

LOCAL TRAFFIC COMMITTEE

MINUTES

Held Thursday 24th February, 2022

Office Attendance

11:00 am at Berrigan Shire Council Office



Transport
for NSW



PRESENT

KIM SCHULTZ	NETWORK & SAFETY OFFICER TRANSPORT FOR NSW
SERGEANT ROB MAYO	HIGHWAY PATROL SUPERVISOR DENILIQVIN POLICE
MR GARY GEORGE	ACTING DIRECTOR TECHNICAL SERVICES BERRIGAN SHIRE COUNCIL

APOLOGIES

MR PETER BRAYBON	LOCAL MEMBER OF PARLIAMENT REPRESENTATIVE
MR GREG MINEHAN	NETWORK & SAFETY OFFICER – TRANSPORT NSW
MR MATTHEW HANNAN	MAYOR – BERRIGAN SHIRE COUNCIL

NEW BUSINESS

ITEMS FOR DISCUSSION

LTC 1	REVIEW SPEED ZONE - JERILDERIE ROAD, BERRIGAN	3
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LTC 1 REVIEW SPEED ZONE - JERILDERIE ROAD, BERRIGAN

BACKGROUND

Review the 50km/h speed zone on Jerilderie Road, Berrigan to extend it out to the Berrigan Recreation Reserve. Concerned residents / businesses on the east side raised a safety concern that vehicles do not slow down enough through this area when other vehicles are turning into their access, and also highlighted there is a shared path along this side with no barrier.

CONCLUSION

Council requests Transport NSW to undertake a speed zone review of Jerilderie Road, Berrigan

LTC 2 REVIEW SPEED ZONE - CHANTER STREET, BERRIGAN

BACKGROUND

The Berrigan District Development Association (BDDA) has requested that the speed zone in Chanter Street, Berrigan be dropped from 50km/h to 40km/h, due to no pedestrian or zebra crossing in the main street to halt traffic for pedestrians, older community struggling to cross the street, high volume of trucks especially during harvest and on street parking limited.

CONCLUSION

Council supplies Transport NSW with some traffic data and requests Transport NSW to undertake a speed zone review of Chanter Street, Berrigan.

LTC 3 RIVERINA MELANOMA RIDE '22 APPLICATION

BACKGROUND

The Riverina Melanoma Ride '22 has submitted an application to hold their Riverina Melanoma Ride. The Riverina Melanoma Ride '22 would like to hold their event between 31st March and 7th April, 2022. They don't require Road Closures and there will be at least 6 riders with the possibility of 10 per day. They will have flashing lights and two-way radios for the duration of the ride.

RECOMMENDATION

That the Council approves the application made by Riverina Melanoma Ride '22 to hold their Ride between 31st March and 7th April, 2022.

LTC 8

TEMPORARY ROAD CLOSURE – BERRIGAN ANZAC DAY PARADE AND SERVICE

BACKGROUND

The Berrigan Sub-Branch of the Returned Services League has applied for a road closure to hold their annual ANZAC Day, Friday 25 April, 2022. They wish to close Jerilderie Street, Berrigan between the hours of 9am and 10.30am.

RECOMMENDATION

Berrigan Shire Council, subject to the Council obtaining a Road Occupancy Licence from Transport for NSW, approves the application made by the Berrigan Sub-Branch of the Returned Services League to hold their annual parade on ANZAC Day, Friday 25 April, 2022 and the temporary road closure of Jerilderie Street, Berrigan between the hours of 9am and 10.30am.

LTC 9

GOLF COURSE ROAD / VERMONT STREET

BACKGROUND

Cr Carly Marriott has received a request from Barooga residents and the Mayor asking that the last bridge before you come into Barooga that crosses the Bullanginya Creek and leads into the Main Street (Vermont St) has proper signage.

The Mayor has also received widespread concerns regarding the speed limits of trucks and cars in Barooga. In particular the speed in Hughes Street entry (Past the Barooga Public School) Nangunia Street (Past Trikki Kids from Berrigan Road), from Cobram into Barooga off the aforementioned bridge.

RECOMMENDATION

- Blackspot funding to be investigated by Transport NSW for a roundabout
- Council to await Feedback from Transport NSW.
- Police to conduct a speed review
- Signage on bridge to be re-done by Council staff

LTC 10

BAROOGA ADVANCEMENT – TRAFFIC MANAGEMENT

BACKGROUND

The Barooga Advancement Group are concerned about Traffic Management in the Barooga Town Centre. Vermont Street, Barooga is a concern and previous discussions have taken place regarding a pedestrian crossing and additions to the footpath.

Further concerns were raised re risk exposures in Hughes Street adjacent to the Barooga School and Golf Course Road adjacent to the Adventure Park. Suggestions have been made that the speed limit be reduced to 40kph.

Vermont Street from the entry to the bridge over the Bullanginya Creek to the intersection with Hughes Street, in both directions.

Hughes Street from Vermont Street to Buchanan's Road in both directions.

Golf Course Road from Vermont Street to its junction with Collie Street in both directions.

The Barooga Advancement Group also suggested that the involvement of the NSW Police in a traffic speed blitz would add value.

RECOMMENDATION

NSW Police to conduct a Speed review.

GENERAL BUSINESS:

- Strawberry Fields festival will be held over two separate weekends. Limit to 5,000 people each weekend. Dates for the event will be the weekend of the 26th March and 2nd April, 2022.
- Gary George will attend a Freight Meeting with carriers. A user group will be formed. Council to be apart of this. Emphasis will be on using appropriate roads within the Shire.

Meeting Adjourned: 11:33 AM



Monthly Investment Report

February 2022



IMPERIUM MARKETS

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Impact of COVID-19 to Council's Portfolio

COVID-19 has adversely impacted financial markets, which in turn, has also affected Council's investment portfolio. We provide a quick summary in this section.

The RBA cut rates to record lows on 3rd November 2020 to 0.10%, consistent with most global central banks resetting their official rates back to emergency levels. As global markets start to recover, inflationary pressures have emerged. This has resulted in longer-term bond yields to rise in recent months as central banks start to withdraw some of their other stimulatory policy measures (such as quantitative easing), whilst some have already started increasing official interest rates. **Markets are now bracing an environment where central banks will move from their excessively loose policy measures to a tightening cycle.** Geopolitical risks have escalated after Russia's move to invade Ukraine in February, with markets now factoring the ramifications on global economic growth after various sanctions were imposed by Western countries around the world.

Domestically, Governor Lowe has commented that interest rate rises starting later in 2022 were deemed "*a plausible scenario*", but he also stated "*it's still quite plausible that the first increase...is a year or longer away*".

The largest impact to Council's investment portfolio is with regards to its largest exposure being assets held in bank term deposits, which accounts for around ~70% of Council's total investment. **The biggest risk that Council faces over the medium-longer term in this environment is not the potential loss of capital (given all the banks are well capitalised and regulated by APRA), but the rapid loss of interest income as interest rates have plummeted.**

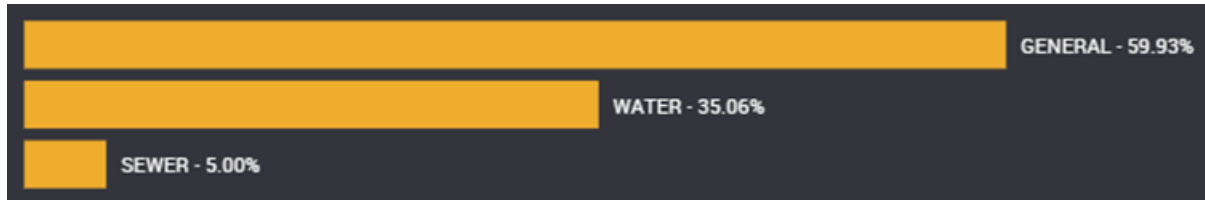
Council's term deposit portfolio was yielding 0.43% p.a. at month-end, with a weighted average duration of around 170 days or ~6 months. **This short average duration will only provide some income protection against the low interest rate environment over the immediate future.**

With markets bringing forward expectations of official rate hikes, this has seen a significant shift in longer term deposit rates. Future investments above 1¼% p.a. is now achievable if Council can place the majority of its surplus funds for a minimum term of 18 months.

Council's Portfolio & Compliance

Fund Allocation

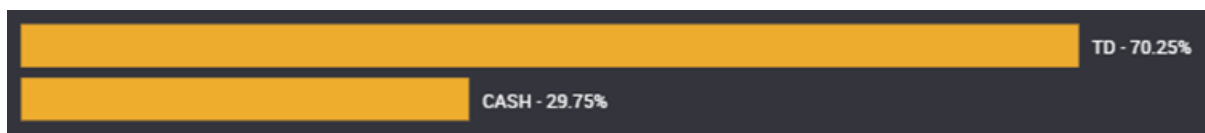
As at the end of February 2022, the portfolio was mainly directed to General Funds:



Asset Allocation

As at the end of February 2022, the portfolio is mainly directed to fixed term deposits (70.25%). The remainder of the portfolio is held in low yielding cash accounts with NAB (AA-) and Bendigo-Adelaide (BBB+), which remains at relatively high levels and will cause a drag to performance. We recommend opening the 'accelerator' cash account with Macquarie Bank (A+), which is currently paying an overnight rate of 0.40% p.a. for balances up to \$10m (and 0.20% p.a. for balances greater than \$10m).

While FRNs appear relatively expensive on a historical basis, they are starting to become slightly more attractive as spreads have widened – new issuances should now be considered again on a case by case scenario. In the interim, fixed deposits and secondary market fixed bonds for 2-3 years now appear quite appealing following the spike in longer-term rates in recent months.



Council's Investment Policy does not specify any limits for Maturity, Counterparty and Credit Quality compliance measures. In the following sections, we have tentatively placed what other NSW councils have adopted as part of their compliance limits. We provided Berrigan Shire Council an Investment Policy review during the month of April 2021.

Term to Maturity

The portfolio is highly liquid with the entire investment portfolio maturing within 12 months. We recommend a more diversified maturity profile to address reinvestment risk, which has been and continues to be a major detriment towards Council’s interest income going forward.

Where ongoing liquidity requirements permit Council to invest in attractive 1-3 year investments, we recommend this be allocated fixed term deposits or secondary market fixed bonds, where attractive (refer to respective sections below).

Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 - 90 days	\$18,919,544	47.33%	10%	100%	\$21,056,543
✓	91 - 365 days	\$21,056,543	52.67%	20%	100%	\$18,919,544
✓	1 - 2 years	\$0	0.00%	0%	70%	\$27,983,260
✓	2 - 5 years	\$0	0.00%	0%	50%	\$19,988,043
		\$39,976,086	100.00%			

Counterparty

As at the end of February 2022, Council had an overweight position to Bendigo-Adelaide, largely driven by the large cash balance. Overall, the portfolio is lightly diversified, with some exposure to the unrated ADIs.

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	NAB	A-1+	\$6,033,374	15.09%	40.00%	\$9,957,061
✓	AMP Bank	A-2	\$7,000,000	17.51%	25.00%	\$2,994,022
X	Bendigo-Adel.	A-2	\$16,916,758	42.32%	25.00%	-\$6,922,736
✓	Defence Bank	A-2	\$6,000,000	15.01%	25.00%	\$3,994,022
✓	Central Murray	Unrated	\$2,000,000	5.00%	10.00%	\$1,997,609
✓	Goulburn Murray	Unrated	\$2,025,955	5.07%	10.00%	\$1,971,654
			\$39,976,086	100.00%		

In September 2020, ratings agency **S&P downgraded AMP Bank by one notch to “BBB”** stating its view that *“the overall creditworthiness of the AMP group is weaker”* and that *“the group is exposed to challenges that may disrupt its overall strategic direction and its ability to effectively execute its strategy.”* Their short-term rating of A-2 remained unchanged. We have no issues with Council’s investments with AMP Bank, given they are super-senior ranked assets, extremely low risk and high up the bank capital structure.

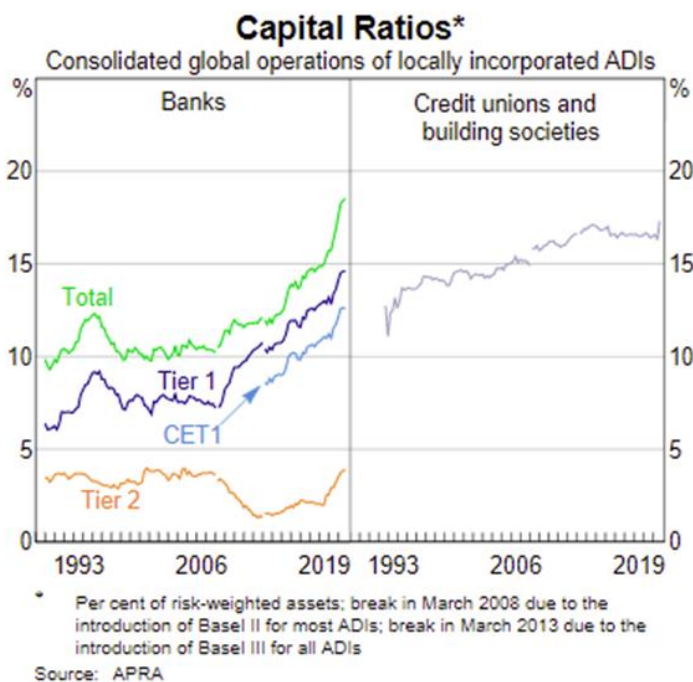
We remain supportive of the regional and unrated ADI sector (and have been even throughout the GFC period). They continue to remain solid, incorporate strong balance sheets, while exhibiting high levels of capital – typically, much higher compared to the higher rated ADIs. Some unrated ADIs have up to 25-40% more capital than the domestic major banks, and well above the Basel III requirements.

RBA Governor Lowe has commented that they have not seen any signs of stress in the financial system and that unlike during the GFC, the banks (all ADIs) now have cash, are well capitalised and are acting as “shock absorbers” in the current crisis.

Overall, the lower rated ADIs (BBB and unrated) are generally now in a better financial position than they have been historically (see the Capital Ratio figure below). We believe that deposit investments with the lower rated ADIs should be continued going forward, particularly when they offer ‘above market’ specials. Not only would it diversify the investment portfolio and reduce credit risk, it would also improve the portfolio’s overall returns.

In the current environment of high regulation and scrutiny, all domestic (and international) ADIs continue to carry high levels of capital. There is minimal (if any) probability of any ADI defaulting on their deposits going forward – this was stress tested during the GFC. **APRA’s mandate is to “protect depositors” and provide “financial stability”.**

The biggest single risk that depositors face in the current low interest rate environment is not capital or credit risk, but reinvestment risk.





Credit Quality

Council did not have an overweight position to any category as at the end of February. The portfolio remains well diversified from a ratings perspective, with some exposure down to the local credit unions.

From a ratings perspective, the “BBB” / “A-2” rated banks now generally dominate the number of ADIs issuing deposits within the investment grade space. However, given most banks are fully liquid during the current pandemic, most of the “BBB” / A-2” rated and Unrated ADIs are currently not seeking wholesale funding. As such, in the interim, we could see a shift towards a larger proportion of assets being directed towards the higher rated ADIs given the lack of appetite amongst the lower rated ADIs.

Compliant	Credit Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	A-1+ Category	\$6,033,374	15%	100%	\$33,942,712
✓	A-1 Category	\$0	0%	100%	\$39,976,086
✓	A-2 Category	\$29,916,758	75%	80%	\$2,064,111
✓	A-3 Category	\$0	0%	20%	\$7,995,217
✓	Unrated ADI Category	\$4,025,955	10%	15%	\$1,970,458
		\$39,976,086	100.00%		



Performance

Council's performance for the month ending 28 February 2022 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.01%	0.02%	0.05%	0.07%	0.10%
AusBond Bank Bill Index	0.01%	0.01%	0.02%	0.02%	0.03%
Council's T/D Portfolio[^]	0.04%	0.11%	0.22%	0.33%	0.60%
Outperformance	0.03%	0.09%	0.20%	0.30%	0.56%

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.10%	0.10%	0.10%	0.10%	0.10%
AusBond Bank Bill Index	0.07%	0.06%	0.04%	0.03%	0.03%
Council's T/D Portfolio[^]	0.48%	0.44%	0.45%	0.49%	0.60%
Outperformance	0.41%	0.38%	0.41%	0.45%	0.56%

[^]Total portfolio performance excludes Council's cash account holdings. Overall returns would be lower if cash was included.

For the month of February 2022, the deposit portfolio provided a reasonable return of +0.04% (actual) or +0.48% p.a. (annualised), easily outperforming the benchmark AusBond Bank Bill Index return of +0.01% (actual) or +0.07% p.a. (annualised). The outperformance continues to be driven by a combination of those deposits originally invested beyond 6 months.

Going forward, with the low interest rate environment (record low official cash rate), maturing deposits will inevitably be reinvested at lower prevailing rates. The reduction in interest income over coming years can be mitigated by undertaking a longer duration position.

Investors using the Imperium Markets platform have reduced the invisible costs associated with brokerage, and thereby lift client portfolio returns as investors are able to deal in deposits directly with the ADIs and execute at the best price possible.



Council's Term Deposit Portfolio & Recommendation

As at the end of February 2022, Council's deposit portfolio was yielding 0.43% p.a. (up 1bp from the previous month), with an average duration of around 170 days (~6 months).

We strongly recommend Council extends this average duration. In the low interest rate environment, the biggest collective risk that the local government sector has faced over the post-GFC era has been the dramatic fall in interest rates - from 7¼% to the historical low levels of 0.10%.

As the past decade has highlighted (post-GFC era), we have seen too many portfolios' roll a high proportion of their deposits between 3-6 months, resulting in their deposits being reinvested at lower prevailing rates. That is, depositors have overpaid for liquidity and generally not insured themselves against the low interest rate environment by diversify their funding across various tenors (out to 5 years) but rather placed all their 'eggs in one basket' and kept all their deposits short. **Reinvestment risk has collectively been and continues to be the biggest detriment to depositors' interest income over the post-GFC period.**

At the time of writing, we see value in:

ADI	LT Credit Rating	Term	T/D Rate
ICBC, Sydney	A	5 years	2.80% p.a.
ICBC, Sydney	A	4 years	2.60% p.a.
ICBC, Sydney	A	3 years	2.35% p.a.
MyState	BBB	3 years	2.25% p.a.
Westpac	AA-	4 years	2.23% p.a.
Westpac	AA-	3 years	2.01% p.a.
BoQ	BBB+	3 years	2.00% p.a.
ICBC, Sydney	A	2 years	1.85% p.a.
MyState	BBB	2 years	1.80% p.a.
BoQ	BBB+	2 years	1.70% p.a.
Westpac	AA-	2 years	1.65% p.a.

The above deposits are suitable for investors looking to provide some income protection and mitigate reinvestment/rollover risk for the next few years.



For terms under 12 months, we believe the strongest value is currently being offered by the following ADIs (dependent on daily funding requirements):

ADI	LT Credit Rating	Term	T/D Rate
AMP Bank	BBB	11-12 months	1.00% p.a.^
BoQ	BBB+	12 months	0.90% p.a.
ME Bank	BBB+	12 months	0.90% p.a.
MyState Bank	BBB	12 months	0.90% p.a.
NAB	AA-	12 months	0.88% p.a.
ICBC	A	12 months	0.86% p.a.
Bank of Sydney	Unrated ADI	9-12 months	0.85% p.a.
Westpac	AA-	12 months	0.83% p.a.
CBA	AA-	12 months	0.80% p.a.

[^] AMP T/Ds – contact us to receive an additional 0.20% p.a. rebated commission on top of the rate shown above

Amongst the investment grade sector, the majority of short-dated term deposits (maturing less than 12 months) are yielding under 0.90% p.a. Despite the uplift in outright rates recently, we generally believe there much better value in slightly longer-dated terms.

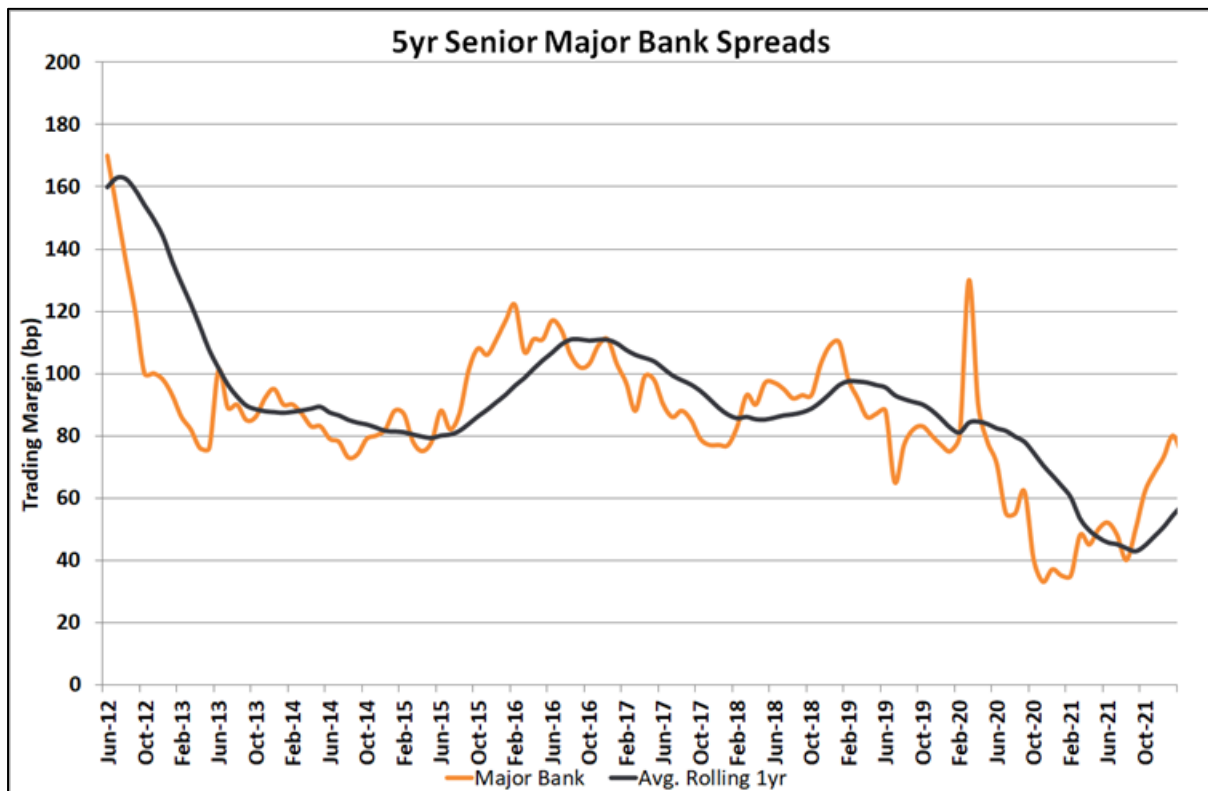
There is an upward pick-up in yield for investors that can take advantage of 2-3 year fixed T/Ds whilst official rates are stuck at very low levels at least for the next 12-18 months. For those investors that do not require high levels of liquidity and can stagger their investments longer-term, they will be rewarded over coming years if they roll for an average term of 18 months - 2 years (this is where we current value), yielding, on average, more than double the return compared to those investors that purely invest in short-dated deposits.

At-Call Account

We recommend Council opens the Macquarie Bank (A+) ‘accelerator’ account, currently offering an overnight rate of 0.40% p.a. for balances up to \$10m and 0.20% p.a. for balances greater than \$10m. This account is earning much higher than what Council is currently receiving from both Bendigo (BBB+) and NAB (AA-).

Senior FRNs Review

Over February, amongst the senior major bank FRNs, physical credit securities marginally tightened up to 5bp at the long-end of the curve. During the month, NAB (AA-) issued a dual 3 and 5 year deal at +47bp and +72bp respectively, printing \$4bn across the four tranches. This followed new 5 year issuances from WBC (AA-) and CBA (AA-) at +70bp in January. We anticipate ANZ (AA-) may follow suit over coming months looking to refinance their upcoming maturities at these historically cheap levels:



Source: IBS Capital

Amongst the “A” and “BBB” rated sector, the securities remained relatively flat at the long-end of the curve. For a second consecutive month, there was much more activity in the primary market, highlighted by new issuances from:

- Newcastle Permanent Building Society (BBB): 5 year senior FRN at +100bp
- United Overseas Bank, Sydney Branch (AA-): 5 year senior FRN at +72bp
- Mizuho, Sydney Branch (A): 3 year senior FRN at +60bp
- Société Générale, Sydney Branch (A): 5 year senior FRN at +100bp

While turnover in the secondary market is still predominately dominated by commonwealth, semi-government and major bank senior paper, given the lack of supply, we have started to observe that even a handful of regional bank senior paper has sometimes been trading inside “mid” levels over recent months.



The lack of supply from new (primary) issuances has played a major role with the strong rally in credit markets over 2020. This has now started to reverse as monetary policy easing measures are progressively being withdrawn.

FRNs will continue to play a role in investor's portfolios mainly on the basis of their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment).

Senior FRNs (ADIs)	28/02/2022	31/01/2022
"AA" rated – 5yrs	+75bp	+80bp
"AA" rated – 3yrs	+49bp	+47bp
"A" rated – 5yrs	+88bp	+90bp
"A" rated – 3yrs	+60bp	+60bp
"BBB" rated – 3yrs	+70bp	+70bp

Source: IBS Capital

We now generally **recommend switches** ('benchmark' issues only) into new attractive primary issues (or longer-dated alternatives), out of the following senior FRNs that are maturing:

- **On or before early 2022 for the "AA" rated ADIs (domestic major banks);**
- On or before early-mid 2023 for the "A" rated ADIs; and
- Within 12 months for the "BBB" rated ADIs (consider case by case).

Investors holding onto the above senior FRNs ('benchmark' issues only) in their last few years are now generally holding sub-optimal investments and are not maximising returns by foregoing realised capital gains. In the current low interest rate environment, any boost in overall returns should be locked in when it is advantageous to do so, particularly as switch opportunities become available.

Primary (new) FRNs are now looking more appealing and will be considered on a case by case scenario.



Senior Fixed Bonds – ADIs (Secondary Market)

As global inflationary pressures have emerged, this has seen a significant lift in longer-term bond yields (valuations fell) as markets have strongly factored in a tightening of global central bank policy measures (i.e. withdrawal of Quantitative Easing and lifting official interest rates).

This has resulted in some opportunities in the secondary market. We currently see value in the following fixed bond lines, with the majority now being marked at a significant discount to par (please note supply in the secondary market may be limited on any day):

ISIN	Issuer	Rating	Capital Structure	Maturity Date	~Remain. Term (yrs)	Fixed Coupon	Indicative Yield
AU3CB0265403	Suncorp	AA-	Senior	30/07/2024	2.49	1.85%	2.05%
AU3CB0265593	Macquarie	A+	Senior	07/08/2024	2.52	1.75%	2.05%
AU3CB0265718	ING	AAA	Covered	20/08/2024	2.55	1.45%	2.00%
AU3CB0266179	ANZ	AA-	Senior	29/08/2024	2.58	1.55%	1.85%
AU3CB0266377	Bendigo	BBB+	Senior	06/09/2024	2.60	1.70%	2.13%
AU3CB0268027	BoQ	BBB+	Senior	30/10/2024	2.75	2.00%	2.32%
AU3CB0269710	ANZ	AA-	Senior	16/01/2025	2.96	1.65%	2.12%
AU3CB0269892	NAB	AA-	Senior	21/01/2025	2.98	1.65%	2.15%
AU3CB0270387	Macquarie	A+	Senior	12/02/2025	3.04	1.70%	2.36%
AU3CB0280030	BoQ	BBB+	Senior	06/05/2026	4.26	1.40%	2.77%
AU3CB0282358	ING	AAA	Covered	19/08/2026	4.55	1.10%	2.60%



Senior Bonds - Northern Territory Treasury Corporation (NTTC)

Investors should be aware of the following senior retail bond offering from Northern Territory Treasury Corporation (NTTC) effective 21st February 2022:

Maturity Date	Rate % p.a. [^]	Interest Paid
15/06/2023	0.70%	Annually
15/06/2024	1.20%	Annually
15/06/2025	1.80%	Annually
15/06/2026	1.90%	Annually
15/06/2027	2.20%	Annually

^{^^}The rates offered in the above table can be reviewed and changed at any time from Treasury. The rate for broker sponsored applications will be dropped by 0.20% p.a. effective 1 October 2020.

Any investor interested in this product should avoid placing through the broker channel and contact Imperium Markets to receive the full commission of 0.25% (plus GST) on the face value of the investment, in the form of an additional rebate. If placed through the brokers, they are likely to keep the 0.25% commission (on the face value of the investment).

Overview	Description
Issuer	Northern Territory Government
Credit Rating	Aa3 (Moody's), which is AA- equivalent (S&P)
Type	Fixed senior (retail) bonds
Program	Territory Bonds Issue 112
Date for applications	01/01/2022 – 31/05/2022
Liquidity	Weekly redemptions available, subject to the prevailing market rate and administration costs ^{^^}

^{^^} Note given this is a retail bond offering (min. parcel size of \$5,000), for wholesale investors, we would not consider this to be a liquid investment (the largest redemptions to date have only been \$200-\$300k).

The product should be viewed as a hold-to-maturity product, noting there are significant penalty costs including admin fees, the prevailing market interest rate, and factors in any associate commissions that were previously paid. Given the longer-term outlook for official interest rates, any investor interested should invest through Imperium Markets to receive an effectively higher rate, once factoring in the rebated commission. *These offers will need to be compared to other complying assets at the time of investment – term deposits are currently a better alternative.*

Economic Commentary

International Market

Russia's invasion of Ukraine and US Fed policy expectations dominated the selloff in financial markets this month. Global leaders condemned the invasion and announced various sanctions, including (immediately) on Russian debt and to Russian banks, designed to cut the country off from accessing debt finance.

Unsurprisingly, the Rouble and Russian assets have collapsed with the Russian currency down as much as 24% on a single day in late February, while Russia's central bank doubled interest rates to 20% in attempt to stabilise the domestic economy.

Across US equity markets, the S&P 500 Index fell -3.14%, while the NASDAQ dropped -3.43%. Europe's main indices also fell led by Germany's DAX (-6.53%), France's CAC (-4.86%) and UK's FTSE (-0.08%).

US Fed rate hike pricing continues to see 6½ rate hikes still priced in 2022, while a 50bp move in March is around a 40% chance.

US CPI for both core and headline came in higher than expected by 0.1%. More importantly, price pressures were broad based. Core inflation was +0.6% m/m and +6.0% y/y, while headline was +0.6% m/m and +7.5% y/y, its highest since 1982.

The US unemployment rate rose by 0.1% to 4.0%, above the consensus of 3.9%. The increase in the unemployment rate was attributed to a rise in labour force participation, by a statistically significant 0.28%, to 62.2%. Meanwhile, average hourly earnings rose +0.7% m/m vs +0.5% expected. On annual basis, wage growth jumped to +5.7%, but the last three-month annualised rate was an astonishing +7.7%.

EU inflation surpassed expectations and printed a new record high (post-2000). CPI for January climbed 0.1% to +5.1% y/y. ECB President Lagarde shocked markets with a dramatic shift in language, opening up the possibility of a 2022 rate hike.

The Bank of England raised interest rates for a second time in three months, to 0.50%, as it warned that surging energy bills would push inflation higher than expected, to more than 7% by April.

The RBNZ increased rates by 25bp to 1.00%, which was much more hawkish than the headline. The terminal rate forecast in their Monetary Policy Statement was revised significantly higher to around 3.35% from 2.60%, while the Bank also said it was happy to move by 50bp increments in the future.

The MSCI World ex-Aus Index fell -2.79% for the month:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	-3.14%	-4.23%	+14.77%	+16.25%	+13.10%	+12.34%
MSCI World ex-AUS	-2.79%	-4.08%	+9.45%	+12.79%	+10.31%	+8.89%
S&P ASX 200 Accum. Index	+2.14%	-1.72%	+10.19%	+8.43%	+8.48%	+9.56%

Source: S&P, MSCI

Domestic Market

In its meeting in February, there was an important shift in the RBA’s inflation language, which opens up optionality for the Board. The Board is still “*prepared to be patient*” as they await more information on wages growth and the outlook and trajectory for inflation until they can conclude inflation is sustainably at target. The RBA’s central scenario is consistent with discussing an interest rate increase later this year, with Governor Lowe indicating, “*but it is certainly plausible, if the economy tracks in line with our central forecast, that an interest rate increase will be on the agenda sometime later this year*”.

The RBA’s QE program has now ended. Just over \$360bn of bonds have been purchased across all the bond buying operations of the past two years.

January labour market data was stronger than expected even with the disruptions caused from the Omicron variant. Employment rose +13k, with the unemployment rate coming in unchanged at 4.2%, while the participation rate rose by 0.1% to 66.2% (from 66.1%).

The wage price index (WPI) came in line with expectations at +0.7% q/q and +2.3% y/y. The result was on the soft side of +0.70% being +0.65% unrounded, with the detail of the release still only showing a gradual acceleration in base wages growth late last year.

Credit growth was +0.8% m/m in December, beating expectations for a +0.6% m/m rise but edging back from the upwardly revised +1.0% m/m increase in November.

Retail sales for January were much stronger than expected at +1.8% m/m (consensus +0.3%). The rise in January comes after a sharp fall in December (-4.4%), which followed an even sharper rise in November (+7.3%), driven by shifting seasonals and the bounce out of lockdowns.

The trade balance in December declined \$1.4bn to \$8.4bn surplus. That takes the trade surplus to its lowest level since March 2021, and around \$5bn below its recent peak of \$13.3bn in July 2021.

The Australian dollar rose +2.44%, finishing the month at US71.82 cents (from US70.11 cents the previous month).

