



ORDINARY COUNCIL MEETING

Wednesday 21 September, 2022

at 9:15am

Council Chambers, 56 Chanter Street, Berrigan



Under Separate Cover Appendices

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Monthly Investment Report

August 2022

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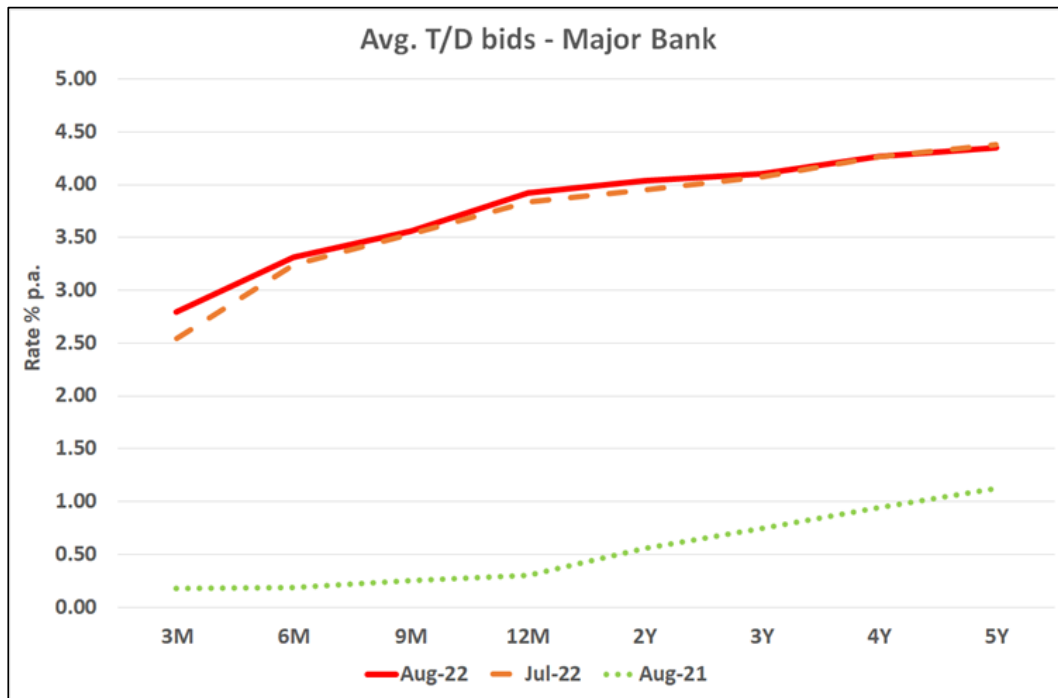
Impact of COVID-19 to Council's Portfolio

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

After global central banks set official interest rates back to emergency levels during the height of the pandemic (2020), financial markets have transitioned to the recovery phase. Ongoing supply chain issues, China's zero-COVID strategy and the war in Ukraine has resulted in surging inflation. Longer-term bond yields have risen significantly in 2022 as central banks undertake aggressive interest rate hikes to try and control inflation. Importantly though when interpreting the stance of monetary policy, it is not just about the cash rate, but how broader financial conditions are influencing the economic outlook, **with markets now factoring the possibility of a global recession as early as the second half of 2023. The RBA increased the official cash rate by another 50bp to 1.85% in early August 2022 and is looking to move towards their neutral setting of 2½% by calendar year-end**, although the *"timing of future interest rate increases will be guided by the incoming data and the Board's assessment of the outlook for inflation and the labour market"*.

The largest impact to Council's investment portfolio is with regards to its largest exposure being in bank term deposits. Council's term deposit portfolio was yielding 1.75% p.a. at month-end, with a weighted average duration of around 193 days or ~6½ months. Despite more rate rises on the horizon, given an upward sloping deposit curve, maintaining a slightly longer duration position will continue to outperform (averaging) shorter durations, particularly as markets have already factored in future rate rises.

The deposit market has seen a significant shift in longer-term deposit rates over the past year. The long-end of the deposit curve (+12 months) remained flat over August (compared to July) despite more rate rises in the near future, and partly driven by the market's expectation of an impending global recession:



Source: Imperium Markets

‘New’ investments above 3½% p.a. now appears likely if Council can place an allocation of its surplus funds for terms of 12 months to 2 years. *With recessionary fears being priced in coming years, investors may take an insurance policy by investing across 3-5 year fixed deposits and locking in rates above 4½% p.a. (small allocation only).*



Council’s Portfolio & Compliance

Fund Allocation

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

Investments per allocation			
Code	Invested	Invested (%)	Number of trades
WATER	10,017,008.19	24.60	6
GENERAL	28,707,124.97	70.49	6
SEWER	2,000,000.00	4.91	2

Asset Allocation

As at the end of August 2022, the portfolio is mainly directed to fixed term deposits (~54%). 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 1.85% p.a. for balances up to \$10m (and 1.00% p.a. for balances greater than \$10m).

Senior FRNs are now becoming more attractive as spreads have widened in recent months – new issuances should now be considered again on a case by case scenario. In the interim, fixed deposits for 12 months to 3 years appear quite appealing following the spike in medium-to longer-term yields in recent months. With recessionary fears being priced in coming years, those investors that can allocate longer-term surplus funds may take an insurance policy by investing across 3-5 year fixed deposits and locking in rates above 4% p.a.



Council’s Investment Policy does not specify any limits for Maturity, Counterparty and Credit Quality compliance measures. We have previously provided Berrigan Shire Council an Investment Policy review.



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 improve the returns of the total investment portfolio.

Where ongoing liquidity requirements permit Council to invest a spread of attractive 1-3 year investments, we recommend this be allocated fixed term deposits (refer to respective sections below).

Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 - 90 days	\$31,724,133	77.90%	0%	100%	\$9,000,000
✓	91 - 365 days	\$9,000,000	22.10%	0%	100%	\$31,724,133
✓	1 - 2 years	\$0	0.00%	0%	100%	\$40,724,133
✓	2 - 5 years	\$0	0.00%	0%	100%	\$40,724,133
		\$40,724,133	100.00%			

Counterparty

As at the end of August 2022 (noting no formal counterparty restrictions), Council’s portfolio has minimal diversification, with only five banks utilised.

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	NAB	A-1+	\$5,721,199	14.05%	100.00%	\$35,002,934
✓	AMP Bank	A-2	\$7,000,000	17.19%	100.00%	\$33,724,133
✓	Bendigo-Adel.	A-2	\$24,002,934	58.94%	100.00%	\$16,721,199
✓	BoQ	A-2	\$2,000,000	4.91%	100.00%	\$38,724,133
✓	Defence Bank	A-2	\$2,000,000	4.91%	100.00%	\$38,724,133
			\$40,724,133	100.00%		

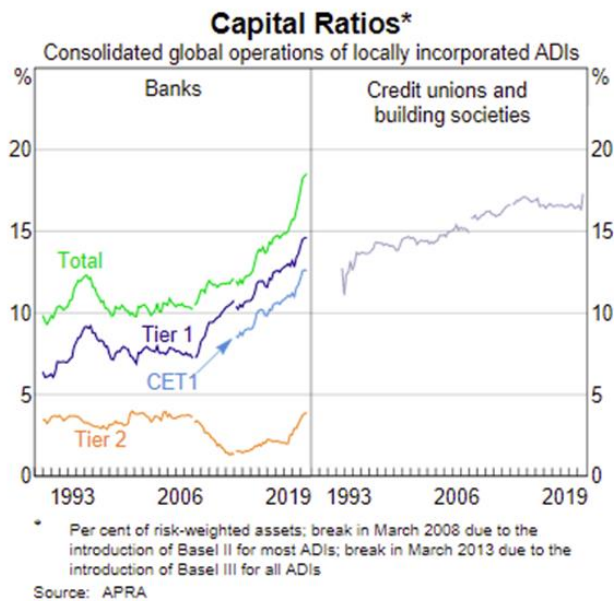
Effective March 2022, ME Bank formally relinquished its banking (ADI) licence with APRA, following its acquisition by BoQ in mid-2021. All ME Bank assets are now part of its parent company, BoQ.

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.

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 considered going forward, particularly should 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. The lower rated entities are generally deemed to be the more ‘ethical’ ADIs compared to the higher rated ADIs.



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 and the pandemic period. **APRA’s mandate is to “protect depositors” and provide “financial stability”.**





Credit Quality

The portfolio remains reasonably diversified from a credit ratings perspective, with room for some exposure to the local credit unions.

Pre-pandemic (March 2020), a 'normal' marketplace meant the lower rated ADIs (i.e. BBB category) were offering higher rates on term deposits compared to the higher rated ADIs (i.e. A or AA rated). But due to the cheap funding available provided by the RBA via their Term Funding Facility (TFF) since mid-2020¹, allowing the ADIs to borrow as low as 0.10% p.a. fixed for 3 years, those lower rated ADIs (BBB rated) did not require deposit funding from the wholesale deposit from the likes of Council. Given the higher rated banks had more capacity to lend (as they have a greater pool of mortgage borrowers), they subsequently were offering higher deposit rates. In fact, some of the lower rated banks were not even offering deposit rates at all. As a result, most investors placed a higher proportion of their deposit investments with the higher rated (A or AA) ADIs over the past two years.

Going forward, with the RBA now removing these cheap borrowing facilities, this has meant the lower rated banks (BBB rated) have started to become more competitive as the market starts to 'normalise'. Investors should have a larger opportunity to start investing a higher proportion of their surplus funds with the lower rated institutions (within Policy limits), from which the majority are considered to be the more 'ethical' ADIs as they generally do not lend to the Fossil Fuel industry.

Compliant	Credit Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	A-1+ Category	\$5,721,199	14%	100%	\$35,002,934
✓	A-1 Category	\$0	0%	100%	\$40,724,133
✓	A-2 Category	\$35,002,934	86%	100%	\$5,721,199
✓	A-3 Category	\$0	0%	100%	\$40,724,133
✓	Unrated ADI Category	\$0	0%	100%	\$40,724,133
		\$40,724,133	100.00%		

¹ The RBA's Term Funding Facility (TFF) allowed the ADI to borrow as low as 0.10% fixed for 3 years: <https://www.rba.gov.au/mkt-operations/term-funding-facility/overview.html>



Performance

Council's performance for the month ending 31 August 2022 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.16%	0.34%	0.39%	0.27%	0.44%
AusBond Bank Bill Index	0.15%	0.33%	0.35%	0.28%	0.37%
Council's T/D Portfolio [^]	0.09%	0.25%	0.37%	0.17%	0.59%
Outperformance	-0.07%	-0.08%	0.02%	-0.11%	0.22%

[^]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	1.85%	1.35%	0.77%	1.60%	0.44%
AusBond Bank Bill Index	1.84%	1.31%	0.70%	1.65%	0.37%
Council's T/D Portfolio [^]	1.01%	0.99%	0.74%	0.99%	0.59%
Outperformance	-0.83%	-0.32%	0.05%	-0.65%	0.22%

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

For the month of August 2022, the deposit portfolio provided a return of +0.09% (actual) or +1.01% p.a. (annualised), underperforming the benchmark AusBond Bank Bill Index return of +0.15% (actual) or +1.84% p.a. (annualised). The outperformance over 12 month periods continues to be driven by a combination of those deposits originally invested beyond 6 months.

Going forward, despite additional rate hikes over coming months, Council's interest income can be increased significantly by undertaking a slightly longer duration position (12-24 months), with rates on offer along this part of the curve likely to be offered at nearly double the rate compared to shorter tenors. The deposit market has largely already factored in the immediate rate hikes.

If Council is willing to undertake a slightly different strategy and stagger its deposit investments with the likes of the major banks (and Bendigo) across periods ranging from 12-24 months, over the upcoming year, it is likely to see an increase in overall returns by at least ½-1% p.a. On a \$28m deposit portfolio, that could amount to extra interest income of \$140,000-\$280,000 over the next 12 months should such a strategy be implemented.

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 August 2022, Council’s deposit portfolio was yielding 1.10% p.a. (up 12bp from the previous month), with an average duration of around 113 days (~3½ months).

We strongly recommend Council extends this average duration closer to 12 months.

With an upward sloping deposit curve, investors are rewarded if they can continue to maintain a longer average duration.

At the time of writing, we see value in:

ADI	LT Credit Rating	Term	T/D Rate
ICBC, Sydney	A	5 years	4.91% p.a.
ICBC, Sydney	A	4 years	4.78% p.a.
ICBC, Sydney	A	3 years	4.68% p.a.
ICBC, Sydney	A	2 years	4.56% p.a.
Australian Military	BBB+	3 years	4.55% p.a.
P&N Bank	BBB	3 years	4.50% p.a.
BoQ/ME	BBB+	3 years	4.50% p.a.
Westpac	AA-	3 years	4.47% p.a.
CBA	AA-	2 years	4.41% p.a.
Australian Military	BBB+	2 years	4.40% p.a.
P&N Bank	BBB	2 years	4.40% p.a.
Westpac	AA-	2 years	4.38% p.a.
NAB	AA-	2 years	4.35% p.a.

The above deposits are suitable for investors looking to maintain diversification and lock-in a premium compared to purely investing short-term. 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	BBB	12 months	4.25% p.a.
MyState	BBBB	12 months	4.25% p.a.
CBA	AA-	12 months	4.22% p.a.
BoQ/ME	BBB+	12 months	4.15% p.a.
Westpac	AA-	12 months	4.14% p.a.
NAB	AA-	12 months	4.10% p.a.
Suncorp	A+	12 months	4.10% p.a.
P&N Bank	BBB	12 months	4.10% p.a.
ING	A	12 months	4.05% p.a.
CBA	AA-	6 months	3.55% p.a.

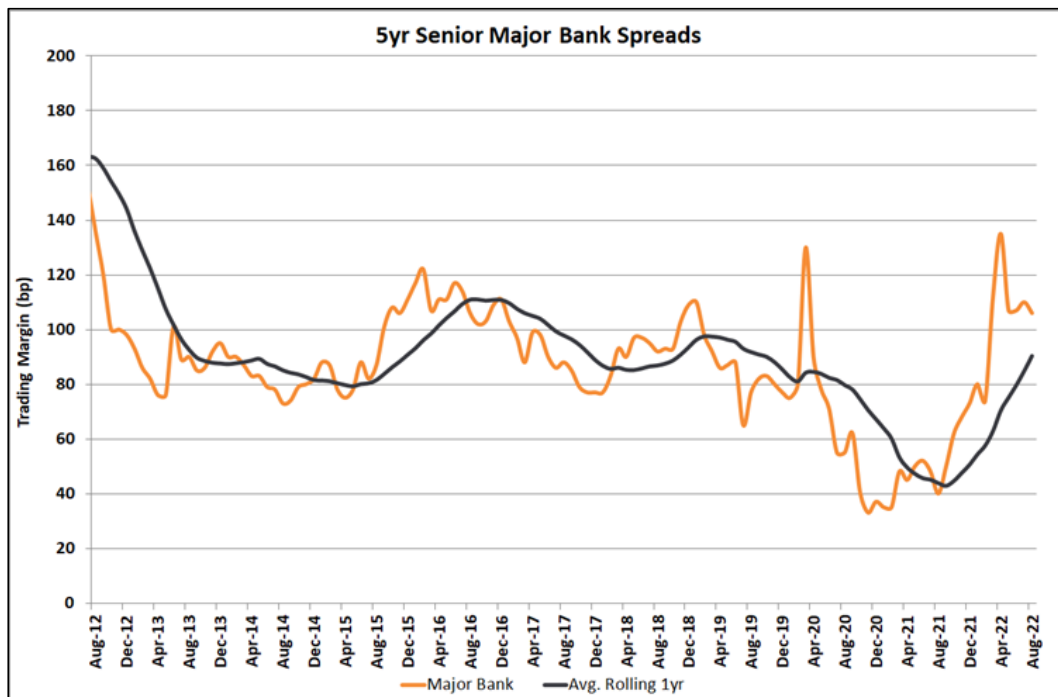
For those investors that do not require high levels of liquidity and can stagger their investments longer-term, they will be rewarded over coming years if they roll for an average min. term of 18 months to 2 years (this is where we current value), yielding, on average, up to ½%-1% p.a. higher compared to those investors that entirely invest in short-dated deposits.

With recessionary fears being priced in coming years, investors may take an insurance policy by investing across 3-5 year fixed deposits and locking in rates above 4½% p.a. (small allocation only).



Senior FRNs Review

Over August, amongst the senior major bank FRNs, physical credit securities tightened by around 4-5bp at the long-end of the curve. Major bank senior securities are now looking fairly attractive again in a rising rate environment (5 year margins around the +105-110bp level):



Source: IBS Capital

There was a noticeable pick-up in primary ('benchmark') issuances over August:

- Westpac (AA-) 3yr fixed and floating at +80bp
- CBA (AA-) 3 & 5yr fixed and floating at +80bp and +102bp respectively
- Suncorp (A+) 3yr fixed and floating at +93bp
- Mizuho (A) 3yr floating at +88bp
- HSBC (AA-) 5yr floating at +110bp
- Macquarie (A+) 1yr floating at +55bp

Amongst the "A" and "BBB" rated sectors, the securities were marked around 5bp tighter at the 3-5 year part of the curve. Credit securities are looking much more attractive given the widening of spreads in 2022. 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)	31/08/2022	31/07/2022
"AA" rated – 5yrs	+106bp	+110bp
"AA" rated – 3yrs	+82bp	+88bp
"A" rated – 5yrs	+120bp	+125bp
"A" rated – 3yrs	+95bp	+100bp
"BBB" rated – 3yrs	+125bp	+130bp

Source: IBS Capital

We now generally recommend switches ('benchmark' issues only) into new primary issues, out of the following senior FRNs that are maturing:

- **On or before mid-2024 for the "AA" rated ADIs (domestic major banks);**
- On or before mid-2023 for the "A" rated ADIs; and
- Within 6-9 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 should be considered on a case by case scenario.



Senior Fixed Bonds – ADIs (Secondary Market)

As global inflationary pressures have escalated, this has seen a significant lift in longer-term bond yields (valuations fell) as markets have reacted accordingly.

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
AU3CB0255776	ING	AAA	Covered	07/09/2023	1.02	3.00%	4.09%
AU3CB0258465	Westpac	AA-	Senior	16/11/2023	1.21	3.25%	4.11%
AU3CB0265403	Suncorp	AA-	Senior	30/07/2024	1.91	1.85%	4.60%
AU3CB0265593	Macquarie	A+	Senior	07/08/2024	1.95	1.75%	4.63%
AU3CB0265718	ING	AAA	Covered	20/08/2024	1.97	1.45%	4.39%
AU3CB0266179	ANZ	AA-	Senior	29/08/2024	1.99	1.55%	4.40%
AU3CB0266377	Bendigo	BBB+	Senior	06/09/2024	2.01	1.70%	4.64%
AU3CB0268027	BoQ	BBB+	Senior	30/10/2024	2.17	2.00%	4.78%
AU3CB0269710	ANZ	AA-	Senior	16/01/2025	2.38	1.65%	4.48%
AU3CB0269892	NAB	AA-	Senior	21/01/2025	2.38	1.65%	4.45%
AU3CB0270387	Macquarie	A+	Senior	12/02/2025	2.45	1.70%	4.82%
AU3CB0287415	Westpac	AA-	Senior	17/03/2025	2.54	2.70%	4.45%
AU3CB0291508	Westpac	AA-	Senior	11/08/2025	2.94	3.90%	4.42%
AU3CB0291672	CBA	AA-	Senior	18/08/2025	2.96	4.20%	4.70%
AU3CB0280030	BoQ	BBB+	Senior	06/05/2026	3.68	1.40%	5.13%
AU3CB0282358	ING	AAA	Covered	19/08/2026	3.97	1.10%	4.74%
AU3CB0284149	BoQ	BBB+	Senior	27/10/2026	4.15	2.10%	5.12%
AU3CB0286037	Westpac	AA-	Senior	25/01/2027	4.40	2.40%	4.70%



Economic Commentary

Financial markets remained volatile over August, reflecting shifting market expectations around central bank policy rates given competing forces of persistent inflation and slowing economic growth.

The US Federal Reserve delivered a stern warning that the central bank's campaign to lower inflation by raising interest rates is "unconditional" even if it leads to pain for households, businesses and, in turn, stock prices.

In the US, the S&P 500 Index fell -4.24%, while the NASDAQ lost -4.64%. Europe's main indices were also sold off, led by France's CAC (-5.02%), Germany's DAX (-4.81%) and UK's FTSE (-1.88%).

US CPI came in slightly lower than expected. Headline inflation was 0.0% m/m vs. +0.2% expected and core inflation was +0.3% m/m vs. +0.5% expected.

The US unemployment rate dropped from 3.6% to 3.5%, matching its pre-pandemic low, partly driven by a 0.1% fall in the participation rate to 62.1%.

UK's inflation came in higher than expected at +10.1% y/y against +9.8% expected, with more to come in October when energy bills are set to rise by 75%. Food prices rose +2.3% in July and +12.3% y/y.

The Bank of England hiked rates by 50bp to 1.75%, its largest hike in 27 years, taking the Bank Rate back to pre-GFC levels. The Bank now expects headline inflation to peak at 13.3% in October and to remain at elevated levels throughout much of 2023, before falling to its 2% target in 2025. The UK is forecast to enter recession from the fourth quarter of 2022, and the recession is expected to last for five quarters.

Canada's CPI inflation showed the expected cooling of the headline rate, down to +7.6% y/y, but core measures continued to rise, with the three key measures all rising to reach a +5-5½% range.

The RBNZ raised its overnight cash rate by 50bp to 3.00%, as universally expected. The RBNZ also slightly lifted its forecast for the cash rate to peak at 4.1% next year (previously 3.95%) and signalled a high chance of 50bp hikes at each of the next two meetings in October and November.

The MSCI World ex-Aus Index fell -4.39% for the month of August:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	-4.24%	-4.29%	-12.55%	+10.56%	+9.86%	+10.89%
MSCI World ex-AUS	-4.39%	-5.82%	-16.46%	+7.22%	+6.17%	+7.67%
S&P ASX 200 Accum. Index	+1.18%	-2.39%	-3.43%	+5.51%	+8.13%	+9.34%

Source: S&P, MSCI



Domestic Market

As expected, the RBA raised the official cash rate by 50bp to 1.85%, the third consecutive 50bp increase. The Statement repeated that *“the Board expects to take further steps in the process of normalising monetary conditions over the months ahead”*, but also added policy *“is not on a pre-set path”*. The RBA is still prioritising achieving a soft landing if inflation expectations remain anchored as they currently believe it to be.

The RBA’s Minutes flagged further hikes are on the way (*“the Board expects to take further steps in the process of normalising monetary conditions over the months ahead”*), but is ambiguous thereafter as was the post-Meeting Statement. The RBA only sees core inflation falling to 3% in 2024, while wages growth is expected to be 3.9%.

The headline wage price index (WPI) excluding bonuses number printed at +0.7% q/q and +2.6% y/y, revealing a continued acceleration in wages growth alongside the earlier tightening in the labour market.

The July unemployment rate fell by 0.1% to 3.4% (consensus 3.5%), partially driven by the participation rate falling by 0.3% to 66.4%. Overall, employment fell sharply by -41k in July following the sharp rise of +88k in June.

The trade surplus came in at \$17.7bn in June, up from a downwardly revised \$15bn May number, well outpacing consensus forecasts for a fall to \$14bn. The increase in the month was driven by a +5.1% rise in export values, led by iron ore, rural exports, and volatile non-monetary gold exports. Imports also rose in the month, up +0.7%.

Australian dwelling prices fell -1.3% m/m in July according to CoreLogic data as the pace of declines accelerated in the largest cities. Dwelling prices nationally are now 2.0% below their April peak but remain 23.3% higher than pre-pandemic April 2020 levels.

The Australian dollar fell -1½%, finishing the month at US69.02 cents (from US70.07 cents the previous month).

Credit Market

The global credit indices marginally widened over the month as risk markets were again largely sold off. They are back to their levels experienced during the start of the pandemic (Q1 2020):

Index	August 2022	July 2022
CDX North American 5yr CDS	92bp	83bp
iTraxx Europe 5yr CDS	120bp	110bp
iTraxx Australia 5yr CDS	109bp	123bp

Source: Markit



Fixed Interest Review

Benchmark Index Returns

Index	August 2022	July 2022
Bloomberg AusBond Bank Bill Index (0+YR)	+0.15%	+0.14%
Bloomberg AusBond Composite Bond Index (0+YR)	-2.54%	+3.36%
Bloomberg AusBond Credit FRN Index (0+YR)	+0.35%	+0.24%
Bloomberg AusBond Credit Index (0+YR)	-1.42%	+2.40%
Bloomberg AusBond Treasury Index (0+YR)	-2.74%	+3.55%
Bloomberg AusBond Inflation Gov't Index (0+YR)	-2.61%	+4.75%

Source: Bloomberg

Other Key Rates

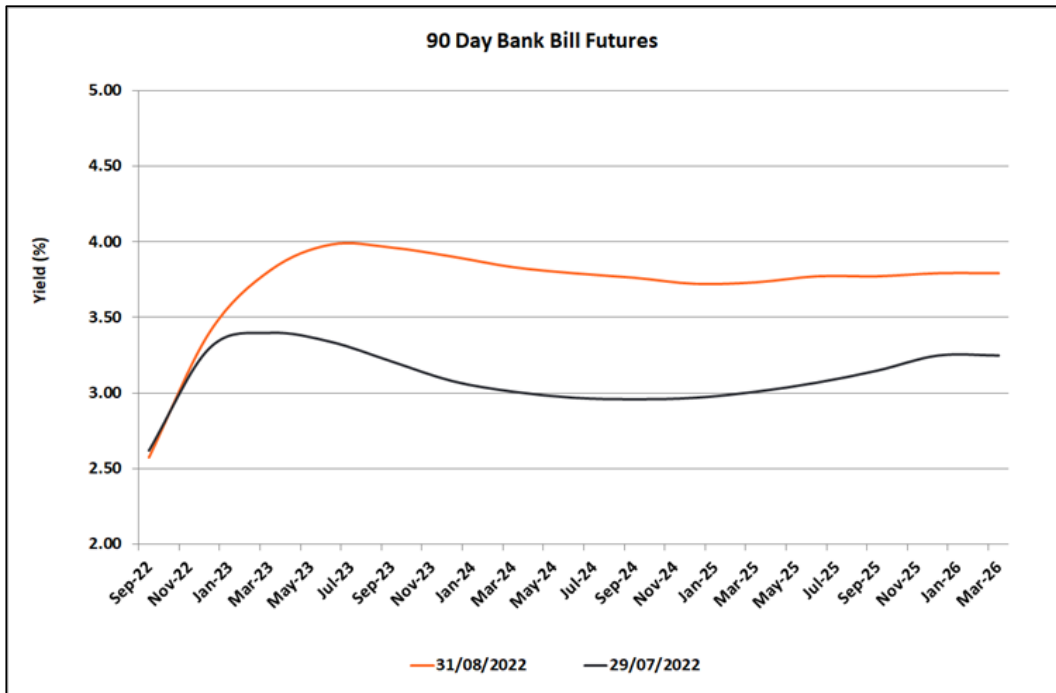
Index	August 2022	July 2022
RBA Official Cash Rate	1.85%	1.35%
90 Day (3 month) BBSW Rate	2.46%	2.12%
3yr Australian Government Bonds	3.25%	2.70%
10yr Australian Government Bonds	3.60%	3.06%
US Fed Funds Rate	2.25%-2.50%	2.25%-2.50%
3yr US Treasury Bonds	3.46%	2.83%
10yr US Treasury Bonds	3.15%	2.67%

Source: RBA, AFMA, US Department of Treasury



90 Day Bill Futures

Over August, bill futures rose across the board reacting to global central banks commentary suggesting they are still some time away before pivoting away from their hawkish stance. The markets continue to factor in the possibility of a global recession over the next few years, highlighted by the drop in the futures pricing in 2023-2024:



Source: ASX



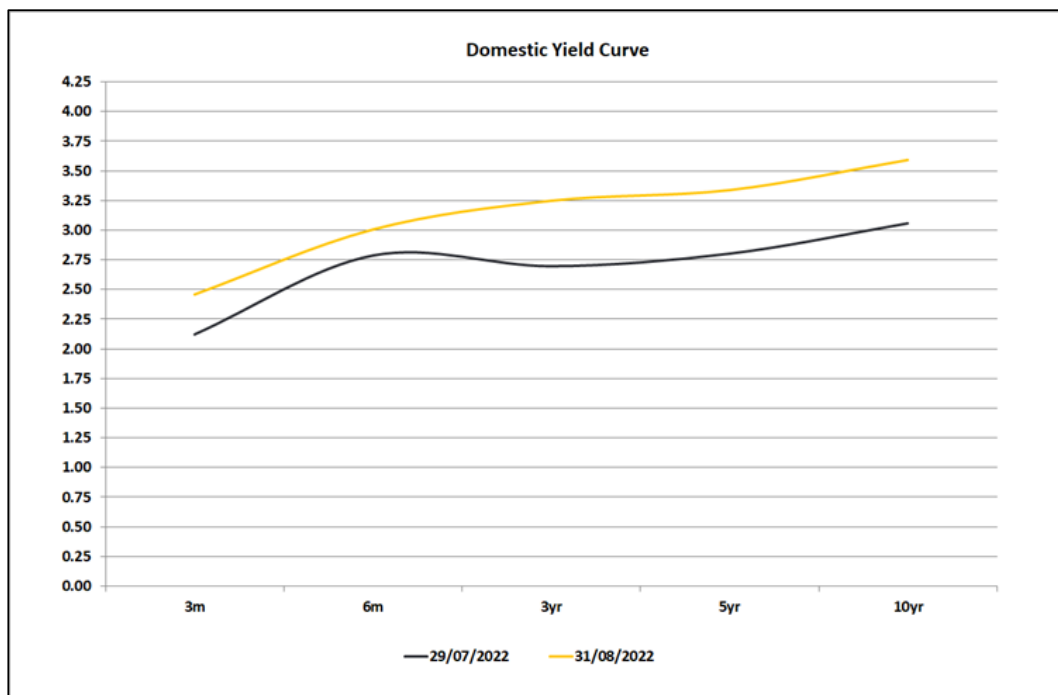
Fixed Interest Outlook

The US Federal Reserve delivered a stern warning that the central bank’s campaign to lower inflation by raising interest rates is “*unconditional*” even if it leads to pain for households, businesses and, in turn, stock prices. Another 50bp hike is all but priced into their next meeting on 21st September, with the market now factoring a 75bp hike being more likely.

Domestically, the RBA’s inflation forecasts were revised higher with inflation set to peak at 7.75% over 2022, remain high at 4% in 2023 and around 3% over 2024. While there is near-term uncertainty over the pace of additional rate hikes, on these forecasts, the RBA has little room to cut rates in 2023 as the market is currently pricing.

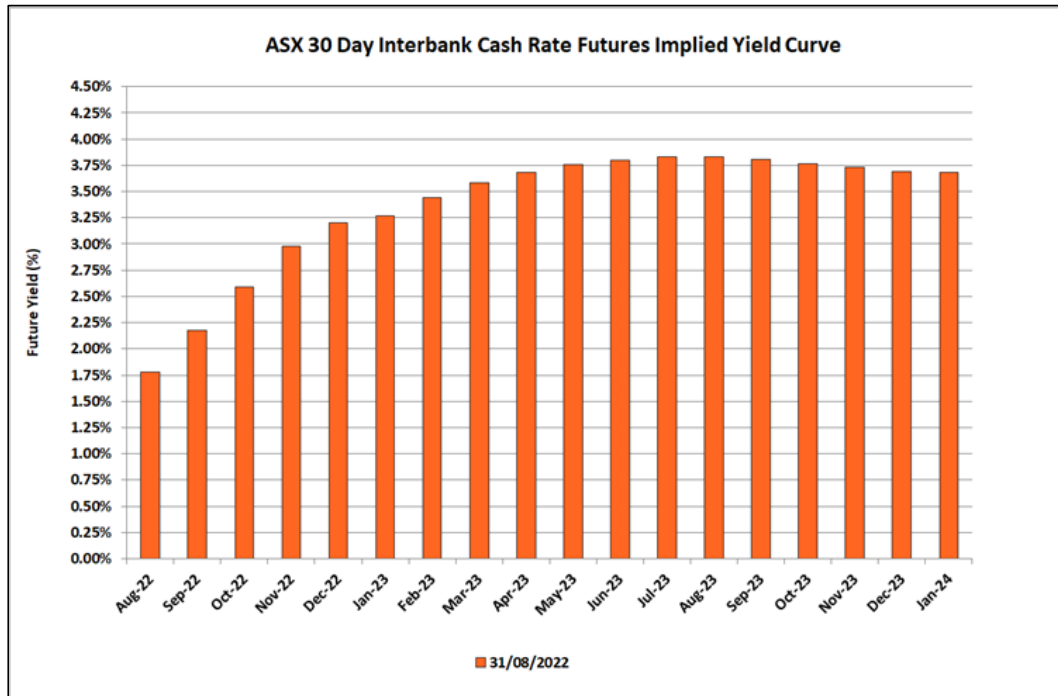
The speed of the RBA’s rate rises in recent months reflects the need to rapidly recalibrate policy from emergency levels near zero to somewhat restrictive levels over a reasonably short period. The speed of the moves should help contain medium-term inflationary expectations, which the Bank continues to assess as well anchored.

The domestic bond market continues to suggest a prolonged low period of interest rates on a historical basis (10-year government bond yields just over 3½%). Over the month, yields rose up to 55bp at the long-end of the curve:



Source: AFMA, ASX, RBA

Markets are currently pricing in around 7-8 additional rate rises over the next two years (up to 3½%), against the RBA’s neutral setting of 2½%. Fears of a looming global recession have actually seen rate cuts start to be priced in towards the second half of 2023, although this seems unlikely for now:



Source: ASX

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	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWA JUN 22
FUN								
AND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,4
0								
GOVERNANCE								
GOVERNANCE EXPENSE	(1,130,000)	(1,036,547)	-	(1,130,000)	(93,453)	93,454	(1,037,000)	
GOVERNANCE REVENUE	-	19,156		-	(19,156)	19,156	19,000	
0 Total	(1,130,000)	(1,017,391)	-	(1,130,000)	(112,609)	112,610	(1,018,000)	
1								
CORPORATE SUPPORT								
CORPORATE SUPPORT EXPENSE	(706,000)	(491,882)		(706,000)	(214,118)	181,216	(520,000)	
CORPORATE SUPPORT REVENUE	309,000	269,976		309,000	39,024	(39,024)	270,000	
1 Total	(397,000)	(221,906)		(397,000)	(175,094)	142,192	(250,000)	
2								
TECHNICAL SERVICES								
TECHNICAL SERVICES EXPENSE	(951,000)	(663,229)		(951,000)	(287,771)	287,771	(663,000)	
TECHNICAL SERVICES REVENUE	40,000	40,806		40,000	(806)	806	42,000	
2 Total	(911,000)	(622,423)		(911,000)	(288,577)	288,577	(621,000)	
3								
PLANT SERVICES								
PLANT SERVICES EXPENSE	(1,272,000)	(787,083)		(1,272,000)	(484,917)	484,917	(1,109,000)	
PLANT SERVICES REVENUE	1,272,000	317,474		1,272,000	954,526	(162,526)	1,109,000	
3 Total	-	(469,610)		-	469,610	322,391	-	
4								
OVERHEAD								
OVERHEAD EXPENSE	(186,000)	(3,359,131)		(186,000)	3,173,131	(44,133)	(230,000)	
OVERHEAD REVENUE	186,000	129,673		186,000	56,327	43,672	230,000	
4 Total	-	(3,229,459)		-	3,229,459	(461)	-	
5								
EMERGENCY SERVICES								
EMERGENCY SERVICES EXPENSE	(244,000)	(234,629)		(244,000)	(9,371)	8,372	(235,000)	
EMERGENCY SERVICES REVENUE	75,000	59,400		75,000	15,600	(600)	74,000	
5 Total	(169,000)	(175,229)		(169,000)	6,229	7,772	(161,000)	
6								
INFORMATION TECHNOLOGY								
INFORMATION TECHNOLOGY EXPENSE	(484,000)	(440,828)		(484,000)	(43,172)	18,170	(465,000)	

	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWA JUN 22
FUN								
AND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,4
0								
5 Total	(334,000)	(440,828)		(334,000)	106,828	76,170	(257,000)	
7								
OTHER COMMUNITY SERVICES								
OTHER COMMUNITY SERVICES EXPENSE	(243,000)	(219,742)		(238,000)	(18,258)	13,259	(225,000)	
OTHER COMMUNITY SERVICES REVENUE	5,000	8,607		5,000	(3,607)	3,607	8,000	
7 Total	(238,000)	(211,135)		(233,000)	(21,865)	16,866	(217,000)	
7.1								
CEMETERY								
CEMETERY EXPENSE	(155,000)	(155,070)		(155,000)	70	(71)	(156,000)	
CEMETERY REVENUE	135,000	115,277		135,000	19,723	(19,723)	115,000	
7.1 Total	(20,000)	(39,793)		(20,000)	19,793	(19,794)	(41,000)	
9								
HOUSING								
HOUSING EXPENSE	(92,000)	(73,776)		(92,000)	(18,224)	18,226	(72,000)	
HOUSING REVENUE	43,000	44,440		43,000	(1,440)	1,440	44,000	
9 Total	(49,000)	(29,336)		(49,000)	(19,664)	19,666	(28,000)	
10								
BUILDING AND PLANNING								
BUILDING AND PLANNING EXPENSE	(824,000)	(530,524)		(824,000)	(293,476)	293,475	(531,000)	
BUILDING AND PLANNING REVENUE	332,000	449,086		332,000	(117,086)	117,085	449,000	
10 Total	(492,000)	(81,439)		(492,000)	(410,561)	410,560	(82,000)	
10								
BIOSECURITY								
BIOSECURITY EXPENSE	(436,000)	(480,382)		(424,000)	56,382	(56,381)	(479,000)	
BIOSECURITY REVENUE	93,000	109,128		93,000	(16,128)	16,128	108,000	
10.1 Total	(343,000)	(371,254)		(331,000)	40,254	(40,253)	(371,000)	
11								
DOMESTIC WASTE MANAGEMENT								
DOMESTIC WASTE MANAGEMENT EXPENSE	(2,130,000)	(1,895,404)		(2,130,000)	(234,596)	145,944	(1,984,000)	(10,0
DOMESTIC WASTE MANAGEMENT REVENUE	2,130,000	1,870,055		2,130,000	259,945	(145,944)	1,984,000	
11 Total	-	(25,349)		-	25,349	-	-	(10,0

	REVISED MAR 21- 22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21- 22 BUDGET	CARRY FORWA JUN 22
FUN								
AND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,4
0								
13								
STORMWATER DRAINAGE								
STORMWATER DRAINAGE EXPENSE	(1,566,000)	(656,612)		(1,390,000)	(733,388)	733,389	(657,000)	(358,9
STORMWATER DRAINAGE REVENUE	180,000	184,372		180,000	(4,372)	4,373	184,000	
13 Total	(1,386,000)	(472,239)		(1,210,000)	(737,761)	737,762	(473,000)	(358,9
14								
ENVIRONMENTAL PROTECTION								
ENVIRONMENTAL PROTECTION EXPENSE	(515,000)	(91,679)		(515,000)	(423,321)	383,321	(132,000)	(360,9
ENVIRONMENTAL PROTECTION REVENUE	247,000	33,673		247,000	213,327	(213,327)	34,000	23,3
14 Total	(268,000)	(58,006)		(268,000)	(209,994)	169,994	(98,000)	(337,6
15								
WATER SUPPLIES								
WATER SUPPLIES EXPENSE	(7,743,000)	(5,785,662)		(7,743,000)	(1,957,338)	2,759,351	(4,987,000)	(879,7
WATER SUPPLIES REVENUE	7,743,000	4,099,252		7,743,000	3,643,748	(2,754,747)	4,987,000	3,100,0
15 Total	-	(1,686,410)		-	1,686,410	4,604	-	2,220,2
16								
SEWERAGE SERVICES								
SEWERAGE SERVICES EXPENSE	(3,108,000)	(2,714,868)		(3,108,000)	(393,132)	13,682	(3,096,000)	(280,2
SEWERAGE SERVICES REVENUE	3,108,000	2,380,264		3,108,000	727,736	(11,682)	3,096,000	22,6
16 Total	-	(334,605)		-	334,605	2,000	-	(257,6
17								
PUBLIC LIBRARIES								
PUBLIC LIBRARIES EXPENSE	(734,000)	(648,329)		(734,000)	(85,671)	85,673	(652,000)	
PUBLIC LIBRARIES REVENUE	95,000	98,510		95,000	(3,510)	3,509	100,000	
17 Total	(639,000)	(549,819)		(639,000)	(89,181)	89,182	(552,000)	
18								
COMMUNITY AMENITIES								
COMMUNITY AMENITIES EXPENSE	(1,071,000)	(901,138)		(718,000)	183,138	(121,395)	(838,000)	
COMMUNITY AMENITIES REVENUE	342,000	124,463		342,000	217,537	(217,537)	125,000	97,5
18 Total	(729,000)	(776,675)		(376,000)	400,675	(338,932)	(713,000)	97,5
19								
RECREATION								

	REVISED MAR 21- 22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21- 22 BUDGET	CARRY FORWA JUN 22
FUN								
AND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,4
0								
RECREATION REVENUE	2,621,000	1,028,416		2,621,000	1,592,584	(1,592,585)	1,029,000	1,101,7
19 Total	(1,535,000)	(1,587,878)		(1,130,000)	457,878	(470,878)	(1,601,000)	1,101,7
19								
SWIMMING POOL								
SWIMMING POOL EXPENSE	(432,000)	(386,340)		(432,000)	(45,660)	45,659	(387,000)	
SWIMMING POOL REVENUE	85,000	86,604		85,000	(1,604)	1,604	86,000	
19.1 Total	(347,000)	(299,736)		(347,000)	(47,264)	47,263	(301,000)	
20								
QUARRIES & PITS								
QUARRIES & PITS EXPENSE	(47,000)	(25,213)		(47,000)	(21,787)	21,787	(25,000)	
QUARRIES & PITS REVENUE	47,000	-		47,000	47,000	(21,787)	25,000	
20 Total	-	(25,213)		-	25,213	-	-	
21								
SHIRE ROADS								
SHIRE ROADS EXPENSE	(13,702,000)	(9,862,185)		(13,864,000)	(4,001,815)	3,819,399	(10,044,000)	(3,124,8
SHIRE ROADS REVENUE	5,158,000	3,826,431		5,180,000	1,353,569	(1,353,569)	3,828,000	404,6
21 Total	(8,544,000)	(6,035,753)		(8,684,000)	(2,648,247)	2,465,830	(6,216,000)	(2,720,1
22								
AERODROMES								
AERODROMES EXPENSE	(542,000)	(498,006)		(542,000)	(43,994)	43,995	(497,000)	
AERODROMES REVENUE	364,000	242,849		364,000	121,151	(3,151)	361,000	
22 Total	(178,000)	(255,157)		(178,000)	77,157	40,844	(136,000)	
22								
CAR PARKING								
CAR PARKING EXPENSE	(676,000)	(652,309)		(676,000)	(23,691)	23,691	(652,000)	
CAR PARKING REVENUE	245,000	-		245,000	245,000	(245,000)	-	145,0
22.1 Total	(431,000)	(652,309)		(431,000)	221,309	(221,309)	(652,000)	145,0
23								
RMS								
RMS EXPENSE	(1,215,000)	(1,218,177)		(1,215,000)	3,177	(1,178)	(1,217,000)	
RMS REVENUE	1,215,000	1,199,943		1,215,000	15,057	2,432	1,217,000	

	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWA JUN 22
FUN								
AND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,4
0								
24								
CARAVAN PARKS								
CARAVAN PARKS EXPENSE	(38,000)	(24,587)		(38,000)	(13,413)	13,412	(25,000)	
CARAVAN PARKS REVENUE	35,000	32,853		35,000	2,147	(2,147)	33,000	
24 Total	(3,000)	8,266		(3,000)	(11,266)	11,265	8,000	
25								
TOURISM & AREA PROMOTION								
TOURISM & AREA PROMOTION EXPENSE	(232,000)	(223,424)		(232,000)	(8,576)	8,576	(224,000)	
TOURISM & AREA PROMOTION REVENUE	15,000	269,582		15,000	(254,582)	254,581	269,000	
25 Total	(217,000)	46,158		(217,000)	(263,158)	263,157	45,000	
26								
BUSINESS DEVELOPMENT								
BUSINESS DEVELOPMENT EXPENSE	(530,000)	(465,953)		(530,000)	(64,047)	64,048	(465,000)	
BUSINESS DEVELOPMENT REVENUE	124,000	68,492		124,000	55,508	(55,508)	69,000	23,9
26 Total	(406,000)	(397,460)		(406,000)	(8,540)	8,540	(396,000)	23,9
26								
BENDIGO BANK								
BENDIGO BANK EXPENSE	(54,000)	(21,156)		(54,000)	(32,844)	32,844	(21,000)	
BENDIGO BANK REVENUE	102,000	-		102,000	102,000	(102,000)	-	
26.1 Total	48,000	(21,156)		48,000	69,156	(69,156)	(21,000)	
27								
SALEYARDS								
SALEYARDS EXPENSE	(1,102,000)	(309,960)		(1,102,000)	(792,040)	792,040	(310,000)	
SALEYARDS REVENUE	388,000	112,600		388,000	275,400	(179,400)	209,000	169,4
27 Total	(714,000)	(197,360)		(714,000)	(516,640)	612,640	(101,000)	169,4
28								
REAL ESTATE DEVELOPMENT								
REAL ESTATE DEVELOPMENT EXPENSE	(639,000)	(618,130)		(639,000)	(20,870)	20,871	(618,000)	
REAL ESTATE DEVELOPMENT REVENUE	727,000	178,551		727,000	548,449	1,550	729,000	
28 Total	88,000	(439,579)		88,000	527,579	22,421	111,000	
29								

	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWA JUN 22
FUN								
AND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,4
0								
PRIVATE WORKS EXPENSE	(55,000)	(39,747)		(2,000)	37,747	(37,747)	(40,000)	
PRIVATE WORKS REVENUE	64,000	39,122		64,000	24,878	(24,878)	39,000	
29 Total	9,000	(625)		62,000	62,625	(62,625)	(1,000)	
30								
RATE								
RATE REVENUE	5,480,000	5,259,240		5,480,000	220,760	(120,759)	5,360,000	
30 Total	5,480,000	5,259,240		5,480,000	220,760	(120,759)	5,360,000	
31								
FINANCIAL ASSISTANCE GRANT								
FINANCIAL ASSISTANCE GRANT	4,343,000	4,815,041		4,343,000	(472,041)	472,041	4,815,000	
31 Total	4,343,000	4,815,041		4,343,000	(472,041)	472,041	4,815,000	
32								
INTEREST ON INVESTMENTS								
INTEREST ON INVESTMENTS	113,000	155,738		113,000	(42,738)	42,738	155,000	
32 Total	113,000	155,738		113,000	(42,738)	42,738	155,000	
33								
DEPRECIATION CONTRA								
DEPRECIATION CONTRA	3,934,000	-		3,934,000	3,934,000	-	3,934,000	
33 Total	3,934,000	-		3,934,000	3,934,000	-	3,934,000	
34								
WORKING CAPITAL CONTRA								
WORKING CAPITAL CONTRA REVENUE	-	-		-	-	-	-	
34 Total	-	-		-	-	-	-	
99								
BALANCE BROUGHT FORWARD								
BALANCE BROUGHT FORWARD	6,107,000	-		6,107,000	6,107,000	-	-	
99 Total	6,107,000	-		6,107,000	6,107,000	-	-	
Ind Total	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,4



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,460
	0								
	GOVERNANCE								
	GOVERNANCE EXPENSE	(1,130,000)	(1,036,547)	-	(1,130,000)	(93,453)	93,454	(1,037,000)	
	1001-0315 MAYORAL VEHICLE EXPENSES	(22,000)	(7,235)		(22,000)	(14,765)	14,765	(7,000)	
	1001-0320 MAYORAL ALLOWANCE	(28,000)	(24,717)		(28,000)	(3,283)	3,283	(25,000)	
	1001-0325 COUNCILLORS ALLOWANCES	(100,000)	(87,513)		(100,000)	(12,487)	12,487	(88,000)	
	1001-0334 TELEPHONE - COUNCILLORS	(9,000)	(3,013)		(9,000)	(5,987)	5,987	(3,000)	
	1001-0335 COUNCILLORS EXPENSES	(53,000)	(49,814)		(53,000)	(3,186)	3,186	(50,000)	
	1001-0336 CIVIC FUNCTIONS / PRESENTATION	(8,000)	(30,905)	21,329	(8,000)	1,576	(1,576)	(10,000)	
	1001-0337 DONATIONS	(1,000)	(612)		(1,000)	(388)	388	(1,000)	
	1001-0338 ADMIN MANAGEMENT PLAN EXPENSES	(1,000)	(2,722)		(1,000)	1,722	(1,722)	(3,000)	
	1001-0340 INSURANCE - COUNCILLORS	(3,000)	(2,853)		(3,000)	(147)	147	(3,000)	
	1001-0344 MEMBERSHIP FEES	(2,000)	(563)		(2,000)	(1,438)	1,438	(1,000)	
	1001-0345 SUBSCRIPTION SHIRE ASSOCIATION	(28,000)	(31,360)		(28,000)	3,360	(3,360)	(31,000)	
	1001-0346 ADMIN AUDIT FEES	(99,000)	(71,890)		(99,000)	(27,110)	27,110	(72,000)	
	1001-0347 ELECTION EXPENSES	(134,000)	(97,012)		(134,000)	(36,988)	36,988	(97,000)	
	1001-0348 COMMUNITY STRATEGIC PLAN REVIEW	-	-		-	-	-	-	
	1001-0349 COMMUNITY REPORT	(3,000)	(1,475)		(3,000)	(1,526)	1,526	(1,000)	
	1001-0509 EQUIP/FURN - COUNCILLORS <= \$5,000	(21,000)	-	(21,329)	(21,000)	329	(329)	(21,000)	
	1002-0350 COMMUNITY WORKS - GENERAL	(10,000)	(8,588)		(10,000)	(1,412)	1,412	(9,000)	
	1002-0360 BGN COMBINED COMMUNITY GROUPS	(50,000)	(45,455)		(50,000)	(4,545)	4,545	(45,000)	
	1002-0370 COMMUNITY WORKS - AUST. DAY CO	(3,000)	(2,776)		(3,000)	(224)	224	(3,000)	
	1002-0375 AUSTRALIA DAY GRANT 2021 EXPEN	-	-		-	-	-	-	
	1002-0400 COMMUNITY GRANTS SCHEME	(4,000)	(771)		(4,000)	(3,229)	3,229	(1,000)	
	1005-0108 ADMIN SALARIES - GM SALARY PAC	(330,000)	(378,420)		(330,000)	48,420	(48,420)	(378,000)	
	1006-0107 ADMIN SALARIES - GM SUPPORT	(185,000)	(143,097)		(185,000)	(41,903)	41,903	(143,000)	
	1007-0118 ADMIN GM VEHICLE OPERATING EXP	(29,000)	(30,467)		(29,000)	1,467	(1,467)	(30,000)	
	1008-0124 MANAGEMENT TEAM PROGRAM	-	-		-	-	-	-	
	1008-0125 ADMIN CONFERENCES/SEMINARS	(3,000)	-		(3,000)	(3,000)	3,000	-	
	1008-0126 ADMIN GM TRAVEL EXPENSES	(4,000)	(15,290)		(4,000)	11,290	(11,290)	(15,000)	
	GOVERNANCE REVENUE	-	19,156	-	-	(19,156)	19,156	19,000	
	1100-1305 DONATIONS	-	-		-	-	-	-	
	1100-1350 OTHER REVENUES	-	19,156		-	(19,156)	19,156	19,000	
	1100-1950 AUSTRALIA DAY 2021 COVID SAFE GRANT	-	-		-	-	-	-	
	0 Total	(1,130,000)	(1,017,391)	-	(1,130,000)	(112,609)	112,610	(1,018,000)	
	1								
	CORPORATE SUPPORT								
	CORPORATE SUPPORT EXPENSE	(706,000)	(491,882)		(706,000)	(214,118)	181,216	(520,000)	
	1010-0101 ADMIN SALAIRES - PAYROLL	-	-		-	-	-	-	
	1010-0102 ADMIN SALARIES - ACCOUNTING	(414,000)	(423,746)		(414,000)	9,746	(9,746)	(424,000)	
	1010-0103 ADMIN SALARIES - HUMAN RESOURC	(73,000)	(77,691)		(73,000)	4,691	(4,691)	(78,000)	
	1010-0104 ADMIN SALARIES - REVENUE COLLE	(186,000)	(189,430)		(186,000)	3,430	(3,430)	(189,000)	
	1010-0105 ADMIN SALARIES - CUSTOMER SERV	(233,000)	(170,147)		(233,000)	(62,853)	62,853	(170,000)	
	1010-0107 ADMIN SALARIES - COMMUNICATION	(75,000)	(93,276)		(75,000)	18,276	(18,276)	(93,000)	
	1010-0108 ADMIN SALARIES - RECREATION OFFICER	(61,000)	(34,713)		(61,000)	(26,287)	26,287	(35,000)	
	1010-0109 ADMIN SALARIES - DCS SALARY PA	(187,000)	(227,288)		(187,000)	40,288	(40,288)	(227,000)	
	1010-0110 ADMIN SALARIES - RECORDS OFFICER	(30,000)	(29,138)		(30,000)	(862)	862	(29,000)	
	1010-0119 ADMIN DCS VEHICLE OPERATING EX	(22,000)	(22,193)		(22,000)	193	(193)	(22,000)	
	1010-0120 ADMIN STAFF TRAINING	(44,000)	(41,600)		(44,000)	(2,400)	2,400	(42,000)	
	1010-0121 CORP SERVICES - CONSULTANCY	(50,000)	(41,305)		(50,000)	(8,695)	8,695	(41,000)	
	1010-0130 ADMIN FRINGE BENEFITS TAX	-	-		-	-	-	-	
	1010-0135 ADMIN JC TAX FBT ACCOUNT	(13,000)	(6,300)		(13,000)	(6,700)	6,700	(6,000)	
	1010-0140 ADMIN STAFF UNIFORM ALLOWANCE	(8,000)	(4,855)		(8,000)	(3,145)	3,145	(5,000)	
	1010-0144 ADMIN ADVERTS	(21,000)	(20,465)		(21,000)	(535)	535	(20,000)	
	1010-0146 ADMIN NEWSLETTER ADVERTS	(34,000)	(30,423)		(34,000)	(3,577)	3,577	(30,000)	



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
0									
	1010-0155 ADMIN WRITE OFF BAD DEBTS	(6,000)	-	-	(6,000)	(6,000)	6,000	-	
	1010-0160 ADMIN BANK & GOVT CHARGES	-	-	-	-	-	-	-	
	1010-0162 BANK FEES - GST INCLUSIVE	(43,000)	(53,699)	-	(43,000)	10,699	(10,699)	(54,000)	
	1010-0163 BANK FEES - GST FREE	-	(221)	-	-	221	(221)	-	
	1010-0165 ADMIN OFFICE CLEANING	(46,000)	(44,817)	-	(46,000)	(1,183)	1,183	(45,000)	
	1010-0180 ADVERSE EVENTS PLAN DC2	-	-	-	-	-	-	-	
	1010-0185 LESS: CHARGED TO OTHER FUNDS	300,000	300,000	-	300,000	-	-	300,000	
	1010-0190 ADMIN ELECTRICITY	(21,000)	(15,224)	-	(21,000)	(5,776)	5,776	(15,000)	
	1010-0194 ADMIN INSUR - PUBLIC LIABILITY	(168,000)	(168,367)	-	(168,000)	367	(267)	(168,000)	
	1010-0195 ADMIN INSUR - OTHER	(51,000)	(50,411)	-	(51,000)	(589)	589	(50,000)	
	1010-0197 ADMIN RISK MANAGEMENT SIGNAGE	(2,000)	(1,436)	-	(2,000)	(564)	564	(1,000)	
	1010-0198 ADMIN RISK MANAGEMENT OP EXP	(8,000)	(7,238)	-	(8,000)	(762)	762	(7,000)	
	1010-0199 ADMIN RISK MANAGEMENT	(20,000)	(11,500)	-	(20,000)	(8,500)	8,500	(12,000)	
	1010-0200 ADMIN LEGAL EXPENSES INCL. GST	(50,000)	(56,832)	-	(50,000)	6,832	(6,832)	(57,000)	
	1010-0202 ADMIN LEGAL EXPEN - DEBT/COLL	(65,000)	(25,115)	-	(65,000)	(39,885)	39,885	(25,000)	
	1010-0205 ADMIN POSTAGE	(31,000)	(35,796)	-	(31,000)	4,796	(4,796)	(36,000)	
	1010-0206 CHARGE FOR INTERNET RATES PAYM	-	-	-	-	-	-	-	
	1010-0207 ADMIN LEGAL EXPENSES-GST FREE	(7,000)	(9,055)	-	(7,000)	2,055	(2,055)	(9,000)	
	1010-0210 ADMIN PRINTING/STATIONERY	(44,000)	(32,373)	-	(44,000)	(11,627)	11,627	(32,000)	
	1010-0215 ADMIN TELEPHONE	(17,000)	(12,477)	-	(17,000)	(4,523)	4,523	(12,000)	
	1010-0220 ADMIN VALUATION FEES	(44,000)	(40,416)	-	(44,000)	(3,584)	3,584	(40,000)	
	1010-0225 ADMIN SUBSCRIPTIONS	(10,000)	(8,378)	-	(10,000)	(1,622)	1,622	(8,000)	
	1010-0230 ADMIN OFFICE BLDG MTCE	(13,000)	(14,697)	-	(13,000)	1,697	(1,697)	(15,000)	
	1010-0245 ADMIN OFFICE GROUNDS MTCE	(9,000)	(9,921)	-	(9,000)	921	(921)	(10,000)	
	1010-0250 ADMIN OFFICE EQUIPMENT MTCE	(59,000)	(56,735)	-	(59,000)	(2,265)	2,265	(57,000)	
	1010-0265 ADMIN SUNDRY OPERATING EXPENSE	(20,000)	(17,188)	-	(20,000)	(2,812)	2,812	(17,000)	
	1010-0266 ADMIN CHRISTMAS PARTY EXPENSE	(7,000)	(3,459)	-	(7,000)	(3,541)	3,541	(3,000)	
	1010-0270 ASSET REVALUATION EXPENSE	(35,000)	(33,464)	-	(35,000)	(1,536)	1,536	(33,000)	
	1010-0280 CROWN LANDS MANGEMENT EXP	-	-	-	-	-	-	-	
	1010-0290 RAMJO JOINT PROJECTS CONTRIBUT	-	-	-	-	-	-	-	
	1010-0297 CORP SERVICES ADMIN CHARGES	(527,000)	(527,000)	-	(527,000)	-	-	(527,000)	
	1010-0298 LESS: RENTAL CONTRIBUTIONS	120,000	120,000	-	120,000	-	-	120,000	
	1010-0299 LESS: CHARGED TO OTHER FUNDS	1,841,000	1,841,000	-	1,841,000	-	-	1,841,000	
	1010-0300 ADEC DIGITAL SCANNING	-	-	-	-	-	(33,000)	(33,000)	
	1010-0500 CORPORATE SERVICES EQUIPMENT	(15,000)	(5,068)	-	(15,000)	(9,932)	9,932	(5,000)	
	1010-0504 EQUIP/FURN - CORP. SERVICES <=	(5,000)	-	-	(5,000)	(5,000)	5,000	-	
	1010-0505 SERVER UPGRADE	(41,000)	-	-	(41,000)	(41,000)	41,000	-	
	1010-0509 UPGRADE TELEPHONE SYSTEM	-	-	-	-	-	-	-	
	1010-0510 COUNCIL ELECTRICITY PROJECTS	(50,000)	-	-	(50,000)	(50,000)	50,000	-	
	1200-2027 RISK MANAGEMENT TRANSFER TO RESERVE	-	-	-	-	-	-	-	
	1200-2502 CORP SERVICES OFFICE EQUIPMENT DEPCN	(51,000)	(51,000)	-	(51,000)	-	-	(51,000)	
	1200-2504 CORP SERVICES OFFICE DEPCN	(43,000)	(43,000)	-	(43,000)	-	-	(43,000)	
	SHIREOFFICECAPEXP SHIRE OFFICE CAPITAL EXPENDITURE	-	-	-	-	-	-	-	
	CORPORATE SUPPORT REVENUE	309,000	269,976		309,000	39,024	(39,024)	270,000	
	1200-1500 CORP SUPPORT SUNDRY REVENUE	20,000	21,020	-	20,000	(1,020)	1,020	21,000	
	1200-1600 REVENUE - GIPA	-	105	-	-	(105)	105	-	
	1200-1670 INSURANCE REBATE	15,000	-	-	15,000	15,000	(15,000)	-	
	1200-1680 WORKCOVER INCENTIVE PAYMENTS	-	-	-	-	-	-	-	
	1200-1814 RATES CERTIFICATE S603 - GST FREE	35,000	34,855	-	35,000	145	(145)	35,000	
	1200-1815 URGENT RATE S603 CERT INCL GST	1,000	781	-	1,000	219	(219)	1,000	
	1200-1829 RECOVER BANK CHARGES - DISHONOUR FEES	-	136	-	-	(136)	136	-	
	1200-1830 RECOVER BANK CHARGES - BANK ERROR	-	-	-	-	-	-	-	
	1200-1870 LEGAL COSTS RECOVERED	55,000	23,158	-	55,000	31,842	(31,842)	23,000	
	1200-1927 RISK MANAGEMENT TRANSFER FROM RESERVE	-	-	-	-	-	-	-	
	1200-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	27,000	22,997	-	27,000	4,003	(4,003)	23,000	
	1200-1951 CROWN LANDS MANAGEMENT GRANT	66,000	-	-	66,000	66,000	(66,000)	-	



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
0									
	1200-1953 COVID 19 ASSISTANCE GRANT	90,000	90,000		90,000	-	-	90,000	
	1200-1954 OLG Grant - ESPL Funding	-	76,925		-	(76,925)	76,925	77,000	
	1500-1001 CENTS ROUNDING	-	(1)		-	1	(1)	-	
	9500-1844 INTEREST - O/S DEBTORS GST FREE	-	-		-	-	-	-	
	SHIREOFFICECAPINC SHIRE OFFICE CAPITAL INCOME	-	-		-	-	-	-	
1	Total	(397,000)	(221,906)		(397,000)	(175,094)	142,192	(250,000)	
2									
	TECHNICAL SERVICES								
	TECHNICAL SERVICES EXPENSE	(951,000)	(663,229)		(951,000)	(287,771)	287,771	(663,000)	
	1011-0103 TECH SERVICES SALARIES - WORK	(189,000)	(109,524)		(189,000)	(79,476)	79,476	(110,000)	
	1011-0104 TECH SERVICES SALARIES - ENV.S	(140,000)	(125,980)		(140,000)	(14,020)	14,020	(126,000)	
	1011-0105 TECH SERVICES SALARIES - EXE.	(449,000)	(528,151)		(449,000)	79,151	(79,151)	(528,000)	
	1011-0106 TECH SERVICES SALARIES - PROJECT MGR	(164,000)	(148,430)		(164,000)	(15,570)	15,570	(148,000)	
	1011-0107 TECH SERVICES SALARIES - AOM	(161,000)	(5,389)		(161,000)	(155,611)	155,611	(5,000)	
	1011-0109 TECH SERVICES SALARIES - DTS S	(235,000)	(228,541)		(235,000)	(6,459)	6,459	(229,000)	
	1011-0113 TECH SERVICE AOM VEHICLE OP EX	(28,000)	-		(28,000)	(28,000)	28,000	-	
	1011-0114 TECH SERVICE ENV VEHICLE OP EX	(22,000)	(17,014)		(22,000)	(4,986)	4,986	(17,000)	
	1011-0115 TECH SERVICE EXE VEHICLE OP EX	(33,000)	(36,412)		(33,000)	3,412	(3,412)	(36,000)	
	1011-0116 TECH SERVICES PROJECT MGR VEHICLE OP EX	(28,000)	(23,317)		(28,000)	(4,683)	4,683	(23,000)	
	1011-0119 TECH SERVICE DTS VEHICLE OP EX	(28,000)	(18,865)		(28,000)	(9,135)	9,135	(19,000)	
	1011-0120 LESS: CHARGED TO OTHER FUNDS/S	1,168,000	1,168,000		1,168,000	-	-	1,168,000	
	1011-0125 TECH SERVICES ADMIN CHARGES	(158,000)	(158,000)		(158,000)	-	-	(158,000)	
	1011-0135 TECH SERVICES STAFF TRAINING	(42,000)	(39,144)		(42,000)	(2,856)	2,856	(39,000)	
	1011-0137 STAFF RELOCATION EXPENSES	-	-		-	-	-	-	
	1011-0140 TECH SERVICES CONFERENCES/SEMI	-	-		-	-	-	-	
	1011-0141 TECH SERVICES - INSURANCE	(4,000)	(3,802)		(4,000)	(198)	198	(4,000)	
	1011-0142 TECH SERVICES EXP -ADVERTISING	(27,000)	(24,868)		(27,000)	(2,132)	2,132	(25,000)	
	1011-0143 TECH SERVICES TELEPHONE	(14,000)	(14,740)		(14,000)	740	(740)	(15,000)	
	1011-0145 TECH SERVICES OFFICE EXPENSES	(25,000)	(24,471)		(25,000)	(529)	529	(24,000)	
	1011-0146 TECH SERVICES - CONSULTANCY	(161,000)	(138,590)		(161,000)	(22,410)	22,410	(139,000)	
	1011-0147 TECH SERV EQUIPMENT MTCE	(3,000)	(1,243)		(3,000)	(1,757)	1,757	(1,000)	
	1011-0152 WORK HEALTH & SAFETY E	(17,000)	(8,635)		(17,000)	(8,365)	8,365	(9,000)	
	1011-0160 DEPOT OPERATIONAL EXPENSES	(25,000)	(25,785)		(25,000)	785	(785)	(26,000)	
	1011-0161 DEPOT OP. EXPENSES- INSURANCE	(4,000)	(3,093)		(4,000)	(907)	907	(3,000)	
	1011-0162 DEPOT OP. EXPENSES-ELECTRICITY	(17,000)	(8,994)		(17,000)	(8,006)	8,006	(9,000)	
	1011-0163 DEPOT OP. EXPENSES - TELEPHONE	(1,000)	(121)		(1,000)	(879)	879	-	
	1011-0165 DEPOT BLDG MTCE	(5,000)	(4,668)		(5,000)	(332)	332	(5,000)	
	1011-0170 DEPOT GROUNDS MTCE	(13,000)	(18,453)		(13,000)	5,453	(5,453)	(18,000)	
	1011-0171 DEPOT AMENITIES CLEANING	(10,000)	(6,454)		(10,000)	(3,546)	3,546	(6,000)	
	1011-0504 EQUIP/FURN - TECH. SERVICES <=	(1,000)	-		(1,000)	(1,000)	1,000	-	
	1011-0505 EQUIP/FURN - TECH. SERVICES >=	(9,000)	(2,600)		(9,000)	(6,400)	6,400	(3,000)	
	1011-0525 LAND & BUILD DEPOT - BERRIGAN	-	-		-	-	-	-	
	1011-0535 LAND & BUILD DEPOT - FINLEY	-	-		-	-	-	-	
	1011-0600 BGN DEPOT NEW EMULSION TANK	(71,000)	(70,945)		(71,000)	(55)	55	(71,000)	
	1300-2502 TECH SERVICES OFFICE EQUIPMENT DEPCN	(6,000)	(6,000)		(6,000)	-	-	(6,000)	
	1310-2502 DEPOT EQUIPMENT DEPCN	(1,000)	(1,000)		(1,000)	-	-	(1,000)	
	1310-2504 DEPOT DEPCN	(28,000)	(28,000)		(28,000)	-	-	(28,000)	
	DEPOTCAPEXP DEPOT CAPITAL EXPENDITURE	-	-		-	-	-	-	
	TECHNICAL SERVICES REVENUE	40,000	40,806		40,000	(806)	806	42,000	
	1300-1500 TECH SERV SUNDRY INCOME - INCL GST	1,000	682		1,000	318	(318)	1,000	
	1300-1502 OHS INCENTIVE PAYMENT	-	-		-	-	-	-	
	1300-1550 WAGE REIMBURSEMENT TECH SERV	-	-		-	-	-	-	
	1300-1800 ROAD OPENING PERMIT FEES	6,000	7,594		6,000	(1,594)	1,594	8,000	
	1300-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	33,000	32,530		33,000	470	(470)	33,000	

FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
	0								
	2 Total	(911,000)	(622,423)		(911,000)	(288,577)	288,577	(621,000)	
	3								
	PLANT SERVICES								
	PLANT SERVICES EXPENSE	(1,272,000)	(787,083)		(1,272,000)	(484,917)	484,917	(1,109,000)	
	1011-0240 PLANT SERVICES ADMIN CHARGES	(71,000)	(71,000)		(71,000)	-	-	(71,000)	
	1011-0515 MOTOR VEHICLE PURCHASES	(320,000)	-		(320,000)	(320,000)	320,000	-	
	1011-0545 PUBLIC WORKS PLANT PURCHASE	(616,000)	(341,658)		(616,000)	(274,342)	274,342	(342,000)	
	1011-0546 PUBLIC WORKS UTILITY PURCHASE	(154,000)	(154,088)		(154,000)	88	(88)	(154,000)	
	1011-0550 PURCHASE MINOR PLANT	(33,000)	(45,778)		(33,000)	12,778	(12,778)	(46,000)	
	1015-0000 PLANT EXPENSES	(1,196,000)	(1,245,452)		(1,196,000)	49,452	(49,452)	(1,245,000)	
	1020-0100 PLANT WORKSHOP EXPENSES	(57,000)	(51,118)		(57,000)	(5,882)	5,882	(51,000)	
	1020-0101 PLANT WORKSHOP EXP - TELEPHONE	(1,000)	(833)		(1,000)	(167)	167	(1,000)	
	1020-0103 PLANT WORKSHOP EXP - VEHICLE	(24,000)	(1,420)		(24,000)	(22,580)	22,580	(1,000)	
	1020-0104 PLANT WORKSHOP E-TAG CLEARING	(1,000)	(302)		(1,000)	(698)	698	-	
	1020-0500 UPGRADE WORKSHOP EQUIPMENT	-	-		-	-	-	-	
	1025-0150 PLANT INSURANCE PREMIUMS	(3,000)	(2,807)		(3,000)	(193)	193	(3,000)	
	1030-0160 MINOR PLANT OPERATING EXPENSES	(25,000)	(31,059)		(25,000)	6,059	(6,059)	(31,000)	
	1035-0170 TOOLS PURCHASES	(7,000)	(6,609)		(7,000)	(391)	391	(7,000)	
	1320-2010 PLANT HIRE INCOME COUNCIL WORKS	2,285,000	2,214,042		2,285,000	70,959	(70,959)	2,214,000	
	1320-2026 PLANT SERVICES TRANSFER TO RESERVE	(257,000)	(257,000)		(257,000)	-	-	(579,000)	
	1320-2500 PLANT DEPCN	(511,000)	(511,000)		(511,000)	-	-	(511,000)	
	1320-2550 DEPRECIATION - MOTOR VEHICLES	(281,000)	(281,000)		(281,000)	-	-	(281,000)	
	PLANT SERVICES REVENUE	1,272,000	317,474		1,272,000	954,526	(162,526)	1,109,000	
	1320-1200 GAIN ON DISPOSAL - PLANT & EQUIPMENT	-	-		-	-	-	-	
	1320-1201 GAIN ON DISPOSAL - MOTOR VEHICLE	-	-		-	-	-	-	
	1320-1202 MOTOR VEHICLE DISPOSAL	130,000	-		130,000	130,000	(130,000)	-	
	1320-1203 PUBLIC MOTOR VEHICLE DISPOSAL	190,000	-		190,000	190,000	(190,000)	-	
	1320-1204 PUBLIC WORKS UTILITY DISPOSAL	39,000	-		39,000	39,000	(39,000)	-	
	1320-1205 ASSET TRADE-IN CLEARING ACCOUNT	-	190,225		-	(190,225)	190,225	190,000	
	1320-1210 MINOR ASSET SALES CLEARING	-	-		-	-	-	-	
	1320-1500 PLANT SERVICES SUNDRY INCOME	-	1,435		-	(1,435)	1,435	1,000	
	1320-1823 STAFF PRIVATE USE CAR HIRE	51,000	53,954		51,000	(2,954)	2,954	54,000	
	1320-1825 STAFF PRIVATE USE FUEL CHARGES	10,000	6,714		10,000	3,286	(3,286)	7,000	
	1320-1856 PLANT REGO. & GREENSLIP REFUND	-	215		-	(215)	215	-	
	1320-1857 PLANT INSURANCE CLAIM REFUND	-	3,412		-	(3,412)	3,412	3,000	
	1320-1926 PLANT REPLACE TRANSFER FROM RESERVE	-	-		-	-	-	-	
	1320-1950 PLANT FUEL TAX CREDIT SCHEME	60,000	61,519		60,000	(1,519)	1,519	62,000	
	1320-4010-0000 PLANT DEPCN CONTRA	792,000	-		792,000	792,000	-	792,000	
	3 Total	-	(469,610)		-	469,610	322,391	-	
	4								
	OVERHEAD								
	OVERHEAD EXPENSE	(186,000)	(3,359,131)		(186,000)	3,173,131	(44,133)	(230,000)	
	1050-0010 WAGES SALARY POLICY SYSTEM BAC	-	(30)		-	30	(30)	-	
	1050-0020 WAGES PERFORMANCE BONUS PAYMEN	(81,000)	(80,429)		(81,000)	(571)	571	(80,000)	
	1050-0040 ANNUAL LEAVE - WORKS / WAGES	(400,000)	(476,625)		(400,000)	76,625	(76,625)	(477,000)	
	1050-0060 PUBLIC HOLIDAY - WORKS / WAGES	(82,000)	(134,175)		(82,000)	52,175	(52,175)	(134,000)	
	1050-0080 LONG SERVICE LEAVE - WAGES	(500,000)	(546,259)		(500,000)	46,259	(46,259)	(546,000)	
	1050-0100 SICK LEAVE - WORKS / WAGES	(116,000)	(119,966)		(116,000)	3,966	(3,966)	(120,000)	
	1050-0115 RDO - PAYROLL SUSPENSE	(35,000)	(36,451)		(35,000)	1,451	(1,451)	(36,000)	
	1050-0120 BEREAVEMENT LEAVE - WAGES	(6,000)	(5,578)		(6,000)	(422)	422	(6,000)	
	1050-0140 MATERNITY LEAVE - WAGES	-	-		-	-	-	-	
	1050-0145 PAID PARENTAL LEAVE SCHEME	-	-		-	-	-	-	



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
0									
	1050-0155 SUSPENSION WITH PAY	-	-	-	-	-	-	-	-
	1050-0160 WAGES PAID SPECIAL LEAVE	(12,000)	(12,229)	-	(12,000)	229	(229)	(12,000)	-
	1050-0170 RURAL FIRE SERVICE LVE - WAGES	-	-	-	-	-	-	-	-
	1050-0180 WAGES ACCIDENT PAY TO EMPLOYEE	(100,000)	(95,725)	-	(100,000)	(4,275)	4,275	(96,000)	-
	1050-0220 WAGES MEDICAL EXPENSES	(2,000)	(2,066)	-	(2,000)	66	(66)	(2,000)	-
	1050-0320 WAGES SUPERANNUATION - LG RET	(39,000)	(69,595)	-	(39,000)	30,595	(30,595)	(70,000)	-
	1050-0340 WAGES SUPERANNUATION - LG ACC	(617,000)	(626,697)	-	(617,000)	9,697	(9,697)	(627,000)	-
	1050-0380 WAGES WORKER COMPENSAT INSUR -	(398,000)	(310,842)	-	(398,000)	(87,158)	87,158	(311,000)	-
	1050-0400 WAGES IN LIEU OF NOTICE	-	(5,798)	-	-	5,798	(5,798)	(6,000)	-
	1050-0440 WAGES PROTECTIVE/SAFETY CLOTHI	(30,000)	(25,914)	-	(30,000)	(4,086)	4,086	(26,000)	-
	1050-0720 WAGES OTHER TRAINING EXPENSES	-	-	-	-	-	-	-	-
	1050-0730 WAGES OCCUPATIONAL HEALTH & SA	(3,000)	(3,737)	-	(3,000)	737	(737)	(4,000)	-
	1050-0750 EAP CONSULTATION EXPENSE	-	-	-	-	-	-	-	-
	1050-0770 WAGES STAFF TRAINING - GENERAL	(28,000)	(30,758)	-	(28,000)	2,758	(2,758)	(31,000)	-
	1050-0790 WORKPLACE INVESTIGATION	(8,000)	(8,441)	-	(8,000)	441	(441)	(8,000)	-
	1055-0030 STORES OPERATING COSTS	(73,000)	(60,261)	-	(73,000)	(12,739)	12,739	(60,000)	-
	1055-0040 STOCK FREIGHT ONCOST EXPENSE	(11,000)	(2,261)	-	(11,000)	(8,739)	8,739	(2,000)	-
	1055-0050 UNALLOCATED STORE COST VARIATI	(25,000)	4,324	-	(25,000)	(29,324)	29,324	4,000	-
	1070-0040 ANNUAL LEAVE - ADMIN / STAFF	(256,000)	(287,036)	-	(256,000)	31,036	(31,036)	(287,000)	-
	1070-0060 PUBLIC HOLIDAY - ADMIN / STAFF	(100,000)	(136,956)	-	(100,000)	36,956	(36,956)	(137,000)	-
	1070-0080 LONG SERVICE LEAVE - STAFF	(108,000)	(102,059)	-	(108,000)	(5,941)	5,941	(102,000)	-
	1070-0100 SICK LEAVE - ADMIN / STAFF	(88,000)	(111,312)	-	(88,000)	23,312	(23,312)	(111,000)	-
	1070-0120 BEREAVEMENT LEAVE - STAFF	(2,000)	(10,337)	-	(2,000)	8,337	(8,337)	(10,000)	-
	1070-0140 MATERNITY LEAVE - Staff	(15,000)	(24,906)	-	(15,000)	9,906	(9,906)	(25,000)	-
	1070-0145 PAID PARENTAL LEAVE	-	-	-	-	-	-	-	-
	1070-0155 SUSPENSION WITH PAY	-	-	-	-	-	-	-	-
	1070-0160 STAFF PAID SPECIAL LEAVE	(12,000)	(11,962)	-	(12,000)	(38)	38	(12,000)	-
	1070-0180 STAFF ACCIDENT PAY TO EMPLOYEE	-	-	-	-	-	-	-	-
	1070-0220 STAFF MEDICAL EXPENSES	(1,000)	(1,986)	-	(1,000)	986	(986)	(2,000)	-
	1070-0320 STAFF SUPERANNUATION - LG RET	(23,000)	(22,905)	-	(23,000)	(95)	95	(23,000)	-
	1070-0340 STAFF SUPERANNUATION - LG ACC	-	-	-	-	-	-	-	-
	1070-0380 STAFF WORKER COMPENSAT INSUR -	-	-	-	-	-	-	-	-
	1070-0390 STAFF RELOCATION EXPENSES	-	-	-	-	-	-	-	-
	1400-2026 EMPLOYEE LEAVE TRANSFER TO RESERVE	-	-	-	-	-	-	-	-
	STAFFRECOVERY STAFF ONCOST OVERHEAD RECOVERY	1,373,000	-	-	1,373,000	1,373,000	72,000	1,445,000	-
	WAGESRECOVERY WAGES ONCOST OVERHEAD RECOVERY	1,612,000	-	-	1,612,000	1,612,000	72,000	1,684,000	-
	OVERHEAD REVENUE	186,000	129,673	-	186,000	56,327	43,672	230,000	-
	1400-1230 LSL CONTRIBUTIONS TRANSFERRED EMPS	-	-	-	-	-	-	-	-
	1400-1500 ACCIDENT PAY RECOUP	52,000	95,670	-	52,000	(43,670)	43,670	96,000	-
	1400-1510 WORKERS COMPENSATION INSURANCE REFUND	34,000	34,002	-	34,000	(2)	2	34,000	-
	1400-1550 ONCOSTS STAFF TRAINING REFUND	-	-	-	-	-	-	-	-
	1400-1600 SUPERANNUATION ACC SCHEME REFUND	-	-	-	-	-	-	-	-
	1400-1926 EMPLOYEE LEAVE TRANSFER FROM RESERVE	100,000	-	-	100,000	100,000	-	100,000	-
	1417-1500 PAID PARENTAL LEAVE REIMBURSEMENT	-	-	-	-	-	-	-	-
	1440-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	-	-	-	-	-	-	-	-
	1445-1920 STOCK FREIGHT ONCOST RECOVERY	-	-	-	-	-	-	-	-
	4 Total	-	(3,229,459)	-	-	3,229,459	(461)	-	-
5									
	EMERGENCY SERVICES								
	EMERGENCY SERVICES EXPENSE	(244,000)	(234,629)	-	(244,000)	(9,371)	8,372	(235,000)	-
	1110-0105 CONTRIBUTION NSW FIRE BRIGADE	(53,000)	(52,424)	-	(53,000)	(576)	576	(52,000)	-
	1110-0110 CONTRIBUTION RURAL FIRE FUND	(137,000)	(137,334)	-	(137,000)	334	(334)	(137,000)	-
	1110-0155 RURAL FIRE BRIGADES BLDG MTCE	(1,000)	-	-	(1,000)	(1,000)	1,000	-	-
	1110-0160 FIRE BRIGADE ADMIN CHARGES	(1,000)	-	-	(1,000)	(1,000)	-	(1,000)	-

FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
0									
	1110-0210 RFS STATION SHED MTCE	(7,000)	(6,573)		(7,000)	(427)	427	(7,000)	
	1110-0250 RFS VEHICLE INSURANCE	-	(1,074)		-	1,074	(1,074)	(1,000)	
	1110-0255 RFS SHEDS & OTHER INSURANCE	(5,000)	(4,999)		(5,000)	(1)	1	(5,000)	
	1114-0105 CONTRIBUTION NSW SES	(20,000)	(11,655)		(20,000)	(8,345)	8,345	(12,000)	
	1114-0110 SES OPERATING EXPENSES	(2,000)	(2,276)		(2,000)	276	(276)	(2,000)	
	1114-0112 SES OP. EXPENSES-ELECTRICITY	-	-		-	-	-	-	
	1114-0113 SES OPERATING EXP - TELEPHONE	(1,000)	(1,470)		(1,000)	470	(470)	(1,000)	
	1114-0114 SES OP. EXPENSES - INSURANCE	-	-		-	-	-	-	
	1114-0125 TOC SEARCH & RESCUE BLDG MTCE	(1,000)	(940)		(1,000)	(60)	60	(1,000)	
	2120-2504 RURAL FIRE BRIGADE BLDG DEPCN	(4,000)	(4,000)		(4,000)	-	-	(4,000)	
	2400-2504 SES DEPCN	(11,000)	(11,000)		(11,000)	-	-	(11,000)	
	EMERGENCY SERVICES REVENUE	75,000	59,400		75,000	15,600	(600)	74,000	
	2120-1950 RFS OPERATIONAL GRANT (B&C)	60,000	59,400		60,000	600	(600)	59,000	
	2120-4010-0000 FIRE PROTECTION DEPCN CONTRA	15,000	-		15,000	15,000	-	15,000	
	5 Total	(169,000)	(175,229)		(169,000)	6,229	7,772	(161,000)	
6									
	INFORMATION TECHNOLOGY								
	INFORMATION TECHNOLOGY EXPENSE	(484,000)	(440,828)		(484,000)	(43,172)	18,170	(465,000)	
	1010-0106 ADMIN SALARIES - INFO. TECHNOL	(146,000)	(91,953)		(146,000)	(54,047)	54,047	(92,000)	
	1010-0170 ADMIN COMPUTER MTCE	(58,000)	(55,837)		(58,000)	(2,163)	2,163	(56,000)	
	1010-0175 ADMIN SOFTWARE LICENCING	(234,000)	(273,402)		(234,000)	39,402	(39,402)	(273,000)	
	1010-0295 REDESIGN COUNCIL WEBSITE	-	-		-	-	(25,000)	(25,000)	
	1010-0296 WEB PAGE MAINTENANCE & TRAININ	(1,000)	(264)		(1,000)	(736)	735	-	
	1010-0501 CORP SERV ADMINISTRATION SOFTWARE UPGRADE	(25,000)	-		(25,000)	(25,000)	25,000	-	
	1010-0506 REPLACE ASSET SOFTWARE	-	-		-	-	-	-	
	1010-0507 DOCUMENT MANAGEMENT SOFTWARE	(8,000)	(8,495)		(8,000)	495	(495)	(8,000)	
	1200-2028 INFO TECH TRANSFER TO RESERVE	-	-		-	-	-	-	
	1710-0197 LIBRARY SOFTWARE OP COSTS	(12,000)	(10,878)		(12,000)	(1,122)	1,122	(11,000)	
	INFORMATION TECHNOLOGY REVENUE	150,000	-		150,000	150,000	58,000	208,000	
	1200-1928 INFO TECH TRANSFER FROM RESERVE	150,000	-		150,000	150,000	58,000	208,000	
	6 Total	(334,000)	(440,828)		(334,000)	106,828	76,170	(257,000)	
7									
	OTHER COMMUNITY SERVICES								
	OTHER COMMUNITY SERVICES EXPENSE	(243,000)	(219,742)		(238,000)	(18,258)	13,259	(225,000)	
	1313-0105 YOUTH WEEK GRANT & CONTRIBUTIO	-	(300)		-	300	(300)	-	
	1313-0111 SR SUICIDE PREVENTION GROUP	(1,000)	(337)		(1,000)	(663)	663	-	
	1313-0115 PORTSEA CAMP EXPENSES	(2,000)	(34)		(2,000)	(1,966)	1,966	-	
	1313-0120 COMMUNITY PLANNING - SALARY	(169,000)	(163,503)		(169,000)	(5,497)	5,497	(164,000)	
	1313-0121 COMMUNITY PLANNING ADVERTISING	(2,000)	-		(2,000)	(2,000)	2,000	-	
	1313-0122 COMMUNITY PLANNING - TRAINING	(2,000)	-		(2,000)	(2,000)	2,000	-	
	1313-0123 COMMUNITY PLANNING - VEHICLE EXPENSE	(22,000)	(21,741)		(22,000)	(259)	259	(22,000)	
	1313-0124 COMMUNITY PLANNING - TELEPHONE	(1,000)	(833)		(1,000)	(167)	167	(1,000)	
	1313-0125 COMMUNITY PLANNING - OP EXPENSES	(4,000)	(4,346)		(4,000)	346	(346)	(4,000)	
	1313-0131 YOUTH DEVELOPMENT	(3,000)	(5,177)		(3,000)	2,177	(2,177)	(5,000)	
	1313-0135 SUMMER BREAK GRANT EXPENSE	-	(5,000)		-	5,000	(5,000)	(5,000)	
	1313-0140 CHILDREN, YOUNG PEOPLE & FAMILIES STRATEGY IMPLEMENTATION	-	-		-	-	-	-	
	1421-0120 BERRIGAN CONSERVATION GROUP EX	(4,000)	(8,500)		(4,000)	4,500	(4,500)	(9,000)	
	1421-0130 FINLEY SECOND HAND SHOP	-	-		-	-	-	-	
	1715-0110 CHILDREN'S WEEK ACTIVITIES	-	-		-	-	-	-	
	1715-0113 MENS HEALTH WEEK	(1,000)	-		(1,000)	(1,000)	1,000	-	
	1715-0115 SOUTH WEST ARTS INC.	(9,000)	(9,265)		(9,000)	265	(265)	(9,000)	

FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
0									
	1715-0119 INTERNATIONAL WOMENS DAY	(3,000)	(136)		(3,000)	(2,864)	2,864	-	
	1715-0129 HERITAGE OFFICER - LOCAL HERITAGE INCENTIVE FUND	(5,000)	-		-	-	(5,000)	(5,000)	
	1715-0130 TOCUMWAL RAILWAY STATION LEASE	(1,000)	(569)		(1,000)	(431)	431	(1,000)	
	2015-0189 COBRAM & DIS FOODBANK DONATION	(10,000)	-		(10,000)	(10,000)	10,000	-	
	OTHER COMMUNITY SERVICES REVENUE	5,000	8,607		5,000	(3,607)	3,607	8,000	
	3100-1840 PORTSEA CAMP DEPOSITS	2,000	-		2,000	2,000	(2,000)	-	
	3100-1855 Youth Services Donations - GST Free	-	-		-	-	-	-	
	3100-1950 YOUTH WEEK GRANT REVENUE	2,000	3,313		2,000	(1,313)	1,313	3,000	
	3100-1951 SUMMER BREAK GRANT	-	5,294		-	(5,294)	5,294	5,000	
	6320-1500 HERITAGE FUND REVENUE	-	-		-	-	-	-	
	6320-1950 HERITAGE ADVISORY SERVICE GRANT	-	-		-	-	-	-	
	6320-1951 LOCAL HERITAGE FUND GRANT	-	-		-	-	-	-	
	6330-1600 INTERNATIONAL WOMENS DAY INCOME	1,000	-		1,000	1,000	(1,000)	-	
	6330-1951 INTERNATIONAL WOMENS DAY GRANT	-	-		-	-	-	-	
	7 Total	(238,000)	(211,135)		(233,000)	(21,865)	16,866	(217,000)	
7									
	CEMETERY								
	CEMETERY EXPENSE	(155,000)	(155,070)		(155,000)	70	(71)	(156,000)	
	1419-0106 CEMETERY OP. EXP - TELEPHONE	(1,000)	-		(1,000)	(1,000)	1,000	-	
	1419-0107 CEMETERY OP. EXPS - ELECTRICITY	(2,000)	(756)		(2,000)	(1,244)	1,244	(1,000)	
	1419-0108 CEMETERY OP EXP - INSURANCE	-	(184)		-	184	(184)	-	
	1419-0110 CEMETERY MAINTENANCE	(30,000)	(45,896)		(30,000)	15,896	(15,896)	(46,000)	
	1419-0111 CEMETERY TOILET MAINTENCE	(2,000)	(2,066)		(2,000)	66	(66)	(2,000)	
	1419-0112 CEMETERY BURIAL EXPENSES	(45,000)	(48,091)		(45,000)	3,091	(3,091)	(48,000)	
	1419-0113 CEMETERY - RESERVE PLOT STAKES	(2,000)	(1,510)		(2,000)	(490)	490	(2,000)	
	1419-0114 CEMETERY HONORARIUMS	(19,000)	(7,190)		(19,000)	(11,810)	11,810	(7,000)	
	1419-0116 CEMETERY PLAQUES	(40,000)	(37,639)		(40,000)	(2,361)	2,361	(38,000)	
	1419-0515 CEMETERY PLINTHS	(10,000)	(7,739)		(10,000)	(2,261)	2,261	(8,000)	
	3850-2026 CEMETERY TRANSFER TO RESERVE	-	-		-	-	-	-	
	3850-2500 CEMETERY LAND IMPROVEMENTS DEPCN	-	-		-	-	-	-	
	3850-2518 CEMETERY DEPCN	(4,000)	(4,000)		(4,000)	-	-	(4,000)	
	CEMETERY CAPEX CEMETERY CAPITAL EXPENDITURE	-	-		-	-	-	-	
	CEMETERY REVENUE	135,000	115,277		135,000	19,723	(19,723)	115,000	
	3850-1812 CEMETERY CHARGES - SHIRE INCLUDING G	125,000	102,270		125,000	22,730	(22,730)	102,000	
	3850-1813 Cemetery Charges - Shire GST Free	-	-		-	-	-	-	
	3850-1815 CEMETERY CHARGES - PLAQUES	9,000	11,598		9,000	(2,598)	2,598	12,000	
	3850-1816 CEMETERY CHARGES - MONUMENTS	-	109		-	(109)	109	-	
	3850-1817 CEMETERY SUNDRY INCOME	1,000	1,300		1,000	(300)	300	1,000	
	3850-1926 CEMETERY TRANSFER FROM RESERVE	-	-		-	-	-	-	
	7.1 Total	(20,000)	(39,793)		(20,000)	19,793	(19,794)	(41,000)	
9									
	HOUSING								
	HOUSING EXPENSE	(92,000)	(73,776)		(92,000)	(18,224)	18,226	(72,000)	
	1410-0120 COUNCIL RENTAL HOUSING EXPENSE	(48,000)	(26,263)		(48,000)	(21,737)	21,737	(26,000)	
	1410-0121 COUNCIL RENTAL BOND EXPENSE	(3,000)	(3,490)		(3,000)	490	(490)	(3,000)	
	1410-0125 HOUSING 27 DAVIS BLDG MTCE	(10,000)	(10,950)		(10,000)	950	(950)	(11,000)	
	1410-0126 HOUSING 27 DAVIS ST - RATES	(2,000)	(2,447)		(2,000)	447	(447)	(2,000)	
	1410-0127 HOUSING 27 DAVIS ST - INSURANCE	(1,000)	(1,410)		(1,000)	410	(410)	(1,000)	
	1410-0130 HOUSING GREENHILLS BLDG MTCE	(3,000)	(4,879)		(3,000)	1,879	(1,879)	(5,000)	
	1410-0131 HOUSING GREENHILLS - INSURANCE	(1,000)	(850)		(1,000)	(150)	150	(1,000)	
	1410-0132 HOUSING GREENHILLS - RATES	(1,000)	(328)		(1,000)	(672)	672	-	

FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
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	1410-0141 HOUSING 7 CARTER ST - RATES	(2,000)	(2,098)		(2,000)	98	(98)	(2,000)	
	1410-0147 HOUSING 7 CARTER ST - INSURANC	(1,000)	(1,330)		(1,000)	330	(330)	(1,000)	
	1410-0150 PROPERTY SERVICES ADMIN CHARGE	(8,000)	(8,000)		(8,000)	-	-	(8,000)	
	3550-2504 HOUSING DEPRECIATION	(10,000)	(10,000)		(10,000)	-	-	(10,000)	
	HOUSINGCAPEXP HOUSING CAPITAL EXPENDITURE	-	-		-	-	-	-	
	HOUSING REVENUE	43,000	44,440		43,000	(1,440)	1,440	44,000	
	3550-1200 HOUSING GAIN ON DISPOSAL	-	-		-	-	-	-	
	3550-1826 GENERAL - RENT ON COUNCIL HOUSES	43,000	44,440		43,000	(1,440)	1,440	44,000	
	3550-1827 HOUSING CAPITAL INCOME	-	-		-	-	-	-	
	HOUSINGCAPINC HOUSING CAPITAL INCOME	-	-		-	-	-	-	
9	Total	(49,000)	(29,336)		(49,000)	(19,664)	19,666	(28,000)	
#									
	BUILDING AND PLANNING								
	BUILDING AND PLANNING EXPENSE	(824,000)	(530,524)		(824,000)	(293,476)	293,475	(531,000)	
	1215-0105 CHILD HEALTH CTR BLDG MTCE	(1,000)	(1,109)		(1,000)	109	(109)	(1,000)	
	1215-0130 FIN SECONDHAND SHOP INSURANCE	(1,000)	(648)		(1,000)	(352)	352	(1,000)	
	1411-0110 ENV. SERV SALARIES & ALLOWANCE	(656,000)	(493,745)		(656,000)	(162,255)	162,255	(494,000)	
	1411-0120 ENV. SERV VEHICLE OPERATING EX	(56,000)	(37,434)		(56,000)	(18,566)	18,566	(37,000)	
	1411-0125 ENV. SERV STAFF TRAINING	(13,000)	(5,918)		(13,000)	(7,082)	7,082	(6,000)	
	1411-0130 ENV. SERV CONFERENCES/SEMINARS	(10,000)	(12,141)		(10,000)	2,141	(2,141)	(12,000)	
	1411-0135 ENV. SERV OFFICE EXPENSES	(2,000)	(100)		(2,000)	(1,900)	1,900	-	
	1411-0136 ENV. SERV ADVERTISING EXPENSES	(3,000)	(3,788)		(3,000)	788	(788)	(4,000)	
	1411-0137 ENV. SERV OFFICE EXP-TELEPHONE	(2,000)	(1,705)		(2,000)	(295)	295	(2,000)	
	1411-0140 BUILDING SURVEYOR ACCREDITATION	(3,000)	(3,883)		(3,000)	883	(883)	(4,000)	
	1411-0145 ENV. SERV LEGAL EXPENSES	(25,000)	(3,099)		(25,000)	(21,901)	21,901	(3,000)	
	1411-0146 ENV. SERV CONSULTANCY	(61,000)	(48,393)		(61,000)	(12,607)	12,607	(48,000)	
	1411-0150 LOCAL ENVIRONMENTAL PLAN REVIEW	(75,000)	(4,500)		(75,000)	(70,500)	70,500	(5,000)	
	1411-0160 SUBDIVISION SUPERVISION	(2,000)	(2,863)		(2,000)	863	(863)	(3,000)	
	1411-0170 ROAD CLOSURE PRIVATE WORKS	(6,000)	(5,800)		(6,000)	(200)	200	(6,000)	
	1411-0180 BLDG MTCE PROGRAM	(10,000)	(7,717)		(10,000)	(2,283)	2,283	(8,000)	
	1411-0185 REGIONAL NSW PLANNING PORTAL GRANT	(8,000)	(8,282)		(8,000)	282	(282)	(8,000)	
	1411-0186 DA TRACKING PROJECT	(3,000)	(2,400)		(3,000)	(600)	600	(2,000)	
	1411-0187 ELECTRONIC HOUSING PROJECT	-	-		-	-	-	-	
	1411-0188 LOCAL STRATEGIC PLANNING STATEMENTS	-	-		-	-	-	-	
	1411-0190 LESS: CHARGED TO OTHER FUNDS	455,000	455,000		455,000	-	-	455,000	
	1411-0195 ENV. SERV ADMIN CHARGES	(104,000)	(104,000)		(104,000)	-	-	(104,000)	
	1411-0200 DA, LEP, DCP TRAINING EXPENSES	-	-		-	-	-	-	
	1810-0190 BUILDING CONTROL ADMIN CHARGES	(238,000)	(238,000)		(238,000)	-	-	(238,000)	
	ENVSERVICESCAPEXP ENVIRONMENTAL SERVICES CAPITAL EXPENDITURE	-	-		-	-	-	-	
	PUBLICHEALTH&SCAPEXP PUBLIC HEALTH & SAFETY CAPITAL EXPENDITURE	-	-		-	-	-	-	
	BUILDING AND PLANNING REVENUE	332,000	449,086		332,000	(117,086)	117,085	449,000	
	3600-1200 ENVIRONMENTAL SERVICES FINES INCOME	-	-		-	-	-	-	
	3600-1501 PLANNING ADVERT FEES - GST FREE	3,000	1,275		3,000	1,725	(1,725)	1,000	
	3600-1502 ENV. SERV SUNDRY INCOME - INCL GST	5,000	4,878		5,000	122	(122)	5,000	
	3600-1503 DRAINAGE DIAGRAMS - GST FREE	20,000	24,308		20,000	(4,308)	4,308	24,000	
	3600-1504 ON-SITE SEWAGE FEES - GST FREE	2,000	3,152		2,000	(1,152)	1,152	3,000	
	3600-1505 LGA LOCAL ACTIVITY FEE - GST FREE	10,000	12,784		10,000	(2,784)	2,784	13,000	
	3600-1506 FOOTPATH TRADING PERMIT FEES	1,000	-		1,000	1,000	(1,000)	-	
	3600-1507 Env. Serv Sundry Income - Ex. GST	1,000	1,014		1,000	(14)	14	1,000	
	3600-1508 PLANNING ADVERT FEE - GST FREE	-	400		-	(400)	400	-	
	3600-1812 PLANNING CERTIFICATE 10.7 - GST FREE	26,000	22,322		26,000	3,678	(3,678)	22,000	
	3600-1813 URGENT PLAN \$10.7 CERT INCL GST	1,000	175		1,000	825	(825)	-	
	3600-1814 CONSTRUCTION CERTIFICATE FEES	44,000	44,200		44,000	(200)	200	44,000	



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
GRAND TOTAL		642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
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3600-1816	DEVELOPMENT APPLICATION FEES - APPLI	109,000	124,520		109,000	(15,520)	15,520	125,000	
3600-1817	COMPLIANCE CERT. INSPECT - INCL. GST	60,000	71,686		60,000	(11,686)	11,686	72,000	
3600-1818	SUBDIV. SUPERVISION FEE - INCL. GST	30,000	31,885		30,000	(1,885)	1,885	32,000	
3600-1819	COMPLIANCE CERT INSP GST FREE	7,000	10,356		7,000	(3,356)	3,356	10,000	
3600-1820	TRAFFIC CONTROL PLAN PREPARATION FEE	1,000	800		1,000	200	(200)	1,000	
3600-1830	ROAD CLOSURE RECOVERIES	-	-		-	-	-	-	
3600-1870	LEGAL COSTS RECOVERED	-	-		-	-	-	-	
3600-1890	DA, LEP, DCP TRAINING REVENUE	-	-		-	-	-	-	
3600-1954	REGIONAL NSW PLANNING PORTAL GRANT	-	80,000		-	(80,000)	80,000	80,000	
6910-1500	BUILD CONTROL SUNDRY INCOME	-	-		-	-	-	-	
6910-1750	LONG SERVICE CORP LEVY COMMISSION	1,000	2,673		1,000	(1,673)	1,673	3,000	
6910-1755	PLANFIRST LEVY COMMISSION	-	725		-	(725)	725	1,000	
6910-1760	S735A / S9.34 NOTICES GST FREE	3,000	2,800		3,000	200	(200)	3,000	
6910-1812	BUILD CERTIFICATE FEES S6.24	2,000	2,400		2,000	(400)	400	2,000	
	ENVSERVICESCAPINC ENVIRONMENTAL SERVICES CAPITAL INCOME	-	-		-	-	-	-	
	PUBLICHEALTH&SCAPINC PUBLIC HEALTH & SAFETY CAPITAL INCOME	-	-		-	-	-	-	
10 Total		(492,000)	(81,439)		(492,000)	(410,561)	410,560	(82,000)	
#									
BIOSECURITY									
	BIOSECURITY EXPENSE	(436,000)	(480,382)		(424,000)	56,382	(56,381)	(479,000)	
1111-0105	DOG ACT EXPENSES	(75,000)	(74,483)		(75,000)	(517)	517	(74,000)	
1111-0106	DOG ACT EXPENSES - TELEPHONE	(1,000)	(208)		(1,000)	(792)	792	-	
1111-0108	COMPANION ANIMAL DLG REGISTRAT	(12,000)	(11,799)		(12,000)	(201)	201	(12,000)	
1111-0109	POUND OPERATION SALARIES & ALL	(37,000)	(28,680)		(37,000)	(8,320)	8,320	(29,000)	
1111-0110	POUNDS ACT EXPENSES	(28,000)	(29,417)		(28,000)	1,417	(1,417)	(29,000)	
1111-0111	POUNDS ACT EXPS - INSURANCE	(1,000)	(258)		(1,000)	(742)	742	-	
1111-0112	POUNDS ACT EXP. - ADVERTISING	-	-		-	-	-	-	
1111-0113	POUNDS ACT EXPENSE - TELEPHONE	-	(208)		-	208	(208)	-	
1111-0115	DOG POUND MTCE	(1,000)	(131)		(1,000)	(869)	869	-	
1111-0125	STOCK POUND MTCE	(1,000)	-		(1,000)	(1,000)	1,000	-	
1111-0130	POUND FACILITIES UPGRADE	(1,000)	-		(1,000)	(1,000)	1,000	-	
1211-0105	COMMUNITY SHARPS DISPOSAL	-	(335)		-	335	(335)	-	
1213-0106	PEST CONTROL	(1,000)	-		(1,000)	(1,000)	1,000	-	
1214-0100	EXCLUDE PREVENT INVASIVE SPECIES	(80,000)	(113,022)		(80,000)	33,022	(33,022)	(113,000)	
1214-0105	CONTRIB CENTRAL MURRAY COUNTY	-	-		-	-	-	-	
1214-0195	NOXIOUS PLANTS INSURANCE	(1,000)	(926)		(1,000)	(74)	74	(1,000)	
1214-0200	ERRADICATE CONTAIN INVASIVE SPECIES	-	-		-	-	-	-	
1214-0300	Reduce Impact Invasive Species	(163,000)	(174,847)		(163,000)	11,847	(11,847)	(175,000)	
1214-0400	Capacity Building	(19,000)	(30,760)		(19,000)	11,760	(11,760)	(31,000)	
1214-0600	Noxious Weeds Depot Finley	(2,000)	(2,234)		(2,000)	234	(234)	(2,000)	
2010-0000	S/DR NOXIOUS WEEDS	(12,000)	(12,073)		-	12,073	(12,073)	(12,000)	
2200-2502	ANIMAL CONTROL EQUIPMENT DEPCN	(1,000)	(1,000)		(1,000)	-	-	(1,000)	
2200-2504	ANIMAL CONTROL BLDG DEPCN	-	-		-	-	-	-	
	BIOSECURITY REVENUE	93,000	109,128		93,000	(16,128)	16,128	108,000	
2200-1500	COMP ANIMALS MICROCHIP FEES INCL GST	1,000	1,145		1,000	(145)	145	1,000	
2200-1810	COMPANION ANIMAL REGISTRATION FEES	11,000	13,900		11,000	(2,900)	2,900	14,000	
2200-1811	COMPANION ANIMAL DLG REIMBURSEMENTS	9,000	10,350		9,000	(1,350)	1,350	10,000	
2200-1815	IMPOUNDING DOG FEES & FINES GST FREE	7,000	4,269		7,000	2,731	(2,731)	4,000	
2200-1829	IMPOUNDING FINES & COSTS	2,000	2,030		2,000	(30)	30	2,000	
2200-1896	SALE OF ANIMALS	-	-		-	-	-	-	
2200-1950	POUND GRANT PROGRAM - DPIE	-	-		-	-	-	-	
2700-1812	FOOD CONTROL FEES	1,000	-		1,000	1,000	(1,000)	-	
2750-1812	Insect/Vermin/Pest Control Fees	-	-		-	-	-	-	
2800-1200	CONTRIBUTION TO WORKS	-	-		-	-	-	-	



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
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	8900-1521 Private Works Noxious Weeds Income	-	15,000	-	-	(15,000)	15,000	15,000	
	8900-1525 Private Works Noxious Weeds GST Free	-	-	-	-	-	-	-	
	10.1 Total	(343,000)	(371,254)		(331,000)	40,254	(40,253)	(371,000)	
#									
	DOMESTIC WASTE MANAGEMENT								
	DOMESTIC WASTE MANAGEMENT EXPENSE	(2,130,000)	(1,895,404)		(2,130,000)	(234,596)	145,944	(1,984,000)	(10,00)
	1412-0105 DWM ADMIN CHARGES	(214,000)	(214,000)	-	(214,000)	-	-	(214,000)	
	1412-0125 DWM STAFF TRAINING	-	-	-	-	-	-	-	
	1412-0140 COLLECTION EXPENSES - CONTRACT	(382,000)	(383,123)	-	(382,000)	1,123	(1,123)	(383,000)	
	1412-0141 DWM WASTE COLLECTION FEE EXP	(137,000)	-	-	(137,000)	(137,000)	137,000	-	
	1412-0142 CONTRACT SUPERVISION FEES (MOI)	(7,000)	-	-	(7,000)	(7,000)	7,000	-	
	1412-0150 TIP OPERATION EXPENSES - TOC	(135,000)	(143,747)	-	(135,000)	8,747	(8,747)	(144,000)	
	1412-0151 TOC TIP OP EXPS - INSURANCE	(2,000)	(2,021)	-	(2,000)	21	(21)	(2,000)	
	1412-0155 TIP OPERATIONS EXPENSES - BGN	(275,000)	(303,698)	-	(275,000)	28,698	(28,698)	(304,000)	
	1412-0156 BGN TIP OP. EXPS - INSURANCE	(2,000)	(2,200)	-	(2,000)	200	(200)	(2,000)	
	1412-0157 TIP OP. EXPS BGN - ELECTRICITY	(3,000)	(1,060)	-	(3,000)	(1,940)	1,940	(1,000)	
	1412-0158 TIP OPERATIONS TELEPHONE	(8,000)	(6,216)	-	(8,000)	(1,784)	1,784	(6,000)	
	1412-0160 FIN RECYCLE CENTRE OP EXPE	(66,000)	(43,758)	-	(66,000)	(22,242)	22,242	(44,000)	
	1412-0161 RECYCLE CENTRE - INSURANCE	(3,000)	(2,428)	-	(3,000)	(572)	572	(2,000)	
	1412-0162 RECYCLABLES COLLECTION EXPENSE	(89,000)	-	-	(89,000)	(89,000)	89,000	-	
	1412-0165 FINLEY RECYCLE CENTRE BLDG MTC	-	-	-	-	-	-	-	
	1412-0167 BERRIGAN TIP BLDG MTCE	(1,000)	(721)	-	(1,000)	(279)	279	(1,000)	
	1412-0185 DRUMMUSTER OPERATIONAL EXPENDI	(4,000)	(3,953)	-	(4,000)	(47)	47	(4,000)	
	1412-0200 DWM & RECYCLE LEGAL FEES	-	-	-	-	-	-	-	
	1412-0205 PURCHASE OF BINS	(5,000)	-	-	(5,000)	(5,000)	5,000	-	
	1412-0500 HOOK LIFT BIN PURCHASE	-	-	-	-	-	-	-	
	1412-0512 BERRIGAN & FINLEY TIP - CRUSHED ROCK	(10,000)	(12,189)	-	(10,000)	2,189	(2,189)	(12,000)	
	1412-0526 TOC - NEW FENCE	-	-	-	-	-	-	-	
	1412-0527 BGN - NEW LANDFILL HOLE	-	-	-	-	-	-	-	
	1412-0528 BERRIGAN TIP - FENCE	-	-	-	-	-	-	-	
	1412-0531 CONCRETE CRUSHING	-	-	-	-	-	-	-	
	1412-0535 COMPULSORY AQUISITION CROWN LA	(2,000)	(1,291)	-	(2,000)	(709)	709	(1,000)	
	1412-0540 REHAB EXHAUSTED LANDFILLS	(10,000)	-	-	(10,000)	(10,000)	10,000	-	(10,00)
	3670-2026 DWM TRANSFER TO RESERVE	(748,000)	(748,000)	-	(748,000)	-	(88,651)	(837,000)	
	3670-2500 NON DOMESTIC WASTE BUILDINGS DEPCN	-	-	-	-	-	-	-	
	3670-2502 NON DOMESTIC WASTE LAND IMPROVMENTS DEPCN	(14,000)	(14,000)	-	(14,000)	-	-	(14,000)	
	3670-2504 DOMESTIC WASTE DEPCN	(7,000)	(7,000)	-	(7,000)	-	-	(7,000)	
	3670-2505 DOMESTIC WASTE REMEDIATION - DEPCN	(6,000)	(6,000)	-	(6,000)	-	-	(6,000)	
	WASTEMGMTCAPEXP WASTE MANAGEMENT CAPITAL EXPENDITURE	-	-	-	-	-	-	-	
	DOMESTIC WASTE MANAGEMENT REVENUE	2,130,000	1,870,055		2,130,000	259,945	(145,944)	1,984,000	
	3660-1000 DWM CHARGES COLLECTED	1,400,000	1,141,103	-	1,400,000	258,897	(258,897)	1,141,000	
	3660-1020 DWM CHARGES UNCOLLECTED	15,000	-	-	15,000	15,000	(15,000)	-	
	3660-1080 LESS - DWM CHARGES WRITTEN OFF	(2,000)	(106)	-	(2,000)	(1,894)	1,894	-	
	3660-1081 Less - Non-DWM Charges Written Off	-	(41)	-	-	41	(41)	-	
	3660-1082 LESS - DWM CHARGES D/DEBT EXPENSE	-	-	-	-	-	-	-	
	3660-1095 LESS DWM CHARGES PENSION REBATE	(87,000)	(87,000)	-	(87,000)	-	87,000	-	
	3660-1500 DWM TIPPING FEES	354,000	371,214	-	354,000	(17,214)	17,214	371,000	
	3660-1505 DWM WASTE COLLECTION TIP FEE CONTRA	183,000	183,000	-	183,000	-	-	183,000	
	3660-1950 DWM CHARGES PENSION SUBSIDY	61,000	60,531	-	61,000	469	(469)	61,000	
	3670-1000 BUSINESS GARBAGE CHARGES	116,000	103,641	-	116,000	12,359	(12,359)	104,000	
	3670-1500 NON-DOMESTIC WASTE TIPPING FEES	-	-	-	-	-	-	-	
	3670-1502 SALE OF SCRAP METAL	33,000	61,156	-	33,000	(28,156)	28,156	61,000	
	3670-1503 SALE OF RECYCLABLES	-	-	-	-	-	-	-	
	3670-1505 DRUMMUSTER REVENUE	28,000	34,389	-	28,000	(6,389)	6,389	34,000	



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
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	3670-1507 SALE OF BATTERIES	-	-	-	-	-	-	-	-
	3670-1926 GARBAGE TRANSFER FROM RESERVE	-	-	-	-	-	-	-	-
	3670-4310-0000 DWM DEPCN CONTRA	27,000	-	-	27,000	27,000	-	27,000	-
	WASTEMGMTCAPINC WASTE MANAGEMENT CAPITAL INCOME	-	-	-	-	-	-	-	-
11	Total	-	(25,349)	-	-	25,349	-	-	(10,00)
#									
	STORMWATER DRAINAGE								
	STORMWATER DRAINAGE EXPENSE	(1,566,000)	(656,612)	-	(1,390,000)	(733,388)	733,389	(657,000)	(358,93)
	1416-0110 STORM WATER DRAINAGE MTCE	(157,000)	(105,766)	-	(157,000)	(51,234)	51,234	(106,000)	-
	1416-0111 STORMWATER DRAIN - ELECTRICITY	(20,000)	(15,951)	-	(20,000)	(4,049)	4,049	(16,000)	-
	1416-0112 STORMWATER DRAINAGE RATES	(4,000)	-	-	(4,000)	(4,000)	4,000	-	-
	1416-2410 LIRS - US/W DRAINAGE INTEREST	(24,000)	(24,954)	-	(24,000)	954	(954)	(25,000)	-
	1416-2411 LIRS - US/W DRAINAGE PRINCIPAL	(176,000)	(175,534)	-	-	175,534	(175,534)	(176,000)	-
	1417-0007 BACK BAROOGA RD TREE RESERVE	(4,000)	(4,358)	-	(4,000)	358	(358)	(4,000)	-
	1417-0009 RETENTION POND - RIV HWY FIN	-	(44)	-	-	44	(44)	-	-
	1417-0500 STORMWATER RTU UPGRADES	(26,000)	-	-	(26,000)	(26,000)	26,000	-	-
	1417-0501 STORMWATER CATCHMENT PLAN	-	-	-	-	-	-	-	-
	1417-0619 SNELL ROAD ARRAMAGONG-MCKINLEY	(1,000)	-	-	(1,000)	(1,000)	1,000	-	(1,00)
	1417-0620 SNELL ROAD KAMAROOKA-CHOMLEY	(6,000)	-	-	(6,000)	(6,000)	6,000	-	(6,00)
	1417-0702 BAROOGA STREET - HORSFALL TO NANGUNIA	-	-	-	-	-	-	-	-
	1417-0718 HORSEFALL ST - JERILDERIE/DENISON	(60,000)	-	-	(60,000)	(60,000)	60,000	-	(60,00)
	1417-0807 COREE STREET UPGRADE DSPF	-	-	-	-	-	-	-	-
	1417-0808 DAWE AVENUE FINLEY	(200,000)	-	-	(200,000)	(200,000)	200,000	-	-
	1417-0830 BRUTON ST ELEC & PIPEWORK	-	-	-	-	-	-	-	-
	1417-0834 ENDEVOUR ST NEW PUMP STATION	-	-	-	-	-	-	-	-
	1417-0835 MURRAY ST WARMATTA TO WOLAMAI	(22,000)	-	-	(22,000)	(22,000)	22,000	-	(22,00)
	1417-0845 MCALLISTER ST - HEADFORD TO WARMATTA	(219,000)	(9,068)	-	(219,000)	(209,932)	209,932	(9,000)	(209,93)
	1417-0846 JERSEY ST - CHANTER TO TUPPAL	-	-	-	-	-	-	-	-
	1417-0850 DENISON - WOLLAMAI TO WARMATTA	-	-	-	-	-	-	-	-
	1417-0852 TOCUMWAL ST - WOLLAMAI TO WARMATTA	(75,000)	-	-	(75,000)	(75,000)	75,000	-	-
	1417-0853 MORRIS ST - TOC REC RESERVE	(6,000)	-	-	(6,000)	(6,000)	6,000	-	-
	1417-0854 DRAINAGE TELEMETRY UPGRADE	-	-	-	-	-	-	-	-
	1417-0855 DRAINAGE ELECTRICAL CABINETS	-	-	-	-	-	-	-	-
	1417-0856 TOCUMWAL ST - TUPPAL TO WOLLAMAI	(75,000)	-	-	(75,000)	(75,000)	75,000	-	-
	1417-0857 TONGS ST CEMETERY PIPE DRAIN	-	-	-	-	-	-	-	-
	1417-0858 BAROOGA ST & ORR ST DRAINAGE	-	-	-	-	-	-	-	-
	1417-0859 DENISON ST - HORSFALL/NANGUNIA	(35,000)	-	-	(35,000)	(35,000)	35,000	-	(35,00)
	1417-0860 BRUTON ST - KERB CONNECTION	(15,000)	-	-	(15,000)	(15,000)	15,000	-	(15,00)
	1417-0861 JERILDERIE ST NTH - BRUTON ST	-	-	-	-	-	-	-	-
	1417-0905 BAROOGA ST TOC MURRAY-MORRIS	(80,000)	-	-	(80,000)	(80,000)	80,000	-	-
	1417-0911 BROWN ST TOCUMWAL	(30,000)	-	-	(30,000)	(30,000)	30,000	-	-
	1417-0920 EMILY ST - LANE 960 TO FALKINER	-	-	-	-	-	-	-	(10,00)
	1417-0927 HILL ST TOC REALIGNMENT	(10,000)	-	-	(10,000)	(10,000)	10,000	-	-
	1417-0930 INGO RENNER DRIVE STORMWATER	-	-	-	-	-	-	-	-
	1417-0932 JERSEY ST PRECINCT - DRAINAGE	(100,000)	(99,936)	-	(100,000)	(64)	64	(100,000)	-
	3750-2512 STORMWATER DRAINAGE DEPCN	(221,000)	(221,000)	-	(221,000)	-	-	(221,000)	-
	DRAINAGECAPEXP DRAINAGE CAPITAL WORKS EXPENDITURE	-	-	-	-	-	-	-	-
	STORMWATER DRAINAGE REVENUE	180,000	184,372	-	180,000	(4,372)	4,373	184,000	-
	3750-1000 STORMWATER / DRAINAGE CHARGE	77,000	77,150	-	77,000	(150)	150	77,000	-
	3750-1080 DRAINAGE CHARGE - WRITE OFFS	-	(417)	-	-	417	(417)	-	-
	3750-1200 CONTRIBUTIONS TO WORKS	-	-	-	-	-	-	-	-
	3750-1501 SECT 94 CONT. DRAINAGE - BAROOGA	9,000	8,620	-	9,000	380	(380)	9,000	-
	3750-1502 SECT 94 CONT. DRAINAGE - BERRIGAN	-	-	-	-	-	-	-	-
	3750-1503 SECT 94 CONT. DRAINAGE - FINLEY	-	-	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
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	3750-1701 LIRS INTEREST SUBSIDY	16,000	18,308		16,000	(2,308)	2,308	18,000	
	3750-1807 COREE STREET UPGRADE DSPF	74,000	74,250		74,000	(250)	250	74,000	
	3750-1926 SECT 94 CONT. DRAINAGE-RESERVE TRANS	-	-		-	-	-	-	
	DRAINAGECAPINC DRAINAGE CAPITAL WORKS INCOME	-	-		-	-	-	-	
	13 Total	(1,386,000)	(472,239)		(1,210,000)	(737,761)	737,762	(473,000)	(358,93)
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	ENVIRONMENTAL PROTECTION								
	ENVIRONMENTAL PROTECTION EXPENSE	(515,000)	(91,679)		(515,000)	(423,321)	383,321	(132,000)	(360,98)
	1418-0110 LEVEE BANKS MTCE	(54,000)	(32,078)		(54,000)	(21,922)	21,922	(32,000)	
	1418-0130 MURRAY DARLING ASSOCIATION	(3,000)	(2,581)		(3,000)	(419)	419	(3,000)	
	1418-0140 LEVEE BANKS ADMIN CHARGES	(40,000)	-		(40,000)	(40,000)	-	(40,000)	
	1418-0500 LEVEE - TOC FORESHORE WORKS	-	-		-	-	-	-	
	1418-0501 LEVEE 1 - 4675-5700	-	-		-	-	-	-	
	1418-0502 LEVEE 1 - 7580-8435	-	-		-	-	-	-	
	1418-0503 LEVEE 1 -9100-9650	-	-		-	-	-	-	
	1418-0504 LEVEE 1 - 10548-10700	-	-		-	-	-	-	
	1418-0505 LEVEE TREE WORKS REMOVAL	-	-		-	-	-	-	
	1418-0506 LEVEE 3 - 220M	-	-		-	-	-	-	
	1418-0507 LEVEE 5 - 2260M	-	-		-	-	-	-	
	1418-0508 LEVEE WORKS - GEOTECH	-	-		-	-	-	-	
	1418-0509 SEPPELTS LEVEE	(30,000)	-		(30,000)	(30,000)	30,000	-	(30,00)
	1418-0510 LEVEE 1 10850-11412	(157,000)	-		(157,000)	(157,000)	157,000	-	(157,00)
	1418-0520 FLOODPLAIN MANAGEMENT PROGRAM	(220,000)	(46,020)		(220,000)	(173,980)	173,980	(46,000)	(173,98)
	1418-0932 JERSEY ST PRECINCT - LEVEE BBRF3	-	-		-	-	-	-	
	3800-2026 LEVEE BANK CONSTRUCTION TRANSFER TO RESERVE	(11,000)	(11,000)		(11,000)	-	-	(11,000)	
	LEVEECAPEXP LEVEE BANK CAPITAL EXPENDITURE	-	-		-	-	-	-	
	ENVIRONMENTAL PROTECTION REVENUE	247,000	33,673		247,000	213,327	(213,327)	34,000	23,37
	3800-1500 FEES - MANAGEMENT OF ROAD RESERVES	-	-		-	-	-	-	
	3800-1926 LEVEE BANK CONSTRUCTION TRANSFER FROM RESERVE	-	-		-	-	-	-	
	3800-1950 BUILDING BETTER REGIONS JERSEY BBRF3	58,000	33,673		58,000	24,327	(24,327)	34,000	23,37
	3800-1951 CAPITAL WORKS INCOME - LEVEE BANKS	-	-		-	-	-	-	
	3800-1953 NATIONAL DISASTER RELIEF ASSISTANCE GRANT	-	-		-	-	-	-	
	3800-1955 FLOODPLAIN MANAGEMENT PROGRAM	189,000	-		189,000	189,000	(189,000)	-	
	LEVEECAPIINC LEVEE BANK CAPITAL INCOME	-	-		-	-	-	-	
	14 Total	(268,000)	(58,006)		(268,000)	(209,994)	169,994	(98,000)	(337,60)
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	WATER SUPPLIES								
	WATER SUPPLIES EXPENSE	(7,743,000)	(5,785,662)		(7,743,000)	(1,957,338)	2,759,351	(4,987,000)	(879,72)
	1510-0105 WATER ADMIN CHARGES - ADMINIST	(247,000)	(247,000)		(247,000)	-	-	(247,000)	
	1510-0106 WATER ADMIN CHARGE - ENGINEERI	(320,000)	(320,000)		(320,000)	-	-	(320,000)	
	1510-0117 WATER SUPPLIES - RENTAL CONTRI	(75,000)	(75,000)		(75,000)	-	-	(75,000)	
	1510-0125 PROV BAD & DOUBTFUL DEBTS	-	-		-	-	-	-	
	1510-0155 WATER WRITE OFF BAD DEBTS	-	-		-	-	-	-	
	1510-0160 WATER SUPPLY INTEREST ON INT LOAN 390	-	-		-	-	-	-	
	1510-0165 WATER SUPPLY INTEREST ON EXT LCLU LOAN 400	(76,000)	(54,367)		(76,000)	(21,633)	21,633	(54,000)	
	1510-0170 WATER DELIVERY EXPENSES	(34,000)	(24,547)		(34,000)	(9,453)	9,453	(25,000)	
	1510-0200 WATER LEGAL EXPENSES	(5,000)	-		(5,000)	(5,000)	5,000	-	
	1510-0300 BGN FILL STATION - FILTERED	-	-		-	-	-	-	
	1510-0310 BGN FILL STATION - UNTREATED	-	-		-	-	-	-	
	1510-0320 FIN FILL STATION - FILTERED	-	-		-	-	-	-	
	1510-0330 TOC FILL STATION - FILTERED	-	-		-	-	-	-	
	1510-0500 WATER RTU UPGRADES	(26,000)	-		(26,000)	(26,000)	26,000	-	



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
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	1510-0504 OFFICE EQUIP/FURN NON CAPITAL	(4,000)	-	-	(4,000)	(4,000)	4,000	-	-
	1510-0505 OFFICE EQUIP/FURN - ENG WATER	-	-	-	-	-	-	-	-
	1510-0506 SUBSCRIPTIONS & MEMBERSHIPS	(10,000)	(1,405)	-	(10,000)	(8,595)	8,595	(1,000)	-
	1510-0507 TELEMENTRY UPGRADE - WATER	(3,000)	(3,380)	-	(3,000)	380	(380)	(3,000)	-
	1510-0510 BAROOGA WTP SOLAR PANELS	-	-	-	-	-	-	-	-
	1510-0515 REPLACE INTAKE PUMP FINLEY DAM	-	-	-	-	-	-	-	-
	1510-0520 BGN TOWN DAM EMBANKMENT STABILISATION	-	-	-	-	-	-	-	-
	1510-0525 TOC OFFICE RENEWAL	-	-	-	-	-	-	-	-
	1510-0530 WATER SUPPLIES PRINCIPLE ON INT LOAN 390	(240,000)	-	-	(240,000)	(240,000)	240,000	-	-
	1510-0535 WATER SUPPLIES PRINCIPLE ON LCLI LOAN 400	(372,000)	(376,219)	-	(372,000)	4,219	(4,219)	(376,000)	-
	1510-0540 CHEMICAL DOSING PUMP REPLACEMENT	-	-	-	-	-	-	-	-
	1510-0545 COMPRESSOR REPLACEMENT	-	-	-	-	-	-	-	-
	1510-0548 IMPROVE OH & S AT WORK SITES	-	-	-	-	-	-	-	-
	1510-0550 WATER NETWORK MODELLING	-	-	-	-	-	-	-	-
	1510-0551 OH&S SIGNAGE - WATER	(2,000)	-	-	(2,000)	(2,000)	2,000	-	-
	1510-0560 MAINS RETIC - BGA	(2,000)	(1,276)	-	(2,000)	(724)	724	(1,000)	-
	1510-0563 REPLACE AC WATER MAINS	(375,000)	-	-	(375,000)	(375,000)	375,000	-	(375,000)
	1510-0564 MAJOR PUMP REPLACEMENT	-	-	-	-	-	-	-	-
	1510-0565 MAINS RETIC - BGN	(13,000)	(10,377)	-	(13,000)	(2,623)	2,623	(10,000)	-
	1510-0570 MAINS RETIC - FIN	(4,000)	(2,242)	-	(4,000)	(1,758)	1,758	(2,000)	-
	1510-0571 COREE ST RAW WATER MAIN REPLAC	-	(23)	-	-	23	(23)	-	-
	1510-0575 MAINS RETIC - TOC	(4,000)	(3,864)	-	(4,000)	(136)	136	(4,000)	-
	1510-0576 MAINS RETIC - TOC ANZAC AVE	-	-	-	-	-	-	-	-
	1510-0600 BGA AIR SEPERATOR CONNECTION	(10,000)	-	-	(10,000)	(10,000)	10,000	-	-
	1510-0601 BGN AIR SEPERATOR CONNECTION	-	-	-	-	-	-	-	-
	1510-0602 FIN AIR SEPERATOR CONNECTION	-	-	-	-	-	-	-	-
	1510-0605 TOC BACKWASH BYPASS LINE	-	-	-	-	-	-	-	-
	1510-0610 BGA REC RES IRRIGATION SUPPLY	-	(1,015)	-	-	1,015	(1,015)	(1,000)	-
	1510-0611 COMPULSORY ACQUISITION BGA WTP	-	-	-	-	-	-	-	-
	1510-0615 FIN - FILTERED & UNFILTERED MAIN TONGS/HOWE STS	(120,000)	(20,195)	-	(120,000)	(99,805)	99,805	(20,000)	-
	1510-0620 CONSTRUCT LABORATORY ROOM	(30,000)	(7,636)	-	(30,000)	(22,364)	22,364	(8,000)	-
	1510-0625 BGN WTP STEP REPLACEMENT	-	-	-	-	-	-	-	-
	1510-0652 REPLACEMENT OF MINOR PLANT	(3,000)	(2,268)	-	(3,000)	(732)	732	(2,000)	-
	1510-0665 TOC-CHLORINE DOSING SYSTEM	-	-	-	-	-	-	-	-
	1510-0668 FIN - CLARIFIER REPLACE PONDS	-	-	-	-	-	-	-	-
	1510-0669 METER CYBAL REPLACEMENT	(460,000)	(112,787)	-	(460,000)	(347,213)	347,213	(113,000)	-
	1510-0870 BGA 1ML FILTER WATER RESERVOIR	-	-	-	-	-	-	-	-
	1510-0871 MINOR WATER MAIN RENEWALS	(10,000)	-	-	(10,000)	(10,000)	10,000	-	-
	1510-0880 CHEMICAL PUMP REPLACEMENT	-	(13,146)	-	-	13,146	(13,146)	(13,000)	-
	1510-0882 WATER MAIN REPLACEMENT	(9,000)	-	-	(9,000)	(9,000)	9,000	-	-
	1510-0885 BGN - WTP FENCE REPLACEMENT	-	-	-	-	-	-	-	-
	1510-0889 FIN - WTP FENCE REPLACEMENT	-	-	-	-	-	-	-	-
	1510-0890 TOC - ENCLOSE DAFF PLANT	-	-	-	-	-	-	-	-
	1510-0894 BGA - EXPANSION WTP	(1,500,000)	(781,427)	-	(1,500,000)	(718,573)	718,573	(781,000)	(781,57)
	1510-0895 BGN - STATIC MIXER	(12,000)	-	-	(12,000)	(12,000)	12	(12,000)	(12,000)
	1510-0896 FIN - UPGRADE WTP (DAFF)	(500,000)	(788,844)	-	(500,000)	288,844	(288,844)	(789,000)	288,84
	1510-0897 AUTOMATION QUALITY CONTROL	-	-	-	-	-	-	-	-
	1510-0898 REPLACE COMPRESSOR TOCUMWAL	(8,000)	-	-	(8,000)	(8,000)	8,000	-	-
	1510-0899 BAROOGA REC RES NEW MAINT SHED	(34,000)	(17,748)	-	(34,000)	(16,252)	16,252	(18,000)	-
	1511-0109 REC FACIL DONATION & OTHER COSTS	(2,000)	-	-	(2,000)	(2,000)	2,000	-	-
	1511-0110 METER READING - BGN SHIRE	(96,000)	(46,524)	-	(96,000)	(49,476)	49,476	(47,000)	-
	1511-0111 METER READING PRINTING & POSTA	(15,000)	(8,656)	-	(15,000)	(6,344)	6,344	(9,000)	-
	1511-0113 METER READING TELEPHONE	(1,000)	(417)	-	(1,000)	(583)	583	-	-
	1511-0130 PURCHASE OF WATER - BGA	(15,000)	(514)	-	(15,000)	(14,486)	14,486	(1,000)	-
	1511-0135 PURCHASE OF WATER - BGN	(43,000)	(24,090)	-	(43,000)	(18,910)	18,910	(24,000)	-
	1511-0140 PURCHASE OF WATER - FIN	(67,000)	(115,627)	-	(67,000)	48,627	(48,627)	(116,000)	-
	1511-0145 PURCHASE OF WATER - TOC	(14,000)	(214)	-	(14,000)	(13,786)	13,786	-	-

