	<p>How will we measure it?</p>	<p>Who will coordinate it?</p>	<p>Budget Summary Ref.</p>
<p>2.1.1.1</p>	<p>Promote and support the engagement of Shire residents, local business and agencies in the development, implementation and of Berrigan Shire 2027</p>	<p>Co-production of local services</p>	<p>No. of new partnerships / projects</p> <p>Facebook Analytics</p> <p>Surveys/feedback from participants in Shire engagement activities</p> <p>Annual Report</p>	<p>Director Strategic Planning and Development</p>	<p>1001</p>

Strategic Objective: 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.2.1	Provide facilities and support including financial to the elected the Council	The leadership skills, experience and knowledge of Councillors is used	Council Meeting Attendance Conference and workshop attendance	Chief Executive Officer	1001 - 1008
2.1.2.1.1	Implement in conjunction with Councillors, Councillor Training and Development Plans	Increase in Councillor skills and knowledge	Councillor evaluation of Councillor Training and Development Plans	Chief Executive Officer	
2.1.2.1.2	Establish annual program of Councillor Listening Posts	Increased opportunity for Councillor and community engagement	No. of listening posts Councillor attendance at listening posts	Chief Executive Officer	
2.1.2.2	Action Audit and Risk Improvement Committee (ARIC) recommendations	Improvements in Risk Management	ARIC reports to Council	Actions identified by ARIC are implemented	Enterprise Risk Manager
2.1.2.2.1	Implement actions for improvement as identified in the ARIC work plan	Improvements in Council processes and risk management	ARIC reports Actions completed	Enterprise Risk Manager	1001

Strategic Objective: 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.2.2.2	Implement continuous improvement pathway (CIP) Action Plan	Improved governance and reduced risk exposure	CIP Plan to be audited and assessed by State wide Area Risk Manager	Enterprise Risk Manager	1001
2.1.2.2.3	Develop and review existing HR Policies and Procedures in line with the Workforce Development Plan	Compliant and relevant HR system	Development of procedures in accordance with Action Plans	Human Resource Coordinator	1010
2.1.2.2.4	Continue the development and implementation competency assessment and training program for Council's plant operators	Competent operators and safer workplace	Number of assessments completed.	Human Resource Coordinator	1011
2.1.2.2.5	Implement Strategic Risk Management Plan 2022 - 2026	Safer workplace and community	Plan adopted by Council	Enterprise Risk Manager	2016

Strategic Objective: 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
		New plan strategies identified for inclusion into future Delivery Plan.			
2.1.2.3	Conduct comprehensive review of Berrigan Shire 2032 (CSP) and associated integrated plans	Community involvement in the review and co-design on new Community Strategic Plan (CSP)	Participation Rates at CSP review activities Council endorses CSP on behalf of the community Integrated Plans meet legislative requirements	Director Strategic Planning and Development	1313

Strategic Objective: 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.1	Coordinate Council investments, financial management, financial operations, and processing	Effective management of Council investments and finances	External audit Internal review	Director Corporate Services	1010
2.1.3.1.1	Investigate in accordance with Financial Strategy 2021 opportunities to bring forward projects using debt finance	Timely and cost-effective investment in Council services and infrastructure	Business Case and cost-benefit analyses	Director Corporate Services	1010
2.1.3.2	Monitor and respond to change in the Financial Governance, Regulatory and Reporting Frameworks	Council Operations comply with relevant frameworks	Council governance indicators	Director Corporate Services	1010
2.1.3.2.1	Active participation of Finance staff in relevant training, industry forums	Staff have skills, knowledge and training	Participant Evaluation Activity Data re: training and industry forums	Finance Manager	1010

Strategic Objective: 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.3	Deliver responsive customer service	Customer survey Complaints system	Activity Data re: response times	Director Corporate Services	1010
2.1.3.3.1	Monitor and report Customer Service Requests logged and actioned	Timely resolution of Customer Service Requests	Quarterly report	Coordinator Customer Service	1010
2.1.3.4	Manage human resource and workforce development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2022 - 2026	A workforce with the competencies needed to implement the Council's Delivery Program	Workforce Development Plan implemented No key position is vacant for longer than six months	Deputy CEO	1010
2.1.3.4.1	Identify, attract, and recruit an appropriately qualified and flexible workforce	A workforce with the competencies needed to implement the Council's Delivery Program	No key position is vacant for longer than six months	Deputy CEO	1010

Strategic Objective: 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.4.2	Promote and facilitate a diverse and inclusive workplace for current and prospective employees	A workforce that is diverse and inclusive	Pulse Survey	Deputy CEO	1010
2.1.3.4.3	Strengthen workplace training and skills	Professional and competent workforce	Gap Analysis Training Plans Training provided Report of Annual Training Activities	Director Corporate Services Director Infrastructure Human Resources Coordinator	
2.1.3.4.4	Continue the development of Volunteer Management System addressing workplace health and safety issues.	Safer workplace for volunteers	No. of activities undertaken	Deputy CEO	1001
2.1.3.4.5	Investigate options for online delivery of Volunteer Training	Volunteers will be trained and have access to information and support	All Council Committee volunteers (Office Bearers) receive training before	Recreation Officer	

Strategic Objective: 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
	programs in good governance, financial systems, and controls	about their obligations and Council requirements – re: Governance and financial management Council Committees	assuming or being confirmed by the Council as Committee Volunteer Office Bearers		
2.1.3.5	Provide information technology and associated support for Council operations	Efficient operation of Information Technology Systems supporting other Council services	IT assistance requests resolved Internal Customer Survey	Director of Corporate Services Information Technology Coordinator	1010
2.1.3.5.1	Review Council’s internet access (capacity and suitability) and upgrade as required	Efficient and effective operation of Council’s information technology and digital and online systems and processes	Data re: Functionality of software and systems Software and systems requirements are upgraded	Information Technology Coordinator	

Strategic Objective: 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.5.2	Review Council's IT landscape to support transition to and integration with cloud-based systems	Cloud-based operation and integration of Council's IT systems Software and systems support cloud-based operations	Data re: functionality and productivity	Information Technology Coordinor	1010
2.1.3.6	Coordinate the delivery and management of Shire records and communications	Effective records management system	Internal monitoring of information retrieval and storage	Director Corporate Services	
2.1.3.6.1	Digitisation of property Files, Legal Documents, Building and Planning Files.	Safe and effective records management system. <ul style="list-style-type: none"> • Faster searchability • Improved accessibility • Reclaimed physical space • Increased productivity • Enhanced Security • Business growth 	By ensuring all files are digitized and saved in council's EDRMS MAGIQ	Records Officer	

Strategic Objective: 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
		and overall success			
2.1.3.6.2	Adopt new Records Management policy	Systems are upgraded	By council adopted Records Management policy	Records Officer	
2.1.3.6.3	Provide training to new staff and refresher training to existing staff on records management and communications	Ensure effective information management and retrieval across Council and highlight the responsibilities of Council staff regarding compliance with the State Records Act 1998	By keeping a register of number of people trained throughout the year.	Records Officer	1011 1714

Strategic Objective: 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.6.4	Further the development of the Council re-brand project	Consistent and identifiable corporate brand for all Council communications	Style Guidelines and Manual used for all Council communications	Communications Officer	
2.1.3.7	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	1011 1714

Strategic Objective: 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.7.1	Review of Corporate Services AMP	Asset management plan prioritising works/investment in Council Reserves, Halls and Pools is developed	Asset Management Plan is developed	Director Strategic Planning and Development	
2.1.3.7.2	Implement Berrigan Shire Sustainable Operations Energy Strategy	Sustainable and cost-effective use of energy	Audit of Energy Use Budget allocated to fund energy strategy projects	Director Infrastructure	
2.1.3.8	Coordinate and manage maintenance and renewal of Council plant and equipment	Ongoing maintenance and renewal of Council plant and equipment	Capital Works Plan	Director Infrastructure	1011 1015 1020 1025 1030

Strategic Objective: 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.8.1	Develop Council Policy on the emergence of Electric Vehicles and implications for plant and equipment renewal, maintenance, and charging infrastructure	Council position and the strategy to be adopted when procuring and or renewing Council plant or reviewing Council operations is identified	Policy is developed and adopted by the Council Measures to reflect the policy intent	Director Infrastructure Director Strategic Planning and Development	
2.1.3.9	Coordinate the ongoing review and development of Council and Operational procedures	Regular review and update of Council Policies and associated Operational Procedures	Number of policies reviewed Number of policies outstanding	Director Corporate Services	1010

Strategic Objective: 2.2 Strengthen strategic relationships and partnerships with community, business and government					
Delivery Program Objective: 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.2.1.1	Develop resources and establish partnerships that improve local assessment of social and economic implications of regional and inter-governmental decision-making on Shire residents, business, and Council operations	Accurate, accessible information about regional and local social and economic conditions	Participation in partnerships Publication of data	Director Strategic Planning and Development	1313
2.2.1.1.1	Participate in RAMJO meetings, including officer group meetings	Improved efficiency of Council actions, regional response to issues and understanding of alternative approaches to issues.	Attendance at meetings	Chief Executive Officer	1001 - 1008
2.2.1.1.2	Advocate and support Council and Council Officer engagement in MOU projects	Shared resourcing Optimise Council	No. of MOU projects	Chief Executive Officer	1001 - 1008

Strategic Objective: 2.2 Strengthen strategic relationships and partnerships with community, business and government					
Delivery Program Objective: 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.2.1.1.3	Maintain membership of Country Mayors Association and LGNSW	Improved efficiency of Council actions, regional response to issues and understanding of alternative approaches to issues.	Memberships maintained	Chief Executive Officer	1001
2.2.1.1.4	Invest in statistically robust small area social and economic modelling and forecasting	Council and community decision making, and funding applications are informed by accessible evidence about regional and local social, economic conditions	Publication of social and economic data	Director Strategic Planning and Development	1313
2.2.1.2	Actively lobby all levels of government and industry re: RAMJO Water Position Paper	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	Chief Executive Officer	1001 - 1008

Strategic Objective: 2.2 Strengthen strategic relationships and partnerships with community, business and government					
Delivery Program Objective: 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.2.1.3	Actively lobby all levels of government and energy industry for investment in upgrading local energy (power) infrastructure	Improved economic and social outcomes for the Shire's primary and manufacturing industries	Submissions prepared Council Minutes and Annual Report publish information on lobbying activity No. invitations by other levels of government to represent the Shire's position	Chief Executive Officer	
2.2.1.3.1	Council to develop a policy on investment by the Council in transmission infrastructure	Council funds are not diverted to address regulatory and service failure by other levels of government or the market	\$ value and source of investment in energy transmission infrastructure projects Transmission infrastructure is fit for purpose and facilitates industry and community growth	Chief Executive Officer	

Good government summary budget 2022 – 2023

	2022/23 Budget \$
Operating Income	6,135,000
Operating Expenditure	3,547,660
Net Operating Result	2,587,340
Capital Income	4,071,000
Capital Expenditure	50,000
Net Capital funds Result	4,021,000
* Net Result / surplus (Deficit)	4,465,340

* Net result includes depreciation of assets/plant and the value of non-cash income



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.

Strategic Objectives

- 3.1 Create safe, friendly, and accessible communities
- 3.2 Support community engagement through life-long learning, culture, and recreation

Delivery Program Objectives

- 3.1.1 Build communities that are home to more families and young people
- 3.1.2 Facilitate all age healthy lifestyles and ageing in place
- 3.1.3 Strengthen the inclusiveness and accessibility of our community
- 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services
- 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation
- 3.2.2 Facilitate and partner with local communities in the development of township plans

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.1 Build communities that are home to more families and young people					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.1.1	Support and promote the healthy development and wellbeing of children and young people	Local projects and programs are established to support and promote the healthy development of children and young people	Project participant surveys Council sponsored projects supporting families, young people, and children	Director Strategic Planning and Development	1215 1313 1314 3100 1715
3.1.1.2	Implement Children and Families Strategy 2019 - 2023	Local projects and services support the attraction and retention of families and young people	Quarterly report of activities	Director Strategic Planning and Development	1313
3.1.1.2.2	Investigate the development of an indoor play centre as part of the CSP review	The attraction and retention of families with children	Community expresses their interest in and willingness to be involved in the development of a community-owned and operated indoor play centre Review of Children & Families Strategy	Director Strategic Planning and Development	1313

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.1 Build communities that are home to more families and young people					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.1.2.3	Support the development by the community or the market of the construction and or operation of a long-day-care child care service in Tocumwal	The attraction and retention of families with children	Community or market develop and operate long day care service in Tocumwal Review of Children & Families Strategy	Director Strategic Planning and Development	1313

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.2 Facilitate all age healthy lifestyles and ageing in place					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.2.1	Implement Disability Inclusion Plan	Council facilities and services support older residents' health, mobility and their economic / social participation in community life	Disability Inclusion Plan 2022 - 2026 actions are funded and included in Operational Plan	Director Planning and Development	Strategic and
3.1.2.2	Provide recreation facilities which support active lifestyle and ageing place	Council recreation facilities support active lifestyle and ageing place	Implementation and review Corporate and Community Services Asset Management Plan	Director Services	Corporate 1714 1715 1716 1717
3.1.2.2.1	Contribute to the operations of the indoor Pool and Gym owned and operated by the Barooga Sports Club Ltd in accordance with conditions identified by Council Resolution	Barooga Sports Club facilities continue to support the health and wellbeing of Shire residents	In accordance with the measures agreed by the Council and the Barooga Sports Club Ltd	Director Corporate Services	

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.2 Facilitate all age healthy lifestyles and ageing in place					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.2.2.2	Develop with Committee's a 10-year Strategic Plan for each Council Recreation Reserve including Mary Lawson Reserve	High quality and sustainable management of open-space and associated facilities	Strategic Plan for each reserve is developed	Director Corporate Services	
3.1.2.2.3	Implement the Barooga Recreation Reserve Strategy 2021 - 2031	High quality and sustainable management of open-space and associated facilities	Annual Report	Director Corporate Services	
3.1.2.2.4	Investigate options for improvements at Mary Lawson Wayside Rest	A contemporary high amenity rest area reflecting well on the town of Finley and Berrigan Shire	Investigation completed	Director Corporate Services SSPC/ERM	

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.3 Strengthen the inclusiveness and accessibility of our community					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.3.1	Promote the social and economic wellbeing of Shire residents and the inclusiveness of our communities through social planning and community development activities	<p>Annual program of community development activities implemented Based on participant surveys</p> <ul style="list-style-type: none"> Youth Week International Womens' Day Childrens' Week <p>Participant numbers are maintained and or increased</p> <p>Participants/ Survey high levels of satisfaction</p>	<p>No. of activities held</p> <p>Reports to Council</p> <p>Participant Surveys</p>	<p>Recreation Officer</p> <p>Director Corporate Services</p>	1313
3.1.3.1.1	Investigate options for the development of a Youth Council or similar	Issues that impact young people will be identified	Establishment of Youth Council or similar	<p>Recreation Officer</p> <p>Director Strategic Planning and Development</p>	

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health, and safety services					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.4.1	Develop an Integrated Water Cycle Management Strategy	Strategy will guide and inform the management of the Council's Water Business	Range of indicators to be identified in the Strategy Strategy is adopted by NSW Department of Planning, Industry and Environment	Environmental Engineer Director Infrastructure	
3.1.4.2	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

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health, and safety services					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.4.2.1	Generate sufficient income from fees and charges to provide for the renewal of sewer, water supply and distribution assets	Water and sewer networks operate 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	Director Corporate Services	
3.1.4.2.2	Design and construct upgrades to the Finley and Barooga Water plant/s	Fit for purpose water treatment plants	Improvement in drinking water quality as targeted in Councils Drinking Water Risk Management Plan	Environmental Engineer	1510 1511 4240 4110
3.1.4.2.3	Conduct annual audit, in accordance with Australian Drinking Water Guidelines	Active monitoring of the quality of potable water	Compliance with Australian Drinking Water Guidelines	Environmental Engineer	
3.1.4.2.4	Installation of new water meters	'Real time' monitoring of water use by Council and residents	Meters installed in accordance with agreed project management milestone	Director Corporate Services Director Infrastructure	

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health, and safety services					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.4.3	Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings, and air	Safer and healthier communities	Assess impacts associated with actions resulting in contamination	Manager Building and Planning	1511 1111 1211-1214 1411
3.1.4.3.1	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	Manager Building and Planning	1511 1111 1211-1214 1411
3.1.4.3.2	Undertake inspections of swimming pool barriers	Swimming pool safety is achieved	No. of certificates issued	Manager Building and Planning	

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health, and safety services					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.4.4	Coordinate and facilitate local emergency management committee	Committee coordinated and facilitated	LEMPan is maintained	Operations Manager	1011 1114
3.1.4.4.1	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	Operations Manager	1110 1114 2120
3.1.4.4.2	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	Operations Manager	1011

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health, and safety services					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.4.2	Implement the Berrigan Shire Adverse Events Plan	Resilient community and infrastructure	Timeliness and effectiveness of Council resources directed to prevention, preparedness, responsiveness and recovery	Director Infrastructure Director Corporate Services	
3.1.4.2.1	Participate in State-led development and implementation of COVID-19 pandemic response and recovery plan	BSC participation and implementation of COVID19 pandemic response and recovery plan per Government Requirements	COVID-19 pandemic response and recovery plan implemented	Chief Executive Officer	
3.1.4.5	Develop and maintain local cemeteries and associated infrastructure	Cemeteries progressively developed to meet demand Routine maintenance conducted	Graves available Work undertaken	Director Corporate Services	1419

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health, and safety services					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.4.6	Control and promote responsible ownership of companion animals	Negative impacts & disturbance caused by companion animals reduced	Customer Service Complaints No. Registered Companion Animals	Coordinator Biosecurity and Compliance	1111

Strategic Objective: 3.2 Support community engagement through life-long learning, culture and recreation					
Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.2.1.1	Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2014 - 2018	A Library Service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> • Patronage • Borrowings Community Survey Library Management Plan implemented following community consultation	Director Corporate Services Library Manager	1710
3.2.1.1.1	Continue the review and development of the Library Services Strategic Plan 2021 - 2025	Strategic direction and operations of the Library Service is reviewed	Survey of Library Patrons / Staff	Library Manager Director Strategic Planning and Development	
3.2.1.1.2	Coordinate annual International Women’s Day Literary Luncheon	Strengthened connection to and engagement of local communities	Patronage Literary Luncheon	Library Manager	1710
3.2.1.1.3	Conduct activities that respond to and reflect local needs and interests	A Library Service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> • Patronage • Borrowings Community Survey	Library Manager	1710
3.2.1.1.4	Provide programs that strengthen residents' connection to each and place	A Library Service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> • Patronage • Borrowings Community Survey	Library Manager	1710

Supported and engaged communities

3.2.1.1.5	Partner in the collection and preservation of local history	Local history retained	Activities undertaken	Director Corporate Services	1710
3.2.1.1.6	Be an information and digital gateway for shire residents, students, and visitors	Information and information technology available for public use	Develop and implement social media strategy Annual Survey of Library Users	Director Corporate Services	1710
3.2.1.2	Strengthen community engagement and participation in Council activities	Increased resident engagement in Council activities	Surveys Volunteer rates x Council activities	Director Strategic Planning and Development	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	Director Strategic Planning and Development	1313
3.2.1.2.2	Partner with community groups and other agencies with an annual program of community events e.g.: Childrens Week Youth Week	Engaged community and increased awareness of issues that impact community wellbeing	Surveys No. of engagement activities held	Director Strategic Planning and Development	1313
3.2.1.3	Financially contribute to and support South West Arts programs and activities	South West Arts delivery of Shire based Arts program/s and activities	Membership of South West Arts maintained No. of activities held in the Shire	Director Corporate Services	1715
3.2.1.4	Develop a public arts strategy	Planned and strategic investment in public art projects Public Art Strategy is developed in consultation with arts practitioners & the community	Public Art Strategy developed and adopted by the Council	Director Corporate Services Director Strategic Planning and Development	

Strategic Objective: 3.2 Support community engagement through lifelong learning, culture and recreation					
Delivery Program Objective: 3.2.2 Facilitate and partner with local communities in the development of township plans					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.2.2.1	Coordinate and align community projects and activities with township landscape master plans	Increased resident engagement in town landscape masterplan development and implementation	No. of meetings attended No. projects undertaken with in-kind support from Council Services	Director Strategic Planning and Development	1313
3.2.2.1.1	Partner with our communities on the development of walking and cycling tracks along rail trails and riverbank reserves	Walking and cycling tracks are developed	Value of in-kind support from Council services for community development of walking tracks / trails	Director Corporate Services	
3.2.2.1.2	Partner with our communities on the review of the management of Town Beach	Resident engagement informs town plan development and implementation	Extent of community feedback and engagement in review of the management of Town Beach	Director Strategic Planning and Development	1313

Supported and engaged communities summary budget 2022 – 2023

	2022/23 Budget \$
Operating Income	406,000
Operating Expenditure	3,526,700
Net Operating Result	(3,120,700)
Capital Income	25,000
Capital Expenditure	320,000
Net Capital funds Result	(295,000)
* Net Result / surplus (Deficit)	(2,839,700)

* Net result includes depreciation of assets/plant and the value of non-cash income



Diverse and resilient business

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

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

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

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

Strategic Objectives

- 4.1** Strengthen and diversify the local economy through investment in local jobs creation and innovation
- 4.2** Diversify and promote local tourism
- 4.3** Connect local, regional and national road, rail and aviation infrastructure

Delivery Program Objectives

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

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.1.1.1	Implement Berrigan Shire Economic Development Plan 2017 – 2021	Economic Development Plan implemented	Quarterly Reporting of actions / activities	Manager, Economic Development and Tourism	
4.1.1.1.1	Review and Develop the Berrigan Shire Economic Development Plan 2021 - 2025	Economic Development Plan Review	Review is undertaken Reviewed Plan Adopted by the Council	Manager, Economic Development and Tourism	
4.1.1.1.2	Invest in transition to work and or further education projects	Annual Shire Job Expo Youth Futures	Participant evaluation Uptake of scholarships	Manager, Economic Development and Tourism	
4.1.1.1.3	Investigate options to extend Annual Youth Futures Expo to include students attending Victorian Schools	All secondary school age students who live in the LGA will have access to Council funded Youth Futures Expo	Participant Evaluation	Manager, Economic Development and Tourism	

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.1.1.1.4	Assist local retailers and business access support related to growing their business online	Local business and retailers have information about how they can combine street presence with an online presence	Local Training held Attendance	Manager, Economic Development and Tourism	
4.1.1.1.5	Assist Industry and the Community to combat Queensland Fruit Fly	Industry and Community working together to have the region declared a Pest Free Zone. Regional and local opinion informs the actions of the NSW Local Government on the Area Wide Management Stakeholder Committee (AWMSC)	Communication activities undertaken No. meetings attended as NSW Local Govt. Representative Submissions (AWMSC)	Manager, Economic Development and Tourism	

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.1.1.1.6	Actively liaise with local business during the processing of business-related Development Applications	New developments are actively supported	No of new business Development Applications per annum	Manager, Economic Development and Tourism	
4.1.1.1.7	Provide localised Economic Impact modelling on request for new or expanding ventures and events	Businesses have access to analyses of economic impact of a planned expansion or new venture.	No. of requests received	Manager, Economic Development and Tourism	
4.1.1.2	Develop an Action Plan to address skills and workforce issues.	The Council is engaged with the private sector to address the workforce shortages and skills gaps. The Council advocates for local business on key issues	State and Federal Government response. Workforce shortage issues ease.	Manager, Economic Development and Tourism	

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.1.1.3	Support collaborative planning, shared resourcing in local industry and promotion of business and infrastructure development projects	Council facilitation of industry networks / collaborative projects and shared resourcing	Surveys Infrastructure projects	Manager, Economic Development and Tourism	
4.1.1.4	Undertake research and planning around further development at the Tocumwal Aerodrome and Airpark precinct	An expansion Masterplan is developed	Funding for further development is accessed	Manager, Economic Development and Tourism	
4.1.1.5	Investment in future economic development projects via strategic land purchases as and when these opportunities are identified or become available	Planned economic and industry development of strategically located land	Review of LEP Industry or Council acquire land and it is developed	Chief Executive Officer	

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.1.1.5.1	Investigate feasibility of new industrial precinct - Tocumwal	Planned economic and industry development of strategically located land	Feasibility Study completed and accepted by the Council	Manager, Economic Development and Tourism	

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
Delivery Program Objective: 4.1.2 Support local enterprise through local economic and industry development initiatives and projects					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.1.2.1	Promote the development of business support groups /networks within the Shire.	Active business groups / networks contributing towards local jobs and business growth	Local business surveys Employment Data	Manager, Economic Development and Tourism	
4.1.2.1.1	Conduct quarterly program providing networking opportunities, and information and support	Local business provided with a range of networking opportunities	Attendance		
4.1.2.2	Convene regular meetings between Council and presidents' of local Chambers of Commerce or similar	Forum for local business and Council to identify and resolve issues of common concern	No. of meetings held Attendance No. projects	Manager, Economic Development and Tourism	
4.1.2.3	Investigate options for upgrade Finley Saleyards	Safe and efficient facility	Quarterly Reporting of Livestock Sales	Director of Corporate Services	

Strategic Objective: 4.2 Diversify and promote local tourism					
Delivery Program Objective: 4.2.1 Implement the Berrigan Strategy for the Visitor Economy 2022 -2026					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.2.1.1	Invest in infrastructure that will add value to and increase the competitiveness of the Shire's Visitor Economy e.g. Complete "wet side" development of the Tocumwal Foreshore Reserve	Local operators develop new Visitor Economy product and services	Increase in Visitors Tocumwal Foreshore	Director Infrastructure Manager, Economic Development and Tourism	
4.2.1.1.1	Continue construction Tocumwal Foreshore and Economic Revitalisation Project; Murray River Experience	Construction of Town Square and Riverview Café	Project Milestones met Project Acquittal	Director Infrastructure	

Strategic Objective: 4.2 Diversify and promote local tourism					
Delivery Program Objective: 4.2.1 Implement the Berrigan Strategy for the Visitor Economy 2022 -2026					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.2.1.2	Partner with industry and other levels of government on securing investment needed for Ports of the Murray and Murray River Adventure Trail Projects	New Visitor Experiences	Investment by other levels of Government and Industry in Ports of the Murray and Murray River Adventure Trail Projects	Manager, Economic Development and Tourism	
4.2.1.2.1	Partner with industry and other levels of government to address local priorities that are articulated in the plan.	Improved visitor experience	Investment by the industry and other levels of government in priority projects	Manager, Economic Development and Tourism	
4.2.1.2.2	Undertake an audit of white on brown tourism signage	A plan to upgrade and modernise visitor wayfinding in Berrigan Shire	Investment by the Council and local businesses in new directional signage.	Manager, Economic Development and Tourism	

Strategic Objective: 4.2 Diversify and promote local tourism					
Delivery Program Objective: 4.2.1 Implement the Berrigan Strategy for the Visitor Economy 2022 -2026					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.2.1.3	Provide support to event proponents and organisers.	Increase in the number of successful events, proponents and organisers Increased attendance local events	No. of events supported by Council Event Surveys	Manager, Economic Development and Tourism	
4.2.1.4	Facilitate local industry review and update of digital content and marketing	Digital content will be accurate	Data Analytics Annual Survey of digital content	Manager, Economic Development and Tourism	

Strategic Objective: 4.2 Diversify and promote local tourism					
Delivery Program Objective: 4.2.2 Partner with regional Tourism Boards					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.2.2.1	Membership of regional tourism boards established to increase visitation and economic activity in the Murray Region of NSW and Murray River towns	Regional and interstate marketing and promotion of the Shire's tourism products and services	Participation in Regional Tourism Boards Value of projects undertaken by that Regional Board that promote Murray River towns as a Destination Councillor and staff attendance at Regional Tourism Board Meetings	Manager, Economic Development and Tourism	

Strategic Objective: 4.3 Connect local, regional and national road, rail and aviation infrastructure					
Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.3.1.1	Continue to advocate for the development of hardstand and serviced truck parking Tocumwal, Berrigan and Finley	Improved safety and services for transport and logistics industries	Business Case developed and costed	Manager, Economic Development and Tourism	
4.3.1.2	Lobby for upgrade of rail facilities, associated with Tocumwal rail line incl. line to Shepparton and Melbourne Ports	Increased use of Tocumwal inter-modal facility	Investment by government in facilities	Manager, Economic Development and Tourism	
4.3.1.3	Participate actively in efforts to upgrade Newell Highway and Midland Murray Valley highways particularly the Shepparton bypass	Increased use of Tocumwal inter-modal facility	Highway upgrades demonstrative progress Funding is committed by Victorian and Commonwealth Governments	Manager, Economic Development and Tourism	

Strategic Objective: 4.3 Connect local, regional and national road, rail and aviation infrastructure					
Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.3.1.4	Operate the Tocumwal Aerodrome	Operated in accordance with CASA regulations and Tocumwal Aerodrome Management Plan.	Annual Report Presented to Council on Aerodrome Operations	Director Infrastructure	
4.3.1.4.1	Maintain the Tocumwal Aerodrome	Maintained in accordance with Corporate and Community Services Asset Management Plan	Satisfactory results from CASA inspections for continuation of Aerodrome registration CASA issue compliant assessment of Aerodrome Operations and Management Tocumwal Aerodrome maintains registration	Director Infrastructure	

Diverse and resilient business summary budget 2022 – 2023

	2022/23
	Budget
	\$
Operating Income	98,000
Operating Expenditure	412,000
Net Operating Result	(314,000)
Capital Income	575,000
Capital Expenditure	-
Net Capital funds Result	575,000
* Net Result / surplus (Deficit)	(235,000)

* Net result includes depreciation of assets/plant and the value of non-cash income



Finley High School Students & Muralisto

Section 3 – Revenue & Charging

Rates

Water and Sewer Supply Services

Fees and Charges

Council Rates Overview 2022/2023

Rates and charges provide Council with a major source of revenue. Revenue used to meet the costs of providing services to business and residents of the Shire. The rates and charges described by this adjacent Figure and Council’s Revenue Policy 2022/2023 published in this Operational Plan provide the net funding requirements for a number of the programs and initiatives described in Council’s annual Operational Plan and its 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 2022/2023 rate is based on the Valuer General’s 2019 assessments. Council adopts on an annual basis its Rating and Revenue Policy – a copy of this policy is available from Council. The Business rate varies by urban/town locations and the rate is applied to land categorised Business Ordinary, Business Hospitality, Business Rural. Each category has the same value as the residential rate of its urban/town location.

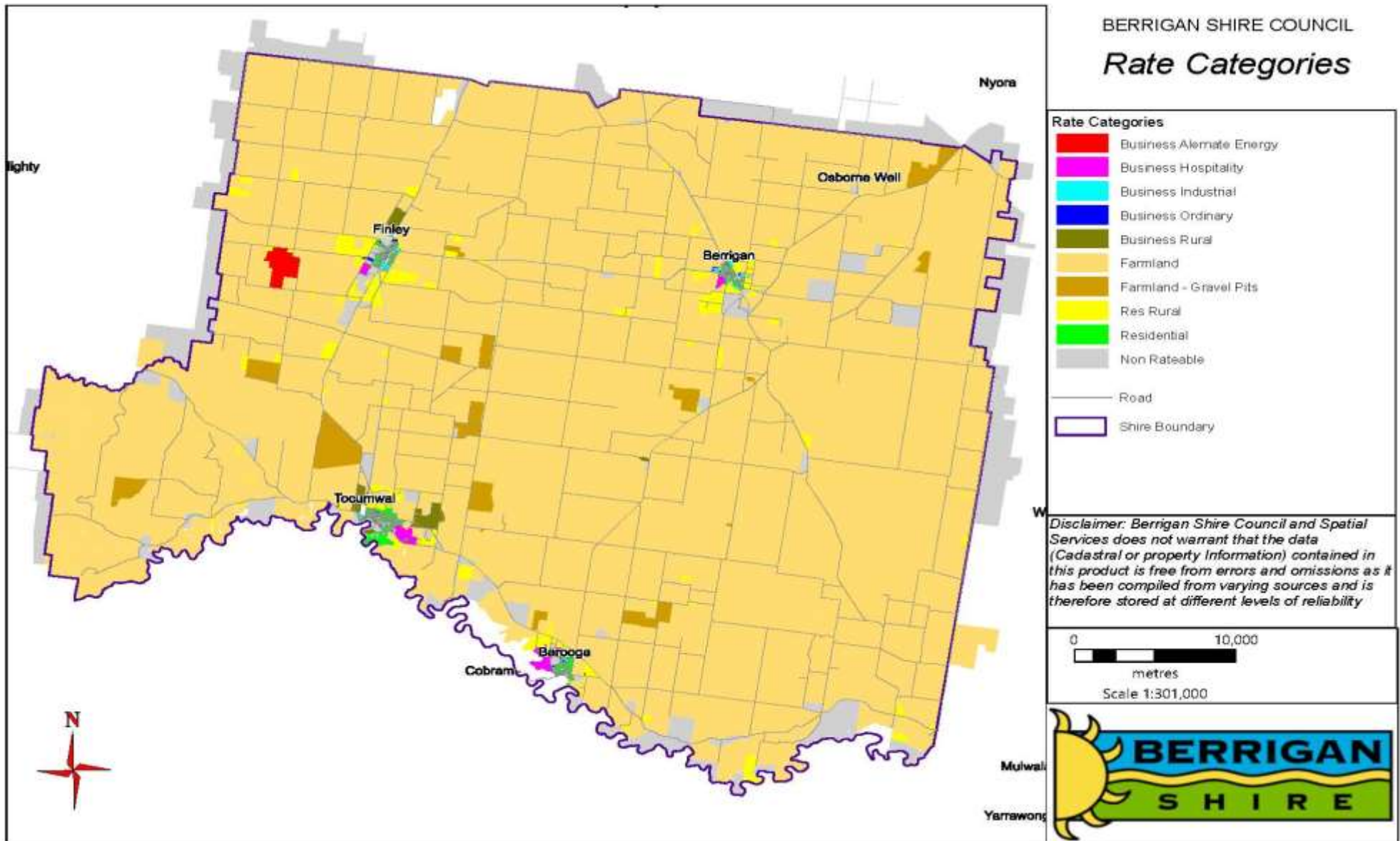
The average property in each town pays the same level of Ordinary Rate. The Farmland rate applies to all farmland in the Shire.

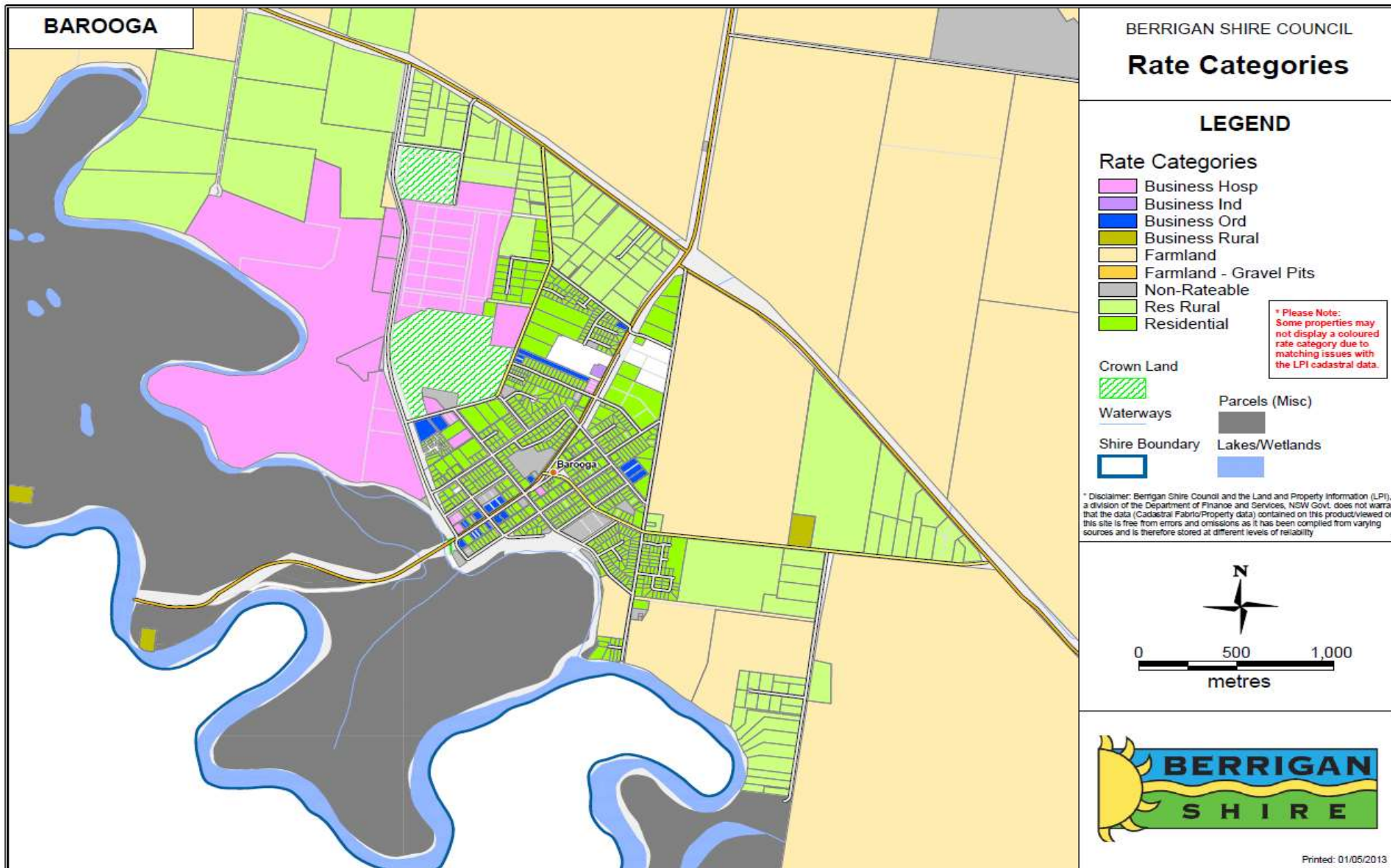
<p>AD-VALOREM RATE</p> <p>2021/22</p> <p>FINLEY</p> <p>Business Alt Energy</p> <p>0.0124779</p>	
<p>BAROOGA</p> <p>Business & Residential</p> <p>0.009671</p>	<p>BERRIGAN</p> <p>Business & Residential</p> <p>0.032585</p>
<p>FINLEY</p> <p>Business & Residential</p> <p>0.025735</p>	<p>TOCUMWAL</p> <p>Business & Residential</p> <p>0.010498</p>
<p>RESIDENTIAL RURAL</p> <p>Ad-Valorem Rate</p> <p>0.005285</p>	<p>RESIDENTIAL RIVERLAND</p> <p>Ad-Valorem Rate</p> <p>0.009598</p>
<p>FARMLAND</p> <p>Ad -Valorem Rate</p> <p>0.0040374</p>	

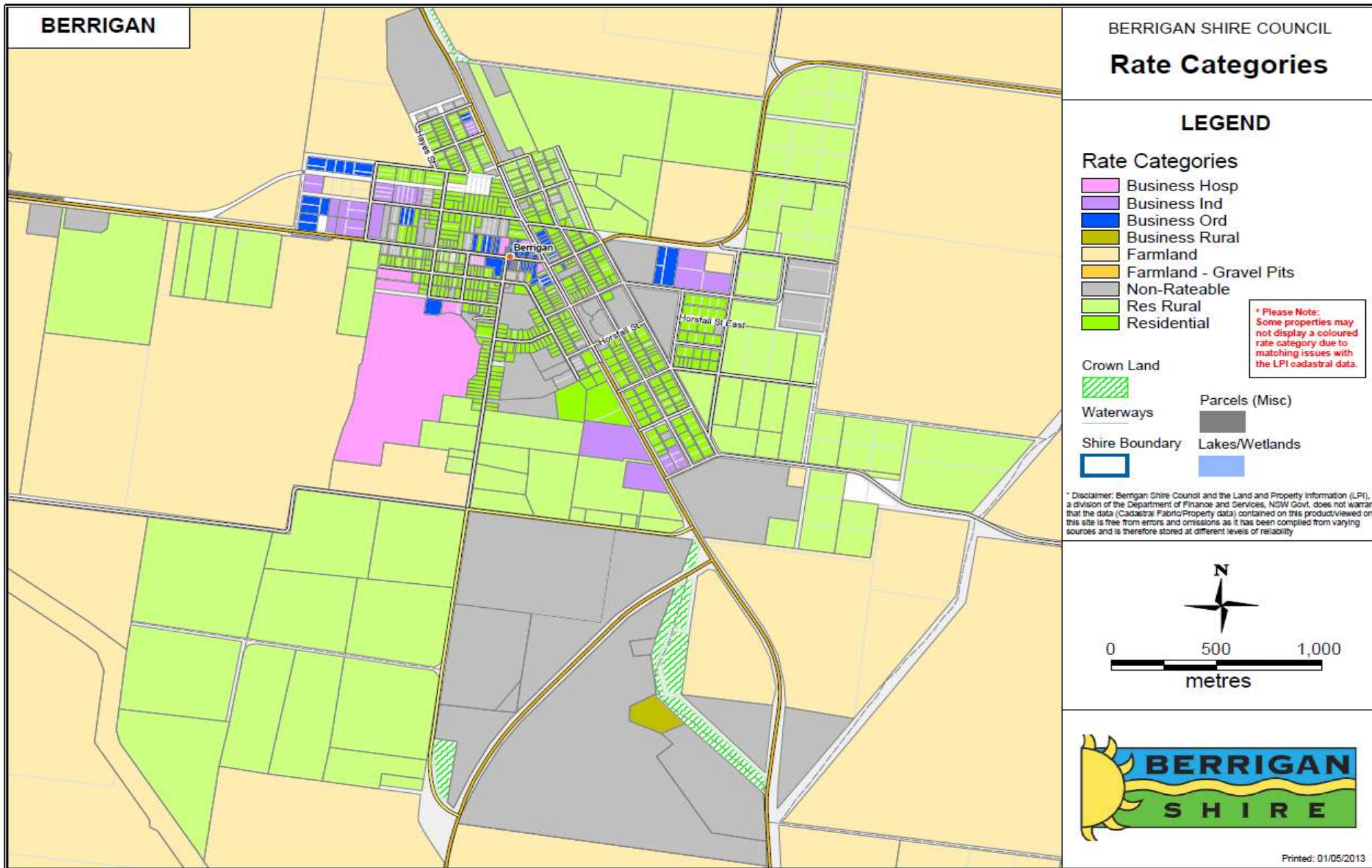
Calculating your ordinary rate

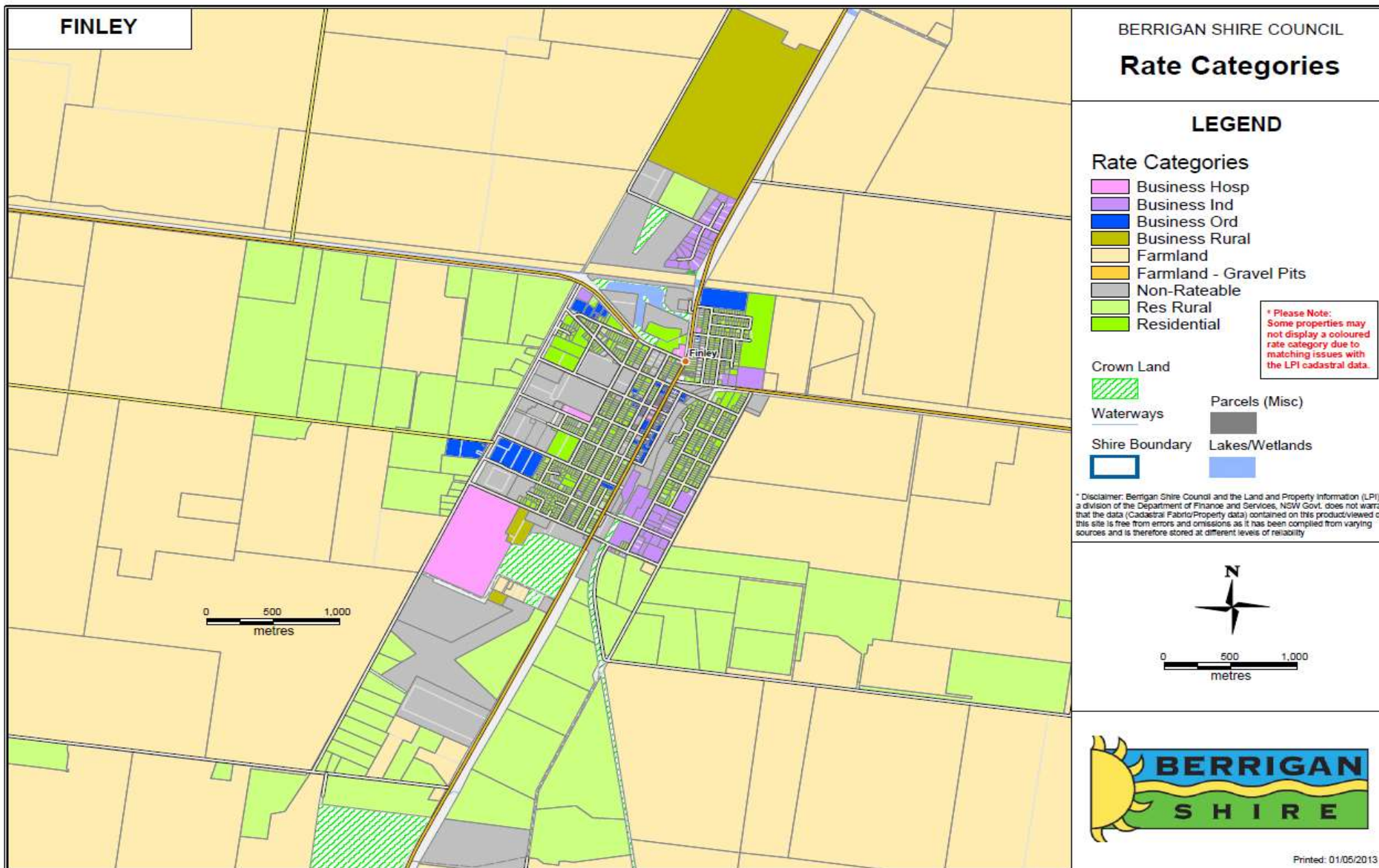
Check the following maps. For example, if your land is categorised for rating purposes as Farmland the rate is calculated by multiplying your 2019 valuation by the rate in the dollar.

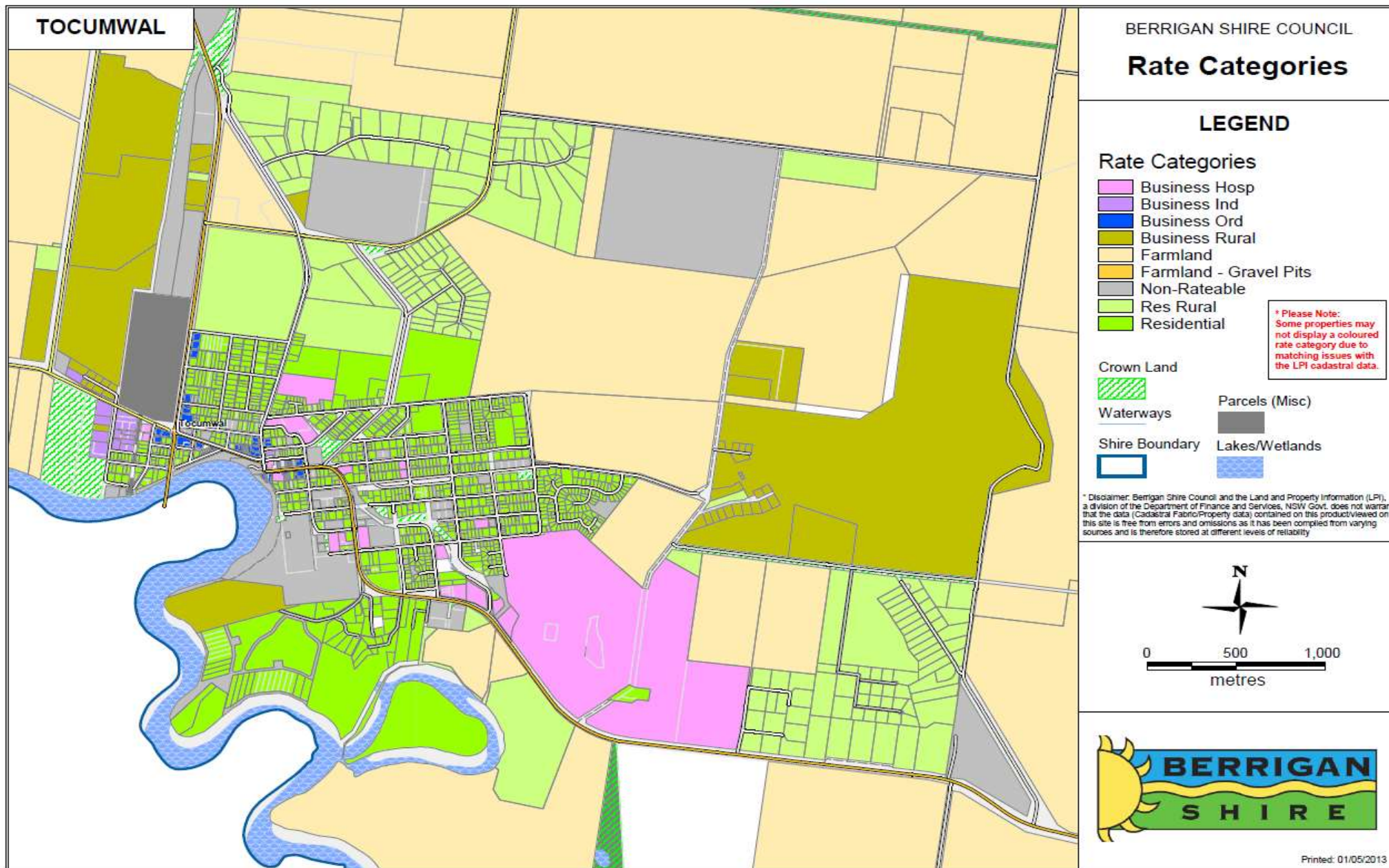
The Business rate varies by urban/town locations and the rate is applied to land categorised Business Ordinary, Business Hospitality, Business Rural. Each category has the same value as the residential rate of its urban/town location. The average property in each town pays the same level of Ordinary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











STATEMENT OF REVENUE POLICY 2022-2023

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

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

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

Ordinary and Special Rates and Charges Statement

Total revenue raised from the levying of land rates continues to be capped by the NSW Government with the Independent Pricing & Regulatory Tribunal (IPART) having developed a Local Government Cost Index (LGCI) for use in setting the maximum allowable increase in general income for local government. [IPART has set the maximum allowable increase as 0.9%](#) for the 2022-2023 rating year

General Rate

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

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

Council is required to use the latest valuations received up until 30 June of the

previous year for rating purposes in the current financial year. Shire-wide general revaluations are undertaken every 3 years.

Valuations with a base date of 1 July 2019 will be used for rating purposes for 1 July 2022 – 30 June 2023.

Categories

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

- Farmland
- Residential
- Business
- Mining

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

Farmland

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

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

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

Residential

Land is categorised as residential if it is a parcel of rateable land valued as one assessment and its dominant use is for residential accommodation or rural residential land or if it is vacant land it is

Statement of Revenue Policy 2022/23

zoned or otherwise designated for use under an environmental planning instrument for residential purposes.

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

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

Business

Land is categorised as Business if it is of a business, commercial or industrial nature. Land is to be categorised as business if it cannot be categorised as farmland or residential. Business has four sub-

Residential – Riverland

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

categories: Business Industry, Business Ordinary, Business Hospitality and Business Rural

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

Business Alternative Energy

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

Residential Rural

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

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

Statement of Revenue Policy 2022/23

Table 2 Rates Charged

Category		Ad-Valorem Rate (rate in the \$)	Estimated Yield	% total yield
Farmland		0.0040374	\$2,010,502	35.65
Barooga	Residential	0.009671	\$615,813	10.92
	Business	0.009671	\$98,151	1.74
Berrigan	Residential	0.032585	\$361,929	6.42
	Business	0.032585	\$82,906	1.47
Finley	Residential	0.025735	\$733,615	13.01
	Business	0.025735	\$184,339	3.27
Finley	Business Alt Energy	0.0124779	\$36,186	0.64
Tocumwal	Residential	0.010498	\$865,201	15.34
	Business	0.010498	\$201,889	3.58
Residential Rural		0.005285	\$398,944	7.07
Residential - Riverland		0.009598	\$48,961	0.86

Domestic Waste and Non-Domestic Waste Management Services

Berrigan Shire Council intends to make the following charges for levying in 2022-2023 to meet the reasonable costs associated with the collection, disposal and recycling of waste in accordance with Sections 496, 501 and 504 of the *Local Government Act 1993*.

Council's waste collection service includes a weekly waste service and a fortnightly recycling service. A weekly waste service and a fortnightly recycling service is made available to occupied commercial premises. The following Table sets out the intended waste management charges for 2022/2023:

Table 3 Domestic Waste Charges

Service provided	Fee (\$) per annum	Estimated revenue
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)	\$339.00	\$1,159,380
Additional Service Collected 1 x Weekly Pick up of 120 litre small garbage bin (Green)	\$213.00	\$9,159
Uncollected (vacant charge) Charged on vacant land within the collection zone – no service is provided.	\$63.00	\$15,057

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Service provided	Fee (\$) per annum	Estimated revenue
Business / Non Residential Garbage Charge 1 x Weekly pick up of 240 litre big bin. (Green)	\$298.00	\$76,586
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)	\$461.00	\$24,433
Recycling Collected 1 x Fortnightly pick up of 240 litre recycling bin. (Blue)	\$164.00	\$6,724

Sewer charges

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

- i) Land which is more than 75 metres from a sewer of the Council and is not connected to the sewer;
- ii) Land from which sewerage could not be discharged into any sewer of the Council.

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

In special circumstances, an on-site low pressure sewer maintenance charge will apply to those properties connected to Council's sewer supply via a low-pressure sewer pump. The Council will maintain the

pump in perpetuity subject to the owner of the property entering into an agreement for maintenance and paying the annual low- pressure charge.