Credit Market

The global credit indices widened significantly over February as financial markets continue to be sold off. The indices are back to their levels experienced in mid-2020:

Index	February 2022	January 2022
CDX North American 5yr CDS	66bp	60bp
iTraxx Europe 5yr CDS	68bp	59bp
iTraxx Australia 5yr CDS	88bp	75bp

Source: Markit



Fixed Interest Review

Benchmark Index Returns

Index	February 2022	January 2022
Bloomberg AusBond Bank Bill Index (0+YR)	+0.01%	+0.00%
Bloomberg AusBond Composite Bond Index (0+YR)	-1.21%	-1.02%
Bloomberg AusBond Credit FRN Index (0+YR)	-0.01%	+0.01%
Bloomberg AusBond Credit Index (0+YR)	-1.07%	-0.57%
Bloomberg AusBond Treasury Index (0+YR)	-1.31%	-1.03%
Bloomberg AusBond Inflation Gov't Index (0+YR)	-1.18%	-1.20%

Source: Bloomberg

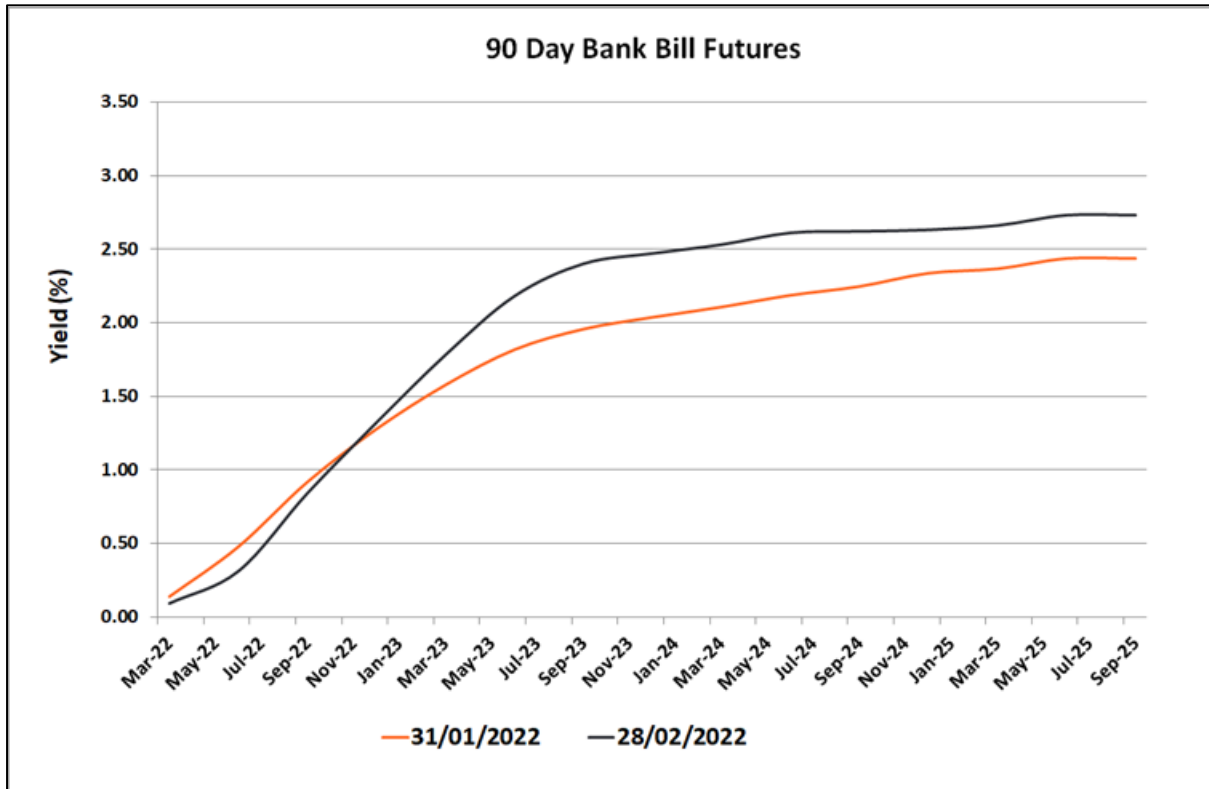
Other Key Rates

Index	February 2022	January 2022
RBA Official Cash Rate	0.10%	0.10%
90 Day (3 month) BBSW Rate	0.08%	0.08%
3yr Australian Government Bonds	1.50%	1.31%
10yr Australian Government Bonds	2.13%	1.94%
US Fed Funds Rate	0.00%-0.25%	0.00%-0.25%
10yr US Treasury Bonds	1.83%	1.79%

Source: RBA, AFMA, US Department of Treasury

90 Day Bill Futures

Over February, bill futures rose across the board as markets reacted to the US Fed accelerating their tightening cycle to control inflation:



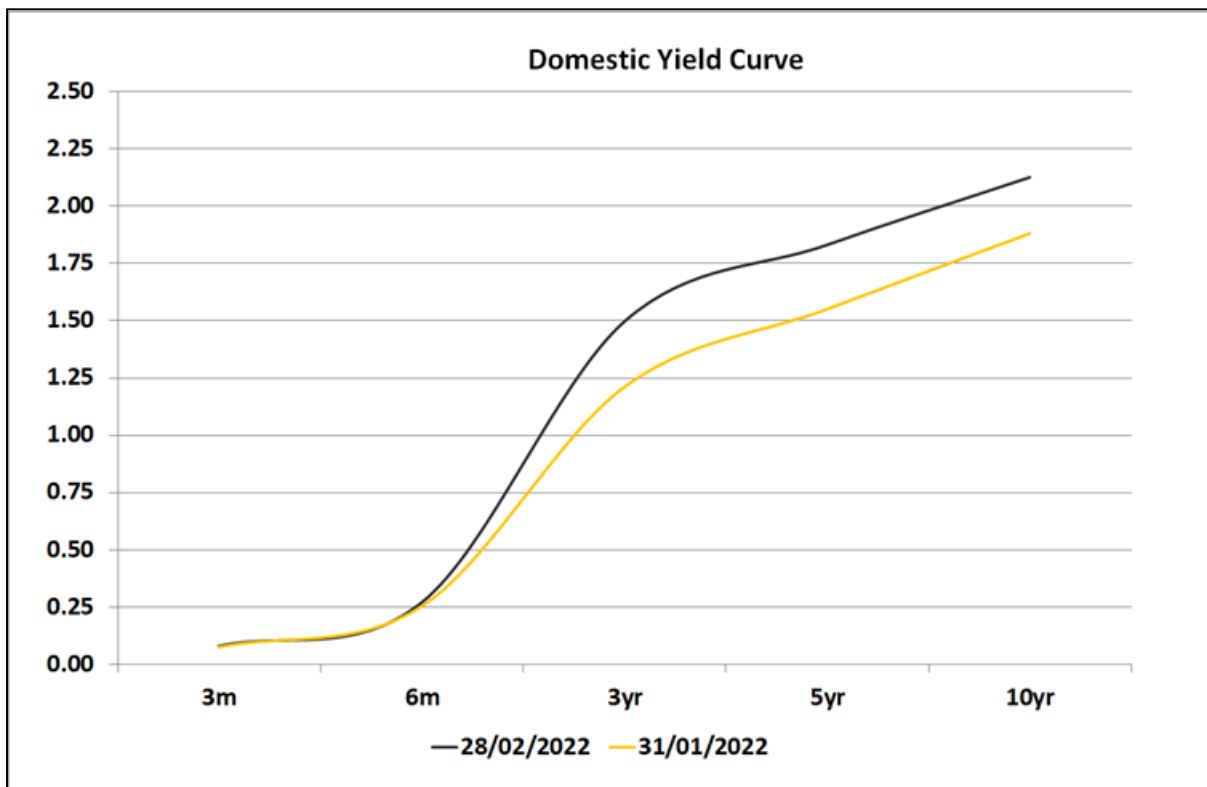
Source: ASX

Fixed Interest Outlook

Despite the selloff in financial markets, central bank rate hike expectations continue to be well priced by markets. In the US, there is roughly 6½ hikes priced for 2022, with the first move in March now almost a certainty following the Fed’s ongoing rhetoric (the market is still pricing in a chance of a 50bp hike in March). The Fed’s long-term forecast remains unchanged at 2.5%. The Fed acknowledges that it has achieved its target for inflation given that it has “exceeded 2% for some time” and commentary suggest that rate hikes will begin once labour market conditions have reached levels consistent with the Committee’s assessments of maximum employment.

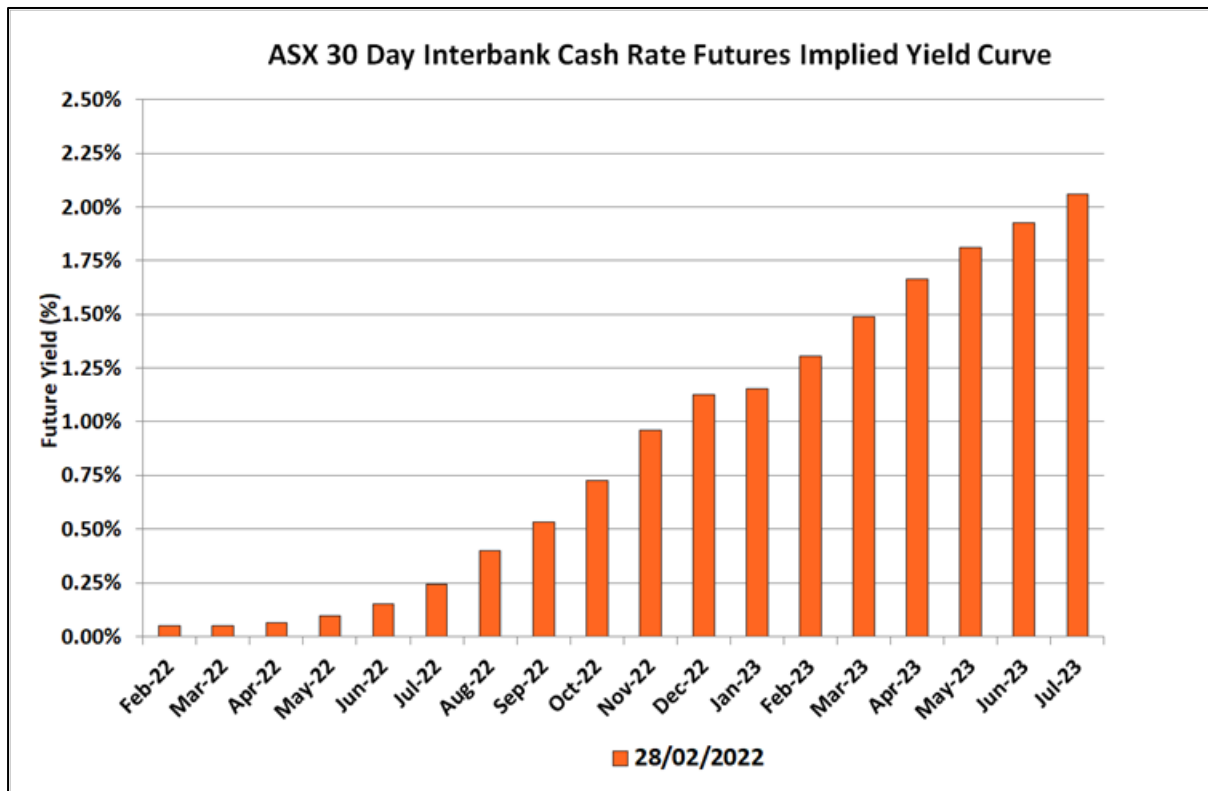
Domestically, there was an important shift in the RBA’s inflation language in its February meeting, which opens up optionality for the Board. The Board is still “prepared to be patient” as they await more information on wages growth and the outlook and trajectory for inflation until they can conclude inflation is sustainably at target. Interest rate rises starting later in 2022 were deemed “a plausible scenario”, but Governor Lowe commented “it’s still quite plausible that the first increase...is a year or longer away”.

The domestic bond market continues to suggest a prolonged low period of interest rates. Over the month, yields rose up to 25-30bp at the long-end of the curve:



Source: AFMA, ASX, RBA

Markets have brought forward RBA rate hike pricing following moves offshore with a full rate hike now priced by July 2022 and four hikes priced by December 2022, against the RBA’s ‘plausible’ scenario of not seeing conditions for a hike at least until late 2022 or early 2023:



Source: ASX

Disclaimer

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Imperium Markets monitors the entire fixed income investible universe and recommends the best rate available to us, regardless of whether a product provider uses our market platform. You are responsible for deciding whether our recommendations are appropriate for your particular investment needs, objectives and financial situation and for implementing your decisions. You may use our platform to transact with your chosen product providers.

Imperium Markets charges a flat fee for our investment advice. Any commissions received are rebated to clients in full. If you choose a product provider who uses our market platform, the product provider pays us 1bp p.a. funding fee of the value of the investments transacted.

Memorandum of Understanding

Berrigan Shire Council

and

Tocumwal Golf and Bowls Club Ltd



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Date: xxx 2022

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

Tocumwal Golf and Bowls Club, ABN 84001088302 of 42 Barooga rd. Tocumwal, NSW 2471 (referred to in this document as TGBC).

Duration of the MOU

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

The MOU will apply from 28 February 2022 and will continue to apply until 27 February 2023 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 TGBC are committed to maintaining a positive and co-operative working relationship.

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

- identify key mutual outcomes for Tocumwal and the greater Berrigan Shire (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 and information that is mutually beneficial to both parties;
- promote and facilitate 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

As part of the parties' mutual commitment, the Council and TGBC 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 TGBC agree to work together to achieve a masterplan for the TGBC site that will be used as a tool to foresee future developments and opportunities to underpin community outcomes, whilst highlighting the identity, vision, social fabric and historical foundations of our region.

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

- the development of TGBC as a key recreation and lifestyle visitor attraction, delivering employment and economic support to Tocumwal and the greater Berrigan Shire;
- the development of residential areas associated with the Golf Course to deliver suitable housing and alleviate pressures on the current market;

- implement youth health and wellbeing initiatives to encourage participation in sport and social activities;
- explore grant opportunities to ensure the delivery of the master plan is possible in the longer term
- advice and liaison with regard to TGBC's obligations to support local community activities under the *Gaming Machine Tax Act 2001*

Roles and Responsibilities

The Council and TGBC are major employers in the community and recognise their community leadership responsibilities as part of the social fabric of the region as a whole.

Council and TGBC will provide each other with relevant data to assist with the analysis of the success or otherwise of planned events and upgrades to the property so both parties may understand the impacts their works deliver to and for the community. Council will also assist where possible, with information required to apply for relevant grants and if needed, supply letters of support for such grant applications submitted by TGBC.

TGBC will ensure it works openly and honestly with Council to align with Council's strategic plans for the area and fulfils its role as a leader in the community.

To achieve the goals and objectives of the MOU, TGBC and Council will form an advisory group that will focus on building positive relationships between Council and TGBC.

The parties will nominate [insert number] members each to form the 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

Meetings

Council and TCBC will commit to meeting at regular intervals (at least quarterly) to discuss matters directly related to the subject of this MOU. Initial meetings may be held more frequently where both parties agree.

Council will nominate the following staff to attend the meetings:

- Council's Chief Executive Officer (or proxy where the CEO is not available); and
- Council's Economic Development Manager (or proxy where the EDM is no available).

TGBC will nominate the following staff to attend the meetings:

- TGBC's Chief Executive Officer (or proxy where the CEO is not available); and
- TGBC's Marketing & Communications officer
- A representative of the board of directors of TGBC

Council will prepare the agendas and provide meeting notes. Where Council is unable to provide this service (due to staff leave etc) TGBC agree to provide these services.

Reporting

Once the advisory committee has developed its goals and aspirations for achieving the intent of the MOU, progress on relevant goals and objectives on at least a half yearly basis to both the Board of TGBC and the Council.

The form and substance of the reports shall be determined by the advisory group.

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.

TGBC acknowledges that information provided to Council, other than Commercial In Confidence information, will be subject to the provisions of the Government Information (Public Access) Act 2009.

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 TGBC 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:



BAROOGA | BERRIGAN | FINLEY | TOCUMWAL
Heart of the Southern Riverina

Ref: KE:150

28 February 2022

Mr Mark Francis
Chief Executive Officer
Murray Regional Tourism
PO Box 357
Echuca NSW 3564

Dear Mark

Murray River Adventure Trail – Funding Support

Berrigan Shire Council congratulates Murray Regional Tourism (MRT) and the Victorian government on the development and funding support for this important initiative.

The project will help increase visitation and extend stays in the Murray Region including those townships that exist along the Murray itself.

Council is very supportive of MRT's application for funding through the 'Enabling Tourism Fund' which will allow for the development of the detailed designs to prepare the next stages of the larger project.

Berrigan Shire Council pledges its support in principle to contribute necessary funds to the project to allow required matching funding under the 'Enabling Tourism Fund' to be achieved

I trust the above is of assistance to you. Should you require further information, please contact me on telephone 0456 802 006 or email karinae@berriganshire.nsw.gov.au.

Yours sincerely

Karina Ewer MBA, MCDR, MAHRI, MAICD
Chief Executive Officer



REBRANDING BERRIGAN SHIRE

CORPORATE WORKSHOP 2022

Keelan McDonald – Communications Coordinator



Contents

- WHY ARE WE HERE?
- BRAND STRATEGY
- BRAND GUIDELINES
- NEXT STEPS

Why are we here?

- **THE PROBLEM:** As our Shire has evolved, our identity has remained in the previous century. Looking at other Councils around us; Moira, Edward River and Federation, they have all undergone re-branding in the last 5 years. They all have a brand that visually represents their Shire, to ensure consistency, authenticity and instant recognition with an audience – something we are lacking.
- **THE OPPORTUNITY:** To build a brand that represents the Berrigan Shire for what it is now, whilst also paying homage to its rich heritage. As we expand further into the Tourism and Marketing space, we need to ensure we have a brand that represents our Shire.

BRAND STRATEGY

4

What is BRAND

- 'Brand' refers to how a company presents itself to stakeholders, public and community
- 'Brand Identity' refers to the visual elements of an organisations, that being logo, design and colour

Attributes & Personality

Your key attributes are the building blocks of your brand.

They represent the essence of who you are, and as such they set a foundation for all subsequent decisions, from creative direction to marketing messages.

Your brand personality is how people describe your brand using human characteristics

Positioning

Positioning is the public-facing essence of a brand.

A tagline which can sit underneath the brand name, reflecting the attributes and personality.

Previously Berrigan Shire have used:

“Heart of the Southern Riverina”

“Building a better Berrigan Shire”

Brand Name

A successful name should be:

- **Unique**
- **Memorable**
- **Easily understood**
- **Easy to read, hear, write and repeat**
- **Applicable to the diverse nature of this region**

BRAND GUIDELINES



Brand Guidelines

Brand Guidelines provide clear instructions on how and where Council Logo can be used in all forms of communications, to create consistency and professionalism.

- **Brand Colours**
- **Typography**
- **Graphic Elements**
- **Communications Collateral**

WHO IS DOING IT WELL?

- **Edward River Council** – www.edwardriver.nsw.gov.au/Council/News-and-Media/Brand-and-Logo
- **Wellington Shire Council** – www.wellington.vic.gov.au/council/logo-and-brand-guidelines

NEXT STEPS

4



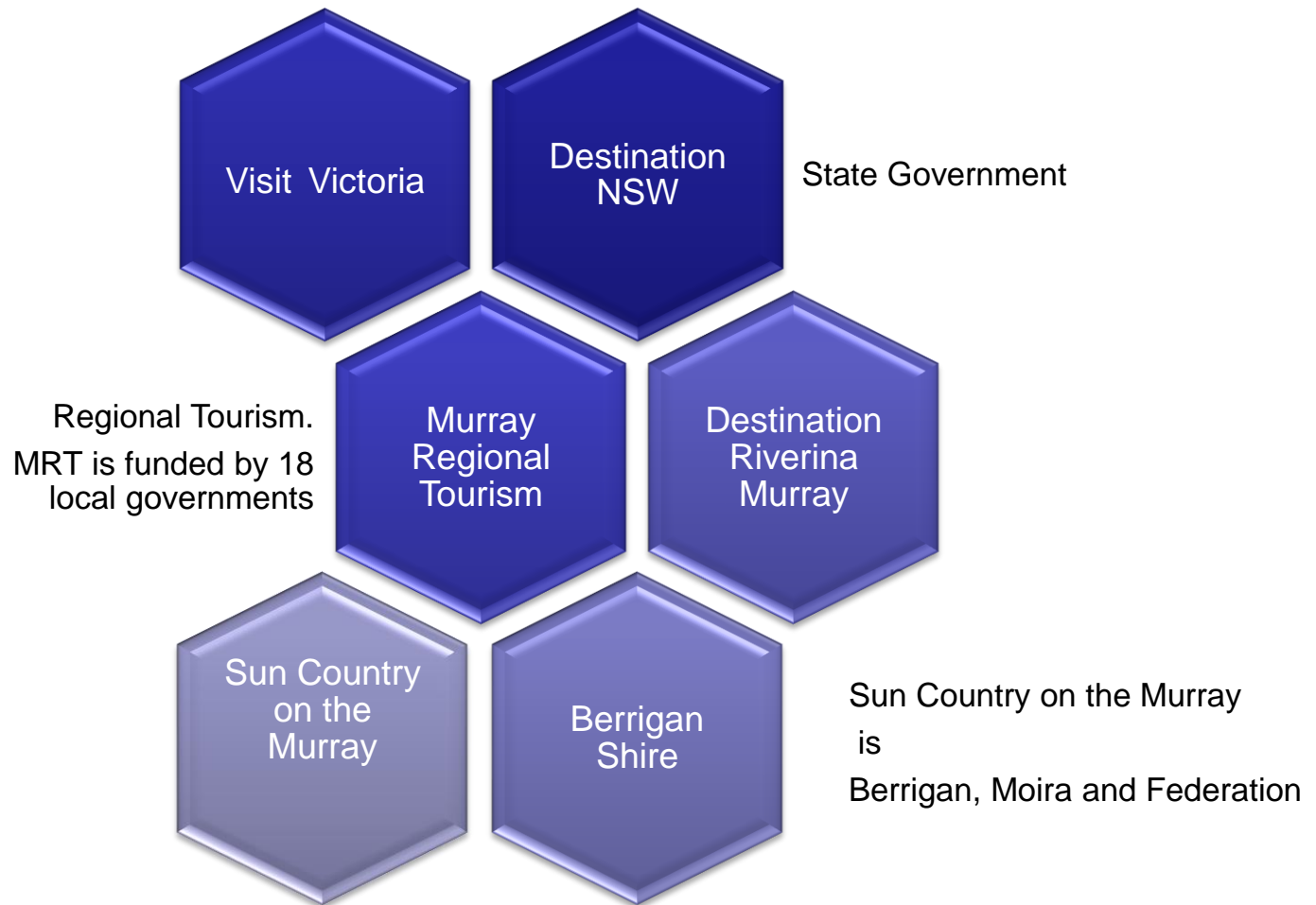
Next steps

- Soft Community Consultation: Survey – mid March 2022
- Engage Community Groups for Consultation: mid March 2022
- Engage Creative Agencies: late March 2022
 - *Supply feedback from Corporate Workshop & Community Consultation*
 - *Engage Creative Agencies: late March 2022*
- Present Creative Agency finding to Council: April or May SPW



Berrigan Shire
Strategy for the Visitor Economy
2022 - 2026

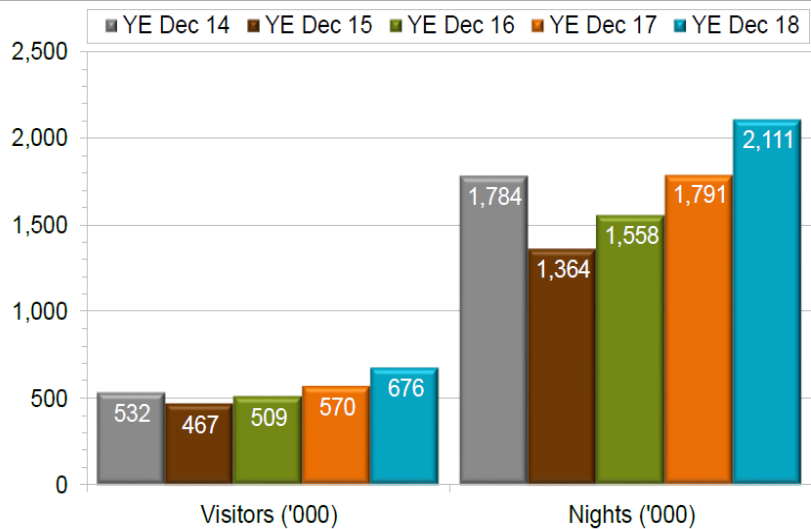
The Hierarchy



Where were we.....

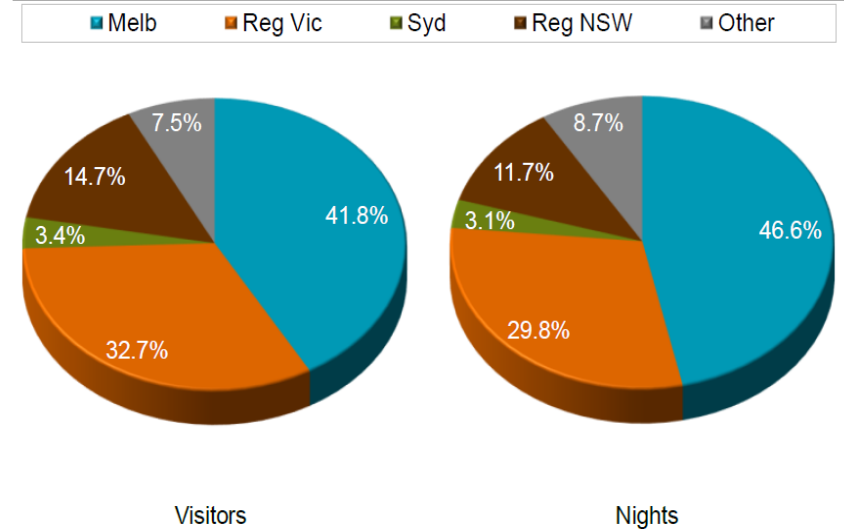
Domestic Overnight Travel⁽¹⁾

Visitors and nights



Sun Country received 676,000 domestic overnight visitors - up by 18.7% on YE Dec 17. Visitors spent over 2.1 million nights in the region - up by 17.9% on YE Dec 17.

Origin



The region received 74.4% of visitors and 76.5% of nights from **Victoria**. Compared to YE Dec 17, Victorian visitors were up by 12.9% and nights were up by 22.6%.

Where are we now.....

- Domestic Overnight travel is now below 2014 rate.
- Visitor nights on a par with 2014, down 600,00.
- The Murray region has had a higher average decline in visitation than Regional Victoria, Regional NSW and Australia.

Strategy for the Visitor Economy project plan

- Industry consultation
- Council and Internal consultation
- Document development
- Document display and industry and community feedback sought
- Document adopted.

Vision

- A vision has not previously been articulated but is something that was raised during the consultation.
- “We would really like to see the Council have a vision for tourism.” Matt and Karen Henderson – Tocumwal Aviation Museum

Review of Brand and Post COVID visioning

- What can we take from the previous workshops to shape the Tourism Vision?

- Small group discussion

“What does tourism look like in Berrigan Shire in 2026”

Key action areas

What would you like to see happen in the area of:

- Product development
- Industry development
- Marketing and promotion
- Visitor Services
- Events

Small group discussion to workshop ideas

Berrigan Shire LEP Review

David Hunter, Habitat Planning

Project Overview

- Primary objectives of this project are to consolidate a strategic planning base for the Shire and review and update the Local Environmental Plan. Councils are typically required to update and review the LEP every 5 years.
- Reforms to the NSW Planning Legislation in 2018 also introduced a requirement for all Councils to prepare a Local Strategic Planning Statement (LSPS) to provide the basis for strategic planning in a council's local government area (LGA).
- The Berrigan Local Strategic Planning Statement was completed in May 2020 which sets out a 20 year vision for the Shire and sets out key actions and objectives to be achieved.
- Council also prepared a Land Use Strategy for the Berrigan Shire in 2018, setting out the strategic growth plans for each of the townships.
- The approach to the LEP Review project is to expand upon the strategic work carried out within the Land Use Strategy and LSPS.
- The project is to be prepared as collaborative approach between the consultant team, Council, key stakeholders and the community

NSW Strategic Planning Alignment



Project Approach

1. Project Inception

- Develop Consultation Plan
- Identify Key Stakeholders
- Establish Steering Committee
- Consolidate Key Strategies/Background

2. Profile and Issues Paper

- Gather the data and information and produce a snapshot of the current situation and the future direction
- Build upon analysis in LSPS and Land Use Strategy
- Narrowed focus on the current situation for the townships and rural areas.
- Information can be both objective and subjective but it all contributes to the understanding of the LGA.

3. Strategic Framework & District Plans

- Undertake preparation of a Strategic Framework for the LGA.
- Undertake more focussed strategic assessment of the LGA, and in particular the major townships.
- Critical analysis of the information obtained in earlier stages
- Additional investigation and information gathering through engagement.
- Prepare the overall strategic framework for the Shire
- Prepare District Plans for each township
- Ultimately summarise the key planning matters that will inform the new LEP

4. Planning Proposal

- Final delivery phase of the new LEP.
- Process is set out by Department of Planning and Environment.
- Planning Proposal document and recommendations informed and supported by the strategic work developed
- Incorporates feedback obtained during the community and stakeholder consultation.

Consultation and Feedback

1. Project Inception

Inception meeting with Council →

Workshop sessions with stakeholders →

Presentation of draft to Council →

Workshop sessions with stakeholders →

Presentation of drafts to Council →

Public exhibition →

Consider submissions and Endorsement →

Public Exhibition of Draft LEP →

Information/Workshops →

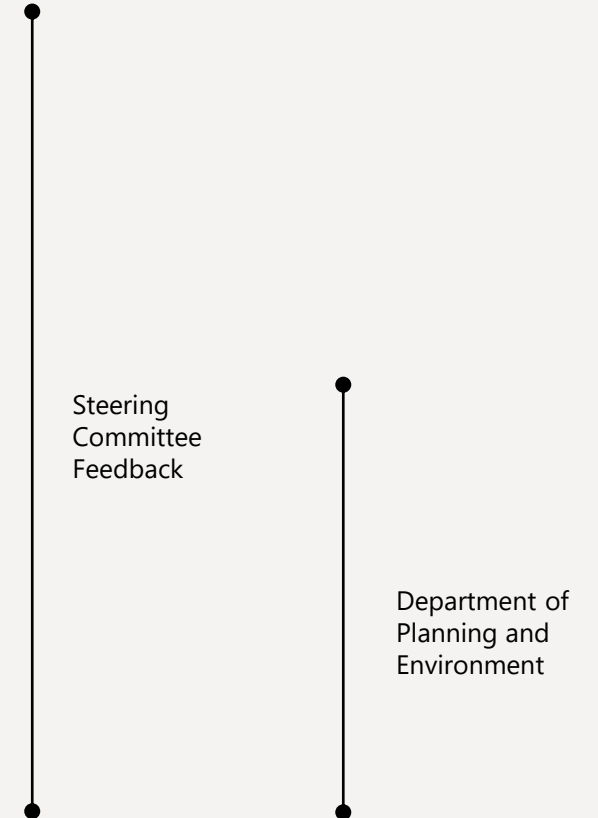
Consider submissions and Endorsement →

2. Profile and Issues Paper

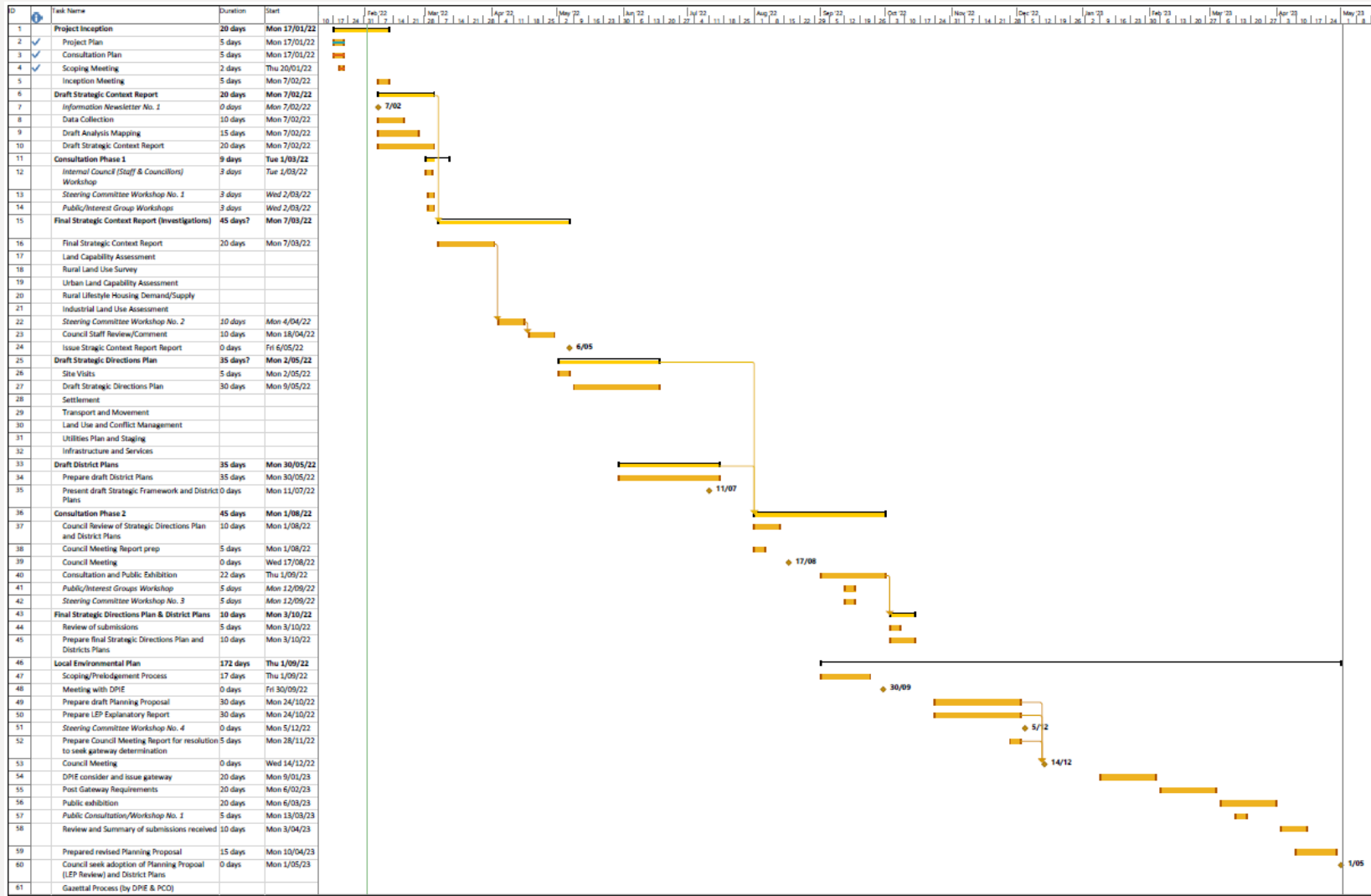
3. Strategic Framework & District Plans

4. Planning Proposal

LEP Gazettal by DPE



Work Plan



Questions?



AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION

PARTNERS IN PROGRESS

2022

NATIONAL
GENERAL
ASSEMBLY

19 - 22 JUNE 2022

CALL FOR MOTIONS

DISCUSSION PAPER



NGA22.COM.AU

SUBMITTING MOTIONS

This discussion paper is a call for councils to submit motions for debate at the 2022 National General Assembly (NGA) to be held in Canberra 19 – 22 June 2022.

It has been prepared to assist you and your council in developing your motions. You are encouraged to read all the sections of the paper but are not expected to respond to every issue or question. Your council's motion/s can address one or more of the issues identified in the discussion paper.

Motions should be lodged electronically using the online form available on the NGA website at: www.alga.asn.au and received no later than 11:59pm AEST on Friday 25 March 2022.

The theme of the 2022 NGA is – Partners in Progress.

The NGA aims to focus on how partnerships, particularly between the Australian Government and Local Governments, can tackle immediate challenges facing communities as well as confidently facing the future.

In submitting your council's motion/s you are encouraged to focus on how partnership can address national issues at the local level, and new ways the Australia Government could partner to strengthen the local government sector to advance community well-being, local economic development, create jobs, address environmental challenges, climate change and complex social issues such as housing affordability.

The National General Assembly of Local Government (NGA) is an important opportunity for you and your council to influence the national policy agenda and promote new ways of strengthening the local government sector and our communities.

Note: If your council does submit a motion there is an expectation that a council representative will be present at the National General Assembly to move and speak to that motion if required.

We look forward to hearing from you and seeing you at the 2022 NGA.



To submit your motion go to:
alga.asn.au/



KEY DATES

CRITERIA FOR MOTIONS

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

1. be relevant to the work of local government nationally
2. not be focussed on a specific location or region – unless the project has national implications. You will be asked to justify why your motion has strategic importance and should be discussed at a national conference
3. be consistent with the themes of the NGA
4. complement or build on the policy objectives of your state and territory local government association
5. be submitted by a council which is a financial member of their state or territory local government association
6. propose a clear action and outcome i.e. call on the Australian Government to do something; and
7. not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members, or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.

Motions should generally be in a form that seeks the NGA's support for a particular action or policy change at the Federal level which will assist local governments to meet local community needs.

Motions should commence as follows - *This National General Assembly calls on the Australian Government to*

Example

This National General Assembly calls on the Australian Government to restore Local Government Financial Assistance Grants to a level equal to at least 1% of Commonwealth taxation revenue.

OTHER THINGS TO CONSIDER

Please note that it is important to complete the background section on the form. Submitters of motions should not assume that NGA delegates will have background knowledge of the issue. The background section helps all delegates, including those with no previous knowledge of the issue, in their consideration of the motion. Please note that motions should not be prescriptive in directing how the matter should be pursued.

Try to keep motions practical, focussed and relatively simple. Complex motions with multiple dot point can be difficult to implement and to advance.

All motions submitted will be reviewed by the ALGA Board's NGA Sub-Committee, in consultation with state and territory local government associations, to determine their eligibility for inclusion in the NGA Business Papers. When reviewing motions, the Sub-Committee considers the criteria, clarity of the motion and the importance and relevance of the issue to local government. If there are any questions about the substance or intent of a motion, ALGA will raise these with the nominated contact officer. With the agreement of the submitting council, these motions may be edited before inclusion in the NGA Business Papers.

To ensure an efficient and effective debate where there are numerous motions on a similar issue, the ALGA Board NGA Subcommittee will group the motions together under an overarching strategic motion. The strategic motions have either been drafted by ALGA or are based on a motion submitted by a council which best summarises the subject matter. Debate will focus on the strategic motions. Associated sub-motions will be debated by exception only or in accordance with the debating rules.

Any motion deemed to be primarily concerned with local or state issues will be referred to the relevant state or territory local government association and will not be included in the NGA Business Papers.

Motions should be lodged electronically using the online form available on the NGA website at: www.alga.asn.au. All motions require, among other things, a contact officer, a clear national objective, a summary of the key arguments in support of the motion, and endorsement of your council. Motions should be received no later than 11:59pm AEST on Friday 25 March 2022.



Introduction

As Australia emerges from the crisis management phase of the COVID-19 global pandemic, attention now turns to rebuilding and to the future.

By the time of the NGA in June 2022, the next federal government and 47th Parliament of Australia, will almost certainly have been elected.

Prior to the election the major political parties will have campaigned on priorities and made numerous policy and programs commitments that will help shape our nation's future.

Invariably, in government, these policies and programs will need to be refined, developed and implemented. Almost certainly they will need to be adapted to meet changing circumstances, emerging issues and local and regional needs.

We know from previous elections that governments will not be able to achieve their policy agenda alone. They need reliable partners committed to playing their part in taking the nation forward, working together on mutual goals and advancing national prosperity for all.

During the election campaign, ALGA will be working extensively with state and territory local government association members, and many of you, to advance the national priorities highlighted in the Federal Election manifesto 'Don't' Leave Local Communities Behind'.

These priorities were significantly influenced by many of the resolutions of past NGAs.

Whether the Coalition Government is returned or a new Government formed, the 2022 NGA provides the first major opportunity to engage with relevant portfolio Ministers and key members of the new Government.

Most importantly, it provides you - the elected representatives of Australia's local councils and communities - with the opportunity to reaffirm our national priorities and to place new ideas on the national policy agenda.



The Immediate Recovery Challenges

Government at all levels have collaborated to avert the worst possible health and economic outcomes of the COVID-19 pandemic across Australia.

By November 2021 most states had reached or made significant progress in reaching the 80% or more vaccination threshold.

Every community was affected, some more than others, and local government has been at the forefront of developing local solutions to local challenges.

Given the economic and social impacts of the COVID pandemic on communities over the past 2 years, are there issues that need to be addressed by a new partnership between the Commonwealth Government and local governments?

Given the impacts of the COVID pandemic on your council and other councils around the country, are their issues that a partnership between the Commonwealth Government and local government should address?