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	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
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	1511-0151 WATER TREATMENT-BGA ELECTRICIT	(44,000)	(30,761)		(44,000)	(13,239)	13,239	(31,000)	
	1511-0152 WATER TREATMENT -BGA TELEPHONE	(4,000)	(1,620)		(4,000)	(2,380)	2,380	(2,000)	
	1511-0153 WATER TREATMENT -BGA INSURANCE	(14,000)	(14,198)		(14,000)	198	(198)	(14,000)	
	1511-0165 WATER TREATMENT - OP EXP - BGN	(181,000)	(195,604)		(181,000)	14,604	(14,604)	(196,000)	
	1511-0166 WATER TREATMENT-BGN ELECTRICIT	(22,000)	(12,040)		(22,000)	(9,960)	9,960	(12,000)	
	1511-0167 WATER TREATMENT -BGN TELEPHONE	(1,000)	(1,612)		(1,000)	612	(612)	(2,000)	
	1511-0168 WATER TREATMENT BGN- INSURANCE	(10,000)	(9,530)		(10,000)	(470)	470	(10,000)	
	1511-0180 WATER TREATMENT - OP EXP - FIN	(179,000)	(148,984)		(179,000)	(30,016)	30,016	(149,000)	
	1511-0182 WATER TREATMENT FIN-INSURANCE	(19,000)	(18,907)		(19,000)	(93)	93	(19,000)	
	1511-0183 WATER TREATMENT-FIN ELECTRICIT	(44,000)	-		(44,000)	(44,000)	44,000	-	
	1511-0184 WATER TREATMENT -FIN TELEPHONE	(1,000)	(950)		(1,000)	(50)	50	(1,000)	
	1511-0195 WATER TREATMENT - OP EXP - TOC	(231,000)	(209,795)		(231,000)	(21,205)	21,205	(210,000)	
	1511-0196 WATER TREATMENT -TOC TELEPHONE	(1,000)	(1,565)		(1,000)	565	(565)	(2,000)	
	1511-0197 WATER TREATMENT-TOC ELECTRICIT	(55,000)	(11,557)		(55,000)	(43,443)	43,443	(12,000)	
	1511-0198 WATER TREATMENT-TOC -INSURANCE	(21,000)	(21,174)		(21,000)	174	(174)	(21,000)	
	1511-0230 PUMPING STATIONS - OP EXP BGA	(25,000)	(21,738)		(25,000)	(3,262)	3,262	(22,000)	
	1511-0231 PUMPING STATIONS - OP EXP BGN	(26,000)	(25,286)		(26,000)	(714)	714	(25,000)	
	1511-0232 PUMPING STATIONS OP EXP FIN	(43,000)	(43,512)		(43,000)	512	(512)	(44,000)	
	1511-0233 PUMPING STATIONS OP EXP TOC	(8,000)	(5,190)		(8,000)	(2,810)	2,810	(5,000)	
	1511-0270 RETIC & METERS - OP EXP - BGA	(30,000)	(25,103)		(30,000)	(4,897)	4,897	(25,000)	
	1511-0285 RETIC & METERS - OP EXP - BGN	(62,000)	(45,820)		(62,000)	(16,180)	16,180	(46,000)	
	1511-0300 RETIC & METERS - OP EXP - FIN	(75,000)	(62,689)		(75,000)	(12,311)	12,311	(63,000)	
	1511-0315 RETIC & METERS - OP EXP - TOC	(54,000)	(60,174)		(54,000)	6,174	(6,174)	(60,000)	
	1511-0320 CYBLES MAINTENANCE	-	-		-	-	-	-	
	1511-0330 WATER NEW CONNECTIONS (INC MET	(47,000)	(39,666)		(47,000)	(7,334)	7,334	(40,000)	
	1511-0340 WATER SAMPLING / MONITORING	(17,000)	(6,224)		(17,000)	(10,776)	10,776	(6,000)	
	1511-0355 WATER SUPPLY INTEREST ON LOANS	-	-		-	-	-	-	
	1511-0398 AUTOMATE CENTRALISED METER READ	-	-		-	-	-	-	
	1512-0105 BANK & GOVT CHARGES	-	-		-	-	-	-	
	1512-0130 HOUSING TOC WATER BLDG MTCE	(3,000)	(2,504)		(3,000)	(496)	496	(3,000)	
	1512-0131 HOUSING TOC WATER INSURANCE	(1,000)	(884)		(1,000)	(116)	116	(1,000)	
	1512-0155 SELLING COSTS - HIGH SEC WATER	-	-		-	-	-	-	
	1512-0240 WATER FUND HOUSING RELOCATION	-	(131)		-	131	(131)	-	
	4110-2026 WATER SUPPLIES TRANSFER TO RESERVE	(902,000)	(902,000)		(902,000)	-	814,000	(88,000)	
	4210-2545 WATER MAINS RETIC & METERS - DEPCN	(335,000)	(335,000)		(335,000)	-	-	(335,000)	
	4240-2545 WATER TREATMENT WORKS - DEPCN	(310,000)	(310,000)		(310,000)	-	-	(310,000)	
	4250-2504 WATER HOUSING TOC - DEPCN	(7,000)	(7,000)		(7,000)	-	-	(7,000)	
	WSCAPEXP WATER SUPPLIES CAPITAL EXPENDITURE	-	-		-	-	-	-	
	WATER SUPPLIES REVENUE	7,743,000	4,099,252		7,743,000	3,643,748	(2,754,747)	4,987,000	3,100,00
	4110-1000-0001 WATER CHARGES - BGA	615,000	615,385		615,000	(385)	385	615,000	
	4110-1000-0002 WATER CHARGES - BGN	294,000	294,346		294,000	(346)	346	294,000	
	4110-1000-0003 WATER CHARGES - FIN	604,000	603,525		604,000	475	(475)	604,000	
	4110-1000-0004 WATER CHARGES - TOC	694,000	693,761		694,000	239	(239)	694,000	
	4110-1000-0005 WATER CHARGES - NON RATEABLE	58,000	57,886		58,000	114	(114)	58,000	
	4110-1080 LESS WATER CHARGES WRITTEN OFF	(5,000)	(6,242)		(5,000)	1,242	(1,242)	(6,000)	
	4110-1082 LESS WATER CHARGES D/DEBT EXPENSE	-	-		-	-	-	-	
	4110-1095 LESS WATER PENSION REBATE - BGN	(88,000)	-		(88,000)	(88,000)	88,000	-	
	4110-1500 WATER CONSUMPTION - BGN SHIRE	750,000	998,085		750,000	(248,085)	248,085	998,000	
	4110-1501 WATER - STANDPIPE SALES	4,000	220		4,000	3,780	(3,780)	-	
	4110-1502 WATER CONNECTION FEES - GST FREE	38,000	61,208		38,000	(23,208)	23,208	61,000	
	4110-1503 WATER DELIVERIES INCOME	29,000	23,782		29,000	5,218	(5,218)	24,000	
	4110-1504 SALE OF HIGH SECURITY WATER	150,000	-		150,000	150,000	(150,000)	-	
	4110-1506 WATER - RENT ON COUNCIL HOUSES	3,000	-		3,000	3,000	(3,000)	-	
	4110-1507 WATER - DISCONNECTION FEE	-	100		-	(100)	100	-	
	4110-1509 WATER SUNDRY INCOME - INC GST	-	-		-	-	-	-	
	4110-1511 LEGAL COST RECOVERY	(2,000)	-		(2,000)	(2,000)	2,000	-	



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
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	4110-1513 WATER SUNDRY INCOME - GST FREE	-	-	-	-	-	-	-	-
	4110-1601 SECT. 64 CONT. WATER - BGA	25,000	25,352	-	25,000	(352)	352	25,000	-
	4110-1602 SECT. 64 CONT. WATER - BER	-	-	-	-	-	-	-	-
	4110-1603 SECT. 64 CONT. WATER - FIN	-	-	-	-	-	-	-	-
	4110-1604 SECT. 64 CONT. WATER - TOC	39,000	51,293	-	39,000	(12,293)	12,293	51,000	-
	4110-1611 SECT. 64 CONT. WATER PURCHASE - BGA	-	-	-	-	-	-	-	-
	4110-1612 SECT. 64 CONT. WATER PURCHASE - BER	-	-	-	-	-	-	-	-
	4110-1613 SECT. 64 CONT. WATER PURCHASE - FIN	-	-	-	-	-	-	-	-
	4110-1614 SECT. 64 CONT. WATER PURCHASE - TOC	-	-	-	-	-	-	-	-
	4110-1700 EXTERNAL WATER LOAN PROCEEDS LCLI 400	-	-	-	-	-	-	-	-
	4110-1701 LCLI INTEREST SUBSIDY	48,000	26,032	-	48,000	21,968	(21,968)	26,000	-
	4110-1702 INTERNAL WATER LOAN PROCEEDS	-	-	-	-	-	-	-	-
	4110-1840 INTEREST ON INVESTMENTS	82,000	-	-	82,000	82,000	(82,000)	-	-
	4110-1850 INTEREST - OTHER	5,000	7,136	-	5,000	(2,136)	2,136	7,000	-
	4110-1926 WATER TRANSFER FROM RESERVE	-	-	-	-	-	237,000	237,000	-
	4110-1927 SECT 64 CONT. - TRANSFER TO RESERVE	-	-	-	-	-	-	-	-
	4110-1951 WATER CHARGES PENSION SUBSIDY	48,000	47,384	-	48,000	616	(616)	47,000	-
	4110-1955 GRANT - SAFE & SECURE WATER	3,700,000	600,000	-	3,700,000	3,100,000	(3,100,000)	600,000	3,100,00
	4230-1700 EXTERNAL WATER LOAN PROCEEDS	-	-	-	-	-	-	-	-
	4230-1701 LCLI LOAN 391 INTEREST SUBSIDY	-	-	-	-	-	-	-	-
	4230-1702 INTERNAL WATER LOAN 390 PROCEEDS	-	-	-	-	-	-	-	-
	4240-4710-0000 WATER DEPCN CONTRA	652,000	-	-	652,000	652,000	-	652,000	-
	WSCAPINC WATER SUPPLIES CAPITAL INCOME	-	-	-	-	-	-	-	-
	15 Total	-	(1,686,410)	-	-	1,686,410	4,604	-	2,220,27
#									
	SEWERAGE SERVICES								
	SEWERAGE SERVICES EXPENSE	(3,108,000)	(2,714,868)	-	(3,108,000)	(393,132)	13,682	(3,096,000)	(280,28
	1610-0105 SEWERAGE ADMIN CHARGE - ADMINI	(184,000)	(184,000)	-	(184,000)	-	-	(184,000)	-
	1610-0106 SEWER ADMIN CHARGE - ENGINEERI	(278,000)	(278,000)	-	(278,000)	-	-	(278,000)	-
	1610-0117 SEWERAGE SERVICE - RENTAL CONT	(45,000)	-	-	(45,000)	(45,000)	-	(45,000)	-
	1610-0155 SEWER WRITE OFF BAD DEBTS	-	-	-	-	-	-	-	-
	1610-0500 SEWER RTU UPGRADES	-	-	-	-	-	-	-	-
	1610-0504 OFFICE EQUIP/FURN NON CAPITAL	(1,000)	-	-	(1,000)	(1,000)	1,000	-	-
	1610-0512 PUMP REPLACEMENT	(61,000)	(48,723)	-	(61,000)	(12,277)	12,277	(49,000)	-
	1610-0526 SEWER MAIN UPGRADES - TOCUMWAL	-	(163)	-	-	163	(163)	-	-
	1610-0527 UPGRADE AMENITIES AT ALL STP	-	-	-	-	-	-	-	-
	1610-0550 BGN - STP FENCE	(10,000)	-	-	(10,000)	(10,000)	10,000	-	-
	1610-0551 TOC - FENCE REPLACEMENT	(35,000)	-	-	(35,000)	(35,000)	35,000	-	(35,00
	1610-0552 FIN - STP FENCE	-	-	-	-	-	-	-	-
	1610-0560 SEWER EXTENSION FLYNN ST BGN	-	-	-	-	-	-	-	-
	1610-0580 BGA SEWER MAIN UPGRADE	-	-	-	-	-	-	-	-
	1610-0590 BGN SEWER MAIN UPGRADES	-	-	-	-	-	-	-	-
	1610-0595 FIN SEWER MAIN UPGRADES	-	(122)	-	-	122	(122)	-	-
	1610-0600 TOC SEWER MAIN UPGRADES	-	-	-	-	-	-	-	-
	1610-0610 AC MAIN RENEWALS	(200,000)	(5,278)	-	(200,000)	(194,722)	194,722	(5,000)	-
	1610-0621 BGA UPGRADE PUMP STATION	(15,000)	(5,021)	-	(15,000)	(9,979)	9,979	(5,000)	-
	1610-0630 INSTALL VSD AT PUMP STATIONS	-	-	-	-	-	-	-	-
	1610-0635 BGN TRICKLE FILTER ARM UPGRADE	-	-	-	-	-	-	-	-
	1610-0640 OTHER MINOR WORKS	-	-	-	-	-	-	-	-
	1610-0645 BGN ADDITIONAL WINTER DAM	-	-	-	-	-	-	-	-
	1610-0655 BGN UPGRADE PUMP STATIONS	-	-	-	-	-	-	-	-
	1610-0658 SPARE PUMPS FOR LOW PRESS SYS	(29,000)	(28,440)	-	(29,000)	(560)	560	(28,000)	-
	1610-0705 FIN UPGRADE PUMP STATIONS	(47,000)	-	-	(47,000)	(47,000)	47,000	-	(47,00
	1610-0743 UPGRADE SEWER TELEMENTRY	-	(47,725)	-	-	47,725	(47,725)	(48,000)	-
	1610-0800 REFURBISH CONCRETE WORK FINLEY	-	-	-	-	-	-	-	-



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
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	1610-0810 REFURBISH CONCRETE WORK TOCUMWAL	-	-	-	-	-	-	-	-
	1610-0883 FIN - GRAVEL POND BANKS	-	-	-	-	-	-	-	-
	1610-0895 FIN-MINOR REPAIR/REPLACE	-	-	-	-	-	-	-	-
	1610-0897 TOC-MINOR REPAIR/REPLACE	-	-	-	-	-	-	-	-
	1610-0899 FIN - DESILTING PONDS	-	-	-	-	-	-	-	-
	1610-0900 FIN - UPGRADE PUMP STATION	-	-	-	-	-	-	-	-
	1610-0901 NEW DRYING BED	-	-	-	-	-	-	-	-
	1610-0902 BGA - REPLACE ELECTRICAL CABIN	-	-	-	-	-	-	-	-
	1610-0904 FIN - REPLACE DIGESTOR ROOF	-	-	-	-	-	-	-	-
	1610-0905 BGN - REPLACE ELECTRICAL CABINET	-	-	-	-	-	-	-	-
	1610-0912 FIN-ODOR INVESTIGATE/ MITIGATE	-	-	-	-	-	-	-	-
	1610-0914 TOC RISING MAIN HUTSONS TO PS9	-	-	-	-	-	-	-	-
	1610-0915 UPGRADE STP AMENITIES	(30,000)	(895)	-	(30,000)	(29,105)	29,105	(1,000)	-
	1610-0916 SEWER TREATMENT COMPONENT RENE	(72,000)	(15,548)	-	(72,000)	(56,452)	56,452	(16,000)	(56,54)
	1610-0932 JERSEY ST PRECINCT - Sewer BBRF3	(7,000)	(6,528)	-	(7,000)	(472)	472	(7,000)	-
	1610-0933 TOC SEWER MAIN RELINING	-	(265,310)	-	-	265,310	(265,310)	(265,000)	-
	1610-0935 TOWN BEACH SEWER UPGRADE	(108,000)	(7,253)	-	(108,000)	(100,747)	100,747	(7,000)	(100,74)
	1611-0109 RECREATION FACILITIES DONATION	(1,000)	-	-	(1,000)	(1,000)	1,000	-	-
	1611-0110 SEWER TREATMENT - OP EXP - BGA	(23,000)	(20,871)	-	(23,000)	(2,129)	2,129	(21,000)	-
	1611-0111 SEWER TREATMENT BGA INSURANCE	(3,000)	(2,763)	-	(3,000)	(237)	237	(3,000)	-
	1611-0112 SEWER TREATMENT-BGA ELECTRICIT	-	(671)	-	-	671	(671)	(1,000)	-
	1611-0113 SEWER TREATMENT-BGA TELEPHONE	(4,000)	(679)	-	(4,000)	(3,321)	3,321	(1,000)	-
	1611-0114 SEWER - EFFLUENT RE-USE - BGA	-	(159)	-	-	159	(159)	-	-
	1611-0125 SEWER TREATMENT - OP EXP - BGN	(93,000)	(84,787)	-	(93,000)	(8,213)	8,213	(85,000)	-
	1611-0126 SEWER TREATMENT - BGN ELECTRICITY	(3,000)	(3,268)	-	(3,000)	268	(268)	(3,000)	-
	1611-0127 SEWER TREATMENT -BGN INSURANCE	(3,000)	(2,711)	-	(3,000)	(289)	289	(3,000)	-
	1611-0128 SEWER TREATMENT BGN -TELEPHONE	-	(1,181)	-	-	1,181	(1,181)	(1,000)	-
	1611-0129 SEWER - EFFLUENT RE-USE - BGN	(14,000)	(13,631)	-	(14,000)	(369)	369	(14,000)	-
	1611-0140 SEWER TREATMENT - OP EXP - FIN	(101,000)	(85,971)	-	(101,000)	(15,029)	15,029	(86,000)	-
	1611-0141 SEWER TREATMENT -FIN INSURANCE	(3,000)	(2,799)	-	(3,000)	(201)	201	(3,000)	-
	1611-0142 SEWER TREATMENT-FIN ELECTRICIT	(17,000)	(10,489)	-	(17,000)	(6,511)	6,511	(10,000)	-
	1611-0143 SEWER TREATMENT FIN- TELEPHONE	-	(420)	-	-	420	(420)	-	-
	1611-0144 SEWER - EFFLUENT RE-USE - FIN	(7,000)	(8,965)	-	(7,000)	1,965	(1,965)	(9,000)	-
	1611-0146 SEWER CONSULTANCY	-	-	-	-	-	-	-	-
	1611-0155 SEWER TREATMENT - OP EXP - TOC	(139,000)	(139,725)	-	(139,000)	725	(725)	(140,000)	-
	1611-0156 SEWER TREATMENT -TOC INSURANCE	(4,000)	(2,937)	-	(4,000)	(1,063)	1,063	(3,000)	-
	1611-0157 SEWER TREATMENT-TOC ELECTRICIT	(23,000)	(13,659)	-	(23,000)	(9,341)	9,341	(14,000)	-
	1611-0158 SEWER TREATMENT -TOC TELEPHONE	(1,000)	(603)	-	(1,000)	(397)	397	(1,000)	-
	1611-0159 SEWER - EFFLUENT RE-USE - TOC	(23,000)	(15,366)	-	(23,000)	(7,634)	7,634	(15,000)	-
	1611-0170 RETIC - OP EXP - BGA	(13,000)	(21,557)	-	(13,000)	8,557	(8,557)	(22,000)	-
	1611-0171 RETIC OP EXP ELECTRICITY -BGA	(21,000)	(21,732)	-	(21,000)	732	(732)	(22,000)	-
	1611-0185 RETIC - OP EXP - BGN	(33,000)	(23,767)	-	(33,000)	(9,233)	8,233	(25,000)	-
	1611-0186 RETIC OP EXP - ELECTRICITY BGN	(17,000)	(6,299)	-	(17,000)	(10,701)	10,701	(6,000)	-
	1611-0200 RETIC - OP EXP - FIN	(38,000)	(23,439)	-	(38,000)	(14,561)	14,561	(23,000)	-
	1611-0201 RETIC OP EXP ELECTRICITY - FIN	(54,000)	(59,848)	-	(54,000)	5,848	(5,848)	(60,000)	-
	1611-0215 RETIC - OP EXP - TOC	(43,000)	(45,963)	-	(43,000)	2,963	(2,963)	(46,000)	-
	1611-0216 RETIC OP EXP ELECTRICITY - TOC	(52,000)	(45,717)	-	(52,000)	(6,283)	6,283	(46,000)	-
	1611-0230 PUMPING STATIONS OP EXP BGA	(84,000)	(76,672)	-	(84,000)	(7,328)	7,328	(77,000)	-
	1611-0231 PUMPING STATIONS OP EXP BGN	(42,000)	(50,630)	-	(42,000)	8,630	(8,630)	(51,000)	-
	1611-0232 PUMPING STATIONS OP EXP FIN	(60,000)	(45,543)	-	(60,000)	(14,457)	14,457	(46,000)	-
	1611-0233 PUMPING STATIONS OP EXP TOC	(92,000)	(103,247)	-	(92,000)	11,247	(11,247)	(103,000)	-
	1611-0234 LOW PRESSURE SYSTEM - BGA	(11,000)	(8,657)	-	(11,000)	(2,343)	2,343	(9,000)	-
	1611-0235 LOW PRESSURE SYSTEM - BGN	(4,000)	-	-	(4,000)	(4,000)	4,000	-	-
	1611-0236 LOW PRESSURE SYSTEM - FIN	(3,000)	(924)	-	(3,000)	(2,076)	2,076	(1,000)	-
	1611-0237 LOW PRESSURE SYSTEM - TOC	(10,000)	(8,064)	-	(10,000)	(1,936)	1,936	(8,000)	-
	1611-0250 SEWERAGE CONNECTIONS - SHIRE	(17,000)	(8,777)	-	(17,000)	(8,223)	8,223	(9,000)	-
	1611-0260 DESLUDGING OF LAGOONS	-	-	-	-	-	-	-	-



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	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
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	1611-0340 SEWER SAMPLING / MONITORING	(9,000)	(2,131)		(9,000)	(6,869)	6,869	(2,000)	
	1611-0341 RAISING OF SEWER MANHOLD LIDS	(11,000)	(5,947)		(11,000)	(5,053)	5,053	(6,000)	
	1611-0342 TOCUMWAL CCTV	(41,000)	-		(41,000)	(41,000)	41,000	-	(41,000)
	1612-0105 BANK & GOVT CHARGES	-	-		-	-	-	-	
	1612-0155 BGN TRUCK WASH OPERATING EXPEN	(1,000)	(1,246)		(1,000)	246	(246)	(1,000)	
	1612-0156 BGN TRUCK WASH ELECTRICITY	(1,000)	(1,119)		(1,000)	119	(119)	(1,000)	
	1612-0157 BGN TRUCK WASH - TELEPHONE	-	(398)		-	398	(398)	-	
	1612-0160 BGN TRUCK WASH MTCE	(1,000)	(3,170)		(1,000)	2,170	(2,170)	(3,000)	
	1612-0170 FIN TRUCK WASH OPERATING EXPEN	(16,000)	(15,495)		(16,000)	(505)	505	(15,000)	
	1612-0171 FIN TRUCK WASH - ELECTRICITY	(2,000)	(2,061)		(2,000)	61	(61)	(2,000)	
	1612-0172 FIN TRUCK WASH - TELEPHONE	-	(694)		-	694	(694)	(1,000)	
	1612-0175 FIN TRUCK WASH MTCE	(12,000)	(10,806)		(12,000)	(1,194)	1,194	(11,000)	
	1612-0182 FIN TRUCK WASH AVDATA PUMP	-	-		-	-	-	-	
	5110-2026 SEWER SERVICES TRANSFER TO RESERVE	(160,000)	(160,000)		(160,000)	-	(333,446)	(493,000)	
	5110-2500 Internal Loans Drawdown	-	-		-	-	-	-	
	5110-3700 Internal Loan 395 Receivable-Current	-	-		-	-	-	-	
	5110-3750 Loan 390 Receivable - Current	-	-		-	-	-	-	
	5210-2550 SEWER MAINS RETIC - DEPCN	(387,000)	(387,000)		(387,000)	-	-	(387,000)	
	5240-2550 SEWER TREATMENT WORKS - DEPCN	(217,000)	(217,000)		(217,000)	-	-	(217,000)	
	5250-2500 SEWER PLANT & EQUIP DEPCN	(21,000)	(21,000)		(21,000)	-	-	(21,000)	
	5250-2502 SEWER EQUIPMENT DEPCN	(11,000)	(11,000)		(11,000)	-	-	(11,000)	
	5280-2500 TRUCKWASH - DEPCN	-	-		-	-	-	-	
	SEWERCAPEXP SEWERAGE SERVICES CAPITAL EXPENDITURE	-	-		-	-	-	-	
	SEWERAGE SERVICES REVENUE	3,108,000	2,380,264		3,108,000	727,736	(11,682)	3,096,000	22,61
	5110-1000-0001 SEWER CHARGES - BGA	565,000	565,549		565,000	(549)	549	566,000	
	5110-1000-0002 SEWER CHARGES - BGN	289,000	289,064		289,000	(64)	64	289,000	
	5110-1000-0003 SEWER CHARGES - FIN	621,000	620,850		621,000	150	(150)	621,000	
	5110-1000-0004 SEWER CHARGES - TOC	740,000	739,963		740,000	37	(37)	740,000	
	5110-1000-0005 SEWER CHARGES - NON RATEABLE	76,000	76,182		76,000	(182)	182	76,000	
	5110-1000-0006 SEWER CHARGES - LOW PRESSURE SEWER CHG	-	-		-	-	-	-	
	5110-1080 LESS SEWER CHARGES WRITTEN OFF	(2,000)	(55)		(2,000)	(1,945)	-	(2,000)	
	5110-1082 LESS SEWER CHARGES D/DEBT EXPENSE	(4,000)	-		(4,000)	(4,000)	-	(4,000)	
	5110-1095 LESS SEWER PENSION REBATE - SHIRE	(86,000)	(86,000)		(86,000)	-	86,000	-	
	5110-1500 SEWER CONNECTION FEES - GST FREE	11,000	12,464		11,000	(1,464)	1,464	12,000	
	5110-1501 SEWER SUNDRY INCOME - INC.GST	-	-		-	-	-	-	
	5110-1502 DISPOSAL OF SEPTAGE INCOME	5,000	1,797		5,000	3,203	(3,203)	2,000	
	5110-1503 SEWER SUNDRY INCOME - GST FREE	1,000	-		1,000	1,000	(1,000)	-	
	5110-1504 TOC SEWER EFFLUENT REUSE	2,000	-		2,000	2,000	(2,000)	-	
	5110-1601 SECT. 64 CONT. SEWER - BGA	12,000	11,964		12,000	36	(36)	12,000	
	5110-1602 SECT. 64 CONT. SEWER - BER	-	-		-	-	-	-	
	5110-1603 SECT. 64 CONT. SEWER - FIN	-	-		-	-	-	-	
	5110-1604 SECT. 64 CONT. SEWER - TOC	-	-		-	-	-	-	
	5110-1700 INTEREST INCOME - INTERNAL LOAN 395	24,000	-		24,000	24,000	(24,000)	-	
	5110-1710 INTEREST INCOME - INTERNAL LOAN LED	11,000	-		11,000	11,000	(11,000)	-	
	5110-1750 LOAN 390 INTEREST INCOME	62,000	-		62,000	62,000	(62,000)	-	
	5110-1840 INTEREST ON INVESTMENTS	6,000	-		6,000	6,000	(6,000)	-	
	5110-1850 INTEREST - OTHER	2,000	4,293		2,000	(2,293)	2,293	4,000	
	5110-1926 SEWER TRANSFER FROM RESERVE	-	-		-	-	-	-	
	5110-1928 SECT 64 CONT SEWER RESERVE TRANSFER	-	-		-	-	-	-	
	5110-1951 SEWER CHARGES PENSION SUBSIDY	48,000	45,590		48,000	2,410	(2,410)	46,000	
	5110-3710 INT LOAN LED RECEIVABLE - CURRENT	-	-		-	-	-	-	
	5210-4810-0000 SEWER DEPCN CONTRA	636,000	-		636,000	636,000	-	636,000	
	5240-1600 TOC TOWN BEACH SEWER CONTRIBUTIONS	-	-		-	-	-	-	
	5240-1950 BUILDING BETTER REGIONS JERSEY BBRF3	62,000	36,367		62,000	25,633	(25,633)	36,000	22,61
	5280-1500 TRUCK WASH (AVDATA) INCOME	27,000	62,235		27,000	(35,235)	35,235	62,000	
	SEWERCAPINC SEWERAGE SERVICES CAPITAL INCOME	-	-		-	-	-	-	



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
0									
	16 Total	-	(334,605)		-	334,605	2,000	-	(257,67
#									
	PUBLIC LIBRARIES								
	PUBLIC LIBRARIES EXPENSE	(734,000)	(648,329)		(734,000)	(85,671)	85,673	(652,000)	
	1710-0105 LIBRARY BLDG MTCE - BGA	(1,000)	(664)		(1,000)	(336)	336	(1,000)	
	1710-0120 LIBRARY BLDG MTCE - BGN	(1,000)	(538)		(1,000)	(462)	462	(1,000)	
	1710-0125 LIBRARY BLDG MTCE - FINLEY	(2,000)	(1,763)		(2,000)	(237)	237	(2,000)	
	1710-0140 LIBRARY BLDG MTCE - TOC	(1,000)	(992)		(1,000)	(8)	8	(1,000)	
	1710-0145 LIBRARY OFFICE FURN/EQUIP MTCE	(11,000)	(3,794)		(11,000)	(7,206)	7,206	(4,000)	
	1710-0150 LIBRARY ADMIN CHARGES	(112,000)	(112,000)		(112,000)	-	-	(112,000)	
	1710-0165 LIBRARY PRINTING & STATIONERY	(1,000)	(46)		(1,000)	(954)	954	-	
	1710-0166 LIBRARY ADVERTISING	(1,000)	-		(1,000)	(1,000)	1,000	-	
	1710-0170 LIBRARY TELEPHONE	(4,000)	(1,134)		(4,000)	(2,866)	2,866	(1,000)	
	1710-0171 LIBRARY POSTAGE	(2,000)	(1,506)		(2,000)	(494)	494	(2,000)	
	1710-0175 LIBRARY SUNDRY EXPENSES	(9,000)	(5,996)		(9,000)	(3,004)	3,004	(6,000)	
	1710-0180 LIBRARY SALARIES & ALLOWANCES	(258,000)	(266,619)		(258,000)	8,619	(8,619)	(267,000)	
	1710-0190 LIBRARY TRAVEL & ALLOWANCES	(3,000)	(4,056)		(3,000)	1,056	(1,056)	(4,000)	
	1710-0192 LIBRARY STAFF TRAINING	(7,000)	(7,061)		(7,000)	61	(61)	(7,000)	
	1710-0194 LIBRARY CONFERENCES & SEMINARS	(1,000)	-		(1,000)	(1,000)	1,000	-	
	1710-0195 LIBRARY RATES	(10,000)	(8,468)		(10,000)	(1,532)	1,532	(8,000)	
	1710-0196 LIBRARY INSURANCE	(32,000)	(19,175)		(32,000)	(12,825)	12,825	(19,000)	
	1710-0200 LIBRARY BOOKS MTCE	(2,000)	-		(2,000)	(2,000)	2,000	-	
	1710-0210 LIBRARY ELECTRICITY	(24,000)	(11,683)		(24,000)	(12,317)	12,317	(12,000)	
	1710-0211 LIBRARY CONNECTIVITY	(16,000)	(18,649)		(16,000)	2,649	(2,649)	(19,000)	
	1710-0215 LIBRARY CLEANING	(20,000)	(18,557)		(20,000)	(1,443)	1,443	(19,000)	
	1710-0230 LIBRARY PURCHASE OF PERIODICAL	(7,000)	(5,859)		(7,000)	(1,141)	1,141	(6,000)	
	1710-0234 LIBRARY TECHNO TEENS OPERATING	(6,000)	(446)		(6,000)	(5,554)	5,554	-	
	1710-0235 LIBRARY SPEC. PROJ. OPERATING	(31,000)	(8,569)		(31,000)	(22,431)	22,431	(9,000)	
	1710-0236 INTER LIBRARY LOAN FEES	(1,000)	(26)		(1,000)	(974)	974	-	
	1710-0239 LIBRARY BOOKS CLUBS	-	-		-	-	-	-	
	1710-0240 FINLEY LIBRARY WORK SPACE	(5,000)	(5,134)		(5,000)	134	(134)	(5,000)	
	1710-0242 SENIORS WEEK EXPENSES	-	-		-	-	-	-	
	1710-0243 ONLINE DATABASE SUBSCRIPTIONS	(14,000)	(2,696)		(14,000)	(11,304)	11,304	(3,000)	
	1710-0244 LITERARY LUNCH/WRITING FESTIVAL	(4,000)	(3,984)		(4,000)	(16)	16	(4,000)	
	1710-0245 TECH SAVVY SENIORS GRANT EXP	(3,000)	(2,503)		(3,000)	(497)	497	(3,000)	
	1710-0246 MPH COMMUNITY GRANT EXPENSE	-	-		-	-	-	-	
	1710-0500 LIBRARY CAR PARK UPGRADE	-	-		-	-	-	-	
	1710-0510 TOC - LIBRARY EXTENSION FITOUT	-	-		-	-	-	-	
	1710-0525 LIBRARY PURCHASE OF BOOKS	(29,000)	(25,431)		(29,000)	(3,569)	3,569	(25,000)	
	1710-0530 LIBRARY OTHER ASSETS	(4,000)	(1,547)		(4,000)	(2,453)	2,453	(2,000)	
	1710-0532 LIBRARY AUDIO VISUAL / CDS	(8,000)	(5,732)		(8,000)	(2,268)	2,268	(6,000)	
	1710-0535 SOUTH WEST ZONE DIGITAL LIBRARY MEMBERSHIP	(5,000)	(4,699)		(5,000)	(301)	301	(5,000)	
	6100-2502 LIBRARY EQUIPMENT DEPCN	(9,000)	(9,000)		(9,000)	-	-	(9,000)	
	6100-2504 LIBRARY BLDG DEPCN	(67,000)	(67,000)		(67,000)	-	-	(67,000)	
	6100-2518 LIBRARY BOOKS DEPCN	(23,000)	(23,000)		(23,000)	-	-	(23,000)	
	LIBRARYCAPEXP LIBRARIES CAPITAL EXPENDITURE	-	-		-	-	-	-	
	PUBLIC LIBRARIES REVENUE	95,000	98,510		95,000	(3,510)	3,509	100,000	
	6100-1501 LIBRARY SUNDRY INCOME INCL GST	1,000	888		1,000	112	(112)	1,000	
	6100-1502 FRIENDS OF THE LIBRARY	1,000	-		1,000	1,000	(1,000)	-	
	6100-1503 LIBRARY ROOM HIRE CHARGES	1,000	2,111		1,000	(1,111)	1,111	2,000	
	6100-1504 LIBRARY DONATION	1,000	518		1,000	483	(483)	1,000	
	6100-1820 LIBRARY FEES INCLUDING GST	3,000	2,528		3,000	472	(472)	3,000	
	6100-1821 LIBRARY FINES GST FREE	1,000	678		1,000	323	(323)	1,000	
	6100-1822 INTER LIBRARY LOAN FEES	-	260		-	(260)	260	-	
	6100-1823 BERRIGAN SHIRE BOOK CLUBS	-	1,100		-	(1,100)	1,100	1,000	



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
0									
	6100-1951 LIBRARY LOCAL SPECIAL PROJECTS GRANT	20,000	20,173		20,000	(173)	173	20,000	
	6100-1953 LITERARY LUNCH/WRITING FESTIVAL GRANT	-	2,867		-	(2,867)	2,867	3,000	
	6100-1958 LIBRARY INFRASTRUCTURE GRANT	-	-		-	-	-	-	
	6100-1960 TECH SAVY SENIORS PROGRAM	4,000	3,764		4,000	236	(236)	4,000	
	6100-1963 Library Service Other Grants	-	-		-	-	-	-	
	6100-1964 HEALTHY CONNECTIONS COMMUNITY GRANT	-	-		-	-	-	-	
	LIBRARYCAPINC LIBRARIES CAPITAL INCOME	-	-		-	-	-	-	
	17 Total	(639,000)	(549,819)		(639,000)	(89,181)	89,182	(552,000)	
#									
	COMMUNITY AMENITIES								
	COMMUNITY AMENITIES EXPENSE	(1,071,000)	(901,138)		(718,000)	183,138	(121,395)	(838,000)	
	1316-0125 SENIOR CITIZENS CTR - BLDG MTC	-	(1,243)		-	1,243	(1,243)	(1,000)	
	1420-0000 PUBLIC CONVENIENCE CLEANING	(313,000)	(382,450)		-	382,450	(313,000)	(313,000)	
	1420-0001 PUBLIC CONVENIENCES BLDG MTCE	(20,000)	(12,294)		-	12,294	(20,000)	(20,000)	
	1420-0113 PUBLIC CONVEN. - ELECTRICITY	(4,000)	(3,986)		(4,000)	(14)	14	(4,000)	
	1420-0114 PUBLIC CONVENIENCES -INSURANCE	(4,000)	(3,885)		(4,000)	(115)	115	(4,000)	
	1420-0125 PUBLIC CONVENIENCES RENTAL FIN	-	-		-	-	-	-	
	1714-0105 BERRIGAN HALL BLDG MTCE	(2,000)	(924)		(2,000)	(1,076)	1,076	(1,000)	
	1714-0106 BERRIGAN HALL RISK MGT	-	-		-	-	-	-	
	1714-0111 BERRIGAN HALL - INSURANCE	(12,000)	(11,568)		(12,000)	(432)	432	(12,000)	
	1714-0112 BERRIGAN HALL GRANT	(8,000)	(7,860)		(8,000)	(140)	140	(8,000)	
	1714-0122 FINLEY MEMORIAL HALL BLDG MTCE	(2,000)	(2,423)		(2,000)	423	(423)	(2,000)	
	1714-0123 FIN MEMORIAL HALL - INSURANCE	(19,000)	(19,151)		(19,000)	151	(151)	(19,000)	
	1714-0124 FIN MEMORIAL HALL - GRANT	(8,000)	(7,860)		(8,000)	(140)	140	(8,000)	
	1714-0125 TOCUMWAL HALL BLDG MTCE	(2,000)	(2,466)		(2,000)	466	(466)	(2,000)	
	1714-0130 TOCUMWAL HALL - INSURANCE	(9,000)	(9,081)		(9,000)	81	(81)	(9,000)	
	1714-0135 TOC AERODROME MUSEUM BLDG MTCE	-	-		-	-	-	-	
	1714-0142 TOCUMWAL HALL GRANT	(4,000)	(4,280)		(4,000)	280	(280)	(4,000)	
	1714-0145 RETREAT HALL BLDG MTCE	(1,000)	(775)		(1,000)	(225)	225	(1,000)	
	1714-0150 RETREAT HALL - INSURANCE	(3,000)	(2,570)		(3,000)	(430)	430	(3,000)	
	1714-0160 INTEREST EXPENSE INT LOAN 395	(24,000)	-		(24,000)	(24,000)	24,000	-	
	1714-0165 INTEREST EXPENSE EXT LOAN 405 LCLI	(20,000)	(19,956)		-	19,956	(19,956)	(20,000)	
	1714-0167 BGN CWA HALL BLDG MTCE	(1,000)	(921)		(1,000)	(79)	79	(1,000)	
	1714-0168 BGN CWA HALL - INSURANCE	(1,000)	(159)		(1,000)	(841)	841	-	
	1714-0170 PUBLIC HALLS VARIOUS	(3,000)	(3,199)		(3,000)	199	(199)	(3,000)	
	1714-0200 HALLS VANDALIZATION & GRAFFITI	-	-		-	-	-	-	
	1714-0503 BGN CWA HALL DOORS	-	-		-	-	-	-	
	1714-0505 TOC HISTORICAL AERO MUSEUM THAM DC2	-	-		-	-	-	-	
	1714-0506 FIN MARY LAWSON SHED	(7,000)	-		(7,000)	(7,000)	7,000	-	
	1714-0507 FIN SCHOOL OF ARTS FRONT ROOM	-	(143)		-	143	(143)	-	
	1714-0508 TOC WAR MEMORIAL HALL UPGRADE	-	-		-	-	-	-	
	1714-0509 FINLEY MUSEUM SECURITY CAMERAS	(5,000)	-		(5,000)	(5,000)	5,000	-	
	1714-0510 FINLEY MUSEUM SOLAR PANELS	(6,000)	(5,245)		(6,000)	(755)	755	(5,000)	
	1714-0511 FINLEY WAR MEMORIAL REFURB LRCIP3	(195,000)	-		(195,000)	(195,000)	195,000	-	
	1714-0512 FINLEY SCHOOL OF ARTS FLOOR	-	-		-	-	-	-	
	1714-0530 INT LOAN 395 PRINCIPAL - CURRENT	-	-		-	-	-	-	
	1714-0535 EXT LCLI LOAN 405 PRINCIPAL - CURRENT	(92,000)	(92,175)		(92,000)	175	(175)	(92,000)	
	1715-0135 TOCUMWAL RAILWAY BLDG MTCE	(1,000)	(1,418)		(1,000)	418	(418)	(1,000)	
	1715-0137 TOC RAILWAY STATION INSURANCE	(2,000)	(2,107)		(2,000)	107	(107)	(2,000)	
	1715-0138 FINLEY RAILWAY BLDG MTCE	-	-		-	-	-	-	
	1715-0140 COMMUNITY AMENITIES ADMIN CHAR	(83,000)	(83,000)		(83,000)	-	-	(83,000)	
	1718-0226 HAYES PARK TOILETS REFURB	-	-		-	-	-	-	
	3900-2504 PUBLIC CONVENIENCES DEPCN	(33,000)	(33,000)		(33,000)	-	-	(33,000)	
	6200-2504 PUBLIC HALLS DEPRECIATION	(187,000)	(187,000)		(187,000)	-	-	(187,000)	
	COMMAMENCAPEX COMMUNITY AMENITIES CAPITAL EXPENDITURE	-	-		-	-	-	-	



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,460
	0								
	COMMUNITY AMENITIES REVENUE	342,000	124,463		342,000	217,537	(217,537)	125,000	97,500
	6200-1603 BGN WAR MEMORIAL HALL COMMITTEE CONTRIB	-	-		-	-	-	-	
	6200-1604 TOC WAR MEMORIAL HALL CONTRIBUTION	10,000	9,505		10,000	495	(495)	10,000	
	6200-1605 TOC HISTORIC AIR MUSEUM CONTRIBUTION	-	-		-	-	-	-	
	6200-1700 LCLI LOAN INTEREST SUBSIDY FINLEY HOUSING	17,000	17,185		17,000	(185)	185	17,000	
	6200-1750 LCLI LOAN PROCEEDS 405	-	-		-	-	-	-	
	6200-1760 INTERNAL LOAN PROCEEDS	-	-		-	-	-	-	
	6200-1890 TOCUMWAL LAUNDROMAT LEASE	-	273		-	(273)	273	-	
	6200-1957 TOC HISTORICAL AERO MUSUEM GRANT THAM DC2	-	-		-	-	-	-	
	6200-1958 FINLEY WAR MEMORIAL REFURB LRCIP3	195,000	97,500		195,000	97,500	(97,500)	98,000	97,500
	7700-1601 TOC AERODROME MUSEUM CONTRIBUTIONS THAM	120,000	-		120,000	120,000	(120,000)	-	
	COMMAMENCAPINC COMMUNITY AMENITIES CAPITAL INCOME	-	-		-	-	-	-	
	HALLSCAPINC PUBLIC HALLS CAPITAL INCOME	-	-		-	-	-	-	
	18 Total	(729,000)	(776,675)		(376,000)	400,675	(338,932)	(713,000)	97,500
	#								
	RECREATION								
	RECREATION EXPENSE	(4,156,000)	(2,616,293)		(3,751,000)	(1,134,707)	1,121,707	(2,630,000)	
	1414-0110 RUBBISH COLLECTION BEACH AREAS	(36,000)	(31,751)		(36,000)	(4,249)	4,249	(32,000)	
	1717-0105 BAROOGA REC RESERVE MASTERPLAN	(37,000)	(38,318)		(37,000)	1,318	(1,318)	(38,000)	
	1717-0110 BAROOGA SPORTS COMP - INSURANCE	(10,000)	(10,147)		(10,000)	147	(147)	(10,000)	
	1717-0112 BAROOGA SPORTS COMP GRANT	(12,000)	(12,000)		(12,000)	-	-	(12,000)	
	1717-0113 RECREATION FACILITIES DONATION	(8,000)	-		(8,000)	(8,000)	8,000	-	
	1717-0120 BAROOGA SPORTS COMP BLDG MTCE	(5,000)	(3,845)		(5,000)	(1,155)	1,155	(4,000)	
	1717-0121 BGA SPORTS COMP RISK M'MENT	-	-		-	-	-	-	
	1717-0130 BERRIGAN SPORTS COMP INSURANCE	(15,000)	(15,216)		(15,000)	216	(216)	(15,000)	
	1717-0132 BERRIGAN SPORTS COMP GRANT	(12,000)	(12,000)		(12,000)	-	-	(12,000)	
	1717-0140 BERRIGAN SPORTS COMP BLDG MTCE	(15,000)	(12,008)		(15,000)	(2,992)	2,992	(12,000)	
	1717-0141 BGN SPORTS COMP RISK M'MENT	-	-		-	-	-	-	
	1717-0150 FINLEY REC RESERVE - INSURANCE	(11,000)	(10,769)		(11,000)	(231)	231	(11,000)	
	1717-0152 FINLEY REC RESERVE GRANT	(12,000)	(12,000)		(12,000)	-	-	(12,000)	
	1717-0155 FIN REC RES PLAYGROUND MTCE	(1,000)	-		(1,000)	(1,000)	1,000	-	
	1717-0160 FINLEY REC RESERVE BLDG MTCE	(2,000)	(1,730)		(2,000)	(270)	270	(2,000)	
	1717-0161 FIN REC RESERVE RISK M'MENT	-	-		-	-	-	-	
	1717-0170 FINLEY SHOW GROUND - INSURANCE	(15,000)	(15,204)		(15,000)	204	(204)	(15,000)	
	1717-0172 FINLEY SHOW GROUND GRANT	(12,000)	(12,000)		(12,000)	-	-	(12,000)	
	1717-0180 FINLEY SHOW GROUNDS BLDG MTCE	(5,000)	(6,537)		(5,000)	1,537	(1,537)	(7,000)	
	1717-0181 FINLEY SHOW GROUND RISK M'MENT	-	-		-	-	-	-	
	1717-0191 TOC REC RESERVE - INSURANCE	(7,000)	(6,891)		(7,000)	(109)	109	(7,000)	
	1717-0192 TOC REC RESERVE GRANT	(12,000)	(12,000)		(12,000)	-	-	(12,000)	
	1717-0194 TOC REC RES PLAYGROUND MTCE	(1,000)	(546)		(1,000)	(454)	454	(1,000)	
	1717-0200 TOC REC RESERVE BLDG MTCE	(2,000)	(2,533)		(2,000)	533	(533)	(3,000)	
	1717-0201 TOC REC RESERVE RISK M'MENT	(2,000)	(1,600)		(2,000)	(400)	400	(2,000)	
	1717-0237 TOC - NETBALL & CRICKET SCCF2	-	-		-	-	-	-	
	1717-0252 BGN SPORTSGROUND TOILETS SSFP	-	-		-	-	-	-	
	1717-0501 BGA LED LIGHT UPGRADES SCCF3	-	-		-	-	-	-	
	1717-0502 BGN LED LIGHT UPGRADES SCCF3	-	-		-	-	-	-	
	1717-0503 FIN LED LIGHT UPGRADES SCCF3	-	-		-	-	-	-	
	1717-0505 TOC LED LIGHT UPGRADE LRCIP	-	-		-	-	-	-	
	1717-0510 BGA REC RESERVE CHANGE ROOMS	-	-		-	-	-	-	
	1717-0515 FIN SHOWGROUNDS ELECTRICAL	-	-		-	-	-	-	
	1717-0520 BERRIGAN SPORTSGROUND PAINTING	-	-		-	-	-	-	
	1717-0525 AMENITIES UPGRADE BGN CRIP	(36,000)	(35,457)		(36,000)	(543)	543	(35,000)	
	1717-0530 TOC NETBALL COURTS CRIP	(5,000)	(5,000)		(5,000)	-	-	(5,000)	
	1717-0535 TOCUMWAL CRICKET CLUB NEW ROOF	-	-		-	-	-	-	



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
0									
	1717-0545 FIN NETBALL COURTS LRCIP2	(375,000)	(375,803)		(375,000)	803	(803)	(376,000)	
	1717-0550 TOC NETBALL COURTS LRCIP2	-	-		-	-	-	-	
	1717-0555 TOC CRICKET NETS REDEVELOPMENT SCCF4	(103,000)	-		(103,000)	(103,000)	103,000	-	
	1717-0560 BGA REC RESERVE REDEVELOPMENT LRCIP3	(600,000)	(4,115)		(600,000)	(595,885)	595,885	(4,000)	
	1717-0565 TOC PONY CLUB FENCING SCCF4	(180,000)	-		(180,000)	(180,000)	180,000	-	
	1718-0000 PARKS & GARDENS MAINTENANCE	(392,000)	(392,336)		-	392,336	(392,336)	(392,000)	
	1718-0050 FINLEY - LOCO DAM PARK	-	-		-	-	-	-	
	1718-0060 TOC CREEK WALK HONORARIUM	-	-		-	-	-	-	
	1718-0110 TREE WORKS - BGN	-	-		-	-	-	-	
	1718-0111 TREE WORKS - BGA	-	-		-	-	-	-	
	1718-0112 TREE WORKS - TOC	(13,000)	-		-	-	(13,000)	(13,000)	
	1718-0113 TREE WORKS - FIN	-	-		-	-	-	-	
	1718-0116 MINOR PARKS GARDEN ELECTRICITY	(21,000)	(11,661)		(21,000)	(9,339)	9,339	(12,000)	
	1718-0117 MINOR PARK & GARDENS INSURANCE	-	-		-	-	-	-	
	1718-0160 INTERNAL LOAN 389 INTEREST	-	-		-	-	-	-	
	1718-0185 ALEXANDER GARDEN COMPETITION	(1,000)	-		(1,000)	(1,000)	1,000	-	
	1718-0200 PARKS VANDALIZATION & GRAFFITI	-	(374)		-	374	(374)	-	
	1718-0237 BGA ADVENTURE PARK DC2	-	-		-	-	-	-	
	1718-0500 TOC FORESHORE STAGED DEVELOP	(442,000)	(414,258)		(442,000)	(27,742)	27,742	(414,000)	
	1718-0501 TOC FORESHORE AMPHITHEATRE LRCIP3	(614,000)	(21,248)		(614,000)	(592,752)	592,752	(21,000)	
	1718-0501 RUSSEL CRT OPEN SPACE	-	-		-	-	-	-	
	1718-0502 RAILWAY PARK UPGRADE	(140,000)	(140,136)		(140,000)	136	(136)	(140,000)	
	1718-0503 TOC CWA LIBRARY PARK UPGRADE	(153,000)	(152,575)		(153,000)	(425)	425	(153,000)	
	1718-0504 MARY LAWSON WAYSIDE REST CONCEPT PLAN	(10,000)	(9,135)		(10,000)	(865)	865	(9,000)	
	1718-0530 INTERNAL LOAN 389 PRINCIPAL	-	-		-	-	-	-	
	1718-0552 DC1 BERRIGAN APEX PARK REFURB	-	-		-	-	-	-	
	1718-0553 TOC WAAAF CREEK WALK - ART	(17,000)	(16,502)		(17,000)	(498)	498	(17,000)	
	1718-0554 MURRAY ST FIN OPEN SPACE PARK	(150,000)	(149,931)		(150,000)	(70)	70	(150,000)	
	1718-0555 BERRIGAN HAYES PARK SCCF3	(1,000)	(950)		(1,000)	(50)	50	(1,000)	
	1718-0556 BGA LIONS PARK UPGRADE LRCIP	-	-		-	-	-	-	
	1719-0100 TOC SPLASH PARK OPERATING EXP	(33,000)	(32,222)		(33,000)	(778)	778	(32,000)	
	1719-0101 TOC SPLASH PARK INSURANCE	-	-		-	-	-	-	
	6500-2500 RECREATION RESERVES PLANT & EQUIPMENT DEPCN	(1,000)	(1,000)		(1,000)	-	-	(1,000)	
	6500-2502 RECREATION RESERVES OTHER STRUCTURES DEPCN	(101,000)	(101,000)		(101,000)	-	-	(101,000)	
	6500-2518 RECREATION RESERVES BUILDINGS DEPCN	(283,000)	(283,000)		(283,000)	-	-	(283,000)	
	6600-1606 CREEK WALK MASTERPLAN DEVELOPMENT	-	-		-	-	-	-	
	6600-2500 PARKS & GARDENS DEPCN	(12,000)	(12,000)		(12,000)	-	-	(12,000)	
	6600-2518 PARKS & GARDENS DEPCN	(74,000)	(74,000)		(74,000)	-	-	(74,000)	
	PARKSCAPEXP PARKS AND RECREATION AREAS CAPITAL EXPENDITURE	-	-		-	-	-	-	
	RECRESERVECAPEXP RECREATION RESERVES CAPITAL EXPENDITURE	-	-		-	-	-	-	
	RECREATION REVENUE	2,621,000	1,028,416		2,621,000	1,592,584	(1,592,585)	1,029,000	1,101,75
	6500-1315 TOCUMWAL FOOTBALL NETBALL CLUB LEASE	1,000	536		1,000	464	(464)	1,000	
	6500-1601 FIN NETBALL COURTS CONTRIBUTION	70,000	-		70,000	70,000	(70,000)	-	
	6500-1949 BGA REC RESERVE PROJECT CONTRIBUTION	-	-		-	-	-	-	
	6500-1951 COMMUNITY CONTRIBUTION	-	-		-	-	-	-	
	6500-1959 LED LIGHTING UPGRADE SCCF3 GRANT	-	-		-	-	-	-	
	6500-1963 FINLEY SHOWGROUND GRANT	-	-		-	-	-	-	
	6500-1969 BERRIGAN SPORTSGROUND TOILET GRANT	53,000	-		53,000	53,000	(53,000)	-	53,00
	6500-1970 TOC SPORTSGROUND LED UPGRADE LRCIP	30,000	-		30,000	30,000	(30,000)	-	30,40
	6500-1971 TOCUMWAL NETBALL COURTS CRIP	-	-		-	-	-	-	
	6500-1972 BGN SHOWGROUND AMENITIES CRIP	-	-		-	-	-	-	
	6500-1973 FIN SHOWGROUNDS IRRIGATION NSWSP2	-	-		-	-	-	-	
	6500-1974 FINLEY NETBALL COURTS LRCIP2	270,000	-		270,000	270,000	(270,000)	-	140,00
	6500-1975 TOCUMWAL NETBALL COURTS LRCIP2	-	-		-	-	-	-	
	6500-1976 BGA REC RES REDEVELOPMENT LRCIP3	566,000	283,027		566,000	282,973	(282,973)	283,000	283,02
	6500-1977 TOC PONY CLUB FENCE SCCF4	180,000	-		180,000	180,000	(180,000)	-	180,00



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
0									
	6600-1501 SECT.94 PUBLIC OPEN SPACE BAROOGA	4,000	3,557		4,000	443	(443)	4,000	
	6600-1502 SECT.94 PUBLIC OPEN SPACE BERRIGAN	-	-		-	-	-	-	
	6600-1503 SECT.94 PUBLIC OPEN SPACE FINLEY	-	-		-	-	-	-	
	6600-1504 SECT.94 PUBLIC OPEN SPACE TOCUMWAL	1,000	660		1,000	340	(340)	1,000	
	6600-1505 SECT 94 PUBLIC OPEN SPACE RES TRN	-	-		-	-	-	-	
	6600-1601 TOC FORESHORE COMMITTEE CONTRIB	-	-		-	-	-	-	
	6600-1602 TOC CREEK WALK CONTRIBUTION	-	-		-	-	-	-	
	6600-1604 TOC FORESHORE LIGHTING CONTRIB	-	-		-	-	-	-	
	6600-1605 TOC FORESHORE BUILDING CONTRIBUTIONS	-	-		-	-	-	-	
	6600-1607 TOC COM DEV COMMITTEE CONTRIBUTION	-	-		-	-	-	-	
	6600-1700 TOC FORESHORE LOAN PROCEEDS	-	-		-	-	-	-	
	6600-1821 USER CHARGES - TOC FORESHORE RES	-	200		-	(200)	200	-	
	6600-1950 DC1 DROUGHT COMMUNITIES PROGRAM - BGN PARKS	-	-		-	-	-	-	
	6600-1951 CREATE NSW TOC CREEK WALK PLAN GRANT	55,000	-		55,000	55,000	(55,000)	-	
	6600-1952 BAROOGA ADVENTURE PARK DC2	-	-		-	-	-	-	
	6600-1953 BERRIGAN HAYES PARK SCCF3	-	-		-	-	-	-	
	6600-1954 EVERYONE CAN PLAY GRANT - TOC CWA PARK	-	-		-	-	-	-	
	6600-1963 TOC FORESHORE GRANT	646,000	433,435		646,000	212,565	(212,565)	433,000	
	6600-1968 BGA LIONS PARK IMPROVEMENT LRCIP	5,000	-		5,000	5,000	(5,000)	-	5,00
	6600-1969 FIN MURRAY STREET O/SPACE PARK LRCIP	23,000	-		23,000	23,000	(23,000)	-	
	6600-1970 TOC FORESHORE AMPHITHEATRE LRCIP3	614,000	307,000		614,000	307,000	(307,000)	307,000	307,00
	PARKSCAPINC PARKS AND RECREATION AREAS CAPITAL INCOME	-	-		-	-	-	-	
	RECRESERVECAPINC RECREATION RESERVES CAPITAL INCOME	-	-		-	-	-	-	
	19 Total	(1,535,000)	(1,587,878)		(1,130,000)	457,878	(470,878)	(1,601,000)	1,101,75
#									
	SWIMMING POOL								
	SWIMMING POOL EXPENSE	(432,000)	(386,340)		(432,000)	(45,660)	45,659	(387,000)	
	1716-0100 SPORTIES HEALTH & FITNESS CONT	(55,000)	(50,000)		(55,000)	(5,000)	5,000	(50,000)	
	1716-0105 SWIMMING POOL GRANTS - BGN	(31,000)	(31,400)		(31,000)	400	(400)	(31,000)	
	1716-0107 SWIMMING POOL GRANTS - FIN	(36,000)	(35,600)		(36,000)	(400)	400	(36,000)	
	1716-0109 SWIMMING POOL GRANTS - TOC	(31,000)	(31,400)		(31,000)	400	(400)	(31,000)	
	1716-0114 BERRIGAN POOL LIFEGUARDS PAYS	(23,000)	(22,543)		(23,000)	(457)	457	(23,000)	
	1716-0115 BER SWIMMING POOL OPERATE EXP.	(15,000)	(10,144)		(15,000)	(4,856)	4,856	(10,000)	
	1716-0116 BER SWIMMING POOL INSURANCE	(2,000)	(1,921)		(2,000)	(79)	79	(2,000)	
	1716-0117 FIN SWIMMING POOL OPERATE EXP.	(15,000)	(8,523)		(15,000)	(6,477)	6,477	(9,000)	
	1716-0118 FINLEY POOL LIFEGUARDS PAYS	(30,000)	(22,134)		(30,000)	(7,866)	7,866	(22,000)	
	1716-0119 TOC SWIMMING POOL OPERATE EXP.	(18,000)	(7,880)		(18,000)	(10,120)	10,120	(8,000)	
	1716-0120 FIN SWIMMING POOL INSURANCE	(2,000)	(2,061)		(2,000)	61	(61)	(2,000)	
	1716-0121 TOCUMWAL POOL LIFEGUARDS PAYS	(29,000)	(20,999)		(29,000)	(8,001)	8,001	(21,000)	
	1716-0122 POOL LIFEGUARD UNIFORMS/ROSTER	(1,000)	(611)		(1,000)	(389)	389	(1,000)	
	1716-0123 TOC POOL INSURANCE	(1,000)	(1,496)		(1,000)	496	(496)	(1,000)	
	1716-0135 SWIMMING POOL BLDG MTCE - BGN	(2,000)	(1,754)		(2,000)	(246)	246	(2,000)	
	1716-0137 SWIMMING POOL BLDG MTCE - FINL	(1,000)	(2,303)		(1,000)	1,303	(1,303)	(2,000)	
	1716-0139 SWIMMING POOL BLDG MTCE - TOCU	(4,000)	(5,349)		(4,000)	1,349	(1,349)	(5,000)	
	1716-0150 SWIMMING POOLS - RISK M'MENT	(2,000)	(1,927)		(2,000)	(73)	73	(2,000)	
	1716-0155 POOL WATER TREATMENT EXPENSES	(45,000)	(42,706)		(45,000)	(2,294)	2,294	(43,000)	
	1716-0156 SUPERVISOR SALARY	(5,000)	(1,590)		(5,000)	(3,410)	3,410	(2,000)	
	1716-0550 DC1 FINLEY SWIMMING POOL UPGRADE	-	-		-	-	-	-	
	6400-2500 SWIMMING POOL OTHER STRUCUTURES DEPCN	(70,000)	(70,000)		(70,000)	-	-	(70,000)	
	6400-2504 SWIMMING POOL BUILDINGS DEPCN	(14,000)	(14,000)		(14,000)	-	-	(14,000)	
	POOLCAPEXP SWIMMING POOLS CAPITAL EXPENDITURE	-	-		-	-	-	-	
	SWIMMING POOL REVENUE	85,000	86,604		85,000	(1,604)	1,604	86,000	
	6400-1615 Berrigan Pool Committee Contribution	-	-		-	-	-	-	
	6400-1828 USER CHARGES - SWIMMING POOLS	25,000	24,212		25,000	788	(788)	24,000	