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

- **For non-rateable properties**

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

- **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 following Table sets out the intended sewer charges for 2022/2023

Table 4 Sewer Charges

Service provided	Fee (\$) per annum	Estimated revenue
Sewer Supply Charge Charged to all rateable land utilising the town sewer system or zoned residential and within 75m of Councils sewer system.	\$599.00	\$2,159,994
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	\$127.00	\$184,531
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.	\$167.00	\$20,875

Stormwater management

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

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

The Table below sets out the intended stormwater management charges for 2022/2023

Table 5 Stormwater Management Charges

Service provided	Fee (\$) per annum	Estimated revenue
Residential Premises on urban land	\$25.00	\$77,062
Strata properties (per Strata)	\$12.50	
Vacant land	Exempt	
Commercial Premises on urban land	\$25.00	

Water supply

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

- i) Land that is supplied with water from a water pipe of the Council; or

Statement of Revenue Policy 2022/23

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

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

Except for those non-rateable properties described below:

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

The Table below sets out the intended water supply charges for 2022/2023:

Table 6 Water Access and Supply Charges

Service provided	Fee (\$) per annum	Estimated revenue
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)	\$582.00	\$2,346,624
Water Consumption Charges – Unfiltered (Barooga, Berrigan & Finley)	\$0.77 per kl (stage 4 restrictions in force) \$0.55 per kl (other restrictions in force) \$0.50 per kl (no restrictions)	
Water Consumption Charges – Treated (Barooga, Berrigan & Finley)	\$1.55 per kl (stage 4 restrictions in force) \$1.10 per kl (other restrictions in force) \$1.00 per kl (no restrictions)	
Water Consumption Charges – Treated (Tocumwal)	\$1.03 per kl (stage 4 restrictions in force) \$0.73 per kl (other restrictions in force) \$0.66 per kl (no restrictions)	

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Pensioner concessions

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

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

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

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

Developer concessions

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

- Written application should be submitted to the Council prior to 31 May for consideration at the June ordinary meeting of Council
- Annual water and sewerage charges may be waived on the undeveloped lots of a subdivision, up to a maximum period of three (3) years, or until the lots are built upon, sold, leased or otherwise occupied (whichever is the sooner).

- No concessions under this section are given for Domestic Waste, Stormwater, Pedestal or Water Consumption Charges.

Issuing of notices and due dates for payment

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

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

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

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

Interest charges

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

Interest will be calculated on a daily basis. The rate of interest will be 6.0% per annum the maximum rate as specified by the Minister for Local Government and [published in the NSW Government Gazette](#)

Council may write off interest charges on overdue rates, in accordance with Section 567 of the *Local Government Act 1993*. Ratepayers seeking to have interest written off under hardship provisions are to submit a written application to the Council as per the Council's adopted Debt Management and Hardship Policy.

Statement of Revenue Policy 2022/23

Hardship provisions

Council requires all ratepayers to pay their rates in full by the due date(s). However, some ratepayers experience genuine financial hardship. Ratepayers having difficulty meeting their commitments may be eligible for assistance and consideration.

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

User fees and charges

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

The general principal of this policy states

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

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

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

The complete Register of Fees and Charges is also included in this Operational Plan.

Redemption and Borrowings

The Council as noted in the budget summary currently has five outstanding loans as summarised in the following Table.

Table 7 - Outstanding Loans (31 March 2022)

Purpose	Amount	Term	Rate	Annual repayments	DUE	Lender
LIRS Drainage	\$1,630,000	10 y	4.260%	\$200,488	Dec 2024	NAB
LCLI Lewis Crescent	\$1,000,000	10 y	2.32%	\$112,391	May 2030	ANZ
LCLI Water Plant	\$4,000,000	10 y	1.48%	\$430,586	Jan 2031	NAB
Water Fund – Finley WTP	\$2,600,000	10 y	1.48%	\$281,630	June 2031	Sewer Fund
General Fund	\$1,000,000	10 y	1.48 %	\$108,319	June 2031	Sewer Fund

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

The interest cost of both of the LCLI loans are partially offset by half of the interest rate charged, as part of the Low Cost Loans Initiative (LCLI) from the NSW government.

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

Table 8 Projected Outstanding Debt - 2021/22 to 2024/25

FUND	30 JUNE 2022 \$	30 JUNE 2023 \$	30 JUNE 2024 \$	30 JUNE 2025 \$
General	2,610,996	2,185,954	1,748,333	1,381,726
Water	5,578,283	4,945,578	4,303,471	3,668,401
Sewer	-	-	-	-
Sub Total	8,189,279	7,131,532	6,051,804	5,050,127
Less Internal loans	2,921,678	2,574,969	2,223,129	1,882,662
TOTAL	5,267,601	4,556,562	3,828,674	3,167,465

Total repayments of principal and interest would be as follows:

Table 9 Loan Redemption - 2022/23 to 2025/26

FUND	2022/2023 \$	2023/2024 \$	2024/2025 \$	2025/2026 \$
General	482,169	482,169	398,632	281,680
Water	712,216	712,216	720,035	720,035
Sewer	-	-	-	-
Sub Total	1,194,385	1,194,385	1,118,667	1,001,715
Less Internal loans	389,950	389,950	397,768	397,768
TOTAL	804,435	804,435	720,899	603,947
Less LIRS subsidy	11,694	6,120	-	-
Less LCLI subsidy	33,038	29,084	20,969	16,806
NET COST	759,703	769,231	699,930	587,141

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Appendix A: Rates and Charges Yields 2021 to 2026

The proposed yields from the Council Rates and Annual Charges are shown in Table 11 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 2021/2022 yield shown is the actual figure levied last year. The 2022/2023 figure is an estimate based on the rate increase proposed using land values as they exist in **April 2022**. The 2023/2024, 2024/2025 and 2025/2026 figures are projections based on the 2022/2023 estimates

Table 10 - Rates and Charges Yields

ORDINARY RATES					
% Increase-total nett ordinary rate revenue		2.0%	2.0%	2.0%	2.0%
Rate Category	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Farmland	\$1,995,061	\$2,013,016	\$2,053,276	\$2,094,341	\$2,136,227
Residential	\$48,536	\$48,972	\$49,951	\$50,950	\$51,969
Residential Rural	\$383,863	\$387,317	\$395,063	\$402,964	\$411,023
Res. River Land - Barooga	\$0	\$0	\$0	\$0	\$0
Res. River Land - Tocumwal	\$0	\$0	\$0	\$0	\$0
Residential - Barooga	\$609,450	\$614,935	\$627,233	\$639,777	\$652,572
Residential - Berrigan	\$355,528	\$358,727	\$365,901	\$373,219	\$380,683
Residential - Finley	\$725,993	\$732,526	\$747,176	\$762,119	\$777,361
Residential - Tocumwal	\$856,700	\$864,410	\$881,698	\$899,311	\$917,297
Business - Barooga	\$97,165	\$98,039	\$99,999	\$101,998	\$104,037
Business - Berrigan	\$81,763	\$82,498	\$84,147	\$85,829	\$87,545
Business - Finley	\$182,919	\$184,565	\$188,256	\$192,021	\$195,861
Business - Tocumwal	\$199,699	\$201,496	\$205,525	\$209,635	\$213,475
Business Alt Energy - Fin	\$36,186	\$36,511	\$37,241	\$37,985	\$38,744
GROSS YIELD	\$5,572,868	\$5,623,012	\$5,735,466	\$5,850,149	\$5,966,794
Less Net Pension Rebate	-\$95,000	-\$95,000	-\$95,000	-\$95,000	-\$95,000
NET YIELD	\$5,477,868	\$5,528,012	\$5,640,466	\$5,755,149	\$5,871,794

WATER CHARGES					
% Increase - Access Charge		3.5%	3.5%	3.5%	3.5%
Access	Consumption	GROSS YIELD			
\$2,254,744	\$800,000	\$3,004,744	\$2,333,660	\$3,133,660	\$2,415,338
\$2,499,874	\$800,000	\$3,299,874	\$2,587,369	\$3,387,369	\$2,415,338
\$2,587,369	\$800,000	\$3,387,369	\$3,215,338	\$3,299,874	\$3,387,369

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Less Net Pension Rebate	-\$46,000	-\$46,000	-\$46,000	-\$46,000	-\$46,000
NET YIELD	\$2,958,744	\$3,087,660	\$3,169,338	\$3,253,874	\$3,341,369

SEWER CHARGES

% Increase		3.5%	3.5%	3.5%	3.5%
Sewerage	\$2,081,640	\$2,154,497	\$2,229,904	\$2,307,950	\$2,388,728
Pedestal	\$178,719	\$184,974	\$191,448	\$198,148	\$205,083
Low Pressure Sewer	\$20,125	\$20,829	\$21,558	\$22,312	\$23,092
GROSS YIELD	\$2,280,484	\$2,360,300	\$2,442,910	\$2,528,410	\$2,616,903
Less Net Pension Rebate	-\$44,000	-\$44,000	-\$44,000	-\$44,000	-\$44,000
NET YIELD	\$2,236,484	\$2,316,300	\$2,398,910	\$2,484,410	\$2,572,903

DOMESTIC WASTE, GARBAGE AND RECYCLING

% Increase		3.5%	3.5%	3.5%	3.5%
Charge	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Domestic Waste/Recycling	\$1,121,044	\$1,160,280	\$1,200,889	\$1,242,920	\$1,286,422
Domestic Waste Uncollected	\$14,762	\$15,278	\$15,812	\$16,365	\$16,937
Garbage/Business Recycling	\$102,036	\$105,607	\$109,303	\$113,128	\$117,087
GROSS YIELD	\$1,237,842	\$1,281,165	\$1,326,004	\$1,372,413	\$1,420,446
Less Net Pension Rebate	-\$41,500	-\$41,500	-\$41,500	-\$41,500	-\$41,500
NET YIELD	\$1,196,342	\$1,239,665	\$1,284,504	\$1,330,913	\$1,378,946

STORMWATER MANAGEMENT

No increase - fixed by regulation		0%	0%	0%	0%
GROSS YIELD	\$77,062	\$77,062	\$77,062	\$77,062	\$77,062

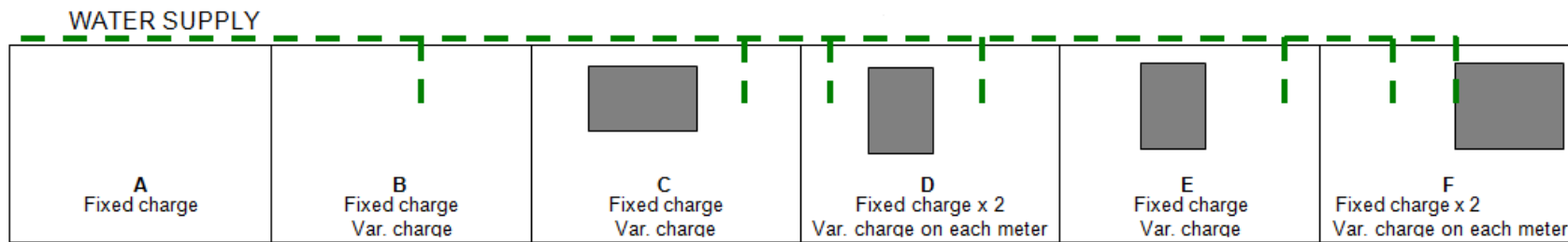
TOTAL – ALL RATES AND CHARGES

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
GROSS YIELD	\$12,173,000	\$12,475,199	\$12,796,780	\$13,127,908	\$13,468,574
Less Net Pension Rebate	-\$226,500	-\$226,500	-\$226,500	-\$226,500	-\$226,500
NET YIELD	\$11,946,500	\$12,248,699	\$12,570,280	\$12,901,408	\$13,242,074

Figure 1 Water Supply Charging

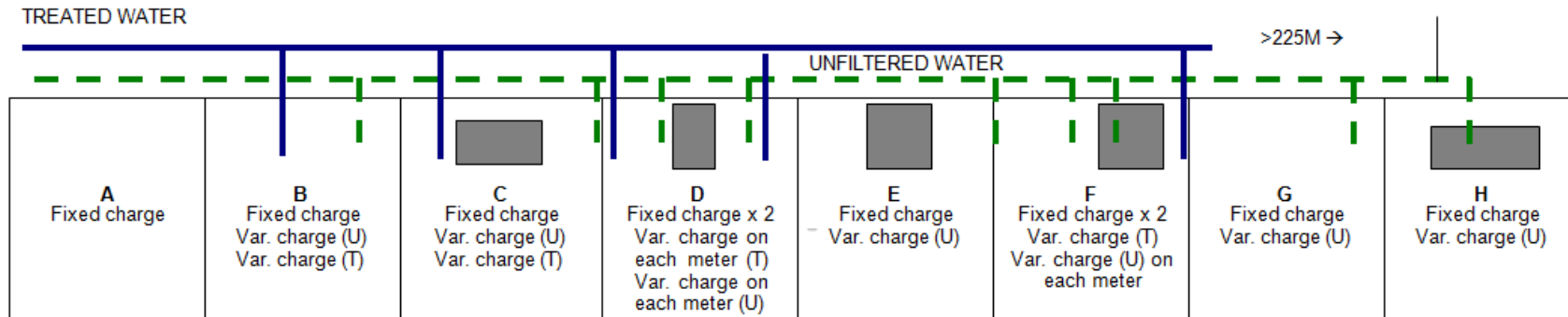
Appendix B: Water supply access charge diagram


WHERE SINGLE SUPPLY IS AVAILABLE TO PROPERTY
 (Tocumwal) – Not including proposed new subdivisions outside village boundary



use
with
house
(T)
Treated
Supply

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



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

Annual Fees and Charges

Section 4 – Annual Operational Plan Budget

Budget Summary & Comments

Projected Income and Expenditure
Statements

Projected Balance Sheet

Projected Cash Flow Statement

Annual Budget Summary

Capital Works Plan Summary

Budget Summary and Comments 2022/23

INTRODUCTION

The 2022/23 budget will see Berrigan Shire Council continue to finalise its ambitious program of community infrastructure improvements. These projects, largely funded by a combination of grants, community contributions and Council's own funds, complement the Council's continuing town amenity program.

Table 1: Town Amenity improvements 2018-2022

	16/17	17/18	18/19	19/20	20/21	21/22	TOTALS
PUBLIC TOILETS	\$ 6,289.80	\$ 195,173.39	\$ 57,743.17	\$ 74,715.00	\$ 30,692.68	\$ -	\$ 364,614.04
TOCUMWAL FORESHORE	\$ 249,899.34	\$ 49,314.68	\$ 1,112,559.00	\$ 1,260,766.00	\$ 1,104,005.78	\$ 911,400.41	\$ 4,687,945.21
BAROOGA FORESHORE	\$ -	\$ 16,618.90	\$ 396,326.99	\$ 267,005.00	\$ 102,916.98	\$ -	\$ 782,867.87
PARKS AND GARDENS	\$ -	\$ -	\$ -	\$ 624,943.00	\$ 352,133.42	\$ 461,691.48	\$ 1,438,767.90
SWIMMING POOLS	\$ -	\$ -	\$ -	\$ 943,069.00	\$ -	\$ -	\$ 943,069.00
SPORTS FACILITIES	\$ -	\$ -	\$ 240,591.00	\$ 719,509.00	\$ 1,320,435.29	\$ 573,000.00	\$ 2,853,535.29
TOWN ENTRIES	\$ 165,183.29	\$ 221,551.28	\$ 197,731.33	\$ 35,970.00	\$ -	\$ 50,000.00	\$ 670,435.90
WALKING PATHS	\$ -	\$ -	\$ -	\$ 182,774.00	\$ 68,242.41	\$ 209,820.99	\$ 460,837.40
SKATE PARKS	\$ -	\$ -	\$ 189,264.66	\$ -	\$ -	\$ -	\$ 189,264.66
TOTALS	\$ 421,372.43	\$ 482,658.25	\$ 2,194,216.15	\$ 4,108,751.00	\$ 2,978,426.56	\$ 2,205,912.88	\$ 12,391,337.27

This budget also proposes significant upgrades and improvements to town water infrastructure (some of which has already commenced) including a new \$6.6m treatment plant for Finley and capacity improvements for the Barooga Treatment Plant.

COVID-19 affected the workflow on capital projects due to increased wait time on orders and the unavailability of local contractors due to an increase of new home builds stemming from the Federal Government's Home Builder Scheme.

COVID-19 has seen the Council's Hospitality and Tourism industries severely affected by low tourist numbers, this is now

on the incline with border closures seeming to be a thing of the past. The increased traffic through the shire area is expected to continue to boom with Council opening a new Visitor Information Centre, budgeting for tourism and area promotion and employing staff to continue to advocate for our local tourism into the future.

Rates and charges

An ordinary rate revenue increase of 0.9% has been included in the budget for 2022/23. This represents the maximum permissible amount allowed by the Independent Pricing and Regulatory Tribunal (IPART) in accordance with the

Budget Summary and Comments

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 and include a "population growth factor" to account for increased costs in Council due to growing populations.. This system necessarily leads to a situation where Council's costs always will exceed any increase in revenue.

In determining the 2022/23 rate peg, IPART determined a 0.7% increase in the Local Government Cost Index and applied a 0.2% population growth factor for Berrigan Shire Council, allowing Council a maximum permissible income increase of 0.9%. IPART did not deduct a productivity factor in 2022/23.

Table 2: Ordinary rate increases 2019-2023

YEAR	LG COST INDEX	"PRODUCTIVITY" FACTOR	POPULATION FACTOR	INCREASE TAKEN UP BY COUNCIL
YEAR	LG COST INDEX	"PRODUCTIVITY" FACTOR	POPULATION FACTOR	INCREASE TAKEN UP BY COUNCIL
2019-20	2.7%	-	-	2.7%
2020-21	2.6%	-	-	2.6%
2021-22	2.0%	-	-	2.0%
2022-23	0.7%	-	0.2%	0.9%

Table 3: Average Ordinary Rate by Category (not inclusive of charges)

Rate Category	2020/21#	2021/22^
Farmland	\$2210	\$2242
Residential Rural	\$672	\$688
Residential (other)	\$1,832	\$1,867
Urban/Town Properties	\$832	\$848

#as at April 2020

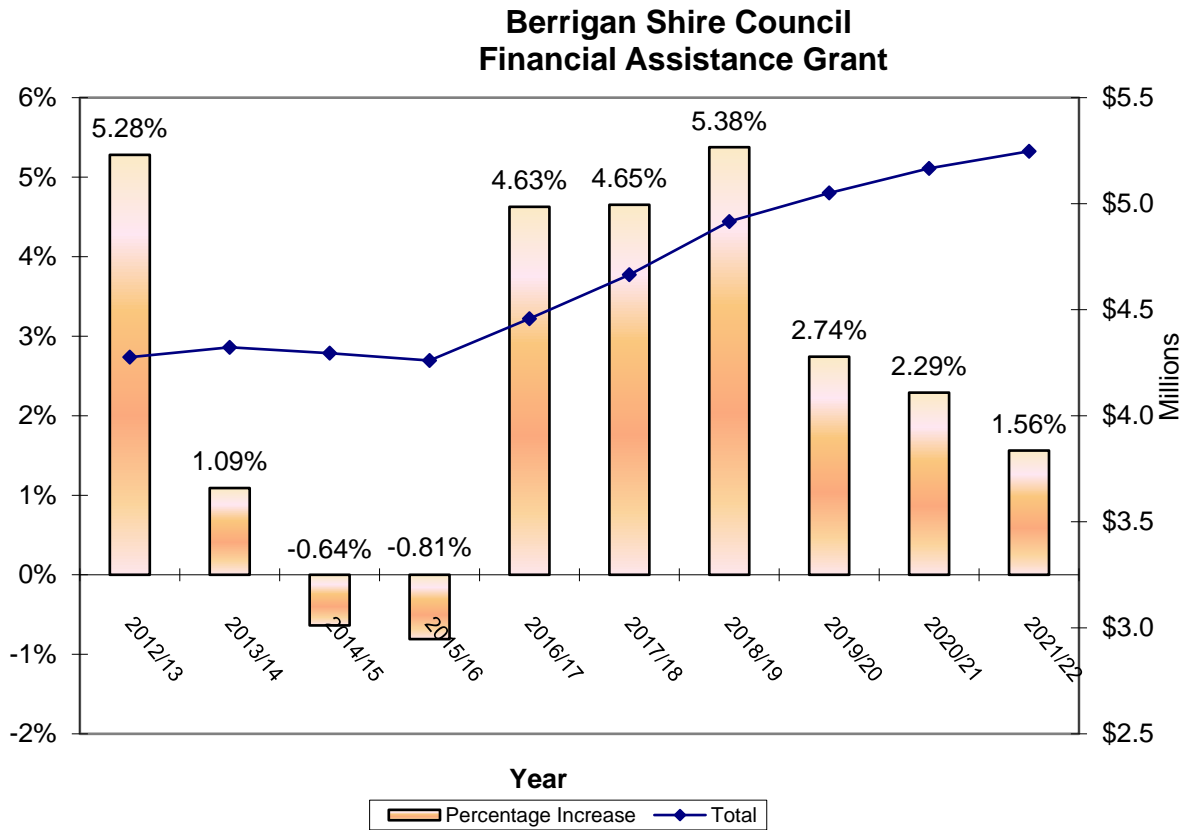
^as at April 2021

Budget Summary and Comments

Operating grants and investment income

All local government areas in Australia receive an untied grant from the Federal Government to assist with their operations. This is known as the Financial Assistance Grant (FAG). This has two components – a General Purpose component and a Rural Local Roads component (RLR).

CHART 1: Financial Assistance Grant – growth over time



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.

In recent years, the Federal Government has paid up to 50% of FAG “in advance”. However, 75% of 2022/23 FAG was paid in April 2022. At this stage it is unknown if this trend will continue. This is merely a timing issue rather than a change in overall allocation and on this basis, the Council’s budget assumes all FAG will be paid in the year of entitlement.

An average allocation of \$877,527 per year in the new iteration of the R2R program has been included across future years. In return for this funding, the Council is obliged to maintain its expenditure on roads at current levels from its own funds.

The Council has traditionally been conservative when recognising investment interest income in its initial operating budget. This has been for prudential reasons – not wanting to allocate these funds for future expenditure until they have been received. Interest rates continue to stagnate globally and this potential income cannot be relied upon in advance as we

Budget Summary and Comments

have seen with COVID-19 severely affecting investment revenue forecasts over the past two years.

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 2022/23 be set at \$582.00 for the provision of water supply services. This is an increase of 3.5% or \$20.00 from the 2021/22 charge.

This budget, and the associated water charges, is based on an assumption that water restrictions will not be in place in 2022/23.

Variable water revenues from water usage, and therefore tariffs or charges per kilolitre, may fluctuate significantly throughout the year if restriction levels vary significantly. The situation will need to be monitored regularly, and tariffs amended accordingly,

in order to achieve the necessary total revenue required to maintain and operate the Council's water infrastructure and services. Surpluses in individual years are held in reserves and used to offset large scale works as required.

The variable consumption charges apply from the first kilolitre - there are no allowances.

The charges as shown above will apply for water consumed from the next billing run after the introduction of the applicable water restriction stage. When possible, the Council will attempt to advise consumers of the amendment of the charges prior to use, although it is acknowledged that this may not be feasible under certain circumstances.

The charges shown below will be implemented at the discretion of Council and at the times deemed necessary. Note these tariffs remain unchanged from 2020/21.

Table 4: 2022/23 Water Consumption tariffs

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

Annual Sewerage Charges have been increased by around 3.5%, from \$579.00 to \$599.00. A 3.3% increase has also been applied to the Pedestal Charge and a 3.7% increase to the Low Pressure Sewer Pump Maintenance Charge.

For 2022/23 the Garbage Charges and the Domestic Waste Collection Charge will increase by approximately 3.4%. This raises the Domestic Waste Management Collected Charge from \$328.00 to \$339.00

per service, the Garbage Collection Charge from \$288.00 to \$298.00 per service and the Uncollected Charge for vacant residential blocks has been increased from \$61.00 to \$63.00 – a 3.3% increase. The recycling charges for businesses will increase by 3.8% for 2022/23.

The Stormwater Management Service Charge remains unchanged at \$25, or part thereof. This charge is levied on most

Budget Summary and Comments

urban properties. This is the maximum allowable charge.

Budget result

The estimated cash surplus/deficits for the years 2022/23 to 2025/26 are shown in Table 5 below:

Table 5: Projected Consolidated Cash Result

Year	Result
2022/23	\$802,225 surplus
2023/24	\$792,348 surplus
2024/25	\$759,922 surplus
2025/26	\$743,438 surplus

Once again, award wage increases have absorbed in excess of the permissible Ordinary Rate income increase.

As has been the case for some years, funding continues to be tight in the General Fund, however Capital Works and maintenance have been maintained at historic levels. This will need to be monitored closely over the coming years and service levels may need to drop as General Funds decrease, expenses increase and revenue continues to remain stable.

Several significant items are impacting on the overall budget position and the Council's ability to take on discretionary expenditure. These are:

- Current rapid CPI increases well over historically budgeted amounts
- Overall escalating general cost increases at a rate greater than the Rate Peg.

Exacerbating these trends is the move by the Federal Government from untied grants to local government to specific

purpose grants tied to specific projects – especially roads.

Once again, there are significant capital works identified in the Water Fund; which over the delivery program will see reserve balances decrease.

Attached with this budget commentary is:

- 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

Budget Summary and Comments

PROGRAMS

Set out below is a detailed summary of significant changes by Council function.

Corporate Services

The Corporate Services function relates to the governance and administration of the Council as a whole. This includes Councillor expenses and allowances, office functions such as payroll and accounts payable and customer service.

Salaries and Wages across the board have been inflated by 2.0% in 2022/23 and each of the following years.

These increases flow through to all staff overheads such as superannuation, workers compensation, insurance etc. as these are dependent on the level of salaries and wages.

The compulsory superannuation contribution is currently scheduled to rise to 10.5% in 2022/23 and 11% in 2023/24.

The Council has begun drawing down on funds set aside in its IT reserve as it implements a number of cloud based Technology Programs.

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.

The Council has also allocated a net \$70,000 for the purchase of utilities and a

net \$547,000 for the purchase of motor vehicles.

This Budget projects that plant operations will reduce the plant reserve by \$7,000 in 2022/23.

Emergency Services

The Emergency Services budget has been drawn up on the basis of known historic costs and information from NSW Rural Fire Service, Fire and Rescue NSW and the State Emergency Services. It is possible this amount could vary from those forecast, although no current information is available.

Table 6 lists the budgeted contributions to each service to be made by the Council.

Table 6: Contributions - emergency services

2022-23	Result
NSW Rural Fire Service	\$ 128,000
Fire and Rescue NSW	\$ 54,000
SES NSW	\$ 21,000
TOTAL	\$ 203,000

Environmental Services

The Council's Environmental Services cover planning and land use, building and construction certification and inspection, public health and animal control.

Biosecurity

The Council has taken on responsibility for weed and pest control following the dissolution of Central Murray County Council. The Council spend approximately \$380,000 on biosecurity measures in 2022/23 partly funded by \$62,000 grant and \$170,000 in recoverable private works.

Housing

Budget Summary and Comments

The Council own four residential properties, used to attract and house staff.

The housing budget is based upon recurrent costs and programmed maintenance.

Cemetery

The Council operates four cemeteries – at Barooga, Berrigan, Finley and Tocumwal.

The cemeteries are operated on a cost-recovery basis, with interment charges expected to cover the costs of interment, plaques and ongoing cemetery maintenance.

Garbage and Domestic Waste Management

Under this function, the Council provides a domestic and commercial waste collection service, through a contractor. The Council also operates two waste management facilities – in Berrigan and Tocumwal.

There are no scheduled large-scale capital works included in this function for 2022/23 although work is continuing on the acquisition of land for the expansion of the Berrigan facility using funds allocated from the Council's 2019/20 budget.

Stormwater Drainage

New drainage works proposed for 2022/23 include:

- McAllister St – Headford St to Warmatta St
- Barooga St – Horsfall St to Nangunia St Stormwater Catchment Management Plan

The Council has authority to apply a Stormwater Management Services Charge. The Council may only levy a maximum charge of \$25 per property. Proceeds from

the charge are used to partly fund payment of the LIRS loan.

As in previous years, there has been no provision made for the receipt of any developer charges to assist with drainage costs. This is a conservative position – developer charges will only be recognised if and when they are received.

Environmental Protection

This budget area relates to the construction and maintenance of flood levees and other flood mitigation works.

Under this function, the Council makes an annual allocation for levee works to provide cyclical capital works and levee bank maintenance.

The long term principle being applied is that the Council places in reserve an amount of \$50,000 to save up for future works. Those funds are then used to leverage future State and Federal grants.

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.

This budget includes support for Moira Health Alliance Foodshare \$10,000 p/a in addition to in-kind support to assist the Food Share develop a Berrigan Shire-based distribution site. Changed also this year is the previous practice of allocating smaller and specific amounts for community based programs and activities. The Council has also employed a Recreation Officer to assist our committees promote and develop additional recreational and cultural opportunities that support our communities and show case our first class community facilities.

Budget Summary and Comments

The Council remains a member of South West Arts – the local regional arts board – and contributes approximately \$10,000 per year to its operations.

Water Supplies

Works are commencing on the major upgrades of the Barooga and Finley Water Treatment Plant announced in the 2019/20 budget. With that in mind, the 2022/23 budget does not include any other large scale projects for this year other than an allowance for the replacement of AC water mains.

The 2022/23 budget includes principal and interest repayments for loans drawn down to fund the water treatment plant replacement program.

Sewerage Services

The Council's Sewerage Fund's cash position continues to improve.

Capital works in the fund in 2022/23 include \$300,000 for an improved telemetry system and \$300,000 to upgrade AC Main Renewals.

The Sewerage Fund is debt free.

Public Libraries

The Council operates four public libraries – in Barooga, Berrigan, Finley and Tocumwal. This service was at one time largely funded by the NSW Government but now the Council is responsible for funding over 80% of the cost.

The library operating budget is primarily based upon historical cost and service levels.

There are no significant capital works identified over the four-year life of this delivery plan.

Community Amenities

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

The Council is working on delivering the final phase of its Tocumwal Foreshore Revitalisation project – the replacement of the existing foreshore building with a new two-story building including toilets and visitor services as well as commercial space.

Recreation

The Council provides five major recreation areas and a range of other parks and passive recreation areas. The Council maintains 15 playgrounds and three skate parks across the Shire.

The Council will continue to work through its ambitious development program in this area. Much of this program is grant-funded and much of the remaining funding has been carried forward from previous years.

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

Table 6: Facility operating grants 2021/22

Volunteer committee	Grant (\$)
Pools	
Berrigan	31,400
Finley	35,600
Tocumwal	31,400
TOTAL	98,400
Recreation Reserves	
Barooga	12,000
Berrigan	12,000
Finley	12,000
Finley Showgrounds	12,000
Tocumwal	12,000
TOTAL	60,000
Halls	
Berrigan	7,860

Budget Summary and Comments

Finley School of Arts	3,930
Finley WMH	3,930
Tocumwal	4,280
TOTAL	20,000
Other	
Berrigan Conservation Group and Tidy Towns	3,860
GRAND TOTAL	\$182,260

Quarries and Pits

No significant changes are proposed in the operation of Council's gravel pits.

Shire Roads

This budget area includes all roads, kerb and gutter, footpaths, physical townscape works, street lighting and bus shelters. The budget comprises two sections, being the capital works program and maintenance functions.

The capital works areas are detailed in the capital works program. The general policy in this area of infrastructure development and maintenance is that a roughly equivalent total nett cost amount will be committed to the overall program each year. The individual components of the program may, however, vary.

Some of the major road construction projects identified in this budget include:

- Peppertree Road
- Bushfield Road
- Caramar Road
- Sherwins Road
- McCallister Street
- Boxwood Road

Aerodrome

The budget at Tocumwal Aerodrome allows for Council management and maintenance of the facility.

RMS Works

Roads and Maritime Services works cover two principal areas.

Firstly, the Council receives an estimated block allocation of \$1,040,000 for expenditure on its classified main roads.

Secondly, the Council receives an amount of \$190,000 as a half cost contribution towards the "Repair" program. The Council's matching of this expenditure is funded from the Block Grant.

Caravan Parks

The Council is responsible in some way for two caravan parks being Berrigan and Tocumwal.

Both caravan parks have been leased to private operators. Revenue from the Tocumwal Caravan Park lease has been included in this budget.

Tourism and Area Promotion

This budget includes an increase in funding by Council and a further extension of the Council's Visitor Information Services. The decision by the Council to operate an accredited Visitor Information Centre is a key outcome of the Council's 4-year Visitor Strategy 2022 – 2026 designed to support the Shire's Visitor Economy devastated by the pandemic related border closures and lockdowns.

In addition to the extension of Visitor Information Services provision is also made in this budget to continue the Council's investment in tourism marketing and promotion and to extend this to regional NSW markets.

Events continue to be funded and this budget includes receipt of \$300,000 in grant funds from the NSW Government to activate regional events that will drive

Budget Summary and Comments

increased visitors to the region. This budget recognises the importance of a regional approach funded also is the Council's membership of the Murray Regional Tourism Board and partnership with Cobram Barooga Tourism

Business Development

Developed in consultation with the local business community and Council the elevation by the Council of Visitor Strategy has deferred review of the Council's Economic Development Strategy 2017 – 2021 which will be reviewed this financial year. No major budget changes are proposed with Council funds used to:

- Strengthen and diversify to local economy through investment projects that support local job creation and innovation
- Support local enterprise through economic and industry development initiatives and projects such as the QQF project
- Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs
- Fund the position of Economic & Industry Liaison

This budget annually puts aside \$25,000 for industry development programs. This includes programs such as funding support for collaborative projects with local business and can include projects designed to provide additional training in customer service and hospitality for local business, commission economic analyses and fund the Council's subscription to economy.id

Bendigo Bank

The Council operates a Bendigo Bank agency from its administration office in Berrigan. This is operated as a community service to the Berrigan community as no bank currently operates in that town.

Although in previous years, the operation of the agency has been running at a loss, forecast now shows that for 2022/23, this function should generate a small profit.

Saleyards

The Council leases its saleyards facility in Finley to a private operator. This arrangement stemmed a long running financial drain on the Council and has been a successful one for all parties involved.

The saleyard facility is provided as a service to the agricultural industry in Berrigan Shire and will continue to operate while it is financially feasible to do so. The cost to the Council of owning and maintaining the saleyard facility is expected to be around \$40,000, mainly consisting of depreciation and insurance charges. This does not include capital improvements or repairs.

Works on the \$1m upgrade of the saleyards facility funded by a grant under the Heavy Vehicle Safety and Productivity Program are included in the budget. Also included is an investigation of options for full cost recovery or increased return for ratepayer with respect to the operation of the Saleyard.

Real Estate Development

From time to time, the Council will develop land for resale. Recent developments include the Lewis Crescent residential subdivision in Finley and the Tocumwal Residential Airpark.

Budget Summary and Comments

Private Works

The Council has in past budgets adopted a conservative approach regarding its private works activities. This budget includes a private works revenue target of \$60,000 for private works delivery of noxious weed mapping, and control services to neighboring Councils and private landowners. Designed to subsidise the cost to ratepayers of additional plant and personnel needed to manage invasive weeds a new position has been created and will be funded from private works to ensure timely management and control of noxious and invasive weeds in Council controlled facilities and open space.

Rates and Annual Charges Yields

The proposed yields from the Council Rates and Annual Charges are shown in Table 7 below. The gross yield from each charge is shown separately.

The pension rebate has been calculated for each fund and is shown as a net figure – the rebate provided by the Council, less the partial subsidy provided by the NSW Government.

The 2020/21 yield shown is the actual figure levied last year. The 2021/22 figure is an estimate based on the rate increase proposed using land values as they exist in May 2020. The 2022/23, 2023/24 and 2024/25 figures are projections based on the 2021/2022 estimates

Table 7 - Rates and charges yields

ORDINARY RATES					
% Increase-total nett ordinary rate revenue	2.0%	2.0%	2.0%	2.0%	2.0%
Rate Category	2020/21	2021/22	2022/23	2023/24	2024/25
Farmland	\$1,959,284	\$1,998,469	\$2,038,438	\$2,079,206	\$2,120,790
Residential	\$47,626	\$48,580	\$49,551	\$50,542	\$51,552
Residential Rural	\$375,343	\$382,849	\$390,505	\$398,315	\$406,281
Res. River Land - Barooga	\$0	\$0	\$0	\$0	\$0
Res. River Land - Tocumwal	\$0	\$0	\$0	\$0	\$0
Residential - Barooga	\$595,341	\$607,247	\$619,391	\$631,778	\$644,413
Residential - Berrigan	\$349,613	\$356,605	\$363,737	\$371,011	\$378,431
Residential - Finley	\$705,063	\$719,164	\$733,547	\$748,217	\$763,181
Residential - Tocumwal	\$827,321	\$843,867	\$860,744	\$877,958	\$895,517
Business - Barooga	\$95,562	\$97,473	\$99,422	\$101,410	\$103,438
Business - Berrigan	\$81,047	\$82,667	\$84,320	\$86,006	\$87,726
Business - Finley	\$179,157	\$182,740	\$186,394	\$190,121	\$193,923
Business - Tocumwal	\$199,479	\$203,468	\$207,537	\$211,687	\$215,920
Business Alt Energy - Fin	\$36,160	\$36,883	\$37,620	\$38,372	\$39,139
GROSS YIELD	\$5,451,003	\$5,560,012	\$5,671,206	\$5,784,623	\$5,900,311
Less Net Pension Rebate	-\$75,000	-\$75,000	-\$75,000	-\$75,000	-\$75,000
NET YIELD	\$5,376,003	\$5,485,012	\$5,596,206	\$5,709,623	\$5,825,311

Budget Summary and Comments

WATER CHARGES					
% Increase - Access Charge		2.0%	2.0%	2.0%	2.0%
Access	\$2,197,939	\$2,241,897	\$2,286,734	\$2,332,468	\$2,379,117
Consumption	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
GROSS YIELD	\$2,947,939	\$2,991,897	\$3,036,734	\$3,082,468	\$3,129,117
Less Net Pension Rebate	-\$39,500	-\$39,500	-\$39,500	-\$39,500	-\$39,500
NET YIELD	\$2,908,439	\$2,952,397	\$2,997,234	\$3,042,968	\$3,089,617

Budget Summary and Comments

SEWER CHARGES					
% Increase		2.0%	2.0%	2.0%	2.0%
Sewerage	\$2,223,891	\$2,268,368	\$2,313,735	\$2,360,009	\$2,407,209
Pedestal	\$178,717	\$182,291	\$185,936	\$189,654	\$193,447
Low Pressure Sewer	\$19,118	\$19,500	\$19,890	\$20,287	\$20,692
GROSS YIELD	\$2,421,726	\$2,470,159	\$2,519,561	\$2,569,950	\$2,621,348
Less Net Pension Rebate	-\$38,500	-\$38,500	-\$38,500	-\$38,500	-\$38,500
NET YIELD	\$2,383,226	\$2,431,659	\$2,481,061	\$2,531,450	\$2,582,848

DOMESTIC WASTE, GARBAGE AND RECYCLING					
% Increase		2.0%	2.0%	2.0%	2.0%
Charge	2020/21	2021/22	2022/23	2023/24	2024/25
Domestic Waste/Recycling	\$1,085,796	\$1,107,511	\$1,129,661	\$1,152,254	\$1,175,299
Domestic Waste Uncollected	\$16,380	\$16,707	\$17,041	\$17,381	\$17,728
Garbage/Business Recycling	\$94,392	\$96,279	\$98,204	\$100,168	\$102,171
GROSS YIELD	\$1,196,568	\$1,220,497	\$1,244,906	\$1,269,803	\$1,295,198
Less Net Pension Rebate	-\$36,000	-\$36,000	-\$36,000	-\$36,000	-\$36,000
NET YIELD	\$1,160,568	\$1,184,497	\$1,208,906	\$1,233,803	\$1,259,198

STORMWATER MANAGEMENT					
No increase - fixed by regulation		0%	0%	0%	0%
GROSS YIELD	\$76,712	\$76,712	\$76,712	\$76,712	\$76,712
TOTAL – ALL RATES AND CHARGES					
	2020/21	2021/22	2022/23	2023/24	2024/25
GROSS YIELD	\$12,093,948	\$12,242,565	\$12,472,407	\$12,706,844	\$12,945,974
Less Net Pension Rebate	-\$189,000	-\$189,000	-\$189,000	-\$189,000	-\$189,000
NET YIELD	\$11,904,948	\$12,053,565	\$12,283,407	\$12,517,844	\$12,756,974

Budget Summary and Comments

Loan Redemption and Borrowings

The Council currently has five outstanding loans as summarised in Table 8 below:

Table 8: Outstanding Loans – 31 March 2022

Purpose	Amount	Term	Rate	Annual repayments	DUE	Lender
LIRS Drainage	\$1,630,000	10 y	4.260%	\$200,488	Dec 2024	NAB
LCLI Lewis Cres	\$1,000,000	10 y	2.32%	\$112,391	May 2030	ANZ
LCLI Water Plant	\$4,000,000	10 y	1.48%	\$430,586	Jan 2031	NAB
Water Fund – Finley WTP	\$2,600,000	10 y	1.48%	\$281,630	June 2031	Sewer Fund
General Fund	\$1,000,000	10 y	1.48 %	\$108,319	June 2031	Sewer Fund

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

The interest cost of both of the LCLI loans are partially offset by half of the interest rate charged, as part of the Low Cost Loans Initiative (LCLI) from the NSW government.

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

Table 10: Projected Outstanding Debt - 2021/22 to 2024/25

FUND	30 JUNE 2022	30 JUNE 2023	30 JUNE 2024	30 JUNE 2025
General	2,610,996	2,185,954	1,748,333	1,381,726
Water	5,578,283	4,945,578	4,303,471	3,668,401
Sewer	-	-	-	-
Sub Total	8,189,279	7,131,532	6,051,804	5,050,127
Less Internal loans	2,921,678	2,574,969	2,223,129	1,882,662
TOTAL	5,267,601	4,556,562	3,828,674	3,167,465

Total repayments of principal and interest would be as follows:

Table 11: Loan Redemption - 2022/23 to 2025/26

FUND	2022/2023	2023/2024	2024/2025	2025/2026
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Budget Summary and Comments

General		482,169	482,169	398,632	281,680
Water		712,216	712,216	720,035	720,035
Sewer		-	-	-	-
Sub Total		1,194,385	1,194,385	1,118,667	1,001,715
Less Internal loans		389,950	389,950	397,768	397,768
TOTAL		804,435	804,435	720,899	603,947
Less LIRS subsidy		11,694	6,120	-	-
Less LCLI subsidy		33,038	29,084	20,969	16,806
NET COST		750,289	759,703	699,930	587,141

Reserves

In this four year plan, the Council expects to maintain or increase its overall cash reserves – with exception to Water as this inflated start was skewed by grant funding and borrowings for the Capital Works at Finley and Barooga Water Treatment Plants. Table 12 lists the Council’s cash reserves and balances from 2021 to 2025.

Table 12: Projected Reserve Balances

BALANCE					
Reserve	June 2021	June 2022	June 2023	June 2024	June 2025
PLANT	\$1,639,251	\$1,896,251	\$1,903,251	\$2,405,251	\$2,963,251
WATER	\$19,936,000	\$20,835,000	\$10,469,000	\$8,425,000	\$7,702,000
SEWER	\$3,949,000	\$4,219,000	\$3,772,000	\$4,523,000	\$5,225,000
DOMESTIC WASTE	\$4,808,494	\$5,556,494	\$5,690,494	\$5,358,494	\$5,827,494
EMPLOYEE LEAVE	\$388,800	\$388,800	\$388,800	\$388,800	\$388,800
CAPITAL WORKS	\$1,202,835	\$652,835	\$1,202,835	\$902,835	\$902,835
LEVEE BANK WORKS	\$0	\$11,000	\$11,000	\$11,000	\$11,000
TOURISM EVENTS	\$74,202	\$74,202	\$202	\$202	\$202
AERODROME	\$381,579	\$263,579	\$113,579	\$113,579	\$113,579
RISK MANAGEMENT	\$362,944	\$362,944	\$362,944	\$362,944	\$362,944
INFORMATION TECHNOLOGY	\$550,000	\$400,000	\$360,000	\$360,000	\$360,000

Budget Summary and Comments

The Plant Replacement Reserve is projected to increase over the five years to 2024/25

The Water Supply Reserve will decline due to the water treatment plant replacement program, and then remain mostly static over the remaining period with growth in the reserve used to fund capital works.

The Sewer Reserve will continue to grow over the next four years with no large scale (\$1m and over) projects planned over this period. Borrowings from the reserve will continued to be paid back by the other funds over the next 10 years.

The Domestic Waste Reserve will be used to fund new tip expansion over the life of this four year Delivery Program. This reserve will need to ensure that sufficient funds are on hand for any future remediation works that are required at the Council's Waste Management facilities.

The Employee Leave Reserve is a prudential measure to cover the expense to the Council should key employees require large amounts of leave at one time. This reserve does not tend to fluctuate from year to year.

The Capital Works Reserve is used as a source of funding for future capital projects. This reserve is the Council's major source of funds where the Council sees an opportunity to seek grant funding for a project, or to assist in attracting a major development to the Shire. This reserve is generally funded through the development and sale of property such as the Lewis Crescent subdivision and the Tocumwal industrial subdivision.

The Council has five other small reserves:

- Aerodrome Reserve, to allow for future runway repairs and reseals
- Levee Bank Construction Reserve, to allow for funds for future levee repairs and upgrades.
- Tourism Events Reserve, to fund the Council's events promotion strategy.
- Risk Management Reserve, to fund projects designed to mitigate risk and improve public safety
- Information Technology Reserve, to fund a future upgrade of the Council's financial management software

Projected Income and Expenditure Statement

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - CONSOLIDATED
Scenario: Base Case - Y1 0.9% Rate Increase

	Actuals 2020/21 \$	Current Year 2021/22 \$	2022/23 \$
Income from Continuing Operations			
Revenue:			
Rates & Annual Charges	10,938,000	11,160,316	11,361,000
User Charges & Fees	2,746,000	2,084,002	2,227,000
Other Revenues	892,000	627,530	730,000
Grants & Contributions provided for Operating Purposes	8,181,000	6,608,029	8,034,000
Grants & Contributions provided for Capital Purposes	6,397,000	2,482,308	10,000
Interest & Investment Revenue	374,000	722,801	342,000
Other Income:			
Net Gains from the Disposal of Assets	-	-	-
Fair value increment on investment properties	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-
Reversal of impairment losses on receivables	-	-	-
Other Income	128,000	-	25,000
Joint Ventures & Associated Entities - Gain	-	-	-
Total Income from Continuing Operations	29,656,000	23,684,986	22,729,000
Expenses from Continuing Operations			
Employee Benefits & On-Costs	8,144,000	4,695,332	4,910,800
Borrowing Costs	77,000	130,419	123,115
Materials & Contracts	6,992,000	9,542,701	10,076,860
Depreciation & Amortisation	6,546,000	6,431,647	6,309,000
Impairment of investments	-	-	-
Impairment of receivables	5,000	-	-
Other Expenses	564,000	495,514	507,000
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	1,235,000	-	-
Revaluation decrement/impairment of IPPE	-	-	-
Fair value decrement on investment properties	-	-	-
Joint Ventures & Associated Entities	-	-	-
Total Expenses from Continuing Operations	23,563,000	21,295,613	21,926,775
Operating Result from Continuing Operations	6,093,000	2,389,373	802,225
Discontinued Operations - Profit/(Loss)	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-
Net Operating Result for the Year	6,093,000	2,389,373	802,225
Net Operating Result before Grants and Contributions provided for Capital Purposes	(304,000)	(92,935)	792,225

Projected Income and Expenditure Statement

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - CONSOLIDATED
Scenario: Scenario 1 - 1.1% Additional Rate Increase

	Actuals 2020/21 \$	Current Year 2021/22 \$	2022/23 \$
Income from Continuing Operations			
Revenue:			
Rates & Annual Charges	10,938,000	11,160,316	11,419,667
User Charges & Fees	2,746,000	2,084,002	2,227,265
Other Revenues	892,000	627,530	730,006
Grants & Contributions provided for Operating Purposes	8,181,000	6,608,029	8,035,125
Grants & Contributions provided for Capital Purposes	6,397,000	2,482,308	10,000
Interest & Investment Revenue	374,000	722,801	342,471
Other Income:			
Net Gains from the Disposal of Assets	-	-	-
Fair value increment on investment properties	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-
Reversal of impairment losses on receivables	-	-	-
Other Income	128,000	-	25,000
Joint Ventures & Associated Entities - Gain	-	-	-
Total Income from Continuing Operations	29,656,000	23,684,986	22,789,534
Expenses from Continuing Operations			
Employee Benefits & On-Costs	8,144,000	4,695,332	4,910,800
Borrowing Costs	77,000	130,419	123,115
Materials & Contracts	6,992,000	9,542,701	10,076,860
Depreciation & Amortisation	6,546,000	6,431,647	6,309,000
Impairment of investments	-	-	-
Impairment of receivables	5,000	-	-
Other Expenses	564,000	495,514	507,000
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	1,235,000	-	-
Revaluation decrement/impairment of IPPE	-	-	-
Fair value decrement on investment properties	-	-	-
Joint Ventures & Associated Entities	-	-	-
Total Expenses from Continuing Operations	23,563,000	21,295,613	21,926,775
Operating Result from Continuing Operations	6,093,000	2,389,373	862,759
Discontinued Operations - Profit/(Loss)	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-
Net Operating Result for the Year	6,093,000	2,389,373	862,759
Net Operating Result before Grants and Contributions provided for Capital Purposes	(304,000)	(92,935)	852,759

Projected Balance Sheet

Berrigan Shire Council

10 Year Financial Plan for the Years ending 30 June 2032

BALANCE SHEET - CONSOLIDATED

Scenario: Base Case - Y1 0.9% Rate Increase

	Actuals 2020/21 \$	Current Year 2021/22 \$	2022/23 \$
ASSETS			
Current Assets			
Cash & Cash Equivalents	-	13,698,860	8,336,176
Investments	28,026,000	28,826,000	22,648,967
Receivables	2,956,000	2,614,622	2,652,345
Inventories	230,000	486,782	510,091
Contract assets	-	-	-
Contract cost assets	-	-	-
Other	51,000	133,032	140,377
Non-current assets classified as "held for sale"	-	-	-
Total Current Assets	31,263,000	45,759,297	34,287,956
Non-Current Assets			
Investments	-	-	-
Receivables	-	1	1
Inventories	-	-	-
Contract assets	-	-	-
Contract cost assets	-	-	-
Infrastructure, Property, Plant & Equipment	343,299,000	346,201,933	357,834,933
Investment Property	-	-	-
Intangible Assets	-	-	-
Right of use assets	-	-	-
Investments Accounted for using the equity method	-	-	-
Non-current assets classified as "held for sale"	-	-	-
Other	-	-	-
Total Non-Current Assets	343,299,000	346,201,934	357,834,934
TOTAL ASSETS	374,562,000	391,961,231	392,122,890

Projected Balance Sheet

LIABILITIES

Current Liabilities

Bank Overdraft	-	-	-
Payables	1,689,000	2,581,918	2,708,313
Income received in advance	-	-	-
Contract liabilities	1,064,000	578,679	511,043
Lease liabilities	-	-	-
Borrowings	644,000	699,325	719,171
Provisions	2,688,000	2,762,700	2,762,700
Liabilities associated with assets classified as "held for sale"	-	-	-
Total Current Liabilities	6,085,000	6,622,622	6,701,228

Non-Current Liabilities

Payables	-	-	-
Income received in advance	-	-	-
Contract liabilities	-	-	-
Lease liabilities	-	-	-
Borrowings	4,768,000	4,630,936	3,911,765
Provisions	734,000	659,300	659,300
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
Total Non-Current Liabilities	5,502,000	5,290,236	4,571,065

TOTAL LIABILITIES

Net Assets

11,587,000	11,912,858	11,272,293
362,975,000	380,048,373	380,850,598

EQUITY

Retained Earnings	128,397,000	130,786,373	131,588,598
Revaluation Reserves	249,262,000	249,262,000	249,262,000
Other Reserves	-	-	-
Council Equity Interest	377,659,000	380,048,373	380,850,598
Non-controlling equity interests	-	-	-
Total Equity	377,659,000	380,048,373	380,850,598

Projected Balance Sheet

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - CONSOLIDATED
Scenario: Scenario 1 - 1.1% Additional Rate Increase

	Actuals 2020/21 \$	Current Year 2021/22 \$	2022/23 \$
ASSETS			
Current Assets			
Cash & Cash Equivalents	-	13,698,860	8,336,176
Investments	28,026,000	28,826,000	22,648,967
Receivables	2,956,000	2,614,622	2,652,345
Inventories	230,000	486,782	510,091
Contract assets	-	-	-
Contract cost assets	-	-	-
Other	51,000	133,032	140,377
Non-current assets classified as "held for sale"	-	-	-
Total Current Assets	31,263,000	45,759,297	34,287,956
Non-Current Assets			
Investments	-	-	-
Receivables	-	1	1
Inventories	-	-	-
Contract assets	-	-	-
Contract cost assets	-	-	-
Infrastructure, Property, Plant & Equipment	343,299,000	346,201,933	357,834,933
Investment Property	-	-	-
Intangible Assets	-	-	-
Right of use assets	-	-	-
Investments Accounted for using the equity method	-	-	-
Non-current assets classified as "held for sale"	-	-	-
Other	-	-	-
Total Non-Current Assets	343,299,000	346,201,934	357,834,934
TOTAL ASSETS	374,562,000	391,961,231	392,122,890

Projected Balance Sheet

LIABILITIES

Current Liabilities

Bank Overdraft	-	-	-
Payables	1,689,000	2,581,918	2,708,313
Income received in advance	-	-	-
Contract liabilities	1,064,000	578,679	511,043
Lease liabilities	-	-	-
Borrowings	644,000	699,325	719,171
Provisions	2,688,000	2,762,700	2,762,700
Liabilities associated with assets classified as "held for sale"	-	-	-
Total Current Liabilities	6,085,000	6,622,622	6,701,228

Non-Current Liabilities

Payables	-	-	-
Income received in advance	-	-	-
Contract liabilities	-	-	-
Lease liabilities	-	-	-
Borrowings	4,768,000	4,630,936	3,911,765
Provisions	734,000	659,300	659,300
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
Total Non-Current Liabilities	5,502,000	5,290,236	4,571,065

TOTAL LIABILITIES

Net Assets

EQUITY

Retained Earnings	128,397,000	130,786,373	131,588,598
Revaluation Reserves	249,262,000	249,262,000	249,262,000
Other Reserves	-	-	-
Council Equity Interest	377,659,000	380,048,373	380,850,598
Non-controlling equity interests	-	-	-
Total Equity	377,659,000	380,048,373	380,850,598

Projected Cashflow Statement

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Base Case - Y1 0.9% Rate Increase