Jobs

In September 2021 the national, seasonally adjusted unemployment rate, was 5.2% (ABS). The underemployment rate was 9.5% with monthly hours worked decreasing by 1 million hours. Roy Morgan's survey work suggests Australian unemployment (unadjusted) was 9.2% in October with underemployment at 8.6%.

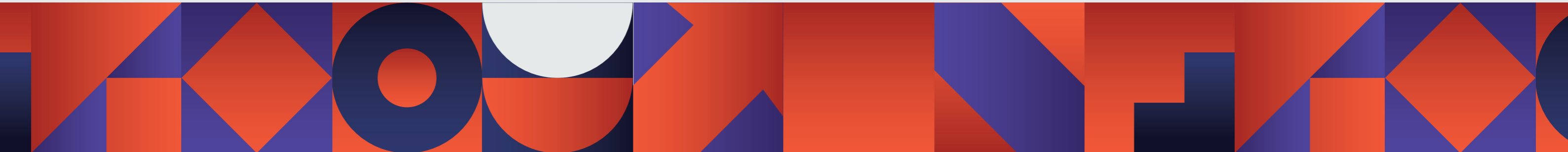
National statistics however mask variations at the state, regional and local level. State and Territory unemployment ranged from 3.9% in Western Australia and the Northern Territory, 5.1% in Queensland and Tasmania, 5.3% in South Australia, NSW 5.4%, Victoria 5.6% and the Australian Capital Territory 6.6%. Similarly, regional and local community unemployment vary from the national average reflecting local circumstances and the different impact of the COVID-19 pandemic, lockdowns and their flow-on effects have on the local economy. Youth unemployment and Aboriginal and Torres Strait Islander unemployment is also consistently higher.

As an employer of staff and of contractors, as well as a facilitator of local economic development, local government can play a key role in addressing unemployment and underemployment.

In keeping with the ALGA Federal election manifesto, 'Don't' Leave Local Communities Behind' local solutions are required for local circumstances.

What new partnership program could the Australian Government develop to take advantage of local government's knowledge of the local economy, geographic spread across the country and its ability to create jobs?

As an employer, what are the pre-requisites for councils to create more good quality, secure local jobs that build community capacity and address local workforce skills shortages?



Building Back Better Businesses

The economic shock of the past 2 years has caused unprecedented disruption to local businesses and communities. While many businesses have adapted to difficult circumstances, some have not survived. The current vacant shops fronts and offices of the streetscapes in our cities and towns is evidence of the challenges that our local businesses, local industry and communities have faced.

The capacity of the private sector, and small business in particular, to bounce back is untested.

What new partnership programs could the Australian Government introduce to take advantage of local government's role in economic development, including to support local businesses?

Opening Australia's Borders

As previously mentioned, by November 2021 most states had reached or made significant progress in reaching the 80% or more vaccination threshold. At this point, under the National Plan to Transition Australian National COVID-19 Response, governments were committed to introducing new measures such as opening international borders, minimising cases in the community without ongoing restrictions or lockdowns, Covid vaccination boosters encouraged and provided as necessary, and allowing uncapped inbound arrivals for all vaccinated persons, without quarantine.

As Australia opens-up its international borders economic recovery is expected to accelerate. The return of expats, international students, overseas migration and international tourism will increase population, supply of labour and demand for goods and services including for accommodation.

In the first instance, economic activity can be expected to return to pre-Covid levels. Over time, with appropriate support, it will grow.

The closure of borders and particularly international borders affected many parts of the tourism industry and the economies of many local communities. While domestic visitors helped fill a gap, recovery of many parts of the industry and the economy of communities that depend heavily on tourism will depend on the return of international travel.

To do this Australia must position itself to compete in international markets. This comes through offering high quality destinations, services and experiences that highlight the quality and value available in Australia. In addition to delivering a better visitor experience, this should also increase productivity, efficiency and innovation.

In the short term, what new partnership programs could the Australian Government introduce to assist local government meet the return of international students and stronger migration now and into the future?

What new programs could the Australian Government develop to partner with local government to facilitate tourism and the traveller economy?

Workforce Shortages and Re-engineering Work

In November 2021 business representatives report significant labour shortages particularly in the agriculture and hospitality sectors. The lack of backpackers, overseas students and migrant workers, combined with people not wanting to return to the workforce, are just some of the reasons attributed to these shortages.

While opening borders may increase the supply of labour, some argue that there is a more fundamental change in Australia's workforce and workplaces.

Although not reported in Australia yet, in the United States the post Covid workforce has been associated with what some have called the 'Great Resignation' as employees have adjusted their expectations, work life balance and priorities and simply not returned to their old jobs.

Many workers have been required to work from home for extended periods during the pandemic, including working remotely and now look for greater flexibility in their work. Technology and automation are transforming work and the workplace.

Many are prepared to change jobs to maximise this flexibility and the benefits derived from it. Traditionally this has led to wage pressure but coupled with demand for greater workplace flexibility employers need to be innovative to attract and retain employees. As an employer, councils are not immune and will also need to develop these strategies.

What new programs could the Australian Government develop to partner with local government to help support an influx of skilled migrants?

What new programs could the Australian Government develop to partner with local government to help councils attract and retain appropriately trained workers and employees?



Climate change

The United Nations Conference (COP) of Parties 26 held in Glasgow 2021 focused global attention on climate change and global and national efforts to achieve net zero emissions by 2050 and limit global warming to 1.5 degrees.

For decades local governments have played an important leadership role in addressing climate change. Councils have supported the adoption of a wide range of community-based programs and initiatives to lower the carbon footprint of local communities. As a sector, local government has led the debate for lowering carbon emissions, sourcing renewable energy, responded creatively to reduce greenhouse gas emissions from landfills, facilitated the construction of green buildings and water sensitive design of cities and towns.

Pragmatically, local government has been at the forefront to address the impacts of climate change and adaptation to climate change. These impacts include an increased number of days with high temperatures, less rainfall and more droughts in southern Australia, less snow, more intense rainfall and fire weather, stronger cyclones, and sea level rise. These changes will increase stress on Australia's infrastructure and physical assets and natural ecosystems that are already threatened, and significantly affect agriculture, forestry, fisheries, transport, health, tourism, finance and disaster risk management.

*How do we work together to ensure that there is local adaptation to climate change and climate extremes?
What partnerships are available to achieve climate neutrality?*

Natural Disasters

With the high-risk weather season commencing, many councils will be engaging with their communities about disaster preparedness, resilience and recovery. Not only have we experienced one of Australia's worst bushfire seasons in 2019-20, but some councils also had to deal with multiple disaster events within a 12 month period. Some councils have had to deal with bushfires, followed by storms, flooding, hailstorms, more flooding and COVID-19. These multiple disasters have had a devastating effect on many councils' financial sustainability and their ability to fund mitigation measures for the upcoming high risk weather season. Smaller rural and regional councils are further financially challenged and require help with preparedness and mitigation, as they currently have zero capacity to fund major mitigation projects.

The Royal Commission into National Natural Disaster Arrangements recognised that councils need help. It concluded that without assistance many local governments cannot undertake the roles and responsibilities allocated to them by their State/Territory Governments.

What new programs could the Australian Government develop to partner with local government to help to address natural disasters to assist in recovery and build resilience?



Environment

Local government plays a critical role in environmental management including environment protection.

“Australia’s Strategy for Nature 2019 – 2030” recognises that we all have a role in securing nature as the foundation of our existence. It is an overarching framework for all national, state and territory and local strategies, legislation, policies and actions that target nature. It has 3 goals:

1. Connecting all Australians with nature:
2. Care for nature in all its diversity, and
3. Share and Build knowledge.

To achieve these goals there are a variety of options for joint action to reduce threats and their impacts include ensuring the design and management of the protected area network considers and accommodates future threat scenarios and establishes robust mechanisms to respond effectively to new and emerging threats. The strategy suggests there are opportunities to ‘... improve planning, regulation, environmental impact assessment and approvals processes. In addition, threat abatement activities could include targeted pest management, ecosystem restoration (integrated fire management, revegetation), pollution control, greenhouse gas emissions management and climate change adaptation’.

How could the Australian Government partner with local government to help support the implementation of the Australian Strategy for Nature 2019 – 2030 and take advantage of local knowledge?

What new programs could the Australian Government develop to partner with local government to help to reduce threats and risks to nature and build resilience?

The Circular Economy

The 2019 National Waste Policy Action Plan applies principles of a circular economy to waste management to support better and repeated use of our resources. The circular economy principles for waste are:

1. Avoid waste
2. Improve resource recovery
3. Increase use of recycled material and build demand and markets for recycled products
4. Better manage material flows to benefit human health, the environment and the economy
5. Improve information to support innovation, guide investment and enable informed consumer decisions.

Councils play a major role in the management of household and domestic waste. Therefore, local government has a critical role to play in further developing the circular economy.

How could the Australian Government partner with local government to advance the circular economy?

What new programs could the Australian Government partner with local government to progress these objectives?



Affordable Housing

The shortage and costs of rental properties and affordable home ownership is causing significant social and economic impacts in cities and towns across Australia, including rural and regional communities. This is due to a range of factors such as changes in recent migration patterns, cheap finance and labour and material shortages in the construction sector.

The impacts on local governments and communities includes housing stress for individuals and families, difficulty in attracting and housing key workers and an increase in homelessness.

The House of Representatives Standing Committee on Tax and Revenue 2021 is leading an inquiry into the contribution of tax and regulation on housing affordability and supply in Australia. Whilst the provision of affordable housing is not a local government responsibility, local governments often facilitate affordable housing within their communities, operating within state/territory planning, financial and other legislation requirements. The housing challenge is different in each community and the council response is dependent on its financial resources and priorities.

How could the Australian Government partner with local government address housing affordability?

What new programs could the Australian Government partner with local government to progress this objective?

Conclusion

Thank you for taking the time to read this discussion paper and support for the 2022 National General Assembly of Local Government.

A reminder:

- Motions should be lodged electronically using the online form available on the NGA website at: www.alga.asn.au and received no later than 11:59pm AEST on Friday 25 March 2022.
- It is important to complete the background section on the form.
- Motions should not be prescriptive in directing how the matter should be pursued.
- Motions should be practical, focussed and relatively simple.
- Motions must meet the criteria published at the front of this paper.
- When your council submits a motion there is an expectation that a council representative will be present at the National General Assembly to move and speak to that motion if required.

We look forward to hearing from you and seeing you at the 2022 NGA.



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Community Engagement Strategy Tocumwal Town Beach

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Introduction

The *Tocumwal Town Beach Engagement Strategy* (*CSP Engagement Strategy*) has been developed to identify relevant stakeholders and stakeholder groups to be engaged as part of the Council's consideration of the future management and use of Tocumwal Town Beach

In accordance with Section 402A of the *Local Government Act 1993* 'A council must establish and implement a strategy (called its "**community engagement strategy**") for engagement with the local community when developing its plans, policies and programs and for the purpose of determining its activities (other than routine administrative matters). The Council reviewed and adopted 16 February 2022 its Social Justice Framework 2022 and Community Engagement and Participation Plan 2022.

This Strategy and Workplan has been developed with reference to the following:

1. Berrigan Shire Council's Social Justice Framework 2022
2. Berrigan Shire Council's Community Engagement Framework 2022
3. NSW Office of Local Government's *Integrated Planning and Reporting Handbook 2021*

The *CSP Engagement Strategy* identifies

- a) The Extent of Community Engagement
- b) Key Messages
- c) How each stakeholder group will be engaged
- d) Responsibility for Tocumwal Town Beach Engagement Strategy Implementation

Key Messages

Tocumwal Town Beach Community Engagement Strategy

1. Tocumwal Town Beach is part of the Tocumwal Foreshore Reserve
2. Regulation regarding primitive camp sites and the protection of the environment has changed since Town Beach was first approved as a site for primitive camping
3. To comply with standards there will need to be change at Town Beach
4. Before committing to the expenditure and changes needed to continue the operation of primitive camping at Town Beach the Council is seeking feedback from Tocumwal Residents, Tocumwal Business Owners and people who work in Tocumwal on the following statements

Which do you prefer for Town Beach

A popular, affordable and accessible campsite on the river with campers supporting local business and the Committee

A redeveloped space that provides Tocumwal residents and non-camping visitors with convenient access to the Town Beach Area

The following describes the recommended extent of community engagement to be undertaken for the key messages described

Extent of Community Engagement -

- **All Stakeholders:** (Inform)
- **Councillors:** (Inform, Consult, Involve, Collaborate on the outcome of community engagement)
- **Council Officers:** (Inform, Consult, Involve, and Collaborate on the outcome of the community engagement)
- **Local Area, Town based or Local Area Interest Group e.g.:** Foreshore Committee, Sports and Service Clubs, Town based Chamber, other interest groups, Tocumwal residents and business (Inform, Consult)

Assessing the Extent and Type of Community Engagement

Extent of Community Engagement	Indicative Tools for Engagement		Risk Assessment: Impact Local / Whole of Shire		Steps for Community Engagement
Inform: Sharing the best available information	Issues Briefs – Social, Environment, Economic, Council Website, Media campaigns, Displays in Shop fronts, libraries etc		Level A: High Impact: Whole of Shire		<ol style="list-style-type: none"> 1. Identify likely stakeholders 2. Plan and gather best available information and resources 3. Share information with stakeholders 4. Work effectively together 5. Feedback the results of engagement 6. Monitor and evaluate the process
Consult: Exploring options and preferences	Web based consultation, Social Media (Facebook /Twitter) Interviews, Surveys, Public meetings, Focus Groups	✓	Level B High impact: Local area or specific community / user group	✓	
Involve: Inclusion of ideas in the decision making	Workshops 'Community Conversations' Interviews with Stakeholders		Level C Lower Impact: Whole of Shire		
Collaborate: Sharing responsibility either for decision making or service delivery	Community Advisory Groups Participative Decision-making Forums Inter-agency partnerships / consortiums		Level D Lower Impact: Local area or specific community / user group		

Action Plan: Town Beach Review

Stakeholder	Action Plan			
	Key issues, concerns, perspective	How will we engage them?	When will we engage them?	Who is responsible
<p>Shire Councillors</p> <p>Extent of Engagement: Inform Consult Involve</p>	<ol style="list-style-type: none"> 1. Engagement of Councillors in review of current operation of Caravan Park at Town Beach 2. Balancing Community Expectations with available Resources 3. Ensuring safe operation and minimization of environmental impacts 4. Regulatory compliance 	Council Meeting SPW Briefing	16/03/2022	Mayor Councillors Chief Executive Officer Directors DSPD
<p>Council Officers</p> <p>Extent of Engagement: Inform Consult</p>	<p>Identification of issues and resourcing implications related to Councillor and community expectations</p> <p>Quality of and timeliness of information, evidence and data provided by Council Officers to assist the Council with its decision making about the operation of primitive camping at Town Beach</p> <p>Meeting statutory and requirements re:</p>	Conduct of Poll to determine Community Expectations re the operation of primitive camping at Town Beach	18/03/2022 – 1/04/2022	Council Chief Executive Officer DSPD Directors Management Team

Stakeholder	Action Plan			
	Key issues, concerns, perspective	How will we engage them?	When will we engage them?	Who is responsible
	approval to operate primitive campsite, environmental impacts, safety and implications – cost / benefit Environmental, social and economic			
BSC Sec 355 Committees Volunteers	What will be the Committee's role and responsibility re: conducting poll, seeking feedback?	Write to the Committee and advise the Committee of what their role will be as part of this engagement strategy	17 March 2022	CEO
Extent of Engagement: Inform				
Consult	Options for future use and management of Town Beach once Council has received results of community poll	Engagement Collateral attached	Mid May 2022	CEO Mayor DCS
Other Government Organisations	Issues specific to each State Agency and identified in relevant Agency State/Regional Plan Crown Lands Manager would prefer an up to date Plan of Management and that environmental values preserved	Correspondence advising that a poll is being conducted and that this will inform Council's review and update of Crown Lands Plan of Management	17 March -	DCS
Extent of Engagement: Inform				

Stakeholder	Action Plan			
	Key issues, concerns, perspective	How will we engage them?	When will we engage them?	Who is responsible
<p>Other Stakeholders</p> <p>Extent of Engagement: Inform</p>	<p>Not Known but will encompass stakeholders with specific interests in:</p> <p>Low Cost or Freedom Camping Environmental Protection and Conservation</p>	<p>That the Council is seeking the views in the first instance of Tocumwal residents, business operators including those people who work in Tocumwal</p> <p>Local News Article Social Media and Bulletin highlighting the key messages and that this is the first step in what will be a comprehensive review of the Tocumwal Foreshore Crown Reserve Plan of Management</p>	<p>18/03/2022 to 1/04/2022</p>	<p>Mayor CEO Comms Officer DSPD</p>

Engagement Collateral

Survey

Tocumwal Town Beach Survey

Berrigan Shire Council are seeking comment from residents (and those who work/own a business) in Tocumwal, on the communities preference for Town Beach.

* 1. Please confirm if you are one of the following

- Tocumwal Resident
- Own a business / Work in Tocumwal

2. Of the options below, which do you prefer for Town Beach

- A popular, affordable and accessible campsite on the river with campers supporting local businesses and the Committee
- A redeveloped space that provides Tocumwal residents and non-camping visitors with convenient access to the Town Beach area

3. If you would like to provide constructive feedback regarding the use of Town Beach please provide comment below.

2022 National General Assembly Partnerships in Progress Berrigan Shire Council Submissions

The NGA aims to focus on how partnerships, particularly between the Australian Government and Local Governments, can tackle immediate challenges facing communities as well as confidently facing the future.

A 200 word background comment is required to accompany each submitted motion.

Motions may be made in response to any or all of the following questions:

Building Back Better Businesses

The economic shock of the past 2 years has caused unprecedented disruption to local businesses and communities

The capacity of the private sector, and small business in particular, to bounce back is untested.

What new partnership programs could the Australian Government introduce to take advantage of local government's role in economic development, including to support local businesses?

BACKGROUND COMMENT

Adequate and effective utility infrastructure is required in rural and remote communities to support a growing interest in private sector business investment. Utility infrastructure (electricity, digital communication connection etc) in regional and rural areas is generally of a low or very low standard. Ageing infrastructure is expensive to upgrade and therefore corporate providers are unwilling to invest as they are either restricted through regulators or stakeholder dividend expectations. Ageing infrastructure is artificially ensuring rural and remote communities remain small through inadequate capacity to support growth. Allowing regional and rural communities develop place-based responses to access newer technologies would reduce the need for the installation of expensive and to a large extent, increasingly redundant physical infrastructure. Access to relevant utility infrastructure should not continue to be left in the hands of corporate bodies as these mechanisms, though practical and useful in highly populated areas, are failing our smaller and more remote communities and in effect prohibiting private investment. Government acceptance of corporate belief that rural and remote communities are not as valuable to Australia as larger population areas will therefore continue to reduce the capacity of rural and regional areas to bounce back from the pressures of the past two years.

MOTION

That regional and rural Councils are engaged with decisions regarding the provision of utility infrastructure (including electricity and digital connectivity) to support access to alternate systems and enable adoption of advancing technologies more readily and in larger numbers, thus keeping delivery costs to a minimum

Opening Australia's Borders

The closure of borders, and particularly international borders, affected many parts of the tourism industry and the economies of many local communities. While domestic visitors helped fill a gap, recovery of many parts of the industry and the economy of communities that depend heavily on tourists will depend on the return of international travel.

...Australia must position itself to compete in international markets. [The ability to compete effectively in international markets] comes through offering high quality destinations, services and experiences that highlight the quality and value available in Australia.

In the short term, what new partnership programs could the Australian government introduce to assist local government meet the return of international students and stronger migration now and into the future?

What new programs could the Australian Government develop to partner with local government to facilitate tourism and the traveller economy?

BACKGROUND COMMENT

Tier 6 Regional Aerodromes across Australia are experiencing increased usage, particularly in the short term visitor market. Tier 6 Regional Airports are those without regular passenger transport services and provide general aviation operations only. Most of these sites are owned and operated by Local Governments. Regional and rural aerodromes are intrinsically linked to the economic activities of our areas, particularly leisure and short stay tourism and the regional expansion agricultural activities. The regulatory and risk environment in which they operate, mean aerodromes are the most expensive form of infrastructure to operate. Local Councils are increasingly branching into non-aviation use of aerodrome land to support these cost intensive facilities. Some have moved to Airpark style private accommodation to allow rateable properties (with an airport focus and usage) on aerodromes and many more are moving to upgrade tourism attraction through the provision of services to, from and at the aerodrome site. Local Councils have noted the distances Australia requires for travel to our areas makes road trips for short term and leisure holidays unlikely so affording the option of sophisticated aerodrome access is an area rural and regional communities would like to further grow and explore.

MOTION

That further funding be allocated to allow regional and rural Councils to address upgrade requirements for aerodrome facilities to support linkages between these areas and larger domestic and international ports.

Workforce Shortages and Re-engineering Work

Many workers have been required to work from home for extended periods during the pandemic, including working remotely and now look for greater flexibility in their work. Technology and automation are transforming work and the workplace.

Many [employees] are prepared to change jobs to maximise [increased] flexibility [options] and the benefits derived from it. Traditionally [technology changes] have led to wage pressure, but coupled with demand for greater workplace flexibility, employers need to be innovative to attract and retain employees. As an employer, councils are not immune and will also need to develop these strategies.

What new programs could the Australian Government develop to partner with local government to help support an influx of skilled migrants?

What new programs could the Australian Government develop to partner with local government to help councils attract and retain appropriately trained workers and employees?

BACKGROUND COMMENT

One of the primary recommendations of the National Productivity Commission's 2021 findings is that industry work towards a framework that allows for micro-credentialling within the current Vocational Education Framework.

The rules governing Registered Training Organisation (RTO) management are onerous and beyond the scope and resourcing facilities of most Local Governments. Allowing relevant partnerships with TAFEs, universities and other RTO service providers to assess the skills developed through the various streams of Local Government work will assist Local Government to not only work towards attaining relevant qualifications, it will also provide the opportunity for communities to understand the broad and flexible career opportunities offered by Councils across the nation. Block chain technology advancements may make micro-credentialling a reality where input data can be verified and matched against requirement outcomes in a closed and uniquely managed and monitored system. Allowing for micro-credentialling as a credible source of education and attainment of recognised skill sets would assist greatly with the attraction and retention of staff and would provide unique opportunities for Local Governments to showcase the depth of skills in the sector and acknowledge the range of skills accessible in these environments.

MOTION

That Federal and State Governments work with Local Councils to assist with the identification of existing skills and the types of on-the job training in Local Government that might meet micro-credentialling requirements and assist Local Councils to take up these options at the leading edge.

Climate Change

Pragmatically, local government has been at the forefront to address the impacts of climate change and adaptation to climate change. Impacts include an increased number of days with high temperatures, less rainfall and more droughts..., less snow, more intense rainfall and fire weather, stronger cyclones, and sea level rise. These changes will increase stress on Australia's infrastructure and physical assets and natural ecosystems that are already threatened, and significantly affect agriculture, forestry, fisheries, transport, health, tourism, finance and disaster management.

How do we work together to ensure there is local adaptation to climate change and climate extremes?

What partnerships are available to achieve climate neutrality?

BACKGROUND COMMENT

Local Governments have and will play a critical role in helping their communities to reduce emissions and adapt to climate change. Councils are current adopting many different strategies to reduce emissions through energy efficiency and renewable energy, thereby focusing strongly on the federal government's commitment to net zero emissions by 2050. Local Governments are the first to respond to localised climate change impacts as evidence by recent fires and floods experienced across our nation. Strong connections to the community and local knowledge means Local Governments are often best-placed to recognise the need for adaptation at a local scale. Worsening extreme weather is compounding costs for Councils including increased damage to assets, rising insurance premiums and increasing liability risks. Protecting our communities from worsening extreme weather events and minimizing the costs borne by them requires climate leadership at all levels of government. A strong partnership between federal, state and local government will build capacity in our communities to adapt more readily to climate change.

MOTION

That Federal and State Governments work more closely with Local Councils to support their efforts to reduce emissions through the reduction of costs related directly to climate change management (such as landfill fees) where Councils can demonstrate progress across an agreed framework of climate policy, emission reductions, climate mitigation management and adaptation responses.

Natural Disasters

Some Councils have had to deal with bushfires, followed by storms, flooding, hailstorms, more flooding and COVID-19. These multiple disasters have had a devastating effect on many councils' financial stability and their ability to fund mitigation measures for the upcoming high risk weather season....

The Royal Commission into National Natural Disaster Arrangements recognized that councils need help. It concluded that without assistance many local governments cannot undertake the roles and responsibilities allocated to them by their State/Territory Governments.

What new programs could the Australian Government develop to partner with local government to help to address natural disasters to assist in recovery and build resilience?

NOTES

MOTION(S)

Environment

“Australia’s Strategy for Nature 2019-2030” recognize we all have a role in securing nature as the foundation of our existence....[and sets 3 goals to be considered across our] strategy, legislation, policy and action [planning]:

- 1. Connecting all Australians with nature*
- 2. Care for nature in all its diversity*
- 3. Share and build knowledge.*

...The strategy suggests there are opportunities to ‘...improve planning regulation, environmental impact assessment and approvals processes. In addition, threat abatement activities could included targeted pest management, ecosystem restoration....pollution control, greenhouse gas emissions management and climate change adaption’.

How could the Australian Government partner with local government to help support the implementation of the Australian Strategy for Nature 2019-2030 and take advantage of local knowledge?

NOTES

MOTION(S)

What new programs could the Australian Government develop to partner with local government to help reduce threats and risks to nature and build resilience?

NOTES

MOTION(S)

The Circular Economy

The 2019 National Waste Policy Action Plan applies the following principles for a circular economy:

- 1. Avoid waste*
- 2. Improve resource recovery*
- 3. Increase use of recycled material and build demand and markets for recycled products*
- 4. Better manage material flows to benefit human health, the environment and the economy*
- 5. Improve information to support innovation, guide investment and enable informed consumer decisions*

Councils play a major role in the management of household and domestic waste.

How could the Australian Government partner with local government to advance the circular economy?

What new programs could the Australian Government partner with local government to progress these objectives?

NOTES

MOTION(S)

Affordable Housing

The House of Representatives Standing Committee on Tax and Revenue 2021 is leading an enquiry into the contribution of tax and regulation on housing affordability and supply in Australia. Whilst the provision of affordable housing is not a local government responsibility, local governments often facilitate affordable housing within their communities, operating within state/territory planning, financial and other legislation requirements. The housing challenge is different in each community and the council response is dependent on its financial resources and priorities.

How could the Australian Government partner with local government to address housing affordability?

What new programs could the Australian Government partner with local government to progress this objective?

BACKGROUND NOTES

Housing policy in Australia is complex and a multi-layered system of public policy, legislation, taxation laws, housing investment and equity strategies designed to incentivise homeownership and market-based housing supply. In this system Local Government is not the supplier of housing; rather it is responsible for ensuring an adequate supply of residential zoned land and community infrastructure.

Fundamental to the economic prosperity of regional and rural communities is housing for key workers – health care, hospitality, agriculture, and retail. Key workers in retail, hospitality and agribusiness do not attract high wages, nor are many employed on a full-time basis. Key industries in rural and regional Australia tend to be industries that are commodity-based and or seasonal: hence casualised.

The current market-based housing supply model designed to incentivise home ownership or investment in residential property, excludes key workers from home ownership and secure tenure rental housing. Unmet housing demand is a constraint on economic growth. Therefore, Local Councils and communities throughout regional and rural Australia need to investigate bespoke and place-based responses designed to alleviate the economic and social consequences of the failure of market-based supply of key worker housing and accommodation in rural and regional Australia.

MOTION(S)

That Federal and State Governments work with rural and regional Council's and community housing providers on the place-based supply, including financing, and construction of medium to long-term secure tenure rental housing designed for key workers otherwise excluded from home ownership due to their economic circumstances.



Community Engagement Strategy Berrigan Shire 2032



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Introduction

The *Berrigan Shire Community Strategic Plan Stakeholder Engagement Strategy (CSP Engagement Strategy)* has been developed to identify relevant stakeholders and stakeholder groups engaged as part of the Council's endorsement of *Berrigan Shire Community Strategic Plan 2027* and the rolling forward of this plan by 10-years and the public exhibition for comments of the *Berrigan Shire Council Community Strategic Plan 2032*.

In accordance with Section 402A of the *Local Government Act 1993* 'A council must establish and implement a strategy (called its "**community engagement strategy**") for engagement with the local community when developing its plans, policies and programs and for the purpose of determining its activities (other than routine administrative matters). The Council reviewed and adopted 16 February 2022 its Social Justice Framework 2022 and Community Engagement and Participation Plan 2022 requisite policy reviews needed to inform the development of this Community Engagement Strategy.

This Strategy and Workplan has been developed with reference to the following:

1. Berrigan Shire Council's Social Justice Framework 2022
2. Berrigan Shire Council's Community Engagement Framework 2022
3. NSW Office of Local Government's *Integrated Planning and Reporting Handbook 2021*

The *CSP Engagement Strategy* identifies

- a) The Extent of Community Engagement
- b) Key Messages
- c) How each stakeholder group will be engaged
- d) Responsibility for CSP Engagement Strategy Implementation

Key Messages:

The Community Strategic Plan Berrigan Shire Council 2032

1. Is a plan developed by the Council 'for' and 'with' the community (All Stakeholders)
2. Vision and 10+ years strategic objectives of the Community Strategic
3. Plan must inform and guide Council decision-making and planning (All stakeholders)
4. Is focused on balancing what our communities tell us is needed for future social, economic, environmental wellbeing and development and the resources available to the Council and our communities (All stakeholders)
5. Describes the Council's role and stakeholder responsibilities in the Plan's development and implementation (All Stakeholders)

The following describes the recommended extent of community engagement for the incoming council's review, public exhibition for community submissions and endorsement of the current CSP by 30 June 2022.

Key Messages include:

6. The newly elected Council will in partnership with local communities conduct a comprehensive review of the Community Strategic Plan in the first and second quarter of the 2022/2023 Financial Year
7. The decision to endorse without change the current CSP and place on public exhibition ensures that the Council meets its statutory obligation to review or endorse and roll forward 10-years the current the CSP by 30 June 2022 in the year after an Ordinary Council election.
8. This decision will ensure that the new Council and our community have sufficient time and opportunity per the Council's Community Engagement and Participation Plan 2022 for authentic engagement and collaboration in the review and subsequent development in the next financial year of a new CSP

The following describes the recommended extent of community engagement to be undertaken for the key messages described and subsequent Community Strategic Plan review and development.

Extent of Community Engagement -

- **All Stakeholders:** (Inform)
- **Councillors:** (Inform, Consult, Involve, Collaborate on Plan review and the development and implementation of Berrigan Shire Council Community Strategic Plan 2032)
- **Council Officers:** (Inform, Consult, Involve, and Collaborate on Plan development, implementation and review)
- **Local Area, Town based or Local Area Interest Group e.g.:** Sports and Service Clubs, Town based Chambers, other interest groups, young people, and children (Inform, Consult, Involve in Council's July to Dec 2022 review of Berrigan Shire 2032)
- **Local Area, Town based or Local Area Interest Group e.g.:** Sports and Service Clubs, Town based Chambers, other interest groups, young people, and children s (Inform and consult Council's endorsement (April – May 2022) Berrigan Shire Council Community Strategic Plan 2032)

Assessing the Extent and Type of Community Engagement

Extent of Community Engagement	Indicative Tools for Engagement		Risk Assessment: Impact Local / Whole of Shire		Steps for Community Engagement
Inform: Sharing the best available information	Issues Briefs – Social, Environment, Economic, Council Website, Media campaigns, Displays in Shop fronts, libraries etc	✓	Level A: High Impact: Whole of Shire	✓	<ol style="list-style-type: none"> 1. Identify likely stakeholders 2. Plan and gather best available information and resources 3. Share information with stakeholders 4. Work effectively together 5. Feedback the results of engagement 6. Monitor and evaluate the process
Consult: Exploring options and preferences	Web based consultation, Social Media (Facebook /Twitter) Interviews, Surveys, Public meetings, Focus Groups		Level B High impact: Local area or specific community / user group		
Involve: Inclusion of ideas in the decision making	Workshops 'Community Conversations' Interviews with Stakeholders		Level C Lower Impact: Whole of Shire		
Collaborate: Sharing responsibility either for decision making or service delivery	Community Advisory Groups Participative Decision-making Forums Inter-agency partnerships / consortiums		Level D Lower Impact: Local area or specific community / user group		

Action Plan: Development of Berrigan Shire 2032

Stakeholder	Action Plan			
	Key issues, concerns, perspective	How will we engage them?	When will we engage them?	Who is responsible
<p>Shire Councillors</p> <p>Extent of Engagement: Inform Consult Involve</p>	<ol style="list-style-type: none"> 1. Engagement of Councillors in review of current CSP 2. Balancing Community Expectations with available Resources 3. Councillor role in the review of the current CSP 4. Inclusion of new projects / initiatives (subsequent to the review of current CSP) in the development of a new and draft CSP 	Corporate Workshop	02/03/2022	Mayor Councillors Chief Executive Officer Directors DSPD
<p>Council Officers</p> <p>Extent of Engagement: Inform Consult</p>	<p>Identification of issues and resourcing implications related to Councillor and community expectations</p> <p>Quality of and timeliness of information, evidence and data provided by Council Officers to assist the Council with its decision making about the CSP priorities and projects</p> <p>Meeting statutory and requirements and timelines re:</p>	<p>Review at the Corporate Workshop of key issues and inclusion in workshop program of Where are we now? Outgoing Council's End of Term Report – Report Card</p>	02/03/2022	<p>Council Chief Executive Officer DSPD Directors Management Team</p>

Stakeholder	Action Plan			
	Key issues, concerns, perspective	How will we engage them?	When will we engage them?	Who is responsible
	Engaging Community and the development of IP&R suite of documents Resourcing Strategy			
BSC Sec 355 Committees Volunteers Extent of Engagement: Inform	What will be the Committee's role and responsibility re: CSP development, implementation, monitoring and reporting? Other issues concerns not known	Write to all Committees and advise that the current CSP has been re-endorsed and placed on public exhibition for comment and submissions Engagement Collateral attached	17 March 2022	DSPD Director Corporate Services
Other Government Organisations Extent of Engagement: Inform	Issues specific to each State Agency and identified in relevant Agency State/Regional Plan Not known but will relate to population / decline growth and impact on planning for services	Desk Top Review of current projects/ priorities relevant to Shire or the region and accessed by Shire residents and relevant agency's informed that the CSP is currently on public exhibition	17 March -	DSPD
Other Stakeholders Extent of Engagement: Inform	Not Known but will encompass stakeholders with specific interests in: <ul style="list-style-type: none"> • Social • Environmental 	That the Council has reviewed engagement activities undertaken by the Council for the following:	13 October 2016 – 25 October	DSPD

Stakeholder	Action Plan			
	Key issues, concerns, perspective	How will we engage them?	When will we engage them?	Who is responsible
		and Bulletin highlighting ongoing process of previous engagement and progress noted in the End of Term Report The new Council's plans to 1) endorse and roll forward Berrigan Shire 2027 and 2) Council's decision to conduct a comprehensive Review 2022/2023 Financial Year		Comms Officer DSPD

Engagement Collateral

Berrigan Shire Council Review of Community Strategic Plan – Call for Submissions

Local government in New South Wales must adopt a uniform approach to planning the development of its facilities and services. As a result, the Shire Council needs to prepare and submit by June 30, 2022 its:

- Community Strategic Plan (CSP) 2022 – 2032,
- Resourcing Strategy 2022 – 2032; and
- Delivery Program 2022-2024

Critical to the success of the CSP planning process is feedback from our communities answering the question:

1. Where are we now?
2. Where do we want to be in 10 years time? and
3. How will we get there?

Attached for consideration and for wider circulation is a copy of the Berrigan Shire 2032 Community Strategic Plan – and the previous Council’s End of Term Report Card. This Report Card provides a snapshot of Council and community actions undertaken in the past 5-years that have contributed to Berrigan Shire 2027 strategic outcomes. This Report Card also includes the issues that were important when the Council last reviewed our Community Strategy Plan 2017 and has been updated to include change in population and workforce.

The Council is conscious of the need to conduct a comprehensive review of the Community Strategic Plan and has resolved to do so, in the first and second quarter of the 2022/2023 Financial Year. This will provide an opportunity for all members of our community to meet and discuss the questions

4. Where are we now?
5. Where do we want to be in 10 or 20 years time? and
6. How will we get there?

Yours sincerely

Matthew Hannan
Mayor

End of Term Report Card

Berrigan Shire 2027 End of Term Report 2017 – 2022



Introduction

Berrigan Shire Today

The Berrigan Shire in the past decade has changed (Table 1). Our population continues to grow at a steady rate driven by retirees and young people aged between 20 years and 35 years of age (Table 2). A trend that is consistent with our community's 10-yr vision (2011) suggesting, we are achieving one of our communities' preferred futures, specifically

Families with young children will want to live in or come to the Berrigan Shire.

Externally, water policy is still important to the long-term economic well-being of our agricultural industry and the broader community. While our cropping and agricultural livestock producers are adapting to less water, the cost of water has re-shaped the viability of dairy production in our region.

Post the millennium drought and the implementation of the Murray Darling Basin Plan; agriculture remains our biggest employer although fewer people work in agricultural-based jobs than 10-years ago.