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	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
0									
	6400-1950 DC1 DROUGHT COMMUNITIES PROGRAM - FIN POOL	-	-	-	-	-	-	-	-
	POOLCAPINC SWIMMING POOLS CAPITAL INCOME	-	-	-	-	-	-	-	-
	19.1 Total	(347,000)	(299,736)		(347,000)	(47,264)	47,263	(301,000)	
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	QUARRIES & PITS								
	QUARRIES & PITS EXPENSE	(47,000)	(25,213)		(47,000)	(21,787)	21,787	(25,000)	
	1812-0105 PINE LODGE PIT OPERATING EXPEN	(43,000)	(21,213)		(43,000)	(21,787)	21,787	(21,000)	
	6920-2505 QUARRIES & PIT REMEDIATION - DEPCN	(3,000)	(3,000)		(3,000)	-	-	(3,000)	
	6920-2508 QUARRIES - DEPCN	(1,000)	(1,000)		(1,000)	-	-	(1,000)	
	QUARRIES & PITS REVENUE	47,000	-		47,000	47,000	(21,787)	25,000	
	6920-1500 PINE LODGE PIT REVENUE	47,000	-		47,000	47,000	(21,787)	25,000	
	6920-1505 PINE LODGE PIT REVENUE CONTRA	-	-		-	-	-	-	
	6920-1510 OTHER GRAVEL PITS REVENUE	-	-		-	-	-	-	
	20 Total	-	(25,213)		-	25,213	-	-	
#									
	SHIRE ROADS								
	SHIRE ROADS EXPENSE	(13,702,000)	(9,862,185)		(13,864,000)	(4,001,815)	3,819,399	(10,044,000)	(3,124,83
	0011-0000 RURAL SEALED ROADS - MAINTENANCE	(430,000)	(409,058)		(430,000)	(20,942)	-	(430,000)	
	0013-0000 RURAL UNSEALED ROADS - MAINTENANCE	(612,000)	(777,767)		(612,000)	165,767	(165,767)	(778,000)	
	0021-0000 OTHER URBAN SEALED ROADS - MAINTENANCE	(731,000)	(885,689)		(731,000)	154,689	(154,689)	(886,000)	
	0023-0000 OTHER URBAN UNSEALED ROADS - MAINTENANCE	(96,000)	(57,269)		(96,000)	(38,731)	38,731	(57,000)	
	1414-0105 STREET & GUTTER CLEANING	(179,000)	(157,701)		(179,000)	(21,299)	21,299	(158,000)	
	1905-0100 TOWN ENTRY - BAROOGA	-	-		-	-	-	-	
	1905-0110 BURKINSHAW ST BGA TOWNSCAPING LRCIP3	(180,000)	-		(180,000)	(180,000)	180,000	-	(180,00
	1905-0200 TOWN ENTRY - BERRIGAN	-	-		-	-	-	-	
	1905-0300 TOWN ENTRY - FINLEY	-	(10,041)		-	10,041	(10,041)	(10,000)	
	1905-0307 COREE ST MEDIANS - ULUPNA TO TONGS MEDIAN	(50,000)	-		(50,000)	(50,000)	50,000	-	
	1905-0400 TOWN ENTRY - TOCUMWAL	-	-		-	-	-	-	
	1905-0500 UNGROUPED TOWN ENTRY WORKS	-	-		-	-	-	-	
	1905-0807 COREE STREET UPGRADE DSPF	(15,000)	(14,807)		(15,000)	(193)	193	(15,000)	
	1910-0156 RESEAL ALEXANDER AVE BGN ALL	-	(14)		-	14	(14)	-	
	1910-0357 R/S McALLISTER ST 216-679	(6,000)	-		(6,000)	(6,000)	6,000	-	(6,00
	1910-0601 RESEAL AMAROO AVENUE BGA	-	-		-	-	-	-	
	1910-0603 RESEAL BANKER ST 00-262	-	-		-	-	-	-	
	1910-0604 RESEAL BARINYA ST 392-839	-	-		-	-	-	-	
	1910-0607 RESEAL BUCHANANS RD BGA	(12,000)	(9,710)		(12,000)	(2,290)	2,290	(10,000)	
	1910-0608 RESEAL BUCHANANS RD BGA END	(1,000)	-		(1,000)	(1,000)	1,000	-	
	1910-0610 RESEAL GUNNAMARA ST BGA ALL	(16,000)	(9,792)		(16,000)	(6,208)	6,208	(10,000)	
	1910-0613 RESEAL KAMAROOKA ST BGA	(7,000)	(7,160)		(7,000)	160	(160)	(7,000)	
	1910-0616 RESEAL LAWSAN DRIVE BGA	(15,000)	(13,149)		(15,000)	(1,851)	1,851	(13,000)	
	1910-0617 RESEAL MCFARLAND ST 00-452	-	-		-	-	-	-	
	1910-0620 RESEAL STILLARDS CRT BGA ALL	(8,000)	(8,352)		(8,000)	352	(352)	(8,000)	
	1910-0634 RESEAL GORMLEY COURT - COLLIE TO END	-	-		-	-	-	-	
	1910-0702 RESEAL BAROOGA ST - OSBORNE TO NANGUNIA	-	-		-	-	-	-	
	1910-0706 RESEAL CORCORAN ST BGN	(18,000)	(16,159)		(18,000)	(163,841)	163,841	(16,000)	(163,84
	1910-0708 RESEAL DAVIS ST	(38,000)	-		(38,000)	(38,000)	38,000	-	(38,00
	1910-0709 RESEAL DENISON ST BGN ALL	(13,000)	-		(13,000)	(13,000)	13,000	-	(13,00
	1910-0714 RESEAL GREGGERYS RD BGN	(7,000)	(4,928)		(7,000)	(2,072)	2,072	(5,000)	
	1910-0718 RESEAL HORSFALL ST 00-277	-	-		-	-	-	-	
	1910-0730 RESEAL WILLIAM ST BGN	(3,000)	-		(3,000)	(3,000)	3,000	-	
	1910-0751 RESEAL CARTER ST - JERILDERIE TO DENISON	-	-		-	-	-	-	
	1910-0804 RESEAL BURKE ST FIN ALL	(1,000)	(1,211)		(1,000)	211	(211)	(1,000)	



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	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
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	1910-0806 RESEAL CLOSE ST FIN	(11,000)	(7,536)		(11,000)	(3,464)	3,464	(8,000)	
	1910-0807 RESEAL COREE ST - TUPPAL TO ULUPNA	-	-		-	-	-	-	
	1910-0808 RESEAL DAWE AVE FIN ALL	(25,000)	-		(25,000)	(25,000)	25,000	-	
	1910-0809 RESEAL DENISON ST - ULUPNA TO MCNAMARA	(14,000)	-		(14,000)	(14,000)	14,000	-	(14,000)
	1910-0810 RESEAL DENISON ST FIN 1409-161	-	-		-	-	-	-	
	1910-0811 RESEAL DRUITT CRT - COREE TO END	-	-		-	-	-	-	
	1910-0812 RESEAL ENDEAVOUR ST FIN	(17,000)	(17,138)		(17,000)	138	(138)	(17,000)	
	1910-0814 RESEAL FOREST CRT - TONGS TO END	-	-		-	-	-	-	
	1910-0816 RESEAL HAMPDEN ST - 617-647	(2,000)	-		(2,000)	(2,000)	2,000	-	(2,000)
	1910-0820 RESEAL MCDONALD CRT FIN ALL	(3,000)	(2,982)		(3,000)	(18)	18	(3,000)	
	1910-0821 RESEAL MCALLISTER ST FIN	-	-		-	-	-	-	
	1910-0822 RESEAL MURRAY ST FIN PARKLANES	-	-		-	-	-	-	
	1910-0823 RESEAL MURRAY ST - WELLS/SCHOU	(25,000)	(132)		(25,000)	(24,868)	24,868	-	(24,868)
	1910-0827 RESEAL TOCUMWAL ST - MCNAMARA TO PINNUCK	-	-		-	-	-	-	
	1910-0828 RESEAL TONGS ST - MURRAY TO 630M WEST	(6,000)	(5,635)		(6,000)	(365)	365	(6,000)	
	1910-0830 RESEAL TUPPAL ST FIN	(4,000)	-		(4,000)	(4,000)	4,000	-	(4,000)
	1910-0833 RESEAL WELLS ST FINLEY	(9,000)	(1,544)		(9,000)	(7,456)	7,456	(2,000)	(7,456)
	1910-0835 RESEAL WILLIAM ST FIN	(3,000)	(3,205)		(3,000)	205	(205)	(3,000)	
	1910-0836 RESEAL WOLLAMAI ST - CLOSE TO HAMILTON	(9,000)	(5,235)		(9,000)	(3,765)	3,765	(5,000)	
	1910-0840 RESEAL LANE#840 - PINNUCK TO ULUPNA	-	-		-	-	-	-	
	1910-0846 RESEAL BERRIGAN RD - MURRAY TO WALTER	-	-		-	-	-	-	
	1910-0850 RESEAL JAMES CRT - RICEMILL TO ASPHALT	-	-		-	-	-	-	
	1910-0856 RESEAL SCOLLAR ST FIN	(8,000)	(7,528)		(8,000)	(472)	472	(8,000)	
	1910-0857 RESEAL ULUPNA ST FIN 411-452	-	-		-	-	-	-	
	1910-0904 RESEAL BARKER ST TOC ALL	(21,000)	(2,202)		(21,000)	(18,798)	18,798	(2,000)	
	1910-0909 RESEAL BERRIGAN ST - HENNESSY TO DENISON	-	-		-	-	-	-	
	1910-0912 RESEAL BRUTON ST TOC	(20,000)	(20,406)		(20,000)	406	(406)	(20,000)	
	1910-0914 RESEAL CHARLOTTE ST TOC	(4,000)	(516)		(4,000)	(3,484)	3,484	(1,000)	
	1910-0915 RESEAL COBRAM ST TOC	(11,000)	(10,250)		(11,000)	(750)	750	(10,000)	
	1910-0917 RESEAL DENILQUIN ST TOC	(7,000)	(784)		(7,000)	(6,216)	6,216	(1,000)	
	1910-0926 RESEAL HILES COURT TOC ALL	(3,000)	(3,200)		(3,000)	200	(200)	(3,000)	
	1910-0929 RESEAL HOYLE ST TOC	(6,000)	-		(6,000)	(6,000)	6,000	-	(6,000)
	1910-0933 RESEAL KELLY ST TOC - EMILY TO JERILDERIE	-	-		-	-	-	-	
	1910-0967 RESEAL DEAN ST TOC	(9,000)	-		(9,000)	(9,000)	9,000	-	(9,000)
	1910-0970 RESEAL WISE COURT TOC ALL	(16,000)	(16,206)		(16,000)	206	(206)	(16,000)	
	1911-0007 RESEAL BACK BAROOGA RD	(5,000)	(3,400)		(5,000)	(1,600)	1,600	(3,000)	
	1911-0009 RESEAL COLDWELLS RD - HILL/BAR	-	-		-	-	-	-	
	1911-0010 RESEAL CARRAMAR RD - BACK BAROOGA TO 6802 EAST	-	-		-	-	-	-	
	1911-0021 RESEAL STOCK ROUTE RD	(87,000)	(66,772)		(87,000)	(20,228)	20,228	(67,000)	
	1911-0022 RESEAL SEPELTS RD	-	-		-	-	-	-	
	1911-0039 RESEAL CLEARVIEW RD ALL	(6,000)	-		(6,000)	(6,000)	6,000	-	
	1911-0046 RESEAL HUTSONS RD - ALL	-	-		-	-	-	-	
	1911-0051 RESEAL SHANDS RD - MR356 TO ROCKLIFFS	-	-		-	-	-	-	
	1911-0087 RESEAL SPRINGFIELD RD	(18,000)	(14,190)		(18,000)	(3,810)	3,810	(14,000)	
	1911-0092 RESEAL PINEY RD 2386 TO WOOLSH	(184,000)	-		(184,000)	(184,000)	184,000	-	(184,000)
	1911-0095 RESEAL PEPPERTREE RD - MR363 TO VICKERS	-	-		-	-	-	-	
	1911-0099 RESEAL CASEYS RD	(13,000)	-		(13,000)	(13,000)	13,000	-	(13,000)
	1911-0105 RESEAL MARSHES RD - MR564 TO END	-	-		-	-	-	-	
	1911-0110 RESEAL WOOLSHED RD 2562-2819	(4,000)	-		(4,000)	(4,000)	4,000	-	
	1911-0111 RESEAL SOUTH COREE RD -18325TH	(49,000)	(48,524)		(49,000)	(476)	476	(49,000)	
	1911-0125 RESEAL RACECOURSE SERVICE - RACECOURSE TO END	(14,000)	-		(14,000)	(14,000)	14,000	-	(14,000)
	1911-0126 RACECOURSE RD TOC - MCCULLOCHS	(78,000)	(23,520)		(78,000)	(54,480)	54,480	(24,000)	
	1911-0127 RACECOURSE RD TOC-ROCKS TO QUI	(28,000)	(27,908)		(28,000)	(92)	92	(28,000)	
	1911-0146 RESEAL PINELODGE RD	(127,000)	(126,356)		(127,000)	(644)	644	(126,000)	
	1911-0149 RESEAL TUPPAL RD	(8,000)	-		(8,000)	(8,000)	8,000	-	(8,000)
	1911-0156 RESEAL ALEXANDERS RD ALL	(20,000)	(15,506)		(20,000)	(4,494)	4,494	(16,000)	
	1911-0158 RESEAL DALES RD - TONGS TO BRO	-	-		-	-	-	-	



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
0									
	1911-0187 RESEAL BRUCE BIRRELL DRIVE	-	-	-	-	-	-	-	-
	1911-0209 RESEAL BURMA RD 00-1.3	-	-	-	-	-	-	-	-
	1911-0216 RESEAL LOWER RIVER RD - 150M STH OF LEVEE TO SOUTH	(8,000)	-	-	(8,000)	(8,000)	8,000	-	(8,000)
	1911-0217 RESEAL MCMURRAYS RD - BROUGHANS TO END	-	-	-	-	-	-	-	-
	1911-0221 RACEOURSE RD BGN-1080 TO COBR	-	-	-	-	-	-	-	-
	1911-0223 RESEAL DRAYTONS RD - YARRAWONGA TO WEST	-	-	-	-	-	-	-	-
	1911-0229 RESEAL HONNIBALL DRIVE - MURRAY TO END	-	-	-	-	-	-	-	-
	1911-0619 RESEAL SNELL RD 00-1299	-	-	-	-	-	-	-	-
	1912-0003 RESHEET WOMBOIN RD	(237,000)	-	-	(237,000)	(237,000)	237,000	-	(237,000)
	1912-0004 RESHEET LAFFAYS RD	(41,000)	-	-	(41,000)	(41,000)	41,000	-	(41,000)
	1912-0007 RESHEET BACK BAROOGA RD	(40,000)	(40,379)	-	(40,000)	379	(379)	(40,000)	-
	1912-0012 RESHEET EDNIES RD 0-2003	-	-	-	-	-	-	-	-
	1912-0015 RESHEET THE COACH ROAD	-	-	-	-	-	-	-	-
	1912-0018 RESHEET WILTONS ROAD 2.4-5.7	(10,000)	(10,478)	-	(10,000)	478	(478)	(10,000)	-
	1912-0041 RESHEET STONEBRINK ROAD	-	-	-	-	-	-	-	-
	1912-0045 RESHEET AUBURN MOMALONG ROAD	-	(27,525)	-	-	27,525	(120,000)	(120,000)	(90,000)
	1912-0063 RESHEET MICKLES ROAD	-	-	-	-	-	-	-	-
	1912-0100 RESHEET SANDHILLS RD-PINEY/BOX	-	-	-	-	-	-	-	-
	1912-0107 RESHEET WAVERLY ROAD	(2,000)	-	-	(2,000)	(2,000)	2,000	-	(2,000)
	1912-0115 RESHEET BROOCKMANNS ROAD	-	(4,123)	-	-	4,123	(4,123)	(4,000)	-
	1912-0121 FIRE BREAKS - RURAL UNSEALED R	(20,000)	(19,600)	-	(20,000)	(400)	400	(20,000)	-
	1912-0136 RESHEET MIECHELS RD SH17 - 3.1	(189,000)	-	-	(189,000)	(189,000)	120,000	(69,000)	(69,000)
	1912-0137 RESHEET CANALLA RD	(15,000)	-	-	(15,000)	(15,000)	15,000	-	(15,000)
	1912-0144 RESHEET HOGANS RD	(112,000)	-	-	(112,000)	(112,000)	112,000	-	(112,000)
	1912-0156 RESHEET ALEXANDERS ROAD	-	-	-	-	-	-	-	-
	1912-0160 RESHEET MEMBREYS RD	-	-	-	-	-	-	-	-
	1912-0165 RESHEET SHERWINS RD 1585-5313	-	-	-	-	-	-	-	-
	1912-0167 RESHEET WINTERS ROAD 0-2400	-	-	-	-	-	-	-	-
	1912-0201 RESHEET BOXWOOD ROAD 0-2753	-	-	-	-	-	-	-	-
	1912-0216 RESHEET LOWER RIVER ROAD	-	(337)	-	-	337	(337)	-	-
	1912-0222 RESHEET SMITHERS ROAD LRCIP3	(200,000)	(179,096)	-	(200,000)	(20,904)	20,904	(179,000)	-
	1912-0232 RESHEET CRONULLA ROAD	-	(22,638)	-	-	22,638	(22,638)	(23,000)	-
	1912-0621 RESHEET TAKARI STREET	-	(3,476)	-	-	3,476	(3,476)	(3,000)	-
	1912-0999 SHOULDER RESHEETING	-	-	-	-	-	-	-	-
	1913-0553 LANE 961 - BRUTON ST BAROOGA	(60,000)	-	-	(60,000)	(60,000)	60,000	-	(60,000)
	1913-0619 SNELL RD - ARRAMAGONG TO MCKIN	(5,000)	-	-	(5,000)	(5,000)	5,000	-	(5,000)
	1913-0620 SNELL RD - KAMAROOKA TO CHOMLE	(80,000)	-	-	(80,000)	(80,000)	80,000	-	(80,000)
	1913-0702 BAROOGA ST - HORSFALL TO NANGUNIA	-	-	-	-	-	-	-	-
	1913-0711 DROHAN ST - LYSAGHT/HAYES	(50,000)	-	-	(50,000)	(50,000)	50,000	-	-
	1913-0718 HORSEFALL ST - JERILDERIE/DENISON	(90,000)	(5,205)	-	(90,000)	(84,795)	84,795	(5,000)	(84,795)
	1913-0807 COREE ST - MEDIAN STRIPS DSPF	-	-	-	-	-	-	-	-
	1913-0808 DAWE AVENUE - FULL LENGTH	(150,000)	-	-	(150,000)	(150,000)	150,000	-	-
	1913-0845 MCALLISTER ST - HEADFORD TO OSBORNE	(127,000)	-	-	(127,000)	(127,000)	127,000	-	(127,000)
	1913-0856 DC1 SCOLLAR STREET - EXTENSIO	-	-	-	-	-	-	-	-
	1913-0905 BAROOGA ST TOC - MURRAY TO MOR	-	-	-	-	-	-	-	-
	1913-0912 BRUTON STREET TOCUMWAL	-	-	-	-	-	-	-	-
	1913-0915 COBRAM ST TOCUMWAL RECONSTRUCT	-	-	-	-	-	-	-	-
	1913-0920 EMILY ST - LANE 960 / FALKINER	-	-	-	-	-	-	-	-
	1913-0924 HANNAH ST - CALAWAY TO END	-	-	-	-	-	-	-	-
	1913-0927 HILL ST TOCUMWAL REALIGN	(35,000)	-	-	(35,000)	(35,000)	35,000	-	(35,000)
	1913-0931 JERILDERIE ST NTH - BRUTON ST	-	-	-	-	-	-	-	-
	1913-0932 JERSEY ST - CHANTER - TUPPAL BBRF3	(241,000)	(241,349)	-	(241,000)	349	(349)	(241,000)	-
	1913-0934 TOWN BEACH RD - TOC	-	-	-	-	-	-	-	-
	1913-0967 TOC TOWN ENTRY - DEAN ST	-	-	-	-	-	-	-	-
	1914-0001 YARRAWONGA RD 2.1-4.5KM	-	(148)	-	-	148	(148)	-	-
	1914-0009 COLDWELLS RD 4965 TO 5395	-	-	-	-	-	-	-	-
	1914-0059 LAWLORS RD BGN HEAVY PATCHING	(70,000)	(63,427)	-	(70,000)	(6,573)	6,573	(63,000)	-



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
0	1914-0077 BUSHFILEDS RD 00-5KM	(318,000)	(327,632)	-	(318,000)	9,632	(9,632)	(328,000)	-
	1914-0090 BARNES RD-MAXWELL TO STH COREE	(220,000)	(542)	-	(220,000)	(219,458)	219,458	(1,000)	(219,45)
	1914-0093 MELROSE RD 0000 TO 4948	(8,000)	(8,200)	-	(8,000)	200	(200)	(8,000)	-
	1914-0094 MELROSE RD 9637/10653	(417,000)	-	-	(417,000)	(417,000)	417,000	-	(417,00)
	1914-0095 PEPPERTREE RD - 3660 TO 4660	-	-	-	-	-	-	-	-
	1914-0109 WOOLSHED ROAD 17.0 - 18.0 FLR3	(270,000)	(1,619)	-	(270,000)	(268,381)	268,381	(2,000)	(268,38)
	1914-0110 WOOLSHED RD 2.4/2.9 & 3.5/4.8	(90,000)	(903)	-	(90,000)	(89,097)	89,097	(1,000)	-
	1914-0111 SOUTH COREE RD 8320 TO 8777	(112,000)	(89,640)	-	(112,000)	(22,360)	22,360	(90,000)	(22,36)
	1914-0112 MAXWELLS RD - LARKINS/RIV HWAY	-	-	-	-	-	-	-	-
	1914-0115 BROOCKMANN'S RD (FLR)	(219,000)	(221,401)	-	(219,000)	2,401	(2,401)	(221,000)	-
	1914-0134 MCCULLOUGH'S RD CULVERTS	(12,000)	(12,265)	-	(12,000)	265	(265)	(12,000)	-
	1914-0216 LOWER RIVER RD CAUSEWAYS	(100,000)	(947)	-	(100,000)	(99,053)	99,053	(1,000)	-
	1914-0217 LOWER RIVER ROAD PAVEMENT UPGRADE	(838,000)	(836,665)	-	(838,000)	(1,335)	1,335	(837,000)	-
	1914-0218 NGAWE RD CULVERTS	(8,000)	(8,204)	-	(8,000)	204	(204)	(8,000)	-
	1914-0316 YARRAWONGA RD 00 to 2676	(211,000)	(277,363)	-	(211,000)	66,363	(66,363)	(277,000)	-
	1914-0317 YARRAWONGA RD 20607-22607	(30,000)	-	-	(30,000)	(30,000)	30,000	-	-
	1914-0592 YARRAWONGA RD 23608-23710	-	-	-	-	-	-	-	-
	1914-0599 PEPPERTREE RD - WOOLSHED RD	-	-	-	-	-	-	-	-
	1915-0176 RURAL ADDRESSING EXPENSE	-	(876)	-	-	876	(876)	(1,000)	-
	1915-0513 CLEARZONES - ROADSIDE HAZARD	(50,000)	(42,620)	-	(50,000)	(7,380)	7,380	(43,000)	-
	1916-0105 K&G MTCE & REPAIRS	(67,000)	(22,326)	-	(67,000)	(44,674)	44,674	(22,000)	(44,67)
	1916-0500 KERB & GUTTER UPLIFT LRCIP2	(279,000)	(290,846)	-	(279,000)	11,846	(11,846)	(291,000)	-
	1916-0600 SNELL RD - ARRAMOGONG TO MCKIN	(12,000)	-	-	(12,000)	(12,000)	12,000	-	(12,00)
	1916-0601 SNELL RD - KAMAROOKA TO CHOMLE	(63,000)	-	-	(63,000)	(63,000)	63,000	-	(63,00)
	1916-0602 DAWE AVENUE FULL LENGTH	(50,000)	(1,267)	-	(50,000)	(48,733)	48,733	(1,000)	-
	1916-0603 BAROOGA ST TOC - MURRAY TO MOR	(60,000)	-	-	(60,000)	(60,000)	60,000	-	-
	1916-0702 BAROOGA STREET - HORSFALL TO NANGUNIA	-	-	-	-	-	-	-	-
	1916-0718 HORSEFALL ST - JERIDERIE/DENISON	(65,000)	-	-	(65,000)	(65,000)	65,000	-	(65,00)
	1916-0807 COREE STREET UPGRADE DSPF	-	-	-	-	-	-	-	-
	1916-0845 MCALLISTER ST - HEADFORD TO OSBORNE	(80,000)	-	-	(80,000)	(80,000)	80,000	-	(80,00)
	1916-0846 DENISON ST - WOLLAMAI- WARMATT	-	-	-	-	-	-	-	-
	1916-0852 JERIDERIE ST NTH - BRUTON ST	(23,000)	-	-	(23,000)	(23,000)	23,000	-	-
	1916-0853 HANNAH ST - CALAWAY TO EXISTIN	-	-	-	-	-	-	-	-
	1916-0920 EMILY ST - LANE 960 / FALKINER	-	-	-	-	-	-	-	-
	1916-0927 HILL ST TOCUMWAL REALIGN	(40,000)	-	-	(40,000)	(40,000)	40,000	-	(40,00)
	1916-0932 JERSEY ST CHANTER - TUPPAL BBRF3	(62,000)	(61,816)	-	(62,000)	(184)	184	(62,000)	-
	1917-0105 FOOTPATH MTCE & REPAIRS	(16,000)	(14,880)	-	(16,000)	(1,120)	1,120	(15,000)	-
	1917-0517 STREET FURNITURE - VARIOUS	(4,000)	(1,151)	-	(4,000)	(2,849)	2,849	(1,000)	-
	1917-0541 NEW FOOTPATHS - VARIOUS LOCATIONS	(50,000)	-	-	(50,000)	(50,000)	50,000	-	(50,00)
	1917-0550 TOCUMWAL BAROOGA RD - TOCUMWAL	-	-	-	-	-	-	-	-
	1917-0554 FOOTPATH PROVISION OF PRAM CRO	-	-	-	-	-	-	-	-
	1917-0600 TOC GOLF CLUB PATH LRCIP	-	-	-	-	-	-	-	-
	1917-0601 BGA LAWSON DRIVE PATH LRCIP	(6,000)	(5,759)	-	(6,000)	(241)	241	(6,000)	-
	1917-0602 BAROOGA TO COBRAM PATH LRCIP	(2,000)	(2,223)	-	(2,000)	223	(223)	(2,000)	-
	1917-0609 COLLIE ST BGA TO LAWSON DRIVE	-	-	-	-	-	-	-	-
	1917-0664 MURRAY ST HEADFORD TO OSBOURNE	-	-	-	-	-	-	-	-
	1917-0667 LAWSON DR BGA	(40,000)	-	-	(40,000)	(40,000)	40,000	-	(40,00)
	1917-0668 NANGUNIA ST BGA	-	-	-	-	-	-	-	-
	1917-0673 WALKING TRACK - QUICKS RD	-	(456)	-	-	456	(456)	-	-
	1917-0674 TOCUMWAL WALKING PATH SCCF1	-	-	-	-	-	-	-	-
	1917-0676 TONGS WALKING TRACK - FIN	(9,000)	-	-	(9,000)	(9,000)	9,000	-	-
	1917-0678 RACECOURSE RD BGN WALKING TRAC	(50,000)	-	-	(50,000)	(50,000)	50,000	-	(50,00)
	1917-0679 DAWE AVE FINLEY	(40,000)	-	-	(40,000)	(40,000)	40,000	-	-
	1917-0680 DONALDSON ST FIN - DAWE/SCHOUL	(13,000)	-	-	(13,000)	(13,000)	13,000	-	-
	1917-0681 SCHOULLAR ST FIN	(7,000)	-	-	(7,000)	(7,000)	7,000	-	-
	1917-0682 FINLEY ST BGN DETENTION BASIN	(20,000)	-	-	(20,000)	(20,000)	20,000	-	-
	1917-0683 COREE STREET MCNAMARA-TONGS	(48,000)	-	-	(48,000)	(48,000)	48,000	-	-



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
0									
	1917-0685 JERILDERIE STREET NORTH	-	-	-	-	-	-	-	-
	1917-0705 COBRAM STREET BERRIGAN	-	-	-	-	-	-	-	-
	1917-0722 MEMORIAL PLACE BERRIGAN	-	-	-	-	-	-	-	-
	1917-0723 MITCHELL STREET BERRIGAN	-	-	-	-	-	-	-	-
	1917-0753 JERILDERIE STREET BERRIGAN	-	-	-	-	-	-	-	-
	1917-0807 COREE ST FINLEY TONGS-MCNAMARA DSPF	(2,000)	(2,233)	-	(2,000)	233	(233)	(2,000)	-
	1917-0910 BRIDGE ST TOCUMWAL	-	-	-	-	-	-	-	-
	1917-0912 BRUTON ST - ANTHONY TO HANNAH	(30,000)	-	-	(30,000)	(30,000)	30,000	-	(30,000)
	1917-0917 DENILQUIN STREET TOCUMWAL	-	-	-	-	-	-	-	-
	1917-0924 HANNAH ST - BRUTON TO HENNESSY	-	-	-	-	-	-	-	-
	1917-0932 JERSEY ST PRECINCT - Footpath BBRF3	-	-	-	-	-	-	-	-
	1918-0105 STREET LIGHTING - Operations	(84,000)	(66,172)	-	(84,000)	(17,828)	17,828	(66,000)	-
	1918-0106 STREET LIGHTING - ELECTRICITY	(157,000)	(52,105)	-	(157,000)	(104,895)	104,895	(52,000)	-
	1918-0107 INSTALL POWER CABLE UNDERGROUND	-	-	-	-	-	-	-	-
	1918-0110 BULK LAMP REPLACEMENT PROGRAM	(514,000)	(416,743)	-	(514,000)	(97,257)	97,257	(417,000)	-
	1918-0160 LIGHTING INTEREST ON LED INTLOAN	(11,000)	-	-	(11,000)	(11,000)	11,000	-	-
	1918-0515 STREET LIGHTING IN TOWNS	(20,000)	(4,655)	-	(20,000)	(15,345)	15,345	(5,000)	-
	1918-0530 LIGHTING PRINCIPAL ON LED INTLOAN	(50,000)	-	-	(50,000)	(50,000)	50,000	-	-
	1919-0105 ROADS & INFRASTRUCTURE ADMIN C	(1,018,000)	(1,018,000)	-	(1,018,000)	-	-	(1,018,000)	-
	1922-0105 BUS SHELTERS ROUTINE MTCE & RE	(2,000)	(412)	-	(2,000)	(1,588)	1,588	-	-
	7060-2510 DEPCN - URBAN ROADS SEALED	(436,000)	(436,000)	-	(436,000)	-	-	(436,000)	-
	7070-2510 DEPCN - URBAN ROADS UNSEALED	-	-	-	-	-	-	-	-
	7100-2510 DEPCN - RURAL SEALED ROADS	(1,377,000)	(1,377,000)	-	(1,377,000)	-	-	(1,377,000)	-
	7100-2610 DEPCN - RURAL BRIDGES	(31,000)	(31,000)	-	(31,000)	-	-	(31,000)	-
	7150-2510 DEPCN - REGIONAL ROADS	(468,000)	(468,000)	-	(468,000)	-	-	(468,000)	-
	7150-2610 DEPCN - REGIONAL BRIDGES	(64,000)	(64,000)	-	(64,000)	-	-	(64,000)	-
	7150-2620 DEPCN - CULVERTS	(20,000)	(20,000)	-	(20,000)	-	-	(20,000)	-
	7200-2510 DEPCN - RURAL UNSEALED ROADS	-	-	-	-	-	-	-	-
	7300-2510 KERB & GUTTER DEPCN	(176,000)	(176,000)	-	(176,000)	-	-	(176,000)	-
	7500-2510 FOOTPATH DEPCN	(69,000)	(69,000)	-	(69,000)	-	-	(69,000)	-
	BRIDGE/CULVCAEXP BRIDGE & CULVERT CAPITAL EXPENSE	-	-	-	-	-	-	-	-
	FOOTPATHSCAPEXP FOOTPATHS CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-
	K&GCAEXP KERB & GUTTER CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-
	RURALCONSCAPEXP RURAL SEALED CONSTRUCTION CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-
	RURALSEALEDCAEXP RURAL SEALED RESEALS CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-
	RURALUNSEALEDCAEXP RURAL UNSEALED RESHEET CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-
	TOWNSCAPECAEXP TOWNSCAPE WORKS CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-
	URBANCONSCAPEXP URBAN ROADS CONSTRUCTION CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-
	URBANRESEALCAEXP URBAN RESEALS CAPITAL EXPENDITURE	-	-	-	-	-	-	-	-
	SHIRE ROADS REVENUE	5,158,000	3,826,431	-	5,180,000	1,353,569	(1,353,569)	3,828,000	404,64
	7060-1615 DEVELOPER CONTRIBUTION - ASSETS	-	-	-	-	-	-	-	-
	7060-1807 COREE STREET UPGRADE DSPF	437,000	436,750	-	437,000	250	(250)	437,000	-
	7060-1950 DC1 DROUGHT COMMUNITIES PROGRAM - Scollour St	-	-	-	-	-	-	-	-
	7060-1951 JERSEY STREET PRECINCT BBRF3	116,000	66,769	-	116,000	49,231	(49,231)	67,000	43,47
	7060-1952 BURKINSHAW ST BGA TOWNSCAPING LRCIP3	180,000	90,000	-	180,000	90,000	(90,000)	90,000	90,00
	7100-1500 RURAL ADDRESSING INCOME	1,000	887	-	1,000	113	(113)	1,000	-
	7100-1550 ROADS SUNDRY INCOME	-	-	-	-	-	-	-	-
	7100-1827 SALE OF CLOSED ROAD	-	-	-	-	-	-	-	-
	7100-1950 RURAL LOCAL ROADS GRANT (RLR) (FAG)	1,778,000	1,974,657	-	1,778,000	(196,657)	196,657	1,975,000	-
	7100-1951 R2R ROADS TO RECOVERY GRANT	987,000	-	-	987,000	987,000	(987,000)	-	-
	7100-1953 RFS HAZARD REDUCTION GRANT	11,000	-	-	11,000	11,000	(11,000)	-	-
	7100-1954 RMS DISASTER RECOVERY FUNDING - FLOOD DAMAGE	-	-	-	-	-	-	-	-
	7100-1957 Fixing Country Roads Grant	-	-	-	-	-	-	-	-
	7100-1958 RMS SAFER ROADS PROGRAM	-	-	-	-	-	-	-	-
	7100-1959 FIXING LOCAL ROADS GRANT	700,000	803,790	-	700,000	(103,790)	103,790	804,000	-
	7150-1950 RAMJO Weed Control Funding	-	34,000	-	-	(34,000)	34,000	34,000	-



FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
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	7300-1670 K& G Jersey St	-	1,631	-	-	(1,631)	1,631	2,000	
	7300-1678 K&G Snell Rd - Arramagong to McKinley	35,000	-	-	35,000	35,000	(35,000)	-	
	7300-1679 K&G Snell Rd - Kamarooka to Chomley	2,000	-	-	2,000	2,000	(2,000)	-	
	7300-1680 K&G Dawe Avenue Finley	7,000	-	-	7,000	7,000	(7,000)	-	
	7300-1681 K&G Barooga St TOC - Murray to Morris	12,000	-	-	12,000	12,000	(12,000)	-	
	7300-1682 K&G Horsefall St- Jerilderie/Denison	12,000	-	-	12,000	12,000	(12,000)	-	
	7300-1683 K&G Emily St - Lane 960 / Hennessy	-	-	-	-	-	-	-	
	7300-1807 K&G COREE STREET UPGRADE DSPF	168,000	168,000	-	168,000	-	-	168,000	
	7300-1950 BUILDING BETTER REGIONS JERSEY BBRF3	19,000	11,617	-	19,000	7,383	(7,383)	12,000	7,56
	7300-1951 K&G - RMS Funding	-	-	-	-	-	-	-	
	7300-1952 KERB & GUTTER UPLIFT LRCIP2	300,000	-	-	300,000	300,000	(300,000)	-	122,51
	7500-1807 FOOTPATH COREE STREET UPGRADE DSPF	72,000	71,000	-	72,000	1,000	(1,000)	71,000	
	7500-1867 Footpath Coree St FIN Mcnamara - Tongs	-	(1,769)	-	-	1,769	(1,769)	(2,000)	
	7500-1868 Footpath Jerilderie Street North TOC	-	-	-	-	-	-	-	
	7500-1869 Footpath Dawe Avenue Finley	-	-	-	-	-	-	-	
	7500-1870 Footpath Bruton St - Anthony to Hann	14,000	-	-	14,000	14,000	(14,000)	-	
	7500-1871 Footpath Hannah St - Bruton to Henne	-	-	-	22,000	22,000	(22,000)	-	
	7500-1950 FOOTPATHS - RTA FUNDING PAMP	-	-	-	-	-	-	-	
	7500-1951 Footpath Grant Incomce - SCCF1	-	-	-	-	-	-	-	
	7500-1952 BUILDING BETTER REGIONS JERSEY BBRF3	31,000	18,099	-	31,000	12,901	(12,901)	18,000	11,78
	7500-1953 TOC GOLF CLUB PATH LRCIP	8,000	-	-	8,000	8,000	(8,000)	-	7,50
	7500-1954 BGA LAWSON DRIVE PATH LRCIP	8,000	-	-	8,000	8,000	(8,000)	-	7,80
	7500-1955 BAROOGA TO COBRAM PATH LRCIP	14,000	-	-	14,000	14,000	(14,000)	-	14,00
	7780-1950 RTA - BUS BAY GRANT REVENUE	-	-	-	-	-	-	-	
	7780-1952 DEPT TRANSPORT CPTIGS BUS STOP GRANT	-	-	-	-	-	-	-	
	7900-1700 INTERNAL LOAN LED PROCEEDS	-	-	-	-	-	-	-	
	7900-1950 STREET LIGHTING SUBSIDY	46,000	51,000	-	46,000	(5,000)	5,000	51,000	
	FOOTPATHSCAPINC FOOTPATHS CAPITAL INCOME	-	-	-	-	-	-	-	
	K&GCAPINC KERB & GUTTER CAPITAL INCOME	-	-	-	-	-	-	-	
	RURALCONSCAPINC RURAL SEALED CONSTRUCTION CAPITAL INCOME	-	-	-	-	-	-	-	
	RURALSEALEDAPINC RURAL SEALED RESEALS CAPITAL INCOME	-	-	-	-	-	-	-	
	RURALUNSEALEDAPINC RURAL UNSEALED RESHEET CAPITAL INCOME	-	-	-	-	-	-	-	
	TOWNSCAPECAPINC TOWNSCAPE WORKS CAPITAL INCOME	-	-	-	-	-	-	-	
	URBANCONSCAPINC URBAN ROADS CONSTRUCTION CAPITAL INCOME	-	-	-	-	-	-	-	
	URBANRESEALCAPINC URBAN RESEALS CAPITAL INCOME	-	-	-	-	-	-	-	
	21 Total	(8,544,000)	(6,035,753)		(8,684,000)	(2,648,247)	2,465,830	(6,216,000)	(2,720,19)
#									
	AERODROMES								
	AERODROMES EXPENSE	(542,000)	(498,006)		(542,000)	(43,994)	43,995	(497,000)	
	1920-0115 BGN AERODROME GROUNDS MTCE	(5,000)	(6,020)	-	(5,000)	1,020	(1,020)	(6,000)	
	1920-0150 AERODROME STRATEGIC PLAN	-	-	-	-	-	-	-	
	1920-0170 TOC AERODROME OPERATING EXPENS	(111,000)	(104,515)	-	(111,000)	(6,485)	6,485	(105,000)	
	1920-0171 TOC AERODROME - INSURANCE	-	(41)	-	-	41	(41)	-	
	1920-0172 LIBERATOR INSURANCE	-	(136)	-	-	136	(136)	-	
	1920-0175 TOC AERODROME BLDG MTCE	(3,000)	(1,009)	-	(3,000)	(1,991)	1,991	(1,000)	
	1920-0184 TOC AERO RUNWAY 18-36 HEAVY PA	(40,000)	(2,486)	-	(40,000)	(37,514)	37,514	(2,000)	
	1920-0187 TOC AERO PERIMETER AND TAXIWAY	-	(168)	-	-	168	(168)	-	
	1920-0190 AERODROME SUBDIVISION WORKS	(1,000)	(1,490)	-	(1,000)	(490)	(490)	(1,000)	
	1920-0200 AERODROME ADMIN CHARGES	(26,000)	(26,000)	-	(26,000)	-	-	(26,000)	
	1920-0500 TOC AERODROME SECURITY FENCE	-	-	-	-	-	-	-	
	1920-0501 TOC AERODROME TERMINAL TOILETS	-	(100)	-	-	100	(100)	-	
	1920-0502 TOC AERODROME RUNWAYS RAPII	(325,000)	(325,040)	-	(325,000)	40	(40)	(325,000)	
	1920-0503 TOC AERODROME CAR PARK (MUSEUM)	-	-	-	-	-	-	-	
	7700-2026 AERODROME TRANSFER TO RESERVE	-	-	-	-	-	-	-	
	7700-2500 AERODROME EQUIPMENT DEPCN	-	-	-	-	-	-	-	

FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
0									
	7700-2510 AERODROME RUNWAY DEPCN	(22,000)	(22,000)		(22,000)	-	-	(22,000)	
	7700-2520 AERODROME LAND IMPROVEMENTS DEPCN	-	-		-	-	-	-	
	AERODROMECAPEXP AERODROME CAPITAL WORKS EXPENDITURE	-	-		-	-	-	-	
	AERODROMES REVENUE	364,000	242,849		364,000	121,151	(3,151)	361,000	
	7700-1500 AERODROME SUNDRY INCOME TOC	6,000	2,919		6,000	3,081	(3,081)	3,000	
	7700-1502 AERODROME USER FEES INCOME	30,000	29,930		30,000	70	(70)	30,000	
	7700-1827 AERODROME - SALE OF LAND	-	-		-	-	-	-	
	7700-1828 AERODROME - SALE OF LAND (MARGIN)	-	-		-	-	-	-	
	7700-1829 AERODROME - GST MARGIN REFUND	-	-		-	-	-	-	
	7700-1926 AERODROME TRANSFER FROM RESERVE	118,000	-		118,000	118,000	-	118,000	
	7700-1952 TOC AERODROME SECURITY FENCE RAPI	-	-		-	-	-	-	
	7700-1953 TOC AERODROME RUNWAYS GRANT RAPII	210,000	210,000		210,000	-	-	210,000	
	AERODROMECAPIINC AERODROME CAPITAL WORKS INCOME	-	-		-	-	-	-	
	22 Total	(178,000)	(255,157)		(178,000)	77,157	40,844	(136,000)	
#									
	CAR PARKING								
	CAR PARKING EXPENSE	(676,000)	(652,309)		(676,000)	(23,691)	23,691	(652,000)	
	1924-0500 BGN APEX PARK CARPARK LRCIP2	(253,000)	(249,485)		(253,000)	(3,515)	3,515	(249,000)	
	1924-0510 LAND ACQUISITIONS TOCUMWAL	(332,000)	(331,777)		(332,000)	(223)	223	(332,000)	
	1924-0511 TOC CAR PARK DEMOLITION WORKS	(63,000)	(63,047)		(63,000)	47	(47)	(63,000)	
	1924-0512 TOC CAR PARK PRECINCT PLAN	(20,000)	-		(20,000)	(20,000)	20,000	-	
	1924-0513 TOCUMWAL CAR PARK	-	-		-	-	-	-	
	7750-2504 PARKING AREAS - DEPRECIATION EXPENSE	(8,000)	(8,000)		(8,000)	-	-	(8,000)	
	CAR PARKING REVENUE	245,000	-		245,000	245,000	(245,000)	-	145,00
	7750-1501 SECT.94 CONTRIB CAR PARK BAROOGA	-	-		-	-	-	-	
	7750-1502 SECT.94 CONTRIB CAR PARK BERRIGAN	-	-		-	-	-	-	
	7750-1503 SECT.94 CONTRIB CAR PARK FINLEY	-	-		-	-	-	-	
	7750-1504 SECT. 94 CONTRIB CAR PARK TOCUMWAL	-	-		-	-	-	-	
	7750-1951 APEX PARK CARPARK LRCIP2	245,000	-		245,000	245,000	(245,000)	-	145,00
	22.1 Total	(431,000)	(652,309)		(431,000)	221,309	(221,309)	(652,000)	145,00
#									
	RMS								
	RMS EXPENSE	(1,215,000)	(1,218,177)		(1,215,000)	3,177	(1,178)	(1,217,000)	
	0015-0226 MR226 NANGUNIA ST & HUGHES ST	(53,000)	(57,510)		(53,000)	4,510	(4,510)	(58,000)	
	0015-0356 MR356 BERRIGAN - OAKLANDS RD	(47,000)	(59,701)		(47,000)	12,701	(12,701)	(60,000)	
	0015-0363 MR363 BERRIGAN - BAROOGA RD	(188,000)	(209,723)		(188,000)	21,723	(21,723)	(210,000)	
	0015-0550 MR550 TOCUMWAL - MULWALA RD	(421,000)	(387,711)		(421,000)	(33,289)	33,289	(388,000)	
	0015-0564 MR564 BERRIGAN - JERILDERIE RD	(31,000)	(46,162)		(31,000)	15,162	(15,162)	(46,000)	
	0015-0999 RTA MR BLOCK GRANT BUDGET ONLY	-	-		-	-	-	-	
	0015-1226 MR226 CAPITAL PROJECTS	-	(89)		-	89	(89)	-	
	1930-0100 TNSW SCHOOL ZONE UPGRADE SZSP	(2,000)	(18,291)		(2,000)	16,291	(16,291)	(18,000)	
	1956-1000 RTA REGIONAL ROAD REPAIR BUDGET	(98,000)	-		(98,000)	(98,000)	98,000	-	
	1956-1018 MR363 REHAB 24.813-25.529	(264,000)	(299,281)		(264,000)	35,281	(35,281)	(299,000)	
	1956-1022 MR363 REHAB 0.0-2.0	(3,000)	(2,952)		(3,000)	(48)	48	(3,000)	
	1956-1025 MR363 REHAB PINEY	(108,000)	(136,758)		(108,000)	28,758	(26,758)	(135,000)	
	RMS REVENUE	1,215,000	1,199,943		1,215,000	15,057	2,432	1,217,000	
	7810-1950 RMS - M&I PROGRAM - BLOCK GRANT	1,040,000	1,040,000		1,040,000	-	-	1,040,000	
	7830-1950 RMS REHABILITATION WORKS FUNDING	175,000	157,511		175,000	17,489	-	175,000	
	7840-1950 TNSW SCHOOL ZONE FUNDING SZSP	-	2,432		-	(2,432)	2,432	2,000	
	RMSCAPINCOME - PART 7810-1950 BLOCK GRANT	-	-		-	-	-	-	

FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,460
	23 Total	-	(18,234)	-	-	18,234	1,254	-	-
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	CARAVAN PARKS								
	CARAVAN PARKS EXPENSE	(38,000)	(24,587)		(38,000)	(13,413)	13,412	(25,000)	
	2011-0105 TOC CARAVAN PARK OPERATING EXP	(3,000)	(2,561)		(3,000)	(439)	439	(3,000)	
	2011-0108 TOC CARAVAN PARK INSURANCE EXP	(3,000)	(2,925)		(3,000)	(75)	75	(3,000)	
	2011-0120 BGN CARAVAN PARK OPERATING EXP	(3,000)	(2,206)		(3,000)	(794)	794	(2,000)	
	2011-0125 BGN CARAVAN PARK - INSURANCE	(1,000)	(686)		(1,000)	(314)	314	(1,000)	
	2011-0135 BGN CARAVAN PARK BLDG MTCE	(2,000)	(206)		(2,000)	(1,794)	1,794	-	
	2011-0502 TOC CARAVAN PARK IRRIGATION	(15,000)	(5,004)		(15,000)	(9,996)	9,996	(5,000)	
	8200-2504 CARAVAN PARK DEPCN	(11,000)	(11,000)		(11,000)	-	-	(11,000)	
	CARAVANCAPEXP CARAVAN CAPITAL EXPENSE	-	-		-	-	-	-	
	CARAVAN PARKS REVENUE	35,000	32,853		35,000	2,147	(2,147)	33,000	
	8200-1890 TOC CARAVAN PARK LEASE	35,000	32,853		35,000	2,147	(2,147)	33,000	
	8200-1895 BGN CARAVAN PARK LEASE	-	-		-	-	-	-	
	24 Total	(3,000)	8,266		(3,000)	(11,266)	11,265	8,000	
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	TOURISM & AREA PROMOTION								
	TOURISM & AREA PROMOTION EXPENSE	(232,000)	(223,424)		(232,000)	(8,576)	8,576	(224,000)	
	2012-0110 TOC FORESHORE BUILDING OP EXP	(30,000)	(10,888)		(30,000)	(19,112)	19,112	(11,000)	
	2012-0112 TOC FORESHORE BLDG MTCE	-	(1,681)		-	1,681	(1,681)	(2,000)	
	2012-0114 TOC FORESHORE BLDG - INSURANCE	-	-		-	-	-	-	
	2012-0130 GRIFFITH & LEETON MARKETING CAMPAIGN	(45,000)	(36,294)		(45,000)	(8,706)	8,706	(36,000)	
	2012-0131 SUMMER FUND PROGRAM EXPENSE	(18,000)	(17,661)		(18,000)	(339)	339	(18,000)	
	2012-0140 COMMUNITY EVENTS PROGRAM RRNSW	-	-		-	-	-	-	
	2012-0196 TOURISM STRATEGIC PLAN	(15,000)	(13,045)		(15,000)	(1,955)	1,955	(13,000)	
	2012-0197 REGIONAL TOURISM CONTRIBUTION - MRTB	(21,000)	(21,426)		(21,000)	426	(426)	(21,000)	
	2012-0198 TOURISM INITIATIVES	(11,000)	(5,640)		(11,000)	(5,360)	5,360	(6,000)	
	2012-0199 TOURISM ADMIN CHARGES	(33,000)	(33,000)		(33,000)	-	-	(33,000)	
	2012-0200 TOURISM EVENTS GRANTS	(53,000)	(53,020)		(53,000)	20	(20)	(53,000)	
	2012-0210 FINLEY CBD REFURBISHMENT DC2	-	-		-	-	-	-	
	2012-0220 BERRIGAN CBD REFURBISHMENT DC2	-	-		-	-	-	-	
	2012-0250 EVENT MARKETING TOOLS	(1,000)	-		(1,000)	(1,000)	1,000	-	
	2012-0251 SPORTS EVENT PROGRAM	-	-		-	-	-	-	
	2012-0300 TOC TOURISM INFO CENTRE	(5,000)	(30,769)		(5,000)	25,769	(25,769)	(31,000)	
	8300-2026 TOURISM EVENTS TRANSFER TO RESERVE	-	-		-	-	-	-	
	8300-2504 TOURISM INFO DEPCN	-	-		-	-	-	-	
	TOURISMCAPEXP TOURISM CAPTAL EXPENDITURE	-	-		-	-	-	-	
	TOURISM & AREA PROMOTION REVENUE	15,000	269,582		15,000	(254,582)	254,581	269,000	
	8300-1653 TOWN CBD REFURBISHMENT CONTRIBUTIONS	-	-		-	-	-	-	
	8300-1655 GRIFFITH & LEETON MARKETING CAMPAIGN	-	-		-	-	-	-	
	8300-1800 TOURISM & PROMOTION SUNDRY INCOME	-	377		-	(377)	377	-	
	8300-1889 TOC FORESHORE BUILDING RATES & WATER	-	-		-	-	-	-	
	8300-1890 TOC FORESHORE BUILDING RENT	-	5,558		-	(5,558)	5,558	6,000	
	8300-1926 TOURISM EVENTS TRANSFER FROM RESERVE	-	-		-	-	-	-	
	8300-1952 TOWN CBD REFURBISHMENTS DC2	-	-		-	-	-	-	
	8300-1953 SUMMER FUND GRANT PROGRAM	15,000	15,000		15,000	-	-	15,000	
	8300-1960 REGIONAL SPORTS EVENT FUND	-	7,280		-	(7,280)	7,280	7,000	
	8300-1961 RECONNECTING REGIONAL NSW COMMUNITY EVENT	-	241,366		-	(241,366)	241,366	241,000	
	TOURISMCAPI NC TOURISM CAPITAL INCOME	-	-		-	-	-	-	
	25 Total	(217,000)	46,158		(217,000)	(263,158)	263,157	45,000	

FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
0									
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	BUSINESS DEVELOPMENT								
	BUSINESS DEVELOPMENT EXPENSE	(530,000)	(465,953)		(530,000)	(64,047)	64,048	(465,000)	
	1213-0108 FRUIT FLY MITIGATION STRATEGY	(5,000)	(5,213)		(5,000)	213	(213)	(5,000)	
	2013-0125 SOUTHERN RIVERINA IRRIGATORS	-	-		-	-	-	-	
	2013-0205 ECONOMIC DEVELOPMENT OFFICER	(127,000)	(133,652)		(127,000)	6,652	(6,652)	(134,000)	
	2013-0208 EDO - TRAVEL COSTS	(5,000)	(3,499)		(5,000)	(1,501)	1,501	(3,000)	
	2013-0210 ECONOMIC DEVEL. STAFF TRAINING/CONFERENCES	(2,000)	-		(2,000)	(2,000)	2,000	-	
	2013-0220 ECON. DEV. WEBSITE SUBSCRIPTION ID DATA	(20,000)	(19,050)		(20,000)	(950)	950	(19,000)	
	2013-0240 ECON. DEV. OFFICER OFFICE EXPENSES	(1,000)	-		(1,000)	(1,000)	1,000	-	
	2013-0241 ECON. DEV. OFFICER - TELEPHONE	-	-		-	-	-	-	
	2013-0932 JERSEY ST PRECINCT - Electricians BBRF3	-	-		-	-	-	-	
	2015-0105 INDUSTRIAL & BUSINESS DEVELOPMENT	(28,000)	(12,050)		(28,000)	(15,950)	15,950	(12,000)	
	2015-0106 STUDENT ACCOMMODATION SPONSORSHIP	-	-		-	-	-	-	
	2015-0107 CONTRIBUTION TO RAMJO	(18,000)	(17,395)		(18,000)	(605)	605	(17,000)	
	2015-0108 TAFE BOOK SCHOLARSHIP	-	-		-	-	-	-	
	2015-0165 BUSINESS & ENVIRONMENT AWARDS	(20,000)	(812)		(20,000)	(19,188)	19,188	(1,000)	
	2015-0180 BUSINESS DEVELOPMENT ADMIN CHA	(99,000)	(99,000)		(99,000)	-	-	(99,000)	
	2015-0181 NSW RURAL DOCTORS NETWORK BURS	-	-		-	-	-	-	
	2015-0185 NSW SMALL BUSINESS MONTH GRANT	(2,000)	(2,159)		(2,000)	159	(159)	(2,000)	
	2015-0188 REGIONAL CAREERS FORUM	(7,000)	-		(7,000)	(7,000)	7,000	-	
	2015-0200 FIN GOLF CLUB IRRIGATION DC2	-	-		-	-	-	-	
	2015-0205 BGN BOWLS MACHINERY SHED DC2	-	-		-	-	-	-	
	2015-0210 BGN AGED CARE GENERATOR DC2	-	-		-	-	-	-	
	2016-0120 RISK MANAGEMENT - TRAINING	(4,000)	(5,696)		(4,000)	1,696	(1,696)	(6,000)	
	2016-0205 RISK MANAGEMENT - SALARIES	(150,000)	(127,253)		(150,000)	(22,747)	22,747	(127,000)	
	2016-0241 RISK MANAGEMENT - TELEPHONE	(1,000)	(417)		(1,000)	(583)	583	-	
	2016-0242 RISK MANAGEMENT - VEHICLE	(22,000)	(23,058)		(22,000)	1,058	(1,058)	(23,000)	
	2016-0250 ARIC OPERATING EXPENSES	(6,000)	(6,030)		(6,000)	30	(30)	(6,000)	
	2016-0251 ARIC SALARIES & ALLOWANCES	(13,000)	(10,668)		(13,000)	(2,332)	2,332	(11,000)	
	8400-2027 ECONOMIC DEVELOPMENT TRANSFER TO RESERVE	-	-		-	-	-	-	
	BUSINESS DEVELOPMENT REVENUE	124,000	68,492		124,000	55,508	(55,508)	69,000	23,93
	8400-1505 BUSINESS & ENVIRONMENT AWARD DONATION	-	-		-	-	-	-	
	8400-1506 BUSINESS & ENVIRONMENT AWARD INCOME	5,000	-		5,000	5,000	(5,000)	-	
	8400-1600 JERSEY STREET UPGRADE CONTRIBUTIONS	14,000	13,636		14,000	364	(364)	14,000	
	8400-1826 THAM TOC HIST AERODROME MUSEUM RENT	25,000	15,000		25,000	10,000	(10,000)	15,000	
	8400-1827 TOC FORESHORE BUILDING RENT	12,000	-		12,000	12,000	(12,000)	-	
	8400-1927 ECONOMIC DEVELOPMENT TRANSFER FROM RESERVE	-	-		-	-	-	-	
	8400-1950 BUILDING BETTER REGIONS JERSEY GRANT BBRF3	65,000	37,356		65,000	27,644	(27,644)	37,000	23,93
	8400-1951 NSW SMALL BUSINESS MONTH GRANT	3,000	2,500		3,000	500	(500)	3,000	
	8400-1952 BUSINESS DEVELOPMENT DC2	-	-		-	-	-	-	
	26 Total	(406,000)	(397,460)		(406,000)	(8,540)	8,540	(396,000)	23,93
#									
	BENDIGO BANK								
	BENDIGO BANK EXPENSE	(54,000)	(21,156)		(54,000)	(32,844)	32,844	(21,000)	
	2017-0120 BENDIGO BANK AGENCY TRAINING	-	(187)		-	187	(187)	-	
	2017-0205 BENDIGO BANK AGENCY	(54,000)	(20,969)		(54,000)	(33,031)	33,031	(21,000)	
	BENDIGO BANK REVENUE	102,000	-		102,000	102,000	(102,000)	-	
	8850-1330 BENDIGO BANK AGENCY COMMISSIONS	102,000	-		102,000	102,000	(102,000)	-	
	8850-1800 BENDIGO BANK SUNDRY INCOME	-	-		-	-	-	-	
	26.1 Total	48,000	(21,156)		48,000	69,156	(69,156)	(21,000)	

FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,460
	0								
	SALEYARDS								
	SALEYARDS EXPENSE	(1,102,000)	(309,960)		(1,102,000)	(792,040)	792,040	(310,000)	
	2014-0115 SALEYARD OTHER OPERATING EXPEN	(1,000)	(17)		(1,000)	(983)	983	-	
	2014-0120 SALEYARD EQUIP MTCE	-	-		-	-	-	-	
	2014-0122 SALEYARD - INSURANCE	(13,000)	(12,807)		(13,000)	(193)	193	(13,000)	
	2014-0130 SALEYARD BLDG MTCE	(2,000)	(1,238)		(2,000)	(762)	762	(1,000)	
	2014-0145 SALEYARD ADMIN CHARGES	(3,000)	(3,000)		(3,000)	-	-	(3,000)	
	2014-0500 SALEYARDS FACILITY UPGRADE	(981,000)	(196,898)		(981,000)	(784,102)	784,102	(197,000)	
	2014-0538 PUMP REPLACEMENT	(6,000)	-		(6,000)	(6,000)	6,000	-	
	8600-2026 SALEYARDS TRANSFER TO RESERVE	-	-		-	-	-	-	
	8600-2502 SALEYARD OFFICE EQUIP DEPCN	(2,000)	(2,000)		(2,000)	-	-	(2,000)	
	8600-2504 SALEYARD DEPCN	(94,000)	(94,000)		(94,000)	-	-	(94,000)	
	SALEYARDCAPEXP SALEYARDS CAPITAL EXPENDITURE	-	-		-	-	-	-	
	SALEYARDS REVENUE	388,000	112,600		388,000	275,400	(179,400)	209,000	169,400
	8600-1826 FINLEY SALEYARDS RENTAL INCOME	10,000	-		10,000	10,000	(10,000)	-	
	8600-1926 SALEYARD TRANSFER FROM RESERVE	-	-		-	-	-	-	
	8600-1950 FINLEY SALEYARDS HVSP	282,000	112,600		282,000	169,400	(169,400)	113,000	169,400
	8600-4310 SALEYARD DEPCN CONTRA	96,000	-		96,000	96,000	-	96,000	
	SALEYARDCAPINC SALEYARDS CAPITAL INCOME	-	-		-	-	-	-	
	27 Total	(714,000)	(197,360)		(714,000)	(516,640)	612,640	(101,000)	169,400
	#								
	REAL ESTATE DEVELOPMENT								
	REAL ESTATE DEVELOPMENT EXPENSE	(639,000)	(618,130)		(639,000)	(20,870)	20,871	(618,000)	
	1200-2026 WORKS TRANSFER TO RESERVE	-	-		-	-	-	-	
	2015-0140 REAL ESTATE DEVELOPMENT- LEGAL	-	(1,853)		-	1,853	(1,853)	(2,000)	
	2015-0141 COMMERCIAL LAND - AGENTS FEES	-	(6,992)		-	6,992	(6,992)	(7,000)	
	2015-0145 REAL ESTATE DEVELOPMENT - RATE	(5,000)	(3,896)		(5,000)	(1,104)	1,104	(4,000)	
	2015-0529 FIN SUBDIVISION - LEWIS CR	(634,000)	(605,388)		(634,000)	(28,612)	28,612	(605,000)	
	BUSINESSDEVCAPEXP BUSINESS DEVELOPMENT CAPITAL WORKS EXPENDITURE	-	-		-	-	-	-	
	REAL ESTATE DEVELOPMENT REVENUE	727,000	178,551		727,000	548,449	1,550	729,000	
	1200-1926 WORKS TRANSFER FROM RESERVE	550,000	-		550,000	550,000	-	550,000	
	8710-1200 REAL ESTATE - GAIN ON DISPOSAL	160,000	-		160,000	160,000	(160,000)	-	
	8710-1826 RENTAL - OTHER REAL ESTATE INC. GST	17,000	24,005		17,000	(7,005)	7,005	24,000	
	8720-1701 LCLI LOAN 392 INTEREST SUBSIDY	-	-		-	-	-	-	
	8720-1750 LCLI EXT LOAN 392 PROCEEDS	-	-		-	-	-	-	
	8720-1894 FINLEY ST SUBDIVISION - DISPOSAL	-	154,545		-	(154,545)	154,545	155,000	
	8720-1895 FINLEY ST SUBDIVISION - RATE ADJUST.	-	-		-	-	-	-	
	8720-1926 REAL ESTATE DEVT - TFR TO RESERVE	-	-		-	-	-	-	
	BUSINESSDEVCAPINC BUSINESS DEVELOPMENT CAPITAL WORKS INCOME	-	-		-	-	-	-	
	28 Total	88,000	(439,579)		88,000	527,579	22,421	111,000	
	#								
	PRIVATE WORKS								
	PRIVATE WORKS EXPENSE	(55,000)	(39,747)		(2,000)	37,747	(37,747)	(40,000)	
	2019-0155 WRITE OFF BAD DEBTS - P/WORKS	(2,000)	-		(2,000)	(2,000)	2,000	-	
	2020-0000 S/DR TECH SERV (BUDGET)	(43,000)	(38,528)		-	38,528	(38,528)	(39,000)	
	2030-0000 S/DR - CORP SERV (BUDGET)	(10,000)	(1,219)		-	1,219	(1,219)	(1,000)	
	PRIVATE WORKS REVENUE	64,000	39,122		64,000	24,878	(24,878)	39,000	
	8900-1501 PRIVATE WORKS TECH SERVICES INCOME	49,000	29,845		49,000	19,155	(19,155)	30,000	
	8900-1504 PRIVATE WORKS INCOME - SIGNS	-	-		-	-	-	-	
	8900-1505 PRIVATE WORKS TECH SERVICES GST FREE	7,000	8,371		7,000	(1,371)	1,371	8,000	

FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	GRAND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
0	8900-1515 PRIVATE WORKS CORP SERVICES GST FREE	1,000	906		1,000	94	(94)	1,000	
	29 Total	9,000	(625)		62,000	62,625	(62,625)	(1,000)	
#									
	RATE								
	RATE REVENUE	5,480,000	5,259,240		5,480,000	220,760	(120,759)	5,360,000	
	9100-1000 ORDINARY RATES - FARMLAND	2,022,000	1,994,266		2,022,000	27,734	(27,734)	1,994,000	
	9100-1001 ORDINARY RATES - RESIDENTIAL RURAL	377,000	390,608		377,000	(13,608)	13,608	391,000	
	9100-1002 ORDINARY RATES - RESIDENTIAL BGA	600,000	706,706		600,000	(106,706)	106,706	707,000	
	9100-1003 ORDINARY RATES - RESIDENTIAL BGN	362,000	437,952		362,000	(75,952)	75,952	438,000	
	9100-1004 ORDINARY RATES - RESIDENTIAL FIN	734,000	945,592		734,000	(211,592)	211,592	946,000	
	9100-1005 ORDINARY RATES - RESIDENTIAL TOC	812,000	1,061,100		812,000	(249,100)	249,100	1,061,000	
	9100-1006 ORDINARY RATES - BUSINESS BGA	102,000	-		102,000	102,000	(102,000)	-	
	9100-1007 ORDINARY RATES - BUSINESS BGN	83,000	-		83,000	83,000	(83,000)	-	
	9100-1008 ORDINARY RATES - BUSINESS FIN	173,000	-		173,000	173,000	(173,000)	-	
	9100-1009 ORDINARY RATES - BUSINESS TOC	207,000	-		207,000	207,000	(107,000)	100,000	
	9100-1010 ORDINARY RATES - RESIDENTIAL	57,000	48,536		57,000	8,464	(8,464)	49,000	
	9100-1080 LESS ORDINARY RATES WRITTEN OFF	(5,000)	(220)		(5,000)	(4,780)	4,780	-	
	9100-1082 LESS ORDINARY RATES D/DEBT EXPENSE	(2,000)	-		(2,000)	(2,000)	2,000	-	
	9100-1083 LESS:FARMLAND RATE CAPPING WRITE OFF	-	-		-	-	-	-	
	9100-1085 LESS SMALL BALANCES WRITTEN OFF	(1,000)	-		(1,000)	(1,000)	1,000	-	
	9100-1095 LESS ORDINARY RATE PENSION REBATE	(186,000)	(415,639)		(186,000)	229,639	(229,639)	(416,000)	
	9100-1500 INTEREST EXTRA CHARGES ON RATES	43,000	10,101		43,000	32,899	(32,899)	10,000	
	9300-1950 ORDINARY RATES PENSION SUBSIDY	102,000	80,239		102,000	21,761	(21,761)	80,000	
	30 Total	5,480,000	5,259,240		5,480,000	220,760	(120,759)	5,360,000	
#									
	FINANCIAL ASSISTANCE GRANT								
	FINANCIAL ASSISTANCE GRANT	4,343,000	4,815,041		4,343,000	(472,041)	472,041	4,815,000	
	9200-1950 FINANCIAL ASSISTANCE GRANT (FAG)	4,343,000	4,815,041		4,343,000	(472,041)	472,041	4,815,000	
	31 Total	4,343,000	4,815,041		4,343,000	(472,041)	472,041	4,815,000	
#									
	INTEREST ON INVESTMENTS								
	INTEREST ON INVESTMENTS	113,000	155,738		113,000	(42,738)	42,738	155,000	
	9400-1840 INTEREST - AT CALL ACCOUNT	-	-		-	-	-	-	
	9400-1842 INTEREST - TERM DEPOSITS	104,000	141,407		104,000	(37,407)	37,407	141,000	
	9400-1843 INTEREST - OTHER	9,000	14,331		9,000	(5,331)	5,331	14,000	
	32 Total	113,000	155,738		113,000	(42,738)	42,738	155,000	
#									
	DEPRECIATION CONTRA								
	DEPRECIATION CONTRA	3,934,000	-		3,934,000	3,934,000	-	3,934,000	
	DEPNCONTRA ACCUMULATED DEPCN GL/JC CONTRA A/C	3,934,000	-		3,934,000	3,934,000	-	3,934,000	
	33 Total	3,934,000	-		3,934,000	3,934,000	-	3,934,000	
#									
	WORKING CAPITAL CONTRA								
	WORKING CAPITAL CONTRA REVENUE	-	-		-	-	-	-	
	DEFICITCONTRA DEFICIT WORKING CAPITAL CONTRA	-	-		-	-	-	-	
	34 Total	-	-		-	-	-	-	

FL	Job / GL and Description	REVISED MAR 21-22 BUDGET	JUN 22 ACTUAL	JUN 22 JOURNALS	JUN 22 PRACTICAL BUDGET	JUN 22 UNDER / OVER BUDGET	JUN 22 BUDGET CHANGES	REVISED JUN 21-22 BUDGET	CARRY FORWARD JUN 22
	AND TOTAL	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46
0									
#									
	BALANCE BROUGHT FORWARD								
	BALANCE BROUGHT FORWARD	6,107,000	-		6,107,000	6,107,000	-	-	
	BALANCE BROUGHT FORWARD	6,107,000	-		6,107,000	6,107,000	-	-	
	99 Total	6,107,000	-		6,107,000	6,107,000	-	-	
	and Total	642,000	(10,458,922)	-	1,506,000	11,964,922	5,044,172	121,000	73,46



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Barooga / Tocumwal Shared path

Information			
Funding Request Name	Barooga / Tocumwal Shared path		
Funding Request Number	GFR-00000407		
Funding Stream			
Funding Type	Construction	Status	Ranking
Funding Stream	Cycling	Reason for Withdrawal	
Eligibility			
Construction Funding Amount	\$600,000	Type of Infrastructure Project	Shared path
Alignment with Future Transport 2056	Yes		
Project Location			
Project Location	ROM	Start Point Coordinates	-35.819671 145.576934
Proposed Project Route		End Point Coordinates	-35.820843 145.579103
Project Information			
Project Name	Barooga / Tocumwal Shared path	Project Description	install a shared path in Barooga - on Golf course Road between Vermont St and Burkinshaw St and in Tocumwal - on Jerilderie St between Kelly St and Cobram St
Equip Project Number		Project Length (m)	1,350
Funding Program	Q4 Walking and Cycling Grants 2021		
Financial Information			
Applicant Funding Contribution	\$50,000.00	Previously Funded by Program	No
Project Contingency	\$54,545	Reasoning for Reapplication	
Council Capital Works Program Applicable	No	Previous Project Funding ID Number	
Average Cost/KM	greater than \$1.5/km		
Other Program(s) Contributing to Funding	No	Amount 1	
Other Funding Program Name 1		Amount 2	
Other Funding		Amount 3	

Program Name 2		
Other Funding Program Name 3		Amount 4
Other Funding Program Name 4		Amount 5
Other Funding Program Name 5		
		FY One
Funding Arrangement	Single	FY Two
		FY Three

Strategic Merits - Safe and Comfortable

How project identified in Council Plan?	council had a Pedestrian access plan - These identified shared paths meets a safety action plan, encourages safer behaviour, raises the priority around off street accessibility and improves access for all abilities.	How will trips be safer/comfortable?	- Provides appropriate off street facilities for all ages and abilities - provides a off street pedestrian and cycling path that connect to town centre, Recreational area.
Cycleway Design Toolbox infrastructure?	Bicycle path (physically separated)		

Strategic Merits - Stimulus Initiative

Economic recovery plan applicable?	No	Economic recovery plan association
------------------------------------	----	------------------------------------

Strategic Merits - Direct and Connected

Type of cycling facility provided	Major cycling routes - directly connects (within 50m) to major destinations	Connect est. route or complete link?	Yes
Cycling enable short trips to a centre?	Yes - Local Centre	Users/types of trips/Forecast use	all ages will be able to use this path, kids going to school, aged care accessing sporting facilities and town centre
Local Strategic Planning relevance	1. Improved community satisfaction with pedestrian facilities 2. Improved and expanded opportunities to cross roads conveniently and safely 3. Improved personal mobility for all pedestrians		

Design & Doc - Property Impacts

Private Property/Acquisitions required?	No	Property owner/s consultation commenced
Details of private property/acquisitions		

Design & Doc - Design Documentation

100% Detailed Design Approved?	Yes	Status of Detailed Design Drawings	
Issued for Tender drawings approved?	No	Status of Tender Drawings	50% complete
Detailed design report completed?	No	Status of design report	50% complete
Reasoning for incomplete Design			

Report

Design & Doc - Traffic Control Signal Plans

TCS amendments applicable?	No	TCS agreed in principal with TfNSW?
Status of the TCS acceptance process?		