	Actuals 2020/21 \$	Current Year 2021/22 \$	2022/23 \$
Cash Flows from Operating Activities			
Receipts:			
Rates & Annual Charges	11,064,000	11,052,473	11,359,995
User Charges & Fees	3,036,000	1,413,220	2,187,725
Investment & Interest Revenue Received	456,000	595,372	341,479
Grants & Contributions	13,418,000	10,116,506	8,015,929
Bonds & Deposits Received	80,000	-	-
Other	4,753,000	316,867	724,561
Payments:			
Employee Benefits & On-Costs	(9,318,000)	(4,665,709)	(4,870,670)
Materials & Contracts	(7,508,000)	(9,029,564)	(10,019,749)
Borrowing Costs	(77,000)	(130,419)	(123,115)
Bonds & Deposits Refunded	-	-	-
Other	(2,492,000)	(518,552)	(506,126)
Net Cash provided (or used in) Operating Activities	13,412,000	9,150,194	7,110,031
Cash Flows from Investing Activities			
Receipts:			
Sale of Investment Securities	-	-	6,177,033
Sale of Investment Property	-	-	-
Sale of Real Estate Assets	83,000	-	-
Sale of Infrastructure, Property, Plant & Equipment	448,000	359,000	907,000
Sale of non-current assets classified as "held for sale"	-	-	-
Sale of Intangible Assets	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-
Sale of Disposal Groups	-	-	-
Deferred Debtors Receipts	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-
Other Investing Activity Receipts	-	-	-
Payments:			
Purchase of Investment Securities	-	(800,000)	-
Purchase of Investment Property	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(13,109,000)	(9,612,594)	(18,857,423)
Purchase of Real Estate Assets	(1,000)	-	-
Purchase of Intangible Assets	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-
Deferred Debtors & Advances Made	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-
Other Investing Activity Payments	(980,000)	-	-
Net Cash provided (or used in) Investing Activities	(13,559,000)	(10,053,594)	(11,773,389)

Projected Cashflow Statement

Berrigan Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Base Case - Y1 0.9% Rate Increase	Actuals 2020/21 \$	Current Year 2021/22 \$	2022/23 \$
Cash Flows from Financing Activities			
Receipts:			
Proceeds from Borrowings & Advances	4,000,000	550,000	-
Proceeds from Finance Leases	-	-	-
Other Financing Activity Receipts	-	-	-
Payments:			
Repayment of Borrowings & Advances	(414,000)	(631,740)	(699,325)
Repayment of lease liabilities (principal repayments)	-	-	-
Distributions to non-controlling interests	-	-	-
Other Financing Activity Payments	-	-	-
Net Cash Flow provided (used in) Financing Activities	3,586,000	(81,740)	(699,325)
Net Increase/(Decrease) in Cash & Cash Equivalents	3,439,000	(985,140)	(5,362,684)
plus: Cash & Cash Equivalents - beginning of year	11,245,000	14,684,000	13,698,860
Cash & Cash Equivalents - end of the year	14,684,000	13,698,860	8,336,176
Cash & Cash Equivalents - end of the year	14,684,000	13,698,860	8,336,176
Investments - end of the year	28,026,000	28,826,000	22,648,967
Cash, Cash Equivalents & Investments - end of the year	42,710,000	42,524,860	30,985,143
Representing:			
- External Restrictions	30,709,000	30,380,715	19,379,724
- Internal Restrictions	4,599,000	4,993,640	5,236,640
- Unrestricted	7,402,000	7,150,506	6,368,778
	42,710,000	42,524,860	30,985,143

Projected Cashflow Statement

Berrigan Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Scenario 1 - 1.1% Additional Rate Increase			
	Actuals 2020/21 \$	Current Year 2021/22 \$	2022/23 \$
Cash Flows from Operating Activities			
Receipts:			
Rates & Annual Charges	11,064,000	11,052,473	11,419,348
User Charges & Fees	3,036,000	1,413,220	2,187,880
Investment & Interest Revenue Received	456,000	595,372	341,159
Grants & Contributions	13,418,000	10,116,506	8,017,085
Bonds & Deposits Received	80,000	-	-
Other	4,753,000	316,867	724,521
Payments:			
Employee Benefits & On-Costs	(9,318,000)	(4,665,709)	(4,870,670)
Materials & Contracts	(7,508,000)	(9,029,564)	(10,019,749)
Borrowing Costs	(77,000)	(130,419)	(123,115)
Bonds & Deposits Refunded	-	-	-
Other	(2,492,000)	(518,552)	(506,126)
Net Cash provided (or used in) Operating Activities	13,412,000	9,150,194	7,170,334
Cash Flows from Investing Activities			
Receipts:			
Sale of Investment Securities	-	-	6,177,033
Sale of Investment Property	-	-	-
Sale of Real Estate Assets	83,000	-	-
Sale of Infrastructure, Property, Plant & Equipment	448,000	359,000	907,000
Sale of non-current assets classified as "held for sale"	-	-	-
Sale of Intangible Assets	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-
Sale of Disposal Groups	-	-	-
Deferred Debtors Receipts	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-
Other Investing Activity Receipts	-	-	-
Payments:			
Purchase of Investment Securities	-	(800,000)	-
Purchase of Investment Property	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(13,109,000)	(9,612,594)	(18,857,423)
Purchase of Real Estate Assets	(1,000)	-	-
Purchase of Intangible Assets	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-
Deferred Debtors & Advances Made	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-
Other Investing Activity Payments	(980,000)	-	-
Net Cash provided (or used in) Investing Activities	(13,559,000)	(10,053,594)	(11,773,389)

Projected Cashflow Statement

Berrigan Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Scenario 1 - 1.1% Additional Rate Increase			
	Actuals 2020/21 \$	Current Year 2021/22 \$	2022/23 \$
Cash Flows from Financing Activities			
Receipts:			
Proceeds from Borrowings & Advances	4,000,000	550,000	-
Proceeds from Finance Leases	-	-	-
Other Financing Activity Receipts	-	-	-
Payments:			
Repayment of Borrowings & Advances	(414,000)	(631,740)	(699,325)
Repayment of lease liabilities (principal repayments)	-	-	-
Distributions to non-controlling interests	-	-	-
Other Financing Activity Payments	-	-	-
Net Cash Flow provided (used in) Financing Activities	3,586,000	(81,740)	(699,325)
Net Increase/(Decrease) in Cash & Cash Equivalents	3,439,000	(985,140)	(5,302,381)
plus: Cash & Cash Equivalents - beginning of year	11,245,000	14,684,000	13,698,860
Cash & Cash Equivalents - end of the year	14,684,000	13,698,860	8,396,479
Cash & Cash Equivalents - end of the year	14,684,000	13,698,860	8,396,479
Investments - end of the year	28,026,000	28,826,000	22,648,967
Cash, Cash Equivalents & Investments - end of the year	42,710,000	42,524,860	31,045,446
Representing:			
- External Restrictions	30,709,000	30,380,715	19,379,724
- Internal Restrictions	4,599,000	4,993,640	5,236,640
- Unrestricted	7,402,000	7,150,506	6,429,081
	42,710,000	42,524,860	31,045,446

Annual Budget x Outcome

Outcome	Description	22/23 Operating Income	22/23 Operating Expenditure	22/23 Capital Income	22/23 Capital Expenditure	22/23 net result after all non-cash
Sustainable natural and built landscapes	BIOSECURITY EXPENSE	-	552,000	-	-	(551,000)
Sustainable natural and built landscapes	BIOSECURITY REVENUE	273,000	-	-	-	273,000
Sustainable natural and built landscapes	BUILDING AND PLANNING EXPENSE	-	665,000	-	-	(552,000)
Sustainable natural and built landscapes	BUILDING AND PLANNING REVENUE	299,000	-	-	-	299,000
Sustainable natural and built landscapes	DOMESTIC WASTE MANAGEMENT EXPENSE	-	1,386,000	-	352,000	(2,059,000)
Sustainable natural and built landscapes	DOMESTIC WASTE MANAGEMENT REVENUE	2,059,000	-	27,000	-	2,059,000
Sustainable natural and built landscapes	ENVIRONMENTAL PROTECTION EXPENSE	-	57,000	-	210,000	(307,000)
Sustainable natural and built landscapes	ENVIRONMENTAL PROTECTION REVENUE	-	-	-	-	-
Sustainable natural and built landscapes	ENVIRONMENTAL SERVICES EXPENSE	-	-	-	-	-
Sustainable natural and built landscapes	ENVIRONMENTAL SERVICES REVENUE	-	75,000	-	-	(75,000)
Sustainable natural and built landscapes	FINANCIAL ASSISTANCE GRANT	3,677,000	-	-	-	3,677,000
Sustainable natural and built landscapes	PLANT SERVICES EXPENSE	-	(189,000)	-	1,460,000	(588,000)
Sustainable natural and built landscapes	PLANT SERVICES REVENUE	122,000	-	1,227,000	-	588,000
Sustainable natural and built landscapes	PRIVATE WORKS EXPENSE	-	57,000	-	-	(57,000)

Budget x Outcome

Outcome	Description	22/23 Operating Income	22/23 Operating Expenditure	22/23 Capital Income	22/23 Capital Expenditure	22/23 net result after all non-cash
Sustainable natural and built landscapes	PRIVATE WORKS REVENUE	61,000	-	-	-	61,000
Sustainable natural and built landscapes	RMS EXPENSE	-	-	-	1,230,000	(1,230,000)
Sustainable natural and built landscapes	RMS REVENUE	1,230,000	-	-	-	1,230,000
Sustainable natural and built landscapes	RTA EXPENSE	-	-	-	-	-
Sustainable natural and built landscapes	RTA REVENUE	-	-	-	-	-
Sustainable natural and built landscapes	SHIRE ROADS EXPENSE	-	2,721,000	-	2,564,000	(5,924,000)
Sustainable natural and built landscapes	SHIRE ROADS REVENUE	2,558,000	2,228,000	-	-	3,108,000
Sustainable natural and built landscapes	STORMWATER DRAINAGE EXPENSE	-	371,000	-	451,000	(598,000)
Sustainable natural and built landscapes	STORMWATER DRAINAGE REVENUE	87,000	-	-	-	87,000
Sustainable natural and built landscapes	TECHNICAL SERVICES EXPENSE	-	1,576,000	-	36,000	(566,000)
Sustainable natural and built landscapes	TECHNICAL SERVICES REVENUE	38,000	-	-	-	38,000
		9,832,000	8,282,000	1,254,000	6,303,000	(556,000)

Budget x Outcome

Outcome	Description	22/23 Operating Income	22/23 Operating Expenditure	22/23 Capital Income	22/23 Capital Expenditure	22/23 net result after all non-cash
Good Government	BENDIGO BANK EXPENSE	-	55,000	-	-	(55,000)
Good Government	BENDIGO BANK REVENUE	104,000	-	-	-	104,000
Good Government	CAR PARKING EXPENSE	-	8,000	-	-	-
Good Government	CAR PARKING REVENUE	-	-	-	-	-
Good Government	CORPORATE SUPPORT EXPENSE	90,000	2,102,000	-	20,000	(204,000)
Good Government	CORPORATE SUPPORT REVENUE	149,000	-	-	-	199,000
Good Government	DEPRECIATION CONTRA	-	-	4,071,000	-	-
Good Government	GOVERNANCE EXPENSE	-	885,585	-	-	(885,585)
Good Government	GOVERNANCE REVENUE	-	-	-	-	-
Good Government	HOUSING EXPENSE	-	41,075	-	-	(39,075)
Good Government	HOUSING REVENUE	43,000	-	-	-	43,000
Good Government	INFORMATION TECHNOLOGY EXPENSE	-	456,000	-	30,000	(446,000)
Good Government	INFORMATION TECHNOLOGY REVENUE	-	-	-	-	-
Good Government	INTEREST ON INVESTMENTS	158,000	-	-	-	158,000

Budget x Outcome

Outcome	Description	22/23 Operating Income	22/23 Operating Expenditure	22/23 Capital Income	22/23 Capital Expenditure	22/23 net result after all non-cash
Good Government	OVERHEAD EXPENSE	-	-	-	-	-
Good Government	OVERHEAD REVENUE	-	-	-	-	-
Good Government	RATE REVENUE	5,591,000	-	-	-	5,591,000
		6,031,000	3,484,660	4,071,000	50,000	4,416,340

Budget x Outcome

Outcome	Description	22/23 Operating Income	22/23 Operating Expenditure	22/23 Capital Income	22/23 Capital Expenditure	22/23 net result after all non-cash
Supported and engaged communities	CEMETERY EXPENSE	-	146,000	-	-	(140,000)
Supported and engaged communities	CEMETERY REVENUE	137,000	-	-	-	137,000
Supported and engaged communities	COMMUNITY AMENITIES EXPENSE	-	684,700	-	95,000	(756,700)
Supported and engaged communities	COMMUNITY AMENITIES REVENUE	-	-	10,000	-	10,000
Supported and engaged communities	COMMUNITY SERVICES EXPENSES	-	-	-	-	-
Supported and engaged communities	COMMUNITY SERVICES REVENUE	-	-	-	-	-
Supported and engaged communities	EMERGENCY SERVICES EXPENSE	-	233,000	-	-	(219,000)
Supported and engaged communities	EMERGENCY SERVICES REVENUE	60,000	-	15,000	-	60,000
Supported and engaged communities	OTHER COMMUNITY SERVICES EXPENSE	-	359,000	-	-	(359,000)
Supported and engaged communities	OTHER COMMUNITY SERVICES REVENUE	2,000	-	-	-	2,000
Supported and engaged communities	PUBLIC LIBRARIES EXPENSE	-	533,000	-	54,000	(599,000)
Supported and engaged communities	PUBLIC LIBRARIES REVENUE	94,000	-	-	-	94,000
Supported and engaged communities	RECREATION EXPENSE	-	1,088,000	-	171,000	(784,000)
Supported and engaged communities	RECREATION REVENUE	1,000	-	-	-	1,000
Supported and engaged communities	SWIMMING POOL EXPENSE	-	483,000	-	-	(398,000)

Budget x Outcome

Outcome	Description	22/23 Operating Income	22/23 Operating Expenditure	22/23 Capital Income	22/23 Capital Expenditure	22/23 net result after all non-cash
Supported and engaged communities	SWIMMING POOL REVENUE	112,000	-	-	-	112,000
		406,000	3,526,700	25,000	320,000	(2,839,700)

Budget x Outcome

Outcome	Description	22/23 Operating Income	22/23 Operating Expenditure	22/23 Capital Income	22/23 Capital Expenditure	22/23 net result after all non-cash
Diverse and resilient business	AERODROMES EXPENSE	-	208,000	-	150,000	(272,000)
Diverse and resilient business	AERODROMES REVENUE	33,000	-	-	-	183,000
Diverse and resilient business	BUSINESS DEVELOPMENT EXPENSE	-	434,000	-	-	(533,000)
Diverse and resilient business	BUSINESS DEVELOPMENT REVENUE	57,000	-	-	-	57,000
Diverse and resilient business	CARAVAN PARKS EXPENSE	-	24,000	-	-	(9,000)
Diverse and resilient business	CARAVAN PARKS REVENUE	35,000	-	-	-	35,000
Diverse and resilient business	QUARRIES & PITS EXPENSE	-	19,000	-	-	(15,000)
Diverse and resilient business	QUARRIES & PITS REVENUE	19,000	-	-	-	19,000
Diverse and resilient business	REAL ESTATE DEVELOPMENT EXPENSE	-	5,000	-	-	(555,000)
Diverse and resilient business	REAL ESTATE DEVELOPMENT REVENUE	17,000	-	480,000	-	497,000
Diverse and resilient business	SALEYARDS EXPENSE	-	113,000	-	-	(19,000)
Diverse and resilient business	SALEYARDS REVENUE	10,000	-	95,000	-	10,000
Diverse and resilient business	TOURISM & AREA PROMOTION EXPENSE	-	275,000	-	-	(298,000)
Diverse and resilient business	TOURISM & AREA PROMOTION REVENUE	52,000	-	-	-	126,000
		98,000	412,000	575,000	-	(235,000)

Budget Summary - Function

Budget x Function Summary

Budget x Function Summary

Budget x Function Summary

Budget x Function Summary

Budget x Function Summary

Budget x Function Summary

Budget x Function Summary

Budget x Function Summary

Budget x Function Summary

Capital Works Summary

Capital Works Summary

Capital Works Summary

From: janneice47@bigpond.com <janneice47@bigpond.com>

Sent: Monday, 4 April 2022 11:27 AM

To: Mail <mail@berriganshire.nsw.gov.au>

Subject: Application for a 1/3 Loan for Finley School of Arts hall

Dear Councillors

On behalf of the Finley School of Arts Hall committee I am asking for your assistance financially by entering a 1/3 loan so that we can go ahead and have the floor sanded and re-varnished. The floor of the SOA has worn well but has not been

touched for over thirty years and is now starting to show wear and tear with cracks becoming bigger even though we have patched it

ourselves it is now time to have it repaired professionally.. As you are aware we hold monthly dances and practice every week so it is vitally important that the floor is safe. We had intended to have the floor done two years ago but Covid restrictions

meant no dancing so no income. Since then the quote has risen \$2,000 to \$ 11,500-00 (please see attached) hence our need to ask you for help.

The contractor has asked for 50% deposit on commencement (which we could pay) and balance on completion.

As you are aware we are a small (7 members) committee and all happy to work tirelessly for our hall but in this endeavour we need to ask for

your assistance.

Thank you for your consideration in this matter.

Yours sincerely

Jan Gray

Secretary

Finley School of Arts Management Committee

AK Floors
48 Katamatite-Yarrowonga Rd
Yarrowonga Vic 3730
A.B.N. 62 070 857 143

Quote

Invoice To
Jan Gray Finley School of Arts Hall Wollamai Street Finley NSW

Tax Date	Quote No.
2/03/2022	1310

Description	TAX	Amount
ORIGINAL QUOTE DATE: 30.05.2020		
To resand 210m2 of Murray Pine boards in dance hall and apply 3 coats of polyurethane	GST	11,550.00

PAYMENT DETAILS:
50% Deposit on commencement
Balance due on completion

Please deposit payment by direct debit to:

BANK: NAB
BSB: 083 293
ACCT: 64142 3396

Subtotal	\$10,500.00
Tax	\$1,050.00
Total	\$11,550.00

Customer Total	\$11,550.00
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Payments/Credits	\$0.00
Balance Due	\$11,550.00

AK Floors Phone: (03) 5743 3228 Alex Mobile: (0425) 784 241 Kaelene Mobile: (0425) 784 243
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Berrigan Shire

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Strategy for the Visitor Economy
2022-2026



Cr Matthew Hannan | Mayor
Berrigan Shire Council

Our Vision for the Visitor Economy: Sought by a broad audience, the visitor experience reflects the big landscape, unique history, unrivaled sporting opportunities and diverse culture of the region.

Message from the Mayor

The 2022 – 2026 Berrigan Shire Strategy for the Visitor Economy supersedes the 2019 – 2023 Berrigan Shire Tourism Strategy. The document has been renamed to reflect the economic and social importance of visitation to the region and rewritten two years early as a consequence of the disruption to business during the pandemic.

In 2022 we have a new and invigorated Council, and we are looking at further opportunities in tourism with many of the planned infrastructure projects being completed. The Council will be providing visitor information from within the recently opened Tocumwal Foreshore building that also has hospitality and retail with the most exceptional views of, what I believe is, the best part of the Murray River. This is a new venture for the Council but one that was repeatedly articulated during industry consultation as businesses, in recovery mode, see marketing and promotion as currently a bridge too far.

We have been inspired to see new attractions exposing our rich history and heritage, with the Finley Foundry Museum telling the wonderful story of Closes Engineering from its pioneering days keeping agriculture moving by horse and cart. In 2021 the Tocumwal Aviation Museum opened. It has a fascinating narrative around Tocumwal's long association with aviation in its many guises.

The Council is always looking at opportunities to host, attract and encourage events to our region. When I attend the medal ceremony for the Beach Volleyball or present trophies to the PGA Associates Golf Championships at Tocumwal, recipients never fail to acknowledge the beauty of the region and go out of their way to comment on how professionally run our events are and the efforts of all to make their certain event the best experience that they can have.

Whilst this is the Council's strategy it has been developed with extensive industry engagement and input over an extended period of time. We are optimistic that we will continue to rebuild confidence within the visitor economy and continue to achieve sustainable growth for what I believe is the most liveable shire in NSW!

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Overview – Strategy for the Visitor Economy at a Glance

This strategy outlines the Council's plan for tourism business recovery after the pandemic and future growth of the visitor economy in Berrigan Shire. Whilst this is the Council's plan the changes to the roles and responsibilities that are outlined are informed by the industry engagement sessions.

Visitors come to the towns of Berrigan Shire as holidaymakers and to visit friends and relatives. These markets have remained constant for many years as has their origin from Melbourne and regional Victoria. In this plan there is an acknowledgment of an increase in visitation from regional NSW and this market will be addressed as an emerging opportunity.

It became obvious during the industry engagement sessions that the industry was facing significant challenges and its capacity to compete in marketing and promotional campaigns had all but evaporated. The industry indicated that they believed that the Council should step into Visitor Services as a matter of urgency using the space that had always been designated in the Tocumwal Foreshore Building. This action is already underway as the strategy is being finalized.

Several local priorities have been identified to grow the visitor economy including walking and cycling tracks to connect our communities, improved signage, aviation tourism, more contemporary accommodation, retention of free river camping, events, and marketing.

Introduction

The Berrigan Shire Council Strategy for the Visitor Economy 2022 – 2026 replaces the Berrigan Shire Council Tourism Strategy 2019 – 2023. The 2019 - 2023 strategy is being replaced early due to the devastating impact of business and border closures that occurred during 2020 and 2021. Businesses directly involved in the visitor economy experienced a severe economic downturn, commencing with the first lockdown in March 2020. A short revival was experienced in November 2020 and then another series of business and border closures occurred in January 2021 and again in July 2021.

Strategic Context

This strategy has been developed recognizing a vastly changed operating environment for businesses that exist to service the visitor and for those who benefit from the visitor economy but are not reliant on it. The business and border closures in 2020 and 2021 decimated the local visitor economy. It is expected that whilst traditionally busy holiday seasons will return, low and shoulder seasons will take more time to rebuild. It was evident during the pandemic that potential visitor markets to the north of Berrigan Shire were untapped, and that more attention should be paid to these opportunities to balance out the reliance on the Victorian market.

The Council has undergone a successful period in the development of infrastructure that attracts visitors. In 2018 and 2019 the Tocumwal Splash Park and the Barooga Adventure Park were opened and in 2021 the Tocumwal Aviation Museum and the reimagined WAAAF Creek Walk.

This plan reflects a new Council who are looking to take advantage of opportunities and grow the visitor economy.

The Council has entered into a Memorandum of Understanding with Moira and Indigo Shire Councils and Federation Council in the context of the MOU we will be working closely with our neighbours when considering tourism infrastructure and marketing.



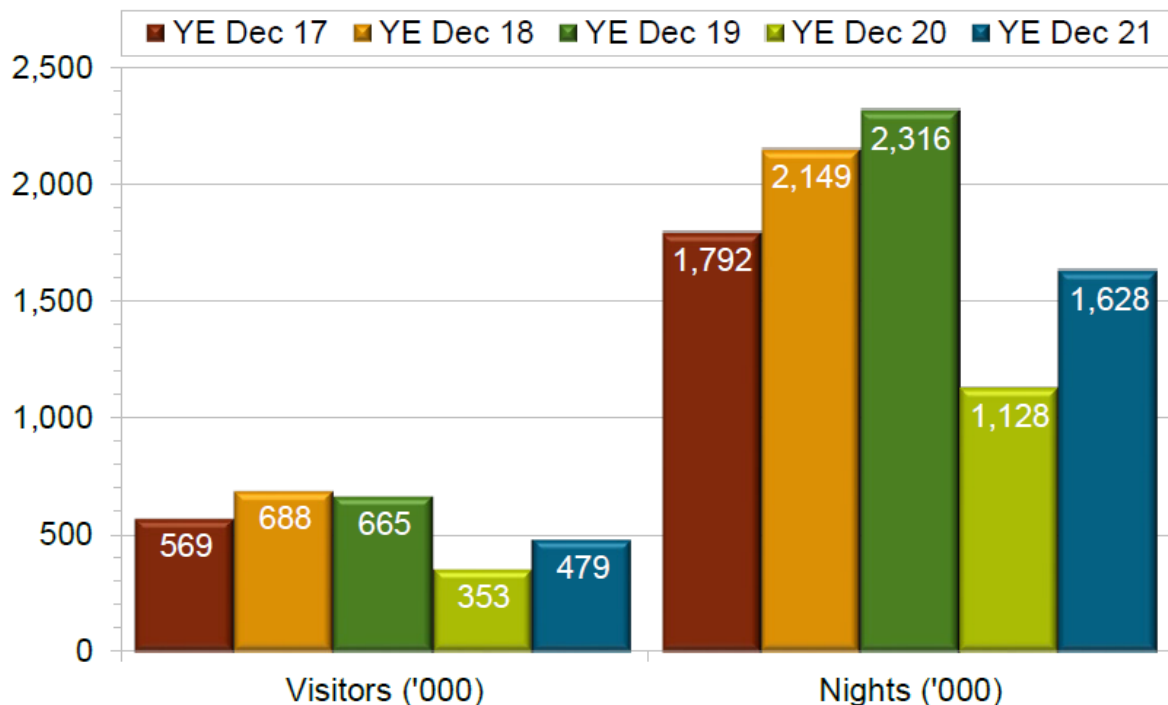
Industry Engagement

In 2019 Accommodation and Food Services was the second highest employing industry in Berrigan Shire – a statistic supplied by .idcommunity – economic profile. In 2022 the same data set now has Accommodation and Food Services as the fourth highest employing industry and only just holding that position over Transport, Postal and Warehousing. In October 2021 the Council decided that the Berrigan Shire Tourism Strategy 2019 – 2023 should be reviewed as many sections had become irrelevant in the context of building a recovery for the industry post COVID19. Industry consultation commenced immediately and, under the health orders that were in place at the time, the consultation sessions were kept to one-on-one meetings or a small gathering of fewer than eight people. There was a pause in the process during the Council election and Christmas and the final consultation with the new Council occurred during the Corporate Workshop in February 2022. The Engagement Report was an essential piece of work to inform the development of the strategy and is published in the appendix.

Target Markets and Visitor Profile

The visitor statistics that are included here represent the Sun Country on the Murray region – Berrigan and Moira Shires and Federation Council. The Council has access to this data as a financial member of Murray Regional Tourism and is modeled from the National Visitor Survey (NVS) and the International Visitor Survey (IVS) data. These reports are available quarterly and allow the Council to track trends and changes in the visitor profile and target markets. The charts below indicate the ground that was lost during the pandemic and shows that the road back to sustainable growth is going to take some time. Since March 2021 there has been a focus on attracting visitation from regions north of the LGA and within a two/three-hour drive. This is a campaign in its infancy but one that should continue to be pursued in an effort to reduce the area's disproportionate reliance on Victoria. New South Wales has contributed 12.3 % of visitors and 19.1% of nights to the region in 2021. Compared with the year ended December 2020, visitors from NSW are up by 15.2%.

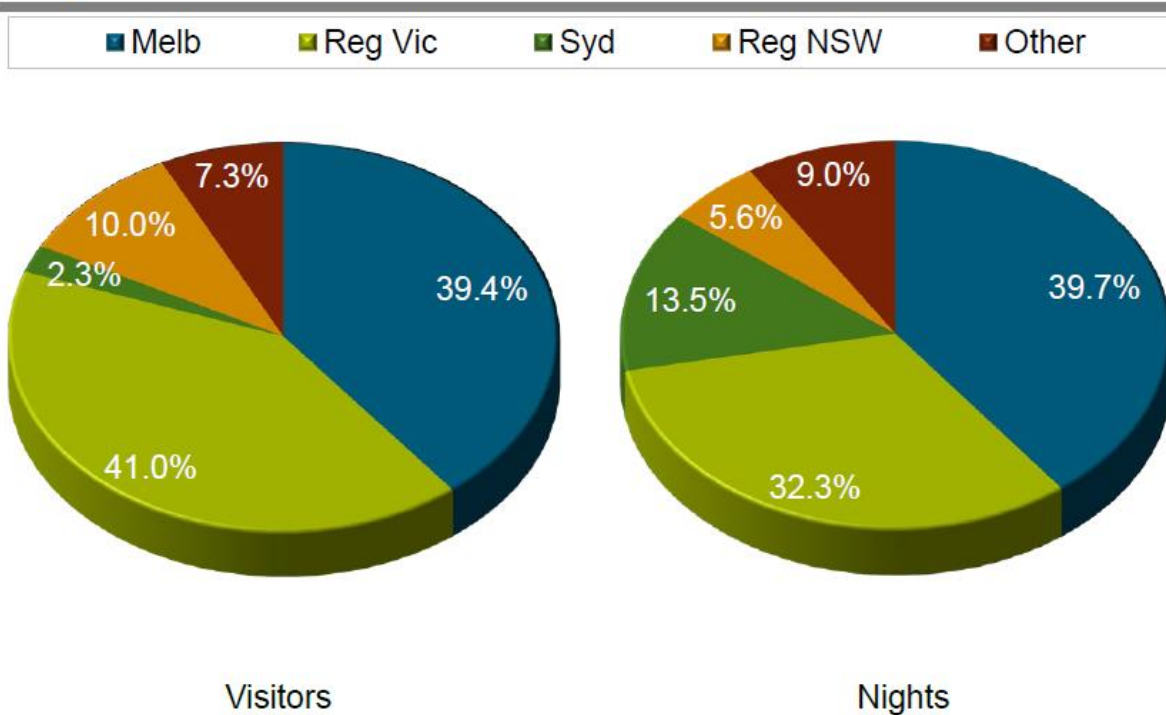
Visitors and nights



Purpose of visit



Origin





The Holiday Market

The "Holiday Market" is a visitor who describes their reason for being in the region as taking a holiday. They may have a historic connection to the region through friends or relatives but will be using commercial accommodation or camping. The holiday market is traditionally those who play golf, are involved in water sports, or are just explorers. This market will commonly visit local attractions.

Visiting Friends and Relatives (VFR)

The VFR market represents a large portion of visitation to Berrigan Shire. They are unlikely to use commercial accommodation but will often be river campers. There is a challenge with this market to keep them in the local area as resident families will often prefer to explore beyond their hometown with friends rather than show off their own backyard.

Caravan and Camping

Families with children in the travel party are taking the greatest percentage of caravan and camping trips. This group overtook Adult Couple and Friends or Relatives without children a few years ago and the trend continues upward. This movement should be kept top of mind when tourism infrastructure is being planned in Berrigan Shire as the natural environment and the number of caravan parks make the caravan and camping market a primary target.

Golf

The trend for short breaks and holidays continues although the golf market remains a longer stay. This may explain why the region has a slightly higher average length of stay than the rest of the Murray River destinations at 3.2 nights.

The target market for visitation to Berrigan Shire remains the holidaymakers, campers and those visiting friends and relatives from Melbourne and regional Victoria. The emerging target market is regional NSW within a 2 ½ - 3 hour drive of Berrigan Shire.

Strategic objectives

The Community Strategic Plan, Berrigan Shire 2032, outlines several Strategic Objectives that are relevant to the Strategy for the Visitor Economy.

- Support sustainable use of our natural resources and built landscapes.
- Retain the diversity and preserve the health of our natural landscapes and wildlife.
- Connect and protect our communities.
- Strengthen strategic relationships and partnerships with community, business and government.
- Diversify and promote local tourism.

Regional Priorities

Murray Regional Tourism and Destination Riverina Murray represent the tourism aspirations of the region. The Murray Regional Tourism 2021 – 2024 Strategic Plan identifies five strategic pillars:

- Regional marketing
- Product development
- Leadership and Advocacy
- Industry Development
- Governance and Sustainability

The key products under development and prioritized are:

- The Ports of the Murray
- The Murray River Road
- The Murray River Adventure Trail

Local Priorities

Accommodation upgrades

Murray Regional Tourism is developing an audit of accommodation offerings throughout the 13 LGA's represented by the cross-border entity. The audit was prompted by the apparent over-supply of 3 and 3.5 star rated motel-style accommodation along the Murray and the anecdotal evidence that visitors are searching for higher quality and different styles of housing.

Motel Style accommodation is the predominant style of commercial accommodation in Berrigan Shire and many operators are upgrading to offer self-contained options and more contemporary styling to attain 4 and 4.5 star ratings. The Council will continue to support efforts to upgrade accommodation in the region.

Aviation opportunities

Tocumwal has an extensive aviation history. From the first aeroplane landing at Tocumwal in September 1919 through the barnstorming days of the 1920s and early regional airlines of the 1930s to the construction of the largest aerodrome in the southern hemisphere in 1942, the largest base ever operated by the Royal Australian Air Force and a world-class gliding destination.

Tocumwal is embracing its extensive aviation links with the town entry signage boldly claiming the heritage, the aeronautical theming of the Tocumwal Splash Park, the interpretative signage on the WAAF Creek Walk, and the opening of the Tocumwal Aviation Museum. Aviation Event organisers accessed the Tocumwal Aerodrome for many years and recently hosted the national Gliding Championships, State-based Aerobic Championships and in 2019 and again in 2022, the Tocumwal Air show. A sound tourism product is building with a strong and clear point of difference for the region. Opportunities exist for the development of accommodation that caters to pilots travelling for leisure and business and the Council will be interested to support future development in the aviation space.

Events and Sport Tourism Events

Several events in Berrigan Shire bring large crowds to the region and, although two-plus day events are preferred to generate overnight stays, single day events such as the revamped Berrigan Show and Shine can be very effective in drawing crowds. The Council has an exceptional working relationship with the event proponents of Strawberry Fields and will continue to support them to host this event at their permanent site in Tocumwal.

The Council has had a successful relationship with Cobram Barooga Business and Tourism Inc., Sporties and Sports Marketing Australia for the past five years in the delivery of sport tourism events and this has included Thompsons Beach being a week-long stop on the Australian Beach Volleyball Tour and Barooga Recreation Reserve hosting youth Australian Cricket Carnivals. The Council has sponsored the PGA Associates Championship at Tocumwal Golf and Bowls Club for many years and recognizes the economic value of these events that utilize the exceptional venues available within the LGA. Hosting events is an opportunity to showcase the region to an unfamiliar audience and there is no better example of that than the exceptional TV coverage that was achieved by the recent TPS Murray River event held at the Cobram Barooga Golf Club in February 2022.

Industry and Council Partnerships

The Council has recently entered into Memorandums of Understanding with The Sporties Group and Tocumwal Golf and Bowls Club. These agreements articulate the importance for the Council of a strong working relationship with these two major employing tourism-based businesses and outline areas of mutual cooperation and information sharing.

The Council has also recently signed a memorandum of Understanding with Federation Council and Moira and Indigo Shire Councils. This historic agreement is important in acknowledging shared goals for regional visitation and opens the dialogue for future cross-border marketing campaigns.

River Camping

Historically, river camping is associated with the Murray River and the river beaches that are found between the Yarrawonga Wier and Tocumwal are famous as destinations for generations of families to get together. In 2020 and in response to capacity regulation during the pandemic, NSW National Parks and Wildlife introduced bookings for campsites within the parks under State Government management. This continuing arrangement on the NSW side of the river has caused the number of campers to be restricted

Signage

Modern wayfinding signage is an important and often neglected part of contemporary regional visitation. A high percentage of visitation to attractions and accommodation occurs with the visitor finding their way using technology that is confirmed by good signage. Tourism signage – white on brown, and service signage – white on blue, have had undefined use over decades and an audit should reveal deficiencies that need to be rectified.

Tracks and Trails

Walking and bicycle trails are a popular area drawcard, and our region is well suited to attracting young families and older people who seek this sort of recreation on flatter ground. There are numerous options for trails including the existing tracks through the National, State and Regional Parks as well as the continuation of recently developed road trails in adjoining LGA's. This includes an opportunity to connect Barooga with Mulwala to Corowa track and also use the extensive road reserve to connect Barooga to Tocumwal. There is an existing (disused) train connection between Tocumwal, Finley and Berrigan that also presents an opportunity for safe cycling in proximity to the Newell Highway.

Roles and responsibilities

	State and Federal Government	MRT and/or DRM	Berrigan Shire Council	Tourism Advisory Panel	Sun Country on the Murray, Local Chambers of Commerce	Industry
Industry Policy setting and strategy	Lead		Facilitate	Inform		
Transport communication and infrastructure	Lead	Facilitate	Provide			
Advertising and Promotion		Lead	Provide and Partner	Inform	Partner	Partner
Website, Digital Platform, social media			Provide	Inform	Partner	Partner
Product Investment and development	Regulate	Lead	Lead/Facilitate			Provide
Industry education and training	Facilitate	Lead	Facilitate/Provide	Inform	Provide	Provide
Research and data provision	Facilitate	Lead	Inform/Facilitate	Inform		Provide
Tourism-related infrastructure			Lead/Partner/Provide			Partner/Provide
Visitor Information Centre – Services			Lead/Provide	Inform	Partner	Partner

Glossary

Lead

- The Council will guide in direction, course, action, opinion,

Facilitate

- The Council coordinates and brings together stakeholders to collectively pursue a shared interest / service or to resolve an issue

Inform

- The Council distributes or publishes information produced by other agencies (e.g.: information pamphlets and temporary displays)
- Council commissioned reports, studies; surveys are published on its website, social media platforms, community notice boards and libraries etc.

Provide

- Service provided by the Council
(A Council provided service may be fully funded by the Council or funded and provided by the Council on behalf of the State government. If provided by the Council on behalf of the State or Commonwealth government the service may be fully or partly funded by the funder (State / Commonwealth government) or it may be a requirement of the State government on Council which is unfunded.
- A shared service purchased by the Council

Partner

- The Council partners with other agencies, community groups in the delivery of a Council provided service or activity provided by another agency or community group

Activate the plan

<p>Berrigan Shire 2027 Strategic Objective:</p> <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>Delivery Program Objective:</p> <p>1.1.3 Enhance the visual amenity, heritage and liveability of our communities</p> <p>1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife</p> <p>1.3.1 Coordinate flood levee, local road, water, sewer, stormwater asset management and planning</p>	
<p>Operational Plan Objective:</p> <p>1.1.3.2 Continue its rolling program of works – town entrances</p> <p>1.1.3.3 Implement the Tocumwal Foreshore Master Plan</p>	

Tourism Function: Product Development			Council Role: Facilitate		
What we want to do	How are we going to do it	What will be the outcome	Who is responsible	Resources/cost	Commencing
Preserve and further develop the cultural heritage and local history of Berrigan Shire.	Facilitate development and preservation of cultural heritage.	Increased value and visibility of cultural heritage and product	BSC Landholders Businesses	MEDT	2022
Identify signage, amenity and infrastructure needs	Conduct an audit of tourism related signage. Review tourism related infrastructure under Council control.	A signage upgrade program is developed in consultation with the industry.	BSC	DCS, DSPD MEDT	2022
Continue to invest in and maintain town entrances and the visual amenity and accessibility of our streetscapes and the river precincts	Monitor maintenance programs.	Visually attractive and welcoming streetscapes. Increased usage of the Tocumwal river precinct.	BSC	External Funding/Annual Budget	2022
Improve the Murray River environment for fishers	Access funding to complete the “wet-side” of the Tocumwal Foreshore Masterplan	Fishing stations installed will improve the aquatic environment	BSC	BSC	2022

Good Government

<p>Berrigan Shire 2027 Strategic Objective: 2.2 Strengthen strategic relationships and partnerships with community, business and government</p>
<p>Delivery Program Objective: 2.1.1 Council operations, partnerships and coordination of resources contribute toward the implementation of Berrigan Shire 2027. 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery</p>
<p>Operational Plan Objective: 2.1.1.1 Promote and support the engagement of residents local businesses and agencies in the development and implementation of Berrigan Shire 2027 2.2.1.1 Develop resources and establish partnerships that improve local assessment of social and economic implications of regional and inter-government decision making on Shire residents, business and Council operations</p>

Tourism Function: Product Development			Council Role: Facilitate		
What we want to do	How are we going to do it	What will be the outcome	Who is responsible	Resources/cost	Commencing
Facilitate inter-government coordination and collaboration	Lobby NSW National Parks and Wildlife for improved signage and track maintenance	Improved National and State Park signage and track maintenance	BSC	MEDT	2022
	Lobby Murray River Managers to ensure appropriate river flows during peak holiday times.	Reliable river flows during peak holiday seasons and events	BSC	MEDT	2022
	Continue to lobby for improved mobile phone coverage in the Shire	A competitive and connected community	BSC/ MRT	MEDT	2022

Diverse and resilient business

Berrigan Shire 2027 Strategic Objective: 4.1 Diversify and promote local tourism
Delivery Program Objective: 4.2.1 Implement the Berrigan Shire Tourism Strategy 4.2.2 Partner with regional Tourism Boards
Operational Plan Objective 4.2.1.1 Invest in infrastructure that will add value to and increase the competitiveness of the Shire’s visitor economy. 4.2.1.1.1 Commence construction – Tocumwal Foreshore and Economic Revitalisation Project 4.2.1.1.1.2 Continue to investigate options for the development of the Tocumwal Historic Aerodrome Museum 4.2.1.2 Partner with industry and other levels of government on securing investment needed for the Ports of the Murray and Adventure Trail project. 4.2.1.3 Provide support to event proponents and organisers 4.2.1.4 Facilitate local industry review and update of digital content and marketing 4.2.2.1 Membership of regional tourism boards to increase visitation and economic activity and the Murray region of NSW and the Murray River towns.

Tourism Function: Visitor Services			Council Role		
What we want to do	How are we going to do it	What will be the outcome	Who is responsible	Resources/cost	Commencing
Provide a complete range of visitor services	Operate an accredited Visitor Information Centre in Tocumwal to represent the region	Visitors in the region extend their stay. Visitors outside the region are motivated to visit	BSC	MEDT	2022
	Author websites and/or social media	Visitors and potential visitors have access to up-to-date local information	BSC	MEDT	2022
Ensure all promotional material is up to date	Regularly budget for image and video library upgrades	Visitors have a contemporary view of the town in the Berrigan Shire	BSC	MEDT	2022
	Produce a visitor Guide in hard copy and online every 2 years		BSC	MEDT	2023

Tourism Function: Marketing			Council Role		
What we want to do	How are we going to do it	What will be the outcome	Who is responsible	Resources/cost	Commencing
Focus on our target markets and develop appropriate messages to attract these markets to the region.	Work with the local Tourism Advisory Committee to develop an annual marketing plan	Increased visitation to the region	BSC/ MRT/ Industry	MEDT	2022
	Work as an active partner of MRT and ensure that all their marketing opportunities are assessed internally are disseminated to the industry.				
Understand changing visitation trends and communicate to the industry	In partnership with the MRT distribute 1/4ly visitation research and data for the region	An informed industry	MRT/BSC	MEDT	2022
Use social media as a marketing tool	Develop a SM marketing campaign in consultation with the Tourism Advisory Committee	Engagement with potential visitors through social media	BSC	MEDT	2022
Actively support the MRT Digital Platform	Partner with Moira Shire Council to develop content to support the new digital platform.	A seamless digital experience for the visitor	MRT/BSC/MSC	MEDT	2022
	Encourage all tourism business operators to keep their ATDW listing up to date	Increased product content on the digital platform	BSC	MEDT	2022
Explore new markets	Partner with Moira Shire and other industry to test emerging markets	New visitation to the region	BSC/ Industry /MSC	MEDT	2022

Tourism Function: Industry Development			Council Role		
What we want to do	How are we going to do it	What will be the outcome	Who is responsible	Resources/cost	Commencing
Work with MRT, DRM and the BEC to provide relevant training opportunities for tourism business operators	Liaise with all organisations and communicate industry needs	Local tourism businesses regularly access training opportunities	BSC Tourism Business Operators	MEDT	2022
Facilitate a BSC Tourism Advisory Group	Call for expressions of interest from tourism business operators to contribute to an advisory group.	A cohesive and informed approach to developing the Visitor Economy in Berrigan Shire.	BSC, MSC and FC	MEDT Annual budget	2022

Tourism Function: Product Development			Council Role		
What we want to do	How are we going to do it	What will be the outcome	Who is responsible	Resources/cost	Commencing
Use research to identify growth opportunities and product and service gaps.	Work with MRT to develop an accommodation audit and gap analysis	Completion of appropriate product gap and growth opportunity research	BSC, MRT and DRM	MEDT	2022
	Work with Tocumwal Aviation Museum and others to explore aviation tourism opportunities	Aviation becomes a point of difference for tourism in Tocumwal	BSC and the Section 355 Committee	MEDT	2022
	Support expansion and/or redevelopment of existing products or services by creating navigated pathways through the Council.	3 new businesses where tourism is the demand driver.	BSC	MEDT	2022
	Work with industry to broaden the accommodation offering	Accommodation which meets consumer demand is readily available	Industry	MEDT	2022
	Support MRT to promote new business opportunities related to the Murray River Adventure Trail and the Ports of the Murray	An updated Murray wide Tourism Investment prospectus	MRT, DRM	MRT MEDT	2022

Tourism Function: Events			Council Role		
What we want to do	How are we going to do it	What will be the outcome	Who is responsible	Resources/cost	Commencing
Focus event support on events that will attract overnight visitation	Continue partnership with Cobram Barooga Business and Tourism, MSC and Sports Marketing Australia	Three new events in the region per annum	BSC, MSC, CBBT,	MEDT	2022
	Encourage externally initiated events in the region.	Maintain existing externally initiated events and a new event per annum.	BSC	MEDT	2022
Promote the economic, social and value of events to the community	Publicize results from the ID data Event Modelling Tool through press releases and SM	The community has a greater understanding of the benefits of events	BSC	MEDT,	2022
Undertake a review of the Event Funding Program	The event funding program is reviewed and discussed and Council and changes, if any, are implemented.	Event Funding Program that delivers a satisfactory return on investment	BSC	MEDT	2022

Tourism Function: Research			Council Role		
What we want to do	How are we going to do it	What will be the outcome	Who is responsible	Resources/cost	Commencing
Facilitate evidenced-based research to support all initiatives	Facilitate product gap research	Product Gap research completed.	MRT, BSC	MEDT	2022
Require research-based supportive arguments for all tourism initiatives	In partnership with the MRTB undertake quarterly visitation research	Quarterly visitation research undertaken and distributed to the industry	MRT/BSC	MRT MEDT	2022
	Facilitate research reviewing the effectiveness of sports sponsorship in the shire	Annual marketing impact research undertaken	MRT/BSC	MRT MEDT	2022

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Appendix A



Engagement Report

Merran Socha



Berrigan Shire Strategy for the Visitor Economy
2022 - 2026

Berrigan Shire Strategy for the Visitor Economy 2022 to 2026

Engagement Report

Introduction

The Berrigan Shire Council resolved, in September 2021, to review the Berrigan Shire Tourism Strategy 2019 – 2023 as a consensus of opinion was that it lacked any relevance to the current business environment following the numerous State border and business lockdowns experienced over the past 18 months. The visitor economy, dramatically affected by the health orders surrounding COVID19, will need support to recover and then grow on the trajectory enjoyed prior to COVID19 restrictions.

This report details the results of industry consultation around the existing strategy and outlines why some recommendations are made for change. It should be noted that the consultation has occurred during COVID19 restrictions on large gatherings so consultation has occurred in small groups rather than a large single forum.

The consultation sessions focused on four key points

- The Tourism Strategy Framework as outlined in the 2019 – 2023 Strategy.
- Tourism Recovery – post COVID19 restrictions
- Visitor Services
- Events and Event Funding

The Tourism Strategy Framework

The Tourism Strategy Framework within Berrigan Shire Tourism Strategy 2019 - 2023 articulates tourism functions and the Council's role within these functions. The table below shows what is in the current tourism strategy (columns one and two) and details what the industry has said during the consultation sessions (column three). There are only two sections where the opinion has changed however; the change is dramatic with visitor servicing identified as a significant failing in the framework. Advertising and promotion divided opinion with a lack of clarity around branding and the position of the Berrigan Shire within Sun Country on the Murray (SCM). The use of town names rather than Berrigan Shire was preferred for advertising and promotion however, the MRT digital platform, including its reliance on the SCM brand, was considered the best available option.

There was praise for the Council's role in the provision of infrastructure over the past three years including the Tocumwal Splash Park, Tocumwal Aviation Museum and the Barooga Adventure Park.

Tourism Strategy Framework		
Tourism Function	Council Role – Plan 2019 - 2023	Council Role as proposed by the industry
Industry Policy setting and strategy	Facilitate	Facilitate
Transport communications and Infrastructure	Provide	Provide
Advertising and promotion	Facilitate	Lead/ Partner/Provide
MRT Digital Platform	Lead/Provide	Lead/Provide
Product investment and development	Facilitate	Facilitate

Industry education and development	Facilitate	Facilitate
Research and data provision	Facilitate	Facilitate
Tourism related infrastructure provision	Lead/Partner/Provide	Lead/Partner/Provide
Visitor Information Centre – Infrastructure	Provide	Lead/Partner/Provide all Visitor Services – Bricks and mortar, website and socials.

Tourism Recovery

The industry along the VIC NSW border was severely impacted by the border closures enacted by both State Governments with the snap lockdown by the Victorian Government on the 31st of December 2020 being the most devastating. An analysis of Spendmapp (Berrigan and Moira Shires) at this time clearly shows that the daily spend in Berrigan Shire dropped dramatically on the 1st of January whilst Moira Shire destination continued to enjoy strong spending until the 6th of January. Destinations in central NSW and central and southern Victoria also boomed in times when the State was open. Industry opinion is divided on how the recovery will roll out with some thinking there will be an immediate and sustained bounce back and others feeling that there is a definite reticence in regular visitors to re-book. Early signs are that peak holiday seasons will return however the main area of concern is that the shoulder and low seasons will not return to pre-pandemic levels. This will impact across the sector and especially on accommodation that is reliant on golf.

Visitors are showing a mistrust of government claims that borders will not close again as there is too much evidence of the willingness to shutdown at a moment's notice. There is also a general reticence for travel from the older demographic and motel operators are reporting that potential guests are asking about cleaning regimes for rooms between clients.

Overseas travelers will go sooner rather than later. This may not affect us as our typical visitor may not be an OS traveler and our market is also dominated by VFR.

Visitor Services

There was overwhelming support for the Council to provide visitor services. This was identified by all who participated in the consultation with the feeling that the Council had evaded a responsibility in this area, trying different models, all of which were considered unsuccessful to varying degrees. It is considered a failing of the Council to fulfil the role of doing things that the private sector can't or won't do.

The consultation revealed a fairly consistent opinion that Visitor services needs to cover a broad spectrum of activity and not be limited to the provision of a Visitor Information Centre (VIC). Traditionally a VIC will service up to 10% of predominantly new visitors however, it should also be the source of social media and other online material and also be a point of contact for the industry.

The consultation with the VIC volunteers indicated that those in attendance would be willing to return to a relocated centre in the new foreshore building and run by the Council. The accreditation process is no longer so prescriptive allowing for 4 hours opening each day on the weekend and for volunteers to work unsupervised for periods of time. There is a focus on digital information provision and volunteer training.

A Vision for Tourism

A number of people talked about the need for Council to have a vision for tourism and others talked about setting some goals within the strategy.

Partnerships.

Tourism partnerships need to be articulated – Sporties and TAM.

Desktop review of current programs and their efficacy:

Tocumwal Visitor Information Centre:

The Tocumwal Visitor Information Centre has had a number of different iterations over the past decade and different funding and management models have been implemented with varying degrees of success. Attempts were made to integrate the VIC into businesses in the highly visible old foreshore building but the balancing act for either business type did not prove to be financially viable. There was also a period of years where the Council gave the Tocumwal Chamber of Commerce some funding to assist in the operations of the VIC. Other funds were also raised through souvenir sales and being a Centrelink access point. The Centrelink access point did not compliment the VIC services and was an uncomfortable co-habitation. The one constant has been a faithful band of volunteers who have been present in nearly all situations.

Early predictions, in the mid naughties, was that technology would overtake the need for bricks and mortar VIC's. The use of Centres definitely declined however, there were those that refocused, became active online and in social media and enabled new information sources to flourish. These expanded VIC services have become the norm. There is general recognition that many people still prefer the one on one contact that is offered by a VIC and that the age groups that prefer this type of interaction varies greatly. As such, the staffing of VIC's has also changed with skills in the online world now required over a purely customer service roll.

The Tocumwal Chamber of Commerce and Tourism are operating the current VIC. The Council has supported the centre by paying the rent, supplying the telephone and internet connection. This agreement was due for review in October 2021, however the Chamber of Commerce has not responded to requests for dialogue around extending the agreement. The VIC is challenged by its location, reliance on volunteers for all operations and the lack of access to signage as it is not an accredited centre. One of the key advantages of accreditation is the well-recognised logos and directional highway signage that comes with it.

MRT Digital Platform review

The digital platform offered by Murray Regional Tourism had a rocky start but has grown into a useful tool and one that bring the Murray its greatest online exposure. Berrigan Shire tourism businesses registered with the Australian Tourism Data Warehouse (ATDW) receive free exposure on the www.suncountryonthemurray.com.au which is the local link to www.visitthemurray.com.au The Council has not made full use of the digital platform as there has not been funds to participate in the marketing opportunities that MRT put forward. Moira Shire uses the website as the call to action for all its marketing campaigns so the Berrigan Shire businesses that are on it benefit by default.

The website continues to get substantial visitation with quarterly statistics provided through google analytics. The statistic suggest that people are still finding the website through organic search and referral from visitnsw and visitthemurray.

The platform continues to evolve and is the site where Berrigan Shire tourism businesses are getting the best exposure from a destination-based platform. All Berrigan Shire accommodation houses are registered with an online reservation provider such as www.booking.com or www.tripadvisor.com.au

Brand – Sun Country on the Murray

The Sun Country on the Murray Brand was put into effect in 2000 and Berrigan Shire commenced active participation in the brand as a promotional tool in 2010. The brand is used and recognised by Murray Regional Tourism to:

1. Categorise the LGA's of Berrigan Federation and Moira for statistical reporting purposes.
and
2. For use on the MRT digital platform by Moira and Berrigan Shire Councils.

Sun Country on the Murray is useful as a way of corralling and grouping the towns within the two LGA's but it lacks (probably has no) consumer recognition and was a "compromise that everyone could live with" or a necessity, rather than something that everyone loved and owned. The brand receives a good deal of exposure on www.visitthemurray.com.au A google search for Barooga, Berrigan, Finley or Tocumwal (with history cleared) brings www.visitnsw.com.au , www.visitthemurray.com.au and www.murryriver.com.au as the top three referrals. All of these link to www.suncountryonthemurray.com.au

Training program for Visitor Information Centre volunteers

The Council has invested in familiarisation tours and training for the Visitor Information Centre volunteers on a reasonably regular basis over the past 5 years. The tours have always been popular and the volunteers attended the Tourism Network lunches that were hosted by Moira, Federation and Berrigan Shire Councils quarterly prior to the COVID19 disruption.

Dedicated customer service training has not been offered and would be an advantage in future.

Appendix:

Consultation completed with the following:

Barooga Sporties:

- Bobby Brooks,
- Tony Tranter,
- Gary Hunt

Tocumwal Golf and Bowls Club:

- Paul Gemmill,
- Kathy Giddens,
- Lockie Sharp,
- Jenny Hehir,
- Spencer Rutherford,
- Dave Hansen

Visitor Information Centre volunteers:

- Gail Horan,
- Gayle Blakey,
- Shirley Absolom,
- Lois Bird,
- Dawn Huxtable
- Jan Brown.