Our rural districts and towns are connected to the national broadband network (NBN). However, this investment in internet connectivity has not eased digital congestion within our towns nor has the

roll-out of the NBN addressed the issue of poor connectivity in our rural districts.

Concurrent with jobs growth in our aged care industry and an increase in the median age of residents (Table 1), the past five years has witnessed the contraction of face-to-face delivery of social support services.

A contraction of service reflecting a trend toward phone intakes; video conferenced consultations and a drive-in-drive out models of social support services for aged care assessments, early intervention assessment and support, mental health, family support, youth, legal, family violence, housing, alcohol, and drug services. A trend accelerated by the COVID19 pandemic.

This contraction of social services depletes our towns' social capital and this is occurring when more young people aged 20 – 35 years – families with children are living in the Shire (Table 2).

Demographic changes are evident with an increase in household size (Table 1). Our population is also more mobile with 43% of our population living at another address five years ago (Table 1).

Table 1 Snapshot of Berrigan Shire Community 2011 & 2021

	2011	2021
Population	8591	8784
Area	2066 km ²	2066 km ²
Median Age	45 yrs	49 yrs
Lived at another address 5 years ago	42% residents	43% residents
No. of employed persons	3968	3283
Average taxable income	\$40,719	\$59,550
% Pop15+ yrs post-school qualifications	32%	35%
GV Main Industry (Agriculture)		*\$109 m
Net Business Entries and Exits	-51	-11
Internet occupied dwellings (Berrigan Shire) Shire	50.8%	*73.2%
SEIFA Relative Advantage/Disadvantage	938	*935
Household Size	2.1	2.27
Registered Cars per 1,000 pop	504	+242

(Berrigan Shire data from ABS 2006, *2016 ABS Census, *tNSW registration data 2020, & id.data Berrigan 2021)

The development of a long day care centre in Tocumwal will ensure that beyond 2022 families with young children in each of our four communities will have access to long-day-care in the community where they live or work.

Tourism continues to be a key economic driver with the social and economic reliance of our communities on Melbourne-based visitor markets evident in the cancellations and the mass exodus of visitors our river communities and businesses experienced due to COVID19 pandemic lockdowns and border closures.

The Council's range of services in the past five-years has remained relatively unchanged except for Council delivery of early intervention services. The Council no longer delivers on behalf of the state government early intervention services. Early intervention services are now provided by National Disability Insurance Scheme funded contractors and non-government agencies.

New for the Council, in the past 5-years, is the extent of the Council's online engagement with our communities. This increase in online service delivery and communication is a response to

broader change in information and communication technology and its uptake by our communities described in Table 1. In 2011 50% of occupied dwellings had access to the internet with this percentage increasing to 73% in 2021.

The Council now uses social and visual media to promote to a wider audience the benefits of visiting, living, and working in the Berrigan Shire. While it also uses social and visual media to communicate with and engage residents and local business.

Table 2 Change in Population x Age 2009 - 2019

	2009	2019	change
0-4 yrs	463	405	-58
5-9 yrs	444	491	47
10-14 yrs	622	547	-75
15-19 yrs	532	451	-81
20-24 yrs	315	326	11
25-29 yrs	290	416	126
30-34 yrs	437	445	8
35 - 39 yrs	474	410	-64
40 - 44 yrs	487	429	-58
45 - 49 yrs	561	517	-44
50 - 54 yrs	649	591	-58
55 - 59 yrs	640	591	-49
60 - 64 yrs	683	663	-20
65+	1994	2620	626
Total	8591	8902	311

For example, in the past 5-years

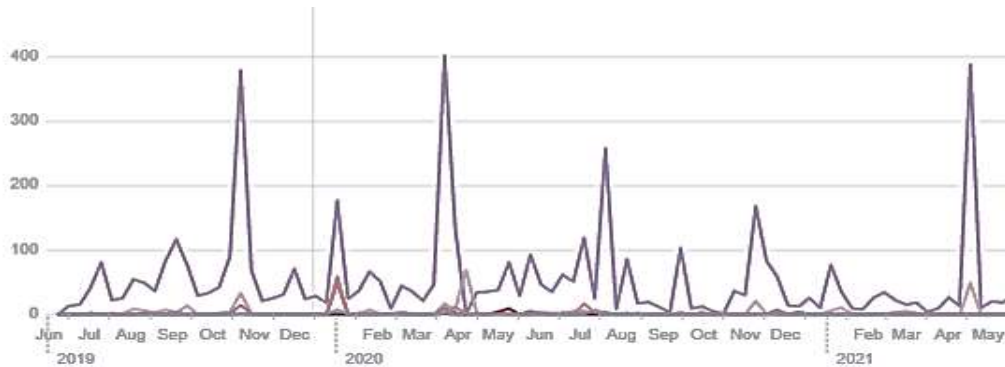
- Three thousand three hundred twenty respondents have responded to 40 cross-sectional online surveys.
- 6 Council Strategies – Economic Development, Tourism, Ageing & Disability, Children, Young People and their Families and Library Services, Barooga Recreation Reserve Strategies have been reviewed with user groups – via workshops, focus groups and online surveys
- 6 Master Plans – Barooga and Berrigan Township Plans, Barooga and Tocumwal Foreshore Reserve Plans, and Tocumwal WAAAF Creek Walk have involved residents and the broader community in their development and implementation of projects

This method of seeking qualitative comment from ratepayers, residents and service users contrasts the Council's previous practice of a once every four years telephone survey of 350 residents and 100 businesses conducted by Nexus Research. This change in the survey methodology and the type of data generated recognises that quantitative data models reliant

on landline telephone survey method exclude residents without a landline, nor is it a cost-effective method for smaller councils to seek feedback from their local community.

Traditional methods of feedback – public notices are now complemented by requests for input from the community via online surveys, focus groups. Also, invitations to be involved in the review of Council plans with social media engagement (Figure 1) – providing Council with ‘real-time data on issues that are of interest and concern for residents, visitors, and business.

Figure 1 FaceBook Analytics – Reactions to Council Posts Jun 2019 to June 2021



Improved also in the past ten years is the visual amenity of town entrances: a priority project identified in each iteration of the community strategic plan. Improved amenity – characterised by town entry signage, extensive tree planting and irrigation, the redevelopment of the Tocumwal and Barooga Foreshores, the further development of Finley’s Railway Park and the upgrade of Berrigan’s Apex and Hayes Parks. All are projects informed by community involvement through the development of Township Landscape Master Plans.

An approach that contributes to realisation of the following Berrigan Shire 2027 outcomes

- Sustainable natural and built landscapes;
- Supported and engaged communities;
- Diverse and resilient business – through improved amenity and new infrastructure contributing to increased visitation

It is also an approach which reflects the Council’s commitment to a place-based (town-based) development and the use of master planning processes to facilitate sustainable management and operation by the Council and its committees of Council controlled infrastructure and open space.

Looking forward in post-pandemic future it is likely that jobs growth will continue in the Shire’s visitor economy and social support services sectors. Jobs growth in these sectors will not however, offset an expected loss of traditional jobs in retail, transport, agricultural and manufacturing industries due to change in technology and production practices.

Going forward it is evident that infrastructure constraints related to the Shire’s grid connectivity, digital connectivity need to be resolved if our traditional industries are to thrive. Arguably this investment is needed within the next 5-10 years so that our agricultural, manufacturing, and transport industry can

Berrigan Shire 2027 Report Card

Berrigan Shire 2027 Report Card

This 'report card' answers firstly

- 'Did the Council and our communities do what they said they would do?

and second

- Is our community closer to achieving its preferred future? and third
- How do we know this?

It does this by recognising that 'the foreseeable effect or likely impact of the actions taken by the Council or our community and reported in this Report Card are indicators of not just Council performance but are also measures of the contribution of the Council and our community toward the achievement of the strategic outcomes and objectives envisaged by Berrigan Shire 2027.

Sustainable natural and built landscapes

Strategic Objective:	Delivery Program Objectives
1.1 Support sustainable use of our natural resources and built landscapes	1.1.1 Coordinate strategic land-use planning and effective development assessment and control 1.1.2 Enhance the visual amenity, heritage, and liveability of our communities
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
1.3 Connect and protect our communities	1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning 1.3.2 Manage landfill, recycling and waste disposal

Headline/Key Performance Indicator: Reduction in Green House Gas Emissions

Target: No increase in ACF reporting of greenhouse emissions per person

Result: 2011	Result 2021
17.29 tonnes person (Source : 2011 Australian Conservation Foundation)	Comparable Data is not available

(Berrigan Shire, 2023, p. 40)

Why is this an outcome indicator?

Our built landscape and its impact on our natural and social environment like our natural landscape needs future focused stewardship and management. In 2011 the overwhelming message from our communities was that our communities valued the Shire’s natural assets and advantages:

- Lifestyle
- The Murray River
- Irrigated Agriculture; and
- Tourism (Berrigan Shire, 2023, p. 13)

Actions taken by the Council and our communities that contribute to a reduction in Green House Gas emissions, therefore, contribute toward the measurement of Berrigan Shire 2027 Strategic Outcome sustainable use of our natural resources and built landscapes.

Actions taken by Council and community to reduce Greenhouse Gas emissions

Berrigan Shire 2027 <i>What Council & the community said it would or could do?</i>	Monitoring Measure	Indicator	In the past 5 years
Reduce, reuse & recycle organic and domestic waste	Household waste recycling	❖ Waste diverted from landfill	the Council continues to provide residents with kerb-side recycling – glass, paper, cardboard Resource recovery centres opened 2018 at the Berrigan & Tocumwal Landfills these now divert batteries, chemicals from landfill
Use energy and water efficiently	Energy & Fuel	❖ Renewable Energy Use ❖ Alternative Fuel Use	The Council has reduced its Energy Use from 6,187.92 GJ in 2017 to 5,549.62 GJ in 2020; and Between 2017 and 2018 small scale solar installations in our communities increased by 14.4% ¹
Plant more trees	Environmental Reserves	❖ Revegetation projects	the Council continues to monitor its roadside re-vegetation projects
	Liveability	❖ Improved visual amenity in our towns	Has invested using Council and grant funds \$3.75 m in upgrading the amenity of our town entries and streetscapes – installing kerbs, gutters, irrigation, street furniture, replacing and planting new street trees in Berrigan, Finley, Tocumwal and Barooga
Maintain nature strips & private reserves	Open Space Management & Recreation	❖ Council Managed Public Open Space ❖ Community Managed Public Open Space	the Council has worked with Section 355 Committees to identify projects and improve the environmental sustainability of facilities e.g.: installation of solar panels Berrigan & Tocumwal Pools
Volunteer LLS projects	Environmental Reserves	❖ Participation rates in environmental projects	the Council continues to provide support and information for environmental projects e.g.: Million Turtles Project

Good government

Strategic Objective:

- 2.1 *Berrigan Shire* 2027 objectives and strategies inform Council planning and community led projects
- 2.2 Ensure effective governance by Council of Council operations and reporting
- 2.3 Strengthen strategic relationships and partnerships with community, business and government

Delivery Program Objectives

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

Headline/Key Performance Indicator: Resident & Business Satisfaction

Target: No reduction resident and business satisfaction rating

Result: 2010	Result: 2015	Result: 2020
Resident Satisfaction: 6.7/10	Resident Satisfaction: 6.45/10	Survey not conducted
Business Satisfaction: 6.5/10	Business Satisfaction: 6.48/10	

(Source: 2015 Nexus Research)

Why is this an outcome indicator?

The development of 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, shared resourcing, and the development of new opportunities (*Berrigan Shire, 2027*)

Actions taken by the Council that contribute to resident and business satisfaction with Council services and partnerships, therefore, contribute toward the measurement of *Berrigan Shire 2027 Strategic Outcome Good Government*

Actions taken by the Council to maintain or improve resident and business satisfaction

Berrigan Shire 2027 actions <i>i.e.: What Council & the community said it would or could do?</i>	Monitoring Measure	Indicator	In the past 5 years the Council
Implementation of Integrated Management System	Risk Management	❖ Integrated Management System	has reviewed its Integrated Management System and updated its Strategic Risk Management Plan with focus on updating Safe Work Methods Statements for outdoor activities
Engaging communities in Berrigan Shire 2027 projects & initiatives	Integration	❖ Resident and Business Survey ❖ New or reviewed Council Strategies/Asset Plans integrated with and aligned with Berrigan Shire 2027	Conducted 40-online surveys / polls attracting over 3,500 valid responses Reviewed Strategies integrated and with Berrigan Shire 2027 facilitating community engagement in <ul style="list-style-type: none"> • 6 new Strategies • 4 Pedestrian and Mobility • 6 Landscape Master Plans Attracting responses from residents, local business and other agencies through surveys, street stalls, public meetings and or focus groups
	Partnerships	❖ Berrigan Shire 2027 community & Council partnerships / projects	has partnered with 18 volunteer Committees of Management in the management of community infrastructure and facilities
Participating in region & cross border forums and initiatives	Strategic Partnerships	❖ Regional Partnerships ❖ Cross Border Activities	In conjunction with <ul style="list-style-type: none"> • RAMJO has advocated for water reform • Moira Shire Council, Murray Goulburn Fruit Growers promoted

Actions taken by the Council to maintain or improve resident and business satisfaction

Berrigan Shire 2027 actions <i>i.e.: What Council & the community said it would or could do?</i>	Monitoring Measure	Indicator	In the past 5 years the Council
			Queensland Fruit Fly Project <ul style="list-style-type: none"> • Cross-Border Commissioner NSW/Vic participated in COVID19 response planning and advocacy • Established with Moira Shire Council & Cobram Barooga Tourism a Sports & Events Attraction Partnership

Supported and engaged communities

Strategic Objective

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/Key Performance Indicator:

Combined Social Economic Index of Advantage / Disadvantage

Target:

Net Increase in the combined (Advantage/Disadvantage SEIFA)

SEIFA (Advantage/Disadvantage) ABS

2011

938

SEIFA (Advantage/Disadvantage) ABS

2016

935

Why is this an outcome indicator?

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 also fostered through every-day involvement in community activities (Berrigan Shire, 2027).

Actions taken by the Council that contribute to the social economic wellbeing of residents therefore, contribute toward the measurement of Berrigan Shire 2027 Strategic Outcome Supported and engaged communities

Actions taken by the Council and our community to generate an improvement in the overall social and economic wellbeing of our communities

Berrigan Shire 2027 actions <i>i.e.: What Council & the community said it would or could do?</i>	Monitoring Measure	Indicator	In the past 5 years ...
Promote and support Community events	Community Events	❖ Community Events ❖ Attendance at community events	Community development events hosted by the Council e.g.: International Women’s Day, Youth Week, Children’s Week, Action Reaction Anti-Bullying Workshops in partnership with local football & netball clubs Community organizations, local schools, businesses, and service Clubs have partnered with the Council sponsoring or supporting in-kind community development events hosted by the Council Over 4,000 people participated in Council sponsored Community Events
Planning for an Ageing population	Ageing & Liveability	❖ Access to services and facilities	\$333,800 has been spent improving pedestrian mobility and access in our towns
Water & Public Health	Environmental Health and safety	❖ Potable Water	Due to the drought and water restrictions residents consumed less water 2018-2020: 305 ML of recycled water in Finley & Tocumwal was used by council & commercial properties e.g: Golf Courses

Actions taken by the Council and our community to generate an improvement in the overall social and economic wellbeing of our communities

Berrigan Shire 2027 actions <i>i.e.: What Council & the community said it would or could do?</i>	Monitoring Measure	Indicator	In the past 5 years ...
Emergency Services	Environmental Health and safety	❖ Hazard Reduction	The Council has continued its annual program hazard reduction program and issued Orders as required
Library Services	Lifelong learning and Culture	❖ Membership per capita ❖ Lending	45% of the Shire's residents are members of the Council's Library Services 99,090 items were borrowed 1 Jul 2017 to 30 Dec 2020 and ... before COVID19 closed our libraries for events and programs 3,949 residents and visitors attended a library hosted activity or program in the previous two years 2018 - 2020

Actions taken by the Council and our community to generate an improvement in the overall social and economic wellbeing of our communities

<p>Berrigan Shire 2027 actions</p> <p><i>i.e.: What Council & the community said it would or could do?</i></p>	<p>Monitoring Measure</p>	<p>Indicator</p>	<p>In the past 5 years</p>
			<p>and community groups include:</p> <p>Barooga Barooga Adventure Park Barooga Walking Track</p> <p>Berrigan Hayes Park – Berrigan Firsts Berrigan Streetscape – seating, bins, painting of shop fronts New Town Entries Sports Ground Upgrades</p> <p>Finley – Town Entries Tree Planting Murray Street Murray Street Streetscape – painting of shop fronts Finley Pool Upgrades Finley Showgrounds Railway Park – sound shell, irrigation & tree planting</p> <p>Tocumwal Tocumwal Splash Park WAAAF Creek Walk Interpretative Trail</p>

Diverse and resilient business

- 4.1 Invest in local job creation, retention, and innovation
 - 4.1.1 Identify opportunities for strategic investment and job creation
- 4.2 Strengthen and diversify the local economy
 - 4.2.1 Partner with government and industry to renew and promote the development of the Shire's economic assets
 - 4.2.2 Support local enterprise through economic development initiatives
 - 4.2.3 Engage local business through regular meetings, electronic newsletter, and Council bulletin and media publications
- 4.3 Diversify and promote local tourism
 - 4.3.1 Implement the Berrigan Shire Visitor Events Plan
 - 4.3.2 Partner regional Tourism Boards
- 4.4 Connect local, regional and national road, rail and aviation infrastructure
 - 4.4.1 Develop and promote Berrigan Shire regional transport and freight infrastructure

Headline/Key Performance Indicator: ABS: Economic Index of Wellbeing

Target: No decrease in Economic Wellbeing Index

2011		2016	
Index of Economic Resources	964	Index of Economic Resources	968

(Source: Australian Bureau of Statistics SEIFA Indices 2011 & 2016)

Why is this an outcome indicator?

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: a diverse range of local/regional experiences supported by contemporary marketing and promotion (Berrigan Shire, 2027)

Actions taken by the Council that contribute to the economic wellbeing of residents and business, therefore, contribute toward the measurement of Berrigan Shire 2027 Strategic Outcome Diverse and resilient business

Actions taken by Council and our communities to maintain economic wellbeing of our communities			
Berrigan Shire 2027 actions <i>i.e.: What Council & the community said it would or could do?</i>	Monitoring Measure	Indicator	In the past 5-years the Council has ...
Strategic Investment	Economic & Industry Development	<ul style="list-style-type: none"> ❖ Value of Economic Development Projects undertaken by Council ❖ Multiplier Effect Jobs generated from Council/Grant income investment in Economic Development Projects 	<p>Implemented its Tourism and Economic Development Strategies priority actions included:</p> <ul style="list-style-type: none"> • Facilitating Regional Tourism Network • Its Events Program Funding with the following significant events funded: <ul style="list-style-type: none"> ○ SEGRA Conference at Barooga ○ PGA Golf Tournament Tocumwal ○ National Beach Volleyball – Cobram Barooga Thompsons Beach <p>Tocumwal Foreshore Redevelopment \$3.2 m</p> <p>Further the multiplier effect of jobs generated from \$3.2 m Tocumwal Foreshore redevelopment is: 21 local jobs</p>
Renewal of Economic Assets	Economic & Industry Development	<ul style="list-style-type: none"> ❖ Economic Development Projects undertaken by Council 	<p>.. with Council and grant funds has:</p> <p>Completed stage 2 of Tocumwal Airpark</p> <p>Developed new industrial land at Jersey Street, Tocumwal</p> <p>Invested in the development of a further 15 lots – residential land Lewis Crescent Finley</p>

Actions taken by Council and our communities to maintain economic wellbeing of our communities

Berrigan Shire 2027 actions <i>i.e.: What Council & the community said it would or could do?</i>	Monitoring Measure	Indicator	In the past 5-years the Council has
			Funded upgrades to the Finley Saleyards
Economic Development Initiatives	Economic & Industry Development	❖ Industry Development Projects undertaken by Council	Live Work and Invest Campaign Liveability Video Campaign Review & Relaunch of Business Awards Marketing & Television Campaign Riverina – COVID19 response
Engagement with Local Business	Economic & Industry Development	❖ Projects undertaken with local Chambers of Commerce ❖ Attendance at Business Awards	Streetscape renewal Finley and Berrigan 2020 Business and Industry in Berrigan Shire Facebook Page
Visitor and Events	Tourism and Events	❖ No. of Tourism Event Applicants that received Event funding ❖ Assessed economic value of events funded	
Regional Transport & Freight Infrastructure	Regional Infrastructure	❖ Transport and Freight Infrastructure Projects undertaken by Council ❖ Multiplier Effect Jobs generated from Council/Grant income investment in Regional Transport & Freight Infrastructure Projects	Completed the Strathvale Road, Berrigan Bypass A Fixing Country Roads Project \$1.2m this project generated 4 local jobs ⁱⁱⁱ in heavy civil engineering and construction

Select a Preferred Future that will influence future scenario

Business	Retail	Community	Culture	Transport	Open Spaces	Housing
Major firms will be drawn to the area	There will be no change in the number of independent shops and restaurants	People will be more concerned about their health and wellbeing	Tourists will go out of their way to come to the area	People will make more journeys on foot or by bike	Open space will be managed by the community, less by the council	Most people who live here now will still be living here
The area will be known for the high foot traffic it generates	Shops here will offer goods that are unavailable elsewhere in the region	More people will be volunteering to work on longterm Committees of Management	Young people will come into contact with a wider range of cultural and recreational experiences	Transport connections between here and other places will be faster and or busier	The foreshore's streets and adjacent open spaces will be busy at all times of day seven days a week	There will be a high level of spending on social housing
There will be more business owned and run by local people	Most of the major chains will have a branch in the area	People will be less involved in things that don't directly concern them and their family	This is likely remain a very quiet place during the week	People will get around less by public transport	There will be less green space on the foreshore as more facilities are built for visitors and locals	Families with young children will want to live in or come to the area
Young people who want a high powered career and family will be	Shopping here will be more about leisure than about every day need	There will be less public funding of community activities / facilities	More artists and creatives will be drawn to the area	People will get around more by public transport	The foreshore and adjacent open spaces will have clearly identifiable	There will be more properties available than there are people to live in them

Business	Retail	Community	Culture	Transport	Open Spaces	Housing
attracted to live and work in Tocomwal					outdoor gathering places	
The area will have a 24 hour economy	People will view the area as an evening/night time destination	Community members will organise a wider range of community activities	We will spend less money on art and culture	More people will commute out of the area for work	People will spend more time outdoors than they do now	More affluent people will move to the area
There will be a job of some kind for everyone in the area	There will be a wide range of restaurants, cafes and food outlets	People of different cultures and backgrounds will encounter each other on an everyday basis	We will spend more money on art and culture	More people will commute into the area for work	Locals will spend less time outdoors enjoying the foreshore, the river and adjacent open space than they do now	Much of the current housing stock will disappear
The area will be a major service centre for the region as a whole	More people will come to the area to shop	There will be more of a focus on leisure, less on work	The area's connection to early history and heritage will be lost	There will be more cars in the streets	We will be more aware of nature and or/or wildlife	The future of the area is likely to be a residential one

Footnotes

ⁱ ABS Regional Statistics Berrigan LGA Land & Environment

ⁱⁱ Town Plans – Town Landscape Master Plans developed in consultation with the community with the assistance of LMLA

ⁱⁱⁱ Id.data berrigan shire economic impact calculator

Berrigan Shire 2027



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

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Cr Matthew Hannan
Mayor
Berrigan Shire Council

Foreword

Berrigan Shire 2027 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. In particular, the ongoing impact its reforms have on the management of the River and our agriculture and tourism industries.

Our Community Strategic Plan **Berrigan Shire 2027** is a common framework for measuring the achievement of **Berrigan Shire 2027** strategic outcomes of:

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

The Community Strategic Plan describes what Council and our community can and is doing to make the Vision that underpins **Berrigan Shire 2027** 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
- Redevelopment of the Tocumwal Foreshore Reserve
- Engaging communities in the implementation of **Berrigan Shire 2027** 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 – Tocumwal Intermodal Facility and Tocumwal Aerodrome

Berrigan Shire 2027 provides an opportunity for our communities, other levels of government, business and Council to work together on the achievement of our communities' Vision.

Continuing the journey commenced with our communities (2011) **Berrigan Shire 2027** 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

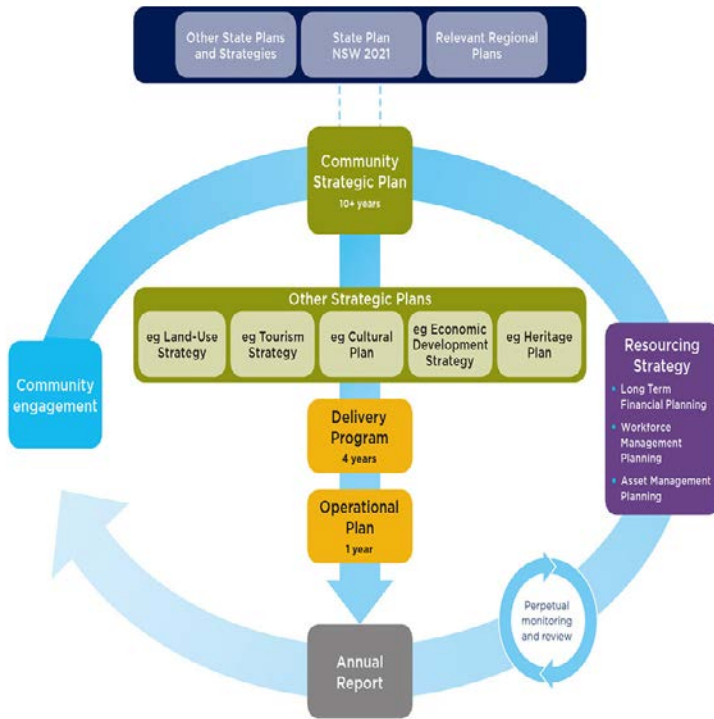


Figure 1: Integrated Planning and Reporting Framework

Source: Office of Local Government NSW (2016)

Councils in NSW are required to plan and report on local government activities by the Local Government Act 1993. **Berrigan Shire 2027** 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

Berrigan Shire 2027 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 2027** 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 2027 Community Engagement

The newly elected Council November 2016 reviewed the previous Council's, and our communities' progress in implementing our Community Strategic Plan. Resolving at the October 2016 Council Meeting that in addition to the engagement undertaken by the Council 2012 - 2016 and which informs the ongoing development of Council Strategies and Plans that a 4-week community engagement program would be conducted to guide the development of **Berrigan Shire 2027**. A copy of the [Community Engagement Report Berrigan Shire 2027](#) is available on the Council's website.

Held November 2016 the Council's community engagement program invited comment and the participation of residents and local business in the development of **Berrigan Shire 2027**. Council subsequently considered survey responses and feedback from community members at street stalls. Also, the outcome of the review conducted as part of the previous Council's End of Term Report, and the result of a desktop review of the external environment – State and Regional Plans. Noting that this review and the Council's community engagement program identified no significant issues warranting changes to the Vision, Strategic Outcomes and Objectives of the LGAs 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 2027: 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 2027, 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.

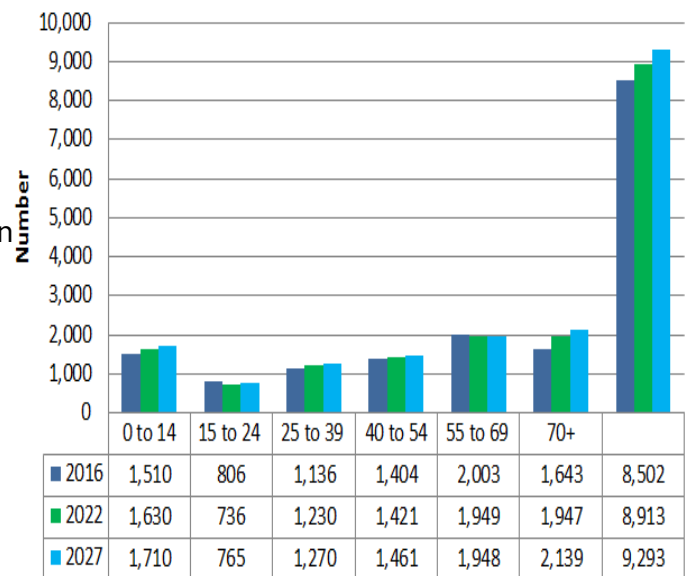
What does the future look like for Berrigan Shire Communities?

Our Shire is expected to experience steady growth, particularly in the towns of Barooga and Tocumwal. In 2027 there will be:

- 792 more people living in the Shire.
- 4,087 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>)

Forecast Population Change x Age



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

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

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

Online Survey and Street Stall Respondents

- 23% Berrigan
- 11 % Barooga
- 34% 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 2027 is, therefore, and the achievement of its Vision and priorities, a collaboration requiring the involvement of our communities, individuals within our communities, local businesses, and Council. Also, it requires engagement and partnership with other levels of government and the non-government service providers that outreach to and provide services in our towns.

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 Berrigan Shire 2027 objectives	

Monitoring & Reporting on our Performance

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 Council's **Berrigan Shire 2027 Monitoring Framework** incorporating NSW Office of Local Government Fit for the Future benchmarks and the Financial Management principles described in the Local Government Act 1993 is used to:

1. Measure and report on the implementation of the Community Strategic Plan: **Berrigan Shire 2027**
2. Inform the preparation of Council's End of Term 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 2027** 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 2027** objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting
- 2.2 Strengthen strategic relationships and partnerships with community, business and government

Actions

- 2.1.1 Council operations, partnerships and coordination of resources contribute toward the 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

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 2027** 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 2021 State Plan	Regional Plans Relevant to Berrigan Shire 2027 Outcomes	Berrigan Shire 2027 Strategic Outcome	Headline Indicator	Source / Baseline Measure	Target
Local Environment and Communities	RAMROC Regional Waste Strategy 2014 - 2020 Local Land Services Murray Strategic Plan 2016 - 2021 Draft Riverina Murray Regional Plan 2016 Murrumbidgee- Murray Regional Transport Plan 2013 NSW Long Term Transport Master Plan Murray- Murrumbidgee Region	1.0 Sustainable natural and built landscapes	% of Waste Diverted from Landfill	Source: Council	70% or NSW Waste Plan Target
Accountability to Government	Office of Local Government – Strengthening Local Government	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 2021 State Plan	Regional Plans Relevant to Berrigan Shire 2027 Outcomes	Berrigan Shire 2027 Strategic Outcome	Headline Indicator	Source / Baseline Measure	Target
Quality Services	Murrumbidgee Local Health District Strategic Plan 2016 - 2021 State Library NSW Strategic Plan 2015 - 2019	3.0 Supported and Engaged Communities	Combined SEIFA (Advantage / Disadvantage)	SEIFA (ABS) 2011 938	Net increase in SEIFA 2016 (Advantage/ Disadvantage Score)
Rebuild the Economy	NSW Dept. Primary Industries Strategic Plan 2015 - 2019 NSW Freight and Ports Strategy (2013) Murray Regional Tourism Strategic Plan 2015 - 2020	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

Cross-Border Commissioner's Infrastructure Fund - COVID Recovery Round CBCIF - COVID Recovery Round - Application Form

Application CBCIF - CRR - 025 From Moira Shire Council

Form Submitted 28 Jan 2022, 2:04pm AEDT

NSW Cross-Border Commissioner's Infrastructure Fund (CBCIF): COVID Recovery Round Introduction

Introduction

The NSW Cross-Border Commissioner's Infrastructure Fund has been established by the NSW Government to provide targeted investment in social, economic, environmental and cultural infrastructure in cross-border communities.

A \$10 million COVID Recovery round of applications under the Fund is now open to support those cross-border communities that have been demonstrably impacted by the events of the past few years.

Funding is available to support infrastructure proposals in cross-border communities where there is a formal whole of government cross-border agreement in place. Proposals require co-investment from the neighbouring jurisdiction or private partner(s) in the neighbouring jurisdiction.

Applications for the Fund must detail how the infrastructure investment project will improve economic, social, cultural or environmental outcomes in both jurisdictions. Projects should support local procurement, job creation and skills development outcomes.

Grants are available from \$25,000 and projects are required to be completed within three years of the grant announcement.

The NSW Cross Border Commissioner will work closely with border communities to help identify potential projects.

Applications for the Special Round will close on **Friday 28 January 2022**.

Application Submission

Please note:

- Your application is not officially submitted for consideration until you 'Review and Submit' your application at the end of the application form. Once submitted, your application cannot be varied.
- Allow enough time to complete your application, considering the time to upload files. This form must be submitted by **11:59pm on Friday 28 January 2022**. In extenuating circumstances, late applications may be accepted at the sole discretion of the Department of Regional NSW.
- Ensure you save your application regularly to avoid losing any information. This can be done at the bottom of each page.

If you have any questions or require assistance to complete this application, please contact the Office of the Cross-Border Commissioner at enquiries@cbc.nsw.gov.au.

Applicant Information & Organisation details

*** indicates a required field**

Eligible applicants

Funding for the Fund is available for:

- Councils, joint organisations of councils, or council groupings and associations

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- Incorporated non-commercial not-for-profit organisations
- Peak industry bodies or cooperatives
- Incorporated private proponents, and entities. This can include: a. charities b. organisations with deductible gift recipient (DGR) status c. organisations with benevolent status d. cooperatives e. companies limited by guarantee and/or limited by shares (non-distributing of profits or dividends) f. trusts that are registered with the Australian Charities and Not-for-Profits Commission g. associations (under the Associations Act) h. Aboriginal Land Councils i. religious organisations j. organisations established under an Act of Parliament.
- NSW Government agencies or state-owned corporations
- State or Commonwealth government agencies in jurisdictions which share a border with NSW.

Note: Organisations listed on the Australian Charities and Not-for-profits Commission (ACNC) Register must have a current and up-to-date record. Any organisation who has defaulted on providing the required documentation to the ACNC will have funding withheld if the project is successful until any outstanding issues could be resolved, or organisations may have the grant offer withdrawn.

Where an organisation is eligible to apply for funding, that organisation must apply under its own legal name and ABN (if applicable). Where an eligible organisation applies on behalf of another eligible organisation, the application will not be considered.

Organisation Type *

- | | |
|---|--|
| <input checked="" type="radio"/> Council - Local Government | <input type="radio"/> Incorporated Private Proponent |
| <input type="radio"/> Section 355 Committee of Council | <input type="radio"/> State Government Agencies or State-Owned Corporation |
| <input type="radio"/> Joint Organisation of Council | <input type="radio"/> Commonwealth government agency |
| <input type="radio"/> Peak Industry Bodies or Co-operatives | <input type="radio"/> Other: |
| <input type="radio"/> Charity Organisation | |

Please select what Organisation Type you identify as

Organisation Details

Organisation Name *

Moira Shire Council

Organisation street address *

44 Station St

Cobram VIC 3644 Australia

Address Line 1, Suburb/Town, State/Province, Postcode, and Country are required.

Organisation LGA *

Moira Shire

This is based off the Organisation Street Address

Electorate of your Organisation *

Nicholls

This is based off your Organisation LGA

Organisation postal address *

PO Box 578

Cobram Victoria 3643 Australia

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Address Line 1, Suburb/Town, State/Province, Postcode, and Country are required.

Organisation phone number *

(03) 5871 9222

Must be an Australian phone number.

Organisation email *

info@moira.vic.gov.au

Must be an email address.

ABN check

Does your organisation have an ABN *

Yes No

Australian Business Number details

Please enter your organisation's ABN *

20 538 141 700

Information from the Australian Business Register	
ABN	20 538 141 700
Entity name	Moira Shire Council
ABN status	Active
Entity type	Local Government Entity
Goods & Services Tax (GST)	Yes
DGR Endorsed	No
ATO Charity Type	Not endorsed More information
ACNC Registration	No
Tax Concessions	No tax concessions
Main business location	3644 VIC

Information retrieved at 5:47am today

Must be an ABN.

Please select the ABN legal entity status of your organisation *

- | | |
|--|--|
| <input type="checkbox"/> Incorporated or Other Incorporated | <input type="checkbox"/> Registered Association under an Act of Parliament |
| <input checked="" type="checkbox"/> Local Government or Section 355 Committee of Council | <input type="checkbox"/> Trust eg: Discretionary, Fixed Unit, etc |
| <input type="checkbox"/> Company Limited by Guarantee | <input type="checkbox"/> Sole Trader |
| <input type="checkbox"/> Company Limited by Shares | <input type="checkbox"/> Partnership eg: family partnership |
| <input type="checkbox"/> Registered Co-operative under an Act of Parliament | <input type="checkbox"/> Not-for-profit |
| <input type="checkbox"/> Registered under the Aboriginal Councils and Associations Act | <input type="checkbox"/> Other: |

At least 1 choice and no more than 1 choice may be selected.
Select most relevant option. If 'Other' please specify in the box

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Project Contact

Please provide the name of the contact person from the organisation who will be the contact point throughout this project.

Project Contact Name *

Mrs Courtney Hamill

Project contact position *

Grants Officer

Project contact phone number *

(03) 5871 9415

Must be an Australian phone number.
Please include area code for landlines.

Project contact email *

chamill@moira.vic.gov.au

Must be an email address.

Project Scope of works

*** indicates a required field**

Project Title *

Kennedy Park, Thompsons Beach Upgrade

Must be no more than 15 words.

This will be used in correspondence, ensure it accurately describes your project.

Brief Project Description *

The project implements the recommendations from the Kennedy Park, Thompsons Beach Master Plan to further enhance the appeal of Australia's largest inland beach. A path will connect the two existing walking paths to improve access and inclusion to the open space where community events are often held.