Design & Doc - Program and Construction Staging

Traffic Committee Approval	NA	Traffic Committee Approval End Date	
100% Detailed Design	NA	100% Detailed design End Date	
Issued for Tender/Quotation Doc	NA	Issued for Tender/Quotation Doc End Date	
Issued For Construction Drawings	NA	Issued Construction Drawings End Date	
Construction Procurement	NA	Construction Procurement End Date	
Council Endorsement Construct Contract	NA	Council Endorsement Contract End Date	
Award construction contract	NA	Award construction contract End Date	
Open to Traffic	NA	Open to Traffic End Date	
Project Completion Report	NA	Project Completion Report End Date	
Construction staging drawings complete?	No	Staging Drawings forecast completion	once Council knows if project has been funded!

Design & Doc - Safety and Risk Management

Detailed design stage RSA undertaken?	Not required	Corrective actions identified?	
When will a RSA be undertaken?		Risks assessed and included in plan?	Yes
Electronics/DBYD investigation complete?	No	Type of investigation completed?	
Utility Impact Register created?		Potholings investigations completed?	No

Design & Doc - Council Meeting Endorsement

Project endorsed by Council?	Yes	Status of endorsement by Council?
------------------------------	-----	-----------------------------------

Design & Doc - Local Traffic Committee

Traffic Committee support obtained?	Yes	Date of submission to Traffic Committee
-------------------------------------	-----	---

Design & Doc - Planning Approval

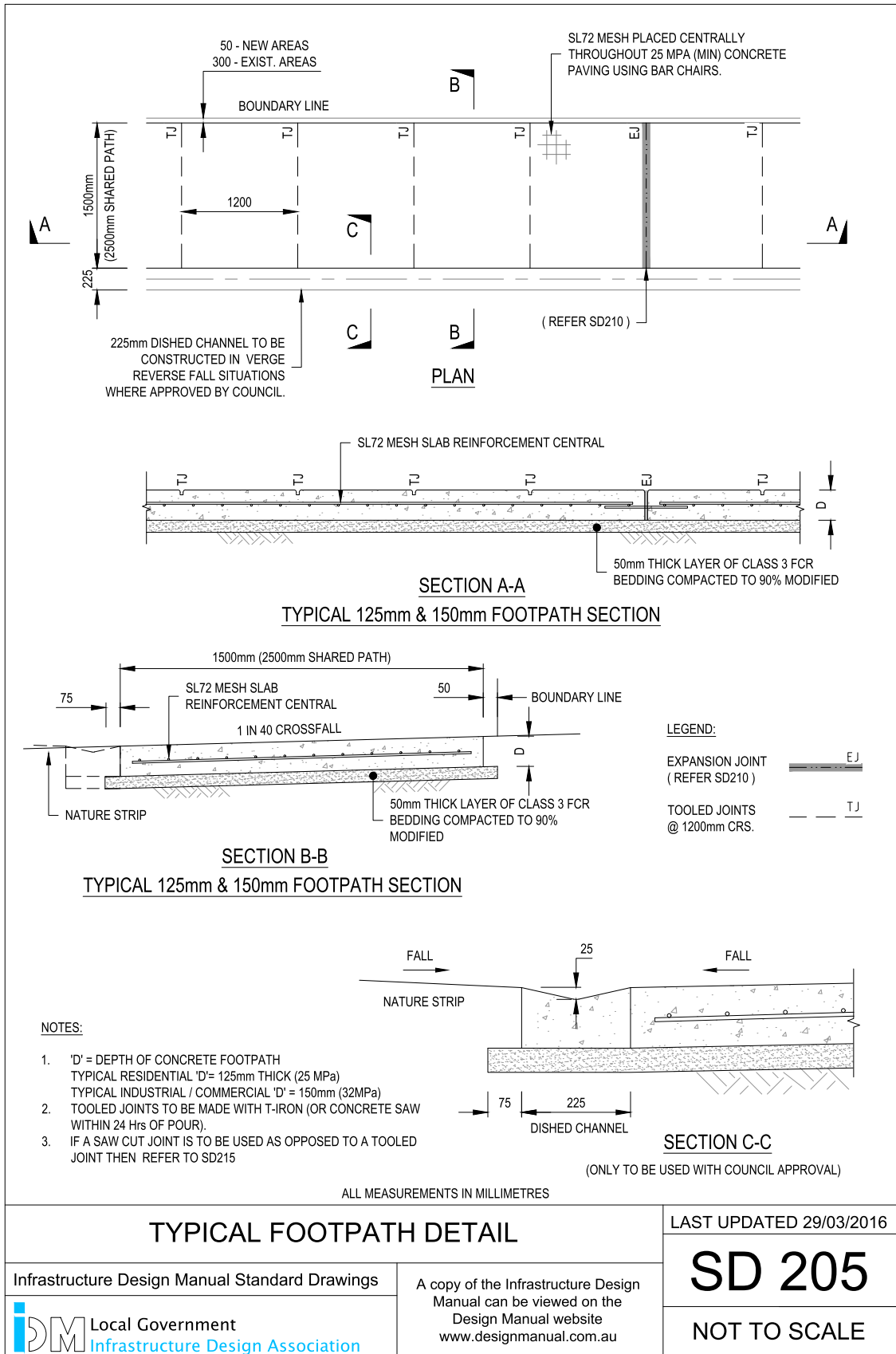
Planning approval obtained?	Not required	Status of the planning approval
-----------------------------	--------------	---------------------------------

Stakeholder Engagement

Consultation Strategy prepared?	No	Details for Community Updates
Community stakeholders consulted?	No	Summary of community consultation
Stakeholder Feedback Report prepared?	No	
Service authorities consulted?	No	Summary of service authorities consult
TfNSW consulted?	No	Summary of TfNSW consultation
Heritage/Arch/Aboriginal consult req'd?	No	Summary Herit/Arch/Aboriginal consult.
Key issues identified from consultation	No issues identified	Other key issues identified









3 August 2022

General Manager
Berrigan Shire Council
56 Chanter Street
Berrigan NSW 2712

Attention: General Manager

**Active Transport: Get NSW Active Program 2022/23 - Offer of Construction Funding
Barooga / Tocumwal Shared path, Cycling**

Transport for NSW (Transport) values our partnership with Local Government to plan and deliver active transport infrastructure projects in our communities.

We are pleased to advise you that your Council has been successful in gaining funding for the following project as part of the 2022/23 Get NSW Active program.

GFR-407 Barooga / Tocumwal Shared path: Construction Funding

Program	Transport Project Number	Type of Infrastructure	Funding Offered (\$)
Get NSW Active Program 2022/23	P.0078728	Shared path	\$600,000

Council should note that grant funding does not imply that project designs are automatically approved or projects are automatically approved for construction. Councils must obtain all relevant design and construction approvals from Transport and other approval authorities, as required. Transport is committed to working collaboratively with Councils to reach agreement on designs, the project risks and provide the necessary approvals in a timely manner for Council to deliver the project within the agreed schedule.

This letter documents the procedures Transport and Council must follow if funding to Councils is to be maintained in accordance with *Financial Arrangements with Councils for Road Management* (see internet page Local Government Relations under <https://roads-waterways.transport.nsw.gov.au/business-industry/partners-suppliers/lgr/index.html>)

The key requirements that Council must adhere to as part of its acceptance of funding are provided in Attachments A, B, C and D. To accept the funding offered for the project tabled above, **please complete and sign Attachments B, C and D of this letter and return a signed copy of each to ROM by 19 August 2022**, via email to: LGsouth@transport.nsw.gov.au

For any further enquiries about information in this letter please contact the Transport for NSW Funding Letter representative, Michael Power - Investment Coordinator, Finance & Commercial ROM.

Email: Michael.POWER@transport.nsw.gov.au

Telephone: 0419 982 208

Yours sincerely

A handwritten signature in black ink, appearing to read "Sandeep Mathur", with a pen nib visible at the end of the signature.

Sandeep Mathur
Director Active Transport Portfolio, Data & Analytics
Cities & Active Transport
Transport for NSW

Attachments:

- A. Key Requirements for Approval of NSW Government Funding
- B. Key Milestone
- C. Council Acceptance of NSW Government Funding
- D. Council Financial Forecast

Attachment A – Key Requirements for Approval of Funding

Special Requirements for Funding

1. Salesforce Funding Request Number

This funding letter relates to the Council funding request submitted in Salesforce with funding request number: GFR-407

2. Transport Project representative

The Transport Active Transport Representative has full authority to act on behalf of Transport in respect of the subject matter of this Funding Letter. An instruction or written direction given by the Transport Active Transport Representative will be deemed to be an instruction or direction given by Transport.

Transport Active Transport Representative is: **...to be completed at Initiation Meeting...**
(Name and Title)

The Council appoints the Council's Representative to act on behalf of the Council. The Council's Representative has full authority to act on behalf of the Council. An instruction or direction given to the Council's Representative will be deemed to be an instruction or direction given to the Council.

Council Representative is: **..... to be completed at Initiation Meeting**
(Name and Title)

3. Meetings

Council's attendance at an Inception meeting is a condition of Council accepting Transport funding. The aim of the Inception meeting is to:

- establish the Council's and Transport's project contacts for the management of the project
- to confirm the monthly reporting process and requirements
- to confirm any progress meeting requirements
- to confirm the understanding of the project deliverables, milestones and financial requirements

Council/Transport progress meetings during the life cycle of the project will be required. The Council project manager who is managing the project must attend the progress meeting. These progress meetings will be an opportunity for Council to provide an update on project progress, identify any project barriers and risks, and discuss any project issues. The frequency and the meetings will be agreed to at the Inception meeting.

Council's attendance at a Handover meeting at completion of the project is a condition of Council accepting funding.

4. Workshops

During the project life cycle Transport may request Council attend design development workshops that are aimed at providing added value to the project and enhance the project outcomes for the customer. Councils will be encouraged to attend these workshops.

Council's attendance at the following Transport organised workshops is highly recommended:

- a) For walking projects, Council to attend a one-hour online workshop on walking customer

needs and current best practice design treatments.

5. Design Reviews and Presentation

During the project life cycle Transport, Active Transport may request Councils to submit project designs and documentation for review by Active Transport or present the status of the project to Active Transport in the form of a presentation. These design reviews and presentations are separate to and in addition to the technical design reviews required by Transport for NSW for technical approvals on State assets.

6. Finance

Funding Source details

Council Clarification Requested: The total funding of the project currently exceeds the cost estimate amount of \$600,000. Council to review table below and confirm whether the funding amount from the Get NSW Active Program 2022/23 is to be reduced to \$550,000 to allow for the Council contribution of \$50,000.

Funding Source	Amount	Pro Rate %
Get NSW Active Program 2022/23	\$600,000	92.3%
Council Contribution	\$50,000	7.7%
Total	\$650,000	100%

Council must provide a baseline financial forecast of the project monthly expenditure of the Transport funding and any Council contributions at the time of the execution of this Funding Letter. Refer Attachment D – Council Financial Forecast.

Contingency

The project contingency is: \$54,545. The project contingency can only be used for the project following approval by Transport through a variation submission and approval process. No unspent contingencies or Transport funding can be used by Council on another project.

7. Cameras and Benefits Tracking

Transport is installing electronic data collection counters in locations across NSW to capture data on walking and cycling. Once these are operational, data will be accessible to Councils.

Transport will determine which projects and locations are eligible for an electronic data device. Transport will consult with Council to determine the location of the counter with the intent to resolve a location within 3 months of acceptance of the grant. All project management tasks associated with the installation of the counter will be the responsibility of Transport.

The counter will remain a Transport asset, and all installation and maintenance costs, will be the responsibility of Transport. In some circumstances the installation of a counter may not be achievable due to site constraints and service availability. Transport reserves the right to rescind the counter installation proposal in these circumstances.

Standard requirements for funding

There are several compliance phases throughout the lifecycle of a project that need to be adhered to if funding is to be offered and maintained. The performance of Council against these compliance phases will be monitored and reported on by Transport.

1. Council acceptance of funds and Council project

Council must notify Transport that they will accept the funding offered within 10 business days from the date of this letter. If Council requires more time to process the funding approval, they should advise the Transport Funding Letter representative before this date.

When accepting the funds offered by Transport, Council is required to submit the forms which are to be completed and signed:-

- “Key Milestones” form (Attachment B)
- “Council Acceptance of Transport for NSW funding” form (Attachment C)
- “Council Funding Forecast” form (Attachment D)

For projects that are co-funded by Council, Council’s acceptance of the Funding Letter confirms that their Applicant Funding Contribution, nominated in the Funding Request, is committed to the project and will be drawn down in accordance with the terms detailed in the Special Requirements for Funding.

The Council must use the funding amount for the purposes of the project and must not use the funding amount for any other purpose.

2. Program and Progression of works

Council is requested to complete the works by no later than the Council and Transport agreed milestone baseline dates in Attachment B. These milestone baseline dates may differ from the milestone dates nominated by Council in the Funding Request application. The milestone baseline dates are the dates against which Council is expected to deliver on and will be used by Transport for tracking the progress of the project.

Council is responsible for developing the project program for the works. It must be project specific with detail/task information included relevant to the size of the project. The baseline milestones must be incorporated in the program. The program must be issued to Transport prior to the first monthly reporting period of the project.

3. Scope of Works and Approvals

Councils are responsible for submitting the relevant project design and construction documentation for any required reviews and obtaining all project design and construction approvals required for completion of the project. This includes, but is not limited to all:

- Transport design and construction reviews and approvals for all works on State assets (Traffic Control Plans, works on State roads, etc);
- Any approvals required under the Roads Act (Traffic Committee, etc);
- Any project planning approvals required under the planning approval pathways in NSW (REF, Heritage, etc);
- Council design and construction reviews and approvals on local roads;
- Service relocation design reviews and approvals from Service Authorities (water, electrical, comms, etc); and
- Cost estimates, if required.

Where required, Council is to undertake all stakeholder engagement and consultation on the project.

Councils are responsible for undertaking and documenting project risk assessments as required. Risk mitigation strategies must be developed and implemented if required.

If required, Council is responsible to undertake a Road Safety Audit under *Guidelines for Road Safety Audit Practices* and address all corrective actions. Any audits must be undertaken by an accredited and independent audit team.

Transport will work in collaboration with Council to review proposed designs or safety reviews of Council projects. For projects funded under the Get NSW Active Program, additional support

services from Transport may be available to assist Councils with advice and input on designs and approvals. Transport encourages Council project managers to contact the Transport Representative to access this support.

Council is responsible for ensuring that the project does not conflict with any other current/upcoming projects or construction/works in the area.

4. Project Standards and Guidelines

The State road network in NSW is critical to the way we live and work. It is essential for the operation of our economy, and it facilitates the links in our communities. Transport is responsible for delivering safe and efficient journeys for all road users throughout NSW, as well as managing the operations and maintenance programs of State roads.

Any project that impacts the State road network or relates to traffic signals is likely to require input, and often statutory approvals, from Transport.

Council must ensure that projects are designed and constructed in accordance with:-

- Transport Cycleway Design Toolbox;
- Transport for NSW Walking Space Guide;
- The relevant Australian Standards;
- Council's public domain design codes, technical specifications, and standard drawings;
- Austroads Guidelines;
- For works on State assets, Transport Specifications, Supplements and Technical Directions; and
- For works on State assets, a Works Authorisation Deed (WAD) will have to be executed.

The aim of the Cycleway Design Toolbox is to provide guidance for practitioners on how to design for cycling and micromobility in the context of New South Wales and Greater Sydney.

The aim of the Walking Space Guide is to provide a set of standards and tools to assist those responsible for Walking Spaces on streets, and to ensure that sufficient space is provided to achieve comfortable environments which encourage people to walk.

The Cycleway Design Toolbox and Walking Space Guide have been prepared to support the design and delivery of best practice Active Transport infrastructure that aligns with customer needs. Where feasible, designs prepared under this grant are to be in accordance with the Cycleway Design Toolbox and Walking Space Guide. Transport Active Transport Managers are available to assist with questions relating to the application of these guides. Where alternative treatments are being considered, Council are encouraged to consult with Transport Active Transport on the proposed treatment.

Useful links:

Transport Cycleway Design Toolbox

- <https://www.movementandplace.nsw.gov.au/design-principles/guides-and-tools/cycleway-design-toolkit-designing-cycling-and-micromobility>

Transport Walking Space Guide

- <https://www.movementandplace.nsw.gov.au/design-principles/guides-and-tools/walking-space-guide-towards-pedestrian-comfort-and-safety>

Development and impact on Transport State assets and WAD

- <https://roads-waterways.transport.nsw.gov.au/business-industry/partners-suppliers/private-development/road/index.html>

Traffic Signal Design guidelines

- <https://roads-waterways.transport.nsw.gov.au/business-industry/partners-suppliers/document-types/guides-manuals/traffic-signal-design.html>

Where there are any conflicting standards, conformance by Council is not recommended, or Council proposes a variation to these standards, then Council must discuss the proposed variance with Transport prior to implementing the alternative design.

5. Insurance

Council must effect and maintain any insurances required for the delivery of the project.

6. Council monthly reporting

Transport's Active Transport team are currently developing a reporting system in Salesforce that once implemented (date TBC) must be used by Councils for the monthly reporting. The Salesforce monthly reporting system will replace the current excel/word format. The new Salesforce reporting format is a condition of Council's acceptance of funding.

Every month, throughout the project life cycle, Council shall submit a report that includes the updated progress of the project for the monthly reporting period. The monthly reporting data will include financial, milestone, commentary, and risk status updates.

A reporting template will be provided to Council, following their acceptance of the funds and return of Attachments B, C and D. Monthly project reporting is a condition of Council's acceptance of funding.

The monthly report includes:

1. A description / scope of each project in accordance with the funding request and the agreed baseline milestones and financial forecasts, project number and purchase order for each project.
2. Details of the progress of all works against the key milestone dates in Attachment B of this funding letter.
3. Any delay in the delivery of the project.
4. Cost estimation, actuals and accruals as follows:-
 - a. Actual costs for each month prior to the current reporting month;
 - b. An estimate of the value of works to be completed to the end of the current reporting month (to be used by Transport for accrual purposes);
 - c. Forecast for each month after the reporting month to the end of the financial year for each project agreed milestone; and
 - d. Note that the cost estimate represents the value of works completed and forecast remaining, not when Council receives invoices. Council should be aware that this forecasting process does not generate payment and is separate to invoicing.
5. Risks, mitigations and summary project commentary on each project. These will be discussed at regular meetings between Council and Transport.
6. Work Health Safety (WHS) occurrences (any events or conditions that resulted in or had the potential to result in a noteworthy amount of damage of injury including any notifiable incidents).

The monthly report data input by Councils will be discussed at regular meetings between Council and Transport.

Monthly reports shall be provided by no later than the dates in the attached schedule (Attachment B). A monthly report is still required to be submitted even if there has been no change to the previous month.

Please submit monthly reports to the Local Government Team.

For larger more complex projects regular progress meetings with Transport for NSW will be required. Transport for NSW will arrange any required meetings between with Council to discuss project status.

7. Funding Acknowledgement NSW Government

All recipients of NSW Government funding for infrastructure and capital works must acknowledge the NSW Government. Funding made available by the NSW Government is designed to improve the lives of people across the state and grants can provide significant benefits to communities.

The NSW Government has produced a set of [Funding Acknowledgement Guidelines](#), these guidelines are designed to help groups and organisations with acknowledging NSW Government support in a way which is consistent across the state. They aim to simplify government advertising and signage.

These guidelines will help you determine what kind of acknowledgement is appropriate for each project. It will outline where signs should be displayed and for how long, and how to obtain NSW Government approval for acknowledgements.

Type of work	Branding	Transport Approval Required?	Transport to be informed	Transport approval timeframe needed
Key project milestones or media-worthy notifications (for example, a section opening)	NSW Government Council	Yes	Yes	Approx. four weeks
General project notifications and associated social media (for example night work, work day changes, starting work in a new section, traffic changes etc)	Council only	No	Yes	N/A Note: for significant operational changes, our operations communications team will be notified through the TMP request process – they may have their own timeframes)

8. Scope changes / variations

Any change of scope, time or cost, for projects **MUST** be discussed as soon as possible with Transport for NSW. Council must formally request, and detail in writing, the proposed scope changes to the Local Government Team.

Transport's Active Transport team are currently developing a variation module in Salesforce that once implemented (date TBC) must be used by Councils for variations. The Salesforce variation module will replace the current excel/word format. The new Salesforce variation module is a condition of Council's acceptance of funding.

The following applies to all scope changes/variations:-

- a. Formal approvals for variations in project scope and funding allocations must be sought before the proposed variation progresses. This applies to design and construction projects.
- b. A change in scope can be defined as design improvements, additional treatments, omission of approved treatments and changes to the original proposal
- c. Any request to vary the approved scope must be submitted in writing and must include, as a minimum, documentation:
 - i. detailing the proposed variation

- ii. the reasons to justify the requested scope variation
- iii. any cost impact (saving or extra cost) for the variation
- d. An extension of time can be submitted by Council if there are delays associated with Transport scope of works (e.g. traffic signal approvals). The associated risk to funding will be considered accordingly.
- e. Variations in funding allocations must be supported by a detailed cost estimate
- f. Council must use the monthly reporting process to flag early risks to funding/scope changes and Transport will work with Council to help mitigate these risks and any forecast variations

No works are to commence prior to receiving written approval for the change of scope from Transport and a revised forecast is agreed to in writing. Note that a change of scope may result in a revised funding allocation and the merits of the project may be re-assessed against other priority projects.

9. Invoicing

Transport requests that Councils submit progress payment tax invoices as soon as possible after a Payment Milestone has been achieved. The Payment Milestones are recorded in Attachment B – Key Milestones. The tax invoice must state which Payment Milestone has been achieved to initiate the tax invoice.

Council must submit a tax invoice for all requests for payment of grant funding. The tax invoice must not include GST, as GST is not applicable for Council grants. All Council tax invoices must be accompanied by supporting documentation to substantiate the amount being claimed by Council including, but not limited to:

- evidence that the Payment Milestone has been achieved
- consultants tax invoices for all consultants' fees being claimed as part of the Council tax invoice
- contractor's tax invoices for all construction costs being claimed as part of the Council tax invoice
- Council overhead, project management, or other internal Council costs being claimed as part of the Council tax invoice. This supporting documentation can be in the form of an extract from the Council's project cost centre (WBS) for the project showing the amounts being claimed.

The amount of each progress payment will be:

- the value of the works completed; less
- the progress payments already paid to the Council.

The progress payments can never exceed the funding amount.

The final tax invoice will not be paid until:-

- the works have been completed in accordance with the Funding Letter agreed scope and any agreed variations to that scope;
- the project completion report has been submitted by Council and the works signed off as accepted by Transport; and
- all relevant service Authorities and Transport for NSW certification of approvals/acceptance of works have been obtained and submitted to Transport for NSW.

Tax invoices are to be sent directly to the Local Government Team.

10. Before and after photo requirements

Transport requires before and after photographs for all funded projects. Council is required to take a number of before and after high resolution (2MB +) photographs at the same location/angle. Before and after photographs need to highlight the issues the project is addressing or has

addressed. Photos are required to be submitted in their original file format (eg. JPEG, PNG or TIF), not embedded in a document.

11. Project finalisation

Council agrees to use its best endeavours to complete the projects in accordance with the Key Milestone Dates set out in Attachment B. Transport will only pay for actual and completed works at 'payment' milestones. On completion of the works the Transport Program Manager will arrange for a site inspection of the works to confirm the funded works are completed prior to payment of the final invoice.

12. Ongoing maintenance

Council will be responsible for the maintenance of all completed assets except for the following:

- a. Traffic signals.
- b. Where the asset is not owned by Transport or Council
- c. Any asset where Transport has formally accepted ownership and maintenance liability in writing.

For Transport to accept ownership and/or maintenance of an asset, the asset must be designed and constructed in accordance with all Transport specifications / requirements and the Asset Handover documentation must be signed off as accepted by Transport. Refer Section 4.4. Project Standards and Guidelines for addition information.

Transport will not fund the maintenance of Council assets constructed from the project.

If Transport is responsible for the ongoing maintenance of any part of the project, including any duties that relate to the construction or commissioning of a structure, Council must ensure that Transport reviews and provides formal approval of the plans prior to the commencement of construction by Council. Refer to the requirements of the Works Authorisation Deed (WAD) that will have to be executed prior to construction commencing on any State asset.

13. Work Health and Safety

Council must comply with WHS Laws (Work Health and Safety Act 2011, Work Health and Safety Regulation 2017 and their updates).

Council acknowledges that under WHS Laws, it has a primary duty of care to ensure, so far as is reasonably practicable:

- a. the health and safety of workers, and
- b. the health and safety of others is not put at risk from the works.

Council acknowledges and agrees to consult, co-operate and coordinate with other relevant persons about matters relating to shared risks and the health, safety and welfare of the workers.¹ For more information on duties and consultation please refer to the SafeWork NSW website at www.safework.nsw.gov.au

Council must have a system in place to manage work health and safety risks that is sufficiently resourced and implemented. If a notifiable incident occurs, the Council must notify:

- a. SafeWork NSW (formerly WorkCover) immediately, and
- b. Transport within 24 hours

Council will exercise due diligence in the selection of workers to carry out works and impose the requirements set out above, to the extent possible.

Attachment B – Key Milestones

Transport for NSW and Council’s Agreed Milestones

Notes:

1. Transport to amend required Milestones to suit the individual project prior to issue of funding letter
2. Funding Request application dates are the dates Council submitted with their funding request
3. Baseline dates are agreed at the time of signing the funding letter and will be used to measure project progress
4. Payment Milestones are the trigger for the submission of a progress invoice

GFR-407 Barooga / Tocumwal Shared path: Construction Funding

Milestone	Funding Request Application Dates	Baseline Date	Payment Milestone
Initiation Meeting	N/A	Completed manually	No
Monthly Reporting	To be submitted on the 6th business day of the month.		
100% Detailed design complete		Updated manually	No
Construction Procurement Complete		Updated manually	No
Council Endorsement of Construction Contract		Updated manually	No
Traffic Committee Approval		Updated manually	No
Construction Drawings Issued		Updated manually	No
Construction contract Award		Updated manually	Yes
Open to Traffic		Updated manually	Yes
Project Completion Report Submitted		Updated manually	Yes

“I have the authority to complete the milestone baseline dates on behalf of Council”:

Name:

Signature:

Title:

Attachment C – Council Acceptance of Transport for NSW Funding**Get NSW Active Grant 2022/23 Program**

Berrigan Shire Council hereby accepts Transport funding for the following project:

GFR-407 Barooga / Tocumwal Shared path: Construction Funding

Program	Transport Project Number	Type of Infrastructure	Funding Offered (\$)
Get NSW Active Program 2022/23	P.0078728	Shared path	\$600,000

Council confirms acceptance of Transport funding on the terms and conditions outlined in this Transport funding letter and the attachments which detail the Transport Get NSW Active funding program requirements.

- Council has committed its share of the cost of the project for all co-funded projects, where applicable.
- Council will complete all necessary planning, design, road safety audit corrective action close out, public consultation, WHS considerations and environmental assessment for each of the projects.
- Council will construct the project in accordance with the submitted project plan and endeavour to meet all specified milestones completion dates noted in the amended attachments.
- Council will submit monthly financial and milestone report for the project.
- Transport will only pay for actual and completed works and is unable to pay bills for any incomplete project works.
- Council has reviewed and acknowledges Attachments A, B and D form part of this Funding Letter.

General Manager Signature:

Print Name:

Date:



Attachment D – Council Financial Forecast

Note:

1. Council must provide a baseline financial forecast of the project monthly expenditure including any Council contributions at the time of the execution of this Funding Letter.

Project Name: Barooga / Tocumwal Shared path
 Transport Project Number: P.0078728
 Total Funding Offered: \$600,000
 Council contribution: \$50,000
 Total Project Budget: \$650,000
 Contingency: \$54,545
 Funding Profile: Single

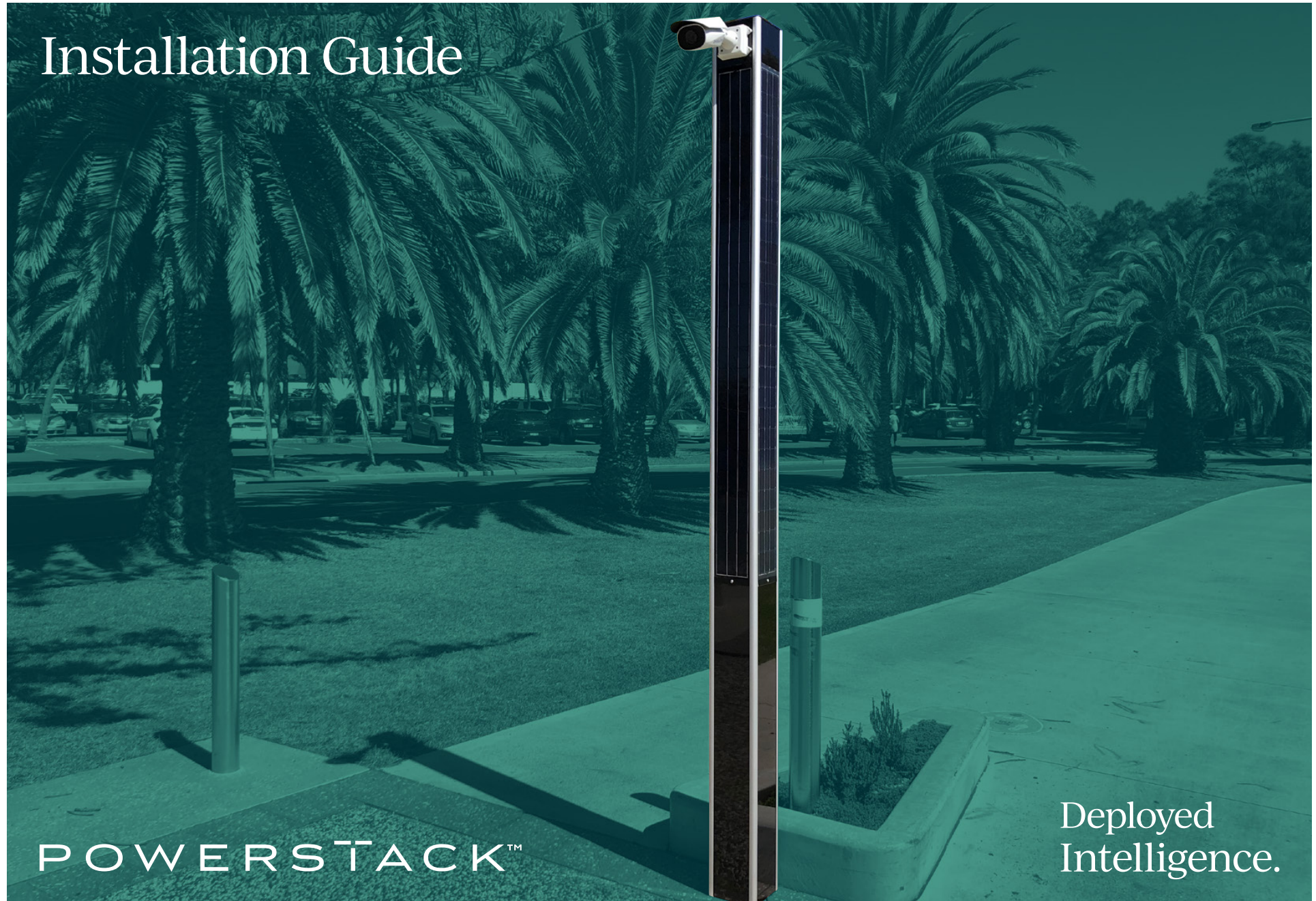
Baseline Financial Forecast														
	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Total FY 2023	
Transport Grant Funding	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Council Contribution	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
													FY Sub Total	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24	Jun 24	Total FY 2024	
Transport Grant Funding	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Council Contribution	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
													FY Sub Total	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
	Jul 24	Aug 24	Sep 24	Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Total FY 2025	
Transport Grant Funding	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Council Contribution	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
													FY Sub Total	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
													Total Project Budget	\$

"I have the authority to complete the monthly financial forecasts on behalf of Council":

Name: Signature:

Title:

Installation Guide



POWERSTACK™

Deployed
Intelligence.

Tool Requirement

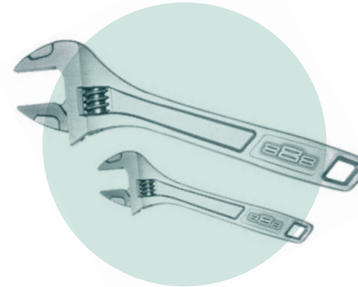
General tools



Battery drill and impact driver



Wrench / Shifters 12" and 6"



Allen-key sets



Ring spanner set



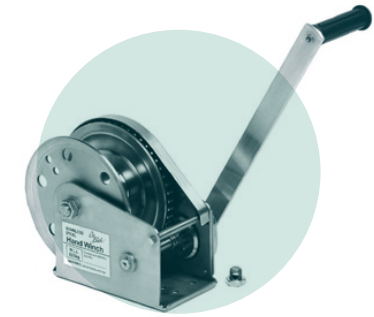
Min 45 joule rock breaker / jack hammer



Generator for rock breaker / jack hammer



Brake winch



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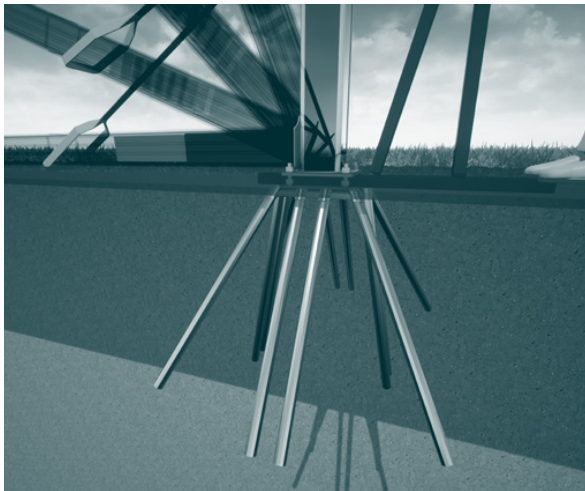
American Office
2101 East Saint Elmo Drive
Suite 310
Austin TX 78744
Tel: +1 512 222 5550

powerstack.energy
info@powerstack.energy

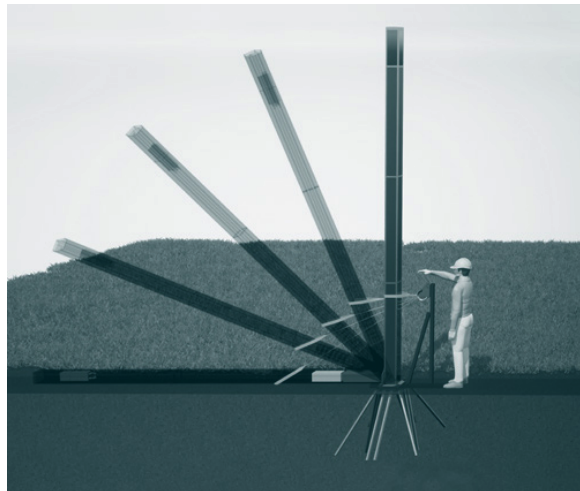
Simple setup. A PowerStack™ installs in minutes.

28 minute challenge – fastest foundation and pole install to date.

1 Concrete base anchored to ground with a jack hammer.



2 PowerStack™ unit winched into vertical position and anchored to bolted base.



3 Ready.



POWERSTACK™

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1 Install foundation.



1 Install 4 anchor bolts as per PowerStack™ bolt circle. Use washers on the top and bottom with nut on top. Do not tighten.



2 Mark out area 150mm (6") from each side as shown.



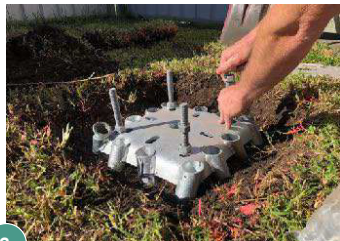
3 Dig down around 100-150mm (4-6"), remove dirt and keep as level as possible.



4 Place piles in all 4 corners and use sledge hammer to knock piles into the ground a little. Use jack hammer (min 45 joules of force) to hit piles in the rest of the way. **Note:** Most systems require 6 piles but will depend on a Geotech report to qualify pile numbers.



5 Secure each pile as shown with supplied stainless screws.



6 Place level nuts around 60mm (2.5") above foundation plate. **Note:** Keep bolts loose still at this time.



7 Place washers as shown in picture and keep all as level to each other as possible.



8 Place the PowerStack™ base plate onto bolts as shown and place washers over the top. Level plate to rough level.



9 Now tighten the bolts to the foundation plate. Use 300mm / 12" long spanner to get as much tension onto the plate as possible.



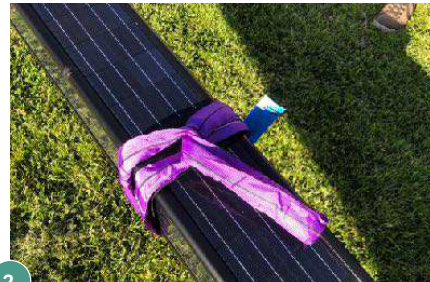
10 Secure PowerStack™ plate and recheck level. Place PowerStack™ onto of plate and hit hinge pin into position. Locate PowerStack™ winch under entire plate opposite to the PowerStack™ system as shown.

2 Install pole.

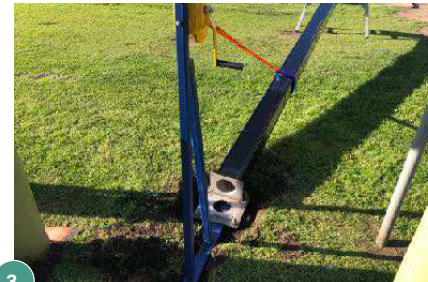
Person 1 pushes and walks pole into position.
Person 2 stands on winch and winds the brake winch.



1
Wrap supplied rubber around pole approximately 1500mm from base. Use any type of tape in place.



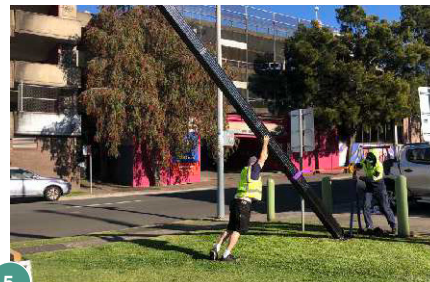
2
Use slip type knot to secure rigging strap around rubber section of pole.



3
Remove some grass / dirt away from behind the winch and slide in-between the foundation and the stainless base plate. Be sure to stand on the winch.



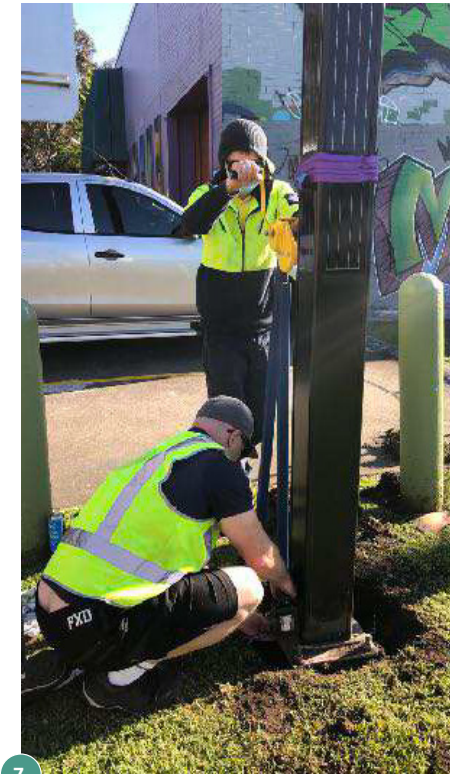
4
Use 2 people at all times to erect the pole. 3rd person can assist if required. Position person 1 and 2 as shown.



5
Place work horse or ladder for the pole to rest on. Person 1 stands in front of the ladder bend legs to start to lift pole as the person 2 on the winch winds the pole up



6
Winch up fast but steady. Person 1 guides and pushes the pole up and keeps it aligned.



7
Whilst person 2 is holding the winch tight, person 1 bolts the 2 steel plates together with the supplied 6 bolts.

POWERSTACK™

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POWERSTACK

Deployed
Intelligence.



100% solar energy, locally manufactured with recycled materials.

PowerStack™ solar columns removed the reliance on grid energy. They incorporate smart energy storage and distribution into a sleek and sophisticated design.

Made using 100% recycled aluminium, PowerStack™ columns are sustainable and produced locally in Australia, ensuring quality design and control.

A typical CCTV or LED lighting system consumes 500 KW/h per annum.

Annually 10 typical PowerStack™ systems save:



5 megawatts of power from the grid



2 tonnes of CO2 from the atmosphere

which is equivalent of



243,286 smart phones charged



A return flight from London to New York

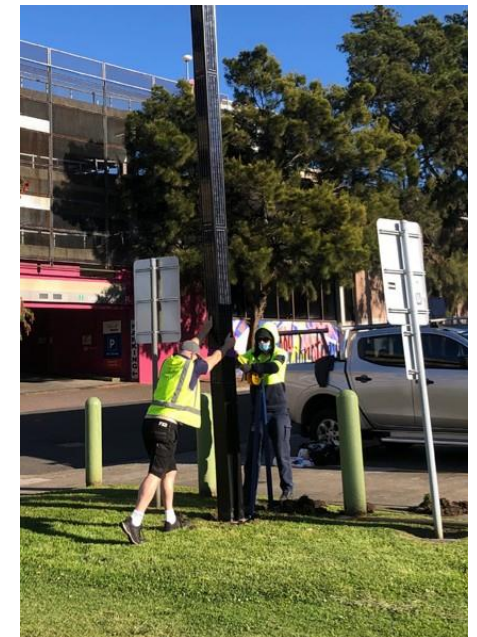


Deploy.

We have made deploying power fast and easy, with smart power poles that arrive on-site assembled, and ready to install in the ground in just 28 minutes, by a two-man team.

Saving you time and money, there is no need for trenching, expensive underground cabling or site shutdowns.

	Traditional steel pole	PowerStack™
Authorised metered supply	>16 weeks	0 weeks
Installation	6-8 hours	Under an hour
Project management	16 weeks Part time	Under an hour





Save.

Without the need for digging or trenching, PowerStack’s 28-minute deployment saves you 90% of a traditional light pole installation project timeline. With no site downtime or ongoing electricity costs, PowerStack™ is cost-effective.

	Traditional steel pole	PowerStack™
Product cost	\$2,900	\$6,700
Installation cost per pole*		
<i>Labour cost per pole*</i>	\$350	\$200
<i>Equipment hire (crane)</i>	\$1,500	\$220
<i>Trenching cost</i>	\$6,005	\$0
Total cost per pole	\$10,755	\$7,045
Operating / Maintenance costs per p.a	\$1,619	\$150

** Indicative cost profile based on a 30 pole installation.*



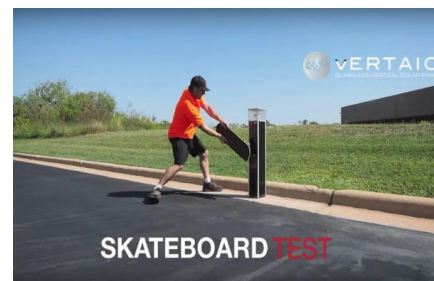
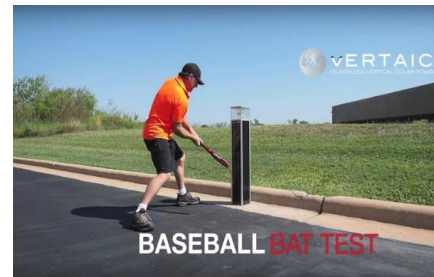


Reliable.

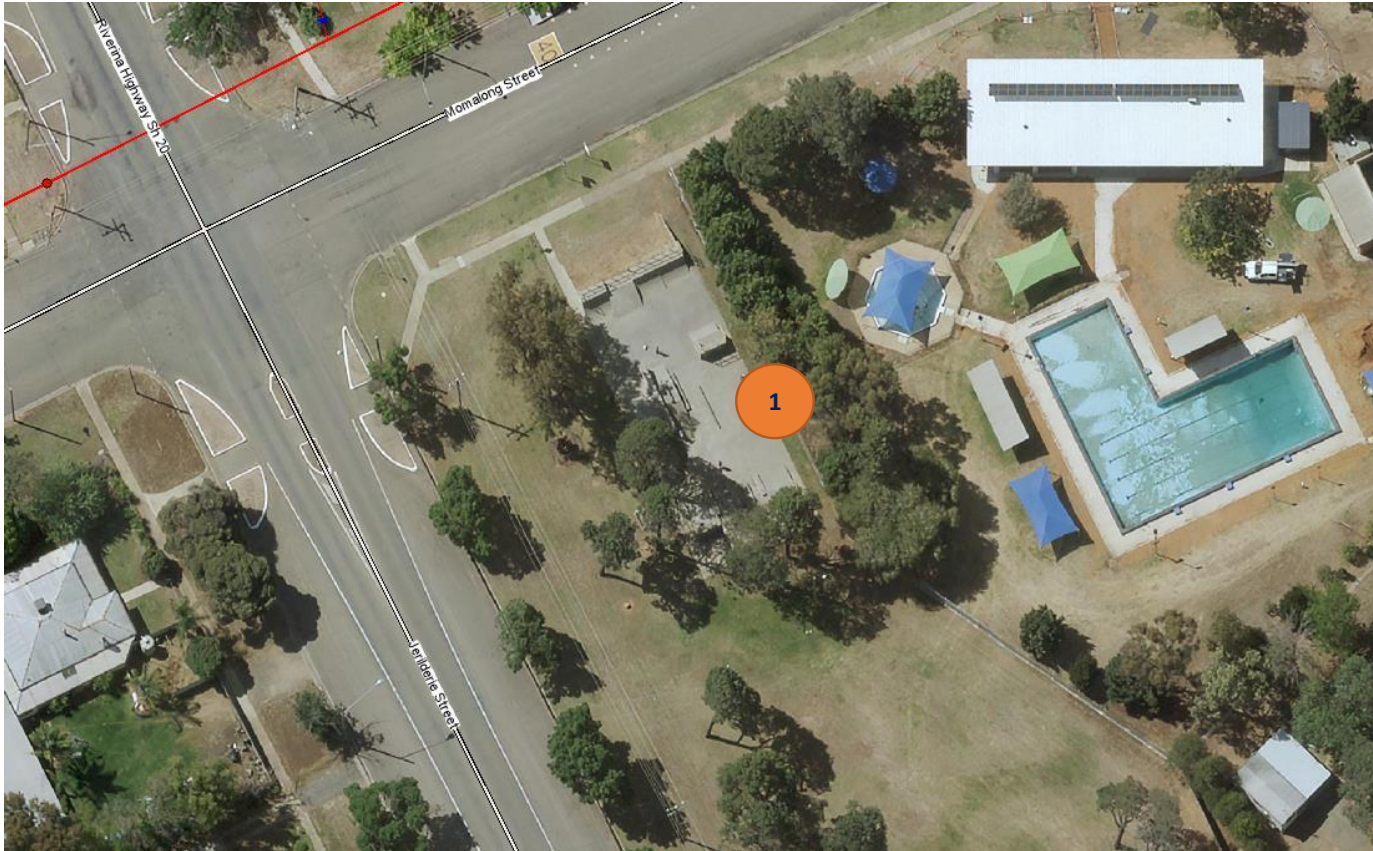
With 24/7 power, a 5-day backup and a 10-year warranty, you'll have constant uptime, rain, hail or shine.

PowerStack™ is vandal-resistant, meaning it boasts a level of durability not seen in other urban solar energy technologies. Using space-age polymer, PowerStack™ is flame resistant and smashproof, meaning you can rely on us to keep your site powered.

And with a 25 year design life for the pole and solar panels and a 12 year design life for the batteries, the PowerStack system is low maintenance and gives you peace of mind for the life of your project.



Berrigan:

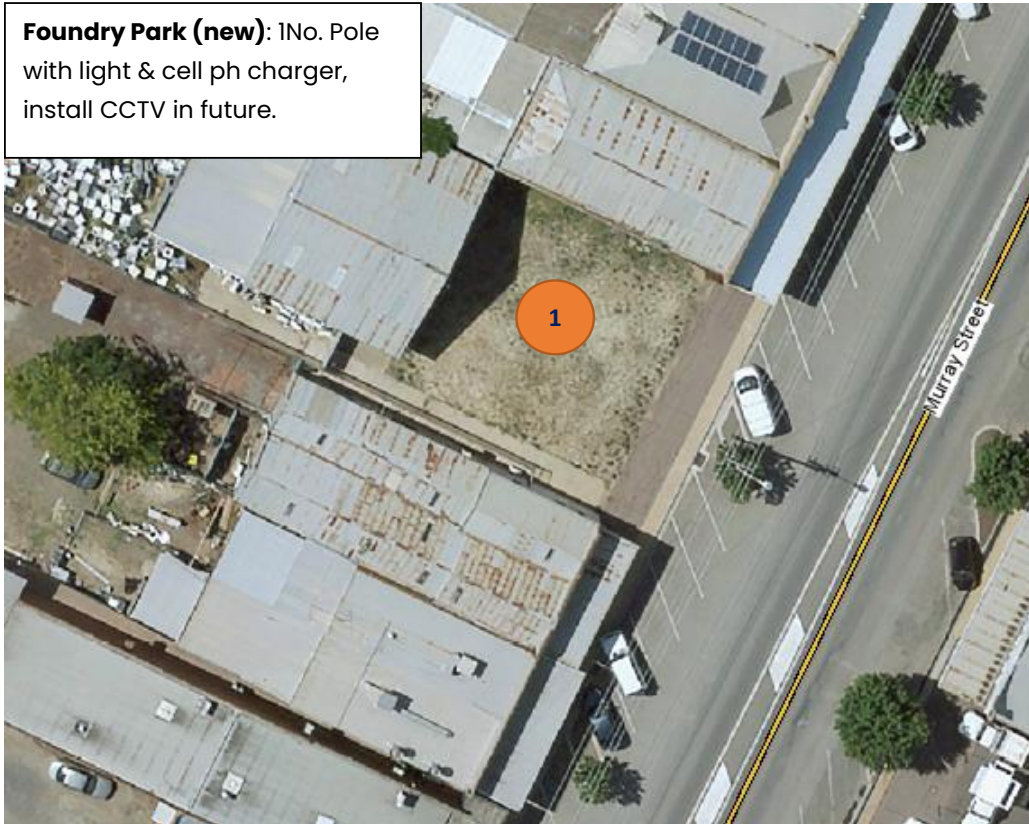


1No. Pole with light, cell ph charger and capacity to install CCTV in future.



Finley:

Foundry Park (new): 1 No. Pole with light & cell ph charger, install CCTV in future.



Railway Park:

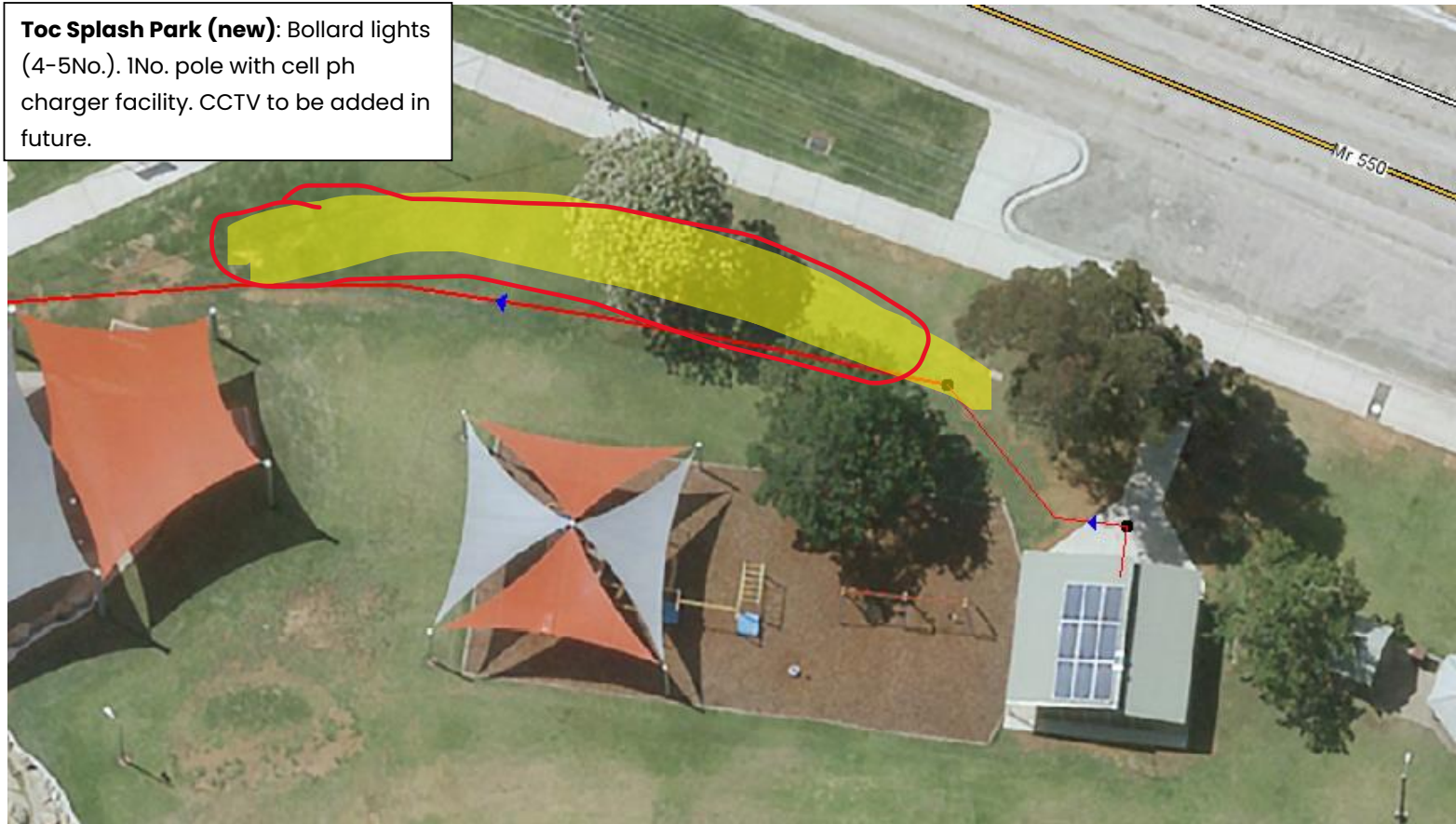


Tocumwal:

Toc Aviation Museum (new):
1No. Pole with light & cell ph
charger, install CCTV in future.



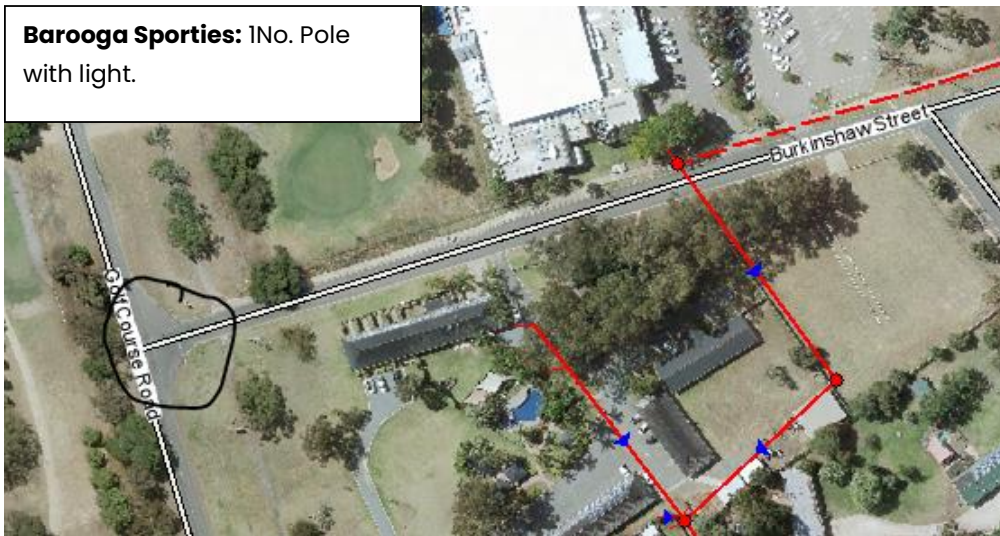
Toc Splash Park (new): Bollard lights (4-5No.). 1No. pole with cell ph charger facility. CCTV to be added in future.



Barooga:

Barooga Adventure Park
(new): 1No. Pole with light & cell
ph charger, install CCTV in
future.







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56 Chanter Street,
Berrigan NSW 2712

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Berrigan NSW 2712

Shipping address:
Berrigan Shire Council
56 Chanter Street,
Berrigan NSW 2712

Quotation # SO12280

Quotation Date:
09/07/2022 22:19:47

Salesperson:
Steve Davis

Description	Quantity	Unit Price	Taxes	Amount
APS-M10-1SP4-2LFP - Bollard Light only Architectural Solar Power System; 1 metre Pole; 1 x Small Solar Panel on 4 Sides; 2 x Lithium Batteries (including Bollard head with LED lighting)	4.000 Unit(s)	2,885.38	GST Sales	\$ 11,541.52
APS-M10-1SP4-3LFP - Bollard Light & Mobile Phone Charging Architectural Solar Power System; 1 metre Pole; 1 x Small Solar Panel on 4 Sides; 3 x Lithium Batteries (includes Bollard head, LED lighting & Charging pad/bluetooth charger)	1.000 Unit(s)	3,405.20	GST Sales	\$ 3,405.20
APS-M60-2LP4-7LFP - Light only PowerStack Architectural Solar Power System; 6 metre Pole; 2 x Large Solar Panels on 4 Sides; 7 x Lithium Batteries (including Luminaire)	1.000 Unit(s)	9,317.23	GST Sales	\$ 9,317.23
APS-M60-3LP4-12LFP - Light + charging Architectural Solar Power System; 6 metre Pole; 3 x Large Solar Panels on 4 Sides; 12 x Lithium Batteries (including Luminaire, attachment and charging pad)	5.000 Unit(s)	11,434.63	GST Sales	\$ 57,173.15
APS-M80-5LP4-17LFP Light + Charge + camera provision Architectural Solar Power System; 8 metre Pole; 5 x Large Solar Panels on 4 Sides; 17 x Lithium Batteries (including Luminaire, attachment and charging pad)	1.000 Unit(s)	14,720.65	GST Sales	\$ 14,720.65
CCTV Camera to be advised	1.000 Unit(s)	0.00	GST Sales	\$ 0.00
APS-M60-4LP4-15LFP Light + Camera provision Architectural Solar Power System; 6 metre Pole; 4 x Large Solar Panels on 4 Sides; 15 x Lithium Batteries (including Luminaire)	1.000 Unit(s)	12,254.50	GST Sales	\$ 12,254.50
CCTV Camera to be advised	1.000 Unit(s)	0.00	GST Sales	\$ 0.00
CFF-S500 Concrete Free Foundation - required for each PowerStack application (not Bollards)	7.000 Unit(s)	790.00	GST Sales	\$ 5,530.00
WH-50 Winch System	1.000 Unit(s)	650.00	GST Sales	\$ 650.00

Phone: +61 1300 049 505 Email: info.aus@powerstack.energy Web: http://www.powerstack.energy



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Description	Quantity	Unit Price	Taxes	Amount
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Subtotal				\$ 114,592.25
GST 10% on \$ 114,592.25				\$ 11,459.23
Total				\$ 126,051.48



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Berrigan NSW 2712

Shipping address:
Berrigan Shire Council
56 Chanter Street,
Berrigan NSW 2712

Quotation # SO12283

Quotation Date:
09/09/2022 09:13:34

Salesperson:
Steve Davis

Description	Quantity	Unit Price	Taxes	Amount
APS-M60-2LP4-7LFP including Luminaire - WE-EF VFL-530 Architectural Solar Power System; 6 Metre Pole; 2 x Large Solar Panels on 4 Sides; 7 x Lithium Batteries	18.000 Unit(s)	9,313.23	GST Sales	\$ 167,638.14
CFF-S500 Concrete Free Foundation	18.000 Unit(s)	790.00	GST Sales	\$ 14,220.00
Freight to be determined once numbers are specified	1.000 Unit(s)	0.00	GST Sales	\$ 0.00
Subtotal				\$ 181,858.14
GST 10% on \$ 181,858.14				\$ 18,185.81
Total				\$ 200,043.95



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Shipping address:
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Quotation # SO12284

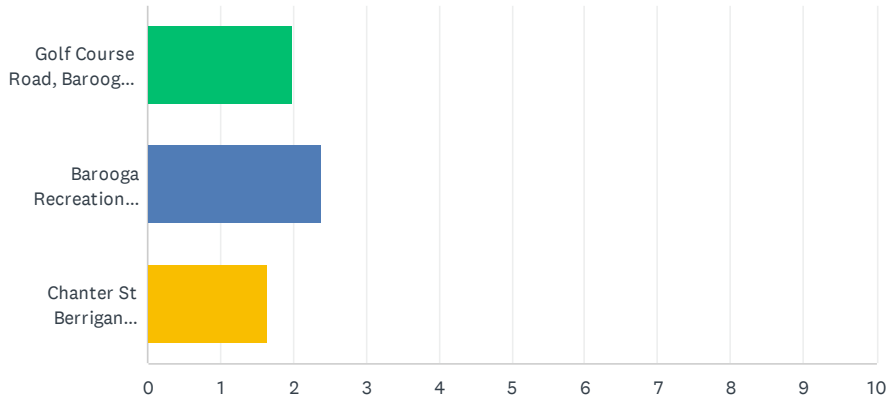
Quotation Date:
09/09/2022 10:30:14

Salesperson:
Steve Davis

Description	Quantity	Unit Price	Taxes	Amount
APS-M60-2LP4-7LFP (including WE-EF VFL 530 Luminaire) Architectural Solar Power System; 6 metre Pole; 2 x Large Solar Panels on 4 Sides; 7 x Lithium Batteries	37.000 Unit(s)	9,317.23	GST Sales	\$ 344,737.51
CFF-S500 Concrete Free Foundation	37.000 Unit(s)	790.00	GST Sales	\$ 29,230.00
Freight to be determined once numbers are finalised	1.000 Unit(s)	0.00	GST Sales	\$ 0.00
Subtotal				\$ 373,967.51
GST 10% on \$ 373,967.51				\$ 37,396.75
Total				\$ 411,364.26

Q1 Put in order from 1 - 3 the most important project to you. 1 being most important.