Attraction and Accommodation Operators:

- Matt and Karen Henderson,
- Kristen Butas,
- Tracey Stewart,
- Clare Allan,
- Rick Shaw
- Carla and Christine von Brockhusen

Moira Shire Council and Federation Council representatives:

- Cameron Sutton,
- Kyla Carpinelli

Murray Regional Tourism

- Mark Francis

Chamber Presidents Group

- Gary Carr
- Rick Shaw
- John Lane
- John Bruce
- Niel Duffield

BSC Internal (Corporate Workshop)

- Councillors
- Executive Management Team
- Managers

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0												
GOVERNANCE												
GOVERNANCE EXPENSE	-	(993,000)		(993,000)	(1,077,000)	(59,397)	(769,608)	-	-	(307,392)	(53,183)	(1,130,000)
GOVERNANCE REVENUE	-	-		-	-	-	-	-	-	-	-	-
0 Total	-	(993,000)		(993,000)	(1,077,000)	(59,397)	(769,608)	-	-	(307,392)	(53,183)	(1,130,000)
1												
CORPORATE SUPPORT												
CORPORATE SUPPORT EXPENSE	-	(383,000)		(383,000)	(555,000)	(87,195)	(1,739,563)	-	7,000	1,177,563	(151,314)	(706,000)
CORPORATE SUPPORT REVENUE	66,000	102,000		168,000	296,000	-	172,124	-	-	123,876	12,698	309,000
1 Total	66,000	(281,000)		(215,000)	(259,000)	(87,195)	(1,567,439)	-	7,000	1,301,439	(138,616)	(397,000)
2												
TECHNICAL SERVICES												
TECHNICAL SERVICES EXPENSE	-	(693,000)		(693,000)	(855,000)	(46,993)	(1,296,644)	-	-	441,644	(95,247)	(951,000)
TECHNICAL SERVICES REVENUE	-	54,000		54,000	37,000	-	39,230	-	-	(2,230)	2,701	40,000
2 Total	-	(639,000)		(639,000)	(818,000)	(46,993)	(1,257,413)	-	-	439,413	(92,546)	(911,000)
3												
PLANT SERVICES												
PLANT SERVICES EXPENSE	-	(1,272,000)		(1,272,000)	(1,272,000)	(72,600)	(1,445,992)	-	-	173,992	(88)	(1,272,000)
PLANT SERVICES REVENUE	-	1,272,000		1,272,000	1,272,000	-	209,683	-	-	1,062,317		1,272,000
3 Total	-	-		-	-	(72,600)	(1,236,309)	-	-	1,236,309	(88)	-
4												
OVERHEAD												
OVERHEAD EXPENSE	-	-		-	(86,000)	(48,055)	(2,642,938)	-	-	2,556,938	(100,000)	(186,000)
OVERHEAD REVENUE	-	-		-	86,000	-	111,992	-	-	(25,992)	100,000	186,000
4 Total	-	-		-	-	(48,055)	(2,530,946)	-	-	2,530,946	-	-
5												
EMERGENCY SERVICES												
EMERGENCY SERVICES EXPENSE	-	(228,000)		(228,000)	(242,000)	(50,353)	(218,109)	-	-	(23,892)	(2,091)	(244,000)
EMERGENCY SERVICES REVENUE	-	75,000		75,000	75,000	-	59,400	-	-	15,600		75,000
5 Total	-	(153,000)		(153,000)	(167,000)	(50,353)	(158,709)	-	-	(8,292)	(2,091)	(169,000)
6												
INFORMATION TECHNOLOGY												
INFORMATION TECHNOLOGY EXPENSE	-	(354,000)		(354,000)	(447,000)	(33,768)	(372,532)	-	-	(74,468)	(37,095)	(484,000)
INFORMATION TECHNOLOGY REVENUE	-	-		-	-	-	-	-	-	-	150,000	150,000
6 Total	-	(354,000)		(354,000)	(447,000)	(33,768)	(372,532)	-	-	(74,468)	112,905	(334,000)
7												

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0												
OTHER COMMUNITY SERVICES												
OTHER COMMUNITY SERVICES EXPENSE	-	(237,000)		(237,000)	(231,000)	-	(152,212)	-		(78,788)	(12,346)	(243,000)
OTHER COMMUNITY SERVICES REVENUE	9,000	13,000		22,000	5,000	-	16,056	-		(11,056)		5,000
7 Total	9,000	(224,000)		(215,000)	(226,000)	-	(136,156)	-		(89,844)	(12,346)	(238,000)
7												
CEMETERY												
CEMETERY EXPENSE	-	(160,000)		(160,000)	(145,000)	(12,972)	(117,428)	-		(27,572)	(10,000)	(155,000)
CEMETERY REVENUE	-	134,000		134,000	134,000	-	96,926	-		37,074	1,182	135,000
7.1 Total	-	(26,000)		(26,000)	(11,000)	(12,972)	(20,502)	-		9,502	(8,818)	(20,000)
9												
HOUSING												
HOUSING EXPENSE	-	(33,000)		(33,000)	(92,000)	(12,500)	(60,432)	-		(31,568)		(92,000)
HOUSING REVENUE	-	16,000		16,000	16,000	-	30,910	-		(14,910)	27,000	43,000
9 Total	-	(17,000)		(17,000)	(76,000)	(12,500)	(29,522)	-		(46,478)	27,000	(49,000)
#												
BUILDING AND PLANNING												
BUILDING AND PLANNING EXPENSE	-	(599,000)		(599,000)	(822,000)	(5,085)	(478,840)	-		(343,160)	(3,005)	(824,000)
BUILDING AND PLANNING REVENUE	-	250,000		250,000	298,000	-	276,645	-		21,355	34,697	332,000
10 Total	-	(349,000)		(349,000)	(524,000)	(5,085)	(202,195)	-		(321,805)	31,692	(492,000)
#												
BIOSECURITY												
BIOSECURITY EXPENSE	-	(344,000)		(344,000)	(356,000)	(8,576)	(345,814)	-		(10,186)	(79,868)	(436,000)
BIOSECURITY REVENUE	-	92,000		92,000	92,000	-	87,478	-		4,522	1,810	93,000
10.1 Total	-	(252,000)		(252,000)	(264,000)	(8,576)	(258,336)	-		(5,664)	(78,058)	(343,000)
#												
DOMESTIC WASTE MANAGEMENT												
DOMESTIC WASTE MANAGEMENT EXPENSE	-	(2,049,000)	-	(2,049,000)	(2,130,000)	(172,821)	(793,584)	-		(1,336,416)	-	(2,130,000)
DOMESTIC WASTE MANAGEMENT REVENUE	-	2,049,000		2,049,000	2,130,000	-	1,639,454	-		490,546		2,130,000
11 Total	-	-	-	-	-	(172,821)	845,870	-		(845,870)	-	-
#												
STORMWATER DRAINAGE												
STORMWATER DRAINAGE EXPENSE	(580,000)	(906,000)	-	(1,486,000)	(1,594,000)	(650,348)	(1,006,762)	-		(587,238)	27,662	(1,566,000)
STORMWATER DRAINAGE REVENUE	96,250	88,000		184,250	202,000	-	227,660	-		(25,660)	(22,091)	180,000
13 Total	(483,750)	(818,000)	-	(1,301,750)	(1,392,000)	(650,348)	(779,102)	-		(612,898)	5,571	(1,386,000)
#												

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0												
ENVIRONMENTAL PROTECTION												
ENVIRONMENTAL PROTECTION EXPENSE	(557,707)	(273,000)	-	(830,707)	(643,000)	-	(80,679)	-		(562,321)	128,000	(515,000)
ENVIRONMENTAL PROTECTION REVENUE	247,077	157,000		404,077	352,000	-	33,673	-		318,327	(105,000)	247,000
14 Total	(310,630)	(116,000)	-	(426,630)	(291,000)	-	(47,006)	-		(243,994)	23,000	(268,000)
#												
WATER SUPPLIES												
WATER SUPPLIES EXPENSE	(3,700,000)	(16,127,000)	-	(19,827,000)	(15,841,000)	(10,075,675)	(12,043,987)	-		(3,797,013)	8,098,149	(7,743,000)
WATER SUPPLIES REVENUE	3,700,000	16,127,000		19,827,000	15,841,000	-	3,786,688	-		12,054,312	(8,097,149)	7,743,000
15 Total	-	-	-	-	-	(10,075,675)	(8,257,299)	-		8,257,299	1,000	-
#												
SEWERAGE SERVICES												
SEWERAGE SERVICES EXPENSE	(1,523,223)	(3,236,000)	-	(4,759,223)	(3,642,000)	(73,264)	(1,243,433)	-		(2,398,567)	533,528	(3,108,000)
SEWERAGE SERVICES REVENUE	1,523,223	3,236,000		4,759,223	3,642,000	-	2,440,817	-		1,201,183	(534,000)	3,108,000
16 Total	-	-	-	-	-	(73,264)	1,197,384	-		(1,197,384)	(472)	-
#												
PUBLIC LIBRARIES												
PUBLIC LIBRARIES EXPENSE	(24,794)	(684,000)		(708,794)	(728,000)	(32,319)	(364,549)	-		(363,451)	(6,000)	(734,000)
PUBLIC LIBRARIES REVENUE	22,827	75,000		97,827	95,000	-	96,569	-		(1,569)		95,000
17 Total	(1,967)	(609,000)		(610,967)	(633,000)	(32,319)	(267,981)	-	-	(365,019)	(6,000)	(639,000)
#												
COMMUNITY AMENITIES												
COMMUNITY AMENITIES EXPENSE	-	(848,000)		(848,000)	(786,000)	(1,157)	(453,594)	-		(332,406)	(285,233)	(1,071,000)
COMMUNITY AMENITIES REVENUE	120,000	12,000		132,000	142,000	-	26,690	-		115,310	200,185	342,000
18 Total	120,000	(836,000)		(716,000)	(644,000)	(1,157)	(426,904)	-		(217,096)	(85,048)	(729,000)
#												
RECREATION												
RECREATION EXPENSE	(1,394,025)	(1,090,000)		(2,484,025)	(2,573,000)	(66,907)	(1,992,461)	-		(580,539)	(1,581,985)	(4,156,000)
RECREATION REVENUE	957,909	201,000		1,158,909	1,158,000	-	4,417	-		1,153,583	1,463,077	2,621,000
19 Total	(436,116)	(889,000)		(1,325,116)	(1,415,000)	(66,907)	(1,988,044)	-		573,044	(118,908)	(1,535,000)
#												
SWIMMING POOL												
SWIMMING POOL EXPENSE	-	(425,000)		(425,000)	(430,000)	(13,089)	(300,217)	-		(129,783)	(3,250)	(432,000)
SWIMMING POOL REVENUE	-	85,000		85,000	85,000	-	79,277	-		5,723		85,000
19.1 Total	-	(340,000)		(340,000)	(345,000)	(13,089)	(220,940)	-		(124,060)	(3,250)	(347,000)
#												

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0												
QUARRIES & PITS												
QUARRIES & PITS EXPENSE	-	(97,000)		(97,000)	(47,000)	-	(1,193)	-		(45,807)		(47,000)
QUARRIES & PITS REVENUE	-	97,000		97,000	47,000	-	-	-		47,000		47,000
20 Total	-	-		-	-	-	(1,193)	-		1,193		-
#												
SHIRE ROADS												
SHIRE ROADS EXPENSE	(2,494,493)	(10,117,000)	-	(12,611,493)	(13,566,000)	(536,333)	(5,150,067)	-		(8,415,933)	(137,404)	(13,702,000)
SHIRE ROADS REVENUE	1,109,232	3,928,000	-	5,037,232	4,988,000	-	2,179,681	-		2,808,319	169,604	5,158,000
21 Total	(1,385,261)	(6,189,000)	-	(7,574,261)	(8,578,000)	(536,333)	(2,970,386)	-		(5,607,614)	32,200	(8,544,000)
#												
AERODROMES												
AERODROMES EXPENSE	(40,000)	(140,000)		(180,000)	(436,000)	(65,278)	(430,509)	-		(5,491)	(106,975)	(542,000)
AERODROMES REVENUE	-	26,000		26,000	293,000	-	242,849	-		50,151	70,930	364,000
22 Total	(40,000)	(114,000)		(154,000)	(143,000)	(65,278)	(187,660)	-		44,660	(36,045)	(178,000)
#												
CAR PARKING												
CAR PARKING EXPENSE	(259,918)	(28,000)		(287,918)	(337,000)	(3,709)	(349,241)	-		12,241	(338,941)	(676,000)
CAR PARKING REVENUE	100,000	100,000		200,000	245,000	-	-	-		245,000		245,000
22.1 Total	(159,918)	72,000		(87,918)	(92,000)	(3,709)	(349,241)	-		257,241	(338,941)	(431,000)
#												
RMS												
RMS EXPENSE	-	(1,215,000)		(1,215,000)	(1,215,000)	(123,474)	(803,624)	-		(411,376)	0	(1,215,000)
RMS REVENUE	-	1,215,000	-	1,215,000	1,215,000	-	1,126,120	-		88,880		1,215,000
23 Total	-	-	-	-	-	(123,474)	322,496	-		(322,496)	0	-
#												
CARAVAN PARKS												
CARAVAN PARKS EXPENSE	(15,000)	(18,000)		(33,000)	(37,000)	(554)	(13,381)	-		(23,619)	(500)	(38,000)
CARAVAN PARKS REVENUE	-	35,000		35,000	35,000	-	26,693	-		8,307		35,000
24 Total	(15,000)	17,000		2,000	(2,000)	(554)	13,312	-		(15,312)	(500)	(3,000)
#												
TOURISM & AREA PROMOTION												
TOURISM & AREA PROMOTION EXPENSE	-	(175,000)		(175,000)	(244,000)	(8,401)	(119,838)	-		(124,162)	11,264	(232,000)
TOURISM & AREA PROMOTION REVENUE	-	-		-	15,000	-	15,323	-		(323)		15,000
25 Total	-	(175,000)		(175,000)	(229,000)	(8,401)	(104,515)	-		(124,485)	11,264	(217,000)
#												

FL	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
0												
BUSINESS DEVELOPMENT												
BUSINESS DEVELOPMENT EXPENSE	-	(513,000)		(513,000)	(532,000)	(24,062)	(310,087)	-		(221,913)	1,841	(530,000)
BUSINESS DEVELOPMENT REVENUE	64,679	32,000		96,679	123,000	-	62,867	-		60,133	500	124,000
26 Total	64,679	(481,000)		(416,321)	(409,000)	(24,062)	(247,220)	-		(161,780)	2,341	(406,000)
#												
BENDIGO BANK												
BENDIGO BANK EXPENSE	-	(54,000)		(54,000)	(54,000)	(612)	(12,273)	-		(41,727)	(187)	(54,000)
BENDIGO BANK REVENUE	-	64,000		64,000	90,000	-	76,899	-		13,101	12,000	102,000
26.1 Total	-	10,000		10,000	36,000	(612)	64,626	-		(28,626)	11,813	48,000
#												
SALEYARDS												
SALEYARDS EXPENSE	(981,268)	(120,000)		(1,101,268)	(1,102,000)	(134,700)	(320,118)	-		(781,882)		(1,102,000)
SALEYARDS REVENUE	282,000	106,000		388,000	388,000	-	-	-		388,000		388,000
27 Total	(699,268)	(14,000)		(713,268)	(714,000)	(134,700)	(320,118)	-		(393,882)		(714,000)
#												
REAL ESTATE DEVELOPMENT												
REAL ESTATE DEVELOPMENT EXPENSE	-	(5,000)		(5,000)	(601,000)	(28,864)	(638,148)	-		37,148	(38,252)	(639,000)
REAL ESTATE DEVELOPMENT REVENUE	-	17,000		17,000	347,000	-	16,797	-		330,203	380,000	727,000
28 Total	-	12,000		12,000	(254,000)	(28,864)	(621,351)	-		367,351	341,748	88,000
#												
PRIVATE WORKS												
PRIVATE WORKS EXPENSE	-	(55,000)		(55,000)	(55,000)	(181)	(31,958)	-		(23,042)		(55,000)
PRIVATE WORKS REVENUE	-	60,000		60,000	64,000	-	30,199	-		33,801		64,000
29 Total	-	5,000		5,000	9,000	(181)	(1,759)	-		10,759		9,000
#												
RATE												
RATE REVENUE	-	5,480,000		5,480,000	5,480,000	-	5,256,975	-		223,025		5,480,000
30 Total	-	5,480,000		5,480,000	5,480,000	-	5,256,975	-		223,025		5,480,000
#												
FINANCIAL ASSISTANCE GRANT												
FINANCIAL ASSISTANCE GRANT	-	3,605,000		3,605,000	3,605,000	-	1,415,688	-		2,189,312	738,000	4,343,000
31 Total	-	3,605,000		3,605,000	3,605,000	-	1,415,688	-		2,189,312	738,000	4,343,000
#												
INTEREST ON INVESTMENTS												
INTEREST ON INVESTMENTS	-	345,000		345,000	234,000	-	122,458	-		111,542	(121,500)	113,000

FL	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
0												
32 Total	-	345,000		345,000	234,000	-	122,458	-		111,542	(121,500)	113,000
#												
DEPRECIATION CONTRA												
DEPRECIATION CONTRA	-	3,944,000		3,944,000	3,944,000	-	-	-		3,944,000	(10,000)	3,934,000
33 Total	-	3,944,000		3,944,000	3,944,000	-	-	-		3,944,000	(10,000)	3,934,000
#												
WORKING CAPITAL CONTRA												
WORKING CAPITAL CONTRA REVENUE	-	-		-	-	-	-	-		-		-
34 Total	-	-		-	-	-	-	-		-		-
#												
BALANCE BROUGHT FORWARD												
BALANCE BROUGHT FORWARD	5,553,000	554,000		6,107,000	6,107,000	-	-	-		6,107,000		6,107,000
99 Total	5,553,000	554,000		6,107,000	6,107,000	-	-	-		6,107,000		6,107,000
Grand Total	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000



Quarterly Budget Review Statement

Berrigan Shire Council

March 2022



Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

31 March 2022

It is my opinion that the Quarterly Budget Review Statement for Berrigan Shire Council for the quarter ended 31/03/22 indicates that Council's projected financial position at 30/6/22 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:



date:

11/05/2022

Tahlia Fry
Responsible Accounting Officer

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2022

Income & Expenses - Council Consolidated

(\$000's)

Income

	Original Budget 2021/22	Approved Changes				Revised Budget 2021/22	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRs	Sep QBRs	Dec QBRs					
Rates and Annual Charges	11,388	-		102	39	11,529	(2)		11,527	11,282
User Charges and Fees	1,850			21	72	1,943	85		2,028	1,578
Other Revenues	838			68	480	1,386	(139)		1,247	737
Grants & Contributions - Operating	7,550	112			82	7,744	1,032		8,776	3,380
Grants & Contributions - Capital	1,303	6,725		(15)	237	8,250	1,957		10,207	2,768
Interest and Investment Revenues	1,466			1	(110)	1,357	(971)		386	153
Net gain from disposal of assets						-			-	
Fair value increment on investment properties						-			-	
Reversal of revaluation decrements on IPPE previously expensed						-			-	
Reversal of impairment losses on receivables						-			-	
Rental Income						-			-	
Share of Interests in Joint Ventures						-			-	
Total Income from Continuing Operations	24,395	6,837	-	177	800	32,209	1,962		34,171	19,898

Expenses

Employee Costs	9,839	52		226	96	10,213	299		10,512	10,106
Borrowing Costs	1,457	26		-	(398)	1,085	-		1,085	557
Materials & Contracts	2,583	23		290	271	3,167	263		3,430	4,123
Depreciation	6,162					6,162	(10)		6,152	4,614
Impairment of receivables						-			-	
Legal Costs						-			-	
Consultants	12			45	130	187	85		272	227
Other Expenses	2,358	240		58	131	2,787	133		2,920	1,789
Interest & Investment Losses						-			-	
Net Loss from disposal of assets						-			-	
Revaluation decrement/impairment of IPPE						-			-	
Fair value decrement on investment properties						-			-	
Share of interests in Joint Ventures						-			-	
Total Expenses from Continuing Operations	22,411	341	-	619	230	23,601	770		24,371	21,416

Net Operating Result from Continuing Operations

Discontinued Operations - Surplus/(Deficit)

Net Operating Result from All Operations

Net Operating Result before Capital Items

	1,984	6,496	-	(442)	570	-	8,608	1,192	9,800	(1,518)
							-		-	
	1,984	6,496	-	(442)	570	-	8,608	1,192	9,800	(1,518)
	681	(229)	-	(427)	333	-	358	(765)	(407)	(4,286)

Capital Budget Review Statement

Budget review for the quarter ended 31 March 2022

Capital Budget - Council Consolidated

(\$000's)	Original Budget 2021/22	Approved Changes					Revised Budget 2021/22	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS	Sep QBRS	Dec QBRS	Mar QBRS					
Capital Expenditure											
New Assets											
- Plant & Equipment	-	100		509	23		-			-	
- Land & Buildings						632	38			670	636
- Other	230	776		(103)	233	1,136	1,252			2,388	1,161
Renewal Assets (Replacement)											
- Plant & Equipment	1,192	2		12	98	1,304	23			1,327	600
- Land & Buildings	11	1,010		16	(1)	1,036	195			1,231	348
- Roads, Bridges, Footpaths	5,082	2,704		960	91	8,837	(74)			8,763	4,406
- Sewer Assets	814	1,868		24	(943)	1,763	(816)			947	423
- Water Assets	12,348	849		160	(1,269)	12,088	(9,026)			3,062	10,643
- Other	127	805		20	(191)	761	767			1,528	440
Loan Repayments (Principal)	640	-		-	-	640				640	480
Total Capital Expenditure	20,444	8,114	-	1,598	(1,959)	28,197	(7,641)			20,556	19,137
Capital Funding											
Rates & Other Untied Funding	11,388			102	39	11,529	(2)			11,527	11,282
Capital Grants & Contributions	3,417	5,327		(15)	72	8,801	1,957			10,758	2,850
Reserves:											
- External Restrictions/Reserves						-				-	
- Internal Restrictions/Reserves						-				-	
New Loans	550	6,600				7,150	(550)			6,600	6,600
Receipts from Sale of Assets											
- Plant & Equipment	359					359	-			359	
- Land & Buildings						-				-	
						-				-	
						-				-	
Total Capital Funding	15,714	11,927	-	87	111	27,839	1,405			29,244	20,732
Net Capital Funding - Surplus/(Deficit)	(4,730)	3,813	-	(1,511)	2,070	(358)	9,046			8,688	1,595

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 March 2022

Cash & Investments - Council Consolidated

(\$000's)	Original Budget 2021/22	Approved Changes					Revised Budget 2021/22	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS	Sep QBRS	Dec QBRS	Mar QBRS					
Externally Restricted ⁽¹⁾											
Water Supplies	21,499			(9,373)	1,351		13,477	8,924		22,401	22,401
Sewerage Supplies	4,407			(1,447)	1,127		4,087	1,464		5,551	5,551
Domestic Waste Management	4,808			406	342		5,556	(495)		5,061	5,061
Open Space S94							-			-	-
Developer Contributions							-			-	-
Specific Purpose Grants							-			-	-
							-			-	-
							-			-	-
							-			-	-
							-			-	-
							-			-	-
Total Externally Restricted	30,714	-	-	(10,414)	2,820	-	23,120	9,893		33,013	33,013
(1) Funds that must be spent for a specific purpose											
Internally Restricted ⁽²⁾											
Capital Works	1,203						1,203	(550)		653	653
Employee Leave	389						389			389	389
Finley Saleyards	-						-			-	-
Environmental Protection	9			(9)			-	13		13	13
Plant Replacement	1,639			333	(76)		1,896	(347)		1,549	1,549
Tourism Events	74						74	-		74	74
Aerodrome	382				(50)		332	(68)		264	264
Information Technology	550			50	(50)		550	(200)		350	350
Risk Management	363						363	-		363	363
							-			-	-
Total Internally Restricted	4,609	-	-	374	(176)	-	4,807	(1,152)		3,655	3,655
(2) Funds that Council has earmarked for a specific purpose											
Unrestricted (ie. available after the above Restrictic	2,856	-	-	13,795	(2,644)	-	14,007	(5,527)		2,067	2,067
Total Cash & Investments	38,179	-	-				38,179	3,214		38,735	38,735

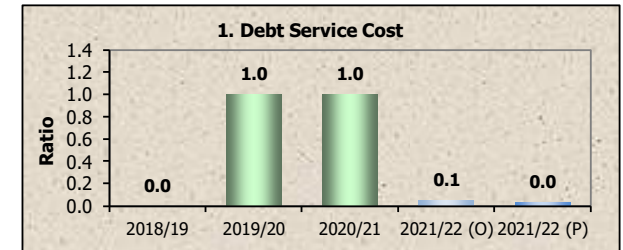
Key Performance Indicators Budget Review Statement - Council specific KPI's

Budget review for the quarter ended 31 March 2022

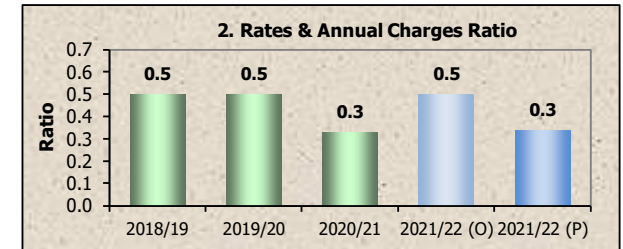
(\$000's)	Current Projection		Original Budget 21/22	Actuals Prior Periods	
	Amounts	Indicator		20/21	19/20
	21/22	21/22			

The Council monitors the following Key Performance Indicators:

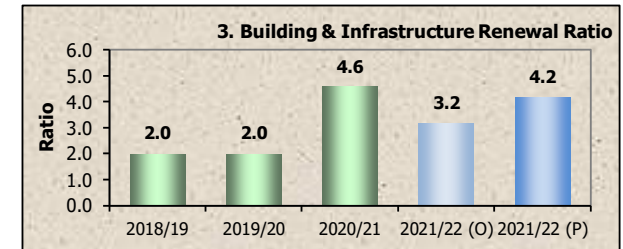
1. Debt Service Cost					
Debt Service Cost	1085	3%	0.1	1.0	1.0
Income from Continuing Operations	34171				



2. Rates & Annual Charges Ratio					
Rates & Annual Charges	11527	34%	0.5	0.3	0.5
Income from Continuing Operations	34171				



3. Building & Infrastructure Renewal Ratio					
Asset Renewals (Building & Infrastructure)	25789	419%	3.2	4.6	2.0
Depreciation, Amortisation & Impairment	6162				



Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	227,326	N
Legal Fees	68,359	Y

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Comments

Expenditure included in the above YTD figure but not budgeted includes:

Details

PARTNEAR ENGINEERING CONSULTING

HABITAT PLANNING CONSULTING

KEL MOORE SOLICITORS

MJM ENVIRONMENTAL PTY LTD

BLACKADDER ASSOCIATES

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
	0												
	GOVERNANCE												
	GOVERNANCE EXPENSE	-	(993,000)		(993,000)	(1,077,000)	(59,397)	(769,608)	-	-	(307,392)	(53,183)	(1,130,000)
	1001-0315 MAYORAL VEHICLE EXPENSES	-	(22,000)		(22,000)	(22,000)	-	(7,235)	-		(14,765)		(22,000)
	1001-0320 MAYORAL ALLOWANCE	-	(28,000)		(28,000)	(28,000)	-	(17,952)	-		(10,048)		(28,000)
	1001-0325 COUNCILLORS ALLOWANCES	-	(100,000)		(100,000)	(100,000)	-	(62,713)	-		(37,287)		(100,000)
	1001-0334 TELEPHONE - COUNCILLORS	-	(9,000)		(9,000)	(9,000)	-	(2,282)	-		(6,718)		(9,000)
	1001-0335 COUNCILLORS EXPENSES	-	(53,000)		(53,000)	(53,000)	(8,675)	(45,486)	-		(7,514)		(53,000)
	1001-0336 CIVIC FUNCTIONS / PRESENTATION	-	(2,000)		(2,000)	(5,000)	(1,964)	(29,125)	-	21,329	2,795	(2,795)	(8,000)
	1001-0337 DONATIONS	-	(1,000)		(1,000)	(1,000)	-	(512)	-		(488)		(1,000)
	1001-0338 ADMIN MANAGEMENT PLAN EXPENSES	-	(1,000)		(1,000)	(1,000)	-	-	-		(1,000)		(1,000)
	1001-0340 INSURANCE - COUNCILLORS	-	(3,000)		(3,000)	(3,000)	-	(2,853)	-		(147)		(3,000)
	1001-0344 MEMBERSHIP FEES	-	(2,000)		(2,000)	(2,000)	-	(563)	-		(1,438)		(2,000)
	1001-0345 SUBSCRIPTION SHIRE ASSOCIATION	-	(28,000)		(28,000)	(28,000)	-	-	-		(28,000)		(28,000)
	1001-0346 ADMIN AUDIT FEES	-	(40,000)		(40,000)	(55,000)	(45,909)	(99,059)	-		44,059	(44,059)	(99,000)
	1001-0347 ELECTION EXPENSES	-	(134,000)		(134,000)	(134,000)	-	(1,119)	-		(132,881)		(134,000)
	1001-0348 COMMUNITY STRATEGIC PLAN REVIEW	-	-		-	-	-	-	-		-		-
	1001-0349 COMMUNITY REPORT	-	(3,000)		(3,000)	(3,000)	-	(1,465)	-		(1,535)		(3,000)
	1001-0509 EQUIP/FURN - COUNCILLORS <= \$5,000	-	(15,000)		(15,000)	(15,000)	-	-	-	(21,329)	6,329	(6,329)	(21,000)
	1002-0350 COMMUNITY WORKS - GENERAL	-	(10,000)		(10,000)	(10,000)	-	(5,276)	-		(4,724)		(10,000)
	1002-0360 BGN COMBINED COMMUNITY GROUPS	-	(50,000)		(50,000)	(50,000)	-	(45,455)	-		(4,545)		(50,000)
	1002-0370 COMMUNITY WORKS - AUST. DAY CO	-	(3,000)		(3,000)	(3,000)	(177)	(2,884)	-		(116)		(3,000)
	1002-0375 AUSTRALIA DAY GRANT 2021 EXPEN	-	-		-	-	-	-	-		-		-
	1002-0400 COMMUNITY GRANTS SCHEME	-	(4,000)		(4,000)	(4,000)	-	(771)	-		(3,229)		(4,000)
	1005-0108 ADMIN SALARIES - GM SALARY PAC	-	(267,000)		(267,000)	(330,000)	-	(306,350)	-		(23,650)		(330,000)
	1006-0107 ADMIN SALARIES - GM SUPPORT	-	(185,000)		(185,000)	(185,000)	-	(112,285)	-		(72,715)		(185,000)
	1007-0118 ADMIN GM VEHICLE OPERATING EXP	-	(29,000)		(29,000)	(29,000)	-	(22,319)	-		(6,681)		(29,000)
	1008-0124 MANAGEMENT TEAM PROGRAM	-	-		-	-	-	-	-		-		-
	1008-0125 ADMIN CONFERENCES/SEMINARS	-	(3,000)		(3,000)	(3,000)	(318)	(318)	-		(2,682)		(3,000)
	1008-0126 ADMIN GM TRAVEL EXPENSES	-	(1,000)		(1,000)	(4,000)	(2,354)	(3,587)	-		(413)		(4,000)
	GOVERNANCE REVENUE	-	-		-	-	-	-	-		-		-
	1100-1305 DONATIONS	-	-		-	-	-	-	-		-		-
	1100-1350 OTHER REVENUES	-	-		-	-	-	-	-		-		-
	1100-1950 AUSTRALIA DAY 2021 COVID SAFE GRANT	-	-		-	-	-	-	-		-		-
	0 Total	-	(993,000)		(993,000)	(1,077,000)	(59,397)	(769,608)	-	-	(307,392)	(53,183)	(1,130,000)
	1												
	CORPORATE SUPPORT												
	CORPORATE SUPPORT EXPENSE	-	(383,000)		(383,000)	(555,000)	(87,195)	(1,739,563)	-	7,000	1,177,563	(151,314)	(706,000)
	1010-0101 ADMIN SALAIRES - PAYROLL	-	-		-	-	-	-	-		-		-
	1010-0102 ADMIN SALARIES - ACCOUNTING	-	(414,000)		(414,000)	(414,000)	(7,117)	(325,418)	-		(88,582)		(414,000)
	1010-0103 ADMIN SALARIES - HUMAN RESOURC	-	(73,000)		(73,000)	(73,000)	-	(59,714)	-		(13,286)		(73,000)
	1010-0104 ADMIN SALARIES - REVENUE COLLE	-	(186,000)		(186,000)	(186,000)	(1,216)	(145,198)	-		(40,802)		(186,000)
	1010-0105 ADMIN SALARIES - CUSTOMER SERV	-	(240,000)		(240,000)	(263,000)	(2,019)	(125,946)	-		(137,054)	30,000	(233,000)
	1010-0107 ADMIN SALARIES - COMMUNICATION	-	(54,000)		(54,000)	(75,000)	-	(69,746)	-		(5,254)		(75,000)
	1010-0108 ADMIN SALARIES - RECREATION OFFICER	-	-		-	(61,000)	-	(22,684)	-		(38,316)		(61,000)
	1010-0109 ADMIN SALARIES - DCS SALARY PA	-	(187,000)		(187,000)	(187,000)	-	(169,954)	-		(17,046)		(187,000)
	1010-0110 ADMIN SALARIES - RECORDS OFFICER	-	-		-	-	-	(15,130)	-		15,130	(30,000)	(30,000)
	1010-0119 ADMIN DCS VEHICLE OPERATING EX	-	(22,000)		(22,000)	(22,000)	-	(16,445)	-		(5,555)		(22,000)
	1010-0120 ADMIN STAFF TRAINING	-	(20,000)		(20,000)	(20,000)	(31,837)	(51,204)	-	7,000	24,204	(24,204)	(44,000)
	1010-0121 CORP SERVICES - CONSULTANCY	-	(10,000)		(10,000)	(15,000)	-	(38,655)	-		23,655	(35,000)	(50,000)
	1010-0130 ADMIN FRINGE BENEFITS TAX	-	(13,000)		(13,000)	-	-	-	-		-		-
	1010-0135 ADMIN JC TAX FBT ACCOUNT	-	-		-	(13,000)	-	-	-		(13,000)		(13,000)
	1010-0140 ADMIN STAFF UNIFORM ALLOWANCE	-	(8,000)		(8,000)	(8,000)	(227)	(4,486)	-		(3,514)		(8,000)
	1010-0144 ADMIN ADVERTS	-	(11,000)		(11,000)	(16,000)	(6,105)	(21,170)	-		5,170	(5,170)	(21,000)
	1010-0146 ADMIN NEWSLETTER ADVERTS	-	(34,000)		(34,000)	(34,000)	(5,652)	(27,423)	-		(6,577)		(34,000)
	1010-0152 WORK HEALTH & SAFETY	-	(8,000)		(8,000)	(8,000)	(564)	(2,834)	-		(5,166)		(8,000)
	1010-0155 ADMIN WRITE OFF BAD DEBTS	-	(2,000)		(2,000)	(6,000)	-	-	-		(6,000)		(6,000)

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
	0												
	1010-0160 ADMIN BANK & GOVT CHARGES	-	(3,000)		(3,000)	-	-	-	-		-		-
	1010-0162 BANK FEES - GST INCLUSIVE	-	(34,000)		(34,000)	(34,000)	-	(42,833)	-		8,833	(8,833)	(43,000)
	1010-0163 BANK FEES - GST FREE	-	-		-	-	-	(176)	-		176	(176)	-
	1010-0165 ADMIN OFFICE CLEANING	-	(40,000)		(40,000)	(40,000)	(9,107)	(43,140)	-		3,140	(6,000)	(46,000)
	1010-0180 ADVERSE EVENTS PLAN DC2	-	-		-	-	-	-	-		-		-
	1010-0185 LESS: CHARGED TO OTHER FUNDS	-	300,000		300,000	300,000	-	-	-		300,000		300,000
	1010-0190 ADMIN ELECTRICITY	-	(21,000)		(21,000)	(21,000)	-	(9,620)	-		(11,380)		(21,000)
	1010-0194 ADMIN INSUR - PUBLIC LIABILITY	-	(165,000)		(165,000)	(168,000)	-	(168,367)	-		367	(367)	(168,000)
	1010-0195 ADMIN INSUR - OTHER	-	(51,000)		(51,000)	(51,000)	-	(50,411)	-		(589)		(51,000)
	1010-0197 ADMIN RISK MANAGEMENT SIGNAGE	-	-		-	(2,000)	-	(1,436)	-		(564)		(2,000)
	1010-0198 ADMIN RISK MANAGEMENT OP EXP	-	(2,000)		(2,000)	(8,000)	(4,023)	(7,179)	-		(821)		(8,000)
	1010-0199 ADMIN RISK MANAGEMENT	-	(25,000)		(25,000)	(25,000)	-	(11,500)	-		(13,500)	5,000	(20,000)
	1010-0200 ADMIN LEGAL EXPENSES INCL. GST	-	(5,000)		(5,000)	(25,000)	-	(41,669)	-		16,669	(25,000)	(50,000)
	1010-0202 ADMIN LEGAL EXPEN - DEBT/COLL	-	(65,000)		(65,000)	(65,000)	-	(20,777)	-		(44,223)		(65,000)
	1010-0205 ADMIN POSTAGE	-	(31,000)		(31,000)	(31,000)	-	(25,354)	-		(5,646)		(31,000)
	1010-0206 CHARGE FOR INTERNET RATES PAYM	-	-		-	-	-	-	-		-		-
	1010-0207 ADMIN LEGAL EXPENSES-GST FREE	-	(2,000)		(2,000)	(7,000)	-	(4,999)	-		(2,001)		(7,000)
	1010-0210 ADMIN PRINTING/STATIONERY	-	(44,000)		(44,000)	(44,000)	(8,197)	(30,825)	-		(13,175)		(44,000)
	1010-0215 ADMIN TELEPHONE	-	(27,000)		(27,000)	(27,000)	-	(5,053)	-		(21,947)	10,000	(17,000)
	1010-0220 ADMIN VALUATION FEES	-	(44,000)		(44,000)	(44,000)	-	(40,416)	-		(3,584)		(44,000)
	1010-0225 ADMIN SUBSCRIPTIONS	-	(3,000)		(3,000)	(10,000)	(69)	(8,330)	-		(1,670)		(10,000)
	1010-0230 ADMIN OFFICE BLDG MTCE	-	(13,000)		(13,000)	(13,000)	(787)	(12,693)	-		(307)		(13,000)
	1010-0245 ADMIN OFFICE GROUNDS MTCE	-	(9,000)		(9,000)	(9,000)	(336)	(7,229)	-		(1,771)		(9,000)
	1010-0250 ADMIN OFFICE EQUIPMENT MTCE	-	(29,000)		(29,000)	(29,000)	(3,644)	(51,304)	-		22,304	(30,000)	(59,000)
	1010-0265 ADMIN SUNDRY OPERATING EXPENSE	-	(5,000)		(5,000)	(18,000)	(5,753)	(19,564)	-		1,564	(1,564)	(20,000)
	1010-0266 ADMIN CHRISTMAS PARTY EXPENSE	-	(7,000)		(7,000)	(7,000)	(236)	(3,695)	-		(3,305)		(7,000)
	1010-0270 ASSET REVALUATION EXPENSE	-	(5,000)		(5,000)	(5,000)	(304)	(31,918)	-		26,918	(30,000)	(35,000)
	1010-0280 CROWN LANDS MANGEMENT EXP	-	-		-	-	-	-	-		-		-
	1010-0290 RAMJO JOINT PROJECTS CONTRIBUT	-	-		-	-	-	-	-		-		-
	1010-0297 CORP SERVICES ADMIN CHARGES	-	(527,000)		(527,000)	(527,000)	-	-	-		(527,000)		(527,000)
	1010-0298 LESS: RENTAL CONTRIBUTIONS	-	120,000		120,000	120,000	-	-	-		120,000		120,000
	1010-0299 LESS: CHARGED TO OTHER FUNDS	-	1,841,000		1,841,000	1,841,000	-	-	-		1,841,000		1,841,000
	1010-0500 CORPORATE SERVICES EQUIPMENT	-	(15,000)		(15,000)	(15,000)	-	(5,068)	-		(9,932)		(15,000)
	1010-0504 EQUIP/FURN - CORP. SERVICES <=	-	(5,000)		(5,000)	(5,000)	-	-	-		(5,000)		(5,000)
	1010-0505 SERVER UPGRADE	-	(41,000)		(41,000)	(41,000)	-	-	-		(41,000)		(41,000)
	1010-0509 UPGRADE TELEPHONE SYSTEM	-	-		-	-	-	-	-		-		-
	1010-0510 COUNCIL ELECTRICITY PROJECTS	-	(50,000)		(50,000)	(50,000)	-	-	-		(50,000)		(50,000)
	1200-2027 RISK MANAGEMENT TRANSFER TO RESERVE	-	-		-	-	-	-	-		-		-
	1200-2502 CORP SERVICES OFFICE EQUIPMENT DEPCN	-	(51,000)		(51,000)	(51,000)	-	-	-		(51,000)		(51,000)
	1200-2504 CORP SERVICES OFFICE DEPCN	-	(43,000)		(43,000)	(43,000)	-	-	-		(43,000)		(43,000)
	SHIROFFICECAPEXP SHIRE OFFICE CAPITAL EXPENDITURE	-	-		-	-	-	-	-		-		-
	CORPORATE SUPPORT REVENUE	66,000	102,000		168,000	296,000	-	172,124	-		123,876	12,698	309,000
	1200-1500 CORP SUPPORT SUNDRY REVENUE	-	-		-	15,000	-	19,593	-		(4,593)	4,593	20,000
	1200-1600 REVENUE - GIPA	-	-		-	-	-	105	-		(105)	105	-
	1200-1670 INSURANCE REBATE	-	15,000		15,000	15,000	-	-	-		15,000		15,000
	1200-1680 WORKCOVER INCENTIVE PAYMENTS	-	-		-	-	-	-	-		-		-
	1200-1814 RATES CERTIFICATE S603 - GST FREE	-	22,000		22,000	27,000	-	26,883	-		117	8,000	35,000
	1200-1815 URGENT RATE S603 CERT INCL GST	-	-		-	1,000	-	723	-		277		1,000
	1200-1829 RECOVER BANK CHARGES - DISHONOUR FEES	-	-		-	-	-	-	-		-		-
	1200-1830 RECOVER BANK CHARGES - BANK ERROR	-	-		-	-	-	-	-		-		-
	1200-1870 LEGAL COSTS RECOVERED	-	55,000		55,000	55,000	-	18,661	-		36,339		55,000
	1200-1927 RISK MANAGEMENT TRANSFER FROM RESERVE	-	-		-	-	-	-	-		-		-
	1200-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	-	10,000		10,000	27,000	-	16,160	-		10,840		27,000
	1200-1951 CROWN LANDS MANAGEMENT GRANT	66,000	-		66,000	66,000	-	-	-		66,000		66,000
	1200-1952 ADVERSE EVENTS PLAN DC2	-	-		-	-	-	-	-		-		-
	1200-1953 COVID 19 ASSISTANCE GRANT	-	-		-	90,000	-	90,000	-		-		90,000
	1200-1954 OLG Grant - ESPL Funding	-	-		-	-	-	-	-		-		-
	1500-1001 CENTS ROUNDING	-	-		-	-	-	(1)	-		1		-

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
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	9500-1844 INTEREST - O/S DEBTORS GST FREE	-	-	-	-	-	-	-	-	-	-	-	-
	SHIROFFICECAPINC SHIRE OFFICE CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-
1	Total	66,000	(281,000)		(215,000)	(259,000)	(87,195)	(1,567,439)	-	7,000	1,301,439	(138,616)	(397,000)
2													
	TECHNICAL SERVICES												
	TECHNICAL SERVICES EXPENSE												
	1011-0103 TECH SERVICES SALARIES - WORK	-	(489,000)		(489,000)	(189,000)	-	(56,767)	-		(132,233)		(189,000)
	1011-0104 TECH SERVICES SALARIES - ENV.S	-	(140,000)		(140,000)	(140,000)	(2,933)	(95,581)	-		(44,419)		(140,000)
	1011-0105 TECH SERVICES SALARIES - EXE.	-	(149,000)		(149,000)	(449,000)	-	(382,492)	-		(66,508)		(449,000)
	1011-0106 TECH SERVICES SALARIES - PROJECT MGR	-	(164,000)		(164,000)	(164,000)	-	(125,651)	-		(38,349)		(164,000)
	1011-0107 TECH SERVICES SALARIES - AOM	-	(161,000)		(161,000)	(161,000)	-	(5,389)	-		(155,611)		(161,000)
	1011-0109 TECH SERVICES SALARIES - DTS S	-	(235,000)		(235,000)	(235,000)	-	(165,341)	-		(69,659)		(235,000)
	1011-0113 TECH SERVICE AOM VEHICLE OP EX	-	(28,000)		(28,000)	(28,000)	-	-	-		(28,000)		(28,000)
	1011-0114 TECH SERVICE ENV VEHICLE OP EX	-	(22,000)		(22,000)	(22,000)	(833)	(12,932)	-		(9,068)		(22,000)
	1011-0115 TECH SERVICE EXE VEHICLE OP EX	-	(28,000)		(28,000)	(28,000)	-	(30,023)	-		2,023	(5,000)	(33,000)
	1011-0116 TECH SERVICES PROJECT MGR VEHICLE OP EX	-	(28,000)		(28,000)	(28,000)	-	(19,709)	-		(8,291)		(28,000)
	1011-0119 TECH SERVICE DTS VEHICLE OP EX	-	(28,000)		(28,000)	(28,000)	-	(11,393)	-		(16,607)		(28,000)
	1011-0120 LESS: CHARGED TO OTHER FUNDS/S	-	1,168,000		1,168,000	1,168,000	-	-	-		1,168,000		1,168,000
	1011-0125 TECH SERVICES ADMIN CHARGES	-	(158,000)		(158,000)	(158,000)	-	-	-		(158,000)		(158,000)
	1011-0135 TECH SERVICES STAFF TRAINING	-	(17,000)		(17,000)	(17,000)	(10,162)	(35,410)	-		18,410	(25,000)	(42,000)
	1011-0137 STAFF RELOCATION EXPENSES	-	-		-	-	-	-	-		-		-
	1011-0140 TECH SERVICES CONFERENCES/SEMI	-	(4,000)		(4,000)	(4,000)	-	-	-		(4,000)	4,000	-
	1011-0141 TECH SERVICES - INSURANCE	-	(6,000)		(6,000)	(6,000)	-	(3,802)	-		(2,198)	2,198	(4,000)
	1011-0142 TECH SERVICES EXP - ADVERTISING	-	(3,000)		(3,000)	(27,000)	(5,644)	(26,147)	-		(853)		(27,000)
	1011-0143 TECH SERVICES TELEPHONE	-	(8,000)		(8,000)	(10,000)	-	(11,605)	-		1,605	(4,000)	(14,000)
	1011-0145 TECH SERVICES OFFICE EXPENSES	-	(10,000)		(10,000)	(10,000)	(402)	(21,997)	-		11,997	(15,000)	(25,000)
	1011-0146 TECH SERVICES - CONSULTANCY	-	-		-	(111,000)	(13,909)	(152,499)	-		41,499	(50,000)	(161,000)
	1011-0147 TECH SERV EQUIPMENT MTCE	-	(3,000)		(3,000)	(3,000)	-	(1,243)	-		(1,757)		(3,000)
	1011-0152 WORK HEALTH & SAFETY E	-	(4,000)		(4,000)	(17,000)	(1,146)	(8,559)	-		(8,441)		(17,000)
	1011-0160 DEPOT OPERATIONAL EXPENSES	-	(14,000)		(14,000)	(24,000)	(8,563)	(24,332)	-		332	(1,000)	(25,000)
	1011-0161 DEPOT OP. EXPENSES- INSURANCE	-	(4,000)		(4,000)	(4,000)	-	(3,093)	-		(907)		(4,000)
	1011-0162 DEPOT OP. EXPENSES-ELECTRICITY	-	(17,000)		(17,000)	(17,000)	-	(6,272)	-		(10,728)		(17,000)
	1011-0163 DEPOT OP. EXPENSES - TELEPHONE	-	(1,000)		(1,000)	(1,000)	-	(90)	-		(910)		(1,000)
	1011-0165 DEPOT BLDG MTCE	-	(4,000)		(4,000)	(4,000)	(39)	(4,397)	-		397	(500)	(5,000)
	1011-0170 DEPOT GROUNDS MTCE	-	(10,000)		(10,000)	(10,000)	-	(12,748)	-		2,748	(3,000)	(13,000)
	1011-0171 DEPOT AMENITIES CLEANING	-	(10,000)		(10,000)	(10,000)	(584)	(5,449)	-		(4,551)		(10,000)
	1011-0504 EQUIP/FURN - TECH. SERVICES <=	-	(1,000)		(1,000)	(1,000)	(178)	(178)	-		(822)		(1,000)
	1011-0505 EQUIP/FURN - TECH. SERVICES >=	-	(10,000)		(10,000)	(12,000)	(2,600)	(2,600)	-		(9,400)	3,000	(9,000)
	1011-0525 LAND & BUILD DEPOT - BERRIGAN	-	-		-	-	-	-	-		-		-
	1011-0535 LAND & BUILD DEPOT - FINLEY	-	-		-	-	-	-	-		-		-
	1011-0600 BGN DEPOT NEW EMULSION TANK	-	(70,000)		(70,000)	(70,000)	-	(70,945)	-		945	(945)	(71,000)
	1300-2502 TECH SERVICES OFFICE EQUIPMENT DEPCN	-	(6,000)		(6,000)	(6,000)	-	-	-		(6,000)		(6,000)
	1310-2502 DEPOT EQUIPMENT DEPCN	-	(1,000)		(1,000)	(1,000)	-	-	-		(1,000)		(1,000)
	1310-2504 DEPOT DEPCN	-	(28,000)		(28,000)	(28,000)	-	-	-		(28,000)		(28,000)
	DEPOTCAPEXP DEPOT CAPITAL EXPENDITURE	-	-		-	-	-	-	-		-		-
	TECHNICAL SERVICES REVENUE												
	1300-1500 TECH SERV SUNDRY INCOME - INCL GST	-	-		-	-	-	555	-		(555)	555	1,000
	1300-1502 OHS INCENTIVE PAYMENT	-	-		-	-	-	-	-		-		-
	1300-1550 WAGE REIMBURSEMENT TECH SERV	-	-		-	-	-	-	-		-		-
	1300-1800 ROAD OPENING PERMIT FEES	-	4,000		4,000	4,000	-	6,146	-		(2,146)	2,146	6,000
	1300-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	-	50,000		50,000	33,000	-	32,530	-		470		33,000
	DEPOTCAPINC DEPOT CAPITAL INCOME	-	-		-	-	-	-	-		-		-
2	Total	-	(639,000)		(639,000)	(818,000)	(46,993)	(1,257,413)	-		439,413	(92,546)	(911,000)
3													

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
	0												
	PLANT SERVICES												
	PLANT SERVICES EXPENSE	-	(1,272,000)		(1,272,000)	(1,272,000)	(72,600)	(1,445,992)	-		173,992	(88)	(1,272,000)
	1011-0240 PLANT SERVICES ADMIN CHARGES	-	(71,000)		(71,000)	(71,000)	-	-	-		(71,000)		(71,000)
	1011-0515 MOTOR VEHICLE PURCHASES	-	(320,000)		(320,000)	(320,000)	-	-	-		(320,000)		(320,000)
	1011-0545 PUBLIC WORKS PLANT PURCHASE	-	(616,000)		(616,000)	(616,000)	(11,000)	(352,658)	-		(263,342)		(616,000)
	1011-0546 PUBLIC WORKS UTILITY PURCHASE	-	(69,000)		(69,000)	(154,000)	-	(154,088)	-		88	(88)	(154,000)
	1011-0550 PURCHASE MINOR PLANT	-	(33,000)		(33,000)	(33,000)	-	(14,050)	-		(18,950)		(33,000)
	1015-0000 PLANT EXPENSES	-	(1,196,000)		(1,196,000)	(1,196,000)	(53,289)	(853,369)	-		(342,631)		(1,196,000)
	1020-0100 PLANT WORKSHOP EXPENSES	-	(57,000)		(57,000)	(57,000)	(7,078)	(40,809)	-		(16,191)		(57,000)
	1020-0101 PLANT WORKSHOP EXP - TELEPHONE	-	(1,000)		(1,000)	(1,000)	-	(634)	-		(366)		(1,000)
	1020-0103 PLANT WORKSHOP EXP - VEHICLE	-	(24,000)		(24,000)	(24,000)	-	(1,006)	-		(22,994)		(24,000)
	1020-0104 PLANT WORKSHOP E-TAG CLEARING	-	(1,000)		(1,000)	(1,000)	-	-	-		(1,000)		(1,000)
	1020-0500 UPGRADE WORKSHOP EQUIPMENT	-	-		-	-	-	-	-		-		-
	1025-0150 PLANT INSURANCE PREMIUMS	-	(3,000)		(3,000)	(3,000)	-	(2,807)	-		(193)		(3,000)
	1030-0160 MINOR PLANT OPERATING EXPENSES	-	(25,000)		(25,000)	(25,000)	(860)	(20,569)	-		(4,431)		(25,000)
	1035-0170 TOOLS PURCHASES	-	(2,000)		(2,000)	(7,000)	(374)	(6,001)	-		(999)		(7,000)
	1320-2010 PLANT HIRE INCOME COUNCIL WORKS	-	2,285,000		2,285,000	2,285,000	-	-	-		2,285,000		2,285,000
	1320-2026 PLANT SERVICES TRANSFER TO RESERVE	-	(347,000)		(347,000)	(257,000)	-	-	-		(257,000)		(257,000)
	1320-2500 PLANT DEPCN	-	(511,000)		(511,000)	(511,000)	-	-	-		(511,000)		(511,000)
	1320-2550 DEPRECIATION - MOTOR VEHICLES	-	(281,000)		(281,000)	(281,000)	-	-	-		(281,000)		(281,000)
	PLANT SERVICES REVENUE	-	1,272,000		1,272,000	1,272,000	-	209,683	-		1,062,317		1,272,000
	1320-1200 GAIN ON DISPOSAL - PLANT & EQUIPMENT	-	-		-	-	-	-	-		-		-
	1320-1201 GAIN ON DISPOSAL - MOTOR VEHICLE	-	-		-	-	-	-	-		-		-
	1320-1202 MOTOR VEHICLE DISPOSAL	-	-		-	130,000	-	-	-		130,000		130,000
	1320-1203 PUBLIC MOTOR VEHICLE DISPOSAL	-	190,000		190,000	190,000	-	-	-		190,000		190,000
	1320-1204 PUBLIC WORKS UTILITY DISPOSAL	-	39,000		39,000	39,000	-	-	-		39,000		39,000
	1320-1205 ASSET TRADE-IN CLEARING ACCOUNT	-	130,000		130,000	-	-	110,000	-		(110,000)		-
	1320-1210 MINOR ASSET SALES CLEARING	-	-		-	-	-	-	-		-		-
	1320-1500 PLANT SERVICES SUNDRY INCOME	-	-		-	-	-	1,379	-		(1,379)		-
	1320-1823 STAFF PRIVATE USE CAR HIRE	-	51,000		51,000	51,000	-	41,046	-		9,954		51,000
	1320-1825 STAFF PRIVATE USE FUEL CHARGES	-	10,000		10,000	10,000	-	4,682	-		5,318		10,000
	1320-1856 PLANT REGO. & GREENSLIP REFUND	-	-		-	-	-	215	-		(215)		-
	1320-1857 PLANT INSURANCE CLAIM REFUND	-	-		-	-	-	3,412	-		(3,412)		-
	1320-1926 PLANT REPLACE TRANSFER FROM RESERVE	-	-		-	-	-	-	-		-		-
	1320-1950 PLANT FUEL TAX CREDIT SCHEME	-	60,000		60,000	60,000	-	48,949	-		11,051		60,000
	1320-4010-0000 PLANT DEPCN CONTRA	-	792,000		792,000	792,000	-	-	-		792,000		792,000
	3 Total	-	-		-	-	(72,600)	(1,236,309)	-		1,236,309	(88)	-
	4												
	OVERHEAD												
	OVERHEAD EXPENSE	-	-		-	(86,000)	(48,055)	(2,642,938)	-		2,556,938	(100,000)	(186,000)
	1050-0010 WAGES SALARY POLICY SYSTEM BAC	-	-		-	-	-	(30)	-		30		-
	1050-0020 WAGES PERFORMANCE BONUS PAYMENT	-	(81,000)		(81,000)	(81,000)	-	(80,429)	-		(571)		(81,000)
	1050-0040 ANNUAL LEAVE - WORKS / WAGES	-	(275,000)		(275,000)	(400,000)	(3,691)	(369,445)	-		(30,555)		(400,000)
	1050-0060 PUBLIC HOLIDAY - WORKS / WAGES	-	(155,000)		(155,000)	(75,000)	-	(78,181)	-		3,181	(6,814)	(82,000)
	1050-0080 LONG SERVICE LEAVE - WAGES	-	(116,000)		(116,000)	(500,000)	(2,441)	(483,442)	-		(16,558)		(500,000)
	1050-0100 SICK LEAVE - WORKS / WAGES	-	(116,000)		(116,000)	(116,000)	-	(81,755)	-		(34,245)		(116,000)
	1050-0115 RDO - PAYROLL SUSPENSE	-	-		-	(17,000)	-	(28,549)	-		11,549	(18,186)	(35,000)
	1050-0120 BEREAVEMENT LEAVE - WAGES	-	(3,000)		(3,000)	(4,000)	-	(4,652)	-		652	(2,000)	(6,000)
	1050-0140 MATERNITY LEAVE - WAGES	-	-		-	-	-	-	-		-		-
	1050-0145 PAID PARENTAL LEAVE SCHEME	-	-		-	-	-	-	-		-		-
	1050-0150 WAGES LEAVE WITHOUT PAY	-	-		-	-	-	(46)	-		46		-
	1050-0155 SUSPENSION WITH PAY	-	-		-	-	-	-	-		-		-
	1050-0160 WAGES PAID SPECIAL LEAVE	-	-		-	(12,000)	-	(12,229)	-		229		(12,000)
	1050-0170 RURAL FIRE SERVICE LVE - WAGES	-	-		-	-	-	-	-		-		-
	1050-0180 WAGES ACCIDENT PAY TO EMPLOYEE	-	-		-	(56,000)	-	(77,412)	-		21,412	(44,000)	(100,000)
	1050-0220 WAGES MEDICAL EXPENSES	-	-		-	(1,000)	(178)	(1,875)	-		875	(1,000)	(2,000)