Must be no more than 100 words.

Please provide a short description for publication purposes.

Project Scope *

The project will be initiated with a detailed design, guided by the Kennedy Park, Thompsons Beach Master Plan.

The items included from the plan are:

- All abilities car parking upgrade
- Concrete path for all abilities
- Playground equipment
- Shade structures
- Park furniture
- Art installation
- Directional and interpretive signage

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-Upgrade bollards, road signage, remove/renew fencing around pump area, refresh concrete area around toilet block

-Install all abilities path linking key infrastructure on foreshore (400m)

-Renewal/upgrade of existing walking paths to all abilities standard

Must be no more than 200 words.

Outline the exact scope of works that will be delivered with the grant funding. Include what you will do and how you will do it.

Expected Project Start Date *

01/08/2022

Must be a date.

Expected Project End Date *

01/08/2024

Must be a date.

Projects must be completed within three years of funding announcement.

Project Location

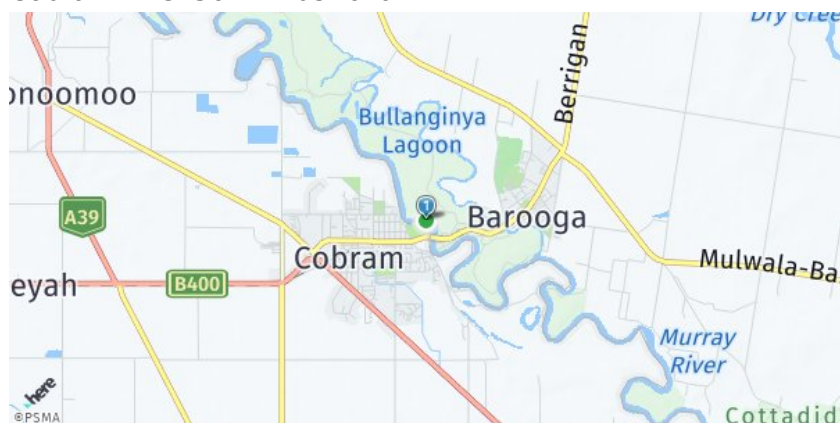
For projects to be eligible in this round, projects must:

- be located in one of the eligible Local Government Areas in NSW or neighbouring jurisdictions identified in Appendix A.
- be located in an eligible local government area of NSW or neighbouring jurisdiction where there is a formal cross-border agreement with NSW, including the *ACT-NSW Memorandum of Understanding for Regional Collaboration*, *Queensland-NSW Statement of Principles and Priorities for Cross-Border Collaboration* and *Victoria-NSW Memorandum of Understanding for Cross-Border Collaboration*.
- be located in eligible local government areas of NSW or neighbouring jurisdiction which has been demonstrably adversely impacted by the events of the past 18 months, particularly bushfires and border restrictions.

Please enter main project location *

Thompsons Beach Rd

Cobram VIC 3644 Australia



Latitude: -35.912712 | Longitude: 145.667295

This is the address where the project will take place. If your project involves multiple locations, select the main location here and list further locations at Q34 below.

Please enter additional project locations (optional)

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If your project involves multiple locations, please list them here using the format: location name, street address, town/suburb, NSW, postcode.

Please select Local Government Area your project is located in *

Berrigan Shire Council

Please select the Electorate that this project is located in *

Murray

To check the State Electorate for a project location use <https://roll.elections.nsw.gov.au/areafinder/>

Project location information

Who owns the land where your project will be delivered? *

- Local council
- NSW Government
- Commonwealth Government
- Community group
- Private land^
- Other:

^Projects can be located on private land but must not be solely for private benefit. The applicant will need to show how the facility will be open to the community.

Do you require property or landowner's consent to deliver your project? *

- Yes
- No

E.g. If you are building a physical structure or holding an event you will need written landowner's consent that agrees to the use of the location for the project (e.g. by email or letter).

Project Funding

*** indicates a required field**

Project Funding

Individual project applications must seek a minimum of \$25,000.

Should my grant request include GST?

- GST is not payable on grant payments to local councils under CBCIF because the payments are between government related entities.
- For eligible community organisations registered for GST and where it is payable, we will pay the approved grant amount plus 10 per cent.
- If eligible community organisations are not registered for GST, they will need to incorporate any GST paid by them to third parties into the project budgets and the grant amount.

Total Amount of CBCIF Funding Requested *

\$606,000.00

Must be a whole dollar amount and at least \$25,000. GST exclusive where applicable.

Co-Contribution

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Proposals **must** include a co-contribution from a neighbouring jurisdiction or private partner(s) in the neighbouring jurisdiction which is proportional to the expected jurisdictional or private benefit.

The financial co-contribution may be from the applicant (if they are outside NSW) or other funding sources, but must be confirmed.

Co-Contribution Amount *

\$230,000.00

Co-contribution is required for a project to be eligible.

Upload written confirmation of project co-contribution

Filename: Kennedy Park, Thompsons Beach Upgrade Council Commitment and Permissions .pdf

File size: 65.0 kB

Filename: Kennedy Park, Thompsons Beach Upgrade Letter of support Berrigan Shire.pdf

File size: 158.7 kB

Other Source/s of Income

Are there any other sources of income for the project? *

Yes No

Project Funding Summary

Please ensure that the **Total Project Cost** and **Total Funding** are equal.

If amounts are not equal, refer to your responses in the associated questions and amend accordingly.

Total Project Cost = Total Project Budget Amount

\$836,000.00

This number/amount is calculated.

Total budgeted cost (dollars) of this project

Total Funding = Total Amount of CBCIF Funding Requested + Co-Contribution + Other Income Sources Total

\$836,000.00

This number/amount is calculated.

Total funding sources for this project

Validation check: Total Funding = Total Project Cost

\$0.00

This number/amount is calculated.

This must be Zero. Please check your responses above and amend accordingly.

Detailed Project Description

Strategic Assessment

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Describe how the project will open up new economic and/or social opportunities for border areas of NSW. Provide any available measures.

The accessible recreation and tourism are the social and economic opportunities opened up by the Kennedy Park, Thompsons Beach Upgrade.

The proposed works also make the area more attractive to event organisers to build on current events such as the Easter River Beaches Festival and the Australian Beach Volleyball Tour or introduce new events.

The proposed works provide for a more accessible and inclusive social and physical environment. This will link existing pathways to, and between, the toilets, playground, BBQ and boat ramp areas.

Accessible tourism benefits everyone. More people enjoy the opportunity to travel, and the tourism industry gets more visitors, longer seasons and new incomes. Society as a whole benefits from new job opportunities, more tax revenue and an accessible environment for local communities and visitors.

- Australia's population is ageing and there is a growing market for travellers with accessibility needs.
- Almost one in five people has a disability of which nearly 90 percent take a holiday each year.
- People with a disability account for some 8.2 million overnight trips and spend \$8 billion or 11 percent of Australia's overall tourism expenditure (Victorian Employer's Chamber of Commerce).
- When you consider parents travelling with children in prams, and larger groups that include people with a disability, the potential benefits of accessible tourism to your business are even greater.

The businesses operating from Thompsons Beach, Cobba Paddleboat Cruises and the Beach Café, will directly benefit from the upgrades in addition to the overall benefit to the local tourism industry.

How does the project help border communities capitalise on their strengths and/or broaden, reposition or diversify its economic or social base? Provide any available measures.

The Cobram-Barooga region's economy has traditionally been largely dependent on agriculture. Recent irrigation industry reform has highlighted the need to transition to employment sectors that are less sensitive to water prices. Strong growth prospects have been identified for the regions tourism trade.

The Moira Shire Council Plan, and the Economic Development Strategy (2019 - 2023) both recognise the need to diversify the economy to ensure it is resilient with strong employment opportunities. Strategy 2 of the Council Plan is specifically about growing a thriving local economy which includes developing our:

- Parks, beaches, foreshores and wetlands to offer a year round tourism product; and
- Tracks and trails to support healthy lifestyles and our tourism offer.

Goal 1 of the Riverina Murray Regional Plan is "a growing and diverse economy". This plan goes on to identify the priority growth sectors for the region which includes tourism. As part of the Plan the local government narrative for Berrigan Shire recognizes the strengths of the area in connection to the Murray river, recreation facilities and tourism.

The local community is adjusting to the impact of structural reform in the irrigation industry which has had a significant psychosocial impact on individuals in farming and associated businesses. Low-cost, physical activities such as swimming, walking, beach cricket, canoeing and fishing at Kennedy Park, Thompsons Beach, have direct physical and psychosocial

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benefits. These activities enhance social, community and civic engagement by encouraging individuals to get out, experience and enjoy the environment, increasing their opportunities to meet and socialise and hence, build social connections and civic trust.

The Kennedy Park, Thompsons Beach Upgrade builds on the strength of the regions current tourism attractions. Tourism and recreation are largely generated by visitors' attraction to the regions significant environmental assets. The Upgrade capitalises on these assets, specifically the natural beach, red gum forest and Murray River at Kennedy Park, Thompsons Beach by adding complimentary infrastructure and ensuring accessibility for all.

The project broadens the tourism offering therefore extending length of stay, encouraging repeat visitation and increasing visitor spend benefitting the economy.

Describe how the project will deliver key social or economic outcomes for the region? Provide any available measures.

The Kennedy Park, Thompsons Beach Upgrade will open new economic opportunities by creating jobs during construction, supply chain opportunities and providing a visitor economy benefit.

Useable parks contribute to the economy through:

- Consumption of goods and services in construction and maintenance
- Improved consumer activity in surrounding areas
- Improved attractiveness of communities to homebuyers, businesses and commercial investments
- Increased property values
- Decreased medical costs through increased exercise and mental health benefits
- Increased tourism revenue

The economic benefits of having an active and socially connected community are well established. These benefits include reduced need for medical intervention and the associated cost, the work force is increased and more is productive. The improvements to Kennedy Park, Thompsons Beach will increase and improve the tourism product offering and attract more visitors to the region which will stimulate economic activity.

Target markets to benefit from and use the facility will be local residents and tourists. 10,374 Jobs are supported by tourism in Murray River Region, which is equal to 6.4%, from a total of 162,229 jobs. Current Remplan data shows that in Moira, tourism supports an estimated 601 jobs, which is 5.5% of total employment. Economy ID data shows that 11.4% of Berrigan Shires population is employed in the tourism sector. The largest employment sub-sector in Moira is Accommodation & Food Services with 359 jobs supported tourists' expenditure. The Kennedy Park, Thompsons Beach Upgrade enriches existing attractions by enhancing public places and spaces. The economy of the Murray region will benefit through the enhanced tourism product which will increase the length of stay for tourists and frequency of visits, therefore having a flow on effect to other businesses involved in hospitality (cafes, restaurants, accommodation and retail) and the people who these businesses employ, through increased demand for employment.

The importance of meeting places to a community in fostering a sense of belonging is evident. Parks as a meeting place are one of the most effective ways to build a sense of community and improve quality of life. Parks provide places for people to connect and interact in a shared environment and channel positive community participation by getting diverse people to work together toward a shared vision. The economic benefits are also a key enabler for communities to function and prosper, allowing them to build social cohesion, social capital and healthy communities.

The project improves the quality of place and therefore reinforces perceptions of livability, a

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key attractor of residents, workers and businesses.

Describe any other benefits from the project, direct or indirect, such as educational, health or environmental benefits. Provide any available measures of the current situation. Provide any available measures.

The Kennedy Park, Thompson Beach Upgrade is a true cross border project. The land on which it is situated is located in both NSW and Victoria, along the state border. The project responds to the strategic direction of both state and local governments.

In an aim to attract and engage youth, features shown to attract youth have been considered in the upgrade plan. These features are; presence of walking paths, barbeques, picnic tables, public access toilets, lighting and equipment and number of trees (Edwards, N., Hooper, P., Knuiman, M. et al. Associations between park features and adolescent park use for physical activity. Int J Behav Nutr Phys Act 12, 21 (2015)).

A study published in the European Journal of Ageing found that older people living within walking distance of a park, having easy access to outdoor recreational facilities and reporting attractive outdoor features were less likely to develop difficulty walking. Over 25% of the population of Moira Shire are 65 years or older, therefore the park designs have incorporated seating, pathways and accessibility to offer attractive outdoor features and space to walk and rest as recommended.

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Council is committed to enhancing the environment which is reflected in Council's Procurement Policy Procurement Policy. The policy advises:

- Taking into account the need to minimise emissions and reducing the negative impacts of transportation when procuring goods, services and works
- Taking steps to minimise carbon dioxide and other greenhouse gas emissions through the detailed consideration of products, services and works procured
- Considering the environmental credibility of tenders and requiring Contractors to conduct their operations in an environmentally sensitive manner
- Selecting products, services and works that have minimal effect on the depletion of natural resources and biodiversity
- Giving a preference to goods and services that have been ethically sourced and produced
- Ensuring all relevant tender and contract documents contain sustainability specifications as appropriate to the product or service being procured
- Applying an Environment and Sustainability criteria with a mandatory 10 percent weighting to encourage the purchase of environmentally sustainable products.

Council prefers to purchase environmentally preferred products whenever they achieve the same function and value for money outcomes.

Economic and Social Assessment

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Describe how this project gives reasonable consideration, to support local procurement, job creation, and skills development.

Council's procurement decisions and initiatives are based on clear and transparent evidence and informed economic, environmental and social considerations. Council adopts a triple-bottom-line approach by considering economic, environmental and social sustainability for all projects.

Council is committed to buying from local businesses where such purchases are justified on Best Value grounds, while remaining compliant with the Federal Government's Competition and Consumer Act 2010 and other fair trading legislation requirements.

According to the adopted Moira Shire Council Procurement Policy, Council may give preference to local economic benefit when sourcing products and services. When this criterion is nominated the benefit must be identifiable and reasonable and could include:

- Increased or maintained local employment levels.
- Increased or maintained local production levels or spend in the local economy
- Increased amount of local content in the goods, services and works.

To encourage procurement from local businesses:

- a) Council officers must seek at least one quotation from a local supplier, if available;
- b) For all publically advertised tenders over the tender threshold, a benefit to the local region will be considered and a weighting percentage of 10% will be assigned to the criteria element of 'Contribution to the Local Economy'. Council will examine where the business has its head office, the percentage of staff employed, percentage of materials, plant and equipment used and what impact the business offers the local economic community.

Council is committed to building stronger communities and meeting social objectives which benefit the municipality and commits to integration of measures in its procurement processes and documentation which promote improved social outcomes. Council's sustainable procurement is underpinned by the principle (among others) of creation of training and employment opportunities for unemployed or disadvantaged residents and ratepayers in Council's municipality, and marginalised job seekers in Council's municipality, to address local socio-economic issues;

Explain how this project would improve economic and/or social outcomes for the community in which it will be established.

The Kennedy Park, Thompsons Beach Upgrade will open new economic opportunities by creating jobs during construction, supply chain opportunities and providing a visitor economy benefit.

Useable parks contribute to the economy through

- Consumption of goods and services in construction and maintenance
- Improved consumer activity in surrounding areas
- Improved attractiveness of communities to homebuyers, businesses and commercial investments
- Increased property values
- Decreased medical costs through increased exercise and mental health benefits
- Increased tourism revenue

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Target markets to benefit from and use the facility will be local residents and tourists. 10,374 Jobs are supported by tourism in Murray River Region, which is equal to 6.4%, from a total of 162,229 jobs. Current data shows that in Moira, tourism supports an estimated 601 jobs, which is 5.5% of total employment and in Berrigan Shire tourism employs 13.4%. The largest employment sub-sector in Moira is Accommodation & Food Services with 359 jobs supported tourists' expenditure. The Kennedy Park, Thompsons Beach Upgrade enriches existing attractions by enhancing public places and spaces. The economy of the Murray region will benefit through the enhanced tourism product which will increase the length of stay for tourists and frequency of visits, therefore having a flow on effect to other businesses involved in hospitality (cafes, restaurants, accommodation and retail) and the people who these businesses employ, through increased demand for employment.

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The project improves the quality of place and therefore reinforces perceptions of livability, a key attractor of residents, workers and businesses.

Does this project support the recovery efforts for impacted cross-border communities as a result of events of the past few years (bushfires, Covid-19 travel restrictions etc), if yes, please provide details.

The economic strengths of the region include intensive irrigated agricultural production, associated food processing industries and tourism. The Cobram-Barooga region is adjusting to the impact of structural reform in the irrigation industry. This reform has highlighted the need to transition to employment sectors that are less sensitive to water prices. Strong growth prospects have been identified for the regions tourism trade however the effects of Covid-19 restrictions, including border restrictions, on tourism have been felt immensely in the Cobram-Barooga region. Tourism accounts for 6.2% of jobs in the Murray River Regions.

While domestic tourism is recovering it is important to improve and diversify the regions tourism offering. Enhancing the regions community's resilience, by supporting tourism and thereby helping to diversify the economy makings the region more attractive to residents, workers, businesses and visitors.

Affordability

Identify and describe the life-cycle costs (ongoing operating and maintenance, renewal and other costs) of the project and the funding arrangements to meet these costs.

Moira Shire Council is required under the Local Government Act 1989 to maintain public assets. The Council has a detailed Asset Management Policy. The policy is designed to provide a framework to achieve sustainable asset management that is based on service delivery needs and is integrated into Council's corporate and financial planning processes. The policy also ensures that assets used to support the services delivered by Moira Shire Council are sustainable and continue to function at a level of service determined by Council and accepted by the broader community.

The costs of maintaining Kennedy Park, Thompsons Beach are imbedded within overall council revenue and expenditure. For example mowing, fencing, maintenance and depreciation expenses are reflected in the budgets for these activities. Maintenance of the

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new works will be funded through the annual maintenance budget.

Be sure to itemise each ongoing cost and revenues/contributions to offset them.

Deliverability

Has your organisation previously delivered a project of a similar scale and nature before? If Yes, please provide details of the type, cost and date of such project/s.

Moira Shire Council has extensive experience and a proven track record working with both Federal and State Governments to deliver high calibre infrastructure projects on time and within budget. In December 2021 the new Active Parks Moira project was delivered. This project delivered a much anticipated redevelopment of key recreation infrastructure in two significant local parks. The projects total value was over \$1.5m and demonstrates the ability of well planned projects to enhance the liveability and economic activity of the Shire. Both the Active Parks Moira project and the Kennedy Park, Thompsons Beach Upgrade include accessible pathways, park furniture, landscaping, shade structures, playground equipment, signage and carparking.

Does your organisation have in place measures to mitigate the risk of failure to deliver the project, such as the employment of expert consultants? If so, please describe these measures.

Implementation of Councils comprehensive framework for project management will reduce a wide range of risks that are caused by failure to properly manage and deliver projects, including delays to delivery, unexpected cost overruns, failure to meet project objectives and managing stakeholder expectations.

As noted in Councils Project Management Framework, managing risk is an integral part of Council activities. The difference between a project delivering intended benefits and one that does not can often depend on the way that project delivery risks are managed. Documenting and assessing foreseeable project risks, and identifying actions to be taken to prevent or minimise them manages this risk. Mitigating action plans are incorporated into the tasks and timing for all projects.

Project Budget & Costings

*** indicates a required field**

It is strongly recommended that applicants use the provided CBCIF templates to give their projects the best chance of being deemed eligible.

Click the link below to download a copy of the CBCIF Budget Template. You must populate this with your key project items/tasks and costs. A completed template must be uploaded at Q61.

Download the CBCIF [Project Budget Template](#)

Should my grant request include GST?

- GST is not payable on grant payments to local councils or government entities under CBCIF because the payments are between government related entities.
- For eligible organisations registered for GST and where it is payable, we will pay the approved grant amount plus 10 per cent.
- If eligible organisations are not registered for GST, they will need to incorporate any GST paid by them to third parties into the project budgets and the grant amount.

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Project costs are ineligible if they:

- include but are not limited to regular repairs and maintenance request funding for any operational expenditure
- relate to engaging or paying permanent employees
- relate to buying or upgrading non-fixed equipment, or relate to administrative or running costs that are normally the responsibility of businesses, state or territory agencies or local councils
- relate to marketing, advertising or product promotion and
- relate to administrative, project management or design costs greater than 10% of the total grant.

Budget

What is your total Project Budget? *

\$836,000.00

Must be a whole dollar amount and at least \$50,000. GST exclusive where applicable. Please type the total amount from your budget here.

Attach your completed budget template here *

Filename: Kennedy Park, Thompsons Beach Upgrade Budget in template.xlsx

File size: 24.1 kB

A maximum of 1 file may be attached.

Please name your file: e.g. Project Budget - CBCIF-xxxx.

Cost Evidence

Provide at least one quote (from a tradesperson or qualified contractor) or detailed estimate that addresses all key items in your budget

Upload Quote(s)/Detailed Estimate *

Filename: Accessable carpark furniture quote.pdf

File size: 164.4 kB

Filename: Bollards quote.PDF

File size: 121.3 kB

Filename: Kennedy Park, Thompsons Beach Upgrade internal cost estimate.xlsx

File size: 13.2 kB

Filename: Park benches quote.pdf

File size: 276.5 kB

Filename: Picnic table settings quote.PDF

File size: 365.7 kB

Filename: Shade structure Grillex quote.PDF

File size: 1.1 MB

Filename: Shade structure Landmark quote.PDF

File size: 2.4 MB

A minimum of 1 file must be attached.

Please name your file: e.g. Quote 1 - CBCIF-xxxx. Multiple documents can be uploaded if you are

sourcing costs from a variety of suppliers.

Project Plan

*** indicates a required field**

Download the CBCIF [Project Plan Template](#)

Project plans MUST have a suitable level of detail commensurate with the funding amount sought.

54. Upload a PDF or Excel of the completed project plan *

Filename: Kennedy Park, Thompsons Beach Upgrade project plan in template.xlsx

File size: 27.0 kB

A maximum of 1 file may be attached.

Please name your file: e.g. Project Plan - CBCIF-xxxx.

55. Does your project require ongoing operations and/or maintenance? *

Yes

No

56. Explain how the project will be operated and/or maintained upon completion *

The costs of maintaining Kennedy Park, Thompsons Beach are imbedded within overall council revenue and expenditure. For example mowing, fencing, maintenance and depreciation expenses are reflected in the budgets for these activities. Maintenance of the new works will be funded through the annual maintenance budget.

Must be no more than 100 words.

Risk management plan

Projects will not be funded if they represent a significant risk to the community and or reputational risk to the NSW Government. If the project is a physical risk to the community (e.g. people could get hurt) then you are expected to have a risk management plan which outlines what steps are needed to mitigate these risks.

57. Please provide advice on any risks you may anticipate in the process of delivering this project, and how you will work to control them.

Risk description	What will you do to help reduce the risk?
Project cost exceeds budget	Project cost estimate has been determined internally by Council's Construction and Assets department by officers with over 60 years of experience. Cost estimate is in line with similar projects undertaken recently and is scalable.

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No available contractors to undertake works	Council maintains an extensive panel of contractors who can do these works. It is from this panel that quotations will be sought
Inclement weather events hold up construction	Time contingencies have been allowed in the project plan. On site works will be scheduled for seasons of favourable weather conditions

Supporting Documentation

*** indicates a required field**

Landowner Consent

Please attach your property or landowner's consent here

Filename: Kennedy Park, Thompsons Beach Upgrade land owner consent.pdf

File size: 1.0 MB

A maximum of 1 file may be attached.

Please name your file: e.g. Landowner consent - CBCIF-xxxx

Development Approval

We encourage you to apply for development approval from the local council as soon as possible. If your project is successful, approvals can take several months depending on the project's complexity. This will prevent any unnecessary delays to the delivery of your project to your community.

Does your project require development approval? *

Yes No

Public Liability Insurance

Upload a copy of your Public Liability Insurance for \$20 million

Filename: Public Liability Certificate of Currency 2021-2022.PDF

File size: 129.5 kB

Project Classification and Outcomes

*** indicates a required field**

Project Classification

Please assist us by completing the section below to classify your project and deliverables. See definitions below to assist with your selections:

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Classification - means how you would classify the project scope.

Beneficiaries - means what group/s will benefit for the delivery of your project.

Sub categories - these are based off your selections for the question "Groups who will Benefit". This is not an extensive list, where possible please select an additional option to provide more information about your project.

How would you classify your project? *

- | | |
|--|---|
| <input type="checkbox"/> Digitisation | <input type="checkbox"/> Program |
| <input checked="" type="checkbox"/> Equipment | <input type="checkbox"/> Renovation |
| <input type="checkbox"/> Event | <input type="checkbox"/> Revitalisation |
| <input type="checkbox"/> Exhibition | <input checked="" type="checkbox"/> Upgrade |
| <input checked="" type="checkbox"/> New Infrastructure | |

What groups will benefit from your project? *

- | | |
|---|--|
| <input type="checkbox"/> Community | <input type="checkbox"/> Industry only |
| <input type="checkbox"/> Disability only | <input type="checkbox"/> Major Infrastructure |
| <input checked="" type="checkbox"/> Environment | <input checked="" type="checkbox"/> Recreation |
| <input checked="" type="checkbox"/> Infrastructure | <input type="checkbox"/> Sport |
| <input type="checkbox"/> Indigenous only identified | <input checked="" type="checkbox"/> Youth (12-24 years old only) |

Environment Sub Category *

- | | |
|--|---------------------------------------|
| <input checked="" type="checkbox"/> LED lighting | <input type="checkbox"/> Eco systems |
| <input type="checkbox"/> Solar panel | <input type="checkbox"/> Apiary |
| <input type="checkbox"/> Water conservation | <input type="checkbox"/> Regeneration |
| <input type="checkbox"/> Marine | |

Infrastructure Sub-Category *

- | | |
|--|---|
| <input checked="" type="checkbox"/> Car park | <input type="checkbox"/> Pedestrian bridge |
| <input type="checkbox"/> Drainage | <input checked="" type="checkbox"/> Public Amenities |
| <input checked="" type="checkbox"/> Footpath/ Cycleway | <input type="checkbox"/> Road works |
| <input type="checkbox"/> Industry equipment | <input checked="" type="checkbox"/> Street Beautification/landscaping |
| <input type="checkbox"/> Marine | <input type="checkbox"/> Vehicle - road, marine etc |
| <input type="checkbox"/> Mobile phone tower | |

Recreation Sub Category *

- | | |
|---|---|
| <input checked="" type="checkbox"/> Gardens | <input type="checkbox"/> Skate park |
| <input type="checkbox"/> Mountain bike trail | <input checked="" type="checkbox"/> Tourism |
| <input checked="" type="checkbox"/> Park | <input checked="" type="checkbox"/> Walking trail |
| <input checked="" type="checkbox"/> Playground | <input checked="" type="checkbox"/> Waterfront |
| <input checked="" type="checkbox"/> Recreation area | |

Proposed Project Outcomes

The below questions are baseline data questions. Outcomes will be confirmed upon project completion.

How much of the total project amount do you expect to spend in regional NSW to deliver this project?

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\$418,000.00

Must be a dollar amount.

Percentage of funding expected to be spent in Regional NSW

0.5

This number/amount is calculated.

Which LGA will the majority of Regional spending occur in?

Moira Shire

How many full-time equivalent (FTE) jobs will be created or retained to deliver this project?

2

Must be a number.

Must be a number. FTE is based on 35 hours.

Will any of the jobs listed above be Indigenous Identified?

Yes

No

Will any of the jobs listed above be targeted towards Youth?

Yes

No

Youth refers to people 24 years of age or younger

Please provide the number of people that currently use the infrastructure/ program before funding is received?

1000

Must be a number.

Will the project being funded by the Department be inclusive and 'Fully Accessible'?

Yes - fully accessible

No - not accessible for all

Fully Accessible means can ALL members of the community access the project deliverables including those with limited mobility or support needs.

Declaration

*** indicates a required field**

I declare this application meets the following CBCIF eligibility criteria

- Has been prepared by and is being submitted by an applicant from an eligible project location.
- Project can be completed within three years of funding announcement.
- Project is not for any works that have already been approved and allocated funding in councils forward capital works program.
- Detailed project plan in the provided template has been attached.
- Detailed project budget in the provided template has been attached.

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- Administration costs will not exceed more than 10% of the funds being sought from CBCIF.
- Project can be operated and maintained beyond the funding period (if applicable).
- Applicant will notify the Department if grant funding is secured from another source.

Eligibility Declaration *

- Yes, this application meets the CBCIF eligibility criteria outlined above

Disclaimer

The **Applicant** acknowledges and agrees that: (i) submission of this application does not guarantee funding will be granted for any project, and the Department expressly reserves its right to accept or reject this application at its discretion; (ii) it must bear the costs of preparing and submitting this application and the Department does not accept any liability for such costs, whether or not this application is ultimately accepted or rejected; (iii) prior to the parties entering into a funding deed, the Department (as executor of the deed) may withdraw funding for any reason (or for no reason) and in any circumstances, and may revise the dates on which the funding (or any part of it) is to be provided in its sole discretion; and (iv) it has read the *NSW Cross-Border Commissioner's Infrastructure Fund Special Round Guidelines* and has fully informed itself of the relevant CBCIF program requirements.

Use of Information.

The Applicant acknowledges and agrees that: (i) if this project application is successful, the relevant details of the project will be made public, including details such as the names of the organisation (Applicant) and any partnering organisation (state government agency or non-government organisation), project title, project description, location, anticipated time for completion and amount awarded; (ii) the Department will use reasonable endeavours to ensure that any information received in or in respect of this application which is clearly marked 'Commercial-in-confidence' or 'Confidential' is treated as confidential, however, such documents will remain subject to the *Government Information (Public Access) Act 2009* (NSW) (**GIPA Act**); and (iii) in some circumstances the Department may release information contained in this application form and other relevant information in relation to this application in response to a request lodged under the GIPA Act or otherwise as required or permitted by law.

Privacy Policy

The Applicant acknowledges and agrees that: (i) the Department is required to comply with the *Privacy and Personal Information Protection Act 1998* (NSW) (the **Privacy Act**) and that any personal information (as defined by the Privacy Act) collected by the Department in relation to the CBCIF program will be handled in accordance with the Privacy Act and its privacy policy (**available at: <https://www.dpc.nsw.gov.au/privacy>**); (ii) the information it provides to the Department in connection with this application will be collected and stored on a database and will only be used for the purposes for which it was collected (including, where necessary, being disclosed to other Government agencies in connection with the assessment of the merits of an application) or as otherwise permitted by the Privacy Act; (iii) it has taken steps to ensure that any person whose personal information (as defined by the Privacy Act) is included in this application has consented to the fact that the Department and other Government agencies may be supplied with that personal information, and has been made aware of the purposes for which it has been collected and may be used.

Declaration and Authorisation

The Applicant represents and warrants that this application has been authorised by an authorised representative of the Applicant (e.g. CEO, Chief Financial Officer, General Manager, Director, Chair of the Board, President, authorised manager etc.).

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Where this Application is submitted in the course of employment by a representative of any kind (e.g. authorised representative or agent)) of the Applicant, you: (i) acknowledge and agree that the Applicant is deemed to be jointly and separately bound by this application; and (ii) represent and warrant that you have the authority to represent and bind the Applicant as contemplated by this provision.

By submitting this application form I hereby declare that:

- I agree for my project to be automatically considered in other NSW funding programs;
- I have read and understood each of the acknowledgements, agreements, representations and warranties provided above, and that each of these are true and correct;
- all information provided including the responses to each question in the relevant sections of this application is true and correct to the best of my knowledge;
- any information contained in this application may be disclosed to other Government agencies, staff administering the program, and to external stakeholders (including consultants, lawyers and other advisers) as part of the assessment of this application;
- I am authorised to submit this application on behalf of, and have the authority to represent and bind the Applicant;
- I understand that any false declaration may render this application ineligible/invalid; and
- all relevant conflicts of interest have been declared.

Please select all above to declare that this project application complies

Organisation Name

Moira Shire Council

Name of authorised officer submitting this form *

Mrs Courtney Hamill

Position within the Organisation *

Grants Officer

NOTE

Please ensure you click **Submit Application** when you are ready to submit. Applications must be submitted prior to the round closing date to be eligible for consideration.

Once you have submitted your application you cannot make any changes.

Independent review of the effectiveness of the framework for dealing with councillor misconduct in NSW

The Minister for Local Government, the Hon. Shelley Hancock, has requested the Office of Local Government to commission and independent review of the framework for dealing with councillor misconduct in NSW.

In serving their local communities, council officials, including councillors are expected to uphold the highest standards of behaviour. Councillors are expected to:

- conduct themselves in a manner that will not bring the council into disrepute
- act lawfully, honestly and exercise due care
- treat others with respect and not harass or discriminate against them, or support others who do so
- consider issues consistently, promptly and fairly
- ensure development decisions are properly made and deal fairly with all parties involved
- disclose and appropriately manage conflicts of interests including, in the case of councillors, from reportable political donations
- use and secure information appropriately and not disclose confidential information
- use council resources ethically, effectively and efficiently.

The Model Code of Conduct sets the minimum standards of conduct for council officials. It is prescribed by regulation to assist council officials to:

- understand and comply with the standards of conduct that are expected of them
- enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence (section 439)
- act in a way that enhances public confidence in local government.

The community needs to have confidence in the processes for dealing with misconduct

The Minister for Local Government has initiated this review to ensure the community and councils have confidence in the misconduct framework, specifically, the process for making complaints, the investigation process, the timeliness of disciplinary action, and the efficacy of the disciplinary action and penalties available.

Terms of reference

1. Review the effectiveness of the framework for dealing with councillor misconduct with particular reference to:
 - a. The standards of conduct set out in the Model Code of Conduct and the way these are applied;
 - b. the process for making complaints under the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW;
 - c. The tools and process for conducting an investigation into alleged misconduct

Terms of reference

Independent review of the effectiveness of the framework for dealing with councillor misconduct in NSW

- d. the efficacy of the disciplinary actions and penalties available to councils, the departmental chief executive and the NSW Civil and Administrative Tribunal as a deterrent to councillor misconduct;
 - e. the timeliness of disciplinary action in response to councillor misconduct.
2. Make recommendations about policy, legislative and operational changes to improve the system for dealing with councillor misconduct.

Methodology

- Receive public submissions
- Review similar processes in other jurisdictions
- Consult with key NSW government agencies
- Liaison with stakeholder groups and councils.

Secretariat

Secretariat support is provided by the Office of Local Government

Contact

Email: olg@olg.nsw.gov.au

Phone: (02) 4428 4100

Web: www.olg.nsw.gov.au



Councillor Conduct Accountability in NSW Local Government

Consultation paper

November 2021

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1. Introduction

About the review

The Minister for Local Government, the Hon. Shelley Hancock MP, has commissioned an independent review of the processes and procedures for dealing with allegations of councillor misconduct.

The review will examine the current administrative framework under which complaints about councillor misconduct are managed, with the aim of identifying possible areas for improvement. The review will include an examination of similar frameworks used in other jurisdictions for any lessons they may offer for improving the New South Wales framework.

This consultation paper has been prepared to facilitate an understanding of the current framework and to invite submissions identifying areas for improvement, together with suggestions for the practical application of those improvements.

All stakeholders are invited to respond to this consultation paper, including voters, ratepayers and citizens served by councillors, councils and joint organisations, individual councillors and council staff, conduct reviewers, professional and employee representative organisations, local government industry stakeholder groups and key NSW Government agencies and other related stakeholders.

The review will be undertaken by an independent consultant experienced in local government, who will author the final report canvassing options for improvement and making recommendations accordingly. Administrative support for the reviewer will be provided through the Office of Local Government (OLG) for coordination purposes. The findings and recommendations of the final report however will be those of the independent reviewer.

Who may make submissions?

Anyone is welcome to offer comment through formal written submissions. These will be collated, and their views considered in identifying options for improvement. The views of all stakeholder groups will be given equal weight and evaluated in terms of the most

advantageous approach to achieving the best outcomes associated with fulfilling the principles for local government enshrined in the *Local Government Act 1993* (the Act).

Anyone making submissions for consideration by the review should use the Guidelines referred to in Section 2 below to formulate their contributions in the most effective way.

Closing date for submissions

Submissions should be made before **28 March 2022**.

It is recognised that the timing of this review coincides with the forthcoming council elections and the caretaker period preceding the elections, as well as the Christmas/New Year period when many councils are in recess. Accordingly, a long lead time is provided for the making of submissions.

Terminology

References to councils in this paper are to be taken as a reference to general purpose councils, county councils and joint organisations.

The term “misconduct” carries a specific technical meaning under the Act and includes among other things:

- a breach by a councillor of the Act or regulations,
- a failure by a councillor to comply with their council’s code of conduct,
- an act of disorder by a councillor at a meeting and
- any act or omission intended by a councillor to prevent the proper or effective functioning of the council or a committee of the council.

The phrase “councillor misconduct” used in this paper carries this broader meaning and includes breaches by councillors of a council’s code of conduct.

2. Guidelines for submissions

In order to assist stakeholders in formulating submissions that will be informative to the review and that can be compiled in a way that facilitates communication and integration into the review analysis, guidelines have been prepared and are incorporated as Attachment 1 to this consultation paper.

The guidelines generally provide advice on the form and structure of submissions to create a focus on the best way of providing information and experiences from stakeholders, to enable their valuable contribution to the review.

3. Overview

This section of the consultation paper provides information and general commentary about the current framework for dealing with complaints about councillor misconduct and identifies various issues that may assist stakeholders to consider and reflect on those aspects of the framework that could be improved. While not exhaustive, the following information is intended to provide a broad overview for the purposes of consultation.