Answered: 248 Skipped: 3



	1	2	3	TOTAL	SCORE
Golf Course Road, Barooga lighting	16.60% 40	65.56% 158	17.84% 43	241	1.99
Barooga Recreation Reserve cricket nets	57.26% 142	22.98% 57	19.76% 49	248	2.38
Chanter St Berrigan underground power	26.86% 65	10.74% 26	62.40% 151	242	1.64

Q2 Why did you choose this as the most important project to you?

Answered: 200 Skipped: 51

#	RESPONSES	DATE
1	Underground power down Chanter St Berrigan is the most important due to safety issues with overhead power line	9/11/2022 9:10 PM
2	User of the path	9/10/2022 11:08 AM
3	I selected the underground cabling For several reasons these being aesthetic Beauty a more beautiful streetscape ,safety no truck or storm can hit poles or lines , lower maintenance also For pruning of street trees , to use previously install underground conduits , to make maintenance on heritage listed buildings easier for people and more economical as powerlines are very close to some buildings there are so many reason I can't list them all	9/10/2022 10:32 AM
4	Being a berrigan resident it would be great to see this improvement and more importantly safety issue done	9/9/2022 6:04 PM
5	Town beautification	9/9/2022 2:42 PM
6	A small section of Main Street with underground power makes a massive impact to the business owners and everyone!	9/9/2022 2:39 PM
7	It would improve the main street of Berrigan, And also help to revive the town and encourage more small business owners.	9/8/2022 4:40 PM
8	Look better & not wreck trees	9/8/2022 12:52 PM
9	Will help beatify Berrigan Main Street	9/8/2022 12:49 PM
10	So all the shops can be painted without turning power off to all businesses .To remove the power poles off the road .This will make more parking and not be dangerous if hit by vehicles .	9/8/2022 11:48 AM
11	Aesthetics & safety	9/8/2022 10:45 AM
12	To help the town	9/6/2022 6:18 PM
13	This will make the main street of Berrigan look cleaner and lively	9/6/2022 2:08 PM
14	Being a Berrigan resident it would be great to see the shire make some improvements to our town, Berrigan looks like the most unloved town in our shire thanks to the council!	9/6/2022 12:16 PM
15	The nets need replacing and we need too keep kids in sport	9/6/2022 6:59 AM
16	has the biggest economic impact combined with safety and imaging for a significant improvement in appearance for Berrigan and the shire overall.	9/6/2022 5:30 AM
17	The underground lighting is considered most important to improve the aesthetic appearance of the town. It will also simplify street maintenance and enable cost effective maintenance to be carried out on chanter street buildings. It will also modernise the streetscape consistent with modern street appearance. It will also take advantage of the money which has already been invested in placing conduits in the street and previously funded.	9/5/2022 8:41 PM
18	I live in berrigan not barooga	9/5/2022 8:01 PM
19	It would be nice to have powerlines underground like most other towns it would improve the street appearance and maintenance which is important for berrigan	9/5/2022 6:20 PM
20	Improvement to the Main Street is the best option	9/5/2022 2:22 PM
21	Because I'm a berrigan resident	9/5/2022 2:07 PM
22	It would make the street look great. Also the buildings could be painted	9/5/2022 1:16 PM
23	Need to raise town, beautiful street/ugly overhead wire. Buildings are to close to powerlines,	9/5/2022 1:04 PM

Community Consultation - Stronger Country Communities Round 2

	dangerous to fix your own house	
24	Team Sport is important in small towns	9/3/2022 7:33 AM
25	Sport is an important pathway in communities. The existing nets are dilapidated and are unsafe. The Barooga Rec Reserve also has a history of securing State level carnivals and a new net facility would only improve its ability to host these carnivals into the future.	9/2/2022 5:28 PM
26	I live cricket and have been involved at the club for 25 yrs and I see how many kids and families that use the facilities and at the moment there not up to scratch and are in a terrible position	9/2/2022 6:35 AM
27	Safety. Streetscape enhancement.	9/2/2022 6:08 AM
28	Because upgrading the seating in the Main Street of Barooga wasn't an option	9/2/2022 2:30 AM
29	It is crazy that people cannot preserve the street scape due to the inhibitive cost of power poles being in the way and access to do what should be the right of the businesses in maintaining their frontages	9/2/2022 12:11 AM
30	To help the youth of the community What they have are dangerous	9/1/2022 10:23 PM
31	With representative cricket and club cricket season starting soon the practise nets at Barooga are very out dated and need replacing.	9/1/2022 10:08 PM
32	Because the cricket nets at the moment are getting old and need to be replaced	9/1/2022 9:39 PM
33	Barooga cricket nets are out dated and with their junior commitment they need an upgrade for local junior sport	9/1/2022 8:44 PM
34	Kids need to have encouragement to play sports all year round, the football facilities are top notch so the cricket nets should follow suit!	9/1/2022 8:14 PM
35	Makes sense, lights needed in golf course rd and who needs or wants power lines in your Main Street	9/1/2022 7:06 PM
36	The cricket nets are in poor condition and need to be moved from the current position so more people are able to use them.	9/1/2022 6:47 PM
37	Would enhance the look of the main street	9/1/2022 6:46 PM
38	Local business require this to upgrade premises we depend on local businesses	9/1/2022 5:49 PM
39	This project is important to a friend	9/1/2022 2:53 PM
40	Great for community and current nets are unsafe	9/1/2022 2:49 PM
41	New cricket nets will improve amenity for cricket and encourage more tournaments to use Barooga as their base.	9/1/2022 1:45 PM
42	I didn't like any of these 3 choices so had to pick one. BSC pick what they want anyway so why waste our time with a survey.	9/1/2022 1:30 PM
43	Benefits the most number of people in the community and has a much longer life span than a solar light or nets it is a permanent project that will not need to be re done in future and save money for the rate payers in future due to council not having to conduct regular maintenance on trees and power infrastructure	8/31/2022 7:41 PM
44	Let's help kids do things rather than be sucked into drugs	8/31/2022 5:31 PM
45	Since daylight savings ended I no longer use the walking track along the golf course in Barooga as it's too dark after work and being a young female I don't feel safe	8/30/2022 11:16 PM
46	The cricket nets support so many people of all ages. This will be a fabulous asset to the community and sport.	8/30/2022 6:35 PM
47	I walk along that pathway often	8/30/2022 6:08 PM
48	Well in need of and new rec reserve plan is a shambles	8/30/2022 2:41 PM
49	The cricket nets are dangerous and 40 plus years old	8/30/2022 2:31 PM
50	The cricket nets desperately need upgrading to cater for the local community and also to	8/30/2022 2:17 PM

Community Consultation - Stronger Country Communities Round 2

	permit regionals events to be held in our town. This benefits the town and the shire	
51	Because the cricket get kids outdoors and active	8/30/2022 2:08 PM
52	Because I play cricket for Barooga	8/30/2022 2:03 PM
53	Barooga attracts tourists and is a growing town. The installation of lighting will improve public recreation facilities and therefore inadvertently stimulate economic growth	8/30/2022 1:48 PM
54	My little fella is a budding young cricketer and we will spend many of our next up coming years at BCC and its facilities to help him grow!	8/30/2022 1:47 PM
55	Cricket nets need to be done as a safety issue	8/30/2022 1:42 PM
56	Power lines are not council property or responsibility, money is better spent elsewhere	8/29/2022 2:51 PM
57	To attract state cricket and above, we need good cricket net facilities	8/29/2022 1:15 PM
58	Because the nets need work	8/29/2022 9:56 AM
59	I walk	8/28/2022 8:44 PM
60	Cricket clubs are important for the community, connecting families from young to older people. The nets are a basic need for this team sport and encourages cohesion and social interaction.	8/28/2022 7:41 PM
61	I love the lights in Tocumwal so think that would be great in Barooga too	8/28/2022 6:39 PM
62	Think this is a great idea to put power underground. Chanter St would be nice	8/28/2022 5:52 PM
63	The walking path between the motels and golf club will benefit locals and visitors alike.	8/28/2022 4:37 PM
64	Golf course is a well used track for tourists especially after dark on the way back to the motels. Lighting would definitely make them feel safer and encourage less drink driving and more socialising and the many facilities in town	8/28/2022 3:40 PM
65	I live in Berrigan and run a business in Chanter St. Would be lovely to be able to maintain our buildings, and for the trees to be unmolested.	8/28/2022 2:03 PM
66	I own one of the businesses in Chanter Street	8/28/2022 2:02 PM
67	Removing power poles will greatly improve the vista of our beautiful Main Street. Thank you.	8/28/2022 12:41 PM
68	This will benefit both locals and visitors immensely and will add to the amenity of the area further once Sporties complete their walking track / lighting projects.	8/28/2022 12:12 PM
69	Bring kids into sport	8/28/2022 10:28 AM
70	It's important for the cricket nets to be up to date and be a good facility for the players to be able to train effectively and safely and for junior development on good surfaces	8/28/2022 10:11 AM
71	With sporting improvements it brings towns together in a great atmosphere and is the start of building lifelong friendships	8/28/2022 10:10 AM
72	Local Club and is what is needed,	8/28/2022 10:01 AM
73	Sport is an important part of keeping physically and mentally healthy. How can we expect other organisations to keep come to our communities to use these facilities eg Riverina cricket play here in October, These family stay and spend money in our small towns. If our facilities aren't suitable they will go somewhere else.	8/28/2022 6:57 AM
74	Because the other options are more important and time consuming. The nets can wait and dont take long.	8/28/2022 6:26 AM
75	Once again Finley has been forgotten.	8/28/2022 5:54 AM
76	Barooga cricket nets are for locals to thrive. Other options are also good, but have less impact on locals	8/27/2022 11:10 PM
77	Solar walking track can be used by all. Power project on chanter is not eligible under the guideline !!	8/27/2022 8:49 PM
78	Benefit to multiple businesses and is more a need than want.	8/27/2022 8:41 PM

Community Consultation - Stronger Country Communities Round 2

79	They are in great need of replacement	8/27/2022 8:33 PM
80	A lot of the Barooga community is involved in sport. Providing good facilities helps attract new players & members to the community & helps keep the within our home town and the greater berrigan shire	8/27/2022 8:24 PM
81	Because it is the one which affects me the most	8/27/2022 8:10 PM
82	Barooga cricket nets are out dated and are a safety risk to all adults and children. Must be fixed!	8/27/2022 6:55 PM
83	Because it's in my home town and doesn't benefit the barooga sports club who have already been more than significantly looked after by the council who not looked after any other local club	8/27/2022 6:48 PM
84	.	8/27/2022 4:10 PM
85	It is important to assist the kids with sports to help them be active.	8/27/2022 3:21 PM
86	NA	8/27/2022 2:15 PM
87	This project is long overdue and will greatly improve the cricketing experience and skills of the current and upcoming cricketers in the community.	8/27/2022 2:15 PM
88	It's about our community and giving kids the opportunity to participate in something	8/27/2022 1:52 PM
89	Berrigan streetscape improvements will help with the business economy. I feel this project will benefit the whole community.	8/27/2022 1:11 PM
90	My children are involved in this cricket club and I want them to have access to the best facilities for training.	8/27/2022 12:32 PM
91	I walk a lot and lighting in Barooga is a safety issue.	8/27/2022 12:14 PM
92	1 - It is dark walking home from the club and pub 2 - there are more families moving into the area and we should try to promote more sport 3 - only effects a few businesses	8/27/2022 12:13 PM
93	Most benefit to the region in terms of attracting tourism	8/27/2022 12:04 PM
94	Long overdue.	8/27/2022 11:41 AM
95	Because Berrigan could do with a tidy up and lighting is important. The cricket nets can be done by the club if required and is not such a big thing that impacts on the whole community like the lights and power	8/27/2022 11:28 AM
96	Lots of traffic from tourists trying to find their motels on that road also it will make it easier to spot Kangaroos	8/27/2022 11:17 AM
97	Sport is an essential part of the Barooga tourism magnet , and the existing nets have been classified as dangerous !!	8/27/2022 11:10 AM
98	I think it's really important for kids to have a safe environment to enjoy outdoor sports. The old nets are very tired and dangerous even for the senior players.	8/27/2022 11:07 AM
99	The current nets are dangerous. I believe upgraded modern facilities will encourage more participation. Make it more inviting than social media which is destroying sporting communities	8/27/2022 11:00 AM
100	Community sports facilities are the most important	8/27/2022 10:36 AM
101	With a growing number of young local kids wanting to play cricket and the stand of the nets being pretty low this is a great opportunity for our used to have the best possible facilities we can have in our area attracting more people to Barooga in the long run	8/27/2022 10:03 AM
102	The barooga cc has been a sporting organisation that has promoted community values to the highest over many seasons.	8/27/2022 9:55 AM
103	Supports the overall re-development of the rev reserve	8/27/2022 9:33 AM
104	Road safret	8/27/2022 9:31 AM
105	Cricket at barooga is a family event every week	8/27/2022 9:30 AM
106	Existing cricket nets have safety issues and need constant maintenance. Also will improve	8/27/2022 9:15 AM

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	attraction of big cricket events to region	
107	With the cricket club having such a focus on their junior and club development, the nets would be an exceptional change to allow for better development and training with the nets being a large factors of their trainings, it is important they have the good facilities needed to provide and grow as a club and increase the number of people joining in and growing	8/27/2022 9:02 AM
108	As it will assist my business if more sporting events come to Barooga	8/27/2022 8:59 AM
109	Because the cricket nets are getting old and dangerous	8/27/2022 8:58 AM
110	A large portion of our local community kids will benefit from this now & in the future. This will also help to bring competitions to our community.	8/27/2022 8:57 AM
111	Because it suits a large demographic of people, mixed gender and opens up cricket comps and training facilities for higher grades	8/27/2022 8:57 AM
112	Fantastic Facility and this would top it off to become a premium regional sporting precinct	8/27/2022 8:34 AM
113	As a business owner in chanter st and resident of Berrigan this is a must for the town to move forward and be able to maintain our beautiful town and buildings	8/27/2022 8:30 AM
114	There is a greater need to improve the landscape of Chanter St in Berrigan to allow street facade to be improved and maintained	8/27/2022 8:27 AM
115	the cricket nets are over 20 years old and no longer safe or fit for purpose.	8/27/2022 8:22 AM
116	We need sport in our community for the young ones and oldies	8/27/2022 8:19 AM
117	Berrigan desperately needs the power underground education in order to maintain the heritage buildings on the main street	8/27/2022 8:08 AM
118	The old nets are an eyesore	8/27/2022 8:01 AM
119	So that the cricket club had the right infrastructure for cricketers to play	8/27/2022 7:59 AM
120	Because I play cricket at Barooga and the nets are below standard.	8/27/2022 7:52 AM
121	This is for the sporting community from kids to adults, we need this for our kids future in sport to improve their training facilities and get more people out to play sport. A improved facility would help	8/27/2022 7:47 AM
122	Really love what the Barooga Regional Multi Sport Facilities can bring to our community for both locals and visitors alike.	8/27/2022 7:45 AM
123	Resident of Baroga	8/27/2022 7:43 AM
124	Under grounding the power will help save the retail precinct facades	8/27/2022 7:43 AM
125	Benefit the most people	8/27/2022 7:41 AM
126	The power lines look messy and making the town look untidy, but the trees also need to be changed to ever green	8/27/2022 7:37 AM
127	Would be good to see a small club have some good nets and hopefully bring people back	8/27/2022 7:35 AM
128	For the kids to have continued access to new and improved facilities	8/27/2022 7:31 AM
129	Because so many people utilise the cricket nets	8/27/2022 7:24 AM
130	Important to maintain usage recreation facilities, an up grade would also be an added bonus when attracting other user to the area for cricket.	8/27/2022 7:17 AM
131	I play cricket for barooga	8/27/2022 7:16 AM
132	It's for the people to use not just looks	8/27/2022 7:12 AM
133	Because My children play cricket in Barooga and the existing nets are sub standard	8/27/2022 6:59 AM
134	Need new nets because of the cricket players safety. The existing nets are inadequate for visiting competitors that would like to hold their cricket camps at Barooga but find the nets not suitable so therefore go to other places.	8/27/2022 6:28 AM

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135	As it is a facility that is used by a range of age groups and increase the safety of its facilities	8/27/2022 6:19 AM
136	Upgrading the Barooga cricket nets will further enhance the Barooga Recreation Reserve enabling the town to attract more athletes and their families to stay and spend in our town.	8/27/2022 6:05 AM
137	I enjoy walking that track but do avoid it in the dark.	8/27/2022 6:04 AM
138	Sport is such an important part of building stronger communities. The net infrastructure at Barooga is becoming a WHS risk for the users and as part of the grand plan for the Reserve, they need to be actioned	8/27/2022 6:02 AM
139	When you look at the amount of funding that the towns in the shire have been allocated over the years, Barooga has been allocated the least. I am Barooga resident and these two projects would be great for the town	8/27/2022 6:01 AM
140	To allow Barooga to continue to grow and attract more people to our region and also safety of the people using the nets same as the lighting safety for people walking back to motels late at night.	8/27/2022 5:52 AM
141	For the kids of our community	8/27/2022 5:43 AM
142	Because it is, community spirit is the ♥of small towns	8/27/2022 5:37 AM
143	Sporting groups are a vital part of the community and deserve good facilities	8/27/2022 3:51 AM
144	Safety of people who use this track and if the convenience of free power can be done it should be!! More people will utilise the track encouraging healthy fitness and hopefully attract more people to walk along the beautiful scenic route not only during the day but at nighttime as well.	8/27/2022 12:16 AM
145	Because it needs a lot of upgrading .. especially the equestrian area which has no real development In over 30 years.	8/27/2022 12:09 AM
146	With the carnivals already held at Barooga it would also increase economic activity through the area with better facilities that could be used by representative teams	8/27/2022 12:05 AM
147	cause i'm a play at the barooga club	8/26/2022 11:19 PM
148	Why is there no projects for Tocumwal? And can we apply for our own projects within the community	8/26/2022 10:49 PM
149	The nets in their current state are dangerous, not only to the players using them but also people passing by. from sunlight in the wrong spot and unstable footing to exposed bars where the ball ricochets. All poses hazards to those that use them	8/26/2022 10:33 PM
150	Junior Development in the shire needs to be a focus for the future! Junior development in sport will be a massive mental health benefit! The council should see it as their responsibility to keep providing youth in the shire with the best possible resources!	8/26/2022 10:20 PM
151	Because everyone should be playing sport	8/26/2022 10:17 PM
152	For the future of cricket	8/26/2022 10:12 PM
153	My sons play cricket and regularly use the nets for training. The current nets badly need replacing. It's such a great supportive community within the cricket club and I would like to show my support for them to upgrade the nets.	8/26/2022 10:02 PM
154	Have a lot of friends in the cricket club who would love some updated facilities	8/26/2022 10:00 PM
155	Much needed will move away of this isn't done	8/26/2022 9:50 PM
156	This will bring an outdated resource of a terrific sporting complex up to standard. The OHS issues relating to the current nets has been well overlooked for some time so the construction of new nets will reduce the chance of injury happening and possible liability claims	8/26/2022 9:46 PM
157	Seen too many tourists walking in the dark to get to sporties or the pub. They bring so much money to our town as a desination.	8/26/2022 9:41 PM
158	Good for community sports	8/26/2022 9:26 PM
159	Golf course Rd is an important tourist destination in the shire and needs to be a priority to highlight our great asset.	8/26/2022 9:25 PM

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160	The lighting in Barooga will make people feel safer and encourage walking in the area	8/26/2022 9:25 PM
161	My granddaughter plays cricket for Barooga so these would be a great help for her and her teams training so that in about 10 years Berrigan shire can say they helped local girls play for Australia.	8/26/2022 9:22 PM
162	Because it brings another sport that can have up to date facilities for not only local cricket clubs, associations and most importantly carnivals from all over Australia like the PSSA cricket championships which saw Phillip Hughes as a 12 year old make a century in Barooga Recreation Reserves main oval, Masters Cricket, U19's Cricket Victoria training camps for men and women just to name a few. By hosting these events it supports the local businesses and accommodation. So and win win for the shire for tourism and promoting good sports. These updated nets and at Cricket Australia standards will attract more interest from other cricket organisations.	8/26/2022 9:20 PM
163	Nets are tired & worn out To keep Barooga recreation facilities up to date Benefit local cricketers and visiting clubs	8/26/2022 9:14 PM
164	Berrigan Main Street is an important place in our shire	8/26/2022 9:13 PM
165	As a former player at Barooga cricket club the Barooga nets have fallen a long way behind those of other town in the area, new nets would also aid in attracting further events to the area, which in turn will result in more money spent in the area	8/26/2022 9:11 PM
166	A great community club with lots of young cricketers worthy of better training facilities.	8/26/2022 9:02 PM
167	I Have young children who will benefit from the new cricket nets and also it would be a much safer walk to different Barooga destinations at night as the path is very dark and in even	8/26/2022 9:00 PM
168	I believe it is very important for our young families to be involved in sport for their mental health so any help for their sports is good	8/26/2022 8:58 PM
169	The cricket nets are lagging behind as key infrastructure in the rec reserve. They're an aged asset and need upgrading.	8/26/2022 8:58 PM
170	Because people need to be playing sport	8/26/2022 8:52 PM
171	Will bring events and income into the town	8/26/2022 8:50 PM
172	Safety better look for Chanter St	8/26/2022 8:49 PM
173	Sporting facilities upgrades will be more beneficial to the wider Berrigan Shire Community.	8/26/2022 8:45 PM
174	Improving our sporting facilities is great for our youth and community.	8/26/2022 8:44 PM
175	Because the nets at Barooga have been the same for while and it's time for a change	8/26/2022 8:42 PM
176	I play at Barooga so I know how much we need the new nets. Would be greatly beneficial to the whole community	8/26/2022 8:40 PM
177	Many community members apart of the cricket club they have needed uograting for a long time and it's unsafe for players using the current one.	8/26/2022 8:40 PM
178	All three are important and would be great to see them all completed. After being born and raised in berrigan it would be wonderful to see the powerlines submerged for the business in the Main Street but now as a resident of Barooga and children playing cricket it would be wonderful to have new nets. Upgraded facilities will enhance there training potential	8/26/2022 8:39 PM
179	As members of the Barooga Cricket Club I believe and upgrade of facilities is desperately needed. We have an ever growing number of Junior and senior members and this upgrade will allow for greater community participation.	8/26/2022 8:36 PM
180	The young people of Barooga need to have access to sporting opportunities to keep them happy and healthy and draw them back outside to team sports after a couple of years of lockdowns	8/26/2022 8:36 PM
181	Friends and Family play cricket for Barooga and invest lots of time and passion into their club	8/26/2022 8:34 PM
182	To build more recreational options for kids	8/26/2022 8:34 PM
183	As it would bring state cricket to the town,	8/26/2022 8:33 PM

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184	To keep kids engaged in sport and off the streets and out of trouble.	8/26/2022 8:33 PM
185	Have played cricket for Barooga since I was a boy	8/26/2022 8:32 PM
186	My son is going to begin playing cricket for Barooga this year, and it is important the cricket players have a safe place to train in.	8/26/2022 8:32 PM
187	The cricket nets are absolutely tired and wrecked	8/26/2022 8:31 PM
188	Berrigan's heritage buildings are falling into disrepair because their owners cannot repair or restore without turning the power off to the town. We have already invested a lot of money in sport - facilities maybe it is time to invest in our heritage street scapes	8/26/2022 8:30 PM
189	Barooga cricket club	8/26/2022 8:29 PM
190	Because it is a really important part of my history here and would love to see some improvements	8/26/2022 8:29 PM
191	Safety of the cricket nets is ordinary and the new nets will be great for youngsters to take up the game	8/26/2022 8:26 PM
192	We have far too many sporting facilities for the population. No need to spend on that as a priority.	8/26/2022 8:18 PM
193	Because it will help out the youth of Barooga and support a club that has been a great part of our community	8/26/2022 8:13 PM
194	They are unsafe and the club is not able to bring them up to case	8/26/2022 8:12 PM
195	The walking track in Barooga is something we use daily, and provides a great alternative for visitors to enjoy the beauty of Barooga!	8/26/2022 8:05 PM
196	Berrigan needs to have underground power for safety and environmental effects	8/26/2022 8:03 PM
197	Having underground power line is very important to the safety of the community, plus businesses, customers and visitors benefiting from naturally grown trees.	8/26/2022 8:00 PM
198	Improves safety of area for visitors/tourists and locals at one of regions most important facilities.	8/26/2022 7:57 PM
199	For safety of my family walking the Barooga track.	8/26/2022 7:52 PM
200	Would love to see the lighting done for Barooga!	8/26/2022 6:56 PM



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HOW TO USE THESE GUIDELINES

The Integrated Planning and Reporting (IP&R) Guidelines were first issued by the Office of Local Government (OLG) in 2010. The Guidelines have been updated to reflect legislative changes enacted through the *Local Government Amendment (Governance and Planning) Act 2016*.

All councils in NSW use the IP&R framework to guide their planning and reporting activities. County councils also plan and report under a modified IP&R framework. Joint organisations must consider member councils' strategic priorities developed through IP&R when preparing and reporting on their strategic regional priorities. The requirements for IP&R are set out in the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

These Guidelines explain what councils, county councils and joint organisations must do to ensure they comply with their planning and reporting requirements set out in the Act. The Guidelines are issued under section 406 of the Act and the Regulation.

GUIDELINES LEGISLATIVE REQUIREMENTS

The Guidelines include:

- requirements under the Act
- requirements under the Regulation
- Essential Elements which are also mandatory requirements.

The Essential Elements are deliberately broad in nature to allow councils flexibility in preparing their plans and reports.

SUPPORT MATERIALS EXPLANATORY NOTES

OLG provides guidance and support materials, including the IP&R Handbook, for councils to help them prepare their IP&R documents.

Councils should contact their OLG Council Engagement Manager to discuss support needs.

PUBLICATION REQUIREMENTS

When preparing their IP&R documents, councils should be aware of the requirements of the *Local Government Act 1993*, *Local Government (General) Regulation 2021*, the *Government Information (Public Access) (GIPA) Act 2009* and the *GIPA Regulation 2009*, which require councils to publish certain documents, free of charge, on their websites.

INTEGRATED PLANNING AND REPORTING

The Integrated Planning and Reporting (IP&R) framework recognises that most communities share similar aspirations: a safe, healthy and vibrant place to live, a sustainable environment, a caring and engaged community, opportunities for employment, reliable infrastructure, etc. The difference lies in how each community responds to these needs. That is what shapes the character of individual cities, towns and villages. IP&R also recognises that council plans and policies should not exist in isolation and are connected on many levels.

The IP&R framework allows NSW councils to draw their various plans together, to understand how they interact and inform each another, and to get the maximum benefit from their efforts by planning holistically for the future.

The main components of the framework are outlined in these Guidelines, and are summarised below:

Community Strategic Plan

The highest level of strategic planning undertaken by a council, with a ten-year plus timeframe. All other plans must support achievement of the Community Strategic Plan objectives.

Resourcing Strategy

Shows how council will resource its strategic priorities, identified through IP&R. The Resourcing Strategy includes 3 inter-related elements:

- Long-Term Financial Planning
- Workforce Management Planning
- Asset Management Planning.

Delivery Program

The council's commitment to the community about what it will deliver during its term in office to achieve the Community Strategic Plan objectives.

Operational Plan

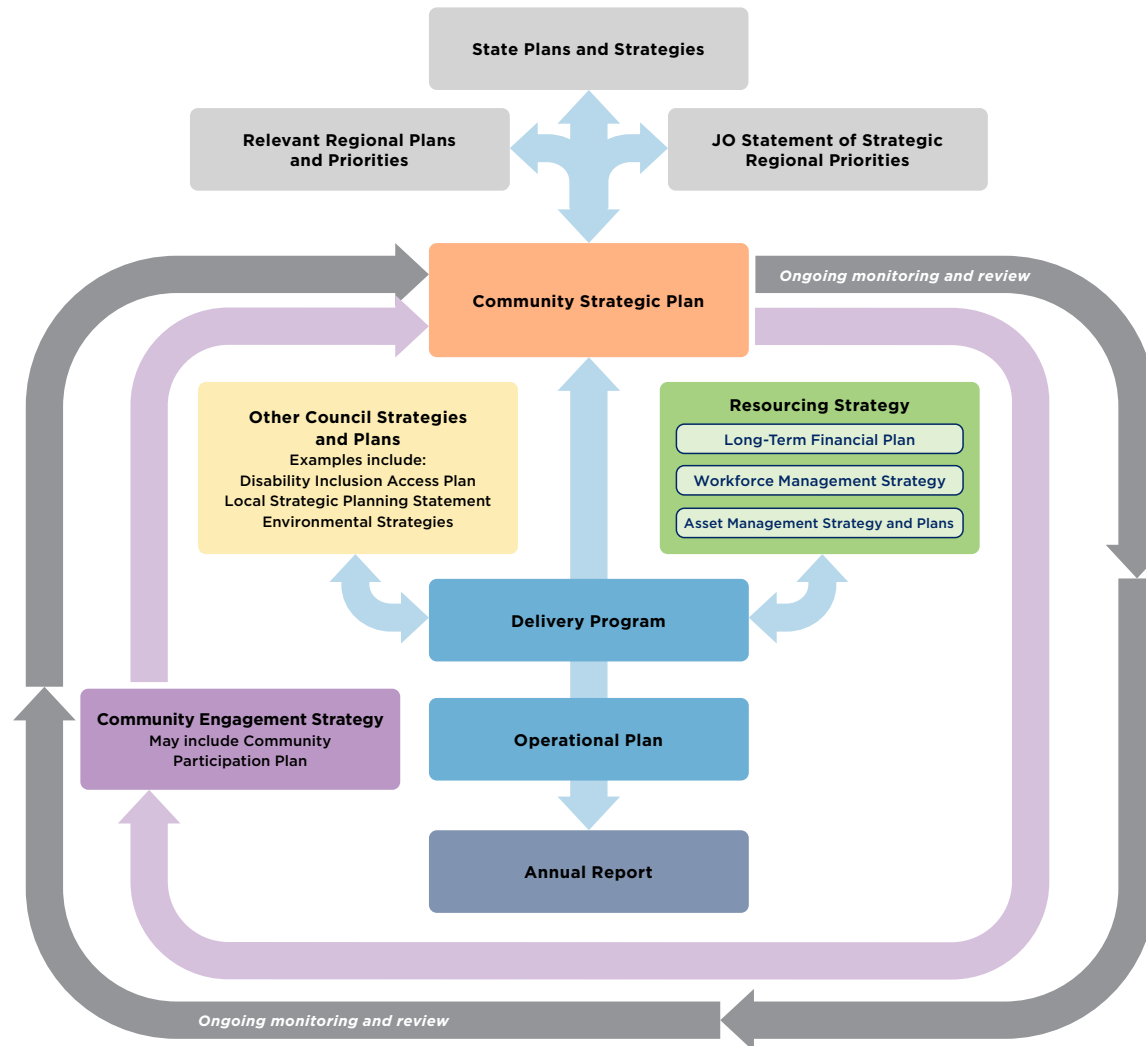
Shows the individual projects and activities a council will undertake in a specific year. It includes the council's annual budget and Statement of Revenue Policy.

Annual Report

Reports back to the community on the work undertaken by a council in a given year to deliver on the commitments of the Delivery Program via that year's Operational Plan. Councils also report on their financial and asset performance against the annual budget and longer-term plans.

All councils in NSW are required to work within the IP&R framework (shown below).

Figure 1: The Integrated Planning and Reporting framework



IP&R process diagram

The IP&R diagram has been updated to reflect the 2016 amendment to the Act.

The Resourcing Strategy has been moved closer to emphasise the important role that resource planning must play in delivering the council's strategic objectives.

While there is a direct link from the Community Strategic Plan to the Delivery Program and Operational Plan, this must be informed and supported by the financial, asset and workforce planning undertaken by council as part of the Resourcing Strategy. Any community endorsed changes to council's strategic direction and priorities should be reflected in resource planning and allocation.

Community engagement has been expanded to encompass the entire IP&R process. This reflects new requirements, extending the Community Engagement Strategy to all aspects of council engagement, not just the Community Strategic Plan. Additional requirements under the *Environmental Planning and Assessment Act 1979* to prepare a Community Participation Plan can be incorporated into a council's wider Community Engagement Strategy.

Monitoring and review continues to play an important role in the whole IP&R process, as reflected in the diagram. This encompasses the new Internal Audit requirements for councils outlined on p7.

IP&R in context

Councils operate in a complex environment, with responsibilities under some 67 different Acts, and direct relationships with more than 20 state and commonwealth agencies.

Local government planning connects with the wider spheres of regional, state and federal planning and there is a natural flow between the planning systems, with each level ultimately informing the others. Positioning IP&R within this context can be challenging.

While the IP&R framework is prescribed by the *Local Government Act 1993*, other Acts and state agencies require additional strategic planning from councils, for example, in relation to land use planning (Local Strategic Planning Statements), water management (Integrated Water Cycle Management) and community inclusion (Disability Inclusion Action Plans).

Councils may also identify key strategic planning work that needs to be undertaken to support the Community Strategic Plan – for example economic development strategies, or cultural planning. These plans sit below the Community Strategic Plan in the IP&R hierarchy and should generally reflect its principles, values and objectives. The plans may, in turn, inform the Resourcing Strategy, Delivery Program and Operational Plan, as appropriate. Beyond the Community Strategic Plan, there are state and regional planning frameworks that may inform, and be informed by, the work undertaken by councils through IP&R.

IP&R for joint organisations and county councils

The NSW Government formed joint organisations in regional and rural NSW in 2018, to provide a forum for councils and the State government to work together on regional priorities and projects.

While joint organisations do not directly undertake IP&R, they have a streamlined planning and reporting framework under the *Local Government (General) Regulation 2021*. This includes compliance with the relevant section of the IP&R Guidelines. Requirements for joint organisations are outlined in Chapter 9.

County councils are also required to undertake IP&R. However, there are modified requirements in relation to the Community Strategic Plan. These are explained in Chapter 8 of the Guidelines. All other IP&R requirements – the Community Engagement Strategy, Resourcing Strategy, Delivery Program, Operational Plan and Annual Report – apply to county councils, at the appropriate scale.

Where county councils are required to undertake other mandatory strategic and business planning – for example Integrated Water Cycle Management Planning or weeds management strategies – this must be wholly integrated with their IP&R framework.

Legislative changes to strengthen IP&R

Key changes to the Act, which have commenced, reinforce the pivotal role of the IP&R framework in guiding all council planning and decision-making.

Some of the key changes to the Act include:

All plans link to IP&R

The Act now makes it clearer that IP&R is designed to cover all of a council's activities and all plans and strategies must be connected in some way to the framework.

In particular:

- The council's Community Engagement Strategy must relate to the development of **ALL** plans, policies, programs and activities (section 402A), not just the Community Strategic Plan.
- Resourcing Strategies and Delivery Programs must ensure they provide for resources and activities to perform **ALL** of a council's functions (section 403-404).

New local government principles

New guiding principles (sections 8A-8C) apply to councils in relation to:

- integrated planning and reporting
- the exercise of council functions generally
- decision-making
- community participation
- sound financial management.

Clearer roles and responsibilities

Roles and responsibilities in relation to the IP&R framework are more clearly set out for the governing body, mayor and general manager (see sections 223(1)(b)-(g), 226(g)-(k), 232(1)(c) and 335(a) (c)-(e), (j)).

Financial control

In the rare circumstance that a financial controller is appointed to oversee the financial governance and operations of a council, they may refuse to authorise payments if they relate to activities not identified in the council's IP&R documents (section 438HB-438HC).

Oversight by Audit, Risk and Improvement Committee (to commence in future).

Implementation of the Community Strategic Plan, Delivery Program and other council strategies will be required to be kept under review by the Audit, Risk and Improvement Committee (see section 428A).

Establishment of joint organisations

Section 400R (2) of the Act requires joint organisations to "*consider any relevant strategic priorities or plans of member councils and the state government*" when establishing their Statement of Strategic Regional Priorities. This will generally include priorities identified in member councils' Community Strategic Plans. Note: Part 11A, Division 12 (clauses 397H, 397J and 397N) of the Regulation provide the exemptions and streamlined modifications to the strategic planning and reporting requirements for joint organisations. See Chapter 8 for more details.

State of Environment Report

A requirement to prepare a stand-alone state of environment report in the year in which an ordinary election of councillors is to be held is no longer a requirement. However, a report on the implementation and effectiveness of council's Community Strategic Plan in achieving its social, environmental, economic and civic leadership objectives must include the state of its environment.

IP&R principles

As previously noted, Chapter 3 of the Act was amended in 2016, to replace the old Local Government Charter (section 8) with a new set of guiding principles for local government.

The principles address the way that councils provide leadership, plan for the future and make decisions about services and resources. The amendments make it clear that IP&R should be at the centre of all council plans, activities, resourcing decisions and improvement strategies.

Elected representatives and council staff should work together to ensure that council operations are designed around IP&R and that the IP&R framework is used effectively to deliver each council's strategic goals.

IP&R provides a pathway for **elected representatives** to:

- work directly with their community to identify long-term priorities for local identity, growth and lifestyle
- understand the range of services the community wants, the service standards they expect and the infrastructure that will be required
- have meaningful conversations about the cost of meeting community expectations. Allocate resources within council's means and map out a 4-year strategy to deliver key priorities, projects and services
- set appropriate rates, fees and charges and monitor the council's progress in delivering priorities, projects and services through the Operational Plan
- report to the community on their success in achieving these goals
- be assured that their council is meeting planning, consulting and reporting requirements under other laws.

Similarly, IP&R helps **council staff** to:

- understand community priorities and needs
- work with elected representatives on shared goals and priorities
- identify supporting plans and strategies
- undertake resource planning and meeting legislative requirements
- identify achievements for each 4-year term and the projects/programs that will be delivered
- develop reporting regimes to council, including how risk will be effectively managed
- understand the role each employee will play in delivering the community's priorities
- celebrate success when goals are achieved.
- understand how they will be held accountable through reporting and performance management.

PRINCIPLES FOR LOCAL GOVERNMENT

Local Government Act 1993 - Chapter 3

Exercise of functions generally (section 8A(1))

The following general principles apply to the exercise of functions by councils:

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

Decision-making (section 8A(2))

The following principles apply to decision-making by councils (subject to any other applicable law):

- (a) Councils should recognise diverse local community needs and interests.
- (b) Councils should consider social justice principles.
- (c) Councils should consider the long term and cumulative effects of actions on future generations.
- (d) Councils should consider the principles of ecologically sustainable development.
- (e) Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.

Community participation (section 8A(3))

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

PRINCIPLES FOR LOCAL GOVERNMENT

Local Government Act 1993 - Chapter 3

Sound financial management (section 8B)

The following principles of sound financial management apply to councils:

- (a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- (b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- (c) Councils should have effective financial and asset management, including sound policies and processes for the following:
 - (i) performance management and reporting,
 - (ii) asset maintenance and enhancement,
 - (iii) funding decisions,
 - (iv) risk management practices.
- (d) Councils should have regard to achieving intergenerational equity, including ensuring the following:
 - (i) policy decisions are made after considering their financial effects on future generations,
 - (ii) the current generation funds the cost of its services.

Integrated planning and reporting (section 8C)

The following principles for strategic planning apply to the development of the integrated planning and reporting framework by councils:

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

IP&R roles and responsibilities

Chapter 9 of the Act has been updated to clearly define the roles and responsibilities of the governing body, mayors, councillors and general managers in respect of IP&R. These are summarised below:

The governing body is to (sections 223(1)(b)-(g)):

- provide effective civic leadership to the local community
- ensure as far as possible the financial sustainability of the council
- ensure as far as possible that the council acts in accordance with the principles set out in Chapter 3 of the Act and the plans, programs, strategies and policies of the council
- develop and endorse the Community Strategic Plan, Delivery Program and other strategic plans, programs, strategies and policies of the council
- determine and adopt a rating and revenue policy and Operational Plans that support the optimal allocation of the council's resources to implement the strategic plans (including the Community Strategic Plan) of the council and for the benefit of the local area
- keep under review the performance of the council, including service delivery.

The mayor is to (section 226(g)-(k)):

- ensure the timely development and adoption of the strategic plans, programs and policies of the council
- promote the effective and consistent implementation of the strategic plans, programs and policies of the council
- promote partnerships between the council and key stakeholders
- advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the council
- in conjunction with the general manager, ensure adequate opportunities and mechanisms for engagement between the council and the local community.

Councillors (section 232 (1)(c)) are to:

- participate in the development of the documents of the IP&R framework.

The general manager is to (sections 335 (a), (c)-(e), (j)):

- conduct the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council
- advise the mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the council
- advise the mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the council and other matters related to the council
- prepare, in consultation with the mayor and the governing body, the council's Community Strategic Plan, Community Engagement Strategy, Resourcing Strategy, Delivery Program, Operational Plan and Annual Report
- implement the council's Workforce Management Strategy.

COMMUNITY STRATEGIC PLAN

The Community Strategic Plan is the highest-level plan that a council will prepare. The purpose of the Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals.

In doing this, the planning process will consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve the community's aims and aspirations.

While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as state agencies, non-government organisations, business and industry, joint organisations and community groups may also be engaged in delivering the strategies of the Plan.

Local Government Act

Following is a summary of the requirements of section 402 of the Act relating to the Community Strategic Plan:

- Each local government area is to have a Community Strategic Plan that has been developed and endorsed by the council on behalf of its community.
- The Community Strategic Plan is to identify the main priorities and aspirations for the future of the local government area.
- The Community Strategic Plan must cover a minimum timeframe of 10 years.
- The Community Strategic Plan must establish strategic objectives together with strategies to achieve those objectives.
- The council must review the Community Strategic Plan before 30 June in the year following an ordinary election of council. The council may endorse the existing plan, or develop and endorse a new Community Strategic Plan, as appropriate, to ensure that the area has a Community Strategic Plan covering at least the next 10 years.

Local Government (General) Regulation

There are no Community Strategic Plan requirements in the Regulation for general purpose councils.

Requirements for County Councils: Part 9, Division 8 (clauses 218 and 219) of the Regulation provides the exemptions and modifications to the strategic planning provisions for county councils.

Essential Elements

General requirements of the Community Strategic Plan

- 1.1 The Community Strategic Plan should be developed and delivered as a partnership between the council, state agencies, business and industry groups, community groups and individuals. It should address a broad range of issues that are relevant to the whole community.
- 1.2 Councils must also ensure that the Community Strategic Plan:
 - addresses civic leadership, social, environmental and economic issues in an integrated manner
 - is based on social justice principles of equity, access, participation and rights
 - is adequately informed by relevant information relating to civic leadership, social, environmental and economic issues
 - is developed having due regard to NSW Government's State Priorities and other relevant state and regional plans.

Information that must be considered when preparing the Community Strategic Plan

- 1.3 Information that identifies key issues and challenges for the local government area, or surrounding region. This should be presented in an accessible format so members of the community can participate in the planning process.
- 1.4 In addition to the legislative requirement to consider state government priorities, councils should consider any relevant state plans as well as relevant regional plans, strategies and priorities that are available at the time of preparing the Community Strategic Plan. In regional and rural NSW, these may include the Statements of Strategic Regional Priority of a joint organisation.
- 1.5 Council must also give due consideration to the levels of service that the community has indicated it expects. This will help to shape the priorities of the Community Strategic Plan and inform other plans within the framework.

Process for endorsing the Community Strategic Plan

- 1.6 The council must place the draft Community Strategic Plan on public exhibition for a period of at least 28 days and comments from the community must be accepted and considered prior to the endorsement of the final Community Strategic Plan.
- 1.7 The exhibition of the Community Strategic Plan must be undertaken in accordance with the council's Community Engagement Strategy, as prescribed by section 402A of the Act (see Essential Elements 2.1 and 2.2).

Note: *The Essential Elements contained in this section also apply with respect to a county council's Business Activity Strategic Plan.*

The basic structure of the Community Strategic Plan

1.8 The Community Strategic Plan must include:

- a community vision statement
- strategic objectives for the community that address social, environmental, economic and civic leadership issues identified by the community (commonly referred to as “the quadruple bottom line” (QBL))
- strategies for achieving each objective
- an explanation of who is responsible for delivering each strategy. Where council has an oversight role for a strategy but is not the key delivery agent, the Community Strategic Plan should explain the role council will play in facilitating delivery of the strategy and how it will monitor delivery.

1.9 The Community Strategic Plan must identify assessment methods for determining whether the objectives are being achieved.

Reviewing the Community Strategic Plan

1.10 Following an ordinary election of councillors, the council must review the Community Strategic Plan before 30 June the following year. The council may endorse the existing plan, endorse amendments to the existing plan, or develop and endorse a new Community Strategic Plan as appropriate to ensure that the area has a Community Strategic Plan covering at least the next 10 years.

1.11 A report on the progress of implementation and the effectiveness of the Community Strategic Plan (the State of our City (formerly referred to as End of Term Report)) must be presented to and endorsed at the second meeting of a newly elected council.

What the review must include

1.12 The review must include the following:

- a report on the progress of implementation and the effectiveness of the Community Strategic Plan as presented and endorsed at the second meeting of a newly elected council (see Essential Element 1.11)
- a review of the information that informed the previously endorsed Community Strategic Plan
- a review of the council's Community Engagement Strategy (see Essential Element 2.3).

Publishing the Community Strategic Plan

1.13 Within 28 days after a Community Strategic Plan is endorsed, the council must post a copy of the plan on the council's website.

1.14 Councils must provide the Chief Executive of the Office of Local Government with a copy of the Community Strategic Plan and any amendment to the plan, within 28 days of the plan (or amendment) being endorsed. This can be done by providing the Office of Local Government with a link to the URL of the site where the plan is published.

COMMUNITY ENGAGEMENT STRATEGY

Community engagement is at the heart of local government. It helps communities to be active participants in shaping their own future and play a part in positive change. Councils have a vital role to play in opening opportunities for community members to be involved in the strategic planning process.

Councils are now required to prepare a Community Engagement Strategy to support the development of all their plans, policies, programs and key activities. This includes those relating to IP&R, as well as strategic plans and programs required under other legislation.

Engagement activities should be incorporated into one over-arching strategy, to be endorsed by council.

Local Government Act

Following is a summary of the requirements of section 402A of the Act:

- A council must establish and implement a strategy for engagement with the local community (called its Community Engagement Strategy) when developing its plans, policies and programs, and for the purpose of determining its activities (other than routine administrative matters).

Local Government Regulation

There are no requirements relating to community engagement in the Regulation.

Essential Elements

- 2.1 A Community Engagement Strategy must be prepared, adopted and implemented, based on social justice principles, for engagement with the local community to support council in developing its plans and determining key activities. This includes development of the Community Strategic Plan, and all relevant council plans, policies and programs.
- 2.2 As a minimum, the Community Engagement Strategy must identify relevant stakeholder groups within the community and outline methods that will be used to engage each group.
- 2.3 The Strategy must be reviewed within 3 months of the local government elections, as part of the broader review of the Community Strategic Plan (or Business Activity Strategic Plan for county councils) (see Essential Element 1.12).
- 2.4 In the case of a county council, an Engagement Strategy is to be prepared, adopted and implemented for engagement with constituent councils and other relevant stakeholders.
- 2.5 Where a council has community engagement requirements under other legislation or regulations, these should, wherever practical, be integrated into the Community Engagement Strategy.

Note: A council is not required to establish and implement a Community Engagement Strategy in accordance with section 402A, as inserted by the amending Act, until 12 months after the next ordinary election of councillors following that amendment.

RESOURCING STRATEGY

The Community Strategic Plan provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources – time, money, assets and people – to actually carry them out.

The Resourcing Strategy consists of 3 components:

- Long-Term Financial Planning
- Workforce Management Planning
- Asset Management Planning.

The Resourcing Strategy is the point where the council explains to its community how it intends to perform all of its functions, including implementing the strategies set out in the Community Strategic Plan.

Some strategies in the Community Strategic Plan will clearly be the responsibility of the council, some will be the responsibility of other levels of government and some will rely on input from business and industry groups, community groups or individuals.

The Resourcing Strategy focuses in detail on matters that are the responsibility of the council and considers, in general terms, matters that are the responsibility of others. The Resourcing Strategy articulates how the council will allocate resources to deliver the objectives under its responsibility.

Local Government Act

Following is a summary of the requirements of section 403 of the Act:

- A council must have a long-term Resourcing Strategy for the provision of the resources required to perform its functions (including implementing the strategies set out in the Community Strategic Plan that it has responsibility for).

Note: *Councils are reminded of the requirement under section 345 of the Act to prepare and implement an Equal Employment Opportunity Management Plan, which should be reflected in each council's workforce management planning.*

Local Government (General) Regulation

There are no requirements relating to the Resourcing Strategy in the Regulation.

Essential Elements

Resourcing Strategy

Requirements of the Resourcing Strategy

- 3.1 The Resourcing Strategy must include provisions for long-term financial planning, workforce management planning and asset management planning.
- 3.2 The council must post a copy of the adopted components of the Resourcing Strategy on its website.

Long-Term Financial Planning

General requirements for long-term financial planning

- 3.3 Each council must prepare and adopt a Long-Term Financial Plan.
- 3.4 The Long-Term Financial Plan must be used to inform decision-making during the preparation and finalisation of the Community Strategic Plan and the development of the Delivery Program.
- 3.5 In developing the Long-Term Financial Plan, due regard must be given to promoting the financial sustainability of the council through:
 - the progressive elimination of operating deficits
 - the establishment of a clear revenue path for all rates linked to specific expenditure proposals
 - ensuring that any proposed increase in services and/or assets is within the financial means of the council including a proposed special rate variation
 - ensuring the adequate funding of infrastructure maintenance and renewal
 - the use of borrowing, where appropriate and financially responsible, and
 - the fair and equitable distribution of the rate burden across all rate payers.

The minimum timeframe for the Long-Term Financial Plan

- 3.6 The Long-Term Financial Plan must be for a minimum of 10 years.

How often the Long-Term Financial Plan must be reviewed

- 3.7 The key underlying assumptions on which the Long-Term Financial Plan is based, and the projected income and expenditure, balance sheet and cash flow statement contained in the Long-Term Financial Plan, must be reviewed and updated at least annually as part of the development of the Operational Plan.
- 3.8 The Long-Term Financial Plan must be reviewed in detail as part of the 4-yearly review of the Community Strategic Plan.

The basic structure of the Long-Term Financial Plan

- 3.9 The Long-Term Financial Plan must include:
 - projected income and expenditure, balance sheet and cash flow statement
 - the planning assumptions used to develop the Plan (the “Planning Assumptions Statement”)
 - sensitivity analysis highlighting factors/assumptions most likely to affect the Plan
 - financial modelling for different scenarios e.g. planned/optimistic/conservative
 - methods of monitoring financial performance

Public exhibition requirements for the Long-Term Financial Plan

- 3.10 The Long-Term Financial Plan must be publicly exhibited for at least 28 days and submissions received by the council in that period must be accepted and considered before the final Long-Term Financial Plan is adopted by the council.

Workforce Management Planning

General requirements for workforce management planning

- 3.11 Each council must develop and endorse a Workforce Management Strategy to address the human resourcing requirements of a council's Delivery Program.
- 3.12 The relevant strategies contained in the Workforce Management Strategy must be reflected in the Delivery Program and Operational Plan and the costs associated with delivering the Workforce Management Strategy must be reflected in the Long-term Financial Plan.

Timeframe for the Workforce Management Strategy

- 3.13 The timeframe for the Workforce Management Strategy must align with the Delivery Program.

Asset Management Planning

General requirements for asset management planning

- 3.14 Each council must account for and plan for all the existing assets under its control, and any new asset solutions proposed in its Community Strategic Plan and Delivery Program.
- 3.15 Each council must prepare and adopt an Asset Management Policy, an Asset Management Strategy and Asset Management Plans for each class of assets to support the Community Strategic Plan and Delivery Program.

Minimum timeframe for the Asset Management Strategy and Plans

- 3.16 The Asset Management Strategy and Plans must be for a minimum timeframe of 10 years.

Basic structure of the Asset Management Strategy

- 3.17 The Asset Management Strategy must include the council-adopted Asset Management Policy.
- 3.18 The Asset Management Strategy must identify assets that are critical to the council's operations and outline risk management strategies for these assets.
- 3.19 The Asset Management Strategy must include specific actions required to improve the council's asset management capability and projected resource requirements and timeframes.

Basic structure of the Asset Management Plans

- 3.20 The Asset Management Plans must encompass all the assets under a council's control.
- 3.21 The Asset Management Plans must identify asset service standards.
- 3.22 The Asset Management Plans must contain long-term projections of asset maintenance, rehabilitation and replacement, including forecast costs (for reflection in the Long-Term Financial Plan).

Asset Management reporting

- 3.23 Councils must report on their assets in the annual financial statements, in accordance with the Local Government Code of Accounting Practice and Financial Reporting, including condition assessment, renewal and maintenance expenditure.

DELIVERY PROGRAM AND OPERATIONAL PLAN

This is the point where the community's strategic goals are systematically translated into actions. The Delivery Program identifies the principal activities to be undertaken by the council to perform all its functions - including implementing the strategies established by the Community Strategic Plan - using the resources identified in the Resourcing Strategy.

The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the Delivery Program, the council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be.

The Delivery Program is designed as the single point of reference for all principal activities undertaken by the council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.

Supporting the Delivery Program are annual Operational Plans. These spell out the details of the Delivery Program - the individual projects and actions that will be undertaken in that year to achieve the commitments made in the Delivery Program.

DELIVERY PROGRAM

Local Government Act

Following is a summary of the requirements of section 404 of the Act:

- A council must have a Delivery Program detailing the principal activities to be undertaken by the council to perform its functions (including implementing the strategies set out in the Community Strategic Plan) within the limits of the resources available under the Resourcing Strategy.
- The council must establish a new Delivery Program after each ordinary election of councillors to cover the principal activities of the council for the 4-year period commencing on 1 July following the election.

Local Government (General) Regulation

There are no requirements relating to the Delivery Program in the Regulation.

Essential Elements

General requirements of the Delivery Program

- 4.1 Each council must prepare and adopt its Delivery Program by 30 June in the year following a local government ordinary election.
- 4.2 The Delivery Program must demonstrate the council's commitment to the community to perform all of its functions (including implementing the strategies set out in the Community Strategic Plan) by outlining the activities for which it is responsible over the term of the council, including how those activities will be prioritised, and how the council will measure and evaluate their implementation.
- 4.3 To encourage continuous improvement across the council's operations, the Delivery Program must identify areas of service that the council will review during its term, and how the council will engage with the community and other stakeholders to determine service level expectations and appropriate measures.
- 4.4 The Delivery Program must address ongoing improvements to the efficiency, productivity, financial management and governance of the council.
- 4.5 When preparing its Delivery Program, the council must consider the priorities and expected levels of service, expressed by the community during the engagement process.

Basic structure of the Delivery Program

- 4.6 The Delivery Program must:
 - directly address the objectives and strategies of the Community Strategic Plan and identifies the principal activities that the council will undertake to meet the objectives and implement the strategies (councils must ensure that the principal activities cover the full range of council functions and operations)
 - include a method of assessment to determine the effectiveness of each principal activity detailed in the Delivery Program in achieving the objectives.

- 4.7 The Delivery Program must allocate high-level responsibilities for each activity or set of activities. Where the council has an oversight role for a Community Strategic Plan strategy but is not the key delivery agent, the Delivery Program should include activities which reflect the role the council will play in relation to the strategy, and how it will monitor its delivery.
- 4.8 Financial estimates for council's budget position for the 4-year period must be included in the Delivery Program.

Monitoring the Delivery Program

- 4.9 The general manager must ensure that progress reports are provided to the council, with respect to the principal activities detailed in the Delivery Program, at least every 6 months.

Public exhibition requirements for the Delivery Program

- 4.10 A draft Delivery Program must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered by the council before the Delivery Program is adopted by the council.
- 4.11 The council must post a copy of its Delivery Program on the council's website within 28 days after the plan is adopted.

How often the Delivery Program should be reviewed

- 4.12 The council must review its Delivery Program each year when preparing the Operational Plan.
- 4.13 Where an amendment to the Delivery Program is proposed, it must be included in a council business paper which outlines the reasons for the amendment. The matter must be tabled and resolved to be noted at that meeting, must be and considered by the council at its next meeting (i.e. time must be set aside for the amendment to be considered).
- 4.14 Where significant amendments are proposed, the Delivery Program must be re-exhibited as per Essential Element 4.10.

OPERATIONAL PLAN

Local Government Act

Following is a summary of the requirements of section 405 of the Act:

- The council must have an Operational Plan that is adopted before the beginning of each financial year, detailing the activities and actions to be undertaken by the council during that year to achieve the Delivery Program commitments.

Local Government (General) Regulation

- Clause 203 of the Regulation requires that budget review statements and a revision of estimates must be reported to the council within 2 months after the end of each quarter (except the fourth quarter).

Essential Elements

Basic structure of the Operational Plan

- 4.15 The Operational Plan details the work that will be done in support of the Delivery Program and must be prepared and adopted annually. It must directly address the activities outlined in the Delivery Program and identify projects, programs or actions that the council will undertake within the financial year towards addressing these.
- 4.16 The Operational Plan must allocate responsibilities for each project, program or action.
- 4.17 With respect to service reviews identified in the Delivery Program (see Essential Element 4.3), the Operational Plan must specify each review to be undertaken in that year.
- 4.18 The Operational Plan must identify suitable measures to determine the effectiveness of the projects, programs and actions undertaken.

- 4.19 The Operational Plan must include a detailed budget for the actions to be undertaken in that year.
- 4.20 The Operational Plan must include council's Statement of Revenue Policy for the year covered by the Operational Plan.
- 4.21 The Statement of Revenue Policy must be included in an Operational Plan and must include the following statements:
- a statement containing a detailed estimate of the council's income and expenditure
 - a statement with respect to each ordinary rate and each special rate proposed to be levied
 - a statement with respect to each charge proposed to be levied
 - a statement of the types of fees proposed to be charged by the council and, if the fee concerned is a fee to which Division 3 of Part 10 of Chapter 15 of the Act applies, the amount of each such fee
 - a statement of the council's proposed pricing methodology for determining the prices of goods and the approved fees under Division 2 of Part 10 of Chapter 15 of the Act for services provided by it, being an avoidable costs pricing methodology determined by the council
 - a statement of the amounts of any proposed borrowings (other than internal borrowing), the sources from which they are proposed to be borrowed and the means by which they are proposed to be secured.

Note: *The Annual Statement of Revenue Policy may include a note that the estimated yield from ordinary rates is subject to the specification of a percentage variation by the Minister if that variation has not been published in the Gazette when public notice of the Annual Statement of Revenue Policy is given.*

- 4.22 The Statement of Revenue Policy with respect to an ordinary or special rate proposed to be levied must include the following particulars:
- the ad valorem amount (the amount in the dollar) of the rate
 - whether the rate is to have a base amount and, if so:
 - the amount in dollars of the base amount
 - the percentage, in conformity with section 500 of the Act, of the total amount payable by the levying of the rate, or, in the case of the rate, the rate for the category or sub-category concerned of the ordinary rate, that the levying of the base amount will produce.
 - the estimated yield of the rate
 - in the case of a special rate - the purpose for which the rate is to be levied
 - the categories or sub-categories of land in respect of which the council proposes to levy the rate.
- 4.23 The statement with respect to each charge proposed to be levied must include the following particulars:
- the amount or rate per unit of the charge
 - the differing amounts for the charge, if relevant
 - the minimum amount or amounts of the charge, if relevant
 - the estimated yield of the charge
 - in relation to an annual charge for the provision by the council of coastal protection services (if any) - a map or list (or both) of the parcels of rateable land that are to be subject to the charge.
- 4.24 The statement of fees and the statement of the pricing methodology need not include information that could confer a commercial advantage on a competitor of the council.

Public exhibition requirements for the Operational Plan

- 4.25 The draft Operational Plan must be publicly exhibited for at least 28 days, and submissions received by the council in that period must be considered, before the final Operational Plan is adopted by the council.
- 4.26 Council must publish a copy of its Operational Plan on the council's website within 28 days after the plan is adopted.
- 4.27 A map showing those parts of the local government area to which the various rates will apply (including each category and sub-category of the ordinary rate and each special rate included in the Operational Plan) must be available on the council's website and available for public inspection at its office (and any other places it determines) during the exhibition of the Operational Plan.
- 4.28 Where significant amendments are proposed to the Operational Plan, it must be re-submitted to council for adoption.

ANNUAL REPORT

The Annual Report is one of the key points of accountability between a council and its community. It is not a report to the Office of Local Government or the NSW Government – it is a report to the community.

The Annual Report focuses on the council's implementation of the Delivery Program and Operational Plan because these are the plans that are wholly the council's responsibility. The Annual Report published in the year of each council election also contains the State of our City Report (formerly referred to as the End of Term Report) that assesses progress with respect to the implementation and effectiveness of the Community Strategic Plan.

The Annual Report also includes some information that is prescribed by the Regulation. This information has been included in the Regulation because the Government believes that it is important for community members to know about it – to help their understanding of how the council has been performing both as a business entity and a community leader.

Local Government Act

Following is a summary of the requirements of section 428 of the Act:

- The council must prepare an Annual Report within 5 months of the end of the financial year.
- The report will outline the council's achievements in implementing its Delivery Program through that year's Operational Plan, and report on the effectiveness of the principal activities undertaken to achieve the objectives in that year.
- The Annual Report in the year in which an ordinary election of councillors is to be held must also contain a report as to the council's achievements in implementing the community strategic plan over the previous 4 years.
- The report must contain the council's audited financial statements prepared in accordance with the Code of Accounting Practice and Financial Reporting and any information or material required by the Regulation or the Guidelines.
- A copy of the report must be posted on the council's website and provided to the Minister and any other persons or bodies as required by legislation. The report may be provided to the Minister by notifying the OLG of the appropriate URL link to access the report on the council's website.

- The State of our City Report (formerly referred to as End of Term Report) prepared for the incoming council (or a county council) in the year of the ordinary election (see Essential Element 1.11) is to be appended to the Annual Report in that year.

Local Government (General) Regulation

Clause 217 of the Regulation details the requirements to be included in the Annual Report.

Note: *The Annual Report Checklist issued by the Office of Local Government details the requirements to be included in the Annual Report.*

Essential Elements

- 5.1 The council must prepare and endorse an Annual Report within 5 months of the end of the financial year.
- 5.2 A council's progress with respect to achieving the quadruple bottom line in the Delivery Program and Operational Plan must be reported on in the Annual Report.
- 5.3 The Annual Report must include information about how the council has progressed on the delivery of the service reviews it has committed to undertake in that year, the results of those reviews and any changes made to levels of service in the areas under review (see also Essential Element 4.17).

PLANNING AND REPORTING FOR COUNTY COUNCILS

Local Government (General) Regulation

Part 9, Division 8 (clauses 218 and 219) of the Regulation provides the exemptions and modifications to the strategic planning provisions for county councils.

218 Application of planning and reporting provisions to county councils

Part 2 (Strategic planning) of Chapter 13 of the Act applies to county councils with the following exceptions and modifications:

- (a) section 402 (Community strategic plan) does not apply to county councils,
- (b) each county council is required to have a business activity strategic plan as provided by clause 219.

219 Business activity strategic plan of county council

- (1) A business activity strategic plan is a plan developed and endorsed by a county council that:
 - (a) identifies the main business activity priorities of the council covering a period of at least 10 years from when the plan is endorsed, and
 - (b) establishes strategic objectives together with strategies for achieving those objectives, and
 - (c) has been developed having due regard to the community strategic plans of the county council's constituent councils and in consultation with those councils.

- (2) Following an ordinary election of councillors for the constituent councils of a county council, the county council must review the business activity strategic plan before 30 June following the election. The council may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new business activity strategic plan, as appropriate to ensure that the council has a business activity strategic plan covering at least the next 10 years.
- (3) Within 28 days after a business activity strategic plan is endorsed, the council must post a copy of the plan on the council's website and provide a copy to the Director-General. A copy of a business activity strategic plan may be provided to the Director-General by notifying the Minister of the appropriate URL link to access the plan on the council's website.

Essential Elements

The Essential Elements contained in the Community Strategic Plan Chapter 3 also apply with respect to a county council's Business Activity Strategic Plan.