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
GRAND TOTAL		2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
0													
	1050-0320 WAGES SUPERANNUATION - LG RET	-	-	-	-	(39,000)	-	(38,799)	-	-	(201)	-	(39,000)
	1050-0340 WAGES SUPERANNUATION - LG ACC	-	(294,000)	-	(294,000)	(617,000)	-	(482,269)	-	-	(134,731)	-	(617,000)
	1050-0380 WAGES WORKER COMPENSAT INSUR -	-	(214,000)	-	(214,000)	(398,000)	(34,133)	(267,264)	-	-	(130,736)	-	(398,000)
	1050-0400 WAGES IN LIEU OF NOTICE	-	-	-	-	-	-	-	-	-	-	-	-
	1050-0440 WAGES PROTECTIVE/SAFETY CLOTHI	-	(40,000)	-	(40,000)	(30,000)	(887)	(11,532)	-	-	(18,468)	-	(30,000)
	1050-0720 WAGES OTHER TRAINING EXPENSES	-	(48,000)	-	(48,000)	-	-	-	-	-	-	-	-
	1050-0730 WAGES OCCUPATIONAL HEALTH & SA	-	-	-	-	(1,000)	-	(2,279)	-	-	1,279	(2,000)	(3,000)
	1050-0750 EAP CONSULTATION EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-
	1050-0770 WAGES STAFF TRAINING - GENERAL	-	(20,000)	-	(20,000)	(20,000)	-	(22,771)	-	-	2,771	(8,000)	(28,000)
	1050-0790 WORKPLACE INVESTIGATION	-	-	-	-	(8,000)	-	(8,441)	-	-	441	-	(8,000)
	1055-0030 STORES OPERATING COSTS	-	(73,000)	-	(73,000)	(73,000)	(1,086)	(40,712)	-	-	(32,288)	-	(73,000)
	1055-0040 STOCK FREIGHT ONCOST EXPENSE	-	(11,000)	-	(11,000)	(11,000)	(20)	(1,507)	-	-	(9,493)	-	(11,000)
	1055-0050 UNALLOCATED STORE COST VARIATI	-	-	-	-	(7,000)	(1,647)	(8,529)	-	-	1,529	(18,000)	(25,000)
	1070-0040 ANNUAL LEAVE - ADMIN / STAFF	-	(256,000)	-	(256,000)	(256,000)	(2,929)	(234,324)	-	-	(21,676)	-	(256,000)
	1070-0060 PUBLIC HOLIDAY - ADMIN / STAFF	-	(144,000)	-	(144,000)	(100,000)	-	(82,940)	-	-	(17,060)	-	(100,000)
	1070-0080 LONG SERVICE LEAVE - STAFF	-	(108,000)	-	(108,000)	(108,000)	-	(98,667)	-	-	(9,333)	-	(108,000)
	1070-0100 SICK LEAVE - ADMIN / STAFF	-	(108,000)	-	(108,000)	(88,000)	(1,044)	(71,677)	-	-	(16,323)	-	(88,000)
	1070-0120 BEREAVEMENT LEAVE - STAFF	-	(3,000)	-	(3,000)	(2,000)	-	(1,687)	-	-	(313)	-	(2,000)
	1070-0140 MATERNITY LEAVE - Staff	-	-	-	-	(15,000)	-	(15,118)	-	-	118	-	(15,000)
	1070-0145 PAID PARENTAL LEAVE	-	-	-	-	-	-	-	-	-	-	-	-
	1070-0155 SUSPENSION WITH PAY	-	-	-	-	-	-	-	-	-	-	-	-
	1070-0160 STAFF PAID SPECIAL LEAVE	-	-	-	-	(12,000)	-	(11,962)	-	-	(38)	-	(12,000)
	1070-0180 STAFF ACCIDENT PAY TO EMPLOYEE	-	-	-	-	-	-	-	-	-	-	-	-
	1070-0220 STAFF MEDICAL EXPENSES	-	-	-	-	(1,000)	-	(1,511)	-	-	511	-	(1,000)
	1070-0320 STAFF SUPERANNUATION - LG RET	-	-	-	-	(23,000)	-	(22,905)	-	-	(95)	-	(23,000)
	1070-0340 STAFF SUPERANNUATION - LG ACC	-	(323,000)	-	(323,000)	-	-	-	-	-	-	-	-
	1070-0380 STAFF WORKER COMPENSAT INSUR -	-	(184,000)	-	(184,000)	-	-	-	-	-	-	-	-
	1070-0390 STAFF RELOCATION EXPENSES	-	-	-	-	-	-	-	-	-	-	-	-
	STAFFRECOVERY STAFF ONCOST OVERHEAD RECOVERY	-	1,183,000	-	1,183,000	1,373,000	-	-	-	-	1,373,000	-	1,373,000
	WAGESRECOVERY WAGES ONCOST OVERHEAD RECOVERY	-	1,389,000	-	1,389,000	1,612,000	-	-	-	-	1,612,000	-	1,612,000
	OVERHEAD REVENUE	-	-	-	-	86,000	-	111,992	-	-	(25,992)	100,000	186,000
	1400-1230 LSL CONTRIBUTIONS TRANSFERRED EMPS	-	-	-	-	-	-	-	-	-	-	-	-
	1400-1500 ACCIDENT PAY RECOUP	-	-	-	-	52,000	-	77,990	-	-	(25,990)	-	52,000
	1400-1510 WORKERS COMPENSATION INSURANCE REFUND	-	-	-	-	34,000	-	34,002	-	-	(2)	-	34,000
	1400-1550 ONCOSTS STAFF TRAINING REFUND	-	-	-	-	-	-	-	-	-	-	-	-
	1400-1600 SUPERANNUATION ACC SCHEME REFUND	-	-	-	-	-	-	-	-	-	-	-	-
	1417-1500 PAID PARENTAL LEAVE REIMBURSEMENT	-	-	-	-	-	-	-	-	-	-	-	-
	1440-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	-	-	-	-	-	-	-	-	-	-	-	-
	1445-1920 STOCK FREIGHT ONCOST RECOVERY	-	-	-	-	-	-	-	-	-	-	-	-
	1500-7400 ANNUAL & LS LEAVE	-	-	-	-	-	-	-	-	-	-	100,000	100,000
4 Total		-	-	-	-	-	(48,055)	(2,530,946)	-	-	2,530,946	-	-
5													
	EMERGENCY SERVICES												
	EMERGENCY SERVICES EXPENSE	-	(228,000)	-	(228,000)	(242,000)	(50,353)	(218,109)	-	-	(23,892)	(2,091)	(244,000)
	1110-0105 CONTRIBUTION NSW FIRE BRIGADE	-	(53,000)	-	(53,000)	(53,000)	(13,106)	(52,424)	-	-	(576)	-	(53,000)
	1110-0110 CONTRIBUTION RURAL FIRE FUND	-	(125,000)	-	(125,000)	(137,000)	(34,333)	(137,334)	-	-	334	(334)	(137,000)
	1110-0155 RURAL FIRE BRIGADES BLDG MTCE	-	(1,000)	-	(1,000)	(1,000)	-	-	-	-	(1,000)	-	(1,000)
	1110-0160 FIRE BRIGADE ADMIN CHARGES	-	(1,000)	-	(1,000)	(1,000)	-	-	-	-	(1,000)	-	(1,000)
	1110-0205 RFS RADIO MTCE	-	-	-	-	-	-	(693)	-	-	693	(693)	(1,000)
	1110-0210 RFS STATION SHED MTCE	-	(5,000)	-	(5,000)	(6,000)	-	(6,573)	-	-	573	(573)	(7,000)
	1110-0250 RFS VEHICLE INSURANCE	-	-	-	-	-	-	-	-	-	-	-	-
	1110-0255 RFS SHEDS & OTHER INSURANCE	-	(5,000)	-	(5,000)	(5,000)	-	(4,999)	-	-	(1)	-	(5,000)
	1114-0105 CONTRIBUTION NSW SES	-	(20,000)	-	(20,000)	(20,000)	(2,914)	(11,655)	-	-	(8,345)	-	(20,000)
	1114-0110 SES OPERATING EXPENSES	-	(2,000)	-	(2,000)	(2,000)	-	(2,276)	-	-	276	(276)	(2,000)
	1114-0112 SES OP. EXPENSES-ELECTRICITY	-	-	-	-	-	-	-	-	-	-	-	-
	1114-0113 SES OPERATING EXP - TELEPHONE	-	-	-	-	(1,000)	-	(1,215)	-	-	215	(215)	(1,000)

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
0													
	1114-0114 SES OP.EXPENSES - INSURANCE	-	-	-	-	-	-	-	-	-	-	-	-
	1114-0125 TOC SEARCH & RESCUE BLDG MTCE	-	(1,000)	-	(1,000)	(1,000)	-	(940)	-	-	(60)	-	(1,000)
	2120-2504 RURAL FIRE BRIGADE BLDG DEPCN	-	(4,000)	-	(4,000)	(4,000)	-	-	-	-	(4,000)	-	(4,000)
	2400-2504 SES DEPCN	-	(11,000)	-	(11,000)	(11,000)	-	-	-	-	(11,000)	-	(11,000)
	EMERGENCY SERVICES REVENUE	-	75,000	-	75,000	75,000	-	59,400	-	-	15,600	-	75,000
	2120-1950 RFS OPERATIONAL GRANT (B&C)	-	60,000	-	60,000	60,000	-	59,400	-	-	600	-	60,000
	2120-4010-0000 FIRE PROTECTION DEPCN CONTRA	-	15,000	-	15,000	15,000	-	-	-	-	15,000	-	15,000
5	Total	-	(153,000)	-	(153,000)	(167,000)	(50,353)	(158,709)	-	-	(8,292)	(2,091)	(169,000)
6													
	INFORMATION TECHNOLOGY												
	INFORMATION TECHNOLOGY EXPENSE	-	(354,000)	-	(354,000)	(447,000)	(33,768)	(372,532)	-	-	(74,468)	(37,095)	(484,000)
	1010-0106 ADMIN SALARIES - INFO. TECHNOL	-	(109,000)	-	(109,000)	(146,000)	-	(68,427)	-	-	(77,573)	-	(146,000)
	1010-0170 ADMIN COMPUTER MTCE	-	(27,000)	-	(27,000)	(58,000)	(114)	(55,215)	-	-	(2,785)	-	(58,000)
	1010-0175 ADMIN SOFTWARE LICENCING	-	(156,000)	-	(156,000)	(230,000)	(29,469)	(228,007)	-	-	(1,993)	(3,600)	(234,000)
	1010-0296 WEB PAGE MAINTENANCE & TRAININ	-	(1,000)	-	(1,000)	(1,000)	-	(45)	-	-	(955)	-	(1,000)
	1010-0501 CORP SERV ADMINISTRATION SOFTWARE UPGRADE	-	-	-	-	-	-	-	-	-	-	(25,000)	(25,000)
	1010-0506 REPLACE ASSET SOFTWARE	-	-	-	-	-	-	-	-	-	-	-	-
	1010-0507 DOCUMENT MANAGEMENT SOFTWARE	-	-	-	-	-	-	(8,495)	-	-	8,495	(8,495)	(8,000)
	1200-2028 INFO TECH TRANSFER TO RESERVE	-	(50,000)	-	(50,000)	-	-	-	-	-	-	-	-
	1710-0197 LIBRARY SOFTWARE OP COSTS	-	(11,000)	-	(11,000)	(12,000)	(4,185)	(12,343)	-	-	343	-	(12,000)
	INFORMATION TECHNOLOGY REVENUE	-	-	-	-	-	-	-	-	-	-	150,000	150,000
	1200-1928 INFO TECH TRANSFER FROM RESERVE	-	-	-	-	-	-	-	-	-	-	150,000	150,000
6	Total	-	(354,000)	-	(354,000)	(447,000)	(33,768)	(372,532)	-	-	(74,468)	112,905	(334,000)
7													
	OTHER COMMUNITY SERVICES												
	OTHER COMMUNITY SERVICES EXPENSE	-	(237,000)	-	(237,000)	(231,000)	-	(152,212)	-	-	(78,788)	(12,346)	(243,000)
	1313-0105 YOUTH WEEK GRANT & CONTRIBUTIO	-	(3,000)	-	(3,000)	-	-	-	-	-	-	-	-
	1313-0111 SR SUICIDE PREVENTION GROUP	-	(1,000)	-	(1,000)	(1,000)	-	(219)	-	-	(781)	-	(1,000)
	1313-0115 PORTSEA CAMP EXPENSES	-	(2,000)	-	(2,000)	(2,000)	-	(34)	-	-	(1,966)	-	(2,000)
	1313-0120 COMMUNITY PLANNING - SALARY	-	(169,000)	-	(169,000)	(169,000)	-	(113,374)	-	-	(55,626)	-	(169,000)
	1313-0121 COMMUNITY PLANNING ADVERTISING	-	(2,000)	-	(2,000)	(2,000)	-	-	-	-	(2,000)	-	(2,000)
	1313-0122 COMMUNITY PLANNING - TRAINING	-	(2,000)	-	(2,000)	(2,000)	-	-	-	-	(2,000)	-	(2,000)
	1313-0123 COMMUNITY PLANNING - VEHICLE EXPENSE	-	(22,000)	-	(22,000)	(22,000)	-	(15,994)	-	-	(6,006)	-	(22,000)
	1313-0124 COMMUNITY PLANNING - TELEPHONE	-	(1,000)	-	(1,000)	(1,000)	-	(634)	-	-	(366)	-	(1,000)
	1313-0125 COMMUNITY PLANNING - OP EXPENSES	-	(2,000)	-	(2,000)	(2,000)	-	(4,346)	-	-	2,346	(2,346)	(4,000)
	1313-0131 YOUTH DEVELOPMENT	-	-	-	-	(3,000)	-	(2,641)	-	-	(359)	-	(3,000)
	1313-0135 SUMMER BREAK GRANT EXPENSE	-	-	-	-	-	-	(5,000)	-	-	5,000	-	-
	1313-0140 CHILDREN, YOUNG PEOPLE & FAMILIES STRATEGY IMPLEMENTATION	-	-	-	-	-	-	-	-	-	-	-	-
	1421-0120 BERRIGAN CONSERVATION GROUP EX	-	(4,000)	-	(4,000)	(4,000)	-	-	-	-	(4,000)	-	(4,000)
	1421-0130 FINLEY SECOND HAND SHOP	-	-	-	-	-	-	-	-	-	-	-	-
	1715-0110 CHILDREN'S WEEK ACTIVITIES	-	(2,000)	-	(2,000)	-	-	-	-	-	-	-	-
	1715-0113 MENS HEALTH WEEK	-	(1,000)	-	(1,000)	(1,000)	-	-	-	-	(1,000)	-	(1,000)
	1715-0115 SOUTH WEST ARTS INC.	-	(9,000)	-	(9,000)	(9,000)	-	(9,265)	-	-	265	-	(9,000)
	1715-0117 TARGETED CULTURAL ACTIVITIES	-	(4,000)	-	(4,000)	(4,000)	-	-	-	-	(4,000)	-	(4,000)
	1715-0119 INTERNATIONAL WOMENS DAY	-	(3,000)	-	(3,000)	(3,000)	-	(136)	-	-	(2,864)	-	(3,000)
	1715-0129 HERITAGE OFFICER - LOCAL HERITAGE INCENTIVE FUND	-	(10,000)	-	(10,000)	(5,000)	-	-	-	-	(5,000)	-	(5,000)
	1715-0130 TOCUMWAL RAILWAY STATION LEASE	-	-	-	-	(1,000)	-	(569)	-	-	(431)	-	(1,000)
	2015-0189 COBRAM & DIS FOODBANK DONATION	-	-	-	-	-	-	-	-	-	-	(10,000)	(10,000)
	OTHER COMMUNITY SERVICES REVENUE	9,000	13,000	-	22,000	5,000	-	16,056	-	-	(11,056)	-	5,000
	3100-1840 PORTSEA CAMP DEPOSITS	-	2,000	-	2,000	2,000	-	-	-	-	2,000	-	2,000
	3100-1855 Youth Services Donations - GST Free	-	-	-	-	-	-	-	-	-	-	-	-
	3100-1950 YOUTH WEEK GRANT REVENUE	-	2,000	-	2,000	2,000	-	3,313	-	-	(1,313)	-	2,000

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
GRAND TOTAL		2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
0													
	3100-1951 SUMMER BREAK GRANT	-	-	-	-	-	-	12,743	-	-	(12,743)	-	-
	6320-1500 HERITAGE FUND REVENUE	-	3,000	-	3,000	-	-	-	-	-	-	-	-
	6320-1950 HERITAGE ADVISORY SERVICE GRANT	-	-	-	-	-	-	-	-	-	-	-	-
	6320-1951 LOCAL HERITAGE FUND GRANT	9,000	5,000	-	14,000	-	-	-	-	-	-	-	-
	6330-1600 INTERNATIONAL WOMENS DAY INCOME	-	1,000	-	1,000	1,000	-	-	-	-	1,000	-	1,000
7 Total		9,000	(224,000)		(215,000)	(226,000)		(136,156)			(89,844)	(12,346)	(238,000)
7													
	CEMETERY												
	CEMETERY EXPENSE	-	(160,000)	-	(160,000)	(145,000)	(12,972)	(117,428)	-	-	(27,572)	(10,000)	(155,000)
	1419-0106 CEMETERY OP. EXP - TELEPHONE	-	(1,000)	-	(1,000)	(1,000)	-	-	-	-	(1,000)	-	(1,000)
	1419-0107 CEMETERY OP.EXPS - ELECTRICITY	-	(2,000)	-	(2,000)	(2,000)	-	(637)	-	-	(1,363)	-	(2,000)
	1419-0108 CEMETERY OP EXP - INSURANCE	-	-	-	-	-	-	(184)	-	-	184	-	-
	1419-0110 CEMETERY MAINTENANCE	-	(30,000)	-	(30,000)	(30,000)	(631)	(21,156)	-	-	(8,844)	-	(30,000)
	1419-0111 CEMETERY TOILET MAINTENCE	-	(19,000)	-	(19,000)	(2,000)	-	(1,373)	-	-	(627)	-	(2,000)
	1419-0112 CEMETERY BURIAL EXPENSES	-	(45,000)	-	(45,000)	(45,000)	(3,285)	(40,945)	-	-	(4,055)	-	(45,000)
	1419-0113 CEMETERY - RESERVE PLOT STAKES	-	-	-	-	(2,000)	-	(1,510)	-	-	(490)	-	(2,000)
	1419-0114 CEMETERY HONORARIUMS	-	(19,000)	-	(19,000)	(19,000)	-	(7,190)	-	-	(11,810)	-	(19,000)
	1419-0116 CEMETERY PLAQUES	-	(40,000)	-	(40,000)	(40,000)	(7,783)	(36,820)	-	-	(3,180)	-	(40,000)
	1419-0515 CEMETERY PLINTHS	-	-	-	-	-	(1,273)	(7,614)	-	-	7,614	(10,000)	(10,000)
	3850-2026 CEMETERY TRANSFER TO RESERVE	-	-	-	-	-	-	-	-	-	-	-	-
	3850-2500 CEMETERY LAND IMPROVEMENTS DEPCN	-	-	-	-	-	-	-	-	-	-	-	-
	3850-2518 CEMETERY DEPCN	-	(4,000)	-	(4,000)	(4,000)	-	-	-	-	(4,000)	-	(4,000)
	CEMETERYCAPEX CEMETERY CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-	-
	CEMETERY REVENUE	-	134,000	-	134,000	134,000	-	96,926	-	-	37,074	1,182	135,000
	3850-1812 CEMETERY CHARGES - SHIRE INCLUDING G	-	125,000	-	125,000	125,000	-	87,082	-	-	37,918	-	125,000
	3850-1813 Cemetery Charges - Shire GST Free	-	-	-	-	-	-	-	-	-	-	-	-
	3850-1815 CEMETERY CHARGES - PLAQUES	-	9,000	-	9,000	9,000	-	8,663	-	-	337	-	9,000
	3850-1816 CEMETERY CHARGES - MONUMENTS	-	-	-	-	-	-	-	-	-	-	-	-
	3850-1817 CEMETERY SUNDRY INCOME	-	-	-	-	-	-	1,182	-	-	(1,182)	1,182	1,000
	3850-1926 CEMETERY TRANSFER FROM RESERVE	-	-	-	-	-	-	-	-	-	-	-	-
7.1 Total		-	(26,000)		(26,000)	(11,000)	(12,972)	(20,502)			9,502	(8,818)	(20,000)
9													
	HOUSING												
	HOUSING EXPENSE	-	(33,000)	-	(33,000)	(92,000)	(12,500)	(60,432)	-	-	(31,568)	-	(92,000)
	1410-0120 COUNCIL RENTAL HOUSING EXPENSE	-	-	-	-	(48,000)	(12,500)	(32,996)	-	-	(15,004)	-	(48,000)
	1410-0121 COUNCIL RENTAL BOND EXPENSE	-	-	-	-	(3,000)	-	(3,490)	-	-	490	-	(3,000)
	1410-0125 HOUSING 27 DAVIS BLDG MTCE	-	(2,000)	-	(2,000)	(10,000)	-	(10,453)	-	-	453	-	(10,000)
	1410-0126 HOUSING 27 DAVIS ST - RATES	-	(2,000)	-	(2,000)	(2,000)	-	(2,447)	-	-	447	-	(2,000)
	1410-0127 HOUSING 27 DAVIS ST -INSURANCE	-	(1,000)	-	(1,000)	(1,000)	-	(1,410)	-	-	410	-	(1,000)
	1410-0130 HOUSING GREENHILLS BLDG MTCE	-	(3,000)	-	(3,000)	(3,000)	-	(3,773)	-	-	773	-	(3,000)
	1410-0131 HOUSING GREENHILLS - INSURANCE	-	(1,000)	-	(1,000)	(1,000)	-	(850)	-	-	(150)	-	(1,000)
	1410-0132 HOUSING GREENHILLS - RATES	-	(1,000)	-	(1,000)	(1,000)	-	(328)	-	-	(672)	-	(1,000)
	1410-0140 HOUSING 7 CARTER ST BLDG MTCE	-	(2,000)	-	(2,000)	(2,000)	-	(1,255)	-	-	(745)	-	(2,000)
	1410-0141 HOUSING 7 CARTER ST - RATES	-	(2,000)	-	(2,000)	(2,000)	-	(2,098)	-	-	98	-	(2,000)
	1410-0147 HOUSING 7 CARTER ST - INSURANC	-	(1,000)	-	(1,000)	(1,000)	-	(1,330)	-	-	330	-	(1,000)
	1410-0150 PROPERTY SERVICES ADMIN CHARGE	-	(8,000)	-	(8,000)	(8,000)	-	-	-	-	(8,000)	-	(8,000)
	3550-2504 HOUSING DEPRECIATION	-	(10,000)	-	(10,000)	(10,000)	-	-	-	-	(10,000)	-	(10,000)
	HOUSINGCAPEXP HOUSING CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-	-
	HOUSING REVENUE	-	16,000	-	16,000	16,000	-	30,910	-	-	(14,910)	27,000	43,000
	3550-1826 GENERAL - RENT ON COUNCIL HOUSES	-	16,000	-	16,000	16,000	-	30,910	-	-	(14,910)	27,000	43,000
	3550-1827 HOUSING CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-
	HOUSINGCAPINC HOUSING CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
	0												
	9 Total	-	(17,000)		(17,000)	(76,000)	(12,500)	(29,522)	-		(46,478)	27,000	(49,000)
	#												
	BUILDING AND PLANNING												
	BUILDING AND PLANNING EXPENSE	-	(599,000)		(599,000)	(822,000)	(5,085)	(478,840)	-		(343,160)	(3,005)	(824,000)
	1215-0105 CHILD HEALTH CTR BLDG MTCE	-	(1,000)		(1,000)	(1,000)	-	(1,109)	-		109	(109)	(1,000)
	1215-0130 FIN SECONDHAND SHOP INSURANCE	-	(1,000)		(1,000)	(1,000)	-	(648)	-		(352)		(1,000)
	1411-0110 ENV. SERV SALARIES & ALLOWANCE	-	(581,000)		(581,000)	(656,000)	(342)	(367,208)	-		(288,792)		(656,000)
	1411-0120 ENV. SERV VEHICLE OPERATING EX	-	(56,000)		(56,000)	(56,000)	-	(33,210)	-		(22,790)		(56,000)
	1411-0125 ENV. SERV STAFF TRAINING	-	(13,000)		(13,000)	(13,000)	(727)	(5,959)	-		(7,041)		(13,000)
	1411-0130 ENV. SERV CONFERENCES/SEMINARS	-	(10,000)		(10,000)	(10,000)	(2,045)	(2,163)	-		(7,837)		(10,000)
	1411-0135 ENV. SERV OFFICE EXPENSES	-	(2,000)		(2,000)	(2,000)	-	(100)	-		(1,900)		(2,000)
	1411-0136 ENV. SERV ADVERTISING EXPENSES	-	(2,000)		(2,000)	(3,000)	(596)	(3,117)	-		117	(117)	(3,000)
	1411-0137 ENV. SERV OFFICE EXP-TELEPHONE	-	(2,000)		(2,000)	(2,000)	-	(1,297)	-		(703)		(2,000)
	1411-0140 BUILDING SURVEYOR ACCREDITATION	-	(3,000)		(3,000)	(3,000)	(1,185)	(3,497)	-		497	(497)	(3,000)
	1411-0145 ENV. SERV LEGAL EXPENSES	-	(25,000)		(25,000)	(25,000)	-	(914)	-		(24,086)		(25,000)
	1411-0146 ENV. SERV CONSULTANCY	-	(2,000)		(2,000)	(61,000)	-	(36,172)	-		(24,828)		(61,000)
	1411-0150 LOCAL ENVIRONMENTAL PLAN REVIEW	-	-		-	(75,000)	-	-	-		(75,000)		(75,000)
	1411-0160 SUBDIVISION SUPERVISION	-	-		-	-	-	(1,061)	-		1,061	(2,000)	(2,000)
	1411-0170 ROAD CLOSURE PRIVATE WORKS	-	-		-	(6,000)	-	(5,800)	-		(200)		(6,000)
	1411-0180 BLDG MTCE PROGRAM	-	(10,000)		(10,000)	(10,000)	(189)	(5,902)	-		(4,098)		(10,000)
	1411-0185 REGIONAL NSW PLANNING PORTAL GRANT	-	-		-	(8,000)	-	(8,282)	-		282	(282)	(8,000)
	1411-0186 DA TRACKING PROJECT	-	(3,000)		(3,000)	(3,000)	-	(2,400)	-		(600)		(3,000)
	1411-0187 ELECTRONIC HOUSING PROJECT	-	-		-	-	-	-	-		-		-
	1411-0188 LOCAL STRATEGIC PLANNING STATEMENTS	-	-		-	-	-	-	-		-		-
	1411-0190 LESS: CHARGED TO OTHER FUNDS	-	455,000		455,000	455,000	-	-	-		455,000		455,000
	1411-0195 ENV. SERV ADMIN CHARGES	-	(104,000)		(104,000)	(104,000)	-	-	-		(104,000)		(104,000)
	1810-0190 BUILDING CONTROL ADMIN CHARGES	-	(239,000)		(239,000)	(238,000)	-	-	-		(238,000)		(238,000)
	ENVSERVICESCAPEXP ENVIRONMENTAL SERVICES CAPITAL EXPENDITURE	-	-		-	-	-	-	-		-		-
	PUBLICLIC&SCAPEXP PUBLIC HEALTH & SAFETY CAPITAL EXPENDITURE	-	-		-	-	-	-	-		-		-
	BUILDING AND PLANNING REVENUE	-	250,000		250,000	298,000	-	276,645	-		21,355	34,697	332,000
	3600-1200 ENVIRONMENTAL SERVICES FINES INCOME	-	-		-	-	-	-	-		-		-
	3600-1501 PLANNING ADVERT FEES - GST FREE	-	3,000		3,000	3,000	-	1,275	-		1,725		3,000
	3600-1502 ENV. SERV SUNDRY INCOME - INCL GST	-	3,000		3,000	3,000	-	3,996	-		(996)	2,000	5,000
	3600-1503 DRAINAGE DIAGRAMS - GST FREE	-	16,000		16,000	16,000	-	18,614	-		(2,614)	4,486	20,000
	3600-1504 ON-SITE SEWAGE FEES - GST FREE	-	2,000		2,000	2,000	-	1,814	-		186		2,000
	3600-1505 LGA LOCAL ACTIVITY FEE - GST FREE	-	10,000		10,000	10,000	-	9,717	-		283		10,000
	3600-1506 FOOTPATH TRADING PERMIT FEES	-	1,000		1,000	1,000	-	-	-		1,000		1,000
	3600-1507 Env. Serv Sundry Income - Ex. GST	-	-		-	-	-	861	-		(861)	861	1,000
	3600-1508 PLANNING ADVERT FEE - GST FREE	-	-		-	-	-	400	-		(400)	400	-
	3600-1812 PLANNING CERTIFICATE 10.7 - GST FREE	-	26,000		26,000	26,000	-	16,435	-		9,565		26,000
	3600-1813 URGENT PLAN S10.7 CERT INCL GST	-	1,000		1,000	1,000	-	147	-		853		1,000
	3600-1814 CONSTRUCTION CERTIFICATE FEES	-	30,000		30,000	44,000	-	36,467	-		7,533		44,000
	3600-1815 COMPLYING DEVELOPMENT FEES -INCL GST	-	6,000		6,000	6,000	-	4,837	-		1,163		6,000
	3600-1816 DEVELOPMENT APPLICATION FEES - APPLI	-	89,000		89,000	89,000	-	89,632	-		(632)	20,000	109,000
	3600-1817 COMPLIANCE CERT. INSPECT - INCL. GST	-	55,000		55,000	55,000	-	52,263	-		2,737	5,000	60,000
	3600-1818 SUBDIV. SUPERVISION FEE - INCL. GST	-	-		-	30,000	-	27,871	-		2,129		30,000
	3600-1819 COMPLIANCE CERT INSP GST FREE	-	3,000		3,000	7,000	-	6,660	-		340		7,000
	3600-1820 TRAFFIC CONTROL PLAN PREPARATION FEE	-	-		-	-	-	800	-		(800)	800	1,000
	3600-1830 ROAD CLOSURE RECOVERIES	-	-		-	-	-	-	-		-		-
	3600-1870 LEGAL COSTS RECOVERED	-	-		-	-	-	-	-		-		-
	3600-1954 REGIONAL NSW PLANNING PORTAL GRANT	-	-		-	-	-	-	-		-		-
	6910-1500 BUILD CONTROL SUNDRY INCOME	-	-		-	-	-	-	-		-		-
	6910-1750 LONG SERVICE CORP LEVY COMMISSION	-	1,000		1,000	1,000	-	-	-		1,000		1,000
	6910-1755 PLANFIRST LEVY COMMISSION	-	-		-	-	-	305	-		(305)		-
	6910-1760 S735A / S9.34 NOTICES GST FREE	-	3,000		3,000	3,000	-	2,400	-		600		3,000
	6910-1812 BUILD CERTIFICATE FEES S6.24	-	1,000		1,000	1,000	-	2,150	-		(1,150)	1,150	2,000
	ENVSERVICESCAPINC ENVIRONMENTAL SERVICES CAPITAL INCOME	-	-		-	-	-	-	-		-		-

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
	0												
	PUBLIC&SCAPINC PUBLIC HEALTH & SAFETY CAPITAL INCOME	-	-		-	-	-	-	-		-		-
	10 Total	-	(349,000)		(349,000)	(524,000)	(5,085)	(202,195)	-		(321,805)	31,692	(492,000)
	#												
	BIOSECURITY												
	BIOSECURITY EXPENSE	-	(344,000)		(344,000)	(356,000)	(8,576)	(345,814)	-		(10,186)	(79,868)	(436,000)
	1111-0105 DOG ACT EXPENSES	-	(75,000)		(75,000)	(75,000)	(1,671)	(55,746)	-		(19,254)		(75,000)
	1111-0106 DOG ACT EXPENSES - TELEPHONE	-	(1,000)		(1,000)	(1,000)	-	(159)	-		(841)		(1,000)
	1111-0108 COMPANION ANIMAL DLG REGISTRAT	-	(6,000)		(6,000)	(6,000)	-	(8,894)	-		2,894	(5,894)	(12,000)
	1111-0109 POUND OPERATION SALARIES & ALL	-	(37,000)		(37,000)	(37,000)	(466)	(21,680)	-		(15,320)		(37,000)
	1111-0110 POUNDS ACT EXPENSES	-	(28,000)		(28,000)	(28,000)	(505)	(22,523)	-		(5,477)		(28,000)
	1111-0111 POUNDS ACT EXPS - INSURANCE	-	(1,000)		(1,000)	(1,000)	-	(258)	-		(742)		(1,000)
	1111-0112 POUNDS ACT EXP. - ADVERTISING	-	-		-	-	-	-	-		-		-
	1111-0113 POUNDS ACT EXPENSE - TELEPHONE	-	-		-	-	-	(159)	-		159	(159)	-
	1111-0115 DOG POUND MTCE	-	(1,000)		(1,000)	(1,000)	-	(65)	-		(935)		(1,000)
	1111-0125 STOCK POUND MTCE	-	(1,000)		(1,000)	(1,000)	-	-	-		(1,000)		(1,000)
	1111-0130 POUND FACILITIES UPGRADE	-	-		-	(1,000)	-	-	-		(1,000)		(1,000)
	1211-0105 COMMUNITY SHARPS DISPOSAL	-	-		-	-	-	(167)	-		167		-
	1213-0106 PEST CONTROL	-	(1,000)		(1,000)	(1,000)	-	-	-		(1,000)		(1,000)
	1214-0100 EXCLUDE PREVENT INVASIVE SPECIES	-	(80,000)		(80,000)	(80,000)	(770)	(69,533)	-		(10,467)		(80,000)
	1214-0105 CONTRIB CENTRAL MURRAY COUNTY	-	-		-	-	-	-	-		-		-
	1214-0195 NOXIOUS PLANTS INSURANCE	-	-		-	(1,000)	-	(926)	-		(74)		(1,000)
	1214-0200 ERRADICATE CONTAIN INVASIVE SPECIES	-	-		-	-	-	-	-		-		-
	1214-0300 Reduce Impact Invasive Species	-	(95,000)		(95,000)	(103,000)	(3,181)	(133,181)	-		30,181	(60,000)	(163,000)
	1214-0400 Capacity Building	-	(17,000)		(17,000)	(17,000)	(1,982)	(18,742)	-		1,742	(1,742)	(19,000)
	1214-0600 Noxious Weeds Depot Finley	-	-		-	(2,000)	-	(1,710)	-		(290)		(2,000)
	2010-0000 S/DR NOXIOUS WEEDS	-	-		-	-	-	(12,073)	-		12,073	(12,073)	(12,000)
	2200-2502 ANIMAL CONTROL EQUIPMENT DEPCN	-	(1,000)		(1,000)	(1,000)	-	-	-		(1,000)		(1,000)
	2200-2504 ANIMAL CONTROL BLDG DEPCN	-	-		-	-	-	-	-		-		-
	BIOSECURITY REVENUE	-	92,000		92,000	92,000	-	87,478	-		4,522	1,810	93,000
	2200-1500 COMP ANIMALS MICROCHIP FEES INCL GST	-	1,000		1,000	1,000	-	418	-		582		1,000
	2200-1810 COMPANION ANIMAL REGISTRATION FEES	-	10,000		10,000	10,000	-	11,376	-		(1,376)	1,376	11,000
	2200-1811 COMPANION ANIMAL DLG REIMBURSEMENTS	-	9,000		9,000	9,000	-	8,718	-		282		9,000
	2200-1815 IMPOUNDING DOG FEES & FINES GST FREE	-	7,000		7,000	7,000	-	3,370	-		3,630		7,000
	2200-1829 IMPOUNDING FINES & COSTS	-	2,000		2,000	2,000	-	1,162	-		838		2,000
	2200-1950 POUND GRANT PROGRAM - DPIE	-	-		-	-	-	-	-		-		-
	2700-1812 FOOD CONTROL FEES	-	1,000		1,000	1,000	-	-	-		1,000		1,000
	2750-1812 Insect/VermIn/Pest Control Fees	-	-		-	-	-	-	-		-		-
	2800-1200 CONTRIBUTION TO WORKS	-	-		-	-	-	-	-		-		-
	2800-1500 WEEDS ACTION PLAN GRANT	-	62,000		62,000	62,000	-	62,434	-		(434)	434	62,000
	8900-1521 Private Works Noxious Weeds Income	-	-		-	-	-	-	-		-		-
	8900-1525 Private Works Noxious Weeds GST Free	-	-		-	-	-	-	-		-		-
	10.1 Total	-	(252,000)		(252,000)	(264,000)	(8,576)	(258,336)	-		(5,664)	(78,058)	(343,000)
	#												
	DOMESTIC WASTE MANAGEMENT												
	DOMESTIC WASTE MANAGEMENT EXPENSE	-	(2,049,000)	-	(2,049,000)	(2,130,000)	(172,821)	(793,584)	-		(1,336,416)	-	(2,130,000)
	1412-0105 DWM ADMIN CHARGES	-	(214,000)		(214,000)	(214,000)	-	-	-		(214,000)		(214,000)
	1412-0125 DWM STAFF TRAINING	-	-		-	-	-	-	-		-		-
	1412-0140 COLLECTION EXPENSES - CONTRACT	-	(273,000)		(273,000)	(382,000)	(130,312)	(381,818)	-		(182)		(382,000)
	1412-0141 DWM WASTE COLLECTION FEE EXP	-	(137,000)		(137,000)	(137,000)	-	-	-		(137,000)		(137,000)
	1412-0142 CONTRACT SUPERVISION FEES (MOI	-	(7,000)		(7,000)	(7,000)	(5,000)	(5,000)	-		(2,000)		(7,000)
	1412-0150 TIP OPERATION EXPENSES - TOC	-	(127,000)		(127,000)	(127,000)	(8,132)	(111,089)	-		(15,911)	(8,000)	(135,000)
	1412-0151 TOC TIP OP EXPS - INSURANCE	-	(2,000)		(2,000)	(2,000)	-	(2,021)	-		21		(2,000)
	1412-0155 TIP OPERATIONS EXPENSES - BGN	-	(203,000)		(203,000)	(203,000)	(25,438)	(236,041)	-		33,041	(72,000)	(275,000)
	1412-0156 BGN TIP OP. EXPS - INSURANCE	-	(2,000)		(2,000)	(2,000)	-	(2,200)	-		200		(2,000)

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
	0												
	1412-0157 TIP OP. EXPS BGN - ELECTRICITY	-	(3,000)		(3,000)	(3,000)	-	(797)	-		(2,203)		(3,000)
	1412-0158 TIP OPERATIONS TELEPHONE	-	(1,000)		(1,000)	(8,000)	-	(4,697)	-		(3,303)		(8,000)
	1412-0160 FIN RECYCLE CENTRE OP EXPE	-	(66,000)		(66,000)	(66,000)	(2,303)	(32,895)	-		(33,105)		(66,000)
	1412-0161 RECYCLE CENTRE - INSURANCE	-	(3,000)		(3,000)	(3,000)	-	(2,428)	-		(572)		(3,000)
	1412-0162 RECYCLABLES COLLECTION EXPENSE	-	(175,000)		(175,000)	(175,000)	-	-	-		(175,000)	86,095	(89,000)
	1412-0165 FINLEY RECYCLE CENTRE BLDG MTC	-	-		-	-	-	-	-		-		-
	1412-0167 BERRIGAN TIP BLDG MTCE	-	(1,000)		(1,000)	(1,000)	-	(721)	-		(279)		(1,000)
	1412-0185 DRUMMUSTER OPERATIONAL EXPENDI	-	(4,000)		(4,000)	(4,000)	-	(2,491)	-		(1,509)		(4,000)
	1412-0200 DWM & RECYCLE LEGAL FEES	-	-		-	-	-	-	-		-		-
	1412-0205 PURCHASE OF BINS	-	-	(5,000)	(5,000)	(5,000)	-	-	-		(5,000)		(5,000)
	1412-0512 BERRIGAN & FINLEY TIP - CRUSHED ROCK	-	-	(4,000)	(4,000)	(4,000)	(1,636)	(10,095)	-		6,095	(6,095)	(10,000)
	1412-0526 TOC - NEW FENCE	-	-		-	-	-	-	-		-		-
	1412-0527 BGN - NEW LANDFILL HOLE	-	-	(65,000)	(65,000)	-	-	-	-		-		-
	1412-0528 BERRIGAN TIP - FENCE	(30,000)	-	(15,000)	(45,000)	-	-	-	-		-		-
	1412-0531 CONCRETE CRUSHING	(80,000)	-		(80,000)	-	-	-	-		-		-
	1412-0535 COMPULSORY AQUISITION CROWN LA	(100,000)	-		(100,000)	(2,000)	-	(1,291)	-		(709)		(2,000)
	1412-0540 REHAB EXHAUSTED LANDFILLS	-	-	(10,000)	(10,000)	(10,000)	-	-	-		(10,000)		(10,000)
	3670-2026 DWM TRANSFER TO RESERVE	210,000	(705,000)		(495,000)	(748,000)	-	-	-		(748,000)		(748,000)
	3670-2500 NON DOMESTIC WASTE BUILDINGS DEPCN	-	-		-	-	-	-	-		-		-
	3670-2502 NON DOMESTIC WASTE LAND IMPROVMENTS DEPCN	-	(14,000)		(14,000)	(14,000)	-	-	-		(14,000)		(14,000)
	3670-2504 DOMESTIC WASTE DEPCN	-	(7,000)		(7,000)	(7,000)	-	-	-		(7,000)		(7,000)
	3670-2505 DOMESTIC WASTE REMEDIATION - DEPCN	-	(6,000)		(6,000)	(6,000)	-	-	-		(6,000)		(6,000)
	WASTEMGMTCAPEXP WASTE MANAGEMENT CAPITAL EXPENDITURE	-	(99,000)	99,000	-	-	-	-	-		-		-
	DOMESTIC WASTE MANAGEMENT REVENUE	-	2,049,000		2,049,000	2,130,000	-	1,639,454	-		490,546		2,130,000
	3660-1000 DWM CHARGES COLLECTED	-	1,400,000		1,400,000	1,400,000	-	1,140,661	-		259,339		1,400,000
	3660-1020 DWM CHARGES UNCOLLECTED	-	15,000		15,000	15,000	-	-	-		15,000		15,000
	3660-1080 LESS - DWM CHARGES WRITTEN OFF	-	(2,000)		(2,000)	(2,000)	-	(70)	-		(1,930)		(2,000)
	3660-1081 Less - Non-DWM Charges Written Off	-	-		-	-	-	(20)	-		20		-
	3660-1082 LESS - DWM CHARGES D/DEBT EXPENSE	-	-		-	-	-	-	-		-		-
	3660-1095 LESS DWM CHARGES PENSION REBATE	-	(87,000)		(87,000)	(87,000)	-	-	-		(87,000)		(87,000)
	3660-1500 DWM TIPPING FEES	-	354,000		354,000	354,000	-	239,514	-		114,486		354,000
	3660-1505 DWM WASTE COLLECTION TIP FEE CONTRA	-	183,000		183,000	183,000	-	-	-		183,000		183,000
	3660-1950 DWM CHARGES PENSION SUBSIDY	-	41,000		41,000	61,000	-	60,531	-		469		61,000
	3670-1000 BUSINESS GARBAGE CHARGES	-	95,000		95,000	116,000	-	103,294	-		12,706		116,000
	3670-1500 NON-DOMESTIC WASTE TIPPING FEES	-	-		-	-	-	-	-		-		-
	3670-1502 SALE OF SCRAP METAL	-	20,000		20,000	33,000	-	61,156	-		(28,156)		33,000
	3670-1503 SALE OF RECYCLABLES	-	-		-	-	-	-	-		-		-
	3670-1505 DRUMMUSTER REVENUE	-	1,000		1,000	28,000	-	34,389	-		(6,389)		28,000
	3670-1506 DRUMMUSTER REIMBURSEMENTS	-	2,000		2,000	2,000	-	-	-		2,000		2,000
	3670-1507 SALE OF BATTERIES	-	-		-	-	-	-	-		-		-
	3670-1926 GARBAGE TRANSFER FROM RESERVE	-	-		-	-	-	-	-		-		-
	3670-4310 DWM DEPCN CONTRA	-	27,000		27,000	27,000	-	-	-		27,000		27,000
	WASTEMGMTCAPINC WASTE MANAGEMENT CAPITAL INCOME	-	-		-	-	-	-	-		-		-
	11 Total	-	-	-	-	-	(172,821)	845,870	-		(845,870)	-	-
	#												
	STORMWATER DRAINAGE												
	STORMWATER DRAINAGE EXPENSE	(580,000)	(906,000)	-	(1,486,000)	(1,594,000)	(650,348)	(1,006,762)	-		(587,238)	27,662	(1,566,000)
	1416-0110 STORM WATER DRAINAGE MTCE	-	(157,000)		(157,000)	(157,000)	(7,983)	(87,184)	-		(69,816)		(157,000)
	1416-0111 STORMWATER DRAIN - ELECTRICITY	-	(20,000)		(20,000)	(20,000)	-	(13,441)	-		(6,559)		(20,000)
	1416-0112 STORMWATER DRAINAGE RATES	-	-		-	(4,000)	-	-	-		(4,000)		(4,000)
	1416-2410 LIRS - US/W DRAINAGE INTEREST	-	(24,000)		(24,000)	(24,000)	-	(19,374)	-		(4,626)		(24,000)
	1416-2411 LIRS - US/W DRAINAGE PRINCIPAL	-	(176,000)		(176,000)	(176,000)	-	(130,992)	-		(45,008)		(176,000)
	1417-0007 BACK BAROOGA RD TREE RESERVE	-	-		-	(4,000)	-	(4,358)	-		358	(358)	(4,000)
	1417-0009 RETENTION POND - RIV HWY FIN	-	-		-	-	-	(44)	-		44	(44)	-
	1417-0500 STORMWATER RTU UPGRADES	-	-	(26,000)	(26,000)	(26,000)	-	-	-		(26,000)		(26,000)
	1417-0619 SNELL ROAD ARRAMAGONG-MCKINLEY	(1,000)	-		(1,000)	(1,000)	-	-	-		(1,000)		(1,000)