How is councillor conduct regulated?

Australians are rightly proud of their democracy and embrace the representation they receive through their elected councils in local decision-making. Local communities rightly expect that their elected representatives on councils will observe standards of good governance and demonstrate appropriate standards of conduct as elected officials.

The legislation prescribing the framework for managing complaints about councillor misconduct has been formulated in response to a community expectation that elected representatives should observe appropriate standards of conduct and that there are appropriate mechanisms in place for enforcing compliance with those standards.

In addition to being accountable to their communities through the electoral process, councils are also subject to regulation and oversight by the NSW Government.

It does this in part through the prescription of standards of conduct that all council officials (including councillors) are required to observe through the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct) prescribed under the Act and the *Local Government (General) Regulation 2021* (the Regulation). All councils, (including county councils and joint organisations), are required to adopt a code of conduct based on the Model Code of Conduct.

Uniquely in Australia, the NSW Model Code of Conduct applies to all classes of council officials including councillors, staff and delegates of councils.

Breaches of a council's code of conduct are to be dealt with by councils in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW* (the Model Procedures) These are also prescribed under the Act and the Regulation. All councils (including county councils and joint organisations) must adopt procedures for the administration of their codes of conduct that incorporate the provisions of the Model Procedures.

The Model Code of Conduct and Model Procedures can be found [here](#).

The Model Code of Conduct and Model Procedures are supplemented by provisions in the Act that allow the “departmental chief executive” of OLG to investigate allegations of councillor misconduct and that confer disciplinary powers on the departmental chief executive and the New South Wales Civil and Administrative Tribunal (NCAT) with respect to councillor misconduct. These provisions are referred to below as the “misconduct provisions” of the Act.

Overview of the framework

The current framework for dealing with complaints about councillor misconduct is multi-layered with complaints escalated based on the seriousness of the alleged conduct and the severity of the disciplinary action attached to it. There is a strong focus on the informal resolution of less serious matters.

Complaints alleging breaches of a council’s code of conduct by a councillor are required initially to be dealt with locally by the council concerned in accordance with the Model Procedures.

Code of conduct complaints about councillors must be made in writing to the general manager of a council at first instance. The general manager (or a person authorised to exercise the general manager’s complaints management functions in relation to code of conduct matters) has a discretion to decline code of conduct complaints about councillors at the outset or to informally resolve them. The Model Procedures set out grounds on which complaints may be declined at the outset.

If a complaint is not declined or informally resolved at the outset, it is referred to an independent expert conduct reviewer who will deal with the matter at arms’ length of the council. The conduct reviewer will undertake a preliminary assessment to determine how the matter should be dealt with.

Conduct reviewers may decline or informally resolve complaints at the preliminary assessment stage by means such as explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology, or an undertaking not to repeat the offending behaviour.

Only more serious matters may be formally investigated by conduct reviewers. Investigations must follow strict rules that are designed to ensure that matters are dealt with fairly, confidentially and with rigour.

Where, following a formal investigation, a conduct reviewer determines that a councillor has breached the code of conduct, the conduct reviewer may recommend that the council formally censures the councillor for the breach and, where the breach is serious, that the matter is referred to OLG for further disciplinary action under the misconduct provisions of the Act.

Where the council censures a councillor for a breach of the code of conduct, the council must specify in its resolution the grounds on which the councillor is being censured. It does this by disclosing in the resolution the conduct reviewer’s findings and determination. This information is recorded in the minutes of the meeting, thereby ensuring the councillor is publicly accountable to their electors for their conduct.

As noted above, serious breaches of the code of conduct may also be referred to OLG for further disciplinary action. Some matters are automatically deemed to be serious and are referred to OLG for consideration instead of being dealt with by councils. These include allegations of:

- pecuniary interest breaches
- failure to disclose conflicts of interest arising from the receipt of political donations, and
- breaches of the “integrity” provisions of councils’ codes of conduct (ie misuse of the code of conduct, reprisal action, disclosure of information about code of conduct matters and failure to comply with a council resolution).

The departmental chief executive of OLG can take disciplinary action or refer more serious matters to the NCAT. Disciplinary action can include suspension from office or suspension of the payment of fees for up to three months by the departmental chief executive, or for up to six months by the NCAT.

The NCAT can also disqualify a councillor from holding office in any council for up to five years. Councillors who have been suspended by either the departmental chief executive or the NCAT on three or more occasions are automatically disqualified for five years.

In the case of pecuniary interest breaches, the departmental chief executive can also apply to the Supreme Court for an order requiring a councillor to pay to the council any financial benefit they received from a pecuniary interest breach.

Code of conduct statistics

Each year, councils are required to report on the numbers of code of conduct complaints made about councillors and the general manager, how they were dealt with and how much it cost the council to deal with them. This is to ensure that councillors are individually and collectively accountable to their communities for their conduct and performance.

OLG also collects data from councils on code of conduct complaints received about councillors and the general manager each year. To date it has not been possible to separate the data based on whether a complaint was about a councillor or the council's general manager. Consequently, for the purposes of this Consultation Paper the statistics shown reflect the combined data only and any analysis needs to take this into consideration.

In the 2019/20 reporting period (from 1 September 2019 to 31 August 2020), the total number of code of conduct complaints received by councils about councillors or the general manager was 400.

Councils received on average 2.9 code of conduct complaints about councillors or their general manager during the 2019/20 reporting

period. Out of 128 general purpose and 9 county councils, 59 councils received no code of conduct complaints during that period and 25 received only 1 code of conduct complaint.

As noted above, most code of conduct complaints about councillors or the general manager are declined or resolved informally at the outset by the general manager (or the mayor in the case of complaints about the general manager) or by a conduct reviewer at the preliminary assessment stage following referral.

Of the total number of complaints finalised in the 2019/20 reporting period (411), 94 complaints (22.8%) were declined or resolved by the general manager at the outset. 139 (33.8%) complaints were declined or resolved following a preliminary assessment by a conduct reviewer.

178 (43.3%) complaints finalised in the 2019/20 reporting period were the subject of a formal investigation. Of the complaints formally investigated, 47 (26.4%) resulted in a determination that the councillor had breached the code of conduct and resulted in disciplinary action by the council such as censure. Of these, 2 complaints were referred to OLG for further disciplinary action under the misconduct provisions of the Act. In 71 cases, the conduct reviewer determined there had been no breach. 60 cases were still under investigation at the time of reporting.

There has been an increase in the number of code of conduct complaints made about councillors and general managers over time. For example, in the 2013/14 reporting period (from 1 September 2013 to 31 August 2014), 322 code of conduct complaints were received by councils about councillors or the general manager.

Data collected by OLG indicates that the proportion of complaints being declined or resolved by the general manager prior to referral to a conduct reviewer has decreased over time. The proportion of complaints declined or resolved by conduct reviewers at the preliminary assessment stage has remained constant. The proportion of complaints progressing to formal investigation has increased.

4. Objectives and expectations

Purpose of the Model Code of Conduct

Section 8A of the Act sets out principles for local government. These principles relate to three broad areas of:

- exercising functions generally,
- decision-making and
- community participation.

These principles articulate the following terms and values:

- strong and effective representation, leadership, planning and decision-making
- work with others to secure appropriate services for local community needs
- act fairly, ethically and without bias in the interests of the local community
- provide a consultative and supportive working environment for staff
- recognise diverse local community needs and interests
- consider social justice principles
- be transparent and be accountable for decisions and omissions.

The Model Code of Conduct sets out standards of conduct that councillors are required to observe that reflect these principles and values. Under the Model Code of Conduct, council officials are expected to:

- conduct themselves in a manner that will not bring the council into disrepute
- act lawfully, honestly and exercise due care
- treat others with respect and not bully, harass or discriminate against them, or support others who do so
- consider issues consistently, promptly and fairly
- ensure development decisions are properly made and deal fairly with all parties involved
- disclose and appropriately manage conflicts of interests including from reportable political donations
- use and secure information appropriately and not disclose confidential information
- use council resources ethically, effectively and efficiently.

Defining expectations

The purpose of the Model Code of Conduct is to prescribe minimum ethical and behavioural standards that all council officials are required to comply with and to ensure that councils and council officials exercise their functions and make decisions ethically and appropriately and in a way that promotes community confidence in the council and its decisions.

As with any organisation, councils can experience interpersonal conflict. This is accentuated by the fact that they operate in a political environment.

The code of conduct and the misconduct framework are not designed to prevent or resolve interpersonal or political conflict which is often a natural feature of democratic processes and political discourse. Nor is it designed or intended to prevent or restrict normal and respectful debate or constrain free speech.

Adoption of the Model Code of Conduct by councils

All councils are required to adopt a code of conduct based on the Model Code of Conduct prescribed under the Act and the Regulation. In doing so, councils have the flexibility to strengthen the ethical and behavioural standards prescribed under the Model Code of Conduct should they choose to do so. For example, where the Model Code of Conduct allows the acceptance of gifts with a value of up to \$100, many councils have chosen to ban the acceptance of all gifts.

In adopting a code of conduct, councils must not weaken the ethical and behavioural standards prescribed under the Model Code of Conduct. A provision of a council's code of conduct that is weaker than an equivalent provision of the Model Code of Conduct is invalid, and the stronger standard prescribed in the Model Code of Conduct automatically overrides it.

As noted above, the Model Code of Conduct automatically applies to all councillors, council staff and others who exercise council functions under delegation from the council. However, in adopting a code of conduct, councils may also

extend its application to other persons such as volunteers, advisory committee members and contractors. It is also open to councils to adopt separate codes of conduct for councillors, staff and other types of council officials, provided the adopted codes are consistent with the Model Code of Conduct.

Councillor training

Councils are required under the Regulation to deliver induction training for newly elected mayors and councillors and refresher training for returning mayors and councillors within 6 months of each ordinary council election. Councils are also required to provide ongoing professional development to mayors and councillors over the balance of the council term.

OLG has issued *Councillor Induction and Professional Development Guidelines* to inform the delivery of councillor induction training and professional development. The Guidelines are available [here](#). A key focus of the

training recommended in the Guidelines is on ethical conduct, appropriate behaviours and compliance with the council's code of conduct.

To assist councils to induct councillors into their roles and responsibilities, OLG has also delivered "Hit the Ground" running workshops after each local government elections. One of the workshop modules relates to compliance with the code of conduct.

Councils are required to report on councillors' participation in induction training and professional development in their annual reports.

OLG's Guidelines also recommend that councils hold pre-election information sessions to ensure that candidates understand their role and responsibilities if they are elected, including their obligations under the council's code of conduct. OLG has issued a Candidate Guide and an online training tool for candidates to assist councils to deliver candidate training.

Considerations:

Should there be separate codes of conduct prescribed for councillors, staff and other classes of council official?

Are the standards of conduct currently prescribed in the Model Code of Conduct appropriate? Do they need to be strengthened or softened?

Is the level of prescription in the Model Code of Conduct appropriate? Should it be more, or less prescriptive?

Does there need to be any changes to the types of conduct currently regulated under the Model Code of Conduct?

Are the current training requirements for mayors and councillors adequate? Do these requirements need to be strengthened?

5. Complaint processes

Making complaints

Under the Model Procedures, all code of conduct complaints, including complaints about councillors, staff and delegates of the council are to be made to the general manager at first instance. Complaints about the general manager are to be made to the mayor.

Concerns have been raised about whether the Model Procedures may place general managers in the invidious position of having to receive and deal with code of conduct complaints about their employers, namely the councillors.

It should be noted that under the Model Procedures, general managers are not required to have any involvement in the management of code of conduct complaints about councillors after their receipt if they choose not to. However, some general managers have observed that by simply not electing to decline a complaint and allowing it to be referred to a conduct reviewer, (even though no positive decision is required for

this to occur under the Model Procedures), they may still be exposed to criticism or reprisal by aggrieved councillors and their supporters.

General managers are permitted under the Model Procedures to delegate their functions in receiving, declining, and resolving code of conduct complaints about councillors to another member of staff or persons outside of the council if they wish.

It is also open to councils to establish shared complaints management arrangements that allow code of conduct complaints about councillors to be managed externally. There is currently only one such arrangement in place, the shared internal ombudsman service established by the City of Parramatta, Cumberland and Inner West Councils. Some councils have set up their own internal ombudsman functions and have delegated the general managers' complaints management functions to the internal ombudsman.

Considerations:

Should code of conduct complaints about councillors continue to be dealt with locally by councils in the first instance? If not, how should they be dealt with?

Should code of conduct complaints about councillors continue to be received by the general manager of a council? If not, who should receive code of conduct complaints about councillors?

Should mayors have a more active role in the management of code of conduct complaints about councillors?

Should there continue to be a discretion to decline or resolve complaints about councillors before they are referred to a conduct reviewer?

Are the procedures for dismissing frivolous and vexatious complaints adequate and effective? How might they be improved?

Preliminary assessment of complaints by conduct reviewers

Code of conduct complaints about councillors that are not declined or resolved at the outset by the general manager must be referred via the council's complaints coordinator to an independent conduct reviewer selected from a panel of conduct reviewers established by the council.

The complaints coordinator is a member of staff (who must not be the general manager) who is responsible for coordinating the management of code of conduct complaints, providing administrative support to conduct reviewers and acting as a point of liaison between the conduct reviewer and the council.

All councils are required to appoint a panel of conduct reviewers to manage code of conduct complaints about councillors. Many councils operate regional panels that are shared by all councils within the region.

To qualify for appointment to a panel, conduct reviewers are required to satisfy independence requirements and to possess specialist skills. The independence requirements and qualifications conduct reviewers need to satisfy to be appointed to a council's panel are prescribed under the Model Procedures.

The Model Procedures also establish guidelines for how conduct reviewers are to approach the exercise of their functions including managing conflicts of interests or bias and maintaining independence.

After complaints are referred to them, conduct reviewers are required to make a preliminary assessment of how the complaint is to be managed against criteria set out in the Model Procedures. Conduct reviewers have the following options for managing complaints about councillors. They may:

- decline to take any action in relation to the complaint (eg because it lacks merit), or
- resolve the complaint using a range of possible strategies including explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology,

or an undertaking not to repeat the offending behaviour, or

- refer the matter back to the general manager for resolution by explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology, or an undertaking not to repeat the offending behaviour, or
- refer the matter to an external agency such as OLG or ICAC, or
- formally investigate the matter.

The Model Procedures place an emphasis on the informal resolution of complaints. Only serious complaints (as defined by the Model Procedures) may be formally investigated. The Model Procedures set out criteria for determining whether a complaint is sufficiently serious to warrant formal investigation. Conduct reviewers are also required to justify their decision to formally investigate matters in their final reports after investigations are concluded.

As noted above, of the total number of complaints finalised in the 2019/20 reporting period, 33.8% complaints were declined or resolved following a preliminary assessment by a conduct reviewer. This is in addition to the 22.8% of complaints declined or resolved by the general manager prior to referral to a conduct reviewer.

Formal investigations

As noted above, conduct reviewers may only formally investigate code of conduct complaints about councillors where they are satisfied the complaint is serious. Conduct reviewers must be satisfied as to the following before they can make a decision to formally investigate a complaint:

- that the complaint is a "code of conduct complaint" as defined under the Model Procedures, and
- that the alleged conduct, if substantiated, would be sufficiently serious to warrant the formal censure of a councillor, and
- that the matter is one that could not or should not be resolved by alternative means.

The Model Procedures set out benchmarks for seriousness that conduct reviewers must consider in making an assessment of whether a complaint is sufficiently serious to warrant formal investigation. In determining whether a matter is sufficiently serious to warrant formal censure, conduct reviewers must consider the following:

- the harm or cost that the alleged conduct has caused to any affected individuals and/or the council
- the likely impact of the alleged conduct on the reputation of the council and public confidence in it
- whether the alleged conduct was deliberate or undertaken with reckless intent or negligence
- any previous proven breaches by the councillor whose alleged conduct is the subject of the complaint and/or whether the alleged conduct forms part of an ongoing pattern of behaviour.

As noted above, of the total number of complaints finalised in the 2019/20 reporting period, 43.3% complaints were the subject of a formal investigation.

In undertaking formal investigations, conduct reviewers are required to follow strict rules to ensure that procedural fairness is complied with. The Model Procedures prescribe detailed requirements in this respect.

At the start of the investigation, the person being investigated (the respondent) is notified of the allegations against them and they are invited to respond by written submission. Conduct reviewers are also required to give respondents an opportunity to make submissions in person to the conduct reviewer.

Conduct reviewers are required to undertake all necessary enquiries when investigating matters.

Before completing their investigation, the conduct reviewer is required to provide a draft of their investigation report to the respondent, invite them to make a submission, and to consider their submissions.

The investigator's final report must:

- make findings of fact in relation to the matter investigated, and,
- make a determination that the conduct investigated either, constitutes a breach of the code of conduct, or does not constitute a breach of the code of conduct, and
- provide reasons for that determination.

The Model Procedures provide a detailed list of the minimum standards for the content of conduct reviewers' final investigation reports.

Oversight by OLG

OLG exercises an oversight role to ensure code of conduct complaints are managed by councils in accordance with the Model Procedures.

OLG may, at any time, whether or not in response to a request, review the consideration of a matter under a council's code of conduct where it is concerned that a person has failed to comply with a requirement prescribed under the Model Procedures or has misinterpreted or misapplied the standards of conduct prescribed under the code of conduct in their consideration of a matter.

OLG will also review any complaints made either directly to it or through the general manager in relation to conduct reviewers.

Considerations:

Does the current system for referring code of conduct complaints about councillors to independent conduct reviewers work effectively? If not, how can it be improved?

Should there continue to be an emphasis on the informal resolution of code of conduct complaints about councillors? How can those processes be improved?

Are the current procedures governing the formal investigation of code of conduct complaints about councillors effective in ensuring investigations and their outcomes are robust and fair? If not, how can they be improved?

Are OLG's oversight powers adequate and effectively implemented? What improvements might be considered?

6. Investigation timeframes

An issue for both councils and OLG is the time taken to deal with allegations of councillor misconduct and to take disciplinary action.

The management of complaints by councils

The Model Procedures require councils' complaints coordinators to refer code of conduct complaints about councillors that are not declined or resolved at the outset by the general manager to a conduct reviewer within 21 days of their receipt by the general manager.

Conduct reviewers are required to complete their preliminary assessments of complaints about councillors within 28 days. However, there are no time limits imposed on conduct reviewers' formal investigations of complaints.

No data is held on the average time taken by conduct reviewers to complete formal investigations.

Investigations by OLG

Councillor misconduct matters referred by councils to OLG are dealt with in accordance with its *Framework for Managing Councillor Misconduct Allegations*. The framework is available [here](#).

The time taken by OLG to complete misconduct investigations, often includes the review and adoption of findings of investigations completed by conduct reviewers. A key concern is that disciplinary action loses its efficacy as a deterrent if it is taken long after the conduct in question occurred.

There are three factors that contribute to the time taken between the occurrence of councillor misconduct and disciplinary action taken in relation to it by OLG or the NCAT.

First, where a matter is first dealt with at the local level by a council and subsequently referred to OLG, there is the time that elapses between the complaint being made and the completion of the conduct reviewer's investigation and a decision being made by the council to refer the matter to OLG based on the conduct reviewer's recommendation.

Second, there are the timeframes taken by OLG to complete investigations of councillor misconduct.

Third, where a matter is referred to the NCAT or where disciplinary action by the departmental chief executive of OLG is appealed to the NCAT, the ultimate decision in a matter becomes even more remote in time.

Data collected on misconduct matters finalised by OLG between April 2020 and September 2021 indicates that on average, it takes OLG 59 weeks to complete misconduct investigations where disciplinary action is taken by the departmental chief executive. Where a misconduct matter is referred to the NCAT, the average time taken by the Tribunal to hand down its decision is 49 weeks (based on data collected over the last 5 years).

Considerations:

How can the time taken to deal with allegations of councillor misconduct be reduced?

How can the efficiency of the processes for dealing with code of conduct breaches by councillors under the Model Procedures be improved?

How can the efficiency of referrals of councillor misconduct to OLG for investigation and disciplinary action be improved?

Are there opportunities for councillor misconduct to be dealt with summarily? If so, how can this be done in a way that ensures due process and that is procedurally fair?

7. Outcomes

Penalties available to councils for councillor misconduct

Where, following an investigation, a conduct reviewer determines there has been a breach of the council's code of conduct, their report is submitted to the council for disciplinary action and possible referral to OLG for further disciplinary action.

Councils are not obliged to adopt the conduct reviewer's recommendation. Where they do not do so, the council is required to provide its reasons for not adopting the recommendation in its publicly available resolution and to notify OLG of the decision. If OLG considers that disciplinary action is warranted, OLG can take disciplinary action for the breach instead of the council.

As a result of Supreme Court's decision in the matter of *Cornish v Secretary, Department of Planning, Industry and Environment*, the only penalty now available to councils for misconduct by councillors is to censure them by resolution under section 440G of the Act. During the 2019/20 reporting period, 18 code of conduct matters resulted in a recommendation that the councillor be censured.

The content of censure resolutions has been strengthened to ensure they operate more effectively as a deterrent by publicly naming councillors who have breached the council's code of conduct. When censuring a councillor, councils are now required to disclose in the resolution, the conduct reviewer's findings and determination and any other information the council considers may be relevant or appropriate.

Where councils consider that a more serious penalty is warranted, in addition to censure, they may resolve to refer a matter to OLG for further disciplinary action under the misconduct

provisions of the Act where this has been recommended by the conduct reviewer who investigated the breach. Conduct reviewers are required to consult with OLG before recommending that a matter is referred to OLG to ensure that it is suitable for referral. During the 2019/20 reporting period, two code of conduct matters resulted in the councillor being censured and the matter being referred to OLG for further disciplinary action.

Under the current Model Procedures, councillors may seek to avoid public censure for breaches of the code of conduct by voluntarily agreeing to undergo training or counselling, to apologise for their conduct or to give undertakings not to repeat their conduct before the investigator finalises their report to the council. Conduct reviewers can finalise their investigations without a report to the council where they consider these to be an appropriate outcome to the matter they are investigating.

Many councils believe that censure is an insufficient deterrent against councillor misconduct.

An objection in the past to expanding or strengthening the disciplinary powers available to councils in relation to councillors who have breached the council's code of conduct has been that these powers could be misused against minority councillors or could be used in a partisan manner. A key difference now is that the Model Procedures ensure that the only circumstances in which a council could exercise any expanded or stronger disciplinary powers, are where an independent conduct reviewer has first determined the councillor has breached the council's code of conduct and recommended disciplinary action following a formal investigation in which procedural fairness has been afforded.

Rights of review against penalties imposed by councils

As noted above, councils are subject to oversight by OLG in the management of code of conduct complaints.

The Model Procedures allow anyone to seek a review by OLG of the way code of conduct matters have been dealt with. In reviewing code of conduct matters, as a matter of practice OLG does not seek to substitute its views for the views of a conduct reviewer on the merits of a matter, and will only intervene in the consideration of a matter where the Model Procedures have not been correctly followed or the conduct reviewer has not correctly applied the standards prescribed under the council's code of conduct to the facts found by them.

The Model Procedures also confer on councillors who have been censured by councils the right to seek a review of the council's decision by OLG. Under the Model Procedures, a respondent councillor who has been censured by a council for a breach of the council's code of conduct may, within 28 days of the sanction being imposed, seek a review by OLG of the conduct reviewer's determination and recommendation. A review may be sought on the following grounds:

- that the conduct reviewer has failed to comply with a requirement under the Model Procedures, or
- that the conduct reviewer has misinterpreted or misapplied the standards of conduct prescribed under the council's code of conduct, or
- that in imposing its sanction, the council has failed to comply with a requirement under the Model Procedures.

Where a respondent councillor requests a review, OLG may direct the council to defer any action to implement a sanction while the review is undertaken. Where the conduct reviewer or council has been found to have erred, OLG may direct the council to reconsider its decision.

If councils were to be permitted to impose more severe penalties on councillors that carried more serious consequences, consideration may need to be given to what rights of appeal should be available for these more onerous penalties.

Penalties available to the departmental chief executive of OLG for councillor misconduct

As noted above, where a breach is serious, in addition to censure, the council may refer the matter to OLG for additional disciplinary action. Conduct reviewers are required to consult with OLG before recommending to a council that a matter is referred to OLG, to ensure that it is suitable for referral. OLG can also initiate disciplinary action on its own motion without a referral by a council.

The departmental chief executive may take the following disciplinary action in relation to councillor misconduct:

- counsel the councillor
- reprimand the councillor
- direct the councillor to cease engaging in the misconduct
- direct the councillor to apologise for the misconduct in a specified manner
- direct the councillor to undertake training
- direct the councillor to participate in mediation
- suspend the councillor from civic office for a period not exceeding 3 months
- suspend the councillor's right to be paid any fee or other remuneration for up to 3 months (without suspending the councillor from civic office for that period).

In determining which disciplinary action, if any, to take against a councillor who has engaged in misconduct, the departmental chief executive may take into account any previous incidents of misconduct by the councillor, any disciplinary action previously taken against the councillor and any other relevant matters.

In the last five years, the departmental chief executive has taken the following types of disciplinary action against councillors under the misconduct provisions of the Act:

Disciplinary action	Number of times imposed
Counselling	1
Reprimand	6
Order to cease engaging in misconduct	7
Order to apologise	3
Suspension of fees	8
Suspension from civic office	4

Rights of appeal against disciplinary action by the departmental chief executive

Where the departmental chief executive of OLG takes disciplinary action against a councillor under the misconduct provisions of the Act, the councillor may, within 28 days, appeal the decision to the NCAT. The NCAT may stay any decision made by the departmental chief executive until such time as the NCAT determines the appeal.

On hearing the appeal, the NCAT may confirm the decision, amend the decision, or set aside the decision and substitute a new decision.

In the past five years, disciplinary action taken by the departmental chief executive has been the subject of appeal to the NCAT on 3 occasions. On one of these occasions, the NCAT has amended the departmental chief executive's decision and on one occasion it has set the decision aside.

Penalties available to the NCAT for councillor misconduct

Under the misconduct provisions of the Act, if a breach is particularly serious, OLG may refer councillor misconduct to the NCAT for disciplinary action following investigation. The NCAT can take the following disciplinary action in relation to councillor misconduct:

- counsel the councillor
- reprimand the councillor
- suspend the councillor from civic office for a period not exceeding 6 months
- suspend the councillor's right to be paid any fee or other remuneration for up to 6 months (without suspending the councillor from civic office for that period)
- disqualify the councillor from holding civic office for a period not exceeding 5 years.

One challenge in seeking the imposition of the stronger penalties currently available for councillor misconduct under the Act is that currently they can only be imposed by NCAT. This usually requires a lengthy hearing with no guarantee of success. Recent experience indicates that NCAT also tends not to impose stronger penalties.

In the last five years, the departmental chief executive has referred 9 matters to the NCAT for disciplinary action against councillors under the misconduct provisions of the Act. All these referrals resulted in disciplinary action being taken by the NCAT against the councillor concerned (two matters are currently before the NCAT).

Where the NCAT has taken disciplinary action against councillors during this five-year period, it has taken the following types of disciplinary action against councillors:

Disciplinary action	Number of times imposed
Reprimand	4
Suspension of fees	1
Suspension from civic office	1
Disqualification from civic office	1

Decisions by the NCAT are subject to appeal to the Supreme Court or the Land and Environment Court depending on the grounds on which the appeal is being sought.

In the past five years, one decision by the NCAT to take disciplinary action against a councillor has been overturned on appeal (*Cornish v Secretary, Department of Planning, Industry and Environment*).

Other types of penalties for councillor misconduct

Under the misconduct provisions of the Act, if a councillor has been suspended on three or more occasions by OLG or the NCAT for breaches of a council's code of conduct, they are automatically disqualified from holding office in any council for 5 years and their office automatically becomes vacant. Only one councillor has been disqualified from holding civic office on these grounds.

In the case of councillors who have financially benefitted from a breach of their pecuniary interest obligations, OLG also can apply to the Supreme Court for an order forcing the councillor to surrender the financial benefit to the council. This power has never been exercised.

Considerations:

Should the full range of disciplinary powers previously available to councils under the Model Procedures before the Cornish decision be restored by legislation?

If councils were once again able to require councillors to apologise for breaches of the code of conduct or to give undertakings not to repeat their conduct, how should apologies and undertakings be enforced?

Should the disciplinary powers available to councils for breaches by councillors of the code of conduct be strengthened? If so, what additional disciplinary powers should be given to councils?

If councils were given stronger disciplinary powers, should the right of appeal in relation to the exercise of those powers be to OLG or to another agency or tribunal?

Are the disciplinary powers currently available to the departmental chief executive of OLG and the NCAT for councillor misconduct sufficient? If not, what additional disciplinary powers should be made available to them?

8. Costs

Councils' costs

Councils are required to publicly report on the cost of dealing with code of conduct complaints about their councillors and general manager annually. This is intended to identify a “price signal” for misconduct and to make councillors accountable to their communities for their conduct and the costs of dealing with that conduct.

In the 2019/20 reporting period, the average cost incurred by councils in dealing with a single code of conduct complaint about a councillor was \$7,126.68.

OLG's costs

Currently, OLG's complaint handling, intervention, general investigations and councillor misconduct functions are undertaken by a team that comprises of a manager and six senior investigators. The team is also supported by a lawyer embedded in the team. These resources are also called upon to undertake interventions, investigations and public inquiries arising from council maladministration.

There is no separate data that would indicate the annual costs incurred by OLG in dealing with councillor misconduct matters.

The Act allows OLG to recover the reasonable expenses incurred in the investigation of councillor misconduct from councils. This option has not been exercised to date.

Considerations:

Who should carry the cost of dealing with complaints about councillor misconduct?

Should councils be accountable to their communities for the cost of dealing with complaints about councillor misconduct?

Should OLG be able to recover the cost of misconduct investigations from councils?

Should councils and/or OLG be able to recover the cost of dealing with complaints about councillor misconduct from councillors who have been found to have engaged in misconduct? If so, what mechanism should be used to recover these costs?

9. Insights from other jurisdictions

This section reports trends in the way other states and the Northern Territory handle issues of councillor conduct. The coverage is far from comprehensive but includes examples of how other systems work that may point to possible changes in New South Wales.

Clarifying the nature of ‘misconduct’

There is a trend away from defining all breaches of the Local Government Act or codes of conduct as ‘misconduct’. ‘Lower-level’ breaches are now commonly defined as ‘behavioural’ or ‘inappropriate conduct’, to be handled largely by councils themselves (with expert assistance if necessary).

- South Australia does not use the term ‘misconduct’ at all. The Act is written in terms of ‘behaviour’ and ‘integrity’ – the latter term covering serious cases of fraud, misuse of position/information, conflicts of interests, bullying/harassment etc that are handled by the Ombudsman and SACAT.
- Queensland uses the terms ‘unsuitable’ and ‘inappropriate’ conduct.
- Western Australia refers to ‘behavioural’ breaches and breaches of ‘rules of conduct’.

Using the Local Government Act

Several states have expanded or strengthened conduct provisions in the Act itself, with less reliance on codes, regulations and policies, to give greater weight to issues of behaviour, integrity and good governance.

- Nearly all jurisdictions spell out more serious offences (as well as associated procedures and penalties) in the Act.
- South Australia has abandoned its code of conduct and sets out all the relevant principles and processes in the Act.

Robust supporting principles

Assessing the nature and gravity of ‘misconduct’, and enforcing required standards, depends on clear and consistent statements of objectives, principles and responsibilities that flow through the Act, codes of conduct and meeting practices, as well as related policies for handling complaints.

- ‘Ethical and legal behaviour’ is one of Queensland’s five overarching Local Government Principles that underpin the Act.
- South Australia recently made extensive changes to its Act, including ‘to act with integrity’ as the primary role of a councillor.

Application of codes of conduct

No other state or the Northern Territory includes general managers and staff in the same code or standards of conduct as councillors.

- South Australia and Victoria are the only states without a mandatory or detailed model code of conduct.
- Victoria prescribes ‘Standards of Conduct’ that each council must incorporate into its own code of conduct for councillors.
- Western Australia’s code extends to committee members and nominated candidates.

Links to training programs

Required standards and reasonable expectations for good conduct are being translated into ‘universal’ training/professional development programs.

- Western Australia and South Australia have amended their Acts to strengthen mandatory training, including in relation to conduct and integrity; failure to complete training may lead to a fine (WA) or suspension (SA).

‘In-house’ management of meeting behaviour and councillor-to-councillor disputes

Several jurisdictions have introduced formal procedures to avoid escalating unacceptable behaviour at meetings and personal disputes between councillors to external bodies. This may include significant additional responsibilities for mayors.

- In Queensland the chair of a meeting, acting on his/her own authority, may reprimand a councillor, order a councillor to leave a meeting and stay away from the meeting place, and have a councillor removed from the meeting place; failure to comply may become a higher-level offence.
- Victoria has a system of ‘internal arbitration’ to deal with councillor-to-councillor disputes, using state-approved arbiters.

Independent panels to handle ‘mid-range’ breaches

Most jurisdictions use standing or ad hoc panels for conduct matters that cannot be handled by councils themselves but fall short of warranting very heavy penalties.

- South Australia and Western Australia have ‘standards’ panels; Queensland has a ‘conduct tribunal’; in the Northern Territory, Tasmania and Victoria ‘conduct’ or ‘complaints’ panels are convened as required, drawn from a list of pre-approved members.
- In South Australia serious ‘integrity’ matters are investigated by the Ombudsman; while in Victoria they are handled by the independent Local Government Inspectorate; and in Queensland by the Independent Assessor.
- State departments/offices of local government agencies in Queensland, South Australia and Victoria have at most a minimal role; elsewhere they provide administrative support to panels and handle serious offences that require referral to state tribunals.

Streamlining investigations and hearings

At the ‘mid-range’ level it is common for Local Government Acts to seek maximum informality in proceedings and swift resolution of allegations. The scope for parties to seek reviews and lodge appeals may be restricted.

- Most states and the Northern Territory enable panels to determine their own procedures, subject to generic principles – right to be heard, natural justice and procedural fairness.
- Tasmania limits appeals against panel decisions to denial of natural justice.

‘Lower-level’ disciplinary measures

All states have a similar range of ‘basic’ sanctions (censure, apology, training/ counselling, short periods of suspension etc) for offences below those handled by state tribunals or courts, but some have more severe options.

- Additional measures may include reimbursement of the council’s costs, temporary loss of allowances, exclusion from meetings, suspension/exclusion from positions held other than being a councillor (eg mayor/deputy, committee chair, council’s representative).
- Queensland’s tribunal may require payment of a ‘fine’ to the council.
- Tasmania and Victoria provide for longer periods of suspension (up to 3/12 months).
- Victoria’s review panels may order ‘remedial action’ (eg. training/counselling) regardless of whether or not misconduct has been proven.

Significant roles for local government associations

In some jurisdictions processes for handling conduct complaints reveal a high level of cooperation or even a formal partnership between the state agency and the local government association.

- The Northern Territory association is a 'prescribed corporation' under the Act and may convene complaints panels on behalf of councils
- In South Australia, the new Behavioural Standards Panel is funded by the association under an agreement with the Minister; costs may be recovered from member councils
- In Western Australia, the association delivers approved training programs under the Act and provides guidelines and templates to help councils meet statutory requirements.

Role of the council chief executive

Several jurisdictions limit the potential difficulties council chief executives face if they are required – or perceived – to play a significant role in handling complaints against the mayors and councillors who employ them.

- Queensland has removed CEOs from the initial phases of handling conduct complaints; all complaints (except corrupt conduct) are 'triaged' by the Office of the Independent Assessor.
- Western Australia requires councils to have a designated complaints officer – not necessarily the CEO.
- Victoria excludes CEOs from the position of Councillor Conduct (complaints) Officer.

Requirements for lodging complaints

The number of unwarranted complaints may be contained by shortening the timeframe within which they may be lodged and requiring more detailed information by means of standard form.

- Several states have standard forms for lodging complaints and require detailed information (including a statutory declaration in some cases).
- In Tasmania, complaints must be lodged within 3 months, detail efforts made to resolve the issue, and involve a lodgement fee (about \$80, refunded if complaint upheld).
- In Queensland, repeated frivolous complaints and vexatious, reckless, mischievous or malicious complaints may attract a fine.

Considerations:

Are there any elements of interstate frameworks for dealing with complaints about councillor misconduct that could be adapted to improve the NSW framework?

10. Conclusion

The review seeks input from stakeholders to identify any legislative, systemic, procedural or resourcing issues impacting adversely on the effectiveness of the current framework for dealing with councillor misconduct that need to be addressed by this review.

The consideration bullet points provided throughout the Consultation Paper are intended only as prompts to generate discussion on key issues. In making submissions, please feel free to address any other relevant issues that have not been specifically highlighted in the Consultation Paper.

Submissions, comments and suggestions are welcomed to inform further discussion, debate and deliberation on the key areas such as:

- Fairness and equity
 - access of complainants
 - substantiation of allegations
 - natural justice for councillors
 - independence of investigations and disciplinary processes
 - objective determination
 - appeal and review
- Effective procedures
 - opportunities for early resolution
 - constructive rather than adversarial approaches
 - results focused processes
 - uncomplicated procedural steps
 - timely progression
 - cost effective procedures
- Integrity of outcomes
 - increased respect for and compliance with appropriate standards of conduct
 - confidence in the framework to encourage positive conduct and to deter misconduct
 - community confidence in outcomes

Attachment 1

How to make a submission

Submissions may be made in writing by **28 March 2022** to the following addresses.