PLANNING AND REPORTING FOR JOINT ORGANISATIONS

The Statement of Strategic Regional Priorities sets out the joint organisation's vision for the region and explains how that vision will be achieved

It is a shared vision, built on the priorities of member councils, identified through IP&R, and with due consideration to State planning and regional strategies.

Other partners, such as state agencies, non-government organisations, business and industry, and community groups should also be engaged in delivering the strategies of the Plan.

The Annual Performance Statement provides a 'report card' of the progress the joint organisation has made each year towards achieving its Strategic Regional Priorities.

It is the key point of accountability between a joint organisation and its members and local communities across the region.

The Statement may also include other information that the JO believes is important for member councils and the broader community to know about to help build understanding about how the JO has been performing - both as a regional leader and in relation to any other activities it chooses to undertake for member councils and/or the region.

Local Government Act

Summarised below are the requirements of section 400R relating to establishing a joint organisation's strategic regional priorities:

- Each joint organisation has the following principal functions:
 - establish strategic regional priorities for the area and to establish strategies and plans for delivering those priorities
 - provide regional leadership for the area and to advocate for strategic regional priorities
 - identify opportunities for intergovernmental collaboration on matters relating to the area.
- Each joint organisation is to consider any relevant strategic priorities or plans of member councils and the state government in establishing strategic regional priorities.
- Schedule 6 enables the Regulation to provide for matters relating to a joint organisation's planning and reporting.

Local Government (General) Regulation

Following is a summary of the requirements in the Regulation in relation to joint organisation planning and reporting.

Statement of Strategic Regional Priorities (cl 397H)

- Each joint organisation must have a Statement of Strategic Regional Priorities setting out those priorities and the strategies and plans for delivering them.
- A joint organisation must prepare its Statement of Strategic Regional Priorities by no later than 12 months after each ordinary election of councilors for all member councils.
- Each joint organisation must consult with member councils about the content of the proposed Statements of Strategic Regional Priority.
- The Statement of Strategic Regional Priorities must be published by the joint organisation on its website.

Annual Statement of Revenue Policy (cl 397I)

- Each joint organisation must have a statement of the joint organisation's revenue policy for a year.
- The Annual Statement of Revenue Policy must include the following statements:
 - detailed estimate of the joint organisation's income and expenditure
 - the types of fees proposed to be charged by the joint organisation
 - the amount of any proposed fees which apply to any 'non-business activities' as defined in the Act
 - the amounts of any proposed borrowings (other than internal borrowing), the sources from which they are proposed to be borrowed and the means by which they are proposed to be secured.

- The statement of fees need not include information that could confer a commercial advantage on a competitor of the joint organisation
- A joint organisation must adopt its revenue policy statement on or before 30 June in the preceding year.

Annual Performance Statements (cl 397J)

- Each joint organisation must prepare an Annual Performance Statement within 5 months of the end of each financial year reporting on progress during that year in implementing its strategies and plans for delivering its strategic regional priorities.
- The Annual Performance Statement is to be published by the joint organisation on its website within 28 days after it is made.

Essential Elements

There are no Essential Elements relating to joint organisations.

ACCESS TO SERVICES

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OFFICE HOURS

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INTEGRATED PLANNING & REPORTING

Guidelines for Local Government in NSW
2021

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Program Guideline and Plan

This Guideline is primarily adapted from "Service delivery Review: A how to manual for local government, Second Edition, June 2015" published by the Australian Centre of Excellence for Local Government

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Service Review

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INTENT STATEMENT

Although Service Reviews form part of Council's responsibilities under the Integrated Planning and Reporting Guidelines, Council sees Service Reviews as an integral part of understanding Council operations and their value to the community. It is essential Council services continue to underpin, maintain and grow development opportunities in the area. How this is possible must therefore be a core consideration of each Service Review.

Council intends for its Service Reviews to address a number of considerations across Council's deliverables. To ensure Council's ability to deliver its core responsibilities into the future (deliverables such as road infrastructure, sewerage operations, water utility provision, open spaces and cemetery provision), Council must ensure its Services remain financially affordable by considering:

- the long term impacts on Council's Long Term Financial Plan where the service is delivered at current, increased, or decreased levels;
- how Council might achieve continuous improvement in the provision of services by:
 - understanding priorities change;
 - performance ebbs and flows;
 - community expectations change;
 - affordability varies; and
 - legislations changes
- all services provided by Council meet defined performance outcomes as agreed with the community and key stakeholders;
- how the service might be optimised to provide the best value to the community
- provide opportunity to partner with adjoining and nearby Councils and other public or private service providers where possible
- take into account the importance of maintaining and where possible, increase local employment and development opportunities;
- the service is accessible to those members of the community for whom the service is intended; and
- how climate factors might impact service delivery and service levels into the future.

When considering how and where Council will deliver its services, the development of a positive relationship with the traditional custodians of the land will be invaluable in ensuring positive outcomes for the entire community.

Where possible Service Reviews will present options for the delivery of Services in ways that will not always remain "in house". Collaboration with surrounding Councils provide the opportunity to deliver efficiencies of scale to Council's service delivery. Other options will also

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be assessed and their viability considered as part of the Service Review. Considering alternative delivery options does not mean Council will cease to deliver any services, nor reduce staffing numbers. The consideration of options will provide an understanding of alternatives and their value to Council and the community over the long term, particularly where Service Delivery levels are mandated or legislated.

It will also be important for Council to consider the non-core services it is delivering or intends to deliver in the future. Review of the Services must assess the community impacts where Council chooses to continue to provide the service. For example, Council may continue to provide a service understanding it has an ongoing financial cost to the community in instances where no other provider is providing the needed service to the community. Similarly Council may decide to discontinue a service where the costs to the community are high but the benefits are not sufficient to provide the needed social outcomes to facilitate the Service into the future.

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1. EXECUTIVE SUMMARY

Council has identified multiple issues highlighting the impact of such a surge in population, including substandard electrical infrastructure, lack of access to key worker housing, and inequitable access to digital connectivity. Council is therefore, being forced into non-core service delivery to address the pressures being placed on the community and to respond to the lack of access to essential liveability factors.

Service Reviews for Local Councils are provided for under the *Local Government Act 1993* (the Act) and the Integrated Planning and Reporting Guidelines.

Service Reviews are an important function of good government and good management practices. At best they provide an opportunity to reset historical practices which may no longer be relevant and allow Council to provide the community with more modern and efficient services. At worst they provide the community the opportunity to know that Council is providing the best service it can with the resources available to it.

Service reviews will help Council to:

- understand the service needs of our community;
- determine how to efficiently and effectively delivery those services;
- work internally or with partners to delivery services; and
- continuously improve these services.

The framework will help readers to understand:

- why service reviews are an important part of Council good governance practice;
- what service reviews might achieve;
- how service reviews help create a culture of continuous improvement and why this is important; and
- how to plan and undertake a service review.

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2. COUNCIL OVERVIEW

Berrigan Shire is a Regional NSW Council situated on the New South Wales and Victorian boarder. It is three hours north of Melbourne (270km) and 7 hours (670 km) south-west of Sydney. Though the Shire is itself geographically small (206,577 ha) it is the most densely populated regional Council area in NSW (4.3 persons/km²). Connectivity of infrastructure and access to each township is therefore highly valued by the community.

Given the central and convenient position of the Shire, we are facing unprecedented growth. The Regional Australia Institute recently reported a 50% increase in migration to the area in the March 2022 quarter when compared with the March 2021 quarter; and a 6% increase in migration to the region to the year ending March 2022 when compared with March 2021. Increased migration is seeing a change in demographic in the area with those closest to the river experiencing a younger, family oriented demographic than has been the case in the past. The change in demographic and the fact many are coming from more urban areas, is increasing the Service Level expected by the community as a whole.

Council has identified multiple issues highlighting the impact of such a surge in population, including substandard electrical infrastructure, lack of access to key worker housing, and inequitable access to digital connectivity. Council is therefore, being forced into non-core service delivery to address the pressures being placed on the community and to respond to the lack of access to essential liveability factors.

Growth in the area is underpinned by a strong agricultural sector which is in turn encouraging a diversification of business opportunities in the region. Growth in aviation tourism, agtourism, changes to working patterns (such as working from home) and changing lifestyle expectations are placing pressure on our council owned infrastructure such as our road network for example.

Service reviews will help Council to:

- understand the service needs of our community;
- determine how to efficiently and effectively delivery those services;
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- continuously improve these services.

The framework will help readers to understand:

- why service reviews are an important part of Council good governance practice;

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- what service reviews might achieve;
- how service reviews help create a culture of continuous improvement and why this is important; and

how to plan and undertake a service review.

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3. SERVICE REVIEW FRAMEWORK

Service Reviews for Local Councils are provided for under the *Local Government Act 1993* (the Act) and the Integrated Planning and Reporting Guidelines.

Section 406 of the Act states as follows:

406 Integrated planning and reporting guidelines

- (1) The regulations may make provision for or with respect to integrated planning and reporting guidelines (referred to in this Chapter as *the guidelines*) to be complied with by councils.
- (2) Without limiting subsection (1), the regulations may impose requirements in connection with the preparation, development, consultation on and review of, and the contents of, the community strategic plan, resourcing strategy, delivery program, operational plan, community engagement strategy, annual report and environment reporting of a council.

The *Local Government (General) Regulation 2021* (the Regulations) then state:

Part 9 Management and Accountability

Division 1A Strategic planning

196A Integrated planning and reporting guidelines – the Act, s406

A council must comply with the integrated planning and reporting guidelines in the document entitled *Integrated Planning and Reporting Guidelines for Local Government in NSW*, published on the website of the Department, as in force from time to time.

Integrated Planning and Reporting Guidelines

The Integrated Planning and Reporting Guidelines 2021 (the Guidelines) considers each of Council's required Integrated Planning and Reporting (IP&R) documents and how they must consider Service Reviews.

Delivery Program

Essential Elements

- 4.3 To encourage continuous improvement across the council's operations, the Delivery Program must identify areas of service that the council will review during its term, and how the council will engage with the community and other stakeholders to determine service level expectations and appropriate measures.

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- 4.6 When preparing its Delivery Program, the council must consider the priorities and expected levels of services, expressed by the community during the engagement process.

Standards

Under “Standards: Delivery Program” the Guidelines note for the Development Plan to meet all essential elements of the Guidelines:

Areas of service that councils will review and how the council will engage with the community and other stakeholders to determine service level expectations and appropriate measures.

Operational Plan

Essential Elements

- 4.17 With respect to services reviews identified in the Delivery Program (see Essential Element 4.3). the Operational Plan must specify each review to be undertaken in that year.

Standards

Service reviews to be undertaken

Annual Report

Essential Elements

- 5.3 The Annual Report must include information about how the council has progressed on the delivery of the service reviews it has committed to undertake and any changes made to levels of services in the areas under review (see also Essential Element 4.17)

Standards

How the council has progressed on the delivery of the service reviews it has committed to undertake that year, the results of any of those reviews and any changes made to levels of service.

Other Drivers

Service Reviews are an important function of good government and good management practices. At best they provide an opportunity to reset historical practices which may no longer be relevant and allow Council to provide the community with more modern and efficient services. At worst they provide the community the opportunity to know that Council is providing the best service it can with the resources available to it.

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4. ABOUT THIS GUIDELINE

Service reviews will help Council to:

- understand the service needs of our community;
- determine how to efficiently and effectively delivery those services;
- work internally or with partners to delivery services; and
- continuously improve these services.

The framework will help readers to understand:

- why service reviews are an important part of Council good governance practice;
- what service reviews might achieve;
- how service reviews help create a culture of continuous improvement and why this is important; and
- how to plan and undertake a service review.

What is service delivery?

Council delivers a range of services to meet the needs and wants of the Berrigan Shire. Service delivery covers:

- internal services such as strategic planning, human resource management, finance, etc; and
- external services such as waste collection, water supply, parks maintenance, road infrastructure, and development application processing etc.

What is a service review?

A service review aims to drive more efficient use of resources whilst providing services to meet the needs of the community. In the context of this manual, a service review can take a 'whole of Council' approach or just cover one department, service or strategic focus area.

Why conduct a service review?

Council is under increasing financial pressure, and there is often a widening gap between available revenue and expenditure requirements. At the same time, Council is expected to be

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environmentally and socially responsible for the provision of an increasing range of services with increasing quality expectations.

Service reviews help Council clarify the needs of our community and use an evidence-based approach to assess how efficiently and effectively we are meeting those needs. Using a range of information sources, Council can determine what changes to make to service delivery which will provide benefits to all stakeholders whilst remaining financially sustainable.

Service reviews are an ongoing process to ensure Council is delivering what the community needs in the best possible way, especially with changing community needs and emerging external factors such as the need to respond to climate change. Establishing a review process builds the capacity of both staff and the community to think critically and systematically about current and future service needs. Undertaking this service review process will also lead to innovation in service provision and help us to build a culture of continuous improvement.

How do we prioritise service reviews

Each service should be assessed against the following elements:

- **Strategic Alignment** – how strongly the service is aligned with our Strategic Plan
- **Compliance** – how difficult it is to comply with the regulatory requirements associated with the delivery of the service
- **Alternative Service Delivery** – are alternative service delivery options available in the area
- **Resources – Staff** – how labour intensive is the service to deliver in house
- **Resources – Subcontractors** – if subcontractors are available, how difficult are they to source / how much might accessing subcontractors cost Council
- **Pressure for Change** – how much pressure is there to change the way this service is delivered (pressure may be due to regulation change, community expectation, government direction etc)
- **Ease of Change** – how easy or difficult will it be to change from the current service delivery model
- **Funding Source** – is the service funded in house or externally
- **Capital Expenditure** – how much does this service contribute to our capital expenditure
- **Operational Expenditure** – how much does this service contribute to our operational expenditure

Each of the above elements is weighted from 1-3 with one being a small amount and 3 being a large amount. Once all are added up a score out of a possible 30 provided information as to the priority given to each service for review.

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5. CORPORATE SERVICE REVIEWS

Council's Corporate Service team provide generally internally focused services, or those that support the operations of other teams within Council's operational structure.

The Corporate Service Team includes the provision of:

- Human Resource Management
- Information Technology
- Records and Information Management
- Financial and Accounting Management
- Communications
- Customer Service
- Revenue Management
- Recreation Services

For the purposes of this plan Council's Audit and Risk management functionality is included with Corporate Services though it usually sits within Council's governance framework and reports directly to the CEO.

An initial assessment of the reviews to be undertaken by the Corporate Services Team during the 2022/2023 – 2025/2026 financial years are outlined below.

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Service Prioritisation Corporate Services														
No.	Service	Attributes										Score	Review Priority	
		10.00% Strategic Alignment	10.00% Compliance	10.00% Alternative Service Delivery?	10.00% Resources - Staff	10.00% Resources - Subcontractors	10.00% Pressure for Change?	10.00% Ease of Change	10.00% Funding Source	10.00% Cap Exp	10.00% Op Exp			
		<i>Data Key</i>										<i>Auto-Calculates</i>	<i>16 or <= Low</i>	
													Score	Review Priority
10	IT	2	3	3	2	3	3	1	1	3	3	24.00	H	
16	Pools	3	3	3	3	1	3	1	2	3	2	24.00	H	
20	Saleyards	2	3	3	2	3	3	1	1	3	3	24.00	H	
3	Financial management budgeting and reporting	3	3	2	3	3	3	1	1	1	3	23.00	M	
14	Public cemeteries	3	3	3	2	2	2	2	2	1	2	22.00	M	
12	WHS	2	3	1	3	2	3	2	1	1	3	21.00	M	
5	Rating and revenue management	3	3	2	3	2	2	1	2	1	2	21.00	M	
7	Payroll	1	3	3	3	3	2	1	1	1	2	20.00	M	
9	Records management	2	3	2	2	2	3	2	1	1	2	20.00	M	
21	Asset management	3	3	1	3	1	1	2	2	1	3	20.00	M	
4	Customer service management	3	1	1	3	1	3	2	1	1	3	19.00	M	
8	Human Resources	3	3	2	2	1	3	1	1	1	2	19.00	M	
11	Procurement	2	3	1	3	1	3	1	1	1	3	19.00	M	
13	Accounts payable and receivable	1	2	2	3	2	3	1	1	1	3	19.00	M	
6	Bendigo bank facility	1	3	3	3	1	1	2	1	1	2	18.00	M	
15	Museums	3	1	3	1	2	1	1	2	2	1	17.00	M	
18	Sporting grounds and venues	3	2	2	1	2	1	1	1	2	2	17.00	M	
2	Public disclosure and compliance	2	3	1	2	1	1	2	1	1	2	16.00	L	
19	Communications	2	2	1	1	1	1	3	1	1	1	14.00	L	
17	Halls	3	1	1	1	2	1	1	1	2	1	14.00	L	
1	Councillors fees and expenses	1	3	1	2	1	1	1	1	1	1	13.00	L	

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6. INFRASTRUCTURE REVIEWS

Council's Infrastructures team provides primarily externally focused services and is the most complex operational group within Council's portfolio.

The Infrastructure Team includes the provision of:

- Project Management
- Asset Management
- Engineering Design
- Roads (Sealed and Unsealed)
- Road Network Management
- Parks and Gardens
- Facilities Management
- Water Delivery
- Sewerage
- Fleet Management
- Landfill Management
- Waste Management
- Stormwater Management
- Aerodrome Management
- Footpaths
- Street Cleaning
- Street Lighting

An initial assessment of the reviews to be undertaken by the Infrastructure Team during the 2022/2023 – 2025/2026 financial years are outlined below.

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Attributes															
No.	Service	Weighting 1-3											Total	Review Priority	
		Strategic Alignment	Compliance	Alternative Service	Resources - Staff	Resources - Subcontractors	Pressure for Change?	Ease of Change	Funding Source	Cap Exp	Op Exp				
6	Transport- Road Network - Sealed/ Unsealed Rds/ Bridges/ Footpaths/ Kerb & Gutter	3	3	3	3	3	3	3	3	3	2	3	3	29	H
2	Water Supply	3	3	3	3	3	3	2	3	3	2	3	2	28	H
3	Wastewater	3	3	3	3	3	2	3	3	3	3	3	2	28	H
6	Drainage & Storm water Management	3	3	3	2	2	1	3	3	3	3	3	3	27	H
1	Solid Waste Management Domestic Waste Collection Solid Waste Management Landfill Management Recycling	3	2	3	3	3	3	3	3	3	3	3	2	26	H
6	Parks & Gardens & Streetscapes	3	2	3	2	2	2	2	2	3	1	3	2	23	M
9	Fleet Management	3	3	2	3	2	1	1	2	2	2	2	2	21	M
8	Project Management	2	2	2	3	2	2	2	3	2	1	1	1	20	M
4	Aerodrome	2	1	1	2	1	2	2	2	3	3	2	1	16	M
12	Street Cleaning	3	3	3	2	1	1	1	2	1	2	1	2	16	M
17	Aerodrome - Tocumwal/Berrigan	3	3	1	1	1	2	2	2	3	3	1	1	16	M
10	Emergency Services	2	2	3	2	2	1	1	2	2	1	2	2	16	M
11	Street Lighting	2	2	3	1	1	1	1	1	2	2	2	2	17	M
7	Engineering Design	2	2	1	2	1	2	2	2	2	1	1	1	16	L

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7. STRATEGIC PLANNING AND DEVELOPMENT REVIEWS

Council's Strategic Planning and Development Team provides primarily externally focused services and is the newest operational group within Council's portfolio.

The Strategic Planning and Development Team includes the provision of:

- Integrated Planning and Reporting
- Library Services
- Biosecurity Management
- Animal Management
- Public Health Management
- Economic Development
- Tourism Development
- Visitor Information Centre
- Development Planning
- Town Planning
- Building Surveying
- Council Building Maintenance

An initial assessment of the reviews to be undertaken by the Strategic Planning and Development Team during the 2022/2023 – 2025/2026 financial years are outlined below.

Services Review
Program Plan

Service Prioritisation														
Attributes		10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	
Weighting 1-3		Strategic Alignment	Compliance	Alternative Service Delivery?	Resources - Staff	Resources - Subcontractors	Pressure for Change?	Ease of Change	Funding Source	Cap Exp	Op Exp	Score	Review Priority	
Data Key													Auto-Calculates	16 or <= Low,
No.	Service													
	Strategic Planning and Development	3	3	1	3	3	2	3	3	3	2	26.00	H	
1	Local Infrastructure Contributions	3	3	1	3	3	2	3	3	3	2	26.00	H	
2	Development Applications - Commercial and Sub-divisions	3	3	2	3	1	3	3	1	3	2	24.00	H	
3	Building Services	2	3	3	2	3	3	3	1	3	2	25.00	H	
4	Noxious & Endemic Weed Control - Private Works	3	3	3	2	3	3	1	3	1	2	24.00	H	
5	Development Applications - Residential & complying	3	3	2	3	1	3	3	3	1	2	24.00	H	
5	Planning	3	3	2	3	1	3	3	3	1	2	24.00	H	
6	Local Government Act - Section 68 Approvals	2	3	1	2	1	2	3	1	3	2	20.00	M	
8	Integrated Planning - Council	3	3	1	3	1	1	1	1	1	2	17.00	M	
9	Asset & Facility Maintenance - Council Operated Facilities	2	3	1	2	1	1	3	1	1	2	17.00	M	
11	Asset & Facility Maintenance - Council Committee Operated	1	3	1	2	1	2	3	1	1	2	17.00	M	
12	Library Services	2	3	1	2	1	3	1	1	1	2	17.00	M	
	Regional Strategic Planning	2	3	1	2	1	3	1	1	1	2	17.00	M	
	Strategic Planning (Land Use)	2	3	1	2	1	3	1	1	1	2	17.00	M	
	Customer Service	1	3	2	2	1	1	2	1	1	2	16.00	L	
	Underground Petroleum Storage Systems Approvals	3	2	1	3	1	2	1	1	1	2	17.00	M	
	Biosecurity & Compliance - External (RWAP)	1	3	1	2	1	1	1	2	1	2	15.00	L	
	Companion Animals / Stock	1	3	1	2	1	1	1	1	2	2	15.00	L	
	Noxious Weed Control - (Internal)	1	3	1	2	1	1	2	1	1	2	15.00	L	
	Annual Review of Plans	1	3	1	1	1	1	2	1	1	2	14.00	L	
	Tourism - Visitor Services	2	1	1	2	3	2	1	1	1	2	16.00	L	
	Customer Service	1	3	1	1	1	2	1	1	1	2	14.00	L	
	Community Consultation	2	3	1	1	1	1	1	1	1	2	14.00	L	
	Public Health & Safety Orders Section 124	1	3	1	2	1	1	1	1	1	2	14.00	L	
	Records Management	1	3	1	2	1	1	1	1	2	1	14.00	L	
	Annual Report	2	3	1	1	1	1	1	1	1	2	14.00	L	
	Quarterly Report & Delivery Program Report	2	3	1	1	1	1	1	1	1	1	13.00	L	
	BioSecurity & Compliance - External / Internal	2	2	1	2	1	1	1	2	1	2	15.00	L	
	Economic Development	2	1	1	2	1	1	1	1	1	2	14.00	L	
	Grant Writing	1	1	1	1	1	1	2	1	1	2	12.00	L	

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8. TYPES OF SERVICE REVIEW

Prior to undertaking any Service Review each team undertaking the review will decide the level of review required to be undertaken. The three levels of review discussed in this Plan are described as High Level, Simple and Detailed Service Reviews. Each required different levels of resource allocation.

High Level

High Level Service Reviews answer the following questions:

1. What options do we have in the short, medium and long term?
2. What improvements can form part of a broader debate with Council and the community?
3. What further work do staff need to do?

High Level Service Reviews:

- target a specific need (i.e. poor financial position);
- aim to find quick wins;
- consider medium to long term improvements only;
- have the primary targets of cost and revenue; and
- are a collaborative process.

These reviews are the least resource intensive and should only be used where the primary targets are to save costs or increase revenue as a direct outcome of the review.

Simple

Simple Service Reviews answer the following questions:

1. Should this service be delivered to the community?
2. If so, how / who should deliver it?
3. To what extent should Council be involved?

Simple Service Reviews:

- consider any current delivery arrangements;
- review the financial performance of the service;
- seek to understand local considerations specific to the delivery of the service;
- consider the delivery options available; and
- provide an assessment of each delivery option.

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Simple Service Reviews should be considered where a new Service is being considered by Council, or where Council has recognised that a current service is not core to its requirements and need at least some level of review as to whether the service should continue and if so how it should continue.

Detailed

A Detailed Service Review will include:

- all elements of the Simple Service Review outlined above;
- the current efficiency and effectiveness of the Service as it is currently delivered and how improvements might be made;
- the performance of the Service to date and how this might be improved;
- current service levels and whether these are appropriate within Council's current resource limitations; and
- how the Service currently meets, or how it might meet in the future, Council's strategic and community needs.

A Detailed Service Review will therefore answer the questions – Is the Service:

- delivering on community needs and Council's goals;
- currently provided through the best delivery mechanism;
- delivered efficiently and effectively;
- resourced appropriately;
- meeting current service standards and levels; and
- planning for current and future issues affecting the Service?

A Detailed Service Review is needed where staff understand the community expectation has changed or increased over time, where the service being delivered may no longer be fit for purpose or where it becomes obvious the current service level has led to a deterioration of the service or the assets it supports.

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9. PLANNING A SERVICE REVIEW

This Plan may be read from start to finish or the reader may choose to move to each step as required. The Plan is designed to follow a sequential process to assist with moving through the service delivery review framework. It can be used for a ‘whole of organisation’ review or individual service delivery reviews.

Table 1 outlines the various steps required to undertake a Service Delivery Review.

Step	Description	Considerations
Step 1	Establishing the Review	Elements of a strong foundation for service delivery review
Step 2	Project Set Up	Guiding principles, team structures, objectives and scope, stakeholder identification, templates/tools, evaluation frameworks
Step 3	Information Gathering	Existing information such as services and sub-services, community views, levels of service and priority setting
Step 4	Service Analysis	Conducting and analysis of alternative service delivery models, consolidation options, improvements and funding arrangements.
Step 5	Stakeholder Engagement	Drafting and reviewing recommendations with stakeholders
Step 6	Implement Change	Making change, documenting new processes, benefit realization
Step 7	Evaluation and Continuous Improvement	Evaluating the changes made and the process, sharing learnings and planning the next review.

At the start of each step there is a summary, which describes the step, the activities involved and the reporting outputs.

At the end of each step there is a checklist to help the user tick off whether everything is in place before moving to the next step.

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Establishing the Service Review – Step 1

It is helpful to establish the foundations of the Service Review to ensure staff, elected members and the community understand the principles which underpin the review. The building blocks are:

- [commitment to stakeholder engagement](#);
- [commitment to continuous improvement](#);
- [a whole of organisation approach](#);
- [strong organisational support](#); and
- [understanding the resource requirements](#).

Commitment to Stakeholder Engagement

Council needs to involve internal and external stakeholders in all Service Delivery Reviews. Not all will require external stakeholder involvement but all will require internal stakeholders at minimum.

Committing to stakeholder engagement is about working with a broad range of government, business and community stakeholders to determine preferred futures and facilitating shared decisions and joint actions to achieve agreed outcomes. These outcomes include safeguarding the quality of local environment and decisions about how communities are to access the services they need. For service delivery, this means involving the community in making decisions about services, services levels, how the service is provided, and how the annual budget is allocated to specific services.

External stakeholders should be involved in decisions about changes to service delivery which might affect them. Internal stakeholders should be involved in decisions about process and organisational changes which might affect them. Internal stakeholders are also a great source of knowledge about what might work more efficiently or effectively.

A commitment to engagement requires a formal communications strategy. This is covered in more detail at the heading [Identify Stakeholders](#) below.

Commitment to continuous improvement

A commitment to continuous improvement demonstrates an ongoing effort to change services or processes for the better and is a key driver for service delivery reviews. Continuous improvement needs to be part of Council's culture in order to produce incremental improvements or more substantial one-off change. In order to achieve continuous improvements, Council needs:

- an improvement framework;
- and improvement process;

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- improvement methods and tools;
- a performance measurement system; and
- a culture of improvement.

Council will look to use one of the following frameworks into the future to allow for a formal improvement framework:

- Australian Business Excellence Framework;
- Balanced Scorecard;
- Six Sigma / Lean Six Sigma;
- Investors in People; or
- Human Synergistics

Even without implementing one of the above methodologies, Council may still document how services are delivered as a starting point to determining what might be done differently.

A whole of organisation approach

Although Council is undertaking individual services delivery reviews, because of the integrated nature of many services (especially in regard to staff, processes and budgets), taking a 'whole of organisation' approach from the start will deliver better results. A whole of organisation approach will ensure the net cost is calculated for each service upfront, and will help identify areas to focus on, either in terms of quick wins or priority need.

Taking a whole of organisation approach also embeds a culture of continuous improvement across the organisation, and staff and elected members will start to think more broadly about efficiency and effectiveness rather than looking at individual services in isolation.

Strong organisational support

Organisational support must come from:

- **Chief Executive Officer and Directors** – who often drive reviews as they typically manage the long-term financial, environmental and social performance of Council and need to ensure appropriate services are planned and delivered in an efficient and effective manner. The Executive Leadership Team are the review champions and their support will be vital for proper planning and resourcing.
- **The Mayor and Councillors** – who often instigate reviews and get involved in planning, setting priorities, approving budgets and acting as change agents.

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Understanding the resource requirements

Service delivery reviews can be resource intensive in terms of staff time and budget. This is why Council may at time choose to hire external experts to assist with or perform the review. However, the advantages of conducting in-house reviews are:

- It involves fewer direct costs than engaging external experts.
- Staff have a deep understanding of current processes and can provide suggestions for improvements.
- Knowledge gained in the process is kept in-house.
- Staff take greater ownership of results and recommendations.
- Change is more likely to 'stick'.
- The review process develops a culture of continuous improvement.

With in-house reviews, staff are asked to be aware that:

- vested interests may lead to a lack of objectivity and independence;
- staff may be diverted from their usual duties;
- it may be hard to set up review teams across departments; and
- Council may miss out on specialist knowledge and tools from external experts.

Resourcing is also not just about undertaking the review. It is about analysing the results, making recommendations and being able to implement changes, either in a staffing, process or financial sense. Given the extended timeframes of some review processes, resources have to be allocated over the short and longer terms for effective change to occur.

Checklist – Step 1	✓
Are we committed to stakeholder engagement?	
Do we have existing systems, or can we implement new systems, to drive continuous improvement?	
Are we taking a whole of organisation approach?	
Is there strong organisational support?	
Do we understand the short and long-term resource requirements?	
Are we ready to start the service delivery review?	

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Project Set Up – Step 2

When ready, the Service Review team can move the project to commencement. As part of Council's project management process for Service Reviews, the Executive Management Team expect to see the following information provided to them before the Service Review is commenced:

- the [guiding principles](#);
- [objectives, scope and allocation of resources](#);
- [review team and structure](#);
- [identification of stakeholders](#);
- [draft evaluation framework](#);
- [create templates and tools](#); and
- [draft project plan](#).

Guiding Principles

The Review Team should establish a set of principles to underpin the review and consideration of these principles is likely to be partly informed by the discussion of establishing the service review above. Guiding principles may also be similar to existing principles such as those set out in Council's strategic planning documents. They might include one or more of:

- engaging and consulting with a wide range of stakeholders throughout the review;
- responding to the needs and wants of both the current and future community;
- being transparent with all stakeholders about the proposed outcomes;
- focusing not just on economy and efficiency but also effective provision of services;
- setting targets for quality and costs and benchmarking these against other organisations or standard; and / or
- measuring and reporting regularly

Objectives, Scope and Allocation of Resources

The Service Review Team should also determine the review objectives, in conjunction with a range of key stakeholders, so everyone is clear about the purpose and potential outcomes. A workshop can help define the objectives, the guiding principles and the drivers behind the review.

Potential objectives could be (but are not limited to):

- gain a better understanding of what the community wants/expects;
- reduce or increase the range of services;
- improve the quality of some or all services'

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- make savings;
- generate income;
- respond to the challenges of climate change; and / or
- explore opportunities to provide services in partnership with other organisations.

The objectives may then be used consistently in all messaging with stakeholders. The objectives will also determine the scope of the review, such as whether Council should:

- take a 'whole of organisation' approach;
- focus on specific services over others;
- explore different opportunities;
- not review some areas;
- include services which extend over a range of function;
- pilot a review first before rolling out a more extensive review; and / or
- reuse existing information on community needs, processes or policies.

Scoping can also help identify potential priority areas for review such as services where quick wins may be made, or where there is a clear need for change. Setting [service delivery review priorities](#) is discussed in more detail below.

In addition to setting objectives and examining the scope of the review, the Service Review Team should determine what resources are required in terms of staff, budget, time and / or office space. These resources requests are to then be taken to the Executive Leadership Team for review and approval. Formal approval will demonstrate strong organisational support for the Service Review.

Review Team and Structure

It is preferred Service Delivery Reviews are conducted in-house, using existing staff where possible. Conducting in-house reviews brings knowledge into the process, builds organisational capacity and helps make implementation more effective. Where a consultant is preferred to undertake a Service Delivery Review.

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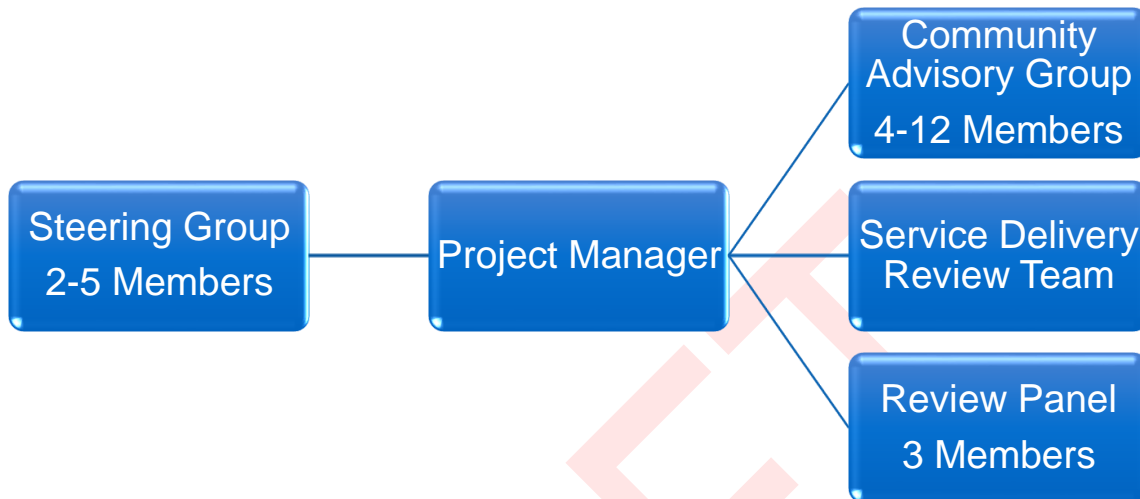


Figure 1: Example review structure

The team structure and roles will differ depending on the Service to be reviewed. It is always important to remember the Executive Leadership Team have the overall responsibility for decision-making. Separating the review and decisions in this way ensures stakeholders are engaged and communication is open and transparent.

If external experts are engaged to conduct the review, a minimum of the manager of the Service, a person appointed as the Project Manager should be included in the Review Team.

Steering Group

The Executive Leadership Team provides overall direction and leadership for each review, approves priorities and schedules, gives strategic input, and endorses recommendations and final reports.

The Steering Group reviews risks and outcomes (for individual services and across the whole organisation) based on the evaluation framework outlined above.

It is possible an Elected Member, a member of the Executive Leadership Team, a community representative and senior staff from core services such as HR, corporate planning, finance and asset management be included on the Steering Group for some Service Delivery Reviews.

The steering group should be led by a Director who is responsible for ensuring key stakeholders (especially Elected Members) are engaged and involved in making decisions about any suggested changes to services. The Director is also responsible for ensuring sufficient resources are allocated to the review and that the review progresses as planned and within budget.

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The steering group should also be clear on what information it needs to make decisions and when this information is needed. These details should be recorded in the [project plan](#).

Project Manager

The project manager co-ordinates the Service Delivery Review across the organisation and:

- schedules the review in accordance with the priorities set by the steering group;
- sets up the Service Delivery Review Team;
- provides guidance and support for the service delivery review team;
- checks service delivery review reports; and
- monitors and reports on progress.

The project manager will generally be a Director or Manager.

Service Delivery Review Team

The Service Delivery Review Team will consist of the staff who will conduct the Service Delivery Review. The team is required to engage with stakeholders, gather relevant information, benchmark and analyse options, and prepare recommendations. The team will also investigate ideas and issues as they arise. A team may review one or more services and will work closely with the service owner to conduct the review.

There are various forms of service delivery teams. They include:

- **One team which reviews all services:** This approach ensures consistency of method and efficient use of resources but requires a high level of commitment from the team and the outcomes may be less well received if the team is not involved in the delivery of the service being reviewed.
- **Line managers and their existing teams:** This approach can be effective but lacks independence and objectivity because the members of the review cover their areas of responsibility.
- **Cross-organisation teams** This approach achieves greater staff involvement and ownership but can be more difficult to co-ordinate and requires a higher commitment to capacity building.

Each service delivery review team must have a leader who organizes resources and administrative support, schedules and runs team meetings, ensures effective staff communication and prepares reports.

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Review panel

The review panel will generally be the ELT to bring independence and help to ensure a consistent approach across service delivery reviews. The panel analyses the information from the service delivery review team and identifies other options and opportunities for improvement. The review panel can be:

- **Internal** – generally the ELT
- **External** – engaged from outside the organisation to provide a different perspective, for example staff from another organisation or Council's Audit, Risk and Improvement Committee.

It is important to have an independent check and balance as part of the review process.

Community Advisory Group

Community advisory groups are often part of Council processes. They provide useful input into a range of projects and, like a review plane, can be an independent check. For a Service Delivery Review, this group would provide input into the types and levels of services required, review and provide feedback on recommendations and comment on draft reports.

The community advisory group may also:

- attend information sessions to get up to speed on the services delivered;
- undertake site visits for a first-hand view of certain services; and / or
- participate in strategic workshops and online forums to broadly consider services, the community's needs and opportunities for cost savings and income generation.

A community advisory group can be a relatively inexpensive way to test ideas and involved the community in decision-making, especially when resources are limited.

Stakeholder Identification

Internal and external stakeholders should be involved throughout the review to provide information, analyse data, make decisions and evaluate success. Key stakeholders include Elected Members, staff, the community, current service providers and other organisations.

The starting point is to identify all the stakeholders and draft a plan to engage them. The [Communications Plan](#) may take the form of a spreadsheet or diagram listing the stakeholders, their roles and point at which they will be engaged. Alternatively the Communications Plan may be a more formal document as outlined in [Appendix A](#), depending on the type of review. A formal Communications Plan will always be required for a [Detailed](#) Service Delivery Review, whilst both the [Simple](#) and [High Level](#) Review Types will generally require only a simple spreadsheet or diagram as noted above.

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Effective engagement provides the evidence base for decision making and helps the review to:

- understand stakeholders and their priorities;
- scope and identify service requirements;
- test new ideas and strategies;
- set long-term priorities and resource allocation; and
- measure service user satisfaction.

The form of engagement will depend on the information required.

The steering group should detail when and how the various stakeholders will participate in the review and what information will be shared with whom, how the information will be shared, and at what point in the process. The Service Delivery Review Team should run the participation activities and record the outcomes to provide a valuable information source.

Elected Members

As instigators or endorses of some reviews, Elected Members can provide important information into scoping, community views, and decision making. They can also review recommendations and implementation of change. Holding workshops and feedback sessions with Elected Members at key points during the review helps identify opportunities, assess alternative options and helps the review team to understand what elected members might support in terms of changed service levels.

Staff

Whether reviews are conducted internally or by external experts, staff are often taken away from their normal tasks and asked to take on the roles and responsibilities required of the review. Managers should consider:

- whether individual staff are comfortable taking on different roles;
- the supports that will be required to ensure the review can be completed successfully;
- whether all staff have a clear understanding of the structure, roles and responsibilities of the Service Delivery Review Team; and
- an potential changes to performance measurement and assessment that may result from the Service Delivery Review.

Effective staff engagement gains support for the review, builds trust and ensures effective participation. Methods of engagement will depend on the number of staff involved with each particular review. For a 'whole of organisation' review, having a workforce engagement team, including staff from HR to help with internal communications will be most effective.

One of the initial tasks for the steering committee is to address any concerns staff may have about the impact to their jobs. For example, whilst it is not the intention to alter the structure of

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Council through these reviews, it is possible. The Award guarantees no forced redundancies. Staff union representatives should be briefed throughout any review that is likely to significantly impact any employees as soon as any such changes are identified.

It is important to highlight to key internal staff who have specific expertise, or an interest in a particular service. The people on the ground doing the job are one of the best sources for ideas regarding improvement.

Community

Knowing the community's needs and wants is a prerequisite to service provision. A community includes individuals, community groups and businesses who are locals or who live outside the area but use Council services or own property in the area. The needs of underrepresented and hard to reach people should be included, as well as potential needs of future communities.

Understanding the community is also about evaluating whether the community has sufficient capacity to understand and articulate what services it needs. It may be not all communities or community members understand the range and levels of services provided. It is therefore possible they may not be in a position to be able to think about the future, and so the community may require some initial additional information, knowledge and training to be able to contribute effectively.

Service delivery reviews should involve the community in making decisions about services, service levels, how the service is provided and how the annual budget is allocated to specific services. It requires Council to work with a broad range of community (and other) stakeholders to determine preferred futures and to facilitate shared decisions and joint actions to achieve agreed outcomes. Considerations should include the quality of the local environment and how communities access the services they need.

Council will have already undertaken some community engagement particularly concerning the Community Strategic Plan and the Local Environment Plan. It is important to find out whether there is sufficient information about community needs and wants and their expectations of service quality and range discussed in these strategic documents. Start with establishing what is already known and double check the information is still relevant. Cross checking ensures knowledge about the community is up to date and any assumptions are tested.

Current Service Providers

Current service providers should be engaged so they:

- are aware a review is being planned;
- can respond effectively to suggested changes;
- can provide their views of whether their service is valued by the community; and

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- have an opportunity to provide input where required.

Other Organisations

Engage with other organisations that may:

- **be a source of inspiration and information** – some local governments have already completed service delivery reviews and published their processes and results online. Researching these could help tailor the approach.
- **offer similar services** – they may be keen to partner on service provision using a '[shared services](#)' model.

Draft Evaluation Framework

Evaluation is an integral part of service delivery reviews and the review team should try to use standard evaluation frameworks to monitor projects and assess their success.

What is an evaluation?

Evaluation is the systematic, planned collection of information about the activities and outcomes of a service delivery review to:

- track progress;
- make judgements and decisions; and
- improve effectiveness

What is the purpose of an evaluation?

Evaluation is important to:

- inform planning, implementation and future directions for service delivery reviews as part of continuous improvement;
- engage stakeholders;
- judge the benefit or value of change (especially whose benefit or value);
- improve the way current reviews or future reviews are conducted
- generate knowledge/understanding internally, within the community and among other stakeholders; and
- report to key internal or external stakeholders, such as Elected Members, to gain support.

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What should be evaluated?

Council should evaluate each individual service delivery review (or at least a sample) and the review process as a whole. The steering group should be actively involved in evaluation.

Since reviews can be resource intensive and the recommendations far-reaching, Council needs to be sure the review process is effective and efficient and any changes to services or levels of service result in the objectives being achieved. Depending on the focus of the whole or individual service delivery reviews, evaluations should cover:

- *appropriateness* (Does the review make sense?)
 - Does the review address the right issues, and is there a need for the review?
 - Do the objectives / outcomes of the review directly address the need?
- *effectiveness* (Did it work?)
 - Did the review achieve the desired objectives / outcomes?
- *Efficiency* (Was it cost effective?)
 - Could the review have made better use of resources?
- *Process* (Was it well managed?)
 - Did the decision making and project management process deliver the objectives / outcomes?

Tools for evaluation

Using an evaluation framework and referring back to it at the end of each step ensures the review stays on track and that resources contribute to the review objectives. The review team should create an evaluation framework (or something similar) for individual service delivery reviews and for the whole project, and in collaboration with key stakeholders.

An example of an Evaluation Framework is included at [Appendix A](#).

Create Templates and Tools

Service delivery reviews create a huge amount of information, so good record keeping is vital. Each review team should tailor templates and tools to use in the review. In addition, a dictionary or list of terms and assumptions may be useful so that both internal and external stakeholders understand the terminology used in the review. As noted throughout this guideline, potential templates and tools are in [Appendix A](#).

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Draft Project Plan

There should now be sufficient information to develop a project plan. A Project Plan template is included at [Appendix A](#).

A project plan should provide internal and external stakeholders with details about:

- the type of review being undertaken and why;
- background to the review;
- objectives and scope of the review;
- timing, key milestones and length of review;
- team structure, resource requirements and resource allocation;
- details of stakeholders; and
- evaluation framework.

The project plan is a working document which should be reviewed regularly and revised if necessary, particularly after appropriate information has been gathered, the current services and levels of service are known and priorities for reviews have been discussed. The project plan can be documented as a stand-alone two- to four-page report or in sections in the steering group minutes.

Checklist – Step 2	✓
Do we have a set of guiding principles for service delivery?	
Are we clear about the objectives, scope and resources needed for the review?	
Have we set up the right team structure with defined roles and responsibilities?	
Have we set a review timetable and key milestones?	
Have we identified our stakeholders and drafted a plan to engage and communicate with them?	
Do we have an evaluation framework and good reporting processes?	
Do we have a selection of templates/tools to use?	
Have we drafted a project plan?	

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Gather Existing Information – Step 3

Each Directorate will be responsible for developing the overarching service review plan for that directorate.

Information gathering needs to be both systemic and thorough as it is the backbone of the whole review. Do not underestimate the time it will take to first develop a format to record service information and then gather the information required from a range of sources if it is not already readily available.

Sometimes, sourcing the information takes a couple of iterations. Time spent getting this step right is a good investment for the rest of the process. As far as possible, adapt existing service information for the review.

At the end of this part, the service review team will have a list of services and sub-services and they will have gathered key pieces of information about them. There are several parts to this step:

- design a [service statement template](#) to record information;
- clearly [identify the services](#) and all associated sub-services;
- [gather and record information about the service](#) and sub-services
- [gather and record other information](#);
- [finalise the service statements](#) for the service being reviewed; and
- [Set service delivery review priorities](#).

Design a service statement template

If the service is not already documented in detail, develop a template to record:

- the service category and name;
- key department with the main responsibility for delivering the service;
- key person responsible for delivery;
- details of what the service does;
- how the service links into the Community Strategic Plan;
- whether it is an internal or external service;
- whether it is a legislated service and the relevant legislation; and
- the sub-services.

For each sub-service the template is used to record:

- the outputs;
- the service standard;
- the community's view of the quality and importance of the service (if known);

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- income/expenditure;
- net cost of the sub-service;
- the ratio of fixed costs to variable costs for the service;
- staff (full-time equivalents) involved in delivering the service; and
- any key issues for the sub-service.

Each service statement should be concise (up to three pages long) with the key audience being elected members and the community. Each statement should be easy to follow and not full of so much information that it is unwieldy.

A service statement template is included in [Appendix A](#).

Identify the services and sub-services

Next, the review team will need to clearly define the service and sub-services delivered.

It is important to ensure the definition of each service is described based on how they are experienced by the community, and then link the service back to the key strategic directions of Council.

An example of aligning services and strategic direction is provided below.

Strategic Objective 3.2 – Support community engagement through life-long learning, culture and recreation

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

Service – Library services

Sub-service 1 – General public learning resources

Sub-service 2 – Primary and secondary study support programs

Sub-service 3 – Community information programs

Sub-service 4 – Holiday activity programs

When completed, the service set should detail the key strategic directions from Council's CSP with the corresponding services (about 30–35), each of which will have four to five sub-services. Grouping services creates a manageable framework for ongoing review and improvement. The process outlined above may take several iterations until all the services and sub-services are described from the community's point of view and correctly categorised.

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Gather and record information about the services and sub-services

Gathering specific information about each service and its associated sub-services requires working closely with other departments, especially the finance department. For example, the development application service initial interaction may be delivered to the customer via the front office customer service desk but also via the planners in the back office. Collaboration between departments is therefore vital to ensure the right information is recorded.

All information should be recorded on the service statement.

Much of the data will probably be readily available, but the following sections provide guidance on how to source some of the potentially more challenging pieces of information.

Outputs and service standards

For each service/sub-service it is important to record the scale of the activities in terms of outputs and the service standards. The starting point for this information might be the service owner's best understanding of the service, or it may be a level of service provision agreed between council staff and elected members, or by council staff, informed by consultation with the community.

Also record (where the information is available, for example, from recent survey results) the community's views on the quality and importance of the service (see also [Existing Stakeholder Views](#)).

Net cost of service

The net cost of service is the difference between all revenue and all expenditure for a service in a financial year, including capital revenue and expenditure. The key focus of the service statement is the financial status of each service in terms of income, expenditure and net cost of service. This focus is important because it:

- provides information on how resources are allocated;
- helps determine what the council can do more of or less of; and
- helps the council in its decision-making with the community i.e. providing more of a particular service may require more money. If funding is limited, this might mean taking away from funds allocated to another service.

The finance department plays a key role in capturing and providing this information and extracting data from the financial management system. It is therefore a good approach to engage finance staff from the start of the review process.

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Calculating net cost of service

Net cost of service = Income from running a service (capital and operating) – expenditure to run the service (capital and operating and the allocation of costs of internal services as far as possible)

Calculating the expenditure required to run the service is relatively easy, but deciding how much of the overheads for functions such as IT, HR, finance and legal advice should be allocated to a particular service may be more complicated. Council may move to allocate the costs of internal services on an agreed basis or ignore them if the impact of the costs of internal services is too small to make a difference. Including the elected members and/or the community in these decisions may be valuable.

Where overheads are allocated, the basis for allocation should be documented and the formulae recorded in the finance system. Recording in this way helps when revisiting the basis for allocations in the future.

Working out the net cost for each service/sub-service may take a few iterations but this part of data gathering is vital as a starting point for decision-making. Importantly, it can help staff and elected members understand the true cost of services as well as the funding allocations.

Fixed and variable costs

If the key reason for the service delivery review is to test the appropriateness of current service levels, it is vital to understand the financial implications of increasing or decreasing them. To understand current service levels with sufficient accuracy, it is important to understand the fixed to variable cost ratio for each service/subservice. This knowledge provides the necessary confidence to have informed and useful discussions with elected members and the community about service levels and service trade-offs.

For example, the net cost of providing a program of seniors' technology activities in a Council owned library would if a true costing approach is used, include a proportion of overheads such as electricity, general facility maintenance, depreciation (building, plant and equipment) and other managerial and administrative costs. If this service was to be discontinued, these overhead costs would be unlikely to change significantly. There may be some variable costs which solely relate to the program such as the additional labour costs of an instructor.

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Existing stakeholder views

As discussed in [Identifying Services and Sub-services](#) above, services should always be considered from the point of view of the customer or community. The review team should therefore:

- gather and record existing background information about stakeholder views of services from places such as local government papers, staff, previous engagement processes, service providers, other organisations and elected members; and
- identify key issues early on and develop response strategies.

Council may already have a lot of information about stakeholders and how they view the service provision from other processes such as strategic planning, community engagement or community satisfaction surveys. Speak to other staff members to find out what is available and reuse the data where relevant.

Identify the existing levels of service

It is believed Council has at times provided services with no formal understanding or agreement (internally or externally) of the levels of service required. The existing levels of service for each service should be documented, even if they are not all agreed or approved.

Then, as part of Steps 4 and 5, Council may adjust, where necessary, the levels of service. Those linked to legislative requirements or strategic objectives are generally easier to identify and define. Those linked to community expectations require engagement and consultation with the community.

The existing and future levels of service may depend on:

- **legislative requirements** – knowing what is mandated and thinking about what might have to be provided in the future;
- **strategic objectives** – knowing organisational priorities and linking existing and future levels of services to strategic directions, asset planning and risk management; and / or
- **community demographics and expectations** – knowing the community and understanding what it needs now and in the future.

In addition, collate information about whether existing requirements of service levels are being met by Council.

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Gather and Record Other Information

Other types of information may be relevant for the service delivery review and should be gathered and stored in a structured way. Examples of the types of information could include:

- the type of assets used to provide the service;
- the value (depreciated and replacement) of these assets;
- details of how service levels are currently set; and
- the impact of climate change on the service.

Even though the exact depth and breadth of data required to review a service will vary, some information is likely to be common to most reviews.

A template for gathering data (with explanatory notes) is provided in Appendix A.

Finalise the Service Statements

The service statements become the 'source of truth'. They can be used at various stages in the review, for example to:

- highlight to elected members where there are differences between community expectations and actual levels of service;
- help the steering committee review where staff or budget resources are allocated; and
- identify where a service has a particularly high/low fixed/variable cost.

The check and balance at the end of this process is that when all the net costs for services are added up (plus any unallocated costs of internal services), in conjunction with the net costs for special projects, they equal the Council's total surplus or deficit for the year. This can be the budgeted surplus or deficit, or the actual amount.

The service statements then become a set of foundation documents which can be readily reviewed each year as part of the planning and delivery process.

Set Service Delivery Review Priorities

Council may not have sufficient resources (especially staff) to conduct a service delivery review for all services and may need to decide which services to review first and set the timeframe for reviewing the others. Prioritisation helps with scheduling and resource use and should be determined by the steering group in consultation with the departmental managers.

In addition, some Departments may feel more comfortable starting with a review of a few services to trial their templates and approach before rolling out the service delivery review more broadly.

One simple method to prioritise services for review is based on the assumption that services which use a large proportion of the annual budget can potentially offer a higher proportion of

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financial savings. This approach is appropriate where cost-reduction or ‘quick wins’ are the primary objective. Other factors to consider could include:

- services with a high proportion of staff or costs;
- where the service statements show there is a gap between satisfaction with the service and the ;
- whether the service is statutory (especially if it is non-compliant) or non-statutory;
- the impact of the service on the organisation or the community; and
- whether the service is of particular focus for elected members.

A more comprehensive approach considers a range of factors and assigns a weighting to each.

Using factors (whether weighted or not) helps identify which services should be prioritised and included in a report for review by the steering group. This report summarises what services are being provided, what resources are being used to provide them, what stakeholders think and an assessment of the review priorities.

Council has undertaken a preliminary review of Services and Sub-services and these are provided in [Appendix B](#). These reviews have been used to determine which of Council’s services will be reviewed in the 2022-2023 financial year. It should be noted, these may change as reviews are undertaken as they are subject to the understanding of officers and if new services are identified or developed by Council

Checklist – Step 3	✓
Do we have an agreed set of services and sub-services?	
Have we gathered and recorded enough detailed information about them?	
Do we understand the current levels of service?	
Are the service statements complete?	
Have we set priority services for review?	
Have we finalised the project plan?	

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Analyse Services – Step 4

Ideas for improvement and change start to emerge during the information gathering phase. Then they become more concrete with further analysis. This step uses the information gathered in Step 3 to analyse each service in order to suggest changes and improvements consistent with the overall objectives (see [Agree objectives, scope and allocate resources](#) above). The options for change are then tested in consultation with stakeholders in [Step 5](#) before a final review by the steering group.

During this step it is important to identify not only the possible benefits of changes and improvements but also the risks. As such, part of the analysis phase involves an initial risk assessment of proposed changes.

Any analysis is likely to reveal a need to gather further data. Typically, the review process loops around Steps 3, 4 and 5.

There are a number of parts to this step:

- decide [when to analyse each service](#);
- decide [how to analyse](#);
- [perform initial risk assessment](#); and
- [summarise the results](#).

Decide when to Analyse each Service

Before starting any specific analysis, it is important to spend time planning the order of analysis to ensure an efficient review process. The rule-of-thumb for the order of analysis is *most profound to least profound* in terms of potential degree of change. For example, if during the information gathering phase it is clear a major decrease in service level could be an option, this option should be analysed first before examining less significant matters. Other examples of significant change could include consideration of a different service delivery model such as outsourcing or consolidating the service with one or more similar services.

Decide how to Analyse

There are a variety of different types of analysis. The type of analysis used will depend on the type and scale of service being reviewed, and each service will require a different approach. For example, an analysis of asset utilisation may be relevant when reviewing an infrastructure maintenance service because of the significant plant and equipment required. However, asset utilisation may be less relevant when reviewing a more labour-intensive service such as economic development.

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There are various approaches to analysis which are shown below and described in more detail in [Appendix C](#). They are:

- levels of service;
- service delivery models;
- service consolidation;
- financial analysis;
- asset utilisation;
- procurement processes;
- labour provisions;
- scenario analysis;
- governance, process and technology;
- benchmarking;
- funding arrangements; and
- climate change risk.

Perform Initial Risk Assessment

When considering which services or levels of service could be changed, the Service Review Team should also think about the associated political, financial, environmental or social risks. In addition, the longer term consequences for strategic planning should also be considered. This initial risk assessment may influence the decision-making process and should be [finalised after](#) stakeholder engagement.

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Key questions about risks, some of which apply only to external services, are shown below.

Type of Risk	Questions
Staff	<p>What is the likely reaction from staff?</p> <p>What is the likelihood of low levels of staff engagement or contribution?</p> <p>Do the staff assigned to conducting the reviews have the necessary workload capacity and skill levels?</p> <p>How do others view these staff?</p> <p>Are senior people able to lead staff through change?</p> <p>Council changes in staff positions lead to industrial relations issues?</p>
Elected members	<p>Do the elected members need support to analyse the information arising from the review process?</p> <p>Do they understand the benefits of continuous improvement and change?</p> <p>Are they committed to and / or driving change?</p> <p>How can they best support the community through the changes to service provision?</p>
Community	<p>How are the proposed changes likely to affect the community?</p> <p>Does the community have the capacity to understand and communicate their needs as they relate to service delivery functions and / or service delivery levels?</p> <p>What is the likelihood of low levels of community engagement in the service delivery review process?</p> <p>Will the community have to pay more and what could be the reaction to this?</p> <p>What will the community reaction be to a change in level of service?</p>

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Type of Risk	Questions
Asset management	<p>Could there be changes in asset usage?</p> <p>Will the Council need to dispose of assets?</p> <p>Are the future asset requirements known?</p> <p>Do the right asset management skills exist?</p>
Environment	<p>What could be the effect on the environment?</p> <p>Are the potential effects in line with environmental planning?</p>
Financial	<p>What could the financial implications be?</p> <p>Does Council have the necessary funds to pay for the changes?</p> <p>Is external expertise required?</p> <p>Is there capability to negotiate with third parties on alternative service provision?</p> <p>Where could the required funds come from if the review highlights services which need extra resources?</p>
Systems	<p>Can current technology provide the appropriate data and analytical capability?</p> <p>How easy is it to change the system?</p> <p>Can staff get the best out of our technology?</p> <p>How easy is it to change the documentation of the services provided?</p> <p>What could be the effects on other support functions?</p>
Regulatory	<p>Can our statutory or regulatory requirements still be met?</p> <p>Will there be any changes to the regulatory environment in the future which might impact on decision-making?</p> <p>Are there any legislative or best practice approaches to service delivery which may influence the changes recommended?</p>

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Summarise the Results

The results of the analysis should be documented and tested using the review process established in [Step 2](#). The reviewers should challenge the evidence, assumptions and conclusions and ensure the options for change are relevant and appropriate and will meet the review objectives.

The information on each service should be collated and summarised in a format which helps identify the key opportunities for change, such as process efficiencies, cost savings and income generation.

The summary of change/improvement options can help reveal what changes could be made and identify if there are any knowledge gaps. The summary could include:

- the service/sub-service name;
- changes/improvements suggested;
- financial/community/environmental benefits;
- staff impacts;
- comparison to benchmarks;
- risks;
- barriers to change; and
- ease of implementation.

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The steering committee should endorse the summary of change/improvement options before engaging stakeholders in the next step.

Checklist – Step 4	✓
Have we examined the impact of changed service levels where relevant?	
Have we looked at options for using other service delivery models?	
Have we examined possibilities for service consolidation?	
Have we used other analyses where relevant (financial, asset utilisation, procurement processes, labour provisions, governance/process/technology and benchmarking)?	
Have we identified any opportunities to change the funding arrangements?	
Have we done an initial assessment of all potential risks?	
Have the results of the analysis been reviewed and challenged?	
Do we have all the information we need?	
Have we summarized the results of the analysis and formulated options for change/improvement for the steering group to consider?	

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Engage Stakeholders – Step 5

Once Step 4 is completed, the Service Review Team will be in a position to confidently identify options for change, aligned with the objectives of the review, as a basis for stakeholder engagement. Step 5 includes:

- [document change options](#);
- [engage and seek feedback](#) from stakeholders;
- [test options](#) with stakeholders; and
- produce a [final recommendations plan and risk assessment](#).

Document Change Options

Using the information contained in the summary report from Step 4, a clear and concise document which details the draft recommendations for change needs to be prepared for stakeholder engagement.

All stakeholders identified (see [Identify Stakeholders](#) above) should be given the opportunity to review the draft recommendations plan and give feedback, suggestions and ideas. The feedback should be assessed and the Service Review Team should communicate back to the relevant stakeholders if it makes any adjustments to the recommendations.

When developing specific engagement activities, the Service Review Team should ensure they are thoroughly planned so everyone is clear on the purpose of the activities and what information is being sought. It is also important to manage community expectations and in this context the Service Review Team should provide clear guidance in relation to the process for inputting into the review, and clear information about how inputs to the review process are considered. The Service Review Team should also explain to the community the outputs arising from the service delivery review process – particularly if it relates to a change in the mode of service delivery or a change in the service level previously established.

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Engage with Stakeholders and Seek Feedback from Them

Internal Stakeholders

Seek feedback from key internal stakeholders such as:

- **the steering group** – the draft plan should be presented to this group, especially to get feedback on particular areas of focus, such as where services are to be reduced, spending cuts or alternative models of service provision.
- **staff from the departments/services under review** – this may include speaking at team meetings or one on one with staff members to explain the rationale for the recommendations and get feedback.
- **All staff** – a summary of the key draft recommendations should be presented to staff for information and feedback.
- **Elected members** – the draft plan should be presented to elected members. Sensitive areas or ones with high impacts for the community should be highlighted for discussion. In addition, elected members may have a different view about what needs to be provided and why. These views will usually be linked to a potential political risk or a particular viewpoint. Their knowledge and understanding of broader community views can be invaluable.

External Stakeholders

Seek feedback from key external stakeholders such as:

- **Independent reviewers** – should challenge the assumptions and recommendations to ensure they are robust and will deliver the services required in an appropriate, effective and efficient way.
- **Current service providers** – any proposals to alter the contract terms should be discussed with service providers to establish whether they are able to make the changes required.
- **The community** – communicate the key findings of the review and the draft plan and ensure the rationale for any changes is clearly explained. Make sure there are a variety of ways for the community to provide feedback.

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Engaging the community will help reveal what the community values because it may value a variety of aspects of service delivery. Examples of differing values are outlined below.

What does the community value?	Example
Quality (high service standards)	Maintenance of parks and reserves
Low (or lowest) cost	Child care costs in line with those in similar organisations
Number of times the services is provided	Grass mowing in open spaces every week/fortnight/month
Services that save time	Being able to lodge development applications online
Streamlining / simplicity of process	Pay rates by direct debit / credit etc
Reliability	Knowing that street sweepers will clean once a week
Responsiveness	Time taken to respond to complaints about illegal dumping
Accessibility	People from CALD communities or those who have a physical or intellectual disability can access services
Sustainability	Support for composting programs
Social benefit	Events such as the annual carol service of sustainability fair.

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Test Options with Stakeholders

Where significant changes to services or levels of services are proposed, it may be useful to take the community, or the [community advisory group](#) as a proxy, through a process of deliberation to help them understand potential trade-offs.

Engaging the community in this way also builds its capacity to understand the balance between financial constraints and service provision, and what happens to the overall budget if Council 'dials up' or 'dials down' a service. Involving the community in decision-making around the recommendations may help make any changes to levels of service more acceptable.

The table below shows some examples of other questions to ask about levels of service if this information is not already known. Engaging the community with these high level questions may help reveal the potential trade-offs between levels of service and cost.

Question from Council	What this tells Council	What this means for Service Levels
What do we not do so well?	Where to improved	Provide a higher level of service
What else should we be doing? What problems are we not addressing?	What to start improving	Provide higher levels of service
What do we do well?	What to keep doing.	Provide the same level of service
What do we do that you do not value?	Where to reduce services	Provide a lower level of service
What do we do that you do not use?	What to stop doing	Provide no service

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Produce a Final Recommendations Plan and Risk Assessment

Input from stakeholders should be analysed and the draft plan adjusted accordingly. An important part of this process is to let stakeholders know whether and how their comments and suggestions were incorporated in the final plan. This is especially important with the community stakeholders.

The final recommendations plan should then be referred to the steering group for endorsement. The steering group may refer it to elected members for review and approval. The plan should then be communicated to all stakeholders. These recommendations should include an analysis which provides projects for the next one to five years for:

- process/policy/contractual changes;
- financial and resource impacts, especially where the service provider is changing;
- forecast savings;
- forecast increases or decreases in revenue;
- proposed staff changes in terms of full time equivalent positions; and
- risks and risk mitigation.

A Recommendations Plan template is included in [Appendix A](#).

When reviewing the final recommendations, the steering group should not only examine the specific recommendations but also consider the broader impacts of the changes overall. This can be done by asking some high-level key questions such as:

- Are the proposed changes consistent with the organisation's service charter and values?
- What will be the impact of the changes on the opportunity for community involvement in decisions and activities?
- What will be the impact on the community's self-reliance and resilience if most of the changes proceed?
- How much cumulative risk is involved for the Council and community when the changes are considered together?
- What will be the impact of the changes on the community's vision for where they live?
- Is there a net increase or reduction in red tape?
- How do we prepare the organisation, the workforce and service stakeholders for the changes?