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
	0												
	1417-0620 SNELL ROAD KAMAROOKA-CHOMLEY	(6,000)	-	-	(6,000)	(6,000)	-	-	-	-	(6,000)	-	(6,000)
	1417-0718 HORSEFALL ST - JERILDERIE/DENISON	-	-	(60,000)	(60,000)	(60,000)	-	-	-	-	(60,000)	-	(60,000)
	1417-0807 COREE STREET UPGRADE DSPF	-	-	-	-	-	-	-	-	-	-	-	-
	1417-0808 DAWE AVENUE FINLEY	(200,000)	-	-	(200,000)	(200,000)	-	-	-	-	(200,000)	-	(200,000)
	1417-0830 BRUTON ST ELEC & PIPEWORK	-	-	-	-	-	-	-	-	-	-	-	-
	1417-0834 ENDEVOUR ST NEW PUMP STATION	-	-	-	-	-	(5)	(5)	-	-	5	-	-
	1417-0835 MURRAY ST WARMATTA TO WOLAMAI	(22,000)	-	-	(22,000)	(22,000)	-	-	-	-	(22,000)	-	(22,000)
	1417-0845 MCALLISTER St - HEADFORD TO OSB	(49,000)	-	(170,000)	(219,000)	(219,000)	(642,357)	(651,425)	-	-	432,425	-	(219,000)
	1417-0846 JERSEY ST - CHANTER TO TUPPAL	(2,000)	-	-	(2,000)	-	-	-	-	-	-	-	-
	1417-0850 DENISON - WOLLAMAI TO WARMATTA	(4,000)	-	-	(4,000)	-	-	-	-	-	-	-	-
	1417-0852 TOCUMWAL ST- WOLLAMAI TO WARMATTA	(75,000)	-	-	(75,000)	(75,000)	-	-	-	-	(75,000)	-	(75,000)
	1417-0853 MORRIS ST- TOC REC RESERVE	(6,000)	-	-	(6,000)	(6,000)	-	-	-	-	(6,000)	-	(6,000)
	1417-0854 DRAINAGE TELEMETRY UPGRADE	-	-	-	-	-	-	-	-	-	-	-	-
	1417-0855 DRAINAGE ELECTRICAL CABINETS	-	-	-	-	-	-	-	-	-	-	-	-
	1417-0856 TOCUMWAL ST - TUPPAL TO WOLLAMAI	(75,000)	-	-	(75,000)	(75,000)	-	-	-	-	(75,000)	-	(75,000)
	1417-0857 TONGS ST CEMETERY PIPE DRAIN	-	-	-	-	-	-	-	-	-	-	-	-
	1417-0858 BAROOGA ST & ORR ST DRAINAGE	-	-	-	-	-	(3)	(3)	-	-	3	-	-
	1417-0859 DENISON ST - HORSFALL/NANGUNIA	(35,000)	-	-	(35,000)	(35,000)	-	-	-	-	(35,000)	-	(35,000)
	1417-0860 BRUTON ST - KERB CONNECTION	(15,000)	-	-	(15,000)	(15,000)	-	-	-	-	(15,000)	-	(15,000)
	1417-0861 JERILDERIE ST NTH - BRUTON ST	(10,000)	-	-	(10,000)	(10,000)	-	-	-	-	(10,000)	10,000	-
	1417-0905 BAROOGA ST TOC MURRAY-MORRIS	(80,000)	-	-	(80,000)	(80,000)	-	-	-	-	(80,000)	-	(80,000)
	1417-0911 BROWN ST TOCUMWAL	-	-	(30,000)	(30,000)	(30,000)	-	-	-	-	(30,000)	-	(30,000)
	1417-0920 EMILY ST - LANE 960 TO FALKINER	-	-	(12,000)	(12,000)	(12,000)	-	-	-	-	(12,000)	12,000	-
	1417-0927 HILL ST TOC REALIGNMENT	-	-	(10,000)	(10,000)	(10,000)	-	-	-	-	(10,000)	-	(10,000)
	1417-0930 INGO RENNER DRIVE STORMWATER	-	-	-	-	-	-	-	-	-	-	-	-
	1417-0932 JERSEY ST PRECINCT - DRAINAGE	-	-	-	-	(100,000)	-	(99,936)	-	-	(64)	64	(100,000)
	3750-2512 STORMWATER DRAINAGE DEPCN	-	(221,000)	-	(221,000)	(221,000)	-	-	-	-	(221,000)	-	(221,000)
	DRAINAGECAPEXP DRAINAGE CAPITAL WORKS EXPENDITURE	-	(308,000)	308,000	-	(6,000)	-	-	-	-	(6,000)	6,000	-
	STORMWATER DRAINAGE REVENUE	96,250	88,000	-	184,250	202,000	-	227,660	-	-	(25,660)	(22,091)	180,000
	3750-1000 STORMWATER / DRAINAGE CHARGE	-	73,000	-	73,000	77,000	-	77,150	-	-	(150)	150	77,000
	3750-1080 DRAINAGE CHARGE - WRITE OFFS	-	(1,000)	-	(1,000)	-	-	(241)	-	-	241	(241)	-
	3750-1200 CONTRIBUTIONS TO WORKS	-	-	-	-	-	-	-	-	-	-	-	-
	3750-1501 SECT 94 CONT. DRAINAGE - BAROOGA	-	-	-	-	9,000	-	8,620	-	-	380	-	9,000
	3750-1502 SECT 94 CONT. DRAINAGE - BERRIGAN	-	-	-	-	-	-	-	-	-	-	-	-
	3750-1503 SECT 94 CONT. DRAINAGE - FINLEY	-	-	-	-	-	-	-	-	-	-	-	-
	3750-1504 SECT 94 CONT. DRAINAGE - TOCUMWAL	-	-	-	-	4,000	-	4,308	-	-	(308)	-	4,000
	3750-1701 LIRS INTEREST SUBSIDY	-	16,000	-	16,000	16,000	-	9,823	-	-	6,177	-	16,000
	3750-1807 COREE STREET UPGRADE DSPF	96,250	-	-	96,250	96,000	-	128,000	-	-	(32,000)	(22,000)	74,000
	3750-1926 SECT 94 CONT. DRAINAGE-RESERVE TRANS	-	-	-	-	-	-	-	-	-	-	-	-
	DRAINAGECAPINC DRAINAGE CAPITAL WORKS INCOME	-	-	-	-	-	-	-	-	-	-	-	-
	13 Total	(483,750)	(818,000)	-	(1,301,750)	(1,392,000)	(650,348)	(779,102)	-	-	(612,898)	5,571	(1,386,000)
	#												
	ENVIRONMENTAL PROTECTION												
	ENVIRONMENTAL PROTECTION EXPENSE	(557,707)	(273,000)	-	(830,707)	(643,000)	-	(80,679)	-	-	(562,321)	128,000	(515,000)
	1418-0110 LEVEE BANKS MTCE	-	(54,000)	-	(54,000)	(54,000)	-	(32,078)	-	-	(21,922)	-	(54,000)
	1418-0130 MURRAY DARLING ASSOCIATION	-	(2,000)	-	(2,000)	(3,000)	-	(2,581)	-	-	(419)	-	(3,000)
	1418-0140 LEVEE BANKS ADMIN CHARGES	-	(40,000)	-	(40,000)	(40,000)	-	-	-	-	(40,000)	-	(40,000)
	1418-0500 LEVEE - TOC FORESHORE WORKS	-	-	-	-	-	-	-	-	-	-	-	-
	1418-0501 LEVEE 1 - 4675-5700	-	-	-	-	-	-	-	-	-	-	-	-
	1418-0502 LEVEE 1 - 7580-8435	(34,000)	-	34,000	-	-	-	-	-	-	-	-	-
	1418-0503 LEVEE 1 - 9100-9650	(22,000)	-	22,000	-	-	-	-	-	-	-	-	-
	1418-0504 LEVEE 1 - 10548-10700	-	-	-	-	-	-	-	-	-	-	-	-
	1418-0505 LEVEE TREE WORKS REMOVAL	-	-	-	-	-	-	-	-	-	-	-	-
	1418-0506 LEVEE 3 - 220M	(9,000)	-	9,000	-	-	-	-	-	-	-	-	-
	1418-0507 LEVEE 5 - 2260M	(47,000)	-	47,000	-	-	-	-	-	-	-	-	-
	1418-0508 LEVEE WORKS - GEOTECH	(16,000)	-	16,000	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
0													
	1418-0509 SEPPELTS LEVEE	(30,000)	-	-	(30,000)	(30,000)	-	-	-	-	(30,000)	-	(30,000)
	1418-0510 LEVEE 1 10850-11412	(30,000)	-	(127,000)	(157,000)	(157,000)	-	-	-	-	(157,000)	-	(157,000)
	1418-0520 FLOODPLAIN MANAGEMENT PROGRAM	(220,000)	-	-	(220,000)	(220,000)	-	(46,020)	-	-	(173,980)	-	(220,000)
	1418-0932 JERSEY ST PRECINCT - LEVEE BBRF3	(149,707)	-	-	(149,707)	-	-	-	-	-	-	-	-
	3800-2026 LEVEE BANK CONSTRUCTION TRANSFER TO RESERVE	-	(50,000)	-	(50,000)	(11,000)	-	-	-	-	(11,000)	-	(11,000)
	LEVEECAPEXP LEVEE BANK CAPITAL EXPENDITURE	-	(127,000)	(1,000)	(128,000)	(128,000)	-	-	-	-	(128,000)	128,000	-
	ENVIRONMENTAL PROTECTION REVENUE	247,077	157,000	-	404,077	352,000	-	33,673	-	-	318,327	(105,000)	247,000
	3800-1500 FEES - MANAGEMENT OF ROAD RESERVES	-	-	-	-	-	-	-	-	-	-	-	-
	3800-1926 LEVEE BANK CONSTRUCTION TRANSFER FROM RESERVE	-	52,000	-	52,000	-	-	-	-	-	-	-	-
	3800-1950 BUILDING BETTER REGIONS JERSEY BBRF3	58,077	-	-	58,077	58,000	-	33,673	-	-	24,327	-	58,000
	3800-1951 CAPITAL WORKS INCOME - LEVEE BANKS	-	-	-	-	-	-	-	-	-	-	-	-
	3800-1953 NATIONAL DISASTER RELIEF ASSISTANCE GRANT	-	-	-	-	-	-	-	-	-	-	-	-
	3800-1955 FLOODPLAIN MANAGEMENT PROGRAM	189,000	-	-	189,000	189,000	-	-	-	-	189,000	-	189,000
	LEVEECAPINC LEVEE BANK CAPITAL INCOME	-	105,000	-	105,000	105,000	-	-	-	-	105,000	(105,000)	-
	14 Total	(310,630)	(116,000)	-	(426,630)	(291,000)	-	(47,006)	-	-	(243,994)	23,000	(268,000)
#													
	WATER SUPPLIES												
	WATER SUPPLIES EXPENSE	(3,700,000)	(16,127,000)	-	(19,827,000)	(15,841,000)	(10,075,675)	(12,043,987)	-	-	(3,797,013)	8,098,149	(7,743,000)
	1510-0105 WATER ADMIN CHARGES - ADMINIST	-	(247,000)	-	(247,000)	(247,000)	-	-	-	-	(247,000)	-	(247,000)
	1510-0106 WATER ADMIN CHARGE - ENGINEERI	-	(320,000)	-	(320,000)	(320,000)	-	-	-	-	(320,000)	-	(320,000)
	1510-0117 WATER SUPPLIES - RENTAL CONTRI	-	(75,000)	-	(75,000)	(75,000)	-	-	-	-	(75,000)	-	(75,000)
	1510-0125 PROV BAD & DOUBTFUL DEBTS	-	-	-	-	-	-	-	-	-	-	-	-
	1510-0155 WATER WRITE OFF BAD DEBTS	-	(3,000)	-	(3,000)	-	-	-	-	-	-	-	-
	1510-0160 WATER SUPPLY INTEREST ON INT LOAN 390	-	(62,000)	-	(62,000)	-	-	-	-	-	-	-	-
	1510-0165 WATER SUPPLY INTEREST ON EXT LCLI LOAN 400	-	(76,000)	-	(76,000)	(76,000)	-	(41,192)	-	-	(34,808)	-	(76,000)
	1510-0170 WATER DELIVERY EXPENSES	-	(34,000)	-	(34,000)	(34,000)	-	(15,960)	-	-	(18,040)	-	(34,000)
	1510-0200 WATER LEGAL EXPENSES	-	(5,000)	-	(5,000)	(5,000)	-	-	-	-	(5,000)	-	(5,000)
	1510-0300 BGN FILL STATION - FILTERED	-	-	-	-	-	-	-	-	-	-	-	-
	1510-0310 BGN FILL STATION - UNTREATED	-	-	-	-	-	-	-	-	-	-	-	-
	1510-0320 FIN FILL STATION - FILTERED	-	-	-	-	-	-	-	-	-	-	-	-
	1510-0330 TOC FILL STATION - FILTERED	-	-	-	-	-	-	-	-	-	-	-	-
	1510-0500 WATER RTU UPGRADES	-	-	(26,000)	(26,000)	(26,000)	-	-	-	-	(26,000)	-	(26,000)
	1510-0503 WATER LABORATORY EQUIPMENT	-	-	(2,000)	(2,000)	(2,000)	(90)	(90)	-	-	(1,910)	-	(2,000)
	1510-0504 OFFICE EQUIP/FURN NON CAPITAL	-	(1,000)	-	(1,000)	(4,000)	-	-	-	-	(4,000)	-	(4,000)
	1510-0505 OFFICE EQUIP/FURN - ENG WATER	-	(3,000)	-	(3,000)	-	-	-	-	-	-	-	-
	1510-0506 SUBSCRIPTIONS & MEMBERSHIPS	-	(10,000)	-	(10,000)	(10,000)	(1,491)	(1,491)	-	-	(8,509)	-	(10,000)
	1510-0507 TELEENTRY UPGRADE - WATER	-	-	-	-	(1,000)	-	(3,380)	-	-	2,380	(2,380)	(3,000)
	1510-0530 WATER SUPPLIES PRINCIPLE ON INT LOAN 390	-	(240,000)	-	(240,000)	(240,000)	-	-	-	-	(240,000)	-	(240,000)
	1510-0535 WATER SUPPLIES PRINCIPLE ON LCLI LOAN 400	-	(372,000)	-	(372,000)	(372,000)	-	(281,748)	-	-	(90,252)	-	(372,000)
	1510-0548 IMPROVE OH & S AT WORK SITES	-	-	-	-	-	-	-	-	-	-	-	-
	1510-0551 OH&S SIGNAGE - WATER	-	(2,000)	-	(2,000)	(2,000)	-	-	-	-	(2,000)	-	(2,000)
	1510-0560 MAINS RETIC - BGA	-	-	-	-	(1,000)	(139)	(1,404)	-	-	404	(1,000)	(2,000)
	1510-0563 REPLACE AC WATER MAINS	(24,839)	-	(350,000)	(374,839)	(375,000)	-	-	-	-	(375,000)	-	(375,000)
	1510-0564 MAJOR PUMP REPLACEMENT	-	-	-	-	-	-	-	-	-	-	-	-
	1510-0565 MAINS RETIC - BGN	-	-	-	-	(8,000)	(97)	(10,136)	-	-	2,136	(5,000)	(13,000)
	1510-0570 MAINS RETIC - FIN	-	-	-	-	(1,000)	(259)	(2,330)	-	-	1,330	(2,500)	(4,000)
	1510-0571 COREE ST RAW WATER MAIN REPLAC	-	-	-	-	-	-	(23)	-	-	23	-	-
	1510-0575 MAINS RETIC - TOC	-	-	-	-	(1,000)	-	(2,389)	-	-	1,389	(2,500)	(4,000)
	1510-0576 MAINS RETIC - TOC ANZAC AVE	-	-	-	-	-	-	-	-	-	-	-	-
	1510-0600 BGA AIR SEPERATOR CONNECTION	(10,000)	-	-	(10,000)	(10,000)	-	-	-	-	(10,000)	-	(10,000)
	1510-0601 BGN AIR SEPERATOR CONNECTION	(10,000)	-	-	(10,000)	(10,000)	-	-	-	-	(10,000)	10,000	-
	1510-0602 FIN AIR SEPERATOR CONNECTION	(10,000)	-	-	(10,000)	(10,000)	-	-	-	-	(10,000)	10,000	-
	1510-0605 TOC BACKWASH BYPASS LINE	(30,000)	-	-	(30,000)	(30,000)	-	-	-	-	(30,000)	30,000	-
	1510-0610 BGA REC RES IRRIGATION SUPPLY	-	-	-	-	-	-	-	-	-	-	-	-
	1510-0611 COMPULSORY ACQUISITION BGA WTP	-	-	-	-	-	-	-	-	-	-	-	-
	1510-0615 FIN - FILTERED & UNFILTERED MAIN TONGS/HOWE STS	(60,000)	-	(60,000)	(120,000)	(120,000)	(2,498)	(2,498)	-	-	(117,502)	-	(120,000)

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
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	1510-0620 CONSTRUCT LABORATORY ROOM	(30,000)	-	-	(30,000)	(30,000)	-	-	-	-	(30,000)	-	(30,000)
	1510-0652 REPLACEMENT OF MINOR PLANT	-	-	-	-	(2,000)	-	(2,268)	-	-	268	(500)	(3,000)
	1510-0665 TOC-CHLORINE DOSING SYSTEM	(20,000)	-	-	(20,000)	-	-	-	-	-	-	-	-
	1510-0668 FIN - CLARIFIER REPLACE PONDS	-	-	-	-	-	-	-	-	-	-	-	-
	1510-0669 METER CYBAL REPLACEMENT	(272,283)	-	-	(272,283)	(430,000)	(401,360)	(440,906)	-	-	10,906	(30,000)	(460,000)
	1510-0870 BGA 1ML FILTER WATER RESERVOIR	-	-	(800,000)	(800,000)	-	-	-	-	-	-	-	-
	1510-0871 MINOR WATER MAIN RENEWALS	-	-	(10,000)	(10,000)	(10,000)	-	-	-	-	(10,000)	-	(10,000)
	1510-0880 CHEMICAL PUMP REPLACEMENT	-	-	-	-	-	-	-	-	-	-	-	-
	1510-0882 WATER MAIN REPLACEMENT	(8,863)	-	-	(8,863)	(9,000)	-	-	-	-	(9,000)	-	(9,000)
	1510-0885 BGN - WTP FENCE REPLACEMENT	(20,000)	-	-	(20,000)	-	-	-	-	-	-	-	-
	1510-0889 FIN - WTP FENCE REPLACEMENT	(15,000)	-	-	(15,000)	-	-	-	-	-	-	-	-
	1510-0890 TOC - ENCLOSE DAFF PLANT	-	-	-	-	-	-	-	-	-	-	-	-
	1510-0894 BGA - EXPANSION WTP	-	(5,500,000)	-	(5,500,000)	(5,500,000)	(4,316,581)	(4,803,044)	-	-	(696,956)	4,000,000	(1,500,000)
	1510-0895 BGN - STATIC MIXER	(12,000)	-	-	(12,000)	(12,000)	-	-	-	-	(12,000)	-	(12,000)
	1510-0896 FIN - UPGRADE WTP (DAFF)	-	(5,500,000)	-	(5,500,000)	(5,500,000)	(5,304,833)	(5,374,232)	-	-	(125,768)	5,000,000	(500,000)
	1510-0897 AUTOMATION QUALITY CONTROL	(346,000)	-	(100,000)	(446,000)	-	-	-	-	-	-	-	-
	1510-0898 REPLACE COMPRESSOR TOCUMWAL	(8,132)	-	-	(8,132)	(8,000)	-	-	-	-	(8,000)	-	(8,000)
	1510-0899 BAROOGA REC RES NEW MAINT SHED	-	-	-	-	(34,000)	(53)	(17,801)	-	-	(16,199)	-	(34,000)
	1511-0109 REC FACIL DONATION & OTHER COSTS	-	(2,000)	-	(2,000)	(2,000)	-	-	-	-	(2,000)	-	(2,000)
	1511-0110 METER READING - BGN SHIRE	-	(96,000)	-	(96,000)	(96,000)	-	(46,056)	-	-	(49,944)	-	(96,000)
	1511-0111 METER READING PRINTING & POSTA	-	(15,000)	-	(15,000)	(15,000)	(2,744)	(8,438)	-	-	(6,562)	-	(15,000)
	1511-0113 METER READING TELEPHONE	-	(1,000)	-	(1,000)	(1,000)	-	(317)	-	-	(683)	-	(1,000)
	1511-0130 PURCHASE OF WATER - BGA	-	(15,000)	-	(15,000)	(15,000)	-	(514)	-	-	(14,486)	-	(15,000)
	1511-0135 PURCHASE OF WATER - BGN	-	(43,000)	-	(43,000)	(43,000)	-	(12,680)	-	-	(30,320)	-	(43,000)
	1511-0140 PURCHASE OF WATER - FIN	-	(57,000)	-	(57,000)	(57,000)	-	(64,953)	-	-	7,953	(10,000)	(67,000)
	1511-0145 PURCHASE OF WATER - TOC	-	(14,000)	-	(14,000)	(14,000)	-	(214)	-	-	(13,786)	-	(14,000)
	1511-0150 WATER TREATMENT - OP EXP - BGA	-	(208,000)	-	(208,000)	(208,000)	(2,829)	(117,207)	-	-	(90,793)	-	(208,000)
	1511-0151 WATER TREATMENT-BGA ELECTRICIT	-	(44,000)	-	(44,000)	(44,000)	-	(19,848)	-	-	(24,152)	-	(44,000)
	1511-0152 WATER TREATMENT -BGA TELEPHONE	-	(4,000)	-	(4,000)	(4,000)	-	(1,190)	-	-	(2,810)	-	(4,000)
	1511-0153 WATER TREATMENT -BGA INSURANCE	-	(14,000)	-	(14,000)	(14,000)	-	(14,198)	-	-	198	(198)	(14,000)
	1511-0165 WATER TREATMENT - OP EXP - BGN	-	(181,000)	-	(181,000)	(181,000)	(1,423)	(162,195)	-	-	(18,805)	-	(181,000)
	1511-0166 WATER TREATMENT-BGN ELECTRICIT	-	(22,000)	-	(22,000)	(22,000)	-	(4,282)	-	-	(17,718)	-	(22,000)
	1511-0167 WATER TREATMENT -BGN TELEPHONE	-	(1,000)	-	(1,000)	(1,000)	-	(1,189)	-	-	189	(189)	(1,000)
	1511-0168 WATER TREATMENT BGN- INSURANCE	-	(10,000)	-	(10,000)	(10,000)	-	(9,530)	-	-	(470)	-	(10,000)
	1511-0180 WATER TREATMENT - OP EXP - FIN	-	(179,000)	-	(179,000)	(179,000)	(3,643)	(105,436)	-	-	(73,564)	-	(179,000)
	1511-0182 WATER TREATMENT FIN-INSURANCE	-	(19,000)	-	(19,000)	(19,000)	-	(18,907)	-	-	(93)	-	(19,000)
	1511-0183 WATER TREATMENT-FIN ELECTRICIT	-	(44,000)	-	(44,000)	(44,000)	-	-	-	-	(44,000)	-	(44,000)
	1511-0184 WATER TREATMENT -FIN TELEPHONE	-	(1,000)	-	(1,000)	(1,000)	-	(690)	-	-	(310)	-	(1,000)
	1511-0195 WATER TREATMENT - OP EXP - TOC	-	(231,000)	-	(231,000)	(231,000)	(11,065)	(161,545)	-	-	(69,455)	-	(231,000)
	1511-0196 WATER TREATMENT -TOC TELEPHONE	-	(1,000)	-	(1,000)	(1,000)	-	(1,156)	-	-	156	(156)	(1,000)
	1511-0197 WATER TREATMENT-TOC ELECTRICIT	-	(55,000)	-	(55,000)	(55,000)	-	(1,055)	-	-	(53,945)	-	(55,000)
	1511-0198 WATER TREATMENT-TOC -INSURANCE	-	(21,000)	-	(21,000)	(21,000)	-	(21,174)	-	-	174	(174)	(21,000)
	1511-0230 PUMPING STATIONS - OP EXP BGA	-	(30,000)	-	(30,000)	(25,000)	(2,182)	(18,490)	-	-	(6,510)	-	(25,000)
	1511-0231 PUMPING STATIONS - OP EXP BGN	-	(17,000)	-	(17,000)	(26,000)	(870)	(22,122)	-	-	(3,878)	-	(26,000)
	1511-0232 PUMPING STATIONS OP EXP FIN	-	(19,000)	-	(19,000)	(28,000)	(9,480)	(34,324)	-	-	6,324	(15,000)	(43,000)
	1511-0233 PUMPING STATIONS OP EXP TOC	-	(14,000)	-	(14,000)	(8,000)	-	(3,751)	-	-	(4,249)	-	(8,000)
	1511-0270 RETIC & METERS - OP EXP - BGA	-	(36,000)	-	(36,000)	(30,000)	(112)	(18,074)	-	-	(11,926)	-	(30,000)
	1511-0285 RETIC & METERS - OP EXP - BGN	-	(68,000)	-	(68,000)	(62,000)	(961)	(40,295)	-	-	(21,705)	-	(62,000)
	1511-0300 RETIC & METERS - OP EXP - FIN	-	(80,000)	-	(80,000)	(75,000)	(2,098)	(52,866)	-	-	(22,134)	-	(75,000)
	1511-0315 RETIC & METERS - OP EXP - TOC	-	(59,000)	-	(59,000)	(54,000)	(706)	(47,101)	-	-	(6,899)	-	(54,000)
	1511-0320 CYBLES MAINTENANCE	-	-	-	-	-	-	-	-	-	-	-	-
	1511-0330 WATER NEW CONNECTIONS (INC MET	-	(47,000)	-	(47,000)	(47,000)	(10,008)	(24,140)	-	-	(22,860)	-	(47,000)
	1511-0340 WATER SAMPLING / MONITORING	-	(17,000)	-	(17,000)	(17,000)	(155)	(5,770)	-	-	(11,230)	-	(17,000)
	1511-0355 WATER SUPPLY INTEREST ON LOANS	-	-	-	-	-	-	-	-	-	-	-	-
	1511-0398 AUTOMATE CENTRALISED METER READ	-	-	-	-	-	-	-	-	-	-	-	-
	1512-0105 BANK & GOVT CHARGES	-	(8,000)	-	(8,000)	-	-	-	-	-	-	-	-
	1512-0130 HOUSING TOC WATER BLDG MTCE	-	(3,000)	-	(3,000)	(3,000)	-	(2,504)	-	-	(496)	-	(3,000)
	1512-0131 HOUSING TOC WATER INSURANCE	-	(1,000)	-	(1,000)	(1,000)	-	(884)	-	-	(116)	-	(1,000)
	1512-0155 SELLING COSTS - HIGH SEC WATER	-	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
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	4110-2026 WATER SUPPLIES TRANSFER TO RESERVE	(2,822,883)	-		(2,822,883)	-	-	-	-		-	(902,254)	(902,000)
	4210-2545 WATER MAINS RETIC & METERS - DEPCN	-	(335,000)		(335,000)	(335,000)	-	-	-		(335,000)		(335,000)
	4240-2545 WATER TREATMENT WORKS - DEPCN	-	(310,000)		(310,000)	(310,000)	-	-	-		(310,000)		(310,000)
	4250-2504 WATER HOUSING TOC - DEPCN	-	(7,000)		(7,000)	(7,000)	-	-	-		(7,000)		(7,000)
	WSCAPEXP WATER SUPPLIES CAPITAL EXPENDITURE	-	(1,348,000)	1,348,000	-	(20,000)	-	-	-		(20,000)	20,000	-
	WATER SUPPLIES REVENUE	3,700,000	16,127,000		19,827,000	15,841,000	-	3,786,688	-		12,054,312	(8,097,149)	7,743,000
	4110-1000-0001 WATER CHARGES - BGA	-	495,000		495,000	615,000	-	615,385	-		(385)	385	615,000
	4110-1000-0002 WATER CHARGES - BGN	-	323,000		323,000	294,000	-	294,346	-		(346)	346	294,000
	4110-1000-0003 WATER CHARGES - FIN	-	609,000		609,000	604,000	-	603,525	-		475		604,000
	4110-1000-0004 WATER CHARGES - TOC	-	721,000		721,000	694,000	-	693,761	-		239		694,000
	4110-1000-0005 WATER CHARGES - NON RATEABLE	-	61,000		61,000	58,000	-	57,886	-		114		58,000
	4110-1080 LESS WATER CHARGES WRITTEN OFF	-	(3,000)		(3,000)	(3,000)	-	(5,471)	-		2,471	(2,471)	(5,000)
	4110-1082 LESS WATER CHARGES D/DEBT EXPENSE	-	-		-	-	-	-	-		-		-
	4110-1095 LESS WATER PENSION REBATE - BGN	-	(88,000)		(88,000)	(88,000)	-	-	-		(88,000)		(88,000)
	4110-1500 WATER CONSUMPTION - BGN SHIRE	-	750,000		750,000	750,000	-	729,602	-		20,398		750,000
	4110-1501 WATER - STANDPIPE SALES	-	4,000		4,000	4,000	-	28	-		3,973		4,000
	4110-1502 WATER CONNECTION FEES - GST FREE	-	27,000		27,000	27,000	-	37,968	-		(10,968)	10,968	38,000
	4110-1503 WATER DELIVERIES INCOME	-	29,000		29,000	29,000	-	16,619	-		12,381		29,000
	4110-1504 SALE OF HIGH SECURITY WATER	-	150,000		150,000	150,000	-	-	-		150,000		150,000
	4110-1506 WATER - RENT ON COUNCIL HOUSES	-	3,000		3,000	3,000	-	-	-		3,000		3,000
	4110-1507 WATER - DISCONNECTION FEE	-	-		-	-	-	100	-		(100)	100	-
	4110-1509 WATER SUNDRY INCOME - INC GST	-	-		-	-	-	-	-		-		-
	4110-1511 LEGAL COST RECOVERY	-	(2,000)		(2,000)	(2,000)	-	-	-		(2,000)		(2,000)
	4110-1512 PRIVATE WORKS INCOME - WATER	-	-		-	-	-	-	-		-		-
	4110-1513 WATER SUNDRY INCOME - GST FREE	-	-		-	-	-	-	-		-		-
	4110-1601 SECT. 64 CONT. WATER - BGA	-	-		-	25,000	-	25,352	-		(352)	352	25,000
	4110-1602 SECT. 64 CONT. WATER - BER	-	-		-	-	-	-	-		-		-
	4110-1603 SECT. 64 CONT. WATER - FIN	-	-		-	-	-	-	-		-		-
	4110-1604 SECT. 64 CONT. WATER - TOC	-	-		-	32,000	-	39,107	-		(7,107)	7,107	39,000
	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	-	-		-	-	-	-	-		-		-
	4110-1700 EXTERNAL WATER LOAN PROCEEDS LCLI 400	-	-		-	-	-	-	-		-		-
	4110-1701 LCLI INTEREST SUBSIDY	-	48,000		48,000	48,000	-	26,032	-		21,968		48,000
	4110-1702 INTERNAL WATER LOAN PROCEEDS	-	-		-	-	-	-	-		-		-
	4110-1840 INTEREST ON INVESTMENTS	-	176,000		176,000	176,000	-	-	-		176,000	(94,000)	82,000
	4110-1850 INTEREST - OTHER	-	-		-	3,000	-	5,064	-		(2,064)	2,064	5,000
	4110-1926 WATER TRANSFER FROM RESERVE	-	12,124,000		12,124,000	8,022,000	-	-	-		8,022,000	(8,022,000)	-
	4110-1927 SECT 64 CONT. - TRANSFER TO RESERVE	-	-		-	-	-	-	-		-		-
	4110-1951 WATER CHARGES PENSION SUBSIDY	-	48,000		48,000	48,000	-	47,384	-		616		48,000
	4110-1955 GRANT - SAFE & SECURE WATER	3,700,000	-		3,700,000	3,700,000	-	600,000	-		3,100,000		3,700,000
	4230-1700 EXTERNAL WATER LOAN PROCEEDS	-	-		-	-	-	-	-		-		-
	4230-1701 LCLI LOAN 391 INTEREST SUBSIDY	-	-		-	-	-	-	-		-		-
	4230-1702 INTERNAL WATER LOAN 390 PROCEEDS	-	-		-	-	-	-	-		-		-
	4240-4710 WATER DEPCN CONTRA	-	652,000		652,000	652,000	-	-	-		652,000		652,000
	WSCAPINC WATER SUPPLIES CAPITAL INCOME	-	-		-	-	-	-	-		-		-
	15 Total	-	-	-	-	-	(10,075,675)	(8,257,299)	-		8,257,299	1,000	-
	#												
	SEWERAGE SERVICES												
	SEWERAGE SERVICES EXPENSE	(1,523,223)	(3,236,000)	-	(4,759,223)	(3,642,000)	(73,264)	(1,243,433)	-		(2,398,567)	533,528	(3,108,000)
	1610-0105 SEWERAGE ADMIN CHARGE - ADMINI	-	(184,000)		(184,000)	(184,000)	-	-	-		(184,000)		(184,000)
	1610-0106 SEWER ADMIN CHARGE - ENGINEERI	-	(278,000)		(278,000)	(278,000)	-	-	-		(278,000)		(278,000)
	1610-0117 SEWERAGE SERVICE - RENTAL CONT	-	(45,000)		(45,000)	(45,000)	-	-	-		(45,000)		(45,000)
	1610-0155 SEWER WRITE OFF BAD DEBTS	-	(1,000)		(1,000)	-	-	-	-		-		-
	1610-0500 SEWER RTU UPGRADES	-	-	(104,000)	(104,000)	(104,000)	-	-	-		(104,000)	104,000	-

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
	0												
	1610-0504 OFFICE EQUIP/FURN NON CAPITAL	-	(1,000)		(1,000)	(1,000)	-	-	-		(1,000)		(1,000)
	1610-0512 PUMP REPLACEMENT	(30,739)	-	(30,000)	(60,739)	(61,000)	(6,248)	(54,971)	-		(6,029)		(61,000)
	1610-0526 SEWER MAIN UPGRADES - TOCUMWAL	(78,736)	-		(78,736)	-	-	(163)	-		163		-
	1610-0527 UPGRADE AMENITIES AT ALL STP	-	-		-	-	-	-	-		-		-
	1610-0550 BGN - STP FENCE	(10,000)	-		(10,000)	(10,000)	-	-	-		(10,000)		(10,000)
	1610-0551 TOC - FENCE REPLACEMENT	(35,000)	-		(35,000)	(35,000)	-	-	-		(35,000)		(35,000)
	1610-0552 FIN - STP FENCE	-	-		-	-	-	-	-		-		-
	1610-0560 SEWER EXTENSION FLYNN ST BGN	-	-		-	-	-	-	-		-		-
	1610-0580 BGA SEWER MAIN UPGRADE	-	-		-	-	-	-	-		-		-
	1610-0590 BGN SEWER MAIN UPGRADES	-	-		-	-	-	-	-		-		-
	1610-0595 FIN SEWER MAIN UPGRADES	-	-		-	-	-	(122)	-		122		-
	1610-0600 TOC SEWER MAIN UPGRADES	-	-		-	-	-	-	-		-		-
	1610-0610 AC MAIN RENEWALS	(147,595)	-	(200,000)	(347,595)	(200,000)	-	(5,278)	-		(194,722)		(200,000)
	1610-0621 BGA UPGRADE PUMP STATION	(14,748)	-		(14,748)	(15,000)	-	(5,021)	-		(9,979)		(15,000)
	1610-0655 BGN UPGRADE PUMP STATIONS	-	-		-	-	-	-	-		-		-
	1610-0658 SPARE PUMPS FOR LOW PRESS SYS	-	-	(20,000)	(20,000)	(29,000)	(639)	(29,079)	-		79		(29,000)
	1610-0705 FIN UPGRADE PUMP STATIONS	(7,000)	-		(7,000)	(47,000)	-	-	-		(47,000)		(47,000)
	1610-0743 UPGRADE SEWER TELEENTRY	(310,078)	-	(350,000)	(660,078)	(350,000)	(1,871)	(33,590)	-		(316,410)	350,000	-
	1610-0800 REFURBISH CONCRETE WORK FINLEY	-	-	(20,000)	(20,000)	-	-	-	-		-		-
	1610-0801 FIN EFFLUENT RECYCLING FACILITY	-	-	(20,000)	(20,000)	-	-	-	-		-		-
	1610-0810 REFURBISH CONCRETE WORK TOCUMWAL	-	-	(20,000)	(20,000)	-	-	-	-		-		-
	1610-0883 FIN - GRAVEL POND BANKS	(10,000)	-		(10,000)	-	-	-	-		-		-
	1610-0895 FIN-MINOR REPAIR/REPLACE	-	-		-	-	-	-	-		-		-
	1610-0897 TOC-MINOR REPAIR/REPLACE	-	-		-	-	-	-	-		-		-
	1610-0899 FIN - DESILTING PONDS	(80,000)	-		(80,000)	-	-	-	-		-		-
	1610-0900 FIN - UPGRADE PUMP STATION	(40,000)	-		(40,000)	-	-	-	-		-		-
	1610-0901 NEW DRYING BED	(50,000)	-		(50,000)	(50,000)	-	-	-		(50,000)	50,000	-
	1610-0902 BGA - REPLACE ELECTRICAL CABIN	-	-		-	-	-	-	-		-		-
	1610-0904 FIN - REPLACE DIGESTOR ROOF	-	-		-	-	-	-	-		-		-
	1610-0905 BGN - REPLACE ELECTRICAL CABINET	-	-		-	-	-	-	-		-		-
	1610-0912 FIN-ODOR INVESTIGATE/ MITIGATE	(50,000)	-		(50,000)	-	-	-	-		-		-
	1610-0914 TOC RISING MAIN HUTSONS TO PS9	(297,120)	-		(297,120)	-	-	-	-		-		-
	1610-0915 UPGRADE STP AMENITIES	(29,785)	-		(29,785)	(30,000)	-	(895)	-		(29,105)		(30,000)
	1610-0916 SEWER TREATMENT COMPONENT RENE	(22,000)	-	(50,000)	(72,000)	(72,000)	(15,548)	(15,548)	-		(56,452)		(72,000)
	1610-0932 JERSEY ST PRECINCT - Sewer BBRF3	(171,128)	-		(171,128)	(7,000)	-	(6,528)	-		(472)	(472)	(7,000)
	1610-0933 TOC SEWER MAIN RELINING	(34,492)	-		(34,492)	(300,000)	-	(265,310)	-		(34,690)	300,000	-
	1610-0935 TOWN BEACH SEWER UPGRADE	(104,802)	-		(104,802)	(108,000)	-	(7,214)	-		(100,786)		(108,000)
	1611-0109 RECREATION FACILITIES DONATION	-	(1,000)		(1,000)	(1,000)	-	-	-		(1,000)		(1,000)
	1611-0110 SEWER TREATMENT - OP EXP - BGA	-	(23,000)		(23,000)	(23,000)	(137)	(15,956)	-		(7,044)		(23,000)
	1611-0111 SEWER TREATMENT BGA INSURANCE	-	(3,000)		(3,000)	(3,000)	-	(2,763)	-		(237)		(3,000)
	1611-0112 SEWER TREATMENT-BGA ELECTRICIT	-	-		-	-	-	(540)	-		540		-
	1611-0113 SEWER TREATMENT -BGA TELEPHONE	-	-		-	(4,000)	-	(622)	-		(3,378)		(4,000)
	1611-0114 SEWER - EFFLUENT RE-USE - BGA	-	-		-	-	-	(129)	-		129		-
	1611-0125 SEWER TREATMENT - OP EXP - BGN	-	(93,000)		(93,000)	(93,000)	(328)	(64,000)	-		(29,000)		(93,000)
	1611-0126 SEWER TREATMENT - BGN ELECTRICITY	-	-		-	(1,000)	-	(2,166)	-		1,166	(2,000)	(3,000)
	1611-0127 SEWER TREATMENT -BGN INSURANCE	-	(3,000)		(3,000)	(3,000)	-	(2,711)	-		(289)		(3,000)
	1611-0128 SEWER TREATMENT BGN - TELEPHONE	-	(4,000)		(4,000)	-	-	(878)	-		878		-
	1611-0129 SEWER - EFFLUENT RE-USE - BGN	-	(6,000)		(6,000)	(11,000)	-	(12,445)	-		1,445	(3,000)	(14,000)
	1611-0140 SEWER TREATMENT - OP EXP - FIN	-	(101,000)		(101,000)	(101,000)	(251)	(59,590)	-		(41,410)		(101,000)
	1611-0141 SEWER TREATMENT -FIN INSURANCE	-	(3,000)		(3,000)	(3,000)	-	(2,799)	-		(201)		(3,000)
	1611-0142 SEWER TREATMENT-FIN ELECTRICIT	-	(17,000)		(17,000)	(17,000)	-	(10,489)	-		(6,511)		(17,000)
	1611-0143 SEWER TREATMENT FIN- TELEPHONE	-	-		-	-	-	(289)	-		289		-
	1611-0144 SEWER - EFFLUENT RE-USE - FIN	-	(7,000)		(7,000)	(7,000)	(302)	(6,918)	-		(82)		(7,000)
	1611-0155 SEWER TREATMENT - OP EXP - TOC	-	(114,000)		(114,000)	(114,000)	(5,523)	(117,385)	-		3,385	(25,000)	(139,000)
	1611-0156 SEWER TREATMENT -TOC INSURANCE	-	(4,000)		(4,000)	(4,000)	-	(2,937)	-		(1,063)		(4,000)
	1611-0157 SEWER TREATMENT-TOC ELECTRICIT	-	(23,000)		(23,000)	(23,000)	-	(13,659)	-		(9,341)		(23,000)
	1611-0158 SEWER TREATMENT -TOC TELEPHONE	-	(1,000)		(1,000)	(1,000)	-	(427)	-		(573)		(1,000)
	1611-0159 SEWER - EFFLUENT RE-USE - TOC	-	(23,000)		(23,000)	(23,000)	-	(12,745)	-		(10,255)		(23,000)
	1611-0170 RETIC - OP EXP - BGA	-	(13,000)		(13,000)	(13,000)	-	(11,624)	-		(1,376)		(13,000)

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
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	1611-0171 RETIC OP EXP ELECTRICITY - BGA	-	(21,000)		(21,000)	(21,000)	-	(14,996)	-		(6,004)		(21,000)
	1611-0185 RETIC - OP EXP - BGN	-	(33,000)		(33,000)	(33,000)	-	(21,445)	-		(11,555)		(33,000)
	1611-0186 RETIC OP EXP - ELECTRICITY BGN	-	(17,000)		(17,000)	(17,000)	-	(4,342)	-		(12,658)		(17,000)
	1611-0200 RETIC - OP EXP - FIN	-	(38,000)		(38,000)	(38,000)	(223)	(19,563)	-		(18,437)		(38,000)
	1611-0201 RETIC OP EXP ELECTRICITY - FIN	-	(20,000)		(20,000)	(26,000)	-	(42,204)	-		16,204	(28,000)	(54,000)
	1611-0215 RETIC - OP EXP - TOC	-	(43,000)		(43,000)	(43,000)	(204)	(32,743)	-		(10,257)		(43,000)
	1611-0216 RETIC OP EXP ELECTRICITY - TOC	-	(24,000)		(24,000)	(24,000)	-	(40,672)	-		16,672	(28,000)	(52,000)
	1611-0230 PUMPING STATIONS OP EXP BGA	-	(84,000)		(84,000)	(84,000)	(1,063)	(62,892)	-		(21,108)		(84,000)
	1611-0231 PUMPING STATIONS OP EXP BGN	-	(42,000)		(42,000)	(42,000)	-	(40,310)	-		(1,690)		(42,000)
	1611-0232 PUMPING STATIONS OP EXP FIN	-	(60,000)		(60,000)	(60,000)	(5)	(35,209)	-		(24,791)		(60,000)
	1611-0233 PUMPING STATIONS OP EXP TOC	-	(72,000)		(72,000)	(72,000)	(2,452)	(86,034)	-		14,034	(20,000)	(92,000)
	1611-0234 LOW PRESSURE SYSTEM - BGA	-	(11,000)		(11,000)	(11,000)	(227)	(6,553)	-		(4,447)		(11,000)
	1611-0235 LOW PRESSURE SYSTEM - BGN	-	(4,000)		(4,000)	(4,000)	-	-	-		(4,000)		(4,000)
	1611-0236 LOW PRESSURE SYSTEM - FIN	-	(3,000)		(3,000)	(3,000)	-	(924)	-		(2,076)		(3,000)
	1611-0237 LOW PRESSURE SYSTEM - TOC	-	(10,000)		(10,000)	(10,000)	(236)	(6,904)	-		(3,096)		(10,000)
	1611-0250 SEWERAGE CONNECTIONS - SHIRE	-	(17,000)		(17,000)	(17,000)	(165)	(2,853)	-		(14,147)		(17,000)
	1611-0300 TRADE WASTE MANAGMENT	-	-		-	(36,000)	(37,168)	(37,168)	-		1,168	(4,000)	(40,000)
	1611-0340 SEWER SAMPLING / MONITORING	-	(9,000)		(9,000)	(9,000)	-	(2,131)	-		(6,869)		(9,000)
	1611-0341 RAISING OF SEWER MANHOLD LIDS	-	(11,000)		(11,000)	(11,000)	(455)	(1,677)	-		(9,323)		(11,000)
	1611-0342 TOCUMWAL CCTV	-	(41,000)		(41,000)	(41,000)	-	-	-		(41,000)		(41,000)
	1612-0105 BANK & GOVT CHARGES	-	(8,000)		(8,000)	-	-	-	-		-		-
	1612-0155 BGN TRUCK WASH OPERATING EXPEN	-	(1,000)		(1,000)	(1,000)	-	(564)	-		(436)		(1,000)
	1612-0156 BGN TRUCK WASH ELECTRICITY	-	(1,000)		(1,000)	(1,000)	-	(1,119)	-		119		(1,000)
	1612-0157 BGN TRUCK WASH - TELEPHONE	-	-		-	-	-	(272)	-		272		-
	1612-0160 BGN TRUCK WASH MTCE	-	(1,000)		(1,000)	(1,000)	-	(31)	-		(969)		(1,000)
	1612-0170 FIN TRUCK WASH OPERATING EXPEN	-	(16,000)		(16,000)	(16,000)	-	(11,624)	-		(4,376)		(16,000)
	1612-0171 FIN TRUCK WASH - ELECTRICITY	-	(2,000)		(2,000)	(2,000)	-	(2,061)	-		61		(2,000)
	1612-0172 FIN TRUCK WASH - TELEPHONE	-	-		-	-	-	(487)	-		487		-
	1612-0175 FIN TRUCK WASH MTCE	-	(12,000)		(12,000)	(12,000)	(220)	(3,866)	-		(8,134)		(12,000)
	1612-0182 FIN TRUCK WASH AVDATA PUMP	-	-		-	-	-	-	-		-		-
	5110-2026 SEWER SERVICES TRANSFER TO RESERVE	-	(19,000)		(19,000)	-	-	-	-		-	(160,000)	(160,000)
	5110-2500 Internal Loans Drawdown	-	(550,000)		(550,000)	-	-	-	-		-		-
	5110-3700 Internal Loan 395 Receivable-Current	-	92,000		92,000	-	-	-	-		-		-
	5110-3750 Loan 390 Receivable - Current	-	240,000		240,000	-	-	-	-		-		-
	5210-2550 SEWER MAINS RETIC - DEPCN	-	(387,000)		(387,000)	(387,000)	-	-	-		(387,000)		(387,000)
	5240-2550 SEWER TREATMENT WORKS - DEPCN	-	(217,000)		(217,000)	(217,000)	-	-	-		(217,000)		(217,000)
	5250-2500 SEWER PLANT & EQUIP DEPCN	-	(21,000)		(21,000)	(21,000)	-	-	-		(21,000)		(21,000)
	5250-2502 SEWER EQUIPMENT DEPCN	-	(11,000)		(11,000)	(11,000)	-	-	-		(11,000)		(11,000)
	5280-2500 TRUCKWASH - DEPCN	-	-		-	-	-	-	-		-		-
	SEWERCAPEXP SEWERAGE SERVICES CAPITAL EXPENDITURE	-	(814,000)	814,000	-	-	-	-	-		-		-
	SEWERAGE SERVICES REVENUE	1,523,223	3,236,000		4,759,223	3,642,000	-	2,440,817	-		1,201,183	(534,000)	3,108,000
	5110-1000-0001 SEWER CHARGES - BGA	-	509,000		509,000	565,000	-	565,549	-		(549)		565,000
	5110-1000-0002 SEWER CHARGES - BGN	-	292,000		292,000	289,000	-	289,064	-		(64)		289,000
	5110-1000-0003 SEWER CHARGES - FIN	-	613,000		613,000	621,000	-	620,850	-		150		621,000
	5110-1000-0004 SEWER CHARGES - TOC	-	743,000		743,000	740,000	-	739,963	-		37		740,000
	5110-1000-0005 SEWER CHARGES - NON RATEABLE	-	77,000		77,000	76,000	-	76,182	-		(182)		76,000
	5110-1000-0006 SEWER CHARGES - LOW PRESSURE SEWER CHG	-	18,000		18,000	-	-	-	-		-		-
	5110-1080 LESS SEWER CHARGES WRITTEN OFF	-	(2,000)		(2,000)	(2,000)	-	(41)	-		(1,959)		(2,000)
	5110-1082 LESS SEWER CHARGES D/DEBT EXPENSE	-	(4,000)		(4,000)	(4,000)	-	-	-		(4,000)		(4,000)
	5110-1095 LESS SEWER PENSION REBATE - SHIRE	-	(86,000)		(86,000)	(86,000)	-	-	-		(86,000)		(86,000)
	5110-1500 SEWER CONNECTION FEES - GST FREE	-	11,000		11,000	11,000	-	6,834	-		4,166		11,000
	5110-1501 SEWER SUNDRY INCOME - INC.GST	-	-		-	-	-	-	-		-		-
	5110-1502 DISPOSAL OF SEPTAGE INCOME	-	5,000		5,000	5,000	-	1,797	-		3,203		5,000
	5110-1503 SEWER SUNDRY INCOME - GST FREE	-	1,000		1,000	1,000	-	-	-		1,000		1,000
	5110-1504 TOC SEWER EFFLUENT REUSE	-	2,000		2,000	2,000	-	-	-		2,000		2,000
	5110-1601 SECT. 64 CONT. SEWER - BGA	-	-		-	12,000	-	11,964	-		36		12,000
	5110-1602 SECT. 64 CONT. SEWER - BER	-	-		-	-	-	-	-		-		-
	5110-1603 SECT. 64 CONT. SEWER - FIN	-	-		-	-	-	-	-		-		-

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
	0												
	5110-1604 SECT. 64 CONT. SEWER - TOC	-	-	-	-	-	-	-	-	-	-	-	-
	5110-1700 INTEREST INCOME - INTERNAL LOAN 395	-	24,000	-	24,000	24,000	-	-	-	-	24,000	-	24,000
	5110-1710 INTEREST INCOME - INTERNAL LOAN LED	-	11,000	-	11,000	11,000	-	-	-	-	11,000	-	11,000
	5110-1750 LOAN 390 INTEREST INCOME	-	62,000	-	62,000	62,000	-	-	-	-	62,000	-	62,000
	5110-1840 INTEREST ON INVESTMENTS	-	220,000	-	220,000	220,000	-	-	-	-	220,000	(214,000)	6,000
	5110-1850 INTEREST - OTHER	-	-	-	-	2,000	-	3,173	-	-	(1,173)	-	2,000
	5110-1926 SEWER TRANSFER FROM RESERVE	1,460,900	-	-	1,460,900	320,000	-	-	-	-	320,000	(320,000)	-
	5110-1928 SECT 64 CONT SEWER RESERVE TRANSFER	-	-	-	-	-	-	-	-	-	-	-	-
	5110-1951 SEWER CHARGES PENSION SUBSIDY	-	48,000	-	48,000	48,000	-	45,590	-	-	2,410	-	48,000
	5110-3710 INT LOAN LED RECEIVABLE - CURRENT	-	50,000	-	50,000	-	-	-	-	-	-	-	-
	5210-4810 SEWER DEPCN CONTRA	-	636,000	-	636,000	636,000	-	-	-	-	636,000	-	636,000
	5240-1600 TOC TOWN BEACH SEWER CONTRIBUTIONS	-	-	-	-	-	-	-	-	-	-	-	-
	5240-1950 BUILDING BETTER REGIONS JERSEY BBRF3	62,323	-	-	62,323	62,000	-	36,367	-	-	25,633	-	62,000
	5280-1500 TRUCK WASH (AVDATA) INCOME	-	6,000	-	6,000	27,000	-	43,525	-	-	(16,525)	-	27,000
	SEWERCAPINC SEWERAGE SERVICES CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-
	16 Total	-	-	-	-	-	(73,264)	1,197,384	-	-	(1,197,384)	(472)	-
	#												
	PUBLIC LIBRARIES												
	PUBLIC LIBRARIES EXPENSE	(24,794)	(684,000)	-	(708,794)	(728,000)	(32,319)	(364,549)	-	-	(363,451)	(6,000)	(734,000)
	1710-0105 LIBRARY BLDG MTCE - BGA	-	(1,000)	-	(1,000)	(1,000)	-	(34)	-	-	(966)	-	(1,000)
	1710-0120 LIBRARY BLDG MTCE - BGN	-	(1,000)	-	(1,000)	(1,000)	-	(424)	-	-	(576)	-	(1,000)
	1710-0125 LIBRARY BLDG MTCE - FINLEY	-	(2,000)	-	(2,000)	(2,000)	-	(453)	-	-	(1,547)	-	(2,000)
	1710-0140 LIBRARY BLDG MTCE - TOC	-	(1,000)	-	(1,000)	(1,000)	-	(242)	-	-	(758)	-	(1,000)
	1710-0145 LIBRARY OFFICE FURN/EQUIP MTCE	-	(11,000)	-	(11,000)	(11,000)	(2,950)	(5,922)	-	-	(5,078)	-	(11,000)
	1710-0150 LIBRARY ADMIN CHARGES	-	(112,000)	-	(112,000)	(112,000)	-	-	-	-	(112,000)	-	(112,000)
	1710-0165 LIBRARY PRINTING & STATIONERY	-	(1,000)	-	(1,000)	(1,000)	-	(46)	-	-	(954)	-	(1,000)
	1710-0166 LIBRARY ADVERTISING	-	(1,000)	-	(1,000)	(1,000)	-	-	-	-	(1,000)	-	(1,000)
	1710-0170 LIBRARY TELEPHONE	-	(4,000)	-	(4,000)	(4,000)	-	(850)	-	-	(3,150)	-	(4,000)
	1710-0171 LIBRARY POSTAGE	-	(2,000)	-	(2,000)	(2,000)	-	(1,276)	-	-	(724)	-	(2,000)
	1710-0175 LIBRARY SUNDRY EXPENSES	-	(7,000)	-	(7,000)	(9,000)	(1,943)	(6,778)	-	-	(2,222)	-	(9,000)
	1710-0180 LIBRARY SALARIES & ALLOWANCES	-	(258,000)	-	(258,000)	(258,000)	-	(198,979)	-	-	(59,021)	-	(258,000)
	1710-0190 LIBRARY TRAVEL & ALLOWANCES	-	(3,000)	-	(3,000)	(3,000)	-	(3,020)	-	-	20	-	(3,000)
	1710-0192 LIBRARY STAFF TRAINING	(1,600)	(5,000)	-	(6,600)	(7,000)	-	(4,181)	-	-	(2,819)	-	(7,000)
	1710-0194 LIBRARY CONFERENCES & SEMINARS	-	(1,000)	-	(1,000)	(1,000)	-	-	-	-	(1,000)	-	(1,000)
	1710-0195 LIBRARY RATES	-	(10,000)	-	(10,000)	(10,000)	-	(8,468)	-	-	(1,532)	-	(10,000)
	1710-0196 LIBRARY INSURANCE	-	(32,000)	-	(32,000)	(32,000)	-	(19,175)	-	-	(12,825)	-	(32,000)
	1710-0200 LIBRARY BOOKS MTCE	-	(2,000)	-	(2,000)	(2,000)	-	-	-	-	(2,000)	-	(2,000)
	1710-0210 LIBRARY ELECTRICITY	-	(24,000)	-	(24,000)	(24,000)	-	(8,408)	-	-	(15,592)	-	(24,000)
	1710-0211 LIBRARY CONNECTIVITY	-	(16,000)	-	(16,000)	(16,000)	(2,821)	(7,011)	-	-	(8,989)	-	(16,000)
	1710-0215 LIBRARY CLEANING	-	(20,000)	-	(20,000)	(20,000)	(2,337)	(16,068)	-	-	(3,932)	-	(20,000)
	1710-0230 LIBRARY PURCHASE OF PERIODICAL	-	(5,000)	-	(5,000)	(7,000)	(808)	(6,539)	-	-	(461)	-	(7,000)
	1710-0234 LIBRARY TECHNO TEENS OPERATING	-	(1,000)	-	(1,000)	(6,000)	-	(446)	-	-	(5,554)	-	(6,000)
	1710-0235 LIBRARY SPEC. PROJ. OPERATING	(23,194)	(8,000)	-	(31,194)	(31,000)	(20,000)	(28,569)	-	-	(2,431)	-	(31,000)
	1710-0236 INTER LIBRARY LOAN FEES	-	-	-	-	(1,000)	(285)	(311)	-	-	(689)	-	(1,000)
	1710-0239 LIBRARY BOOKS CLUBS	-	(1,000)	-	(1,000)	-	-	-	-	-	-	-	-
	1710-0240 FINLEY LIBRARY WORK SPACE	-	-	-	-	(2,000)	-	(4,914)	-	-	2,914	(3,000)	(5,000)
	1710-0242 SENIORS WEEK EXPENSES	-	(1,000)	-	(1,000)	-	-	-	-	-	-	-	-
	1710-0243 ONLINE DATABASE SUBSCRIPTIONS	-	(14,000)	-	(14,000)	(14,000)	-	(2,696)	-	-	(11,304)	-	(14,000)
	1710-0244 LITERARY LUNCH/WRITING FESTIVAL	-	(1,000)	-	(1,000)	(1,000)	-	(3,928)	-	-	2,928	(3,000)	(4,000)
	1710-0245 TECH SAVY SENIORS GRANT EXP	-	-	-	-	(3,000)	-	(2,503)	-	-	(497)	-	(3,000)
	1710-0500 LIBRARY CAR PARK UPGRADE	-	-	-	-	-	-	-	-	-	-	-	-
	1710-0510 TOC - LIBRARY EXTENSION FITOUT	-	-	-	-	-	-	-	-	-	-	-	-
	1710-0525 LIBRARY PURCHASE OF BOOKS	-	(25,000)	-	(25,000)	(29,000)	(1,126)	(21,722)	-	-	(7,278)	-	(29,000)
	1710-0530 LIBRARY OTHER ASSETS	-	(4,000)	-	(4,000)	(4,000)	-	(1,547)	-	-	(2,453)	-	(4,000)
	1710-0532 LIBRARY AUDIO VISUAL / CDS	-	(8,000)	-	(8,000)	(8,000)	(48)	(5,338)	-	-	(2,662)	-	(8,000)
	1710-0535 LIBRARY PURCHASE OF E-BOOKS	-	(3,000)	-	(3,000)	(5,000)	-	(4,699)	-	-	(301)	-	(5,000)
	6100-2502 LIBRARY EQUIPMENT DEPCN	-	(9,000)	-	(9,000)	(9,000)	-	-	-	-	(9,000)	-	(9,000)