Post: Locked Bag 3015 NOWRA NSW 2541

Email: olg@olg.nsw.gov.au

Submissions should be labelled 'Councillor Conduct Accountability Review'.

To ensure submissions offer maximum value in assisting this review to identify the issues it needs to consider and address and to identify possible opportunities for improvement, they should be made based on the following guidelines:

- Submissions should be framed to offer constructive responses to the considerations identified in the dialogue boxes at conclusion of each section of the Consultation Paper. These are designed to prompt consideration of the key issues that need to be considered and addressed by the review.
- Submissions should focus on making positive suggestions for improvement rather than seeking to remedy past errors or failures. However, examples that illustrate any deficiencies in the current framework may assist the review in identifying opportunities for improvement.
- The review is not a vehicle to re-prosecute individual cases or as an appeal mechanism for past decisions. Submissions seeking to do this will not be considered.
- In identifying opportunities for improvement, please provide clear and relevant examples that identify deficiencies in the current framework in delivering the desired outcomes. Suggested options for improvement should be practical and readily capable of implementation.
- There is no word limit on submissions. However, the inclusion of copious attachments and appendices to illustrate the points made in a submission is discouraged and will only detract from the attention that can be given to the submission.

While every effort will be made to preserve any confidential information provided in submissions, submissions or extracts from submissions may be incorporated into the review report and may otherwise be made publicly available at the discretion of OLG in consultation with the independent reviewer. If submissions are made public, contact details will be redacted. The name of the person making a submission may be released unless that person has requested to remain anonymous.

Any submissions received are also subject to the *Government Information (Public Access) Act 2009*.

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



Councillor Conduct Accountability in NSW Local Government – Consultation Paper

Berrigan Shire Council Response



1. Introduction

1.1. Berrigan Shire Council

Berrigan Shire is a rural community with a population exceeding 8,500 and comprising the four towns of Finley, Berrigan, Tocumwal and Barooga; bordered by the Murray River and bushlands in the south and surrounded by dry and irrigated farming lands.

Berrigan Shire was established in 1906 and its boundaries have not materially changed since this establishment.

The Council elects eight councillors at large (no wards) and the Mayor is elected by the councillors.

In its recent past, Berrigan Shire Council (Council) has not had to manage any serious misconduct from its councillors though minor infractions and disciplinary action has been required at times.

1.2. Terms of reference

Council understands that the review is required to consider:

1. the effectiveness of the framework for dealing with councillor misconduct with particular reference to:
 - a. the standards of conduct set out in the Model Code of Conduct and the way these are applied;
 - b. the process for making complaints under the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW;
 - c. the tools and process for conducting and investigation into alleged misconduct;
 - d. the efficacy of the disciplinary actions and penalties available to councils, the departmental chief executive and the NSW Civil and Administrative Tribunal as a deterrent to councillor misconduct;
 - e. the timeliness of disciplinary action in response to councillor misconduct.
2. make recommendations about policy, legislative and operational changes to improve the system for dealing with councillor misconduct.

1.3. Summary

In summary, the Council makes

- The standards of conduct required of Councillors in the Model Code are largely appropriate
- All Councillors should be required to participate in mandatory training on the Code of Conduct in the immediate period following election.
- The process for managing complaints against Councillors is flawed with the major flaw the involvement of the General Manager in the process. Complaints against Councillors should be handled by a board or panel established by the Office of Local Government.

- The Office of Local Government should be responsible for disciplinary action against councillors.

2. Objectives and Expectations

2.1. Should there be separate codes of conduct prescribed for councillors, staff and other classes of council official?

The Office of Local Government should continue to issue one Model Code of Conduct. However there may be scope for improved clarification around specific requirements for Councillors and staff in the Model Code.

Individual Councils should be allowed to issue specific Codes of Conduct for different groupings of officials should that suit their individual circumstances – subject to meeting the minimum requirements of the Model Code.

2.2. Are the standards of conduct currently prescribed in the Model Code of Conduct appropriate? Do they need to be strengthened or softened?

The standards of conduct are largely appropriate. Most alleged Code of Conduct breaches appear to relate to interpersonal interactions and poor relationships between officials.

It is difficult to legislate for relationships and attempts to do so lead to further “gaming” of the rules. The problem with the Model Code is not the standards of behaviour in the code, it is the enforcement mechanism.

2.3. Is the level of prescription in the Model Code of Conduct appropriate? Should it be more, or less prescriptive?

As per section 2.2. above, the more prescriptive the Model Code becomes, the more it becomes a tool for use by Council officials for political purposes.

A Code of Conduct should set out broad standards of acceptable behaviour, not a “laundry list” of offences like a Crimes Act.

The parts of the Model Code relating to pecuniary and non-pecuniary conflicts of interest (and significant and non-significant conflicts) are a constant source of confusion for Councillors in particular – who are looking to do the right thing.

2.4. Does there need to be any changes to the types of conduct currently regulated under the Model Code of Conduct?

The types of conduct currently regulated are largely appropriate.

2.5. Are the current training requirements for mayors and councillors adequate? Do these requirements need to be strengthened?

There should be a compulsory course for all elected members on their obligations under the Model Code of Conduct to be satisfactorily completed within the first six month following election. The content of the course should be set by the Office of Local Government and delivered by

authorised training providers. This should not be overly onerous – say 4 two-hour sessions that could be delivered remotely followed by a basic assessment.

Failure to attend the course would see the elected member suspended until the course is completed. Continued failure – say within 12 months – would see the elected member dismissed from office.

While this will do little to address Code of Conduct disputes relating to interpersonal relationships, it would at least clarify obligations regarding personal interests, personal benefits and relationships between Council officials.

3. Complaint Processes

3.1. Should code of conduct complaints about councillors continue to be dealt with locally by councils in the first instance? If not, how should they be dealt with?

Complaints about Councillors made by other Councillors or the General Manager should be handled outside the Council.

It is not reasonable to ask the General Manager to be involved in this process. Having the General Manager involved will lead to perceptions of favouritism or bias, damage working relationship and expose the General Manager to the risk of reprisal action.

3.2. Should code of conduct complaints about councillors continue to be received by the general manager of a council? If not, who should receive code of conduct complaints about councillors?

Complaints about Councillors made by other Councillors or the General Manager should be handled outside the Council

Complaints about Councillors or the General Manager made by staff or third parties should be initially referred to the General Manager or Complaints Coordinator for consideration as per Clause 5.3 of the Model Procedures. If the Clause 5.3 test is passed, the complaint should be referred on.

The Office of Local Government should establish its own Conduct Review panel to manage complaints against Councillors

3.3. Should mayors have a more active role in the management of code of conduct complaints about councillors?

No. Unlike a Westminster system where the Speaker (who manages conduct in Parliament) is at least notionally independent of government, the Mayor is the head of the organisation and in a position that is actively participating in local politics.

The involvement of the Mayor cannot be seen as impartial.

3.4. Should there continue to be discretion to decline or resolve complaints about councillors before they are referred to a conduct reviewer?

Yes. As above Complaints about Councillors or the General Manager made by staff or third parties should be initially referred to the General Manager or Complaints Coordinator for consideration as per Clause 5.3 of the Model Procedures. This is to eliminate complaints that clearly have no merit. This could be subject to an external review process

3.5. Are the procedures for dismissing frivolous and vexatious complaints adequate and effective? How might they be improved?

Frivolous and vexatious complaints have not been a concern for Berrigan Shire Council. A external review process of a decision made to dismiss a complaint may be useful however.

Complaints about Councillors or the General Manager made by staff or third parties should be initially referred to the General Manager or Complaints Coordinator for consideration as per Clause 5.3 of the Model Procedures. This is to eliminate complaints that clearly have no merit. This could be subject to an external review process

4. Investigation timeframes

4.1. How can the time taken to deal with allegations of councillor misconduct be reduced?

The 28-day period to conduct a preliminary assessment is excessive and could be reduced to 14 days with the option of an extension. Other than that, it is difficult to reduce the period allowed for submissions without compromising procedural fairness.

4.2. How can the efficiency of the processes for dealing with code of conduct breaches by councillors under the Model Procedures be improved?

No response

4.3. How can the efficiency of referrals of councillor misconduct to OLG for investigation and disciplinary action be improved?

No response

4.4. Are there opportunities for councillor misconduct to be dealt with summarily? If so, how can this be done in a way that ensures due process and that is procedurally fair?

Ideally there would be a mechanism for summarily dealing with Councillor misconduct in a similar manner to a traffic infringement – which could be a “strike” or short term (one month) suspension

The main issue is who would have the authority to issue the ticket and what would be the appeal rights of the alleged offender. This could not be the Mayor or General Manager.

5. Outcomes

5.1. Should the full range of disciplinary power previously available to councils under the Model Procedures before the Cornish decision be restored by legislation?

No. Enforced apologies are meaningless and undertakings carry no weight unless they are enforceable.

Disciplinary action (other than censure) against councillors should sit with OLG.

5.2. If councils were once again able to require councillors to apologise for breaches of the code of conduct or to give undertakings not to repeat their conduct, how should apologise and undertakings be enforced?

Not applicable- see above.

5.3. Should the disciplinary powers available to councils for breaches by councillors of the code of conduct be strengthened? If so, what additional disciplinary powers should be given to councils?

Disciplinary action against councillors should sit with OLG.

5.4. If councils were given stronger disciplinary powers, should the right of appeal in relation to the exercise of those powers be to OLG or to another agency or tribunal?

Appeal rights for disciplinary action taken by the Council against a councillor should be made in the first instance to OLG.

5.5. Are the disciplinary powers currently available to the department chief executive of OLG and the NCAT for councillor misconduct sufficient? If not, what additional disciplinary powers should be made available to them?

OLG should have the power to suspend Councillors for breaches of the Code where appropriate and to dismiss Councillors for serious and/or repeated breaches of the Code.

These decisions should be able to be appealed to NCAT.

6. Costs

6.1. Who should carry the cost of dealing with complaints about councillor misconduct?

The direct cost of dealing with a complaint about councillor misconduct should be borne by the Council

6.2. Should councils be accountable to their communities for the cost of dealing with complaints about councillor misconduct?

Councils should be required to provide a report the cost of each investigation to an open session of a Council meeting

6.3. Should OLG be able to recover the cost of misconduct investigations from councils?

OLG should be able to recover the **direct** cost of an investigation (i.e. not overhead costs) from councils. This cost should be clearly itemised in a similar manner to a legal firm invoice.

6.4. Should councils and / or OLG be able to recover the cost of dealing with complaints about councillor misconduct from councillors who have been found to have engaged in misconduct? If so, what mechanism should be used to recover these costs?

Where there has been a clear finding of a breach of the Code, the Council should be able to recover part of the cost of the investigation from the councillor in breach. This should be subject to a recommendation from the Conduct Reviewer and approval by the Office of Local Government. This should be capped at a reasonable amount – say the lesser of 50% of the total cost or \$2,000.

If the councillor is unable or unwilling to pay, the Council may recover this cost via a deduction from the councillor's allowance. If the cost is not paid at the end of the term, the councillor would not be eligible for re-election.

The intent is not to fully recover the cost – this may lead to the use of cost recovery as a tool to attempt to financially cripple a councillor – merely to act as an additional deterrent.

7. Insights from other Jurisdictions

7.1. Are there any elements of interstate frameworks for dealing with complaints about councillor misconduct that could be adapted to improve the NSW framework?

South Australia has recently updated its processes with the establishment of an independent review panel to assess Councillor misconduct. The value of this model remains unknown at this time but may be worth investigation. The panel was set up in response to Chief Executive Officers (General Managers) in that jurisdiction also strongly objecting to being responsible for the management of Councillor behaviour, particularly given CEOs are the employees of the Elected Body, thus managing this type of matter jeopardises the relationship between CEO and Council in the long term.

The South Australian experience would also indicate that disciplinary action without actual effect, particularly on repeat offenders, is useless. Some type of penalty, imposed by an external body is required where Elected Members continue to breach the Code of Conduct. Luckily, for this Shire at least, there is no experience of such poor behaviour, however that is not the experience of others and certainly Berrigan Shire Council confirms its support that heavier sanctions, including repayment of costs, should be the responsibility of the offending Councillor.

Karina EWER MBA, MCDR, MAHRI, MAICD

Chief Executive Officer
Berrigan Shire Council

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Phone: 0456 802 006

ADVOCACY DOCUMENT – BERRIGAN SHIRE COUNCIL

Message from the Mayor

This document is provided as an outline of the strategic issues facing the Berrigan Shire and the ways in which the Federal Government might respond appropriately to provide required assistance and consideration, particularly when considering policy change.

Local Government is at the forefront of community response to a range of matters such as Covid-19 Recovery, natural disaster, climate change, digital connectivity, social housing and health delivery. None of those matters sit within the responsibility of local government but increasingly are the delivery expectations of our communities.

The stressors placed on local government finances are exacerbated by the regular bringing forward of Financial Assistance Grants (FAGs) and the continued reduction of access to those funds. FAGs have reduced to 0.55% of Commonwealth taxation level despite:

- the NSW Rate Peg being set a 0.9% for Berrigan Shire (the lowest increase ever suggested, including through the Global Financial Crisis), which has effectively provided Council with a reduction in rate revenue;
- CPI currently sitting at 3.5%;
- costs of materials increasing by at least 18% with some as much as 60%; and
- wages increases, set under the Local Government State Award, increasing by 2%.

The continued reduction in access to FAGs and rate revenue comes at a time when not only are the above effecting Council's service delivery, but when local governments have been expected to facilitate:

- targeted rate relief during Covid;
- modified services such as planning;
- new services related to Covid recovery;
- grant applications for competitive rounds of funding, which requires a huge investment of time and sometimes the engagement of consultants.

The continued shifting of costs (including services) from State and Federal tiers of government have done little to assist the community our Council represents. To allow for Councils like Berrigan Shire Council to continue to deliver what our community requires of us, it is essential FAGs are restored to at least 1% of Commonwealth taxation revenue. Berrigan Shire Council is actively supporting the bid of the [Australian Local Government Association](#) in this regard.

About Berrigan Shire

Berrigan Shire (est pop 8,784) on the New South Wales and the Victorian border is three hours north of Melbourne (270 km), 7 hours (670 km) south-west of Sydney and 5 hrs (421kms) south-west of Canberra. Population forecasts for the Shire estimate an increase of approximately 9% in the period 2021 to 2036.*

Berrigan's Gross Regional Product at 30 June 2021 was calculated at \$538m, almost 1% of the Gross State Product. This is generated from an area of 2,066km², approximately 0.03% of the State's land mass. Known as the "food bowl", the region relies heavily on federal matters such as water security and freight management to ensure its produce efficiently reach the rest of Australia, and the world.

Population growth 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 retirees from metropolitan Melbourne. 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.

Recent valuation data suggests the housing pricing of the areas of Finley and Berrigan are increasing at a more rapid rate than has been the traditional experience, exceeding that of Tocumwal and Barooga.**

**information sourced from id.data on 8 October 2021*

***Valuation Report for the Berrigan Local Government Area*

Local Area Political Context

The area of the Berrigan Shire is located within the Federal Electorate of Farrer, currently represented by Sussan Ley (Liberal Party of Australia and Minister for the Environment). Berrigan Shire Council lies within the Murray electoral district of the Legislative Assembly of New South Wales and is currently held by Helen Dalton (Independent).

Social Priority

Affordable Housing

Funding Required

Contribution of: \$500,000

Portfolio Responsibility: National Housing Infrastructure Facility

Issue Outline

The traditional role of local government in housing is that of the consent authority, responsible for ensuring an adequate supply of residential land. In the Berrigan Shire, like many rural Councils along the Murray River, there is a crisis in affordable housing partly prompted by significant increases in median house prices as the “urban drift” places increasing pressures on housing and land stock in this Shire. Recent Valuation Data* indicates a 60% increase in land pricing in the Berrigan Shire as a whole. The increase in sales has seen a commensurate decrease in access to rentals for low and medium income families and a pricing out of the housing market for these sectors in general.

For the most part, the Berrigan Shire has exhausted its current new land supply with Council being the last to release a number of parcels in Finley. Other developers in Barooga and Tocumwal are attempting to commence work on new developments.

Homelessness services do not provide local housing as their focus is to support those people who are at risk or experiencing homelessness rather than maintaining their connection to their own communities. The model is therefore limited in that those who find themselves in these situations are often removed from the Shire in order to access housing.

* [Valuation report for the Berrigan Local Government area.](#)

Project Outline

The aim of this project is to keep those experiencing, or who are at risk of experiencing homelessness, options that will keep them in our community and part of it now and into the future.

Berrigan Shire Council is about to undergo the revision of its Local Environmental Plan. Council would like to include in its considerations, allowance for social and affordable housing in future land developments in line with the NSW Government’s Affordable Housing SEPP 70. Where land is identified through this project, the Berrigan Shire would like to partner with NHIF to provide the infrastructure required to offer crisis, affordable and social housing in our Shire.

Infrastructure Priority

MIL Bridges – Freight Infrastructure

Funding Required

Contribution of: \$1,000,000

Portfolio Responsibility: Department of Infrastructure, Transport, Regional Development and Communications

Issue Outline

Murray Irrigation Limited (MIL) partnered with Berrigan Shire in its identification of 137 bridges through a desk top audit, that are at risk of failure. MIL is therefore leading a bid for up to \$140M to address this issue across its footprint. Berrigan Shire is one of 5 local governments working with MIL and fully supports their bid for the larger project.

With freight being the driving force behind the continued development of the Shire's Economic Value, Berrigan Shire Council is working to combine the MIL bridge project with prioritising freight routes across our network by working with our freight businesses. A Freight Advisory Committee is being established with a view to establish the NSW Farm Gate initiative in partnership with Transport for NSW.

As data is gathered to identify the usage patterns of our network, it is expected the Berrigan Shire Council will need to assess upgrading its network to meet the increasing demands of the High Productivity Vehicle industry. Council's current service delivery does not allow for the increased masses of High Productivity Vehicles which are the reality of this market sector. This sector is growing as movement of freight is transferred increasingly from rail to road and efficiencies require fewer and heavier vehicles to carry all types of freight either within, through, from or to the Berrigan Shire.

Project Outline

The aim of this project is to identify and prioritise High Productivity Vehicle routes throughout the Berrigan Shire with a view to long term upgrade of these routes in a planned manner and in partnership with local freight companies.

Targeted Road Infrastructure Upgrades will ensure economic support and recovery throughout the Shire and assist the Council in realising investment opportunities being presented through increasing efficiencies in freight movement. Council's current road infrastructure network cannot currently cater for the increasingly common use of High Productivity Vehicles. This project aims to support the increase of use of these vehicles and the increasing reliance on these vehicles to move freight economically throughout the nation.

Infrastructure Priority

Telecommunications and Connectivity

Funding Required

Contribution of: \$60,000

Portfolio Responsibility: Regional Connectivity Program

Issue Outline

Connectivity and the ability to access telecommunications and data commensurate with urban areas is essential to growth and success of Berrigan Shire's industries and businesses. For this Shire, three of the townships (Barooga, Tocumwal and Finley) have access to fiberoptics, however Berrigan does not. Fixed wireless in the township of Berrigan offers only 50Mbps download and 20Mbps upload capacity, which is far below the national average and a noted reason some investors have taken their business elsewhere. Further, mobile coverage throughout this geographically small area is sporadic at best even though the population represents the highest populated Shire (people per square km) of all rural NSW local government areas.

People in this Shire and region simply require access to telecommunications, including reliable and fast internet at bandwidths that can cope with the increasingly data-intensive requirements of today's society. Access must be affordable and not require our community to accept old technologies as the price they pay to live and work in this area. Leaving the roll out of these technologies to corporates whose only consideration is for their shareholders' profits has only led to increasingly inequitable distribution which is why our communities are increasingly turning to local government to assess and source acceptable outcomes.

Project Outline

The aim of this project is to provide a place-based approach to identify, evaluate, endorse and support implementation opportunities to increase the digital connectivity of our region. Delivery of this project will require sufficient resources to investigate options and financial support to deliver preferred telecommunications services to our Shire and region. Increased connectivity and data options will support the movement of people from urban areas to the region and will actively encourage continued investment into the Shire. Essentially, the Berrigan Shire Council would like to assess the opportunity to co-design delivery of telecommunications and data service that will meet the needs of this region as those services are currently not available.

Infrastructure Priority

Electricity Infrastructure

Funding Required

Contribution: \$75,000

Portfolio Responsibility: Infrastructure Australia

Issue Outline

Essential Energy operates one of Australia's largest electricity networks. Infrastructure in the Berrigan Shire is ageing, and upgrades appear to be considered a low priority. The Berrigan Shire Council does understand there are significant restrictions placed on Essential Energy by the Australian Energy Regulator which limits the price impacts on users, however the need for action for this area is now critical as ageing assets are negatively impacting this community far more than the cost of upgrade.

With the increase in population experienced by our Shire, there is little to no capacity for growth on the current network. Tocumwal is a particular problem being 'at the end of a line', meaning that the town cannot expand. Recently, a large poly pipe project which received \$1 Million in federal funding has had to provide its own power solution in order to commence its operations in the Shire. This is not an acceptable outcome for a Shire which is showing the strongest investment growth in the entire region.

Council is aware of interest from major renewable energy companies in this area (one being Windlab) and would like to investigate partnership opportunities that enable Council to participate in Australia's goal of zero net emissions by the year 2050. Given the current restrictions to energy supply in the Shire, exploration of alternative options seems more probable than Essential Energy being able to upgrade their ageing assets as this has not traditionally been allowed by the AER; or at minimum has been heavily restricted.

Project Outline

The aim of this project is to find suitable solutions to the identified deficiencies in power supply in Berrigan Shire. It is understood this will require partnership between Essential Energy, State and Federal Government to ensure suitable solutions can be both identified and suitable investment (both financial and project delivery) to be made.

Economic Priority

Productive Use of Water

Funding Required

Contribution: Nil

Portfolio Responsibility: Department of Agriculture, Water and the Environment

Issue Outline

As noted in the introductory paragraphs, the area of the Berrigan Shire provides for a significant amount of agricultural product and as such water security is of high importance to the area. Council is a member of the Riverina and Murray Joint Organisation (RAMJO) and fully supports RAMJO's [Water Position Paper](#). To ensure Berrigan Shire is able to continue to produce at its currently highly efficient levels, Council are particularly focused on effective and equitable intergovernmental management of Australia's water supply.

It is imperative therefore that the Commonwealth Government commit to an Agricultural Plan for the Murray Darling Basin (incorporating Valley Irrigation Plans) which will complement the Murray-Darling Basin Plan (The Plan) by considering water value, cost seepage and evaporation and treating water as a national resource which must be managed as efficiently as possible. The RAMJO Water Position Paper clearly outlines this strategy at 2.4 of that document.

Ensuring water is treated as a national resource and moves away from commoditisation, allows for a more flexible and fair approach to the management of the resource across all sectors. Treating water as a national resource will ensure areas such as the Berrigan Shire are able to continue to provide Australia's and, indeed the world's, food supply.

Project Outline

The aim of this project is to work collaboratively with Commonwealth and State Governments to ensure the issues surrounding equitable access to water are discussed and considered in a more open and transparent manner. The current water trading market and lack of long-term policy is letting us all down, posing risks that threaten the domestic food industry.

Service Priority

Local Water Utility Supplier

Funding Required

Contribution: \$1,000,000

Portfolio Responsibility: Department of Agriculture, Water and the Environment

Issue Outline

The Berrigan Shire Council is one of 92 NSW Local Water Utilities and services 4 communities utilising four separate water treatment facilities; one for each township. Townships range in size from Berrigan with approximately 900 residents to Tocumwal, the Shire's largest township of approximately 2,700. Council is currently undertaking significant works to upgrade its facilities at both Barooga and Finley as they were assessed as posing the most risk to Council's water supply responsibilities.

The recent Productivity Commission White Paper 2021 outlined some of the issues facing small rural Councils like ours in providing water supply. Although Berrigan Shire supports much of the information presented, we do maintain that water supply is best operated by Council. This is because we are more able to provide service to a rural area to meet the needs of our growing population than it would be possible through a State network. Council, however, recognises the difficulties in taking on such a role. This includes: adequately providing water that meets health and other legislative requirements, meeting the needs of the community and sourcing the appropriate staff with the skill sets required to maintain and operate these facilities. Much of Council's current water infrastructure is more than 50 years old and, although currently coping with most requirements, it needs upgrading in many areas.

It is imperative funding remain available to assist Council to maintain this infrastructure in the long term, particularly as our population continues to grow and diversify. Council considers that efficient development of our water provision is essential to maintaining our water supply service to our community and meeting the health and legislative requirements of that provision.

Project Outline

The aim of this project is to assist Council to rationalise its water supply network, to ensure efficiencies are identified and targeted upgrades of infrastructure are implemented to ensure the continued delivery of high quality water supply to the Berrigan Shire community.

Service Priority

Health Support and Services

Funding Required

Contribution: \$32,500

Portfolio Responsibility: Department of Health

Issue Outline

People in rural and remote areas often have lower life expectancy, worse outcomes on health indicators, more long-term health conditions, injuries, disease risk factors, occupational accidents and injury, and poorer access to care compared to people in major cities. Risk of suicide and self-harm is much higher (especially for males) in rural and remote areas. Berrigan Shire Council is concerned by this and has been looking at ways to work with our staff and the broader community on health and support services, with a particular focus on mental health. Council is currently partnering with Murrumbidgee Local Health District to provide assistance and support in this area.

Berrigan Shire Council staff have first hand knowledge of the pressures of rural life and have personal experience in trying to assist others, or dealing with their own mental health issues. The Murrumbidgee Local Health District has the unfortunate distinction of having higher suicide rates than the rest of the State of NSW. Council staff have expressed a strong desire to be able to work more closely together to address this issue as mental health services do not exist in the Shire.

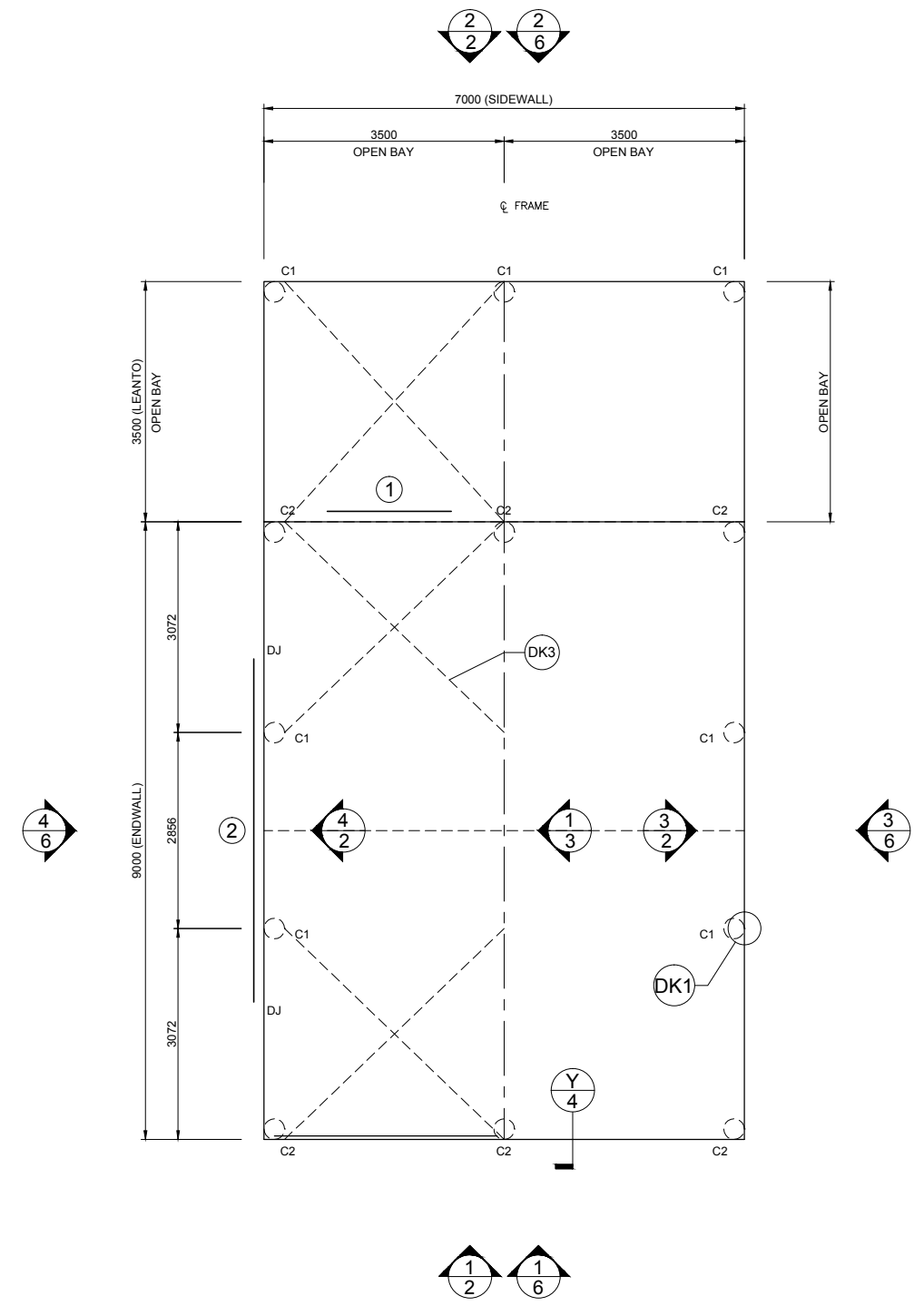
Project Outline

The aim of this project is to engage directly with Head Yakka to roll out mental health awareness programs across our employee cohort with an aim to providing support to the broader community as part of the larger program. The Head Yakka model has been successfully used in Barcaldine and our staff strongly believe it can work here under the same framework.

The Head Yakka campaign is a “tool to facilitate common purpose, conversation, activity and outcomes in all ages and parts of the community as together we combine our smarts (HEAD) and our capacity for hard work (YAKKA) to bring about meaningful change.”

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IF IN DOUBT, ASK.



1 FOUNDATION PLAN AND MEMBER LAYOUT
SCALE: 1 = 100

ROOF STRAP BRACING TO BE CONNECTED TO THE PURLIN CLOSEST TO THE LINE OF THE END WALL MULLION
DJ - INDICATES DOOR JAMBS AT THESE LOCATIONS. REFER TO SHEET #4 ON THE DOOR SCHEDULE FOR SIZES

MEMBER LEGEND

C1	C15012
C2	C15024

SHEET 1 OF 6
JOB NO. DLON12077
DATE 10/11/2021
CHECKED TM
DRAWN FDS

STEEL BUILDING BY
(CONTACT)
DENI SHEDS
0429 923 630
ANNETTE HEATH
66 HONNIBALL DRV.
TOCUMWAL. NSW.



NORTHERN CONSULTING engineers
Civil & Structural Engineers
50 Punari Street
Currajong, Qld 4812
Fax: 07 4725 5850
Email: design@nceng.com.au
ABN 341 008 173 56

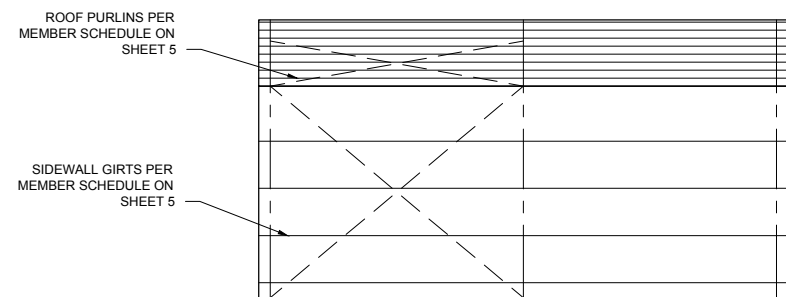
Registered Chartered Professional Engineer
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Registered Engineer - (Civil) VIC
Registered Engineer - (Civil) TAS

Regn. No. 2558980
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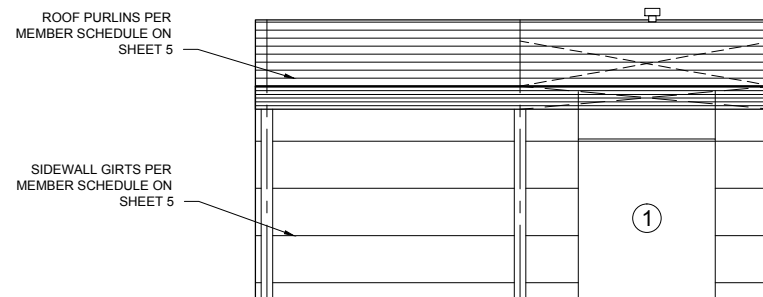
Mr Timothy Roy Messer BE MIEAust RPEQ
Signature *T. Messer*
Date 10/11/2021
Registered on the NPER in the areas of practice
of Civil & Structural National Professional
Engineers Register

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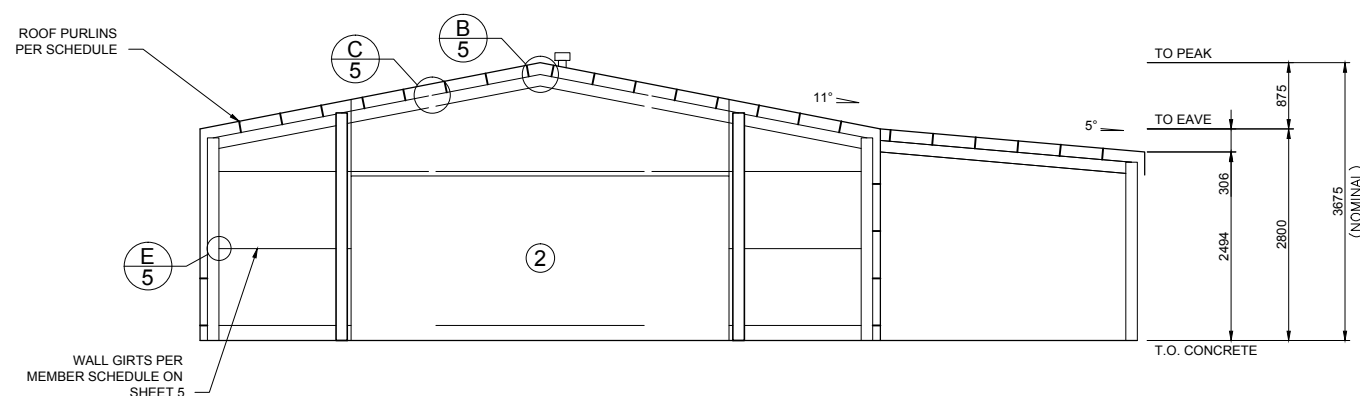
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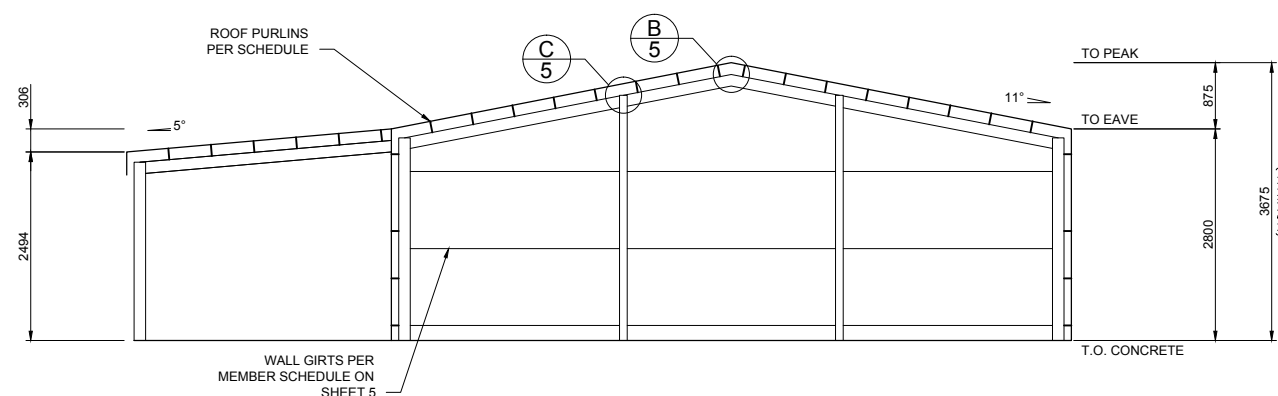
1 SIDEWALL EXTERIOR ELEVATION
2 SCALE: 1 = 100



2 SIDEWALL EXTERIOR ELEVATION
2 SCALE: 1 = 100



4 ENDWALL INTERIOR ELEVATION
2 SCALE: 1 = 100

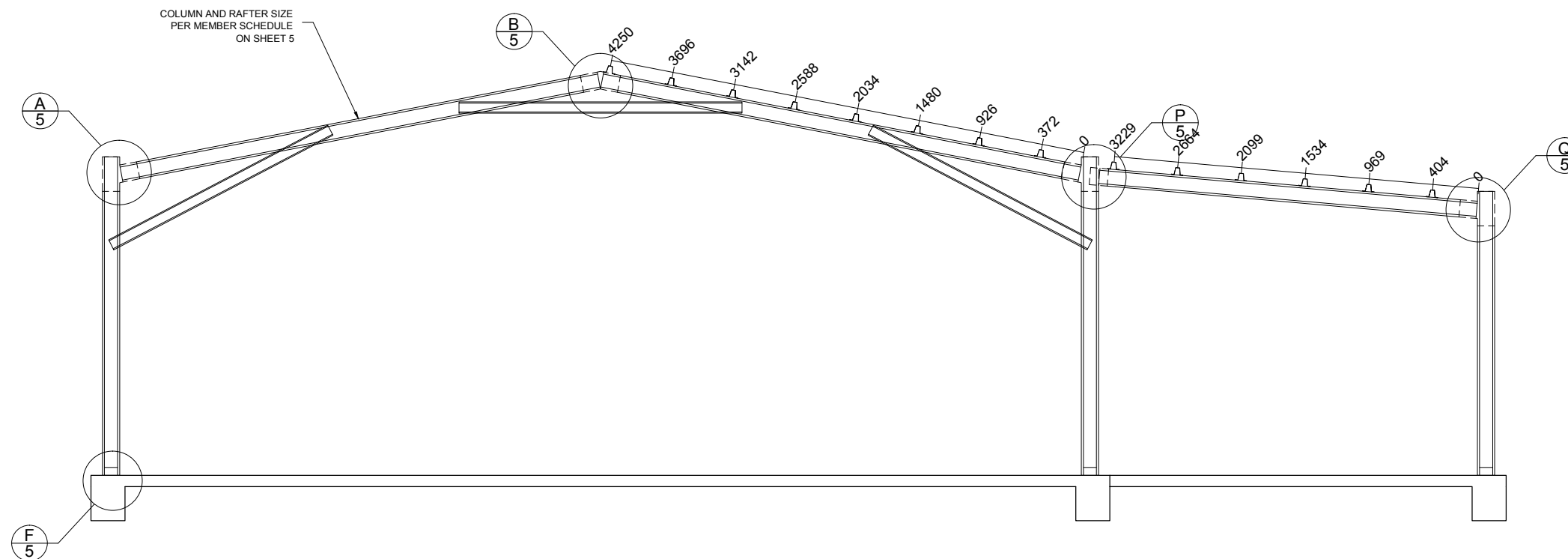


3 ENDWALL INTERIOR ELEVATION
2 SCALE: 1 = 100

X BRACING IS REQUIRED IN 1 SIDE BAY(S) AND 1 ROOF BAY(S) (BOTH SIDES).

2 OF 6 SHEET	JOB NO. DLON12077	DATE 10/11/2021	CHECKED TM	DRAWN FDS	STEEL BUILDING BY	(CONTACT) DENI SHEDS 0429 923 630 ANNETTE HEATH 66 HONNIBALL DRV. TOCUMWAL. NSW.				Civil & Structural Engineers 50 Punari Street Currajong, Qld 4812 Fax: 07 4725 5850 Email: design@nceng.com.au ABN 341 008 173 56	Mr Timothy Roy Messer BE MIEAust RPEQ
	NCC 2019				FOR AT						Signature <i>T. Messer</i> Date 10/11/2021 Registered on the NPER in the areas of practice of Civil & Structural National Professional Engineers Register

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1 INTERNAL FRAME SECTION
3 SCALE: 1 = 50

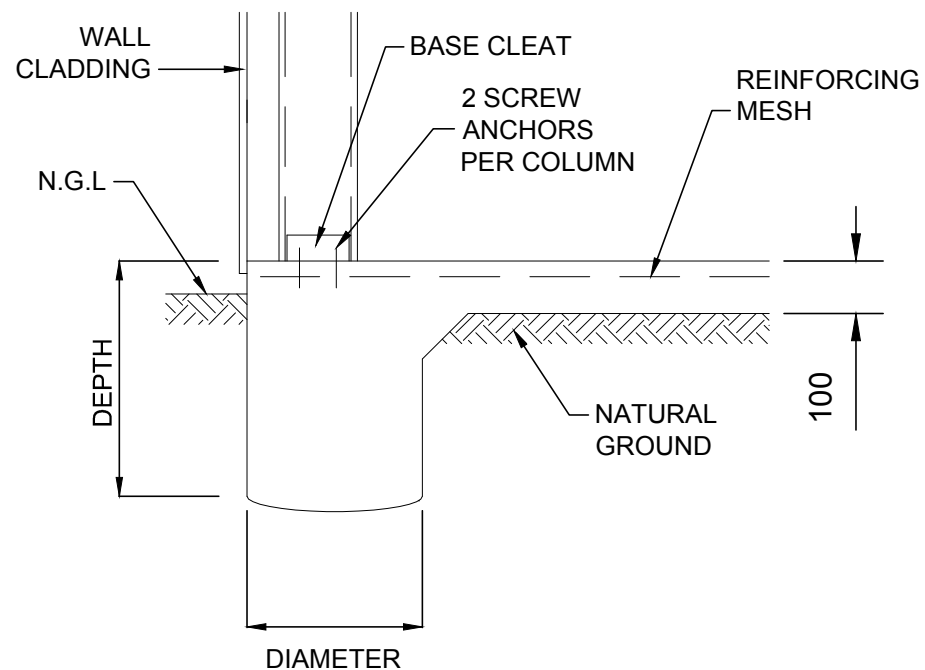
Refer to Sheet #4 for concrete specification.

3 OF 6 SHEET	JOB NO. DLON12077	DATE 10/11/2021	CHECKED TM	DRAWN FDS	STEEL BUILDING BY	(CONTACT) DENI SHEDS 0429 923 630 ANNETTE HEATH 66 HONNIBALL DRV. TOCUMWAL. NSW.				Civil & Structural Engineers 50 Punari Street Currajong, Qld 4812 Fax: 07 4725 5850 Email: design@nceng.com.au ABN 341 008 173 56	Mr Timothy Roy Messer BE MIEAust RPEQ
	NCC 2019				FOR AT	Registered Chartered Professional Engineer Registered Professional Engineer (Civil & Structural) QLD Registered Certifying Engineer (Structural) N.T. Registered Engineer - (Civil) VIC Registered Engineer - (Civil) TAS				Regn. No. 2558980 Regn. No. 9985 Regn. No. 116373ES Regn. No. EC36692 Regn. No. CC5648M	Signature <i>T. Messer</i> Date10/11/2021..... Registered on the NPER in the areas of practice of Civil & Structural National Professional Engineers Register

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STRUCTURAL GENERAL NOTES

- GOVERNING CODE** : NATIONAL CONSTRUCTION CODE (NCC), LOADING TO AS1170 - ALL SECTIONS. BUILDING SUITABLE AS EITHER A PRIVATE GARAGE CLASS 10a, OR A FARM SHED (CLASS 7 OR 8), UNLESS OTHERWISE SPECIFICALLY NOTED. FOR USE AS A FARM SHED, IT MUST MEET THE FOLLOWING REQUIREMENTS:
 - BE LESS THAN 2000 SQM IN AREA (INCLUSIVE OF ANY MEZZANINE FLOOR AREA).
 - MUST BE LOCATED ON A FARM AND USED IN CONNECTION WITH FARMING PURPOSES.
 - BUILDING IS NOT TO BE OCCUPIED FREQUENTLY NOR FOR EXTENDED PERIODS BY PEOPLE, WITH A MAXIMUM OF 1 PERSON PER 200 SQM OR 2 PERSONS MAXIMUM IN TOTAL WHICHEVER IS THE LESSER.
- DRAWING OWNERSHIP** : THESE DRAWINGS REMAIN THE PROPERTY OF FBHS (AUST) PTY LIMITED. ENGINEERING SIGNATURE AND CERTIFICATION IS ONLY VALID WHEN BUILDING IS SUPPLIED BY A DISTRIBUTOR OF FBHS. DRAWINGS ARE PROVIDED FOR THE DUAL PURPOSE OF OBTAINING BUILDING PERMITS AND AIDING CONSTRUCTION. ANY OTHER USE OR REPRODUCTION IS PROHIBITED WITHOUT WRITTEN APPROVAL FROM FBHS.
- DRAWING SIGNATURE REQUIREMENTS** : THESE DRAWINGS ARE NOT VALID UNLESS SIGNED BY THE ENGINEER. THE ENGINEER ACCEPTS NO LIABILITY OR RESPONSIBILITY FOR DRAWINGS WITHOUT A SIGNATURE. EACH TITLE BLOCK CONTAINS A WATER MARK UNDER THE CUSTOMERS NAME CONTAINING THE DATE OF PRODUCTION OF THE DRAWINGS; THE DRAWINGS ARE TO BE SUBMITTED TO COUNCIL WITHIN 21 DAYS OF THIS DATE. THIS IS TO ENSURE THAT ONLY CURRENT DRAWINGS ARE IN CIRCULATION.
- CONTRACTOR RESPONSIBILITIES** : CERTIFIER AND CONTRACTOR TO CONFIRM (ON SITE) THAT THE WIND LOADINGS APPLIED TO THIS DESIGN ARE TRUE AND CORRECT FOR THE ADDRESS STATED IN THE TITLE BLOCK. CONTRACTOR SHALL VERIFY AND CONFIRM ALL EXISTING CONDITIONS AND DIMENSIONS. ENGINEER SHALL BE NOTIFIED OF ANY DISCREPANCIES BETWEEN DRAWINGS AND EXISTING CONDITIONS PRIOR TO START OF WORK. CONTRACTOR MUST NOT MAKE ANY DEVIATION FROM THE PROVIDED PLANS WITHOUT FIRST OBTAINING WRITTEN APPROVAL FROM ONE OF THE UNDERSIGNING ENGINEERS. THE ENGINEER / FBHS TAKE NO RESPONSIBILITY FOR CHANGES MADE WITHOUT WRITTEN APPROVAL. CONTRACTOR IS RESPONSIBLE FOR ENSURING NO PART OF THE STRUCTURE BECOMES OVERSTRESSED DURING CONSTRUCTION. BUILDING IS NOT STRUCTURALLY ADEQUATE UNTIL THE INSTALLATION OF ALL COMPONENTS AND DETAILS SHOWN IS COMPLETED IN ACCORDANCE WITH THESE DRAWINGS. THE INDICATED DRAWING SCALES ARE APPROXIMATE. DO NOT SCALE DRAWINGS FOR CONSTRUCTION PURPOSES. FOR FURTHER DIRECTIONS ON CONSTRUCTION THE CONTRACTOR SHOULD CONSULT THE APPROPRIATE INSTRUCTION MANUAL.
- ENGINEERING** : THE ENGINEER / FBHS ARE NOT ACTING AS PROJECT MANAGERS FOR THIS DEVELOPMENT, AND WILL NOT BE PRESENT DURING CONSTRUCTION. THE UNDERSIGNING ENGINEERS HAVE REVIEWED THIS BUILDING FOR CONFORMITY ONLY TO THE STRUCTURAL DESIGN PORTIONS OF THE GOVERNING CODE. THE PROJECT MANAGER IS RESPONSIBLE FOR ADDRESSING ANY OTHER CODE REQUIREMENTS APPLICABLE TO THIS DEVELOPMENT. THESE DOCUMENTS ARE STAMPED ONLY AS TO THE COMPONENTS SUPPLIED BY FBHS. IT IS THE RESPONSIBILITY OF THE PURCHASER TO COORDINATE DRAWINGS PROVIDED BY FBHS WITH OTHER PLANS AND/OR OTHER COMPONENTS THAT ARE PART OF THE OVERALL PROJECT. IN CASES OF DISCREPANCIES, THE LATEST DRAWINGS PROVIDED BY FBHS SHALL GOVERN. NO ALTERATIONS TO THIS STRUCTURE (INCLUDING REMOVAL OF CLADDING) ARE TO BE UNDERTAKEN WITHOUT THE CONSENT OF THE CERTIFYING ENGINEER. OPENINGS SUCH AS WINDOWS AND DOORS NEED TO BE INSTALLED AS PER THE PRODUCT MANUFACTURER'S INFORMATION/DETAILS.
- INSPECTIONS** : NO SPECIAL INSPECTIONS ARE REQUIRED BY THE GOVERNING CODE ON THIS JOB. ANY OTHER INSPECTIONS REQUESTED BY THE LOCAL BUILDING DEPARTMENT SHALL BE CONDUCTED AT THE OWNER'S EXPENSE.
- SOIL REQUIREMENTS** : SITE CLASSIFICATION TO BE A, S OR M ONLY. SOIL SAFE BEARING CAPACITY VALUE INDICATED ON DRAWING SHEET 4 OCCURS AT 100mm BELOW FINISH GRADE, EXISTING NATURAL GRADE, OR AT FROST DEPTH SPECIFIED BY LOCAL BUILDING DEPARTMENT, WHICHEVER IS THE LOWEST ELEVATION. REGARDLESS OF DETAIL Y ON SHEET 4 THE MINIMUM FOUNDATION DEPTH SHOULD BE 100MM INTO NATURAL GROUND OR BELOW FROST DEPTH SPECIFIED BY LOCAL COUNCIL. ROLLED OR COMPACTED FILL MAY BE USED UNDER SLAB, COMPACTED IN 150mm LAYERS TO A MAXIMUM DEPTH OF 900mm. CONCRETE FOUNDATION EMBEDMENT DEPTHS DO NOT APPLY TO LOCATIONS WHERE ANY UNCOMPACTED FILL OR DISTURBED GROUND EXISTS OR WHERE WALLS OF THE EXCAVATION WILL NOT STAND WITHOUT SUPPLEMENTAL SUPPORT, IN THIS CASE SEEK FURTHER ENGINEERING ADVICE.
- CLASS 10a or Class 7 FOOTING DESIGNS** : THE FOUNDATION DOCUMENTED IS ALSO APPROPRIATE FOR CLASS 10a or CLASS 7 BUILDING DESIGNS ON 'M-D', 'H', 'H-D' OR 'E' CLASS SOILS, IF TOTAL SLAB AREA IS UNDER 100m SQUARE AND THE MAXIMUM SLAB DIMENSION (LENGTH AND WIDTH) IS LESS THAN OR EQUAL TO 12m. PLEASE BE AWARE THAT THE SLAB DESIGN FOR H & E CLASS SOILS IN THESE INSTANCES ARE DESIGNED TO EXPERIENCE SOME CRACKING. THIS CRACKING IS NOT CONSIDERED A STRUCTURAL FLAW OR DESIGN ISSUE, AND IS SIMPLY COSMETIC IN NATURE. IF THIS IS A CONCERN TO THE CLIENT IT IS ADVISED THEY DISCUSS OTHER OPTIONS WITH THE RELEVANT DISTRIBUTOR PRIOR TO THE POURING OF THE SLAB.
- CONCRETE REQUIREMENTS** : ALL CONCRETE DETAILS AND PLACEMENT SHALL BE PERFORMED IN ACCORDANCE WITH AS2870 AND AS3600. CONCRETE SHALL HAVE A MIN. 28-DAY STRENGTH OF 20MPa FOR EXPOSURE A1 & B1, 25MPa FOR EXPOSURE A2 & B2 AND 32MPa FOR EXPOSURE C, IN ACCORDANCE WITH SECTION 4, AS3600. CEMENT TO BE TYPE A. MAX AGGREGATE SIZE OF 20mm. SLUMP TO BE 80mm +/- 15mm. SLABS TO BE CURED FOR 7 DAYS BY WATERING OR COVERING WITH A PLASTIC MEMBRANE, AFTER WHICH CONSTRUCTION CAN BEGIN, DUE CARE GIVEN NOT TO OVER-TIGHTEN HOLD DOWN BOLTS. GIVEN ALLOWABLE SOIL TYPES 1 LAYER OF SL72 REINFORCING MESH IS TO BE INSTALLED ON STANDARD SLABS WITH A MINIMUM 30MM COVER FROM CONCRETE SURFACE. CONCRETE REINFORCING TO CONFORM TO AS 1302, AS1303 & AS 1304. ALL REINFORCING COVER TO BE A MINIMUM OF 30mm.
- STRUCTURAL STEEL REQUIREMENTS** : ALL STRUCTURAL STEEL, INCLUDING SHEETING THOUGH EXCLUDING CONCRETE REINFORCING, SHALL CONFORM TO AS 1397 (GAUGE <= 1mm fy = 550MPa, GAUGE > 1mm < 1.5mm fy = 500MPa, GAUGE >= 1.5mm fy = 450MPa). NO WELDING IS TO BE PERFORMED ON THIS BUILDING. ALL STRUCTURAL MEMBERS AND CONNECTIONS DESIGNED TO AS4600. ALL BOLT HOLE DIAMETERS TO STRAMIT GENERAL FINISHES.
- FOOT TRAFFIC** : FOR ERECTION AND MAINTENANCE PLEASE NOTE THE FOLLOWING DEFINED FOOT TRAFFIC ZONES:
 - CORRUGATED: WALK ONLY WITHIN 200MM OF SCREW LINES. FEET SPREAD OVER AT LEAST TWO RIBS.
 - MONOCLAD: WALK ONLY IN PANS, OR ON RIBS AT SCREW LINES.



300 x 400
Diameter x Depth (mm)

N.G.L. - NATURAL GROUND LINE

Y	BORED LOCAL THICKENING DETAIL	DWG NO. SBOMA
---	-------------------------------	---------------

PROJECT DESIGN CRITERIA	
ROOF LIVE LOAD:	0.25 kPa
BASIC WIND SPEED:	VR 45 m/s
SITE WIND SPEED:	VsItB 39.2 m/s
WIND REGION:	Reg A
TOPOGRAPHY FACTOR, Mt:	1
SHIELDING FACTOR, Ms:	1
MAX GROUND SNOW LOAD:	N/A
MAX ROOF SNOW LOAD:	N/A
SITE ALTITUDE:	N/A
TERRAIN CATEGORY:	TCat 2.5
SOIL SAFE BEARING CAPACITY:	100 kPa
RETURN PERIOD:	1:500
LIMITING CPI 1:	-0.5
LIMITING CPI 2:	0.5
IMPORTANCE LEVEL:	2

DETAIL KEYS	
DK1	ENDWALL VERTICAL MULLION (SEE DETAIL C/5 FOR TOP CONN. AND F/5 FOR BASE CONN.)
DK2	FLYBRACING PER DETAIL L/5
DK3	X-BRACING IN ROOF ABOVE (SEE DETAIL M/5)
DK4	DOUBLE X-BRACING IN ROOF ABOVE (SEE DETAIL M/5)

SCHEDULE OF OPENINGS							
DOOR	OPENING WIDTH	OPENING HEIGHT	MAX	OPENING TYPE	HEADER GIRT	OPENING JAMBS	WIND RATED
1	1810	2100		2.10H X 1.81 OX STANDARD GLASS SLIDING DOOR	SINGLE		YES
2	5000	2180*		2.20H X 5.10 CB *SERIES AA #	SINGLE	C15024P	NO

NOTES: 1) SEE SHEET 5 FOR DOOR OPENING FRAMING INFORMATION.
2) ALL DOOR SCHEDULE MEASUREMENTS ARE ACTUAL DOOR/WINDOW SIZE NOT OPENING SIZE.

* ROLLER DOOR OPENING HEIGHT DEPENDENT ON FINAL BUILD LOCATION.
DOOR WARNINGS:
END ROLLER DOOR IN BAY 2 OF LEFT WALL MAY BE TOO BIG TO FIT IN BAY.
END ROLLER DOOR IN BAY 2 OF LEFT WALL MAY BE TOO BIG FOR JAMBS. PLEASE CHECK JAMBS BEFORE ORDERING.

4 OF 6 SHEET	JOB NO. DLON12077	DATE 10/11/2021	CHECKED TM	DRAWN FDS	STEEL BUILDING BY
	NCC 2019				FOR AT

(CONTACT)
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TOCUMWAL. NSW.



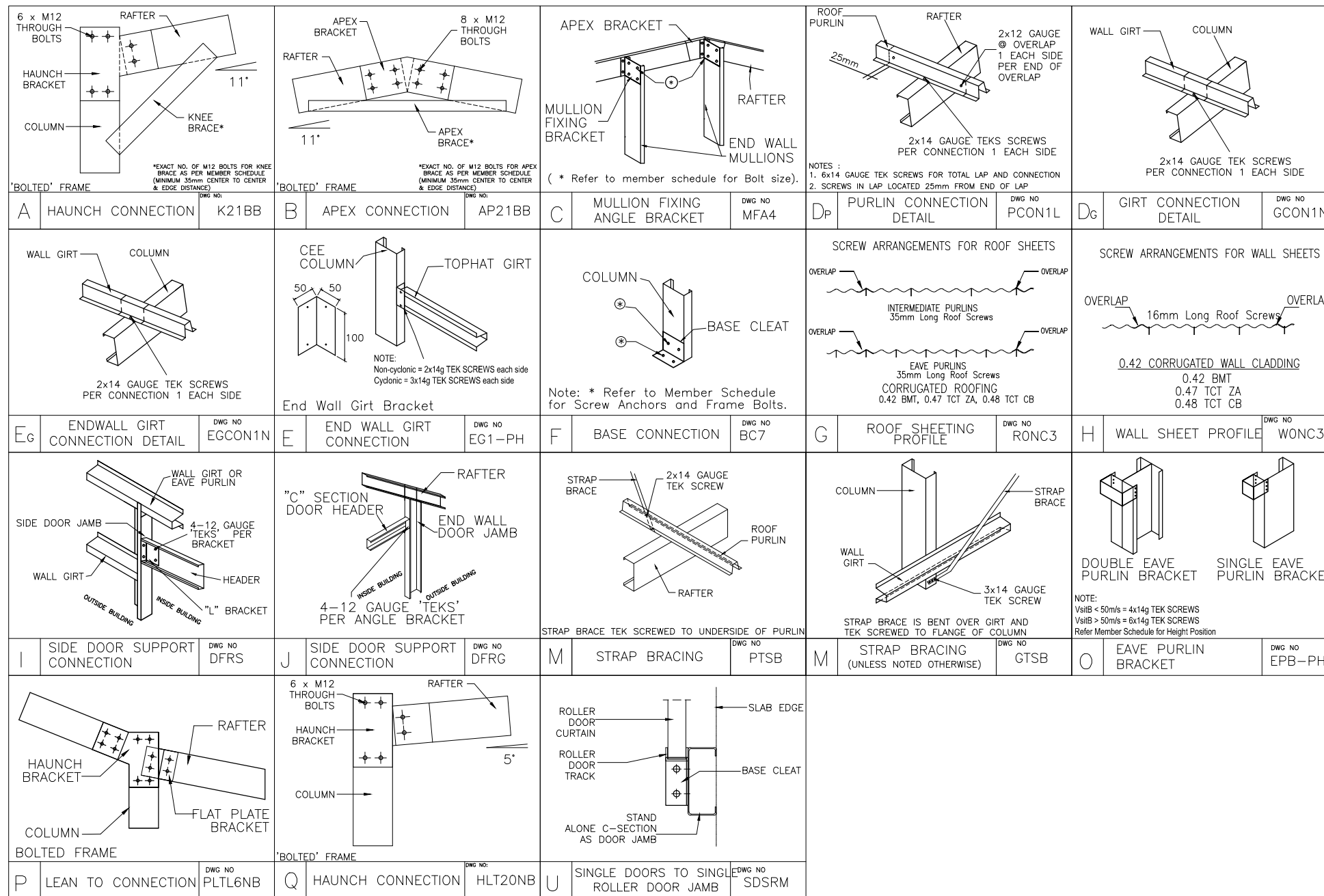
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Registered Certifying Engineer (Structural) N.T.
Registered Engineer - (Civil) VIC
Registered Engineer - (Civil) TAS

Regn. No. 2558980
Regn. No. 9985
Regn. No. 116373ES
Regn. No. EC36692
Regn. No. CC5648M

Mr Timothy Roy Messer BE MIEAust RPEQ
Signature *T. Messer*
Date 10/11/2021
Registered on the NPER in the areas of practice
of Civil & Structural National Professional
Engineers Register

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MEMBER AND MATERIAL SCHEDULE

1	END WALL RAFTER	Single C15019
2	C.S. FRAME RAFTER	Single C15019
3	END FRAME COLUMN (C2)	Single C15024
4	C.S. FRAME COLUMN (C2)	Single C15024
5	MULLION (C1)	Single C15012
6	LL END FRAME OPEN CORNER COLUMN (C1)	Single C15012
7	LL OPEN BAY COLUMN (C1)	Single C15012
8	C.S. FRAME KNEE BRACE	Single C10015 @ 2.33 LONG 2 bolts each end
9	KNEE BRACE HEIGHT UP COLUMN	1.99m
10	KNEE BRACE LENGTH UP RAFTER	1.93m
11	C.S. FRAME APEX BRACE	Single C10015 @ 2.50 LONG 2 bolts each end
12	APEX POSITION FROM RAFTER END	1.24m
13	END WALL LL RAFTER	Single C15019
14	C.S. LL RAFTER	Single C15019
15	ANCHOR BOLTS (# PER DETS.)	Screw Anchor 12mm x 100 Galv
16	EAVE PURLIN	C10010 (Eave Purlin Bracket 21mm down from top of column)
17	LEFT LEANTO EAVE PURLIN	C10010 (Eave Purlin Bracket 15mm down from top of column)
18	TYP. ROOF PURLIN SIZE	Tophat 64 x 0.75
19	MAIN BLDG. PURLIN SPACING	0.554 m. (8 rows) (Max Allow. 0.601m)
20	MAIN BLDG. PURLIN LENGTH	3.68 m. (0.17m Overlap)
21	LEFT LEANTO PURLIN SPACING	0.565 m. (6 rows) (Max Allow. 0.601m)
22	TYP. SIDEWALL GIRT SIZE	Tophat 64 x 0.75
23	MAIN BLDG. SIDEWALL GIRT SPACING	0.624 m. (4 rows) (Max Allow. 0.644m)
24	MAIN BLDG. SIDEWALL GIRT LENGTH	3.6 m. (0.1m Overlap)
25	LEFT LEANTO SIDEWALL GIRT SPACING	0.548 m. (0 rows) (Max Allow. 0.644m)
26	TYP. ENDWALL GIRT SIZE	Tophat 64 x 0.75
27	MAIN BLDG. ENDWALL GIRT SPACING	1.018 m. (3 rows) (Max Allow. 1.271m)
28	MAIN BLDG. ENDWALL GIRT LENGTH	2.96 m. (0.1m Overlap)
29	FRAME SCREW FASTENERS	14-13x22 Hex C/S (SP HD 5/16" Hex Drive)
30	FRAME BOLT FASTENERS	Purlin Assy M12x30 Z/P
31	X-BRACING STRAP AND FASTENERS	Single Bracing Strap Per Roll Heavy
32	WALL COLOUR	COLORBOND
33	ROOF COLOUR	COLORBOND
34	ROLLER DOOR COLOUR	COLORBOND
35	GLASS SLIDING DOOR COLOUR	COLORBOND
36	ROOF VENT COLOUR	COLORBOND
37	DOWNPIPE COLOUR	COLORBOND
38	GUTTER COLOUR	COLORBOND
39	CORNER FLASHING COLOUR	COLORBOND
40	BARGE FLASHING COLOUR	COLORBOND
41	OPENING FLASHING COLOUR	COLORBOND
42	OPEN BAY HEADER HEIGHT	0.5

C.S. = CLEARSPAN "L." = LEFT "R." = RIGHT

5 OF 6 SHEET

JOB NO. DLON12077 NCC 2019

DATE 10/11/2021

CHECKED TM

DRAWN FDS

STEEL BUILDING BY (CONTACT)

DENI SHEDS
0429 923 630

ANNETTE HEATH
66 HONNIBALL DRV.
TOCUMWAL. NSW.

FOR AT



NORTHERN CONSULTING engineers

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ABN 341 008 173 56

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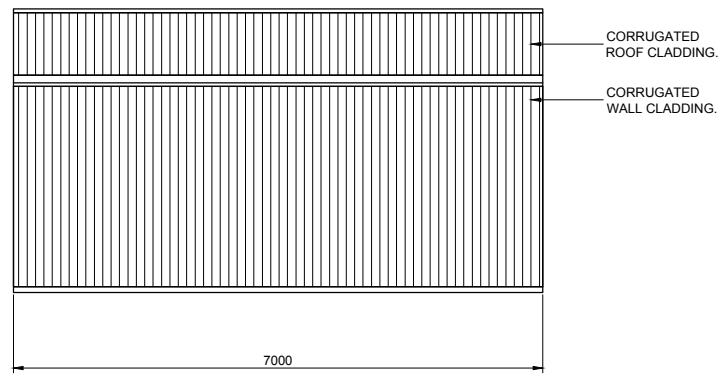
Mr Timothy Roy Messer BE MIEAust RPEQ

Signature *T. Messer*

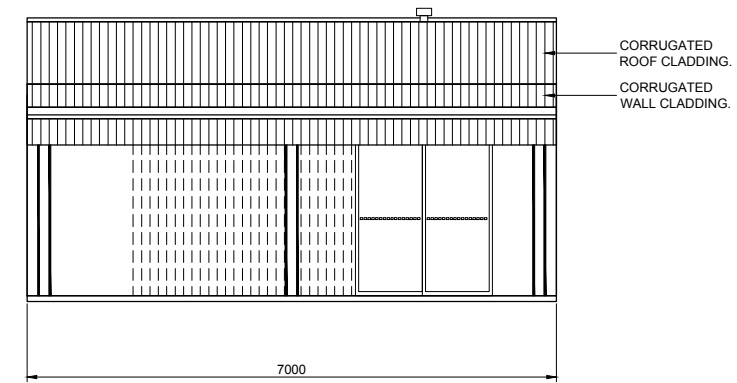
Date 10/11/2021

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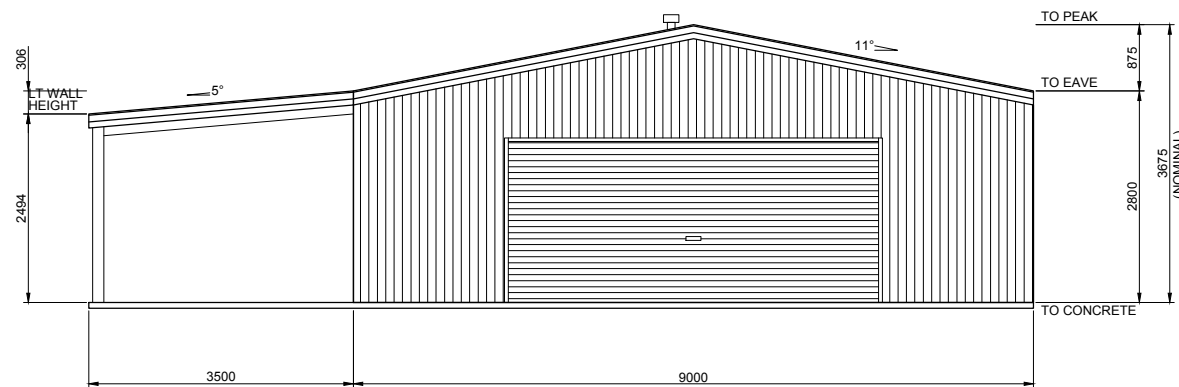
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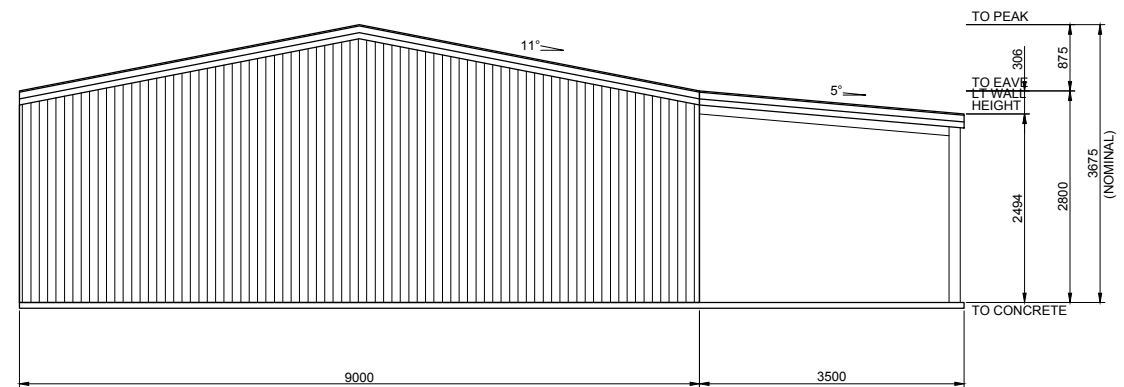
1
6 SIDEWALL EXTERIOR ELEVATION
SCALE: 1 = 100



2
6 SIDEWALL EXTERIOR ELEVATION
SCALE: 1 = 100



4
6 ENDWALL EXTERIOR ELEVATION
SCALE: 1 = 100



3
6 ENDWALL EXTERIOR ELEVATION
SCALE: 1 = 100

BUILDING COLOURS

WALL	COLORBOND
ROOF	COLORBOND
ROLLER DOOR	COLORBOND
GLASS SLIDING DOOR	COLORBOND
ROOF VENT	COLORBOND
DOWNPIPE	COLORBOND
GUTTER	COLORBOND
CORNER FLASHING	COLORBOND
BARGE FLASHING	COLORBOND
OPENING FLASHING	COLORBOND

6 OF 6 SHEET

JOB NO. DLON12077 NCC 2019

DATE 10/11/2021

CHECKED TM

DRAWN FDS

STEEL BUILDING BY (CONTACT) DENI SHEDS 0429 923 630 ANNETTE HEATH 66 HONNIBALL DRV. TOCUMWAL. NSW.

FOR AT

SHED SAFE

fairdinkum SHEDS

NORTHERN CONSULTING engineers

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Regn. No. CC5648M

Mr Timothy Roy Messer BE MIEAust RPEQ

Signature *T. Messer*

Date 10/11/2021

Registered on the NPER in the areas of practice of Civil & Structural National Professional Engineers Register

COMPLIANCE CERTIFICATE FOR BUILDING DESIGN

Property Description

Street address (include number, street, suburb/locality & postcode)

66 HONNIBALL DRV.

TOCUMWAL. NSW.

Postcode : 2714

Description of Component/s Certified

Clearly describe the extent of work covered by this certificate.

Steel Portal Frame Structure.

9m span x 7m O/A length x 2.8m eaves height.

Consisting of 2 bays at 3.5m spacing.

Left leanto with 3.5m span.

Basis of Certification

Detail the basis for giving the certificate and the extent to which tests, specifications, rules, standards, codes of practice and other publications, were relied upon.

Australian Standards (list) AS/NZS 4600-2018, AS/NZS 1170.0,-1-2002, 1170.2-2011, 1170.3-2003, 1170.4-2007, AS2870-2011, AS3600-2018

2019 National Construction Code of Australia Amendment 1

NCC Building Classification: Class 10

Region AS1170.2 = Reg A

Factor for Region = NA

NCC Importance Level = 2

NCC Equivalent Wind class = N/A

Annual Probability Exceedance wind = 1:500

Design Roof Live Load = 0.25 kPa

Regional 3 s Gust Wind Speed for annual probability of exceedance $V_R = 45$ m/s

Wind directional multipliers for the 8 cardinal directions $M_d = 1.00$

Terrain/Height multiplier (M_z, Cat) = 0.87

Shielding Multiplier $M_s = 1$

Topographic multiplier $M_t = 1$

Design Wind Speed = 39 m/s

Ext. Pressure Coefficient $c_{pe} = -1.15, 1.20$

Int. Pressure Coefficient $c_{pi} = -0.5, 0.5$

Reference Documentation

Clearly identify any relevant documentation, e.g numbered structural engineering plans

Drawing Nos: 'Fair Dinkum Sheds' Structural Design Drawing

To be read in conjunction with Pages 1 to 6

For Job Number: DLQN12077 DATED : 10/11/2021

Specifications:

Computations:

Test Reports:

Other Documentation:

Competent Person Details

A competent person for building work, means a person who is assessed by the building certifier for the work as competent to practise in aspect of the design, building or inspection of the building work because of the person's skill and experience in the aspect. The competent person must also be registered or licensed under a law applying in the state to practice the aspect.

A COPY OF A CURRENT CV AND PROFESSIONAL REGISTRATION DETAILS MUST BE PROVIDED WITH THE CERTIFICATE

Name:

Timothy Roy Messer

Company Name (If applicable):

Northern Consulting Engineers

Postal Address:

50 Punari Street, Currajong 4812

Contact Person:

Timothy Roy Messer

Telephone Number:

07 4725 5550

Mobile Number:

N/A

Fax Number:

07 4725 5850

Email Address:

design@nceng.com.au

License or Registration Number:

2558980

Copy of CV Attached:

Tick Box

Y or N

Signature of Competent Person

This form may be used by competent persons to certify the design of a material, system, method of building, building element design or other thing.

If the competent person is a licensed company the authorised person of the company is to sign the form.

I certify that the item/s described above, if installed or carried out in accordance with the information contained in this certificate, including any referenced documentation, will comply with the National Construction Code of Australia/relevant Australian or International Standard.

Signature of competent person:



Date: 10/11/2021

LOCAL GOVERNMENT USE ONLY

Date received		Reference Number/s	
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TOWNSHIP

LOT 27

Lot 3 DP 1250417
5509.88 m²

APPROX. LOCATION
OF SEPTIC TANK
TO BE MIN. 4000MM
FROM OUTSIDE OF
BUILDING LINES

180° 17' 00"
139.30 m

PROPOSED POOL
4000MM W X 8000MM L
APPROX.

SEPTIC DISBURSEMENT

343° 28' 30"
180.5 m

30000 SETBACK

10000 OFFSET

ELECTRICITY

30000 SETBACK

95° 57' 10"
68.78 m

SHED MOVED 2M BACK FROM
ORIGINAL REQUEST AS PER SUGGESTION

* OUR INTENSION IS TO SOFTEN THE SHED WITH HERBING ①