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
0													
	6100-2504 LIBRARY BLDG DEPCN	-	(67,000)		(67,000)	(67,000)	-	-	-		(67,000)		(67,000)
	6100-2518 LIBRARY BOOKS DEPCN	-	(23,000)		(23,000)	(23,000)	-	-	-		(23,000)		(23,000)
	LIBRARYCAPEXP LIBRARIES CAPITAL EXPENDITURE	-	-		-	-	-	-	-		-		-
	PUBLIC LIBRARIES REVENUE	22,827	75,000		97,827	95,000	-	96,569	-	-	(1,569)		95,000
	6100-1501 LIBRARY SUNDRY INCOME INCL GST	-	1,000		1,000	1,000	-	644	-	678	(322)		1,000
	6100-1502 FRIENDS OF THE LIBRARY	-	1,000		1,000	1,000	-	-	-		1,000		1,000
	6100-1503 LIBRARY ROOM HIRE CHARGES	-	-		-	1,000	-	1,347	-		(347)		1,000
	6100-1504 LIBRARY DONATION	-	-		-	1,000	-	518	-		483		1,000
	6100-1820 LIBRARY FEES INCLUDING GST	-	3,000		3,000	3,000	-	1,996	-		1,005		3,000
	6100-1821 LIBRARY FINES GST FREE	-	-		-	1,000	-	678	-	(678)	1,001		1,000
	6100-1822 INTER LIBRARY LOAN FEES	-	-		-	-	-	260	-		(260)		-
	6100-1823 BERRIGAN SHIRE BOOK CLUBS	-	-		-	-	-	700	-		(700)		-
	6100-1950 LIBRARY SERVICE GRANTS	-	63,000		63,000	63,000	-	63,624	-		(624)		63,000
	6100-1951 LIBRARY LOCAL SPECIAL PROJECTS GRANT	22,827	7,000		29,827	20,000	-	20,173	-		(173)		20,000
	6100-1953 LITERARY LUNCH/WRITING FESTIVAL GRANT	-	-		-	-	-	2,867	-		(2,867)		-
	6100-1958 LIBRARY INFRASTRUCTURE GRANT	-	-		-	-	-	-	-		-		-
	6100-1960 TECH SAVY SENIORS PROGRAM	-	-		-	4,000	-	3,764	-		236		4,000
	6100-1963 Library Service Other Grants	-	-		-	-	-	-	-		-		-
	LIBRARYCAPINC LIBRARIES CAPITAL INCOME	-	-		-	-	-	-	-		-		-
17 Total		(1,967)	(609,000)		(610,967)	(633,000)	(32,319)	(267,981)	-	-	(365,019)	(6,000)	(639,000)
#													
	COMMUNITY AMENITIES												
	COMMUNITY AMENITIES EXPENSE	-	(848,000)		(848,000)	(786,000)	(1,157)	(453,594)	-		(332,406)	(285,233)	(1,071,000)
	1316-0125 SENIOR CITIZENS CTR - BLDG MTC	-	-		-	-	-	(233)	-		233	(233)	-
	1420-0000 PUBLIC CONVENIENCE CLEANING	-	(206,000)		(206,000)	(223,000)	(601)	(277,411)	-		54,411	(90,000)	(313,000)
	1420-0001 PUBLIC CONVENIENCES BLDG MTCE	-	(20,000)		(20,000)	(20,000)	(24)	(6,903)	-		(13,097)		(20,000)
	1420-0113 PUBLIC CONVEN. - ELECTRICITY	-	(4,000)		(4,000)	(4,000)	-	(3,123)	-		(877)		(4,000)
	1420-0114 PUBLIC CONVENIENCES -INSURANCE	-	(4,000)		(4,000)	(4,000)	-	(3,885)	-		(115)		(4,000)
	1420-0125 PUBLIC CONVENIENCES RENTAL FIN	-	-		-	-	-	-	-		-		-
	1714-0105 BERRIGAN HALL BLDG MTCE	-	(2,000)		(2,000)	(2,000)	-	(269)	-		(1,731)		(2,000)
	1714-0106 BERRIGAN HALL RISK MGT	-	-		-	-	-	-	-		-		-
	1714-0111 BERRIGAN HALL - INSURANCE	-	(11,000)		(11,000)	(12,000)	-	(11,568)	-		(432)		(12,000)
	1714-0112 BERRIGAN HALL GRANT	-	(8,000)		(8,000)	(8,000)	-	(7,860)	-		(140)		(8,000)
	1714-0122 FINLEY MEMORIAL HALL BLDG MTCE	-	(2,000)		(2,000)	(2,000)	-	(1,759)	-		(241)		(2,000)
	1714-0123 FIN MEMORIAL HALL - INSURANCE	-	(18,000)		(18,000)	(19,000)	-	(19,151)	-		151		(19,000)
	1714-0124 FIN MEMORIAL HALL - GRANT	-	(8,000)		(8,000)	(8,000)	-	(7,860)	-		(140)		(8,000)
	1714-0125 TOCUMWAL HALL BLDG MTCE	-	(2,000)		(2,000)	(2,000)	-	(771)	-		(1,229)		(2,000)
	1714-0130 TOCUMWAL HALL - INSURANCE	-	(9,000)		(9,000)	(9,000)	-	(9,081)	-		81		(9,000)
	1714-0142 TOCUMWAL HALL GRANT	-	(4,000)		(4,000)	(4,000)	-	(4,280)	-		280		(4,000)
	1714-0145 RETREAT HALL BLDG MTCE	-	(1,000)		(1,000)	(1,000)	-	(118)	-		(882)		(1,000)
	1714-0150 RETREAT HALL - INSURANCE	-	(2,000)		(2,000)	(3,000)	-	(2,570)	-		(430)		(3,000)
	1714-0160 INTEREST EXPENSE INT LOAN 395	-	(24,000)		(24,000)	(24,000)	-	-	-		(24,000)		(24,000)
	1714-0165 INTEREST EXPENSE EXT LOAN 405 LCLI	-	(20,000)		(20,000)	(20,000)	-	(15,168)	-		(4,832)		(20,000)
	1714-0167 BGN CWA HALL BLDG MTCE	-	(1,000)		(1,000)	(1,000)	(318)	(761)	-		(239)		(1,000)
	1714-0168 BGN CWA HALL - INSURANCE	-	(1,000)		(1,000)	(1,000)	-	(159)	-		(841)		(1,000)
	1714-0170 PUBLIC HALLS VARIOUS	-	-		-	(3,000)	-	(3,199)	-		199		(3,000)
	1714-0200 HALLS VANDALIZATION & GRAFFITI	-	-		-	-	-	-	-		-		-
	1714-0503 BGN CWA HALL DOORS	-	-		-	-	-	-	-		-		-
	1714-0505 TOC HISTORICAL AERO MUSEUM THAM DC2	-	-		-	-	-	-	-		-		-
	1714-0506 FIN MARY LAWSON SHED	-	-		-	(7,000)	-	-	-		(7,000)		(7,000)
	1714-0507 FIN SCHOOL OF ARTS FRONT ROOM	-	-		-	-	-	(143)	-		143		-
	1714-0508 TOC WAR MEMORIAL HALL UPGRADE	-	-		-	-	(214)	(214)	-		214		-
	1714-0509 FINLEY MUSEUM SECURITY CAMERAS	-	(5,000)		(5,000)	(5,000)	-	-	-		(5,000)		(5,000)
	1714-0510 FINLEY MUSEUM SOLAR PANELS	-	(6,000)		(6,000)	(6,000)	-	(5,245)	-		(755)		(6,000)
	1714-0511 FINLEY WAR MEMORIAL REFURB LRCIP3	-	-		-	-	-	-	-		(195,000)		(195,000)
	1714-0512 FINLEY SCHOOL OF ARTS FLOOR	-	-		-	-	-	-	-		-		-

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
	0												
	1714-0530 INT LOAN 395 PRINCIPAL - CURRENT	-	(92,000)	-	(92,000)	-	-	-	-	-	-	-	-
	1714-0535 EXT LCLI LOAN 405 PRINCIPAL - CURRENT	-	(92,000)	-	(92,000)	(92,000)	-	(68,931)	-	-	(23,069)	-	(92,000)
	1715-0135 TOCUMWAL RAILWAY BLDG MTCE	-	(1,000)	-	(1,000)	(1,000)	-	(826)	-	-	(174)	-	(1,000)
	1715-0137 TOC RAILWAY STATION INSURANCE	-	(2,000)	-	(2,000)	(2,000)	-	(2,107)	-	-	107	-	(2,000)
	1715-0138 FINLEY RAILWAY BLDG MTCE	-	-	-	-	-	-	-	-	-	-	-	-
	1715-0140 COMMUNITY AMENITIES ADMIN CHAR	-	(83,000)	-	(83,000)	(83,000)	-	-	-	-	(83,000)	-	(83,000)
	1718-0226 HAYES PARK TOILETS REFURB	-	-	-	-	-	-	-	-	-	-	-	-
	3900-2504 PUBLIC CONVENIENCES DEPCN	-	(33,000)	-	(33,000)	(33,000)	-	-	-	-	(33,000)	-	(33,000)
	6200-2504 PUBLIC HALLS DEPRECIATION	-	(187,000)	-	(187,000)	(187,000)	-	-	-	-	(187,000)	-	(187,000)
	COMMAMENCAPEX COMMUNITY AMENITIES CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-	-
	HALLSCAPEXP PUBLIC HALLS CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-	-
	COMMUNITY AMENITIES REVENUE	120,000	12,000		132,000	142,000	-	26,690	-		115,310	200,185	342,000
	6200-1603 BGN WAR MEMORIAL HALL COMMITTEE CONTRIB	-	-	-	-	-	-	-	-	-	-	-	-
	6200-1604 TOC WAR MEMORIAL HALL CONTRIBUTION	-	-	-	-	10,000	-	9,505	-	-	495	-	10,000
	6200-1605 TOC HISTORIC AIR MUSEUM CONTRIBUTION	-	-	-	-	-	-	-	-	-	-	-	-
	6200-1700 LCLI LOAN INTEREST SUBSIDY FINLEY HOUSING	-	12,000	-	12,000	12,000	-	17,185	-	-	(5,185)	5,185	17,000
	6200-1750 LCLI LOAN PROCEEDS 405	-	-	-	-	-	-	-	-	-	-	-	-
	6200-1760 INTERNAL LOAN PROCEEDS	-	-	-	-	-	-	-	-	-	-	-	-
	6200-1957 TOC HISTORICAL AERO MUSUEM GRANT THAM DC2	-	-	-	-	-	-	-	-	-	-	-	-
	6200-1958 FINLEY WAR MEMORIAL REFURB LRCIP3	-	-	-	-	-	-	-	-	-	-	195,000	195,000
	7700-1601 TOC AERODROME MUSEUM CONTRIBUTIONS THAM	120,000	-	-	120,000	120,000	-	-	-	-	120,000	-	120,000
	COMMAMENCAPIINC COMMUNITY AMENITIES CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-
	HALLSCAPIINC PUBLIC HALLS CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-
	18 Total	120,000	(836,000)		(716,000)	(644,000)	(1,157)	(426,904)	-		(217,096)	(85,048)	(729,000)
	#												
	RECREATION												
	RECREATION EXPENSE	(1,394,025)	(1,090,000)		(2,484,025)	(2,573,000)	(66,907)	(1,992,461)	-		(580,539)	(1,581,985)	(4,156,000)
	1414-0110 RUBBISH COLLECTION BEACH AREAS	-	(36,000)	-	(36,000)	(36,000)	-	(22,335)	-	-	(13,665)	-	(36,000)
	1717-0105 BAROOGA REC RESERVE MASTERPLAN	-	-	-	-	(37,000)	(1,091)	(33,777)	-	-	(3,223)	-	(37,000)
	1717-0110 BAROOGA SPORTS COMP- INSURANCE	-	(10,000)	-	(10,000)	(10,000)	-	(10,147)	-	-	147	-	(10,000)
	1717-0112 BAROOGA SPORTS COMP GRANT	-	(12,000)	-	(12,000)	(12,000)	-	(12,000)	-	-	-	-	(12,000)
	1717-0113 RECREATION FACILITIES DONATION	-	(8,000)	-	(8,000)	(8,000)	-	-	-	-	(8,000)	-	(8,000)
	1717-0120 BAROOGA SPORTS COMP BLDG MTCE	-	(5,000)	-	(5,000)	(5,000)	(909)	(3,792)	-	-	(1,208)	-	(5,000)
	1717-0121 BGA SPORTS COMP RISK M'MENT	-	-	-	-	-	-	-	-	-	-	-	-
	1717-0130 BERRIGAN SPORTS COMP INSURANCE	-	(14,000)	-	(14,000)	(15,000)	-	(15,216)	-	-	216	-	(15,000)
	1717-0132 BERRIGAN SPORTS COMP GRANT	-	(12,000)	-	(12,000)	(12,000)	-	(12,000)	-	-	-	-	(12,000)
	1717-0140 BERRIGAN SPORTS COMP BLDG MTCE	-	(2,000)	-	(2,000)	(10,000)	(3,023)	(12,748)	-	-	2,748	(5,000)	(15,000)
	1717-0141 BGN SPORTS COMP RISK M'MENT	-	-	-	-	-	-	-	-	-	-	-	-
	1717-0150 FINLEY REC RESERVE - INSURANCE	-	(10,000)	-	(10,000)	(11,000)	-	(10,769)	-	-	(231)	-	(11,000)
	1717-0152 FINLEY REC RESERVE GRANT	-	(12,000)	-	(12,000)	(12,000)	-	(12,000)	-	-	-	-	(12,000)
	1717-0155 FIN REC RES PLAYGROUND MTCE	-	(1,000)	-	(1,000)	(1,000)	-	-	-	-	(1,000)	-	(1,000)
	1717-0160 FINLEY REC RESERVE BLDG MTCE	-	(2,000)	-	(2,000)	(2,000)	-	(499)	-	-	(1,501)	-	(2,000)
	1717-0161 FIN REC RESERVE RISK M'MENT	-	-	-	-	-	-	-	-	-	-	-	-
	1717-0170 FINLEY SHOW GROUND - INSURANCE	-	(14,000)	-	(14,000)	(15,000)	-	(15,204)	-	-	204	-	(15,000)
	1717-0172 FINLEY SHOW GROUND GRANT	-	(12,000)	-	(12,000)	(12,000)	-	(12,000)	-	-	-	-	(12,000)
	1717-0180 FINLEY SHOW GROUNDS BLDG MTCE	-	(3,000)	-	(3,000)	(5,000)	-	(5,180)	-	-	180	-	(5,000)
	1717-0181 FINLEY SHOW GROUND RISK M'MENT	-	-	-	-	-	-	-	-	-	-	-	-
	1717-0191 TOC REC RESERVE - INSURANCE	-	(7,000)	-	(7,000)	(7,000)	-	(6,891)	-	-	(109)	-	(7,000)
	1717-0192 TOC REC RESERVE GRANT	-	(12,000)	-	(12,000)	(12,000)	-	(12,000)	-	-	-	-	(12,000)
	1717-0194 TOC REC RES PLAYGROUND MTCE	-	(1,000)	-	(1,000)	(1,000)	-	(475)	-	-	(525)	-	(1,000)
	1717-0200 TOC REC RESERVE BLDG MTCE	-	(2,000)	-	(2,000)	(2,000)	-	(1,345)	-	-	(655)	-	(2,000)
	1717-0201 TOC REC RESERVE RISK M'MENT	-	-	-	-	(2,000)	-	(1,600)	-	-	(400)	-	(2,000)
	1717-0237 TOC - NETBALL & CRICKET SCCF2	-	-	-	-	-	-	-	-	-	-	-	-
	1717-0252 BGN SPORTSGROUND TOILETS SSSFP	-	-	-	-	-	-	-	-	-	-	-	-
	1717-0501 BGA LED LIGHT UPGRADES SCCF3	(3,075)	-	-	(3,075)	-	-	-	-	-	-	-	-
	1717-0502 BGN LED LIGHT UPGRADES SCCF3	(3,550)	-	-	(3,550)	-	-	-	-	-	-	-	-

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
	0												
	1717-0503 FIN LED LIGHT UPGRADES SCCF3	-	-	-	-	-	-	-	-	-	-	-	-
	1717-0505 TOC LED LIGHT UPGRADE LRCIP	-	-	-	-	-	-	-	-	-	-	-	-
	1717-0510 BGA REC RESERVE CHANGE ROOMS	-	-	-	-	-	-	-	-	-	-	-	-
	1717-0520 BERRIGAN SPORTSGROUND PAINTING	-	-	-	-	-	-	-	-	-	-	-	-
	1717-0525 AMENITIES UPGRADE BGN CRIP	(29,004)	-	-	(29,004)	(36,000)	(64)	(35,521)	-	-	(479)	-	(36,000)
	1717-0530 TOC NETBALL COURTS CRIP	-	-	-	-	(5,000)	-	(5,000)	-	-	-	-	(5,000)
	1717-0535 TOCUMWAL CRICKET CLUB NEW ROOF	-	-	-	-	-	-	-	-	-	-	-	-
	1717-0540 FIN SHOWGROUND IRRIGAT NSWSP2	(162,000)	-	-	(162,000)	(167,000)	-	(166,496)	-	-	(504)	-	(167,000)
	1717-0545 FIN NETBALL COURTS LRCIP2	(300,000)	-	-	(300,000)	(340,000)	(226)	(370,569)	-	-	30,569	(34,864)	(375,000)
	1717-0550 TOC NETBALL COURTS LRCIP2	(40,000)	-	-	(40,000)	-	-	-	-	-	-	-	-
	1717-0555 TOC CRICKET NETS REDEVELOPMENT SCCF4	-	-	-	-	-	-	-	-	-	-	(103,023)	(103,000)
	1717-0560 BGA REC RESERVE REDEVELOPMENT LRCIP3	-	-	-	-	-	-	-	-	-	-	(600,000)	(600,000)
	1717-0565 TOC PONY CLUB FENCING SCCF4	-	-	-	-	-	-	-	-	-	-	(180,000)	(180,000)
	1718-0000 PARKS & GARDENS MAINTENANCE	-	(390,000)	-	(390,000)	(392,000)	(10,951)	(308,059)	-	-	(83,941)	-	(392,000)
	1718-0050 FINLEY - LOCO DAM PARK	-	-	-	-	-	-	-	-	-	-	-	-
	1718-0060 TOC CREEK WALK HONORARIUM	-	(2,000)	-	(2,000)	-	-	-	-	-	-	-	-
	1718-0110 TREE WORKS - BGN	-	-	-	-	-	-	-	-	-	-	-	-
	1718-0111 TREE WORKS - BGA	-	-	-	-	-	-	-	-	-	-	-	-
	1718-0112 TREE WORKS - TOC	-	-	-	-	(6,000)	-	(12,935)	-	-	6,935	(6,935)	(13,000)
	1718-0113 TREE WORKS - FIN	-	-	-	-	-	-	-	-	-	-	-	-
	1718-0116 MINOR PARKS GARDEN ELECTRICITY	-	(21,000)	-	(21,000)	(21,000)	-	(9,322)	-	-	(11,678)	-	(21,000)
	1718-0117 MINOR PARK & GARDENS INSURANCE	-	-	-	-	-	-	-	-	-	-	-	-
	1718-0160 INTERNAL LOAN 389 INTEREST	-	-	-	-	-	-	-	-	-	-	-	-
	1718-0185 ALEXANDER GARDEN COMPETITION	-	(1,000)	-	(1,000)	(1,000)	-	-	-	-	(1,000)	-	(1,000)
	1718-0200 PARKS VANDALIZATION & GRAFFITI	-	-	-	-	-	-	-	-	-	-	-	-
	1718-0237 BGA ADVENTURE PARK DC2	-	-	-	-	-	-	-	-	-	-	-	-
	1718-0500 TOC FORESHORE STAGED DEVELOP	(397,286)	-	-	(397,286)	(397,000)	(28,717)	(373,956)	-	-	(23,044)	(45,000)	(442,000)
	1718-0501 TOC FORESHORE AMPHITHEATRE LRCIP3	-	-	-	-	-	(21,247)	(21,247)	-	-	21,247	(614,000)	(614,000)
	1718-0501 RUSSEL CRT OPEN SPACE	(14,000)	-	-	(14,000)	-	-	-	-	-	-	-	-
	1718-0502 RAILWAY PARK UPGRADE	(302,222)	-	-	(302,222)	(140,000)	-	(140,136)	-	-	136	(136)	(140,000)
	1718-0503 TOC CWA LIBRARY PARK UPGRADE	(20,025)	-	-	(20,025)	(154,000)	-	(152,575)	-	-	(1,425)	1,425	(153,000)
	1718-0504 MARY LAWSON WAYSIDE REST CONCEPT PLAN	(10,000)	-	-	(10,000)	(10,000)	-	(1,675)	-	-	(8,325)	-	(10,000)
	1718-0530 INTERNAL LOAN 389 PRINCIPAL	-	-	-	-	-	-	-	-	-	-	-	-
	1718-0552 DC1 BERRIGAN APEX PARK REFURB	-	-	-	-	-	-	-	-	-	-	-	-
	1718-0553 TOC WAAAF CREEK WALK - ART	(26,734)	-	-	(26,734)	(17,000)	-	(16,502)	-	-	(498)	498	(17,000)
	1718-0554 MURRAY ST FIN OPEN SPACE PARK	(86,129)	-	-	(86,129)	(144,000)	-	(145,931)	-	-	1,931	(6,000)	(150,000)
	1718-0555 BERRIGAN HAYES PARK SCCF3	-	-	-	-	(1,000)	-	(950)	-	-	(50)	50	(1,000)
	1718-0556 BGA LIONS PARK UPGRADE LRCIP	-	-	-	-	-	-	-	-	-	-	-	-
	1719-0100 TOC SPLASH PARK OPERATING EXP	-	(30,000)	-	(30,000)	(30,000)	(680)	(31,608)	-	-	1,608	(3,000)	(33,000)
	1719-0101 TOC SPLASH PARK INSURANCE	-	-	-	-	-	-	-	-	-	-	-	-
	6500-2500 RECREATION RESERVES PLANT & EQUIPMENT DEPCN	-	(1,000)	-	(1,000)	(1,000)	-	-	-	-	(1,000)	-	(1,000)
	6500-2502 RECREATION RESERVES OTHER STRUCTURES DEPCN	-	(101,000)	-	(101,000)	(101,000)	-	-	-	-	(101,000)	-	(101,000)
	6500-2518 RECREATION RESERVES BUILDINGS DEPCN	-	(283,000)	-	(283,000)	(283,000)	-	-	-	-	(283,000)	-	(283,000)
	6600-1606 CREEK WALK MASTERPLAN DEVELOPMENT	-	-	-	-	-	-	-	-	-	-	-	-
	6600-2500 PARKS & GARDENS DEPCN	-	(12,000)	-	(12,000)	(12,000)	-	-	-	-	(12,000)	-	(12,000)
	6600-2518 PARKS & GARDENS DEPCN	-	(74,000)	-	(74,000)	(74,000)	-	-	-	-	(74,000)	-	(74,000)
	PARKSCAPEXP PARKS AND RECREATION AREAS CAPITAL EXPENDITURE	-	-	-	-	(14,000)	-	-	-	-	(14,000)	14,000	-
	RECRESERVECAPEXP RECREATION RESERVES CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-	-
	RECREATION REVENUE	957,909	201,000	-	1,158,909	1,158,000	-	4,417	-	-	1,153,583	1,463,077	2,621,000
	6500-1315 TOCUMWAL FOOTBALL NETBALL CLUB LEASE	-	1,000	-	1,000	1,000	-	-	-	-	1,000	-	1,000
	6500-1601 FIN NETBALL COURTS CONTRIBUTION	-	70,000	-	70,000	70,000	-	-	-	-	70,000	-	70,000
	6500-1949 BGA REC RESERVE PROJECT CONTRIBUTION	-	-	-	-	-	-	-	-	-	-	-	-
	6500-1951 COMMUNITY CONTRIBUTION	-	-	-	-	-	-	-	-	-	-	-	-
	6500-1959 LED LIGHTING UPGRADE SCCF3 GRANT	-	-	-	-	-	-	-	-	-	-	-	-
	6500-1963 FINLEY SHOWGROUND GRANT	-	-	-	-	-	-	-	-	-	-	-	-
	6500-1969 BERRIGAN SPORTSGROUND TOILET GRANT	53,000	-	-	53,000	53,000	-	-	-	-	53,000	-	53,000
	6500-1970 TOC SPORTSGROUND LED UPGRADE LRCIP	30,400	-	-	30,400	30,000	-	-	-	-	30,000	-	30,000
	6500-1971 TOCUMWAL NETBALL COURTS CRIP	-	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
	0												
	6500-1972 BGN SHOWGROUND AMENITIES CRIP	-	-	-	-	-	-	-	-	-	-	-	-
	6500-1973 FIN SHOWGROUNDS IRRIGATION NSWSP2	-	-	-	-	-	-	-	-	-	-	-	-
	6500-1974 FINLEY NETBALL COURTS LRCIP2	115,000	115,000	-	230,000	270,000	-	-	-	-	270,000	-	270,000
	6500-1975 TOCUMWAL NETBALL COURTS LRCIP2	15,000	15,000	-	30,000	-	-	-	-	-	-	-	-
	6500-1976 BGA REC RES REDEVELOPMENT LRCIP3	-	-	-	-	-	-	-	-	-	-	566,054	566,000
	6500-1977 TOC PONY CLUB FENCE SCCF4	-	-	-	-	-	-	-	-	-	-	180,000	180,000
	6500-1978 TOC CRICKET NETS REDEVELOPMENT SCCF4	-	-	-	-	-	-	-	-	-	-	103,023	103,000
	6600-1501 SECT.94 PUBLIC OPEN SPACE BAROOGA	-	-	-	-	4,000	-	3,557	-	-	443	-	4,000
	6600-1502 SECT.94 PUBLIC OPEN SPACE BERRIGAN	-	-	-	-	-	-	-	-	-	-	-	-
	6600-1503 SECT.94 PUBLIC OPEN SPACE FINLEY	-	-	-	-	-	-	-	-	-	-	-	-
	6600-1504 SECT.94 PUBLIC OPEN SPACE TOCUMWAL	-	-	-	-	1,000	-	660	-	-	340	-	1,000
	6600-1505 SECT 94 PUBLIC OPEN SPACE RES TRN	-	-	-	-	-	-	-	-	-	-	-	-
	6600-1601 TOC FORESHORE COMMITTEE CONTRIB	-	-	-	-	-	-	-	-	-	-	-	-
	6600-1602 TOC CREEK WALK CONTRIBUTION	-	-	-	-	-	-	-	-	-	-	-	-
	6600-1604 TOC FORESHORE LIGHTING CONTRIB	-	-	-	-	-	-	-	-	-	-	-	-
	6600-1605 TOC FORESHORE BUILDING CONTRIBUTIONS	-	-	-	-	-	-	-	-	-	-	-	-
	6600-1607 TOC COM DEV COMMITTEE CONTRIBUTION	-	-	-	-	-	-	-	-	-	-	-	-
	6600-1700 TOC FORESHORE LOAN PROCEEDS	-	-	-	-	-	-	-	-	-	-	-	-
	6600-1821 USER CHARGES - TOC FORESHORE RES	-	-	-	-	-	-	200	-	-	(200)	-	-
	6600-1950 DC1 DROUGHT COMMUNITIES PROGRAM - BGN PARKS	-	-	-	-	-	-	-	-	-	-	-	-
	6600-1951 CREATE NSW TOC CREEK WALK PLAN GRANT	55,000	-	-	55,000	55,000	-	-	-	-	55,000	-	55,000
	6600-1952 BAROOGA ADVENTURE PARK DC2	-	-	-	-	-	-	-	-	-	-	-	-
	6600-1953 BERRIGAN HAYES PARK SCCF3	-	-	-	-	-	-	-	-	-	-	-	-
	6600-1954 EVERYONE CAN PLAY GRANT - TOC CWA PARK	15,000	-	-	15,000	-	-	-	-	-	-	-	-
	6600-1963 TOC FORESHORE GRANT	645,984	-	-	645,984	646,000	-	-	-	-	646,000	-	646,000
	6600-1968 BGA LIONS PARK IMPROVEMENT LRCIP	5,000	-	-	5,000	5,000	-	-	-	-	5,000	-	5,000
	6600-1969 FIN MURRAY STREET O/SPACE PARK LRCIP	23,525	-	-	23,525	23,000	-	-	-	-	23,000	-	23,000
	6600-1970 TOC FORESHORE AMPHITHEATRE LRCIP3	-	-	-	-	-	-	-	-	-	-	614,000	614,000
	PARKSCAPINC PARKS AND RECREATION AREAS CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-
	RECRESERVECAPINC RECREATION RESERVES CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-
	19 Total	(436,116)	(889,000)		(1,325,116)	(1,415,000)	(66,907)	(1,988,044)	-		573,044	(118,908)	(1,535,000)
	#												
	SWIMMING POOL												
	SWIMMING POOL EXPENSE	-	(425,000)		(425,000)	(430,000)	(13,089)	(300,217)	-		(129,783)	(3,250)	(432,000)
	1716-0100 SPORTIES HEALTH & FITNESS CONT	-	(55,000)		(55,000)	(55,000)	(12,121)	(49,621)	-		(5,379)		(55,000)
	1716-0105 SWIMMING POOL GRANTS - BGN	-	(31,000)		(31,000)	(31,000)	-	(31,400)	-		400	(400)	(31,000)
	1716-0107 SWIMMING POOL GRANTS - FIN	-	(36,000)		(36,000)	(36,000)	-	(35,600)	-		(400)		(36,000)
	1716-0109 SWIMMING POOL GRANTS - TOC	-	(31,000)		(31,000)	(31,000)	-	(31,400)	-		400	(400)	(31,000)
	1716-0114 BERRIGAN POOL LIFEGUARDS PAYS	-	(20,000)		(20,000)	(20,000)	-	(22,543)	-		2,543	(2,543)	(23,000)
	1716-0115 BER SWIMMING POOL OPERATE EXP.	-	(15,000)		(15,000)	(15,000)	(384)	(10,528)	-		(4,472)		(15,000)
	1716-0116 BER SWIMMING POOL INSURANCE	-	(2,000)		(2,000)	(2,000)	-	(1,921)	-		(79)		(2,000)
	1716-0117 FIN SWIMMING POOL OPERATE EXP.	-	(15,000)		(15,000)	(15,000)	-	(8,523)	-		(6,477)		(15,000)
	1716-0118 FINLEY POOL LIFEGUARDS PAYS	-	(30,000)		(30,000)	(30,000)	-	(22,134)	-		(7,866)		(30,000)
	1716-0119 TOC SWIMMING POOL OPERATE EXP.	-	(18,000)		(18,000)	(18,000)	(365)	(7,588)	-		(10,412)		(18,000)
	1716-0120 FIN SWIMMING POOL INSURANCE	-	(2,000)		(2,000)	(2,000)	-	(2,061)	-		61	(61)	(2,000)
	1716-0121 TOCUMWAL POOL LIFEGUARDS PAYS	-	(29,000)		(29,000)	(29,000)	-	(20,999)	-		(8,001)		(29,000)
	1716-0122 POOL LIFEGUARD UNIFORMS/ROSTER	-	(1,000)		(1,000)	(1,000)	-	(611)	-		(389)		(1,000)
	1716-0123 TOC POOL INSURANCE	-	(1,000)		(1,000)	(1,000)	-	(1,496)	-		496	(496)	(1,000)
	1716-0135 SWIMMING POOL BLDG MTCE - BGN	-	(1,000)		(1,000)	(1,000)	-	(1,754)	-		754	(754)	(2,000)
	1716-0137 SWIMMING POOL BLDG MTCE - FINL	-	(1,000)		(1,000)	(1,000)	-	(1,329)	-		329	(329)	(1,000)
	1716-0139 SWIMMING POOL BLDG MTCE - TOCU	-	(1,000)		(1,000)	(4,000)	-	(4,267)	-		267	(267)	(4,000)
	1716-0150 SWIMMING POOLS - RISK M'MENT	-	-		-	(2,000)	-	(1,927)	-		(73)		(2,000)
	1716-0155 POOL WATER TREATMENT EXPENSES	-	(45,000)		(45,000)	(45,000)	(220)	(42,926)	-		(2,074)		(45,000)
	1716-0156 SUPERVISOR SALARY	-	(7,000)		(7,000)	(7,000)	-	(1,590)	-		(5,410)	2,000	(5,000)
	1716-0550 DC1 FINLEY SWIMMING POOL UPGRADE	-	-		-	-	-	-	-		-		-
	6400-2500 SWIMMING POOL OTHER STRUCTURES DEPCN	-	(70,000)		(70,000)	(70,000)	-	-	-		(70,000)		(70,000)
	6400-2504 SWIMMING POOL BUILDINGS DEPCN	-	(14,000)		(14,000)	(14,000)	-	-	-		(14,000)		(14,000)

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
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	POOLCAPEXP SWIMMING POOLS CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-	-	-	-	-
	SWIMMING POOL REVENUE	-	85,000	-	85,000	85,000	-	79,277	-	-	5,723	-	85,000
	6400-1615 Berrigan Pool Committee Contribution	-	-	-	-	-	-	-	-	-	-	-	-
	6400-1828 USER CHARGES - SWIMMING POOLS	-	25,000	-	25,000	25,000	-	18,974	-	-	6,026	-	25,000
	6400-1829 RECOVERIES FOR LIFEGUARDS	-	60,000	-	60,000	60,000	-	60,303	-	-	(303)	-	60,000
	6400-1950 DC1 DROUGHT COMMUNITIES PROGRAM - FIN POOL	-	-	-	-	-	-	-	-	-	-	-	-
	POOLCAPINC SWIMMING POOLS CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-
	19.1 Total	-	(340,000)	-	(340,000)	(345,000)	(13,089)	(220,940)	-	-	(124,060)	(3,250)	(347,000)
#													
	QUARRIES & PITS												
	QUARRIES & PITS EXPENSE	-	(97,000)	-	(97,000)	(47,000)	-	(1,193)	-	-	(45,807)	-	(47,000)
	1812-0105 PINE LODGE PIT OPERATING EXPEN	-	(93,000)	-	(93,000)	(43,000)	-	(1,193)	-	-	(41,807)	-	(43,000)
	6920-2505 QUARRIES & PIT REMEDIATION - DEPCN	-	(3,000)	-	(3,000)	(3,000)	-	-	-	-	(3,000)	-	(3,000)
	6920-2508 QUARRIES - DEPCN	-	(1,000)	-	(1,000)	(1,000)	-	-	-	-	(1,000)	-	(1,000)
	QUARRIES & PITS REVENUE	-	97,000	-	97,000	47,000	-	-	-	-	47,000	-	47,000
	6920-1500 PINE LODGE PIT REVENUE	-	97,000	-	97,000	47,000	-	-	-	-	47,000	-	47,000
	6920-1505 PINE LODGE PIT REVENUE CONTRA	-	-	-	-	-	-	-	-	-	-	-	-
	6920-1510 OTHER GRAVEL PITS REVENUE	-	-	-	-	-	-	-	-	-	-	-	-
	20 Total	-	-	-	-	-	-	(1,193)	-	-	1,193	-	-
#													
	SHIRE ROADS												
	SHIRE ROADS EXPENSE	(2,494,493)	(10,117,000)	-	(12,611,493)	(13,566,000)	(536,333)	(5,150,067)	-	-	(8,415,933)	(137,404)	(13,702,000)
	0011-0000 RURAL SEALED ROADS - MAINTENANCE	-	(430,000)	-	(430,000)	(430,000)	(1,216)	(325,723)	-	-	(104,277)	-	(430,000)
	0013-0000 RURAL UNSEALED ROADS - MAINTENANCE	-	(612,000)	-	(612,000)	(612,000)	(12,775)	(581,653)	-	-	(30,347)	-	(612,000)
	0021-0000 OTHER URBAN SEALED ROADS - MAINTENANCE	-	(731,000)	-	(731,000)	(731,000)	(51,486)	(666,839)	-	-	(64,161)	-	(731,000)
	0023-0000 OTHER URBAN UNSEALED ROADS - MAINTENANCE	-	(46,000)	(50,000)	(96,000)	(96,000)	(727)	(43,811)	-	-	(52,189)	-	(96,000)
	1414-0105 STREET & GUTTER CLEANING	-	(179,000)	-	(179,000)	(179,000)	(757)	(114,136)	-	-	(64,864)	-	(179,000)
	1905-0100 TOWN ENTRY - BAROOGA	-	-	-	-	-	-	-	-	-	-	-	-
	1905-0110 BURKINSHAW ST BGA TOWNSCAPING LRCIP3	-	-	-	-	-	-	-	-	-	-	(180,000)	(180,000)
	1905-0200 TOWN ENTRY - BERRIGAN	-	-	-	-	-	-	-	-	-	-	-	-
	1905-0300 TOWN ENTRY - FINLEY	-	-	-	-	-	-	-	-	-	-	-	-
	1905-0307 COREE ST MEDIANS - ULUPNA/TONGS	-	-	(50,000)	(50,000)	(50,000)	-	-	-	-	(50,000)	-	(50,000)
	1905-0400 TOWN ENTRY - TOCUMWAL	-	-	-	-	-	-	-	-	-	-	-	-
	1905-0500 UNGROUPED TOWN ENTRY WORKS	-	(50,000)	-	(50,000)	(50,000)	-	-	-	-	(50,000)	50,000	-
	1905-0807 COREE STREET UPGRADE DSPF	-	-	-	-	(15,000)	-	(14,807)	-	-	(193)	-	(15,000)
	1910-0156 RESEAL ALEXANDER AVE BGN ALL	-	-	-	-	-	-	(14)	-	-	14	-	-
	1910-0357 R/S McALLISTER ST 216-679	(6,000)	-	-	(6,000)	(6,000)	-	-	-	-	(6,000)	-	(6,000)
	1910-0601 RESEAL AMAROO AVENUE BGA	-	-	-	-	-	-	-	-	-	-	-	-
	1910-0603 RESEAL BANKER ST 00-262	-	-	-	-	-	-	-	-	-	-	-	-
	1910-0604 RESEAL BARINYA ST 392-839	-	-	-	-	-	-	-	-	-	-	-	-
	1910-0607 RESEAL BUCHANANS RD BGA	-	-	(12,000)	(12,000)	(12,000)	-	(9,710)	-	-	(2,290)	-	(12,000)
	1910-0608 RESEAL BUCHANANS RD BGA END	-	-	-	-	(1,000)	(909)	(909)	-	-	(91)	-	(1,000)
	1910-0610 RESEAL GUNNAMARA ST BGA ALL	-	-	(16,000)	(16,000)	(16,000)	-	(9,792)	-	-	(6,208)	-	(16,000)
	1910-0613 RESEAL KAMAROOKA ST BGA	-	-	(7,000)	(7,000)	(7,000)	-	(7,160)	-	-	160	-	(7,000)
	1910-0616 RESEAL LAWSON DRIVE BGA	-	-	(15,000)	(15,000)	(15,000)	-	(13,149)	-	-	(1,851)	-	(15,000)
	1910-0617 RESEAL MCFARLAND ST 00-452	-	-	-	-	-	-	-	-	-	-	-	-
	1910-0620 RESEAL STILLARDS CRT BGA ALL	-	-	(7,000)	(7,000)	(8,000)	-	(8,306)	-	-	306	-	(8,000)
	1910-0706 RESEAL CORCORAN ST BGN	-	-	(16,000)	(16,000)	(18,000)	-	(16,159)	-	-	(1,841)	-	(18,000)
	1910-0708 RESEAL DAVIS ST	-	-	(38,000)	(38,000)	(38,000)	-	-	-	-	(38,000)	-	(38,000)
	1910-0709 RESEAL DENISON ST BGN ALL	-	-	(13,000)	(13,000)	(13,000)	-	-	-	-	(13,000)	-	(13,000)
	1910-0714 RESEAL GREGGERYS RD BGN	-	-	(7,000)	(7,000)	(7,000)	-	(4,928)	-	-	(2,072)	-	(7,000)
	1910-0718 RESEAL HORSFALL ST 00-277	-	-	-	-	-	-	-	-	-	-	-	-
	1910-0730 RESEAL WILLIAM ST BGN	-	-	(3,000)	(3,000)	(3,000)	-	-	-	-	(3,000)	-	(3,000)

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
	0												
	1910-0804 RESEAL BURKE ST FIN ALL	-	-	-	-	(1,000)	-	(1,211)	-	-	211	-	(1,000)
	1910-0805 RESEAL BURTON ST FIN	-	-	-	-	-	-	-	-	-	-	-	-
	1910-0806 RESEAL CLOSE ST FIN	-	-	(10,500)	(10,500)	(11,000)	-	(7,536)	-	-	(3,464)	-	(11,000)
	1910-0808 RESEAL DAWE AVE FIN ALL	-	-	(25,000)	(25,000)	(25,000)	-	-	-	-	(25,000)	-	(25,000)
	1910-0809 RESEAL DENISON ST FIN 466-1409	(14,000)	-	-	(14,000)	(14,000)	-	-	-	-	(14,000)	-	(14,000)
	1910-0810 RESEAL DENISON ST FIN 1409-161	-	-	-	-	-	-	-	-	-	-	-	-
	1910-0812 RESEAL ENDEAVOUR ST FIN	-	-	(16,000)	(16,000)	(17,000)	(148)	(17,286)	-	-	286	-	(17,000)
	1910-0816 RESEAL HAMPDEN ST - 617-647	-	-	(2,000)	(2,000)	(2,000)	-	-	-	-	(2,000)	-	(2,000)
	1910-0820 RESEAL MCDONALD CRT FIN ALL	-	-	(3,000)	(3,000)	(3,000)	-	(2,982)	-	-	(18)	-	(3,000)
	1910-0821 RESEAL MCALLISTER ST FIN	-	-	-	-	-	-	-	-	-	-	-	-
	1910-0822 RESEAL MURRAY ST FIN PARKLANES	-	-	-	-	-	-	-	-	-	-	-	-
	1910-0823 RESEAL MURRAY ST - WELLS/SCHOU	(11,698)	-	(13,000)	(24,698)	(25,000)	-	(132)	-	-	(24,868)	-	(25,000)
	1910-0827 RESEAL TOCUMWAL ST FINLEY	-	-	-	-	-	-	-	-	-	-	-	-
	1910-0828 RESEAL TONGS ST FINLEY	-	-	(3,000)	(3,000)	(6,000)	-	(5,635)	-	-	(365)	-	(6,000)
	1910-0830 RESEAL TUPPAL ST FIN	-	-	(4,000)	(4,000)	(4,000)	-	-	-	(4,000)	(4,000)	-	(4,000)
	1910-0833 RESEAL WELLS ST FINLEY	-	-	(6,000)	(6,000)	(9,000)	(7,142)	(8,685)	-	-	(315)	-	(9,000)
	1910-0835 RESEAL WILLIAM ST FIN	-	-	(2,000)	(2,000)	(3,000)	-	(3,205)	-	-	205	-	(3,000)
	1910-0836 RESEAL WOLLAMAI ST HOWE-MURRAY	-	-	(9,000)	(9,000)	(9,000)	-	(5,235)	-	-	(3,765)	-	(9,000)
	1910-0856 RESEAL SCOLLAR ST FIN	-	-	(2,000)	(2,000)	(8,000)	-	(7,528)	-	-	(472)	-	(8,000)
	1910-0857 RESEAL ULUPNA ST FIN 411-452	-	-	-	-	-	-	-	-	-	-	-	-
	1910-0904 RESEAL BARKER ST TOC ALL	-	-	(20,500)	(20,500)	(21,000)	(12,749)	(12,749)	-	-	(8,251)	-	(21,000)
	1910-0912 RESEAL BRUTON ST TOC	-	-	(10,000)	(10,000)	(10,000)	-	(20,406)	-	-	10,406	(10,406)	(20,000)
	1910-0914 RESEAL CHARLOTTE ST TOC	-	-	(3,500)	(3,500)	(4,000)	(3,145)	(3,145)	-	-	(855)	-	(4,000)
	1910-0915 RESEAL COBRAM ST TOC	-	-	(10,000)	(10,000)	(10,000)	(1,227)	(11,477)	-	-	1,477	(1,477)	(11,000)
	1910-0917 RESEAL DENILIQUIN ST TOC	-	-	(7,000)	(7,000)	(7,000)	(4,760)	(4,760)	-	-	(2,240)	-	(7,000)
	1910-0926 RESEAL HILES COURT TOC ALL	-	-	(2,500)	(2,500)	(3,000)	-	(3,200)	-	-	200	-	(3,000)
	1910-0929 RESEAL HOYLE ST TOC	-	-	(6,000)	(6,000)	(6,000)	-	-	-	-	(6,000)	-	(6,000)
	1910-0967 RESEAL DEAN ST TOC	-	-	(9,000)	(9,000)	(9,000)	-	-	-	-	(9,000)	-	(9,000)
	1910-0970 RESEAL WISE COURT TOC ALL	-	-	(10,000)	(10,000)	(16,000)	-	(16,206)	-	-	206	-	(16,000)
	1911-0007 RESEAL BACK BAROOGA RD	-	-	(3,000)	(3,000)	(5,000)	-	(3,400)	-	-	(1,600)	-	(5,000)
	1911-0009 RESEAL COLDWELLS RD - HILL/BAR	-	-	(26,000)	(26,000)	(26,000)	-	-	-	-	(26,000)	26,000	-
	1911-0010 RESEAL COLDWELLS RD 3621-MR363	-	-	-	-	-	-	-	-	-	-	-	-
	1911-0021 RESEAL STOCK ROUTE RD	-	-	(41,000)	(41,000)	(41,000)	(19,729)	(86,501)	-	-	45,501	(45,501)	(87,000)
	1911-0022 RESEAL SEPPELTS RD	-	-	-	-	-	-	-	-	-	-	-	-
	1911-0039 RESEAL CLEARVIEW RD ALL	-	-	(6,000)	(6,000)	(6,000)	-	-	-	-	(6,000)	-	(6,000)
	1911-0046 RESEAL HUTSONS RD - ALL	-	-	-	-	-	-	-	-	-	-	-	-
	1911-0087 RESEAL SPRINGFIELD RD	-	-	(10,000)	(10,000)	(18,000)	-	(14,190)	-	-	(3,810)	-	(18,000)
	1911-0092 RESEAL PINEY RD 2386 TO WOOLSH	-	-	(184,000)	(184,000)	(184,000)	-	-	-	-	(184,000)	-	(184,000)
	1911-0099 RESEAL CASEYS RD	-	-	(13,000)	(13,000)	(13,000)	-	-	-	-	(13,000)	-	(13,000)
	1911-0110 RESEAL WOOLSHED RD 2562-2819	-	-	(4,000)	(4,000)	(4,000)	-	-	-	-	(4,000)	-	(4,000)
	1911-0111 RESEAL SOUTH COREE RD -1832STH	-	-	(36,000)	(36,000)	(49,000)	-	(48,524)	-	-	(476)	-	(49,000)
	1911-0125 RACECOURSE RD TOC -552 TO NEWEL	(14,058)	-	-	(14,058)	(14,000)	-	-	-	-	(14,000)	-	(14,000)
	1911-0126 RACECOURSE RD TOC - MCCULLOUCHS	(25,363)	-	(53,000)	(78,363)	(78,000)	-	(23,520)	-	-	(54,480)	-	(78,000)
	1911-0127 RACECOURSE RD TOC-ROCKS TO QUI	-	-	(20,000)	(20,000)	(28,000)	-	(27,908)	-	-	(92)	-	(28,000)
	1911-0146 RESEAL PINELODGE RD	-	-	(85,000)	(85,000)	(127,000)	-	(126,356)	-	-	(644)	-	(127,000)
	1911-0149 RESEAL TUPPAL RD	-	-	(8,000)	(8,000)	(8,000)	-	-	-	-	(8,000)	-	(8,000)
	1911-0156 RESEAL ALEXANDERS RD ALL	-	-	(17,000)	(17,000)	(20,000)	-	(15,506)	-	-	(4,494)	-	(20,000)
	1911-0158 RESEAL DALES RD - TONGS TO BRO	-	-	-	-	-	-	-	-	-	-	-	-
	1911-0180 RESEAL LOGIE BRAE RD	-	-	-	-	-	-	-	-	-	-	-	-
	1911-0187 RESEAL BRUCE BIRRELL DRIVE	-	-	-	-	-	-	-	-	-	-	-	-
	1911-0209 RESEAL BURMA RD 00-1.3	-	-	-	-	-	-	-	-	-	-	-	-
	1911-0216 RESEAL LOWER RIVER -1902/2278	-	-	(8,000)	(8,000)	(8,000)	-	-	-	-	(8,000)	-	(8,000)
	1911-0221 RACEOURSE RD BGN-1080 TO COBR	-	-	-	-	-	-	-	-	-	-	-	-
	1911-0619 RESEAL SNELL RD 00-1299	-	-	-	-	-	-	-	-	-	-	-	-
	1912-0003 RESHEET WOMBOIN RD	-	-	(237,000)	(237,000)	(237,000)	-	-	-	-	(237,000)	-	(237,000)
	1912-0004 RESHEET LAFFAYS RD	-	-	(41,000)	(41,000)	(41,000)	-	-	-	-	(41,000)	-	(41,000)
	1912-0007 RESHEET BACK BAROOGA RD	-	-	-	-	(40,000)	-	(40,379)	-	-	379	-	(40,000)
	1912-0018 RESHEET WILTONS ROAD 2.4-5.7	-	-	-	-	(10,000)	-	(10,478)	-	-	478	-	(10,000)
	1912-0041 RESHEET STONEBRINK ROAD	-	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
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	1912-0063 RESHEET MICKLES ROAD	-	-	-	-	-	-	-	-	-	-	-	-
	1912-0100 RESHEET SANDHILLS RD-PINEY/BOX	-	-	-	-	-	-	-	-	-	-	-	-
	1912-0107 RESHEET WAVERLY ROAD	(2,000)	-	-	(2,000)	(2,000)	-	-	-	-	(2,000)	-	(2,000)
	1912-0121 FIRE BREAKS - RURAL UNSEALED R	-	-	-	-	(4,000)	-	(19,600)	-	-	15,600	(15,600)	(20,000)
	1912-0136 RESHEET MIECHELS RD SH17 - 3.1	(78,000)	-	(111,000)	(189,000)	(189,000)	-	-	-	-	(189,000)	-	(189,000)
	1912-0137 RESHEET CANALLA RD	(14,877)	-	-	(14,877)	(15,000)	-	-	-	-	(15,000)	-	(15,000)
	1912-0144 RESHEET HOGANS RD	(33,000)	-	(79,000)	(112,000)	(112,000)	-	-	-	-	(112,000)	-	(112,000)
	1912-0156 RESHEET ALEXANDERS ROAD	-	-	-	-	-	-	-	-	-	-	-	-
	1912-0160 RESHEET MEMBREYS RD	-	-	-	-	-	-	-	-	-	-	-	-
	1912-0167 RESHEET WINTERS ROAD	-	-	-	-	-	-	-	-	-	-	-	-
	1912-0216 RESHEET LOWER RIVER ROAD	-	-	-	-	-	(90)	(427)	-	-	427	-	-
	1912-0222 RESHEET SMITHERS ROAD LRCIP3	-	-	-	-	-	(42)	(23,460)	-	-	23,460	(200,000)	(200,000)
	1913-0553 LANE 961 - BRUTON ST BAROOGA	(60,000)	-	-	(60,000)	(60,000)	-	-	-	-	(60,000)	-	(60,000)
	1913-0619 SNELL RD - ARRAMOGONG TO MCKIN	(5,000)	-	-	(5,000)	(5,000)	-	-	-	-	(5,000)	-	(5,000)
	1913-0620 SNELL RD - KAMAROOKA TO CHOMLE	(80,000)	-	-	(80,000)	(80,000)	(6,200)	(6,200)	-	-	(73,800)	-	(80,000)
	1913-0711 DROHAN ST - LYSAGHT/HAYES	-	-	(50,000)	(50,000)	(50,000)	-	-	-	-	(50,000)	-	(50,000)
	1913-0718 HORSEFALL ST - JERILDERIE/DENISON	-	-	(90,000)	(90,000)	(90,000)	(4,732)	(4,732)	-	-	(85,268)	-	(90,000)
	1913-0807 COREE ST - MEDIAN STRIPS DSPF	-	-	-	-	-	-	-	-	-	-	-	-
	1913-0808 DAWE AVENUE - FULL LENGTH	(150,000)	-	-	(150,000)	(150,000)	-	-	-	-	(150,000)	-	(150,000)
	1913-0845 MCALLISTER ST - HEADFORD TO OSB	(57,000)	-	(70,000)	(127,000)	(127,000)	-	-	-	-	(127,000)	-	(127,000)
	1913-0856 DC1 SCOLLAR STREET - EXTENSIO	-	-	-	-	-	-	-	-	-	-	-	-
	1913-0905 BAROOGA ST TOC - MURRAY TO MOR	(95,000)	-	-	(95,000)	-	-	-	-	-	-	-	-
	1913-0912 BRUTON STREET TOCUMWAL	-	-	-	-	-	-	-	-	-	-	-	-
	1913-0915 COBRAM ST TOCUMWAL RECONSTRUCT	(31,037)	-	-	(31,037)	(31,000)	-	-	-	-	(31,000)	31,000	-
	1913-0920 EMILY ST - LANE 960 / FALKINER	-	-	(23,000)	(23,000)	(23,000)	-	-	-	-	(23,000)	23,000	-
	1913-0924 HANNAH ST - CALAWAY TO END	(5,000)	-	-	(5,000)	(5,000)	-	-	-	-	(5,000)	5,000	-
	1913-0927 HILL ST TOCUMWAL REALIGN	-	-	(35,000)	(35,000)	(35,000)	-	-	-	-	(35,000)	-	(35,000)
	1913-0931 JERILDERIE ST NTH - BRUTON ST	(10,000)	-	-	(10,000)	(10,000)	-	-	-	-	(10,000)	10,000	-
	1913-0932 JERSEY ST - CHANTER - TUPPAL BBRF3	(197,000)	-	-	(197,000)	(241,000)	-	(241,349)	-	-	349	(349)	(241,000)
	1913-0934 TOWN BEACH RD - TOC	-	-	-	-	-	-	-	-	-	-	-	-
	1913-0967 TOC TOWN ENTRY - DEAN ST	-	-	-	-	-	-	-	-	-	-	-	-
	1914-0001 YARRAWONGA RD 2.1-4.5KM	-	-	-	-	-	-	(148)	-	-	148	-	-
	1914-0009 COLDWELLS RD 4965 TO 5395	-	-	(113,000)	(113,000)	(113,000)	-	-	-	-	(113,000)	113,000	-
	1914-0059 LAWLORS RD BGN HEAVY PATCHING	(70,000)	-	-	(70,000)	(70,000)	-	(63,427)	-	-	(6,573)	-	(70,000)
	1914-0062 CROSBIES RD 0.1/2.7	(50,000)	-	-	(50,000)	(50,000)	-	-	-	-	(50,000)	-	(50,000)
	1914-0077 BUSHFILEDS RD 00-5KM	-	-	(150,000)	(150,000)	(150,000)	(150,609)	(318,161)	-	-	168,161	(168,161)	(318,000)
	1914-0090 BARNES RD-MAXWELL TO STH COREE	-	-	(220,000)	(220,000)	(220,000)	-	(542)	-	-	(219,458)	-	(220,000)
	1914-0093 MELROSE RD 0000 TO 4948	-	-	(132,000)	(132,000)	(132,000)	(8,200)	(8,200)	-	-	(123,800)	124,000	(8,000)
	1914-0094 MELROSE RD 9637/10653	-	-	(461,000)	(461,000)	(461,000)	-	-	-	-	(461,000)	44,000	(417,000)
	1914-0095 PEPPERTREE RD 3.5/4.2	-	-	-	-	-	-	-	-	-	-	-	-
	1914-0109 WOOLSHED ROAD 17.0 - 18.0 FLR3	-	-	-	-	-	-	-	-	-	-	(270,000)	(270,000)
	1914-0110 WOOLSHED RD 2.4/2.9 & 3.5/4.8	-	-	(90,000)	(90,000)	(90,000)	-	-	-	-	(90,000)	-	(90,000)
	1914-0111 SOUTH COREE RD 8320 TO 8777	-	-	(112,000)	(112,000)	(112,000)	-	-	-	-	(112,000)	-	(112,000)
	1914-0112 MAXWELLS RD - LARKINS/RIV HWAY	-	-	-	-	-	-	-	-	-	-	-	-
	1914-0115 BROOCKMANNS RD (FLR)	(218,642)	-	-	(218,642)	(219,000)	(26)	(217,662)	-	-	(1,338)	-	(219,000)
	1914-0134 MCCULLOUGHES RD CULVERTS	-	-	-	-	-	(55)	(12,320)	-	-	12,320	(12,320)	(12,000)
	1914-0216 LOWER RIVER RD CAUSEWAYS	(100,000)	-	-	(100,000)	(100,000)	-	(947)	-	-	(99,053)	-	(100,000)
	1914-0217 LOWER RIVER ROAD PAVEMENT UPGRADE	-	-	-	-	(838,000)	-	(836,665)	-	-	(1,335)	-	(838,000)
	1914-0218 NGAWA RD CULVERTS	-	-	-	-	-	-	(8,204)	-	-	8,204	(8,204)	(8,000)
	1914-0316 YARRAWONGA RD 00 to 2676	(71,258)	-	(140,000)	(211,258)	(211,000)	(106,540)	(141,308)	-	-	(69,692)	-	(211,000)
	1914-0317 YARRAWONGA RD 20607-22607	(30,454)	-	-	(30,454)	(30,000)	-	-	-	-	(30,000)	-	(30,000)
	1914-0592 YARRAWONGA RD 23608-23710	-	-	-	-	-	-	-	-	-	-	-	-
	1914-0599 PEPPERTREE RD - WOOLSHED RD	(17,000)	-	-	(17,000)	-	-	-	-	-	-	-	-
	1915-0176 RURAL ADDRESSING EXPENSE	-	-	-	-	-	(138)	(993)	-	-	993	-	-
	1915-0513 CLEARZONES - ROADSIDE HAZARD	-	-	(50,000)	(50,000)	(50,000)	(33,636)	(45,666)	-	-	(4,334)	-	(50,000)
	1916-0105 K&G MTCE & REPAIRS	-	(67,000)	-	(67,000)	(67,000)	-	(22,326)	-	-	(44,674)	-	(67,000)
	1916-0500 KERB & GUTTER UPLIFT LRCIP2	(355,000)	-	-	(355,000)	(300,000)	(104,571)	(238,918)	-	-	(61,082)	20,782	(279,000)
	1916-0600 SNELL RD - ARRAMOGONG TO MCKIN	(12,000)	-	-	(12,000)	(12,000)	-	-	-	-	(12,000)	-	(12,000)
	1916-0601 SNELL RD - KAMAROOKA TO CHOMLE	(62,724)	-	-	(62,724)	(63,000)	-	-	-	-	(63,000)	-	(63,000)

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
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	1916-0602 DAWE AVENUE FULL LENGTH	(50,000)	-		(50,000)	(50,000)	-	(1,267)	-		(48,733)		(50,000)
	1916-0603 BAROOGA ST TOC - MURRAY TO MOR	(60,000)	-		(60,000)	(60,000)	(4,545)	(4,545)	-		(55,455)		(60,000)
	1916-0718 HORSEFALL ST - JERILDERIE/DENISON	-		(65,000)	(65,000)	(65,000)	-	-	-		(65,000)		(65,000)
	1916-0807 COREE STREET UPGRADE DSPF	-	-		-	-	-	-	-		-		-
	1916-0845 MCALLISTER ST - HEADFORD/OSBORN	-		(80,000)	(80,000)	(80,000)	-	-	-		(80,000)		(80,000)
	1916-0846 DENISON ST - WOLLAMAI- WARMATT	-	-		-	-	(22)	(22)	-		22		-
	1916-0852 JERILDERIE ST NTH - BRUTON ST	(23,000)	-		(23,000)	(23,000)	-	-	-		(23,000)		(23,000)
	1916-0853 HANNAH ST - CALAWAY TO EXISTIN	(22,000)	-		(22,000)	(22,000)	-	-	-		(22,000)	22,000	-
	1916-0920 EMILY ST - LANE 960 / FALKINER	-		(59,000)	(59,000)	(59,000)	-	-	-		(59,000)	59,000	-
	1916-0927 HILL ST TOCUMWAL REALIGN	-		(40,000)	(40,000)	(40,000)	-	-	-		(40,000)		(40,000)
	1916-0932 JERSEY ST CHANTER - TUPPAL BBRF3	(54,712)	-		(54,712)	(62,000)	-	(61,816)	-		(184)	184	(62,000)
	1917-0105 FOOTPATH MTCE & REPAIRS	-	(16,000)		(16,000)	(16,000)	(18)	(14,676)	-		(1,324)		(16,000)
	1917-0517 STREET FURNITURE - VARIOUS	-	(4,000)		(4,000)	(4,000)	-	(925)	-		(3,075)		(4,000)
	1917-0541 NEW FOOTPATHS - VARIOUS LOCATIONS	-	-	(50,000)	(50,000)	(50,000)	-	-	-		(50,000)		(50,000)
	1917-0554 FOOTPATH PROVISION OF PRAM CRO	-	-		-	-	-	-	-		-		-
	1917-0600 TOC GOLF CLUB PATH LRCIP	(3,088)	-		(3,088)	-	-	-	-		-		-
	1917-0601 BGA LAWSON DRIVE PATH LRCIP	(3,966)	-		(3,966)	(6,000)	-	(5,759)	-		(241)	241	(6,000)
	1917-0602 BAROOGA TO COBRAM PATH LRCIP	(49,855)	-		(49,855)	(2,000)	-	(2,223)	-		223	(223)	(2,000)
	1917-0609 COLLIE ST BGA TO LAWSON DRIVE	-	-		-	-	-	-	-		-		-
	1917-0664 MURRAY ST HEADFORD TO OSBOURNE	(24,000)	-		(24,000)	-	-	-	-		-		-
	1917-0667 LAWSON DR BGA	(40,000)	-		(40,000)	(40,000)	-	-	-		(40,000)		(40,000)
	1917-0668 NANGUNIA ST BGA	(5,000)	-		(5,000)	-	-	-	-		-		-
	1917-0673 WALKING TRACK - QUICKS RD	-	-		-	-	-	-	-		-		-
	1917-0674 TOCUMWAL WALKING PATH SCCF1	-	-		-	-	-	-	-		-		-
	1917-0676 TONGS WALKING TRACK - FIN	(9,000)	-		(9,000)	(9,000)	-	-	-		(9,000)		(9,000)
	1917-0678 RACECOURSE RD BGN WALKING TRAC	(49,603)	-		(49,603)	(50,000)	-	-	-		(50,000)		(50,000)
	1917-0679 DAWE AVE FINLEY	(40,000)	-		(40,000)	(40,000)	-	-	-		(40,000)		(40,000)
	1917-0680 DONALDSON ST FIN - DAWE/SCHOUL	(13,000)	-		(13,000)	(13,000)	-	-	-		(13,000)		(13,000)
	1917-0681 SCHOULLAR ST FIN	(7,000)	-		(7,000)	(7,000)	-	-	-		(7,000)		(7,000)
	1917-0682 FINLEY ST BGN DETENTION BASIN	(20,000)	-		(20,000)	(20,000)	-	-	-		(20,000)		(20,000)
	1917-0683 COREE STREET MCNAMARA-TONGS	(48,000)	-		(48,000)	(48,000)	-	-	-		(48,000)		(48,000)
	1917-0684 TONGS ST WALKING TRACK	(20,000)	-		(20,000)	(20,000)	-	-	-		(20,000)		(20,000)
	1917-0685 JERILDERIE STREET NORTH	(60,000)	-		(60,000)	(60,000)	-	-	-		(60,000)	60,000	-
	1917-0807 COREE ST FINLEY TONGS-MCNAMARA DSPF	-	-		-	(3,000)	(137)	(2,370)	-		(630)	630	(2,000)
	1917-0910 BRIDGE ST TOCUMWAL	-	-		-	-	-	-	-		-		-
	1917-0912 BRUTON ST - ANTHONY TO HANNAH	-		(30,000)	(30,000)	(30,000)	-	-	-		(30,000)		(30,000)
	1917-0924 HANNAH ST - BRUTON TO HENNESSY	-		(45,000)	(45,000)	(45,000)	-	-	-		(45,000)	45,000	-
	1917-0932 JERSEY ST PRECINCT - Footpath BBRF3	(5,987)	-		(5,987)	-	-	-	-		-		-
	1918-0105 STREET LIGHTING - Operations	-	(84,000)		(84,000)	(84,000)	-	(46,170)	-		(37,830)		(84,000)
	1918-0106 STREET LIGHTING - ELECTRICITY	-	(157,000)		(157,000)	(157,000)	-	(43,884)	-		(113,116)		(157,000)
	1918-0110 BULK LAMP REPLACEMENT PROGRAM	-	(514,000)		(514,000)	(514,000)	-	(408,831)	-		(105,169)		(514,000)
	1918-0160 LIGHTING INTEREST ON LED INTLOAN	-	(11,000)		(11,000)	(11,000)	-	-	-		(11,000)		(11,000)
	1918-0515 STREET LIGHTING IN TOWNS	(10,171)	-	(10,000)	(20,171)	(20,000)	-	(1,084)	-		(18,916)		(20,000)
	1918-0530 LIGHTING PRINCIPAL ON LED INTLOAN	-	(50,000)		(50,000)	(50,000)	-	-	-		(50,000)		(50,000)
	1919-0105 ROADS & INFRASTRUCTURE ADMIN C	-	(1,018,000)		(1,018,000)	(1,018,000)	-	-	-		(1,018,000)		(1,018,000)
	1922-0105 BUS SHELTERS ROUTINE MTCE & RE	-	(2,000)		(2,000)	(2,000)	-	-	-		(2,000)		(2,000)
	7060-2510 DEPCN - URBAN ROADS SEALED	-	(436,000)		(436,000)	(436,000)	-	-	-		(436,000)		(436,000)
	7070-2510 DEPCN - URBAN ROADS UNSEALED	-	-		-	-	-	-	-		-		-
	7100-2510 DEPCN - RURAL SEALED ROADS	-	(1,377,000)		(1,377,000)	(1,377,000)	-	-	-		(1,377,000)		(1,377,000)
	7100-2610 DEPCN - RURAL BRIDGES	-	(31,000)		(31,000)	(31,000)	-	-	-		(31,000)		(31,000)
	7150-2510 DEPCN - REGIONAL ROADS	-	(468,000)		(468,000)	(468,000)	-	-	-		(468,000)		(468,000)
	7150-2610 DEPCN - REGIONAL BRIDGES	-	(64,000)		(64,000)	(64,000)	-	-	-		(64,000)		(64,000)
	7150-2620 DEPCN - CULVERTS	-	(20,000)		(20,000)	(20,000)	-	-	-		(20,000)		(20,000)
	7200-2510 DEPCN - RURAL UNSEALED ROADS	-	-		-	-	-	-	-		-		-
	7300-2510 KERB & GUTTER DEPCN	-	(176,000)		(176,000)	(176,000)	-	-	-		(176,000)		(176,000)
	7500-2510 FOOTPATH DEPCN	-	(69,000)		(69,000)	(69,000)	-	-	-		(69,000)		(69,000)
	FOOTPATHSCAPEXP FOOTPATHS CAPITAL EXPENDITURE	-	(135,000)	135,000	-	(29,000)	-	-	-		(29,000)	29,000	-
	K&GCAPEXP KERB & GUTTER CAPITAL EXPENDITURE	-	(244,000)	244,000	-	-	-	-	-		-		-
	RURALCONSCAPEXP RURAL SEALED CONSTRUCTION CAPITAL EXPENDITURE	-	(1,468,000)	1,468,000	-	(17,000)	-	-	-		(17,000)	17,000	-

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
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	RURALSEALEDCAPEXP RURAL SEALED RESEALS CAPITAL EXPENDITURE	-	(514,000)	514,000	-	-	-	-	-	-	-	-	-
	RURALUNSEALEDCAPEXP RURAL UNSEALED RESHEET CAPITAL EXPENDITURE	-	(518,000)	518,000	-	-	-	-	-	-	-	-	-
	TOWNSCAPECAPEXP TOWNSCAPE WORKS CAPITAL EXPENDITURE	-	(50,000)	50,000	-	-	-	-	-	-	-	-	-
	URBANCONSCAPEXP URBAN ROADS CONSTRUCTION CAPITAL EXPENDITURE	-	(268,000)	268,000	-	(95,000)	-	-	-	-	(95,000)	95,000	-
	URBANRESEALCAPEXP URBAN RESEALS CAPITAL EXPENDITURE	-	(308,000)	308,000	-	-	-	-	-	-	-	-	-
	SHIRE ROADS REVENUE	1,109,232	3,928,000	-	5,037,232	4,988,000	-	2,179,681	-	-	2,808,319	169,604	5,158,000
	7060-1615 DEVELOPER CONTRIBUTION - ASSETS	-	-	-	-	-	-	-	-	-	-	-	-
	7060-1807 COREE STREET UPGRADE DSPF	436,750	-	-	436,750	437,000	-	583,000	-	-	(146,000)	-	437,000
	7060-1950 DC1 DROUGHT COMMUNITIES PROGRAM - Scallour St	-	-	-	-	-	-	-	-	-	-	-	-
	7060-1951 JERSEY STREET PRECINCT BBRF3	115,529	-	-	115,529	116,000	-	66,769	-	-	49,231	-	116,000
	7060-1952 BURKINSHAW ST BGA TOWNSCAPING LRCIP3	-	-	-	-	-	-	-	-	-	-	180,000	180,000
	7100-1500 RURAL ADDRESSING INCOME	-	-	-	-	1,000	-	887	-	-	113	-	1,000
	7100-1550 ROADS SUNDRY INCOME	-	-	-	-	-	-	-	-	-	-	-	-
	7100-1950 RURAL LOCAL ROADS GRANT (RLR) (FAG)	-	1,484,000	-	1,484,000	1,484,000	-	591,156	-	-	892,844	293,604	1,778,000
	7100-1951 R2R ROADS TO RECOVERY GRANT	-	987,000	-	987,000	987,000	-	-	-	-	987,000	-	987,000
	7100-1953 RFS HAZARD REDUCTION GRANT	-	11,000	-	11,000	11,000	-	-	-	-	11,000	-	11,000
	7100-1954 RMS DISASTER RECOVERY FUNDING - FLOOD DAMAGE	-	-	-	-	-	-	-	-	-	-	-	-
	7100-1957 Fixing Country Roads Grant	-	-	-	-	-	-	-	-	-	-	-	-
	7100-1958 RMS SAFER ROADS PROGRAM	-	-	-	-	-	-	-	-	-	-	-	-
	7100-1959 FIXING LOCAL ROADS GRANT	-	615,000	-	615,000	619,000	-	619,290	-	-	(290)	81,000	700,000
	7150-1950 RAMJO Weed Control Funding	-	-	-	-	-	-	-	-	-	-	-	-
	7200-1955 RESHEET SMITHERS ROAD LRCIP3	-	-	-	-	-	-	-	-	-	-	200,000	200,000
	7300-1670 K&G Jersey St	-	-	-	-	-	-	1,631	-	-	(1,631)	-	-
	7300-1678 K&G Snell Rd - Arramagong to McKinley	35,000	-	-	35,000	35,000	-	-	-	-	35,000	-	35,000
	7300-1679 K&G Snell Rd - Kamarooka to Chomley	2,000	-	-	2,000	2,000	-	-	-	-	2,000	-	2,000
	7300-1680 K&G Dawe Avenue Finley	7,000	-	-	7,000	7,000	-	-	-	-	7,000	-	7,000
	7300-1681 K&G Barooga St TOC - Murray to Morris	12,000	-	-	12,000	12,000	-	-	-	-	12,000	-	12,000
	7300-1682 K&G Horsefall St- Jerilderie/Denison	-	-	12,000	12,000	12,000	-	-	-	-	12,000	-	12,000
	7300-1683 K&G Emily St - Lane 960 / Hennessy	-	-	10,000	10,000	10,000	-	-	-	-	10,000	(10,000)	-
	7300-1807 K&G COREE STREET UPGRADE DSPF	145,000	-	-	145,000	145,000	-	193,000	-	-	(48,000)	23,000	168,000
	7300-1950 BUILDING BETTER REGIONS JERSEY BBRF3	20,437	-	-	20,437	20,000	-	11,617	-	-	8,383	(1,000)	19,000
	7300-1951 K&G - RMS Funding	-	-	-	-	-	-	-	-	-	-	-	-
	7300-1952 KERB & GUTTER UPLIFT LRCIP2	178,000	178,000	-	356,000	300,000	-	-	-	-	300,000	-	300,000
	7500-1807 FOOTPATH COREE STREET UPGRADE DSPF	72,000	-	-	72,000	72,000	-	96,000	-	-	(24,000)	-	72,000
	7500-1867 Footpath Coree St Fin Mcnamara - Tonga	-	-	-	-	-	-	(1,769)	-	-	1,769	-	-
	7500-1868 Footpath Jerilderie Street North TOC	25,000	-	-	25,000	25,000	-	-	-	-	25,000	(25,000)	-
	7500-1869 Footpath Dawe Avenue Finley	-	-	-	-	-	-	-	-	-	-	-	-
	7500-1870 Footpath Bruton St - Anthony to Hann	-	-	13,500	13,500	14,000	-	-	-	-	14,000	-	14,000
	7500-1871 Footpath Hannah St - Bruton to Henne	-	-	21,500	21,500	22,000	-	-	-	-	22,000	(22,000)	-
	7500-1950 FOOTPATHS - RTA FUNDING PAMP	-	-	-	-	-	-	-	-	-	-	-	-
	7500-1951 Footpath Grant Incomce - SCCF1	-	-	-	-	-	-	-	-	-	-	-	-
	7500-1952 BUILDING BETTER REGIONS JERSEY BBRF3	31,216	-	-	31,216	31,000	-	18,099	-	-	12,901	-	31,000
	7500-1953 TOC GOLF CLUB PATH LRCIP	7,500	-	-	7,500	8,000	-	-	-	-	8,000	-	8,000
	7500-1954 BGA LAWSON DRIVE PATH LRCIP	7,800	-	-	7,800	8,000	-	-	-	-	8,000	-	8,000
	7500-1955 BAROOGA TO COBRAM PATH LRCIP	14,000	-	-	14,000	14,000	-	-	-	-	14,000	-	14,000
	7780-1950 RTA - BUS BAY GRANT REVENUE	-	-	-	-	-	-	-	-	-	-	-	-
	7780-1952 DEPT TRANSPORT CPTIGS BUS STOP GRANT	-	-	-	-	-	-	-	-	-	-	-	-
	7900-1700 INTERNAL LOAN LED PROCEEDS	-	550,000	-	550,000	550,000	-	-	-	-	550,000	(550,000)	-
	7900-1950 STREET LIGHTING SUBSIDY	-	46,000	-	46,000	46,000	-	-	-	-	46,000	-	46,000
	FOOTPATHSCAPINC FOOTPATHS CAPITAL INCOME	-	35,000	(35,000)	-	-	-	-	-	-	-	-	-
	K&GCAPINC KERB & GUTTER CAPITAL INCOME	-	22,000	(22,000)	-	-	-	-	-	-	-	-	-
	RURALSEALEDCAPEXP RURAL SEALED RESEALS CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-
	RURALUNSEALEDCAPEXP RURAL UNSEALED RESHEET CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-
	TOWNSCAPECAPEXP TOWNSCAPE WORKS CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-
	URBANCONSCAPINC URBAN ROADS CONSTRUCTION CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-
	URBANRESEALCAPEXP URBAN RESEALS CAPITAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
0													
	21 Total	(1,385,261)	(6,189,000)	-	(7,574,261)	(8,578,000)	(536,333)	(2,970,386)	-		(5,607,614)	32,200	(8,544,000)
#													
	AERODROMES												
	AERODROMES EXPENSE	(40,000)	(140,000)		(180,000)	(436,000)	(65,278)	(430,509)	-		(5,491)	(106,975)	(542,000)
	1920-0115 BGN AERODROME GROUNDS MTCE	-	(5,000)		(5,000)	(5,000)	(244)	(4,308)	-		(692)		(5,000)
	1920-0150 AERODROME STRATEGIC PLAN	-	-		-	-	-	-	-		-		-
	1920-0170 TOC AERODROME OPERATING EXPENS	-	(75,000)		(75,000)	(76,000)	(8,429)	(95,777)	-		19,777	(35,000)	(111,000)
	1920-0171 TOC AERODROME - INSURANCE	-	-		-	-	-	(41)	-		41	(41)	-
	1920-0172 LIBERATOR INSURANCE	-	-		-	-	-	(136)	-		136	(136)	-
	1920-0175 TOC AERODROME BLDG MTCE	-	(3,000)		(3,000)	(3,000)	-	(208)	-		(2,792)		(3,000)
	1920-0184 TOC AERO RUNWAY 18-36 HEAVY PA	(40,000)	-		(40,000)	(40,000)	-	(336)	-		(39,664)		(40,000)
	1920-0187 TOC AERO PERIMETER AND TAXIWAY	-	-		-	-	-	(168)	-		168	(168)	-
	1920-0190 AERODROME SUBDIVISION WORKS	-	-		-	(1,000)	-	(1,490)	-		490	(490)	(1,000)
	1920-0200 AERODROME ADMIN CHARGES	-	(26,000)		(26,000)	(26,000)	-	-	-		(26,000)		(26,000)
	1920-0500 TOC AERODROME SECURITY FENCE	-	-		-	-	-	-	-		-		-
	1920-0501 TOC AERODROME TERMINAL TOILETS	-	-		-	-	-	(100)	-		100	(100)	-
	1920-0502 TOC AERODROME RUNWAYS RAPII	-	-		-	(254,000)	(56,605)	(327,945)	-		73,945	(71,040)	(325,000)
	7700-2026 AERODROME TRANSFER TO RESERVE	-	-		-	-	-	-	-		-		-
	7700-2500 AERODROME EQUIPMENT DEPCN	-	-		-	-	-	-	-		-		-
	7700-2504 AERODROME BLDG DEPCN	-	(9,000)		(9,000)	(9,000)	-	-	-		(9,000)		(9,000)
	7700-2510 AERODROME RUNWAY DEPCN	-	(22,000)		(22,000)	(22,000)	-	-	-		(22,000)		(22,000)
	7700-2520 AERODROME LAND IMPROVEMENTS DEPCN	-	-		-	-	-	-	-		-		-
	AERODROMECAPEXP AERODROME CAPITAL WORKS EXPENDITURE	-	-		-	-	-	-	-		-		-
	AERODROMES REVENUE	-	26,000		26,000	293,000	-	242,849	-		50,151	70,930	364,000
	7700-1500 AERODROME SUNDRY INCOME TOC	-	1,000		1,000	6,000	-	2,919	-		3,081		6,000
	7700-1502 AERODROME USER FEES INCOME	-	25,000		25,000	27,000	-	29,930	-		(2,930)	2,930	30,000
	7700-1827 AERODROME - SALE OF LAND	-	-		-	-	-	-	-		-		-
	7700-1828 AERODROME - SALE OF LAND (MARGIN)	-	-		-	-	-	-	-		-		-
	7700-1829 AERODROME - GST MARGIN REFUND	-	-		-	-	-	-	-		-		-
	7700-1926 AERODROME TRANSFER FROM RESERVE	-	-		-	50,000	-	-	-		50,000	68,000	118,000
	7700-1952 TOC AERODROME SECURITY FENCE RAPI	-	-		-	-	-	-	-		-		-
	7700-1953 TOC AERODROME RUNWAYS GRANT RAPII	-	-		-	210,000	-	210,000	-		-		210,000
	AERODROMECAPINC AERODROME CAPITAL WORKS INCOME	-	-		-	-	-	-	-		-		-
	22 Total	(40,000)	(114,000)		(154,000)	(143,000)	(65,278)	(187,660)	-		44,660	(36,045)	(178,000)
#													
	CAR PARKING												
	CAR PARKING EXPENSE	(259,918)	(28,000)		(287,918)	(337,000)	(3,709)	(349,241)	-		12,241	(338,941)	(676,000)
	1924-0500 BGN APEX PARK CARPARK LRCIP2	(200,000)	-		(200,000)	(245,000)	(3,709)	(253,194)	-		8,194	(8,194)	(253,000)
	1924-0510 LAND ACQUISITIONS TOCUMWAL	-	-		-	(1,000)	-	(33,000)	-		32,000	(330,700)	(332,000)
	1924-0511 TOC CAR PARK DEMOLITION WORKS	(59,918)	-		(59,918)	(63,000)	-	(63,047)	-		47	(47)	(63,000)
	1924-0512 TOC CAR PARK PRECINCT PLAN	-	(20,000)		(20,000)	(20,000)	-	-	-		(20,000)		(20,000)
	1924-0513 TOCUMWAL CAR PARK	-	-		-	-	-	-	-		-		-
	7750-2504 PARKING AREAS - DEPRECIATION EXPENSE	-	(8,000)		(8,000)	(8,000)	-	-	-		(8,000)		(8,000)
	CAR PARKING REVENUE	100,000	100,000		200,000	245,000	-	-	-		245,000		245,000
	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	-	-		-	-	-	-	-		-		-
	7750-1951 APEX PARK CARPARK LRCIP2	100,000	100,000		200,000	245,000	-	-	-		245,000		245,000
	22.1 Total	(159,918)	72,000		(87,918)	(92,000)	(3,709)	(349,241)	-		257,241	(338,941)	(431,000)
#													
	RMS												

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
	0												
	RMS EXPENSE	-	(1,215,000)	-	(1,215,000)	(1,215,000)	(123,474)	(803,624)	-		(411,376)	0	(1,215,000)
	0015-0226 MR226 NANGUNIA ST & HUGHES ST	-	-	-	-	(19,000)	-	(49,148)	-		30,148	(33,771)	(53,000)
	0015-0356 MR356 BERRIGAN - OAKLANDS RD	-	-	-	-	(37,000)	-	(45,298)	-		8,298	(10,090)	(47,000)
	0015-0363 MR363 BERRIGAN - BAROOGA RD	-	-	-	-	(75,000)	(8,346)	(182,305)	-		107,305	(112,612)	(188,000)
	0015-0550 MR550 TOCUMWAL - MULWALA RD	-	-	-	-	(181,000)	(18,473)	(224,180)	-		43,180	(239,623)	(421,000)
	0015-0564 MR564 BERRIGAN - JERILDERIE RD	-	-	-	-	(21,000)	-	(28,463)	-		7,463	(10,157)	(31,000)
	0015-0999 RTA MR BLOCK GRANT BUDGET ONLY	-	-	-	-	-	-	-	-		-	-	-
	0015-1226 MR226 CAPITAL PROJECTS	-	-	-	-	-	-	(89)	-		89	(89)	-
	1930-0100 TNSW SCHOOL ZONE UPGRADE SZISP	-	-	-	-	-	-	(2,433)	-		2,433	(2,433)	(2,000)
	1956-1000 RTA REGIONAL ROAD REPAIR BUDGET	-	(1,215,000)	-	(1,215,000)	(694,000)	-	-	-		(694,000)	596,072	(98,000)
	1956-1018 MR363 REHAB 24.813-25.529	-	-	-	-	(134,000)	(43,791)	(172,266)	-		38,266	(130,195)	(264,000)
	1956-1022 MR363 REHAB 0.0-2.0	-	-	-	-	(2,000)	-	(2,952)	-		952	(952)	(3,000)
	1956-1025 MR363 REHAB PINEY	-	-	-	-	(52,000)	(52,864)	(96,491)	-		44,491	(56,150)	(108,000)
	RMS REVENUE	-	1,215,000	-	1,215,000	1,215,000	-	1,126,120	-		88,880		1,215,000
	7810-1950 RMS - M&I PROGRAM - BLOCK GRANT	-	-	1,040,000	1,040,000	1,040,000	-	1,040,000	-		-		1,040,000
	7830-1950 RMS REHABILITATION WORKS FUNDING	-	-	175,000	175,000	175,000	-	86,120	-		88,880		175,000
	7840-1950 TNSW SCHOOL ZONE FUNDING SZISP	-	-	-	-	-	-	-	-		-		-
	RMSCAPINCOME - PART 7810-1950 BLOCK GRANT	-	1,215,000	(1,215,000)	-	-	-	-	-		-		-
	23 Total	-	-	-	-	-	(123,474)	322,496	-		(322,496)	0	-
	#												
	CARAVAN PARKS												
	CARAVAN PARKS EXPENSE	(15,000)	(18,000)	-	(33,000)	(37,000)	(554)	(13,381)	-		(23,619)	(500)	(38,000)
	2011-0105 TOC CARAVAN PARK OPERATING EXP	-	-	-	-	(3,000)	-	(2,561)	-		(439)		(3,000)
	2011-0108 TOC CARAVAN PARK INSURANCE EXP	-	(3,000)	-	(3,000)	(3,000)	-	(2,925)	-		(75)		(3,000)
	2011-0120 BGN CARAVAN PARK OPERATING EXP	-	(1,000)	-	(1,000)	(2,000)	-	(2,206)	-		206	(500)	(3,000)
	2011-0125 BGN CARAVAN PARK - INSURANCE	-	(1,000)	-	(1,000)	(1,000)	-	(686)	-		(314)		(1,000)
	2011-0135 BGN CARAVAN PARK BLDG MTCE	-	(2,000)	-	(2,000)	(2,000)	-	-	-		(2,000)		(2,000)
	2011-0502 TOC CARAVAN PARK IRRIGATION	(15,000)	-	-	(15,000)	(15,000)	(554)	(5,004)	-		(9,996)		(15,000)
	8200-2504 CARAVAN PARK DEPCN	-	(11,000)	-	(11,000)	(11,000)	-	-	-		(11,000)		(11,000)
	CARAVANCAPEXP CARAVAN CAPITAL EXPENSE	-	-	-	-	-	-	-	-		-		-
	CARAVAN PARKS REVENUE	-	35,000	-	35,000	35,000	-	26,693	-		8,307		35,000
	8200-1890 TOC CARAVAN PARK LEASE	-	35,000	-	35,000	35,000	-	26,693	-		8,307		35,000
	8200-1895 BGN CARAVAN PARK LEASE	-	-	-	-	-	-	-	-		-		-
	24 Total	(15,000)	17,000	-	2,000	(2,000)	(554)	13,312	-		(15,312)	(500)	(3,000)
	#												
	TOURISM & AREA PROMOTION												
	TOURISM & AREA PROMOTION EXPENSE	-	(175,000)	-	(175,000)	(244,000)	(8,401)	(119,838)	-		(124,162)	11,264	(232,000)
	2012-0110 TOC FORESHORE BUILDING OP EXP	-	-	-	-	(30,000)	-	(9,452)	-		(20,548)		(30,000)
	2012-0112 TOC FORESHORE BLDG MTCE	-	-	-	-	-	-	(290)	-		290	(290)	-
	2012-0114 TOC FORESHORE BLDG - INSURANCE	-	-	-	-	-	-	-	-		-		-
	2012-0130 GRIFFITH & LEETON MARKETING CAMPAIGN	-	(75,000)	-	(75,000)	(75,000)	(1,365)	(16,551)	-		(58,449)	30,000	(45,000)
	2012-0131 SUMMER FUND PROGRAM EXPENSE	-	-	-	-	(18,000)	(6,818)	(17,661)	-		(339)		(18,000)
	2012-0196 TOURISM STRATEGIC PLAN	-	(20,000)	-	(20,000)	(20,000)	(218)	(4,218)	-		(15,782)	5,000	(15,000)
	2012-0197 REGIONAL TOURISM CONTRIBUTION - MRTB	-	(15,000)	-	(15,000)	(21,000)	-	(21,426)	-		426	(426)	(21,000)
	2012-0198 TOURISM INITIATIVES	-	(11,000)	-	(11,000)	(11,000)	-	(4,720)	-		(6,280)		(11,000)
	2012-0199 TOURISM ADMIN CHARGES	-	(33,000)	-	(33,000)	(33,000)	-	-	-		(33,000)		(33,000)
	2012-0200 TOURISM EVENTS GRANTS	-	(10,000)	-	(10,000)	(20,000)	-	(45,520)	-		25,520	(33,020)	(53,000)
	2012-0210 FINLEY CBD REFURBISHMENT DC2	-	-	-	-	-	-	-	-		-		-
	2012-0220 BERRIGAN CBD REFURBISHMENT DC2	-	-	-	-	-	-	-	-		-		-
	2012-0250 EVENT MARKETING TOOLS	-	(1,000)	-	(1,000)	(1,000)	-	-	-		(1,000)		(1,000)
	2012-0251 SPORTS EVENT PROGRAM	-	-	-	-	-	-	-	-		-		-
	2012-0300 TOC TOURISM INFO CENTRE	-	-	-	-	(5,000)	-	-	-		(5,000)		(5,000)
	8300-2026 TOURISM EVENTS TRANSFER TO RESERVE	-	-	-	-	-	-	-	-		-		-

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
	0												
	8300-2504 TOURISM INFO DEPCN	-	(10,000)		(10,000)	(10,000)	-	-	-		(10,000)	10,000	-
	TOURISMCAPEXP TOURISM CAPTAL EXPENDITURE	-	-		-	-	-	-	-		-	-	-
	TOURISM & AREA PROMOTION REVENUE	-	-		-	15,000	-	15,323	-		(323)		15,000
	8300-1653 TOWN CBD REFURBISHMENT CONTRIBUTIONS	-	-		-	-	-	-	-		-	-	-
	8300-1655 GRIFFITH & LEETON MARKETING CAMPAIGN	-	-		-	-	-	-	-		-	-	-
	8300-1800 TOURISM & PROMOTION SUNDRY INCOME	-	-		-	-	-	323	-		(323)	-	-
	8300-1890 TOC FORESHORE BUILDING RENT	-	-		-	-	-	-	-		-	-	-
	8300-1926 TOURISM EVENTS TRANSFER FROM RESERVE	-	-		-	-	-	-	-		-	-	-
	8300-1952 TOWN CBD REFURBISHMENTS DC2	-	-		-	-	-	-	-		-	-	-
	8300-1953 SUMMER FUND GRANT PROGRAM	-	-		-	15,000	-	15,000	-		-	-	15,000
	TOURISMCAPIINC TOURISM CAPITAL INCOME	-	-		-	-	-	-	-		-	-	-
	25 Total	-	(175,000)		(175,000)	(229,000)	(8,401)	(104,515)	-		(124,485)	11,264	(217,000)
	#												
	BUSINESS DEVELOPMENT												
	BUSINESS DEVELOPMENT EXPENSE	-	(513,000)		(513,000)	(532,000)	(24,062)	(310,087)	-		(221,913)	1,841	(530,000)
	1213-0108 FRUIT FLY MITIGATION STRATEGY	-	(5,000)		(5,000)	(5,000)	-	(1,063)	-		(3,938)		(5,000)
	2013-0125 SOUTHERN RIVERINA IRRIGATORS	-	-		-	-	-	-	-		-		-
	2013-0205 ECONOMIC DEVELOPMENT OFFICER	-	(127,000)		(127,000)	(127,000)	-	(100,876)	-		(26,124)		(127,000)
	2013-0208 EDO - TRAVEL COSTS	-	(5,000)		(5,000)	(5,000)	-	(2,887)	-		(2,113)		(5,000)
	2013-0210 ECONOMIC DEVEL. STAFF TRAINING/CONFERENCES	-	(2,000)		(2,000)	(2,000)	-	-	-		(2,000)		(2,000)
	2013-0220 ECON DEV. WEBSITE SUBSCRIPTION ID DATA	-	(20,000)		(20,000)	(20,000)	-	(19,050)	-		(950)		(20,000)
	2013-0240 ECON. DEV. OFFICER OFFICE EXPENSES	-	-		-	(1,000)	-	-	-		(1,000)		(1,000)
	2013-0241 ECON. DEV. OFFICER - TELEPHONE	-	(1,000)		(1,000)	-	-	-	-		-		-
	2013-0932 JERSEY ST PRECINCT - Electrics BBRF3	-	-		-	-	-	-	-		-		-
	2015-0105 INDUSTRIAL & BUSINESS DEVELOPMENT	-	(25,000)		(25,000)	(28,000)	(5,545)	(15,545)	-		(12,455)		(28,000)
	2015-0106 STUDENT ACCOMMODATION SPONSORSHIP	-	(4,000)		(4,000)	(4,000)	-	-	-		(4,000)	4,000	-
	2015-0107 CONTRIBUTION TO RAMJO	-	(18,000)		(18,000)	(18,000)	-	(17,395)	-		(605)		(18,000)
	2015-0108 TAFE BOOK SCHOLARSHIP	-	-		-	-	-	-	-		-		-
	2015-0165 BUSINESS & ENVIRONMENT AWARDS	-	(20,000)		(20,000)	(20,000)	-	(812)	-		(19,188)		(20,000)
	2015-0180 BUSINESS DEVELOPMENT ADMIN CHA	-	(99,000)		(99,000)	(99,000)	-	-	-		(99,000)		(99,000)
	2015-0181 NSW RURAL DOCTORS NETWORK BURS	-	(3,000)		(3,000)	-	-	-	-		-		-
	2015-0185 NSW SMALL BUSINESS MONTH GRANT	-	-		-	-	-	(1,682)	-		1,682	(2,159)	(2,000)
	2015-0188 REGIONAL CAREERS FORUM	-	(7,000)		(7,000)	(7,000)	-	-	-		(7,000)		(7,000)
	2015-0200 FIN GOLF CLUB IRRIGATION DC2	-	-		-	-	-	-	-		-		-
	2015-0205 BGN BOWLS MACHINERY SHED DC2	-	-		-	-	-	-	-		-		-
	2015-0210 BGN AGED CARE GENERATOR DC2	-	-		-	-	-	-	-		-		-
	2016-0120 RISK MANAGEMENT - TRAINING	-	(4,000)		(4,000)	(4,000)	-	(3,589)	-		(411)		(4,000)
	2016-0205 RISK MANAGEMENT - SALARIES	-	(150,000)		(150,000)	(150,000)	(2,600)	(101,353)	-		(48,647)		(150,000)
	2016-0241 RISK MANAGEMENT - TELEPHONE	-	(1,000)		(1,000)	(1,000)	-	(317)	-		(683)		(1,000)
	2016-0242 RISK MANAGEMENT - VEHICLE	-	(22,000)		(22,000)	(22,000)	(1,083)	(17,752)	-		(4,248)		(22,000)
	2016-0250 ARIC OPERATING EXPENSES	-	-		-	(6,000)	-	(6,030)	-		30		(6,000)
	2016-0251 ARIC SALARIES & ALLOWANCES	-	-		-	(13,000)	(14,833)	(21,736)	-		8,736		(13,000)
	8400-2027 ECONOMIC DEVELOPMENT TRANSFER TO RESERVE	-	-		-	-	-	-	-		-		-
	BUSINESS DEVELOPMENT REVENUE	64,679	32,000		96,679	123,000	-	62,867	-		60,133	500	124,000
	8400-1505 BUSINESS & ENVIRONMENT AWARD DONATION	-	2,000		2,000	2,000	-	-	-		2,000	(2,000)	-
	8400-1506 BUSINESS & ENVIRONMENT AWARD INCOME	-	5,000		5,000	5,000	-	-	-		5,000		5,000
	8400-1600 JERSEY STREET UPGRADE CONTRIBUTIONS	-	-		-	14,000	-	13,636	-		364		14,000
	8400-1826 THAM TOC HIST AERODROME MUSEUM RENT	-	25,000		25,000	25,000	-	9,375	-		15,625		25,000
	8400-1827 TOC FORESHORE BUILDING RENT	-	-		-	12,000	-	-	-		12,000		12,000
	8400-1927 ECONOMIC DEVELOPMENT TRANSFER FROM RESERVE	-	-		-	-	-	-	-		-		-
	8400-1950 BUILDING BETTER REGIONS JERSEY GRANT BBRF	64,679	-		64,679	65,000	-	37,356	-		27,644		65,000
	8400-1951 NSW SMALL BUSINESS MONTH GRANT	-	-		-	-	-	2,500	-		(2,500)	2,500	3,000
	8400-1952 BUSINESS DEVELOPMENT DC2	-	-		-	-	-	-	-		-		-
	26 Total	64,679	(481,000)		(416,321)	(409,000)	(24,062)	(247,220)	-		(161,780)	2,341	(406,000)

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
	0												
	#												
	BENDIGO BANK												
	BENDIGO BANK EXPENSE	-	(54,000)		(54,000)	(54,000)	(612)	(12,273)	-		(41,727)	(187)	(54,000)
	2017-0120 BENDIGO BANK AGENCY TRAINING	-	-		-	-	(50)	(187)	-		187	(187)	-
	2017-0205 BENDIGO BANK AGENCY	-	(54,000)		(54,000)	(54,000)	(562)	(12,086)	-		(41,914)		(54,000)
	BENDIGO BANK REVENUE	-	64,000		64,000	90,000	-	76,899	-		13,101	12,000	102,000
	8850-1330 BENDIGO BANK AGENCY COMMISSIONS	-	64,000		64,000	90,000	-	76,899	-		13,101	12,000	102,000
	8850-1800 BENDIGO BANK SUNDRY INCOME	-	-		-	-	-	-	-		-	-	-
	26.1 Total	-	10,000		10,000	36,000	(612)	64,626	-		(28,626)	11,813	48,000
	#												
	SALEYARDS												
	SALEYARDS EXPENSE	(981,268)	(120,000)		(1,101,268)	(1,102,000)	(134,700)	(320,118)	-		(781,882)		(1,102,000)
	2014-0115 SALEYARD OTHER OPERATING EXPEN	-	(1,000)		(1,000)	(1,000)	-	(17)	-		(983)		(1,000)
	2014-0120 SALEYARD EQUIP MTCE	-	-		-	-	-	-	-		-		-
	2014-0122 SALEYARD - INSURANCE	-	(12,000)		(12,000)	(13,000)	-	(12,807)	-		(193)		(13,000)
	2014-0130 SALEYARD BLDG MTCE	-	(2,000)		(2,000)	(2,000)	-	(713)	-		(1,287)		(2,000)
	2014-0145 SALEYARD ADMIN CHARGES	-	(3,000)		(3,000)	(3,000)	-	-	-		(3,000)		(3,000)
	2014-0500 SALEYARDS FACILITY UPGRADE	(981,268)	-		(981,268)	(981,000)	(134,700)	(306,581)	-		(674,419)		(981,000)
	2014-0538 PUMP REPLACEMENT	-	(6,000)		(6,000)	(6,000)	-	-	-		(6,000)		(6,000)
	8600-2026 SALEYARDS TRANSFER TO RESERVE	-	-		-	-	-	-	-		-		-
	8600-2502 SALEYARD OFFICE EQUIP DEPCN	-	(2,000)		(2,000)	(2,000)	-	-	-		(2,000)		(2,000)
	8600-2504 SALEYARD DEPCN	-	(94,000)		(94,000)	(94,000)	-	-	-		(94,000)		(94,000)
	SALEYARDCAPEXP SALEYARDS CAPITAL EXPENDITURE	-	-		-	-	-	-	-		-		-
	SALEYARDS REVENUE	282,000	106,000		388,000	388,000	-	-	-		388,000		388,000
	8600-1826 FINLEY SALEYARDS RENTAL INCOME	-	10,000		10,000	10,000	-	-	-		10,000		10,000
	8600-1926 SALEYARD TRANSFER FROM RESERVE	-	-		-	-	-	-	-		-		-
	8600-1950 FINLEY SALEYARDS HVSP	282,000	-		282,000	282,000	-	-	-		282,000		282,000
	8600-4310 SALEYARD DEPCN CONTRA	-	96,000		96,000	96,000	-	-	-		96,000		96,000
	SALEYARDCAPINC SALEYARDS CAPITAL INCOME	-	-		-	-	-	-	-		-		-
	27 Total	(699,268)	(14,000)		(713,268)	(714,000)	(134,700)	(320,118)	-		(393,882)		(714,000)
	#												
	REAL ESTATE DEVELOPMENT												
	REAL ESTATE DEVELOPMENT EXPENSE	-	(5,000)		(5,000)	(601,000)	(28,864)	(638,148)	-		37,148	(38,252)	(639,000)
	1200-2026 WORKS TRANSFER TO RESERVE	-	-		-	-	-	-	-		-		-
	2015-0140 REAL ESTATE DEVELOPMENT- LEGAL	-	-		-	-	-	-	-		-		-
	2015-0141 COMMERCIAL LAND - AGENTS FEES	-	-		-	-	-	-	-		-		-
	2015-0145 REAL ESTATE DEVELOPMENT - RATE	-	(5,000)		(5,000)	(5,000)	-	(3,896)	-		(1,104)		(5,000)
	2015-0529 FIN SUBDIVISION - LEWIS CR	-	-		-	(596,000)	(28,864)	(634,252)	-		38,252	(38,252)	(634,000)
	BUSINESSDEVCAPEXP BUSINESS DEVELOPMENT CAPITAL WORKS EXPENDITURE	-	-		-	-	-	-	-		-		-
	REAL ESTATE DEVELOPMENT REVENUE	-	17,000		17,000	347,000	-	16,797	-		330,203	380,000	727,000
	1200-1926 WORKS TRANSFER FROM RESERVE	-	-		-	-	-	-	-		-	550,000	550,000
	8710-1200 REAL ESTATE - GAIN ON DISPOSAL	-	-		-	330,000	-	-	-		330,000	(170,000)	160,000
	8710-1826 RENTAL - OTHER REAL ESTATE INC. GST	-	17,000		17,000	17,000	-	16,797	-		203		17,000
	8720-1701 LCLI LOAN 392 INTEREST SUBSIDY	-	-		-	-	-	-	-		-		-
	8720-1750 LCLI EXT LOAN 392 PROCEEDS	-	-		-	-	-	-	-		-		-
	8720-1894 FINLEY ST SUBDIVISION - DISPOSAL	-	-		-	-	-	-	-		-		-
	8720-1895 FINLEY ST SUBDIVISION - RATE ADJUST.	-	-		-	-	-	-	-		-		-
	8720-1926 REAL ESTATE DEVT - TFR TO RESERVE	-	-		-	-	-	-	-		-		-
	BUSINESSDEVCAPINC BUSINESS DEVELOPMENT CAPITAL WORKS INCOME	-	-		-	-	-	-	-		-		-
	28 Total	-	12,000		12,000	(254,000)	(28,864)	(621,351)	-		367,351	341,748	88,000

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
	0												
	#												
	PRIVATE WORKS												
	PRIVATE WORKS EXPENSE	-	(55,000)		(55,000)	(55,000)	(181)	(31,958)	-		(23,042)		(55,000)
	2019-0155 WRITE OFF BAD DEBTS - P/WORKS	-	(2,000)		(2,000)	(2,000)	-	-	-		(2,000)		(2,000)
	2020-0000 S/DR TECH SERV (BUDGET)	-	(43,000)		(43,000)	(43,000)	(92)	(30,873)	-		(12,127)		(43,000)
	2030-0000 S/DR - CORP SERV (BUDGET)	-	(10,000)		(10,000)	(10,000)	(89)	(1,086)	-		(8,914)		(10,000)
	PRIVATE WORKS REVENUE	-	60,000		60,000	64,000	-	30,199	-		33,801		64,000
	8900-1501 PRIVATE WORKS TECH SERVICES INCOME	-	49,000		49,000	49,000	-	20,967	-		28,033		49,000
	8900-1504 PRIVATE WORKS INCOME - SIGNS	-	-		-	-	-	-	-		-		-
	8900-1505 PRIVATE WORKS TECH SERVICES GST FREE	-	3,000		3,000	7,000	-	8,371	-		(1,371)		7,000
	8900-1511 PRIVATE WORKS CORP SERVICES INCOME	-	7,000		7,000	7,000	-	-	-		7,000		7,000
	8900-1515 PRIVATE WORKS CORP SERVICES GST FREE	-	1,000		1,000	1,000	-	860	-		140		1,000
	29 Total	-	5,000		5,000	9,000	(181)	(1,759)	-		10,759		9,000
	#												
	RATE												
	RATE REVENUE	-	5,480,000		5,480,000	5,480,000	-	5,256,975	-		223,025		5,480,000
	9100-1000 ORDINARY RATES - FARMLAND	-	2,022,000		2,022,000	2,022,000	-	1,994,357	-		27,643		2,022,000
	9100-1001 ORDINARY RATES - RESIDENTIAL RURAL	-	377,000		377,000	377,000	-	390,608	-		(13,608)		377,000
	9100-1002 ORDINARY RATES - RESIDENTIAL BGA	-	600,000		600,000	600,000	-	706,706	-		(106,706)		600,000
	9100-1003 ORDINARY RATES - RESIDENTIAL BGN	-	362,000		362,000	362,000	-	437,952	-		(75,952)		362,000
	9100-1004 ORDINARY RATES - RESIDENTIAL FIN	-	734,000		734,000	734,000	-	945,592	-		(211,592)		734,000
	9100-1005 ORDINARY RATES - RESIDENTIAL TOC	-	812,000		812,000	812,000	-	1,061,100	-		(249,100)		812,000
	9100-1006 ORDINARY RATES - BUSINESS BGA	-	102,000		102,000	102,000	-	-	-		102,000		102,000
	9100-1007 ORDINARY RATES - BUSINESS BGN	-	83,000		83,000	83,000	-	-	-		83,000		83,000
	9100-1008 ORDINARY RATES - BUSINESS FIN	-	173,000		173,000	173,000	-	-	-		173,000		173,000
	9100-1009 ORDINARY RATES - BUSINESS TOC	-	207,000		207,000	207,000	-	-	-		207,000		207,000
	9100-1010 ORDINARY RATES - RESIDENTIAL	-	57,000		57,000	57,000	-	48,536	-		8,464		57,000
	9100-1080 LESS ORDINARY RATES WRITTEN OFF	-	(5,000)		(5,000)	(5,000)	-	(134)	-		(4,866)		(5,000)
	9100-1082 LESS ORDINARY RATES D/DEBT EXPENSE	-	(2,000)		(2,000)	(2,000)	-	-	-		(2,000)		(2,000)
	9100-1083 LESS:FARMLAND RATE CAPPING WRITE OFF	-	-		-	-	-	-	-		-		-
	9100-1085 LESS SMALL BALANCES WRITTEN OFF	-	(1,000)		(1,000)	(1,000)	-	-	-		(1,000)		(1,000)
	9100-1095 LESS ORDINARY RATE PENSION REBATE	-	(186,000)		(186,000)	(186,000)	-	(415,528)	-		229,528		(186,000)
	9100-1500 INTEREST EXTRA CHARGES ON RATES	-	43,000		43,000	43,000	-	7,547	-		35,453		43,000
	9300-1950 ORDINARY RATES PENSION SUBSIDY	-	102,000		102,000	102,000	-	80,239	-		21,761		102,000
	30 Total	-	5,480,000		5,480,000	5,480,000	-	5,256,975	-		223,025		5,480,000
	#												
	FINANCIAL ASSISTANCE GRANT												
	FINANCIAL ASSISTANCE GRANT	-	3,605,000		3,605,000	3,605,000	-	1,415,688	-		2,189,312	738,000	4,343,000
	9200-1950 FINANCIAL ASSISTANCE GRANT (FAG)	-	3,605,000		3,605,000	3,605,000	-	1,415,688	-		2,189,312	738,000	4,343,000
	31 Total	-	3,605,000		3,605,000	3,605,000	-	1,415,688	-		2,189,312	738,000	4,343,000
	#												
	INTEREST ON INVESTMENTS												
	INTEREST ON INVESTMENTS	-	345,000		345,000	234,000	-	122,458	-		111,542	(121,500)	113,000
	9400-1840 INTEREST - AT CALL ACCOUNT	-	-		-	-	-	-	-		-		-
	9400-1842 INTEREST - TERM DEPOSITS	-	345,000		345,000	225,000	-	112,009	-		112,991	(121,500)	104,000
	9400-1843 INTEREST - OTHER	-	-		-	9,000	-	10,450	-		(1,450)		9,000
	32 Total	-	345,000		345,000	234,000	-	122,458	-		111,542	(121,500)	113,000
	#												
	DEPRECIATION CONTRA												

FL	Job / GL and Description	2021-22 BROUGHT FORWARD	2021-22 ORIGINAL BUDGET	2021-22 CAPITAL WORKS SPLIT	2021-22 ORIGINAL BUDGET WITH CAPITAL WORKS & C/FWDS	REVISED DEC 21-22 BUDGET	MAR 22 COMMITMENTS	MAR 22 ACTUAL	MAR 22 BUDGET DIFF	MAR 22 JOURNALS OR CANCELLED ORDERS	MAR 22 UNDER / OVER BUDGET	MAR 22 BUDGET CHANGES	REVISED MAR 21-22 BUDGET
	GRAND TOTAL	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000
0													
	DEPRECIATION CONTRA	-	3,944,000		3,944,000	3,944,000	-	-	-		3,944,000	(10,000)	3,934,000
	DEPNCONTRA ACCUMULATED DEPCN GL/JC CONTRA A/C	-	3,944,000		3,944,000	3,944,000	-	-	-		3,944,000	(10,000)	3,934,000
	33 Total	-	3,944,000		3,944,000	3,944,000	-	-	-		3,944,000	(10,000)	3,934,000
#													
	WORKING CAPITAL CONTRA												
	WORKING CAPITAL CONTRA REVENUE	-	-		-	-	-	-	-		-		-
	DEFICITCONTRA DEFICIT WORKING CAPITAL CONTRA	-	-		-	-	-	-	-		-		-
	34 Total	-	-		-	-	-	-	-		-		-
#													
	BALANCE BROUGHT FORWARD												
	BALANCE BROUGHT FORWARD	5,553,000	554,000		6,107,000	6,107,000	-	-	-		6,107,000		6,107,000
	BALANCE BROUGHT FORWARD	5,553,000	554,000		6,107,000	6,107,000	-	-	-		6,107,000		6,107,000
	99 Total	5,553,000	554,000		6,107,000	6,107,000	-	-	-		6,107,000		6,107,000
	Grand Total	2,280,769	175,000	-	2,455,769	405,000	(12,449,240)	(16,091,577)	-	7,000	16,489,577	232,125	642,000