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Checklist – Step 5	✓
Did we ensure all relevant stakeholders could review and comment on the options for change?	
Did the method we used to ask for feedback work?	
Have we effectively analysed all the feedback and modified the draft recommendations accordingly?	
Have we provided feedback as to whether and how stakeholder comments were incorporated into the final plan?	
Have we analysed the risks of change and identified ways to mitigate them?	
Have we produced a final recommendations plan?	
Have we included a final risk assessment in the recommendations plan?	

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Implement Change – Step 6

After the recommendations plan is finalised and communicated, the relevant Department needs to plan, carefully manage and actually implement the changes required to improve service delivery based on the agreed recommendations. This step includes:

- develop an [implementation plan](#);
- [make changes](#);
- [document the changes](#);
- [summarise the benefits realized](#); and
- [develop strategies to exit the review](#)

Develop an Implementation Plan

All recommendations should be converted into realistic actions and detailed in an implementation plan. The implementation plan records and tracks the changes to each service. As the actions are planned and implemented progress should be reported to the steering committee.

In developing the implementation plan it is important to check whether elected members need to sign off on key changes, particularly if the changes are sensitive or require different service models and/or resources.

For each recommendation, the implementation plan should include:

- what changes to policy, process and resources are required;
- who is responsible, for example, individual managers, cross departmental teams;
- who is affected;
- costings for the changes;
- timing of changes;
- expected outcomes;
- impact on annual budgets/financial plan;
- impact on fees and charges; and
- how the changes in terms of process and outcomes will be evaluated.

Any changes to staff positions should be managed in accordance with the state award/enterprise agreement in consultation with staff union representatives/HR.

An Implementation Plan template is included in [Appendix A](#).

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Make Change

Council needs to take a structured approach to transitioning stakeholders, employees and the community from the current situation to the new situation.

To fully implement the recommendations, a major change management process may be required. In some instances, a change manager could work closely with an implementation co-ordinator to run the implementation phase. In most cases this will be the Director of the department or staff responsible for the delivery of the service who may make the changes required and report to the project team/steering committee.

Implementation activities should be prioritised based on the needs of Council and the resources available. Sometimes it is important to deliver some quick wins in the early stages of implementation to drive support for the change process and demonstrate progress. Quick wins energise staff and demonstrate the value of the process to stakeholders, especially to the community and elected members.

Document the Changes

Any changes to services need to be documented to build organisational knowledge and ensure all staff understand the changes made. Depending on the degree of change, this documentation may include adjustments to operations manuals, service provider agreements, service standards and other organisational processes to record:

- new and changed services;
- new and changed levels of service;
- changes to existing policies and processes;
- changes to organisational structure;
- new and changed agreements with service providers; and
- new and changed relationships with other organisations.

Summarise the Benefits Realised

Benefits to Council and the various stakeholders will be realised over time. For quick wins, there may be more or less immediate benefits, but for more involved changes, such as using an alternative delivery model to deliver a service, the benefits may take longer to realise. Where assets need to be disposed, this may take a more medium term timeframe. Either way, keeping track of the benefits realised over time is vital to ensure there is a clear link between the change and the short, medium and longer term outcomes being achieved.

Some Service Reviews may include a benefits realisation component within their project management methodology. Benefits realisation should be used as part of ongoing reporting to the steering group/council about progress. Examples of benefits/outcomes are shown in below.

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Benefits	Example
Benefits to Council	Operational savings e.g. procurement, plant hire, fuel use and maintenance costs Increased income e.g. from sewerage management, cemeteries, parking enforcement Increased awareness of community needs Alignment of service delivery with community needs Higher levels of ongoing staff participation Increase financial stability Strengthening a culture of continuous improvement Better cross-department co-operation Links with other organisations for benchmarking and sharing information and services Definition of an evidence based continuous improvement framework Improved public perception and reputation by demonstrating strong governance and efficient management Better defined services and service levels Increase focus on core business
Benefits to service providers	Commercial partnerships formed with other organisations Better understanding of what the community wants
Benefits to the community	Greater understanding of how services are provided Higher levels of customer service Improved quality of services Improved customer satisfaction

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Develop Strategies to Exit the Review

At the end of the change process there needs to be a clear strategy to exit the review and return to a new business-as-usual phase. Formally exiting the service delivery review sends a strong message to both internal and external stakeholders that the review has been completed and the relevant changes made. Formal exit is especially important for staff to reduce any further uncertainty and to allow them to return to their 'normal' or changed roles. It is also important for the community when there has been significant change to service delivery.

Checklist – Step 6	✓
Did we develop a detailed implementation plan?	
Have we allocated staff and other resources to make change?	
Have we documented the new and changed process?	
Are we keeping stakeholders informed of progress?	
Are we keeping track of the benefits as they are realized over time?	
Have we developed an exit strategy for the review?	

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Evaluate and Drive Continuous Improvement – Step 7

The Service Review Team should evaluate and communicate how effective the review was – that is, whether it achieved its objectives, and how efficient the process was in its use of available resources. In addition, service delivery reviews should be incorporated into ongoing operations with a commitment to reviewing services on a regular basis.

This section covers how to:

- [evaluate](#) the review process and the changes;
- [report outcomes](#) and share key learnings;
- drive [continuous improvement](#); and
- [plan the next review](#)

Evaluation of Review and Change Process

The Service Review Team should use the evaluation framework ([Appendix A](#)) to determine whether the service delivery review process was effective and efficient, and whether it achieved the project outcomes. Evaluation should occur at two levels:

- for each individual service delivery reviews (or at least a sample of them); and
- for the whole service delivery review at the end of the project.

Evaluate Individual Service Reviews

Evaluating individual services as the whole of organisation review progresses will help inform future reviews and allow the service delivery review teams to adjust their methodologies where appropriate. Not all service delivery reviews need to be evaluated but those which focus on areas of large expenditure, high capital costs or are important to stakeholders should be a priority.

The steering group should review the findings from the evaluation.

Evaluate Whole Review

At the end of the service delivery review project the whole review process should be evaluated, with a focus on:

- how effective the changes have been at delivering expected outcomes;
- how effective the process of change has been;
- how well the objectives of the review were met; and
- how key stakeholders view the process of change and the changes implemented.

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Depending on the [benefit realisation](#) period there may be a delay in achieving some outcomes and this should be recognised.

The outcomes from the evaluation should be summarised in a separate section in the final [service delivery review report](#).

Report Outcomes and Share Key Learnings

Reporting outcomes and sharing learnings engages stakeholders, sustains the outcomes of the change and gets people involved in the debate about what constitutes an effective service delivery review.

The Service Review Team should ask key questions such as:

- How can our experiences best be documented and shared to ensure we continue to engage with stakeholders during the service delivery review and at the end of the review?
- What is the most appropriate and effective way of remaining engaged?
- How can our service delivery review contribute to those planned at other organisations?

Report Results to Stakeholders

The purpose of reporting is to communicate with stakeholders about the outcomes and benefits (immediate and longer term) achieved as a result of the service delivery review. The Service Review Team should prepare a service delivery review report which can be a stand-alone document or included as a section in Council's annual report.

A Service Delivery Review Report template is included at [Appendix A](#).

In addition to including a summary of the evaluation, the service delivery review report should include:

- **an executive summary** – key changes made, benefits and outcomes from the review;
- **background** – the [objectives, scope and resourcing](#);
- **the review process** – the process of information [gathering](#) and [analysis](#);
- **recommendations** – what the [recommendations](#) were and why;
- **implementation of change** – how and what [change](#) was made;
- **evaluation of change** – evaluation of the process of change as well as the [outcomes](#);
- **conclusions** – summary of benefits and outcomes; and
- **recommendations for the future** – how the review experience can help others.

The service delivery review report can also be circulated in other internal and external communications such as summary documents, web content, community newsletters, media releases, local radio releases, presentations and conference papers.

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Share Learnings

Although every Council is different, sharing experiences:

- ensures other individuals and Council can benefit from other service delivery ;
- broadens the discussion with other Council about what constitutes an effective review process and builds evidence-based change; and
- promotes debate and reflection which is informed by evidence and improved professional practice, supports other organisations and provides an opportunity for networking.

Knowledge Management

In addition to ensuring the service delivery review contributes to organisational knowledge, Council should also consider using various forums to share and promote their experiences, for example:

- the Local Government and Municipal (LGAM) Knowledge Base. See: lgam.wikidot.com;
- the relevant state-based local government managers' member services, conferences, training and excellence awards;
- the Local Government Professionals; and
- any other Local Government collaborations such as RAMJO.

Drive Continuous Improvement

The first service delivery review is resource heavy but this means that for subsequent reviews, the bulk of the work needed to identify services and sub-services, determine service levels and cost them has already been done. Subsequent effort can be targeted at updating and confirming, rather than establishing, the service information. Also, any large scale changes will (hopefully) have been implemented and staff capacity will have been built to plan and run the review.

Service delivery reviews should then be incorporated into Council's continuous review cycle, rather than being a stand-alone project. Service delivery reviews will then form part of the Integrated Planning and Reporting framework and also the ongoing annual review of operations, delivery programs, financial and asset management plans.

Plan the Next Review

As with any continuous improvement process, service delivery reviews are iterative, so after completing one review cycle, the next one should be planned. It is anticipated Council will review all their services over a five-year timeframe, unless a sooner timeframe is required due to changes in:

- financial, environmental, social or governance pressures;
- community characteristics; and
- community needs and wants.

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Using the work already completed, Council will be in a strong position for subsequent reviews.

In the meantime, Council should establish a process to capture any further opportunities for service delivery improvements or efficiencies from their stakeholders and service owners. Recording suggestions and planning to address them is all part of continuous delivery.

Checklist – Step 7	✓
Have we evaluated the review process (for the project as a whole and for each individual review) and the changes implemented?	
Have we produced a service delivery review report?	
Have we shared our results with others?	
Are service delivery reviews incorporated as part of continuous improvement?	
Have we scheduled the next service delivery review(s)?	

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APPENDIX A TEMPLATES AND TOOLS

Section	Template	Purpose
A	Stakeholder engagement / communications plan	To identify the stakeholders in the review, how they will participate and what information will be shared with whom and when
B	Evaluation Framework	To evaluate the process of the review and determine if and how the objectives of the review are being met.
C	Project Pan	To summarise the objectives of the review and the team structure
D	Service Statement	To document information about existing services
E	Information Gathering Template	To record other information about a service that will inform the analysis phase
F	Recommendations Plan	To detail and discuss and recommendations towards existing and future services
G	Implementation Plan	To detail how changes will be implemented, the cost and expected outcomes
H	Service Delivery Review Report	To communicate the outcomes of the review to stakeholders

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A. Stakeholder Engagement / Communications Plan

Example Activity [to complete]	Stakeholders [to complete]	Level of Engagement	Objectives [to complete]	Actions [to complete]	Responsibility [to complete]	Timing [to complete]
1. Elected member reports	Elected Members	Empower	<ul style="list-style-type: none"> to inform elected members of proposed methodology to provide in-principle support of review process and approach to provide input into the scope of review to provide input into draft plans/reports 			
2. Executive Leadership Team meetings	Executive Leadership Team	Empower	<ul style="list-style-type: none"> to provide direction and give approval to steering group on direction and methodology of service delivery review process 			
3. Change Management Workshop	Executive Leadership Team	Consult	<ul style="list-style-type: none"> to develop, maintain and drive implementation of the service delivery review to monitor and approve progress and completion of service delivery reviews to ensure service delivery reviews are integrated with workforce planning, asset management and long term financial strategy requirements 			
4. Steering Group Meetings	Steering Group Members	Empower	<ul style="list-style-type: none"> to develop, maintain and drive implementation of the service delivery review to monitor and approve progress and completion of service delivery reviews to ensure service delivery reviews are integrated with workforce planning, asset management and long term financial strategy requirements 			
5. Review Panel Meetings	Review Panel	Collaborate	<ul style="list-style-type: none"> to test review findings with role as critical friend to provide rigour to the process 			
6. Manager Group Meetings	Managers whose services are being reviewed	Collaborate	<ul style="list-style-type: none"> to support each other and share learnings 			
7. Co-ordinator Group Meetings	Co-ordinators whose services are being reviewed	Collaborate Consult	<ul style="list-style-type: none"> to work directly with co-ordinators to: <ul style="list-style-type: none"> inform them of the process listen to their concerns workshop the best methodology provide clarity and support around process 			
8. Management Meetings – Regular Agenda Item	Directors All Managers	Inform	<ul style="list-style-type: none"> to be transparent of process and keep managers informed 			

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Example Activity [to complete]	Stakeholders [to complete]	Level of Engagement	Objectives [to complete]	Actions [to complete]	Responsibility [to complete]	Timing [to complete]
9. All Staff – Various Sessions	All Staff	Collaborate Consult Inform	<ul style="list-style-type: none"> to be transparent of the process to give staff an overview of service delivery reviews to help staff find the most up to date information to work with staff during the review and the change process as the key people involved in service delivery. 			
10. CEO Briefings	All Staff	Inform	<ul style="list-style-type: none"> to be transparent of process to give staff a progress update 			
11. CEO Bulletin	Elected Members Directors Managers	Inform	<ul style="list-style-type: none"> to be transparent of process to give staff a progress update 			
12. Service Planning Intranet Page	All Staff	Inform	<ul style="list-style-type: none"> to be transparent of process to guide staff to most up to date information 			
13. Initial Training	Service Delivery Review Team	Inform	<ul style="list-style-type: none"> to provide staff undertaking service planning with information and training to be able to undertake the review of their service to enable managers to feel confident in their task 			
14. Service planning online tools	Cor-ordinators Managers Directors CEO	Inform	<ul style="list-style-type: none"> to provide managers with easy to access information and tools to enable them to undertake the review 			
15. Service Delivery Review Team Meetings	Service delivery review team staff undertaking service delivery reviews	Collaborate	<ul style="list-style-type: none"> to allow members to share and network with each other to enable project team to provide advice and support to keep track of progress to give members dedicated and regular access to project team 			
16. Mentoring	Manager whose service reviews are being reviewed	Involve	<ul style="list-style-type: none"> to provide external guidance and support to managers 			
17. Various Community Activities	Community in general Community Advisory Group	Various	<ul style="list-style-type: none"> to engage the community in the review to understand services required and set levels of service to obtain feedback on options to review recommendations 			

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B. Evaluation Framework

	Example outcome hierarchy [to complete]	Example evaluation questions [to complete]	Performance indicators [to complete]	Performance information [to complete]	Judgements about success [to complete]
Ultimate outcomes	<ul style="list-style-type: none"> service delivery review meets objectives 	<ul style="list-style-type: none"> Did we achieve the objectives of the review? Has individual and organisational capacity for planning, management and service delivery improved? How can the review process be further improved? How can we share our experiences with others? 			
Intermediate outcomes	<ul style="list-style-type: none"> service delivery better planned, managed and reviewed 	<ul style="list-style-type: none"> To what extent is the service delivery review leading to improvements in service delivery? To what extent is the review having the anticipated effect? Is the community more involved with service delivery? Has the service delivery review had unexpected impacts? Has the capacity of our staff to conduct reviews increased? What do we now know about service delivery? 			
Immediate outcomes	<ul style="list-style-type: none"> stakeholders engaged with service delivery review 	<ul style="list-style-type: none"> What was the response to the service delivery review from our stakeholders? To what extent did our stakeholders engage with the review? What additional information do we need? Are the processes appropriate for the capacity of the stakeholders? Is the review delivering the expected outcomes? 			
Activities / outputs	<ul style="list-style-type: none"> set up structure for review engaged key stakeholders to understand gaps in service delivery design and conduct service delivery review make recommendations develop an implementation plan make changes report and evaluate change 	<ul style="list-style-type: none"> Was the structure for the review appropriate and did it lead to effective flows of information and decision-making? Did we identify all our services and sub-services? Was the process to engage stakeholders well managed? Did we understand and identify all the key concerns our stakeholders told us about? Were our engagement activities cost effective? Was the process to review each service effective and efficient? Did we effectively review our reports with stakeholders and incorporate feedback? Were the results of the review and the recommendations effectively communicated to our stakeholders? 			
Need	<ul style="list-style-type: none"> to undertake a service delivery review and meet the review objectives 	<ul style="list-style-type: none"> Did we correctly identify the objectives for the review? How does service delivery review link into other processes? What issues could impact on the ability to conduct the review? 			

Services Review

Program Plan

C. Project Plan

Project Plan for [Name] Service Review

Project Name			
Project Reference			
Project Sponsor			
Project Manager			
Project Team			
Date		Cost Centre	

1. Description of Project Scope (what is it?)

What is the service to be reviewed – describe it?

2. Project Strategic Alignment and Purpose (to CSP/DP)

3. Project Objectives and Potential Benefits

What are the aims the review seeks to achieve and what areas will it cover?

Services Review

Program Plan

4. Key Project Deliverables and Target Completion Dates

Project Deliverables:

Date:

5. Description of Project Constraints

Identify any operational, technical, resourcing, political, community issues that may impact on the project in any way

6. Key Stakeholder who will be engaged

Internal Stakeholders

External Stakeholders

7. Engagement and Communications Strategy

	Engagement Issues	Communication Strategies
Internal Stakeholders		
External Stakeholders		

Services Review

Program Plan

8. Estimated Project Cost (Include Order of Accuracy)

Estimated cost (internal and external costs)

9. Project Governance (include if known)

Project Sponsor: - Usually the Director

Steering Group: - Usually ELT

Project Manager:

Service Delivery Review Team:

10. Risk Management

Identify project / specific review risks as per the Risk Management Framework and Policy.

Project Manager

Name	Signature	Date

Project Sponsor

Name	Signature	Date

Services Review
 Program Plan

D. Service Statement

Directorate: [Insert Directorate responsible for delivery] **Department:** [Insert work group responsible for delivery] **Responsible Officer:** [Insert title of person responsible for delivery]

What does this service do?
 [Provide a brief description of service]

External or Internal Service:
 [State whether the service is provided externally or internally]

How does this contribute to our Community Strategic Plan and Delivery Program?
 [Insert details]

Are we legislatively required to deliver this service?
 [Yes or No]
 [If yes, what legislation governs the service?]

What legislation does this service comply with?
 [Provide details even if the service is not mandated]

Sub-service 1			
Outputs	Service Standards	Community's view of quality of service	Community's view of importance of service
Sub-service 2			
Outputs	Service Standards	Community's view of quality of service	Community's view of importance of service
Sub-service 3			
Outputs	Service Standards	Community's view of quality of service	Community's view of importance of service

Services Review

Program Plan

Sub-service 4			
Outputs	Service Standards	Community's view of quality of service	Community's view of importance of service
Sub-service 5			
Outputs	Service Standards	Community's view of quality of service	Community's view of importance of service
Sub-service 6			
Outputs	Service Standards	Community's view of quality of service	Community's view of importance of service
Sub-service 7			
Outputs	Service Standards	Community's view of quality of service	Community's view of importance of service

Services Review
 Program Plan

Financial Year 20xx / 20xx							
Sub-services	Total (\$000s)					Key Issues	
	Income	Expenditure	Net cost of Service	Fixed vs Variable Cost Ratio	Staff numbers (FTE)	Current	Future
Sub-service 1							
Sub-service 2							
Sub-service 3							
Sub-service 4							
Sub-service 5							
Sub-service 6							
Sub-service 7							
TOTAL							
Notes:							

Services Review
 Program Plan

E. Information Gathering Template (Includes Explanatory Notes)

Note: the red text indicates purpose of the questions.

Service / Sub-service Title	Confirm Service Name
Service / Sub-service description	Confirm core of service and boundaries
1. Service relationships: <ul style="list-style-type: none"> Is the service or part of the service provided by another part of the organisation? Is there a close relationship or duplication with other services that could be explored with the review? 	Identify opportunities for service consolidation, economies of scale and process improvement
2. Mandatory requirements: <ul style="list-style-type: none"> Is it mandatory for council to provide the service? This may be due to legislative or contractual requirements etc. Are there impediments to reducing or stopping the service, e.g. a long-term contract, an agreement with a government agency, or a policy position of council? 	Understand current service levels and identify potential barriers to change
3. Service outputs: <ul style="list-style-type: none"> What are the outputs for the service, what does the service deliver or produce? How are the outputs measured? Examples include: grass mowed, gravel roads sealed, burial plots sold, building certificates issues, tourism merchandise sold, bulk waste collected, land use plan prepared, environmental education provided. 	Understand service outputs and type of performance delivery data available
4. Service outcomes: <ul style="list-style-type: none"> What do the service outputs achieve for the customers? What value do the customers extract from the service? Examples include: a place to relax, a healthy lake, reduced flooding, a low cost option for burials, well informed tourists, reduced illegal dumping, increased recycling, a safe road network. 	Understand customer and community value of the service.

Services Review

Program Plan

Service / Sub-service Title	Confirm Service Name
5. Current services levels: <ul style="list-style-type: none"> • What are the levels of service provided in the outputs, in terms of quantity, quality, timeliness, reliability, responsiveness, accessibility, etc? • Examples include: frequency of mows in summer and winter, average height of grass, number of sites dredged compared with total, response time for requests, proportion of calls answered in 30 seconds, time to process, number of days open to public, opening times, number of errors, number of repeat requests. • What is the process for the review of service levels, including the process inputs? • Are the target service levels being met 	Clarification of current service levels and how they were determined and whether the levels are being met.
6. Customer feedback: <ul style="list-style-type: none"> • Is there an effective customer feedback process? • What is the current level of satisfaction and how important is the service to customers? • What do community and customer surveys indicate? 	This information is needed to examine satisfaction v importance of the service as well as any other feedback about service quality and stakeholder expectations
7. Service utilisation: <ul style="list-style-type: none"> • What is the current level of usage of the service or council facilities? • Is the use of the service expanding or decreasing? Is it becoming more or less popular with the community? • Do council sections work effectively to optimise the opportunities to increase efficiency (mutually supportive with resources/assets)? • Are their changing demands due to population growth, change in community trends, etc? 	Is there an understanding of future prospects of the service, whether it is currently at capacity and whether there are opportunities for sharing resources across services.
8. Existing constraints: <ul style="list-style-type: none"> • Is there anything restricting the delivery of the service, such as insufficient office space, lack of equipment, out of date technology, etc? • Are there 'assumed constraints' within the work's environment? 	Provide an open opportunity for service owners to identify improvement options as well as sufficiency of supporting resources/technology
9. Strategic links: <ul style="list-style-type: none"> • What information is contained in the Community Strategic Plan, Delivery Program and Operational Plan relating to the service? • What strategies, actions, objectives, and key performance targets are relevant to the service? • What progress has been made in achieving the identified outcomes and targets? 	Understand the strategic purpose of the service and the strategic implications if changed

Services Review

Program Plan

Service / Sub-service Title	Confirm Service Name
10. Processes and procedures: <ul style="list-style-type: none"> • What are the key processes relating to the service and have they been mapped? • What procedures or other documents directly apply to the service and how effective and useful are they? • Do the service's management and staff refer to and adopt Council's processes and procedures? 	Identify potential improvements in relations to process and streamlining governance requirements
11. Financials: <ul style="list-style-type: none"> • What are the annual budgeted and actual expenditure and revenue figures for the service for the current and last two financial years? • What is the net cost of service for the service under review over the same periods? • How has the net cost of the service varied over the periods examined? • What factors caused these variations (if any) in the net cost of service? • What impact did these variations have on the service? • Were the factors a result of deliberate decisions or unplanned events? • How is the service funded: rates, grants, loans, reserves, user charges, etc? • On what basis were user charges determined for the service? How were they calculated? Are there any regulatory or other constraints that limit the amounts of the charges? • Are there available unit rates e.g. cost per square meter, cost per person? Corporate overheads should be included as appropriate 	Understand true cost of service and identify potential investigation areas using trend data (variations). Inform opportunities for reviewing funding mix and ascertain data that could be used for benchmarking. Examine whether sound pricing policy is in place to maximise revenue and identify areas for improved procurement action and asset utilization.
12. Mode of service delivery: <ul style="list-style-type: none"> • How is the service currently delivered, e.g. in-house, outsourced, resource sharing, partnerships, community groups, etc? • Have other modes been tested or discussed within council for consideration? • Is Council examining opportunities to work with external Councils and / or government bodies to improve or co-operatively provide services? 	Support investigation of alternative delivery modes.

Services Review

Program Plan

Service / Sub-service Title	Confirm Service Name
13. Staff and contractors: <ul style="list-style-type: none"> • How many people are employed on the service? How many full time equivalent positions? • What are their high level roles and responsibilities? • How many vacant positions are you currently carrying and how long have they been vacant? • How have you managed without these resources and what has been the impact of the vacancies on service levels? • Are there any contractors or volunteers? • Does council sub-contract elements of the service delivery? How are these assessed and periodically reviewed for efficiency 	Inform potential options to improve efficiency through improved labour usage, skills development and task consolidation
14. Assets: <ul style="list-style-type: none"> • What assets, infrastructure and facilities are associated with the service? • Identify if any are not Council owned, e.g. Crown land. • Are there assets with low utilization or high recurrent maintenance? 	This question assists in identifying opportunities for improved asset utilisation, reduced depreciation, service transfer or consolidation and alternative delivery models. Data required will depend on the asset intensity of the service. The question is intended to identify significant assets rather than tools of trade or standard support resources such as minor equipment, passenger vehicles, laptops, mobile phones etc.
15. Comparative data: <ul style="list-style-type: none"> • Is comparative or benchmarking data available from other organisations that is relevant to the service? • How does services productivity compare to other similar organisations? 	The question aims to identify existing benchmarking and comparative information to examine service efficiency or quality. Further benchmarking or comparative data may be useful if performance is low relative to cost.
16. Opportunities: <ul style="list-style-type: none"> • Are there opportunities or staff suggestions for reducing costs, generating additional income or improving service? • Are there previous review recommendations which have not been implemented 	Open opportunity for staff to suggest improvements
17. Impact of climate change: <ul style="list-style-type: none"> • What is the impact of climate change on the service? • Are there any resilience / adaptation measures already inbuilt into the service? • What else is required now and in the future which might impact service delivery, cost and service levels? 	Understand the impact of climate change on the service (direct and indirect) to determine whether resilience to climate change needs to be built in to the service.
18. Other information: <ul style="list-style-type: none"> • Is there any information that may assist with reviewing the service? • Include additional documentation as attachments to the form where appropriate. 	

F. Recommendations Plan

Service Name	Sub-Service	Responsibility	Recommended changes	Expected financial outcomes (savings, revenue changes)	Expected staff changes	Expected changes in assets

Stakeholder consulted	Feedback	Risks and risk mitigation	Feedback incorporated?

G. Implementation Plan

Service name	Sub-service	Objective of change	Actions required	Responsibility for change	Stakeholders affected	Cost/resources required	Expected outcomes	Timeframe	Impact of fees/charges	Evaluation of change (performance indicators / targets)

DRAFT

H. Service Delivery Review Report

FRONT COVER

- Name of the service / sub-services
- Date the report was completed
- Name and title of the author

STATEMENT OF COMPLIANCE

- Review timeframe
- Staff responsible for the review
- Staff who signed off on the review and plans

EXECUTIVE SUMMARY

- Key changes made, benefits and outcomes from the reivew

INTRODUCTION

- The objective, scope and resourcing

BACKGROUND

Definition of Services

1. What are the activities that comprise the service
 - a. One or more output areas as defined by cost centre, management accountability of service delivery output.
2. Service Owner
3. Output types
 - a. Activity, service or program
 - b. Project
4. Service customers
 - a. Internal

- b. External
- 5. Strategic drivers – why do we deliver the service?
 - a. Rationale – legislative, strategic/policy, customer demand, historic, political, other
 - b. Community Strategic Plan link

Strategic Alignment and Prioritisation

- 1. Contribution of the service to the strategic outcomes of the Council
- 2. Prioritisation of services across Council – understanding the drivers behind the need for review

REVIEW PROCESS

Outline the process of information gathering and analysis

Analyse Current Service Operation, Performance and Align Direction

- 1. Strategic delivery
 - a. Delivery Plan link
 - b. Strategic partners
- 2. Service outputs
 - a. Operational Plan links – actions or projects to be completed this year
 - b. Minimum standard to which the service needs to be delivered without breaching legislation, risk etc
 - c. Current service levels – quantitative or qualitative description of the service output that is or can be created by applying the current level of resources
- 3. Service performance
 - a. Current performance targets
 - b. Current level of performance
 - c. Reasons for variance between target and actual performance
 - d. Identified issues
- 4. Resource consumption
 - a. Cost of service
 - b. Revenue from service
 - c. Staff numbers
 - d. Major assets and fleet

5. Demand Drivers
 - a. Customers or users
 - b. Customer satisfaction surveys
 - c. Customer feedback
 - d. External drivers of demand influencing service
 - e. Market competition
6. Service Plan drivers
 - a. Proposed strategic initiatives
 - b. Organisational strategic priorities
 - c. Future service impacts and issues
7. Service delivery opportunities
 - a. Alternative service delivery options
 - b. Alternative service delivery risks
 - c. Risk mitigation opportunities
 - d. Opportunities for improvement

Identify and Assess Opportunities

1. Summary of improvement opportunities identified and the 'min business case' completed for each, forming the basis of recommendations of the review.

RECOMMENDATION

What recommendations are being made regarding the service and why.

Recommendation 1

Recommendation 2

IMPLEMENTATION

Implement Change and Realise Benefits

1. For each opportunity:
 - a. Business changes required to implement
 - b. Business change owner and due date

- c. Enablers and dependencies to implementation
- d. Risks and mitigation

Implementation Plan

As per G above.

Discussion

What changes were made and how.

Monitoring and Reporting

Describe the process for monitoring implementation of the opportunities, including responsibility, accountability and reporting.

CONCLUSIONS

Summary of benefits and outcomes

LEARNINGS

What was learnt and how your experiences can help other organisations / service delivery review teams and / or your next review.

APPENDICES

Various stakeholder communications based on this report e.g. summary report, one pager, website content, final briefing for elected members.

APPENDIX B. DETAILED ANALYSIS

A. Levels of Service

Analysing levels of service can be a good starting point especially where:

- customer feedback shows a mismatch between service satisfaction and service importance;
- community feedback indicates the service is highly valued or needs to be improved;
- cost savings are needed to ensure the continuance of the service;
- services have been determined historically or set by the service owner alone and have not been challenged because 'this is what we have always done';
- services may be influenced by demographic changes and require regular validation;
- services may require significant change in scope and/or level because of other changes outside the control of Council such as new compliance and other governance requirements set at the State or Federal government level; and / or
- services are readily available from other providers and where a reduction in service level or discontinuance of the service will have no significant impact on service users, for example immunisation services.

This analysis should examine:

- the impact any change will have on resources, staff, customers and other stakeholders;
- how the change fits with the overall strategic priorities of the organisation;
- the risks and benefits of any proposed change; and
- the impact on the fixed and variable costs of the service in conjunction with the finance department.

B. Service Delivery Models

Examining alternative ways of delivering a service can result in improved efficiencies and service quality. Usually there is a 'pay back' period before benefits are realised and clarity is needed about the length of this period. Council should develop a business case to fully examine and inform a decision to change service models.

Typical alternative service delivery models include:

- shared services and resources;
- strategic relationships with government and non-profit bodies;
- arm's-length entities;
- business enterprises;
- joint ventures or public-private partnerships;
- community-run services or enterprises; and / or

- outsourced to external providers.

A summary of each of these models and when they could be considered is in [Appendix C](#).

Due to the sensitivity around implementing alternative service delivery models, the steering group should take a lead role when exploring these options and make a register of potential models and possible partners. It is important this process is transparent and includes the following questions:

- Does the service involve significant customer interaction or would changes to the service be unlikely to be noticed by customers?
- Is the need for the service predictable throughout the year or is it largely reactive to unpredictable events?
- Is there a degree of flexibility that can be applied in terms of service response times?
- Is there a sound external market of suppliers of the service?
- Can performance be measured transparently?
- Does an in-house service model provide knowledge that would otherwise be lost if the service were contracted out?
- If teams are multi-skilled across more than one service, would contracting out the service result in reduced staff utilisation or reduced flexibility in programming?

C. Service Consolidation

This analysis looks at the relationships between types of services and where they are located to help council decide whether to consolidate them. Service consolidation can generate economies of scale when different services have similar or identical skill sets, customer groups, asset needs or resource mixes.

Often, a variety of services are delivered from a range of premises. With demographic, technological and transport access changes over time, it may be appropriate to consolidate services into fewer locations.

Examples of service consolidation include:

- **Roads maintenance and parks maintenance** – these require very similar skills and assets and combining them can deliver economies of scale and a provide more variety of work for staff.
- **Public domain maintenance** – this includes parks, environmental restoration services, bushland care and riverine care. These also require similar maintenance and infrastructure services.
- **Enforcement, regulation, surveillance (CCTV) and investigation services.**
- **Centralised bookings** – this may include the combining of bookings for community halls, sporting fields and sporting facilities together into the main customer service team. This gives customers a 'one-stop-shop' experience and the central recording of data allows better understanding of the demand for certain Council assets.

The HR department, in particular, can help identify possible services for consolidation using role descriptions and details of existing skills sets.

D. Financial Analysis

There is a range of ways to analyse the financial aspects of a service. The nature of the resources involved and an initial review of some high level cost measures will help determine which method to apply. Some specific approaches include:

- net cost of service;
- material costs;
- staff costs;
- depreciation and overheads; and
- revenue potential.

Net cost of service

Determining the net cost of service is a key measure for services and service delivery reviews. Assuming no changes to service levels, the net cost of service should remain constant from year to year. Comparing actual vs. budgeted net cost of service over several years can help identify the resources used to provide a service. Any unplanned and/or unexplained variations can then be investigated.

It is also important to understand the breakdown of the net cost of service as this will show whether a specific review of revenue and expenditure should be performed.

Whilst there can be many factors which influence the net cost of service, the below sets out some potential causes and responses to changes in net cost of service.

Unplanned symptom	Possible cause	Response
<p>Steady increase in net cost of service based on actual to budget comparison</p>	<p>Service scope and/or level drift. Where the service owner is motivated to provide a higher level of broader scope of service than originally agreed / funded.</p>	<p>Review the service level and scope and compare to prior years to determine extent of service drift.</p>
	<p>Portions of one or more service inputs are being used to progressively subsidise another service or unrelated activity</p>	<p>Review service costing and resources with service owner to ensure a clear segregation of service costs.</p>
<p>Sudden increase in net cost of service based on actual to budget comparison</p>	<p>Change in funding mix, especially the reduction of discontinuance of grant revenue for the service</p>	<p>Review all funding sources and compare to previous years</p>
	<p>Allocation of depreciation, leave liability or overhead costs not previously applied</p>	<p>Review process for determination and allocation of these costs to ensure visibility during budget process</p>
<p>Steady increase in net cost of service based on actual to budget comparison</p>	<p>Additional revenue received from a new source. For example, program revenue from a government agency and/or an expenditure item has decreased due to lower pricing from new supply contract</p>	<p>Detailed analysis of revenue sources and varying expenditure items</p>
	<p>Implementation of internal charges on internal users, for example, venue hire</p>	<p>Reconciliation of additional service revenue to other service expenditure with zero net benefit.</p>
<p>Sudden decrease in net cost of service based on actual to budget comparison</p>	<p>Elimination or significant restructuring of major expenditure item, for example, IT software licensing.</p>	<p>Detailed analysis of varying expenditure items</p>
	<p>Scheduled work and services cannot be undertaken. For example, bicycle path construction delayed because of unexpected wet weather</p>	<p>Analysis of all resources set aside for the works or service for consideration for re-allocation or carry-over.</p>

Material costs

Some services, for example road maintenance, require significant expenditure on materials. Where material costs are high, a small percentage saving can be significant.

The cost of materials can be influenced by **procurement processes** as well as changes in materials quality and technology. Where a service uses significant materials, options for review include:

- examining materials quality;
- revisiting how material needs are estimated;
- examining the difference between materials estimated and used; and
- identifying opportunities to reduce waste and reduce the quantity of materials ordered.

Staff costs

Staff costs involved in providing the service include all remuneration, overtime, other benefits and any ongoing leave liability.

It can be difficult to determine the true staff costs because many staff, often across various departments, may be involved in providing the service. As such there needs to be an agreed method of dividing staff costs across services to ensure a consistent approach to service costing.

Once staff costs for a service are known and broken down into the various components, it is pertinent to ask:

- Is there a more efficient way of getting the work done?
- Have salary and overtime costs become a greater proportion of the overall cost of the service despite stable service levels? If so, why, and what can be done to constrain this growth?
- Do the variations in hourly rate across the salary levels applicable to the service make sense from a work value perspective? If not, what can be done to remedy this?
- Is there enough leave scheduling to minimise the combined leave liability of the service team?

Issues related to work practices and other types of labour are discussed in **Step 4.3.7**.

Depreciation and Overheads

The allocation of depreciation and overheads is included in the calculation of **net cost of service**. Council should have an agreed approach to allocation and it can be useful to analyse whether the service being reviewed is carrying out the appropriate allocation.

Revenue Potential

This analysis focuses on discretionary fees and charges to see whether they can be increased or stabilised if they fluctuate between years and seasons. It can also ensure the

service has a pricing strategy to achieve fairer and more equitable fee levels over time, taking into account the users of the service and their ability/willingness to pay.

This analysis can also explore opportunities for the commercialisation of services where this is appropriate, for example, by extending an existing service to other users or by considering a new service which can leverage off an existing service.

E. Asset Utilisation

Some services, for example roads and parks maintenance, child care and library services, require significant buildings and plant and equipment. Analysing the use of these asset-intensive services can be a key to cost savings and efficiency improvements. As the analysis of asset utilisation can be complex, the finance and asset management departments should be involved.

F. Climate Change Risk

Analysing climate change risk means understanding how climate change may impact on services and deciding whether and how to adapt to potential impacts. Various methodologies can be used to determine if, when and how assets, services and communities will be impacted.

Whilst climate change is a much broader issue which should be assessed at a strategic level, there will be some services which may be more obviously affected than others, for example, planning services for developments in riverine areas or open space management vegetation and watering systems.

G. Procurement Processes

Market testing

Regular market testing of the quality and cost of significant inputs such as materials, labour and equipment helps ensure best value so it is important to know when market testing was last carried out and the changes made as a result. Even without realising, service owners can get into a habit of either using a particular supplier who may, over time, not deliver the best value, or they may be unaware of competitive supply contracts available

Contract management

Where inputs are provided via a supply contract, there are often beneficial contract provisions which need active management. For example, a supplier may offer to provide training or price reviews/rebates at volume points as part of the contract. Being proactive in the management of supply contracts helps extract these benefits to produce savings and/or improvements in productivity.

H. Labour Provisions

Staff / contractor / NGO / volunteer mix

Services can be delivered by a mix of staff, contractors, non-government organisations, community groups and volunteers. For example:

- A library may be operated by a few staff and an active group of volunteers.
- A community service may be delivered by a community sector organisation, supported with funding, financial advice and strategic planning from Council.
- Contractors may provide safety and traffic management with the actual road maintenance undertaken by staff.

An analysis of labour provisions could identify a more cost effective and appropriate way to deliver the service or different service elements. Whilst this can raise similar issues to those which can arise when considering **alternative service delivery models**, a change of mix is less significant than a transfer of control of the service and often involves extending the existing mix or incrementally introducing other labour sources.

Again, the HR department will be invaluable during this analysis.

Task consolidation and multi-skilling

In addition to **service consolidation**, there may also be opportunities to consider consolidating tasks within a service, moving to a more multi-skilled model. Such consolidation requires an analysis of similar and/or complementary skill sets within a service.

Skills acquisition

Training and development can help improve productivity, especially for existing staff (although it can also be extended to volunteers and community sector staff). Where there is an insufficient spread of specific skills, at least to a minimum level, service delivery can be disrupted by staff absences that could require costly replacement at short notice.

Some key questions to help identify whether skill acquisition is needed and relevant include:

- Are the skills held wholly within one, or a very limited number of, position(s), creating a person-dependent situation?
- If so, is it feasible to develop sufficient skills across one or a number of other positions?
- Where work is handed over, is this due to necessary supervision or a lack of skill?
- Is it a specialist skill needed or just knowledge of the operating environment?

Managing staff vacancies

Managing unplanned medium- to long-term staff vacancies can have a significant influence on staff costs. In theory, if an unplanned vacancy occurs, service delivery will be affected. However, sometimes unplanned vacancies occur with no impact on service delivery.

Holding on to a funded vacancy can be an advantage, provided service levels are maintained, as the budget can be used to relieve budgetary pressure elsewhere. Understandably, the service owner may be reluctant to volunteer the saving in case the funding is removed permanently. However, this creates inefficiency of resource allocation.

Key questions to ask in this situation are:

- What staff vacancies is the service carrying and how long have these been carried?
- What is the practice for replacing staff when unplanned vacancies occur?
- Can the impact that any vacancy has had on service levels and quality be quantified?

I. Scenario Analysis

For many services, the level of resourcing reflects an historical allocation rather than an evidenced-based decision. Often, historical and actual resource requirements align. However, analysis can help determine whether work has expanded to fill available resources or the same service could be delivered with less.

Scenario analysis can help the review team to explore this issue. The team works with the service owner to analyse the impact of a resource reduction and looks for ways of maintaining service levels despite the change. Typical scenario analyses impose a hypothetical 5% to 10% revenue reduction or expenditure increase (or equivalent in FTE) and examine what might need to happen to the service as a result. The percentage is then adjusted to determine what level of resource reduction might be supported.

J. Governance, Processes and Technology

Business process review

Over time, business processes adapt to changing circumstances and requirements and need to be analysed in a more objective way. This helps identify potential improvements for increased efficiency and productivity. However, business process reviews require significant time and resources. An alternative approach is to conduct a high-level review of those processes which are most likely to be inefficient in order to determine whether a more detailed review should occur.

System and technology improvements

Whilst system and technology enhancements can be fundamental to enabling efficient service delivery, they usually require a significant up-front investment in capital as well as testing and trialling. As such, an analysis of potential changes requires details of the system or technology enhancement, in addition to the corresponding improvement in work practices or other service efficiencies. The IT department will be able to share information about future systems and technology development to determine whether such changes are already included in future plans.

Policies and procedures

Council's policies and procedures aim to ensure public resources are used efficiently, effectively and ethically. However not all policies and procedures equate to good corporate governance and can sometimes introduce inefficiencies without delivering the anticipated governance or control benefits.

Analysing policies and procedures involves asking questions such as:

- What are the issues the policy/procedure is attempting to deal with?
- Has any audit or review analysed the policy's or procedure's efficacy regarding this issue?
- Is there a demonstrable reason why documentation should include more than a record of decisions (including reasons and name of decision-maker) which could be audited at a later stage?
- Are the levels of delegation appropriate to the tasks performed or could they be expanded without a significant increase in risk?
- If there are prescribed additional controls and approvals, are they occurring in an informed way or are they merely 'rubber-stamped' and therefore adding little value?
- What is the risk to benefit ratio? i.e. does the potential risk warrant the additional controls?

K. Benchmarking

Benchmarking involves comparing current practice with a known reference point in order to make an informed judgement about the state of current practice. For example, if Council A mows 2,000 square metres of grass in a week at an average cost of \$4.50 per square metre and Council B mows the same area at an average cost of \$2.50 per square metre, further investigation may be appropriate. However, the comparison may be, not with organisation B, but rather with a previous performance standard set by Council A, an aspirational target set by Council A, an industry standard (if one exists) or a best practice reference point being achieved by another organisation.

Typically, benchmarking compares resourcing, process efficiency, quality and scope. However, caution is needed as different Councils may treat elements such as depreciation and overheads differently, which leads to erroneous comparisons. Therefore, it is better to focus benchmarking on very specific service aspects which are likely to be unaffected by these types of elements. For example, benchmarking the net cost of library services may be difficult because of the many variations in types of programs offered and facilities used. However, benchmarking a specific program such as a digital seniors program might be easier because at that level, other variations are less relevant. There are many commercial organisations that provide benchmarking services, some of which specialise in local government. There are also resources available on the Internet which explain how to set up and conduct benchmarking.

In addition, a range of internal benchmarks can be useful, such as comparing:

- current and prior year actual performance;
- prior year budget to actual financials;
- whether the cost of the service has risen more than the consumer price index (CPI);
- whether the staff component of the service has risen more than the CPI;
- whether the unit cost of a particular service is increasing or decreasing, for example, the cost of childcare per child or per staff member; and

- actual performance against service standards to budget performance.

When considering alternative modes of service delivery, benchmarking may help assess the viability of potential options.

L. Funding Arrangements

Analysing funding arrangements involves looking at current sources of funding and exploring the availability of alternative sources. These could include:

- full or part funding from grants, government agencies (especially from new programs), NGOs, peak bodies and business groups;
- new user charges or levies; and
- making the service conditional on a commercial rate of return.

When changing user charges or levies it is important to make sure the service does not become unaffordable, particularly if it is an essential service. In addition, care is needed to avoid inadvertently discriminating against certain sectors of the community.

DRAFT

APPENDIX C. ALTERNATIVE SERVICE DELIVERY MODELS

A. Shared Services and Resource

Shared service models can be a cost-effective way for Council to share resources, tackle common tasks, or take advantage of economies of scale. Many different kinds of shared service arrangements have been implemented across Australia. As a guide, any service meeting one or more of the following criteria may be suitable for service sharing:

- it is largely self-contained;
- it can realise economies of scale;
- it is non-strategic, low risk and rule-based;
- it involves high volume transaction processing; and
- it requires access to the latest technology.

Services that are regularly considered under a shared delivery model include corporate or activities such as:

- HR functions e.g. recruitment, payroll;
- call centre operations;
- finance e.g. budgeting, reporting, etc.;
- rating e.g. notice production, debt recovery;
- IT support;
- communications/marketing;
- procurement;
- legal services; and
- internal auditing.

Other service areas that are regular candidates for shared delivery include:

- library services e.g. book stocks;
- asset maintenance and construction e.g. road maintenance at remote joint boundaries; and
- shared plant and equipment where plant utilisation can be maximised.

It is also useful to consider the option of shared services when one Council is unable to attract or retain staff skills in a particular discipline and another Council has spare capacity, such as in engineering design or development assessment. For a shared service arrangements to be successful there needs to be an identifiable benefit to both parties, whether this is in service improvement, cost savings, income generation, or improved asset utilisation.

B. Strategic Relationships with Government of Not For Profits

Research indicates the consideration of delivering services through a strategic relationship with other government or non-profit bodies is not regularly included in the scope of service delivery reviews.

One reason for this may be that services which are candidates for this type of arrangement tend to involve significant infrastructure, such as regional sporting or cultural facilities. The opportunities for these types of projects tend to be identified outside the service delivery review process.

That said, there are opportunities that are worth exploration, particularly where additional or improved services are being considered. Some examples where strategic relationships have been successful include:

- health and community care services being provided by a non-profit organisation;
- use of surplus school or TAFE facilities for community use (where there is capacity due to nonconcurrent usage);
- out of school care services; and
- tourism promotional services by non-profit organisations.

As with shared services, the key to the development of a successful strategic relationship lies in there being an opportunity for both parties to extract a benefit.

[See Council's Strategic Partnerships White Paper and Policy.](#)

C. Arm's Length Entities

Arm's length entities are those that are established with a clear separation from the Council. The advantage is that they can offer a degree of freedom from some of the constraints of the local government framework. This strategy is also a way of avoiding conflicts of interest between the regulatory and provider roles of Council and it facilitates the engagement of the necessary commercial and corporate expertise that is sometimes inaccessible to Council. Property leasing and land development are good examples in which the establishment of an arm's length entity, free to operate commercially, can deliver an alternative income stream for a Council.

When considering opportunities for the establishment of an arm's length entity, the focus is generally on obtaining a commercial return on the investment, and does not necessarily rely upon any expertise that may exist within the Council. An arm's length entity is free to source the expertise and resources that are required, as distinct from a business enterprise that is established within the Council.

D. Business Enterprises

The consideration of opportunities to establish a new business enterprise to generate additional income is generally included in the service delivery review process where one of

the objectives is to seek alternative sources of income to contribute to the Council's financial sustainability.

As distinct from the arm's length entity approach, these types of enterprises generally emerge from the provision of an existing community service that is provided by the Council. Examples of council services that have formed business enterprises include:

- commercial waste collection services;
- commercial printing and graphic arts services;
- civil construction or maintenance services;
- consultant engineering or town planning services;
- landscape maintenance services.

When considering options for a new business enterprise, it is useful to consider some key questions such as:

- Is there a niche or emerging market with limited competition? For example, is the service different and easy to distinguish from what others provide? Does the Council have a significant competitive advantage over other businesses in an area such as technical expertise, or economies of scale?
- Is it relatively easy and inexpensive to establish the business activity and enter the market? For example, are there minimal political barriers, minimal regulations, low capital outlays?
- Is the business aligned with current Council operations? Are there existing available Council resources, for example facilities, property, skilled and experienced personnel, plant and equipment, systems?
- Is the business likely to be financially sustainable? What are the long-term prospects of the business, taking into account future market potential and the impact of external factors?
- Does the business provide an overall community benefit for the local government area (economic, social, environmental, wellbeing)? Does it support the area's strategic objectives? Does it add value to services the Council provides (expansion/improvement)?
- Is there a relatively favourable level of risk exposure in entering or trading within a market e.g. technological, insurance, and legislative?

The risks involved in launching a new enterprise are lower when there is a capacity surplus in an area in which a Council can deliver services to the external market without the need to purchase additional resources. If, however, the expansion into the external market requires a capital investment such as the purchase of additional plant, or additional or new staff expertise, then the next step should include the development of a business case to ensure the viability of the proposal. It may be prudent to have the business case reviewed using external expertise, particularly where the returns are considered marginal, or the consequences of failure are high.

E. Joint Ventures of Public Private Partnerships (PPPs)

PPPs usually involve a partnership between the public sector and private sector for the purposes of designing, planning, financing, constructing and/or operating projects that would traditionally fall within the remit of the public sector (i.e. the Council). Infrastructure projects are prime examples, and much like the 'strategic relationship' option, these types of projects tend to be identified outside the service delivery review process.

Nonetheless, research has identified examples where service delivery reviews have identified opportunities from PPPs that are not as reliant upon the delivery of expensive infrastructure. For example, one council was able to dispose of its sewage effluent through a PPP with an adjoining landowner who committed to reusing the effluent for irrigation.

Opportunities for efficiency improvements can arise from service delivery reviews through exploring a joint venture approach. Viable opportunities tend to be born out of the ability of joint venture arrangements to deliver benefits from economies of scale, and examples have included:

- regional waste collection contracts (where neighbouring Councils partner in a single contract); and
- co-operative, joint tendering contracts.

Like all of the co-operative service delivery models that are described here, PPPs and joint ventures are reliant on there being benefits to all parties.

F. Community Run Services or Enterprises

A community enterprise is a business owned, controlled and used by the people who live in a particular geographic area. Many community enterprises in Australia are incorporated as cooperatives. Membership of a community enterprise is voluntary and open to the general public.

Community enterprises have undergone a resurgence in recent years. A growing number of rural towns across Australia are turning to community enterprises to provide new services, or to save existing services that can no longer be supported by the Council. Examples of community run services include community gardens, nurseries, festivals, sports facilities, and cemetery operations. Often there are untapped commercial skills within a community that could be utilised to add value to Council activities. Profits from community enterprises may also be ploughed back into the local community or reinvested in the businesses.

G. Outsource to External Providers

There are a number of internal and external influences to consider when evaluating an outsourcing option. They include: understanding the extent to which there is an appetite by either the senior management or the elected representatives for outsourcing; whether the

Council is the major employer in the community; the availability and competitiveness of external service providers and the level of control that is required over the service. These factors will determine whether outsourcing is an option that can be genuinely considered in a service delivery review.

The following set of criteria may be used as a guide when assessing the suitability of a service for outsourcing:

- **largely self-contained** – services not closely linked to other services or functions
- **high economies of scale** – services with high production volumes and highly standardised
- **non-strategic or ‘non-steering’** – services that do not have a high impact on strategic direction
- **low complexity and rule-based** – services that are easy to specify and monitor
- **changing or specialised technology** – services involves high capital and ongoing technology costs
- **high supplier availability** – services with large numbers of potential suppliers or contractors; or
- **cost-competitive services.**

Before deciding to commit to outsourcing a service, Council should consider any industrial and social responsibility it may have as a major employer in the community. This is particularly so in rural, remote and some regional centres. The long-term costs and benefits should be carefully considered, along with the loss of any assets, control and skill sets associated with the service.

Service Review Checklist and Process Summary

Has my Directorate developed a Service Review Plan?		
Corporate Services	Section 5 (Pg 14)	
Infrastructure	Section 6 (Pg 16)	
Strategic Planning and Development	Section 7 (Pg 7)	
Have I considered the type of service review required?		
High Level	Section 8 (Pg 20)	
Simple	Section 8 (Pg 20)	
Detailed	Section 8 (Pg 21)	
How do I Plan a Service Review?		
Level of Stakeholder Engagement	Section 9 (Pg 23)	
Continuous Improvement Considerations	Section 9 (Pg 23)	
Whole of Organisation Approach	Section 9 (Pg 24)	
ELT / Council (or Both) Support	Section 9 (Pg 24)	
Resourcing	Section 9 (Pg 25)	
Project Commencement		
Identified Service Review Team	Section 9 (Pg 26)	
Guiding Principles	Section 9 (Pg 26)	
Objectives, Scope and Allocation of Resources	Section 9 (Pg 26)	
Team Structure	Section 9 (Pg 27)	
Engagement Plan	Section 9 (Pg 30)	
Evaluation Framework	Section 9 (Pg 33)	
Templates and Tools	Section 9 (Pg 34)	
Draft Project Plan	Section 9 (Pg 35)	
Approval to Proceed (from ELT or Council)		
Gathering Information		
Service Statement	Section 9 (Pg 36)	
Service and Sub-Services	Section 9 (Pg 37)	
Information Gathering	Section 9 (Pg 38)	
Recording Information	Section 9 (Pg 41)	
Finalise Service Statement	Section 9 (Pg 41)	
Service Delivery Review Priorities	Section 9 (Pg 41)	

Analyse Services		
When to Analyse the Service	Section 9 (Pg 43)	
How to Analyse the Service	Section 9 (Pg 43)	
Initial Risk Assessment	Section 9 (Pg 44)	
Summarise Results	Section 9 (Pg 47)	
Engage Stakeholders		
Document Change Options	Section 9 (Pg 49)	
Seek Feedback	Section 9 (Pg 50)	
Test Options with Stakeholders	Section 9 (Pg 52)	
Final Recommendations Plan and Risk Assessment	Section 9 (Pg 53)	
Implement Change		
Implementation Plan	Section 9 (Pg 55)	
Make Change	Section 9 (Pg 56)	
Document Changes	Section 9 (Pg 56)	
Summarise Benefits Realised	Section 9 (Pg 56)	
Develop Exit Strategies	Section 9 (Pg 58)	
Evaluations		
Evaluation of Review and Implementation	Section 9 (Pg 59)	
Report Outcomes and Learnings	Section 9 (Pg 60)	
Continuous Improvement	Section 9 (Pg 61)	
Plan Next Review	Section 9 (Pg 61)	

Commercial in Confidence

Finley Saleyards Options Analysis Report: At the Cross Roads



PREPARED BY :

Michael Gobel
Director RegionaliQ



PREPARED FOR:

Berrigan Shire Council
10 August, 2022

Disclaimer

Note: This Report provides opinions of the Author. Before acting on any suggestions from this report, it is suggested that Berrigan Shire Council should consider the appropriateness of the report findings to Council's specific situation, objectives, financial situation and needs as the information in this report is of general advice only. It has been prepared without considering Berrigan Shire Council's specific objectives, financial situation or needs.

The contents of this Report and information provided by Michael Gobel does not constitute Legal advice and is not intended to be a substitute for Legal advice and should not be relied upon as such. It is recommended that Legal advice is obtained before acting on the information provided.

Michael Gobel – August 2022

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1 Executive Summary

Berrigan Shire Council (BSC or Council) is the owner of the Finley Saleyards. Finley Saleyards are quite unique as a multi species selling centre where both sheep and cattle are sold. Sheep and cattle are sold on alternate weeks allowing for a sale on almost all weeks of the year.

Prior to 2008, Council was both owner and operator of the Finley Saleyards. There had been a history of heavy capital expenditure by Council in the yards including a major works investment in 1999, being the installation of the cattle selling ring and pre -sale weighing facilities.

Continued operating losses due to declining throughput, closure of a regional meat processing plant, two major droughts and an increase in regulatory compliance resulted in the Finley Yards being leased to a private operator Scanclear Pty Ltd in 2008.

Council's lease to Scanclear is on an "as is basis with no guarantee of suitability of purpose"¹ Under the lease, Scanclear is responsible for general and routine maintenance, whilst Council is responsible for structural repair, latent defects and fair wear and tear maintenance other than those caused by operator negligence. Scanclear's most recent 2017 lease had a 5-year term with an option to renew for another 5 years to 2027. Post 2027 there are a further two options out to 2037. Council has advised that Scanclear has expressed an interest in exercising the option for another 5-year lease.

In June 2022, Council resolved to implement the hold-over clause in the lease and not enter negotiations for a renewed lease pending consideration of this report.

This report examines the change in both cattle herd and sheep flock at a National, State and local level. While herd and sheep numbers have declined across all 3 geographies the decline in stock numbers in Berrigan Shire is most severe with an 84% and 25 % reduction in the cattle herd and sheep flock in the last 15 years.

The report also looks into the impact of competition in the sector with the growth of alternative methods of selling livestock and the impact this may be having on livestock throughput at Finley Saleyards.

This report identifies the ongoing financial loss Council is incurring on an annual basis. The difference between what Council loses by owning the Finley Saleyards and what would be a commercial return, accounts for more than \$317K per annum, constituting a sizeable ongoing annual implicit subsidy of the Finley Saleyards.

The report discusses the significant capital upgrade required to address identified work, health and safety issues that have Council operating outside of its own risk appetite.

With continued calls on capital to make Finley Saleyards compliant, declining throughput, sector headwinds and an operator not prepared to invest in upgrades of the saleyards, Council is at a crossroad.

This report identifies the existing economic and social benefits of the Finley Saleyards and explores potential future options in light of the financial risks from declining stock throughput, increasing compliance cost and structural change in the livestock exchange sector.

¹ Finley Saleyards Lease Agreement 2017

The options explored in this report include:

- Option 1: Closure of the Finley Saleyards
- Option 2: Maintain Current Status Quo
- Option 3: Seek an alternative Lessee/Operator
- Option 4: Council owning and operating the Finley Saleyards
- Option 5: Selling Finley Saleyards via an EOI

This report concludes that the preferred option is for Council to run an EOI process to sell the Finley Saleyards while concurrently running an EOI seeking an alternative Lessee/Operator in the event a credible new owner cannot be secured.

2 Project Background

In 2008 council officers prepared a Council Report, titled “Future Operation of Finley Saleyards” (Future Operations Report). The report identified the declining throughput, diminishing revenue, increasing costs and growing operational losses at Finley Saleyards. These losses had been occurring since 1998 to 2008 and were growing. In 2008 the losses were running at \$120K per annum.

The Future Operations Report also highlighted that industry headwinds of added compliance, the impacts of drought and competition from other forms of selling livestock would likely mean that the financial outcomes at the Finley Saleyards were unlikely to improve. Even a return to no drought conditions would likely mean stock numbers would take up to 10 years to recover.

The Future Operations Report looked at a number of options ranging from closing the Finley Saleyards to a hybrid council ownership and private operator model, as per a number of other Council owned but privately operated assets.

In recognition of the value of having a saleyards facility for local livestock farmers, agents and the wider community, Council resolved to appoint a private operator.

This was seen as the best option to facilitate the continued operation of the saleyards as a community facility, while limiting Council’s future operating financial exposure should stock throughput not recover. Council recognised that it was unable to contract out “Duty of Care” responsibilities as the saleyards owner and that leasing out the facility did not mitigate this risk.

In 2008 Scanclear was successful in securing a lease of the Finley Saleyards and have operated the saleyards ever since.

In November 2018 Council commissioned Proway to provide a report (Proway Report, Feb 2019) that identified existing and potential safety and compliance risks relating to infrastructure and to prioritise options and recommendations to eliminate or mitigate those risks.

Proway also provided estimated costs of the capital expenditure required to address identified work, health and safety issues as well as improved animal welfare opportunities at the Finley Saleyards.

The Proway Report identified 11 items for capital expenditure totalling approximately \$1.585M.

In May 2020 a Report titled, “Finley Saleyards” (Council Saleyards Report 2020) authored by the General Manager was provided to Council outlining the significant structural changes in the livestock industry and the substantial costs in addressing identified WHS issues. The General Manager argued that the capital expenditure required would not receive anywhere near a commercial return in an asset that had little prospect of long-term viability.

Importantly the Council Saleyards Report 2020 highlighted the potential for both civil and criminal liability in the event of a WHS incident if Council was seen to have both a Duty of Care and was negligent in that Duty of Care. The legal risk to both Council as an organisation and senior officers was referenced in the Council Saleyards Report 2020.

The Council Saleyards Report 2020 recommendation was to close the Finley Saleyards and terminate the lease with Scanclear.

In June 2020 Council provided a report as part of a Capital Expenditure Review titled, “Finley Saleyards Rectification Works”. The Finley Saleyards Rectification Works Report was produced giving consideration to a 2020 Safework NSW investigation expressing concerns around a perceived lack of progress on addressing identified work, health and safety issues at the saleyards. In May 2020, Safework NSW provided notice to BSC of the need to address the safety issues at the yards immediately and reminded Council of its duty of care.²

In response to the Safework NSW Notice, the Issues identified in the Proway 2019 Report were used as the basis for informing a proposed priority of works in a report to Council. The prioritised works were broken down into 3 phases, with Phase 1 and 2 to address identified WHS issues and Phase 3 designed address issues relating to improved amenity of users and improved animal welfare.

It was acknowledged in the Finley Saleyards Rectification Works Report that the 3 Phases of works would prolong the operational life of the saleyards by addressing existing WHS concerns but that a much larger investment would be required to secure the future of the operations indefinitely.

The estimated costs (excl GST) of the three phases were:

Phase 1:	\$565,000
Phase 2:	\$535,000
Phase 3	\$575,000

Council’s June 2020 Finley Saleyards Rectification Works Report recommended doing Phases 1&2 as soon as possible subject to obtaining funding.

The tender results for Phase 1 and 2 works were received in October 2021 from Proway (Proway Tender 2021). The tender prices came in substantially higher than budget. Berrigan Shire Council has opted for an item by item approach, until budget allocations are increased to accommodate the full scope of planned Phase 1 and 2 works.

In April 2022 the DCEO provided a report to Council highlighting the risks of investing approximately \$1M of Council funds in an asset that had no guarantee of operating in the short term let alone the longer term. Council agreed that legal advice would be sought regarding options for the current lease.

In June 2022 legal advice was provided by Kell Moore Lawyers to Council regarding the saleyards lease. Council resolved to implement the hold-over clause while an Option Analysis for the Saleyards was prepared and considered by Councillors.

² Safework letter to Berrigan Shire Council dated 1st of May 2020

3 Project brief provided by BSC

Council provided a project brief for an Options Analysis for the Finley Saleyards. The scope of works would require:

1. Contextual landscape of the saleyards sector including, competitive pressures from emerging alternative channels such as paddock sales, online platforms and competing saleyards in adjacent geographies.
2. An analysis of Finley Saleyards current and historical livestock throughput with commentary on existing trends.
3. A 1-day session with Finley Saleyard agents interviewed individually, as part of a consultation to assist in informing potential future options for the Finley Saleyards.
4. An Economic input/output analysis of Finley saleyards and economic value jobs created using current and historical livestock throughput. Separate modelling for sheep and other livestock to be generated. Modelling to include future current throughput as base model with optimistic scenario generated based on interviews with Finley Saleyard Agents and with the pessimistic scenario to be based on analysis of continuation of existing trends.
5. Social impact analysis to be prepared from interviews or surveys of stakeholders. Social Impact Analysis to include:
 - the stakeholders likely to be impacted and how (positive / negative impacts)
 - review of the affected communities
 - identify and assess potential social impacts (Job Loss, Industries impacted - social events, sponsorships etc)
 - Opportunities to mitigate adverse impacts and enhance benefits
6. Provision of potential options, pros and cons for each option. Likely Options to be explored include:
 - Current status quo
 - Potential to seek alternative operators through a Council run E.O.I process requiring minimum performance standards to be met by the new operator.
 - Council owning and running the saleyards and what level of capital expenditure could be supported by the income produced from the Finley Saleyards.
 - Closing the Finley Saleyards
 - Council Selling the Finley Saleyards
7. Recommendation of preferred option or options.
8. Provision of an Options Analysis report and a Presentation to Councillors at BSC.

4 Contextual landscape for Finley Saleyards

4.1 Current landscape

In the last 20 years there have been seismic shifts in the business case for owning physical livestock saleyards. These changes may be even more pronounced depending on the location of the livestock exchange. Factors of change include:

- The emergence of large privately owned and privately operated livestock exchanges.
- The growth of “paddock sales” sales completely outside the saleyard ecosystem.
- The improvement of major road freight corridors and the trend towards B double and B triple livestock carriers, expanding the contestable market for livestock sales.
- The emergence and continued growth of online livestock selling platforms like Auctions Plus.
- The increased cost of capital expenditure and operating saleyards with more onerous WHS, environmental and animal welfare regulations.
- An increased sophistication by agents and farmers in assessing and accessing alternative markets and platforms for selling livestock.
- Uncertainty over water allocations in the Murray Darling Basin Plan.
- The impacts of climate change on sustainable livestock farming.

These factors should also be read in the context of the SWOT analysis provided on Finley Saleyards in Appendix 1 of this report.

4.1.1 The emergence of large privately owned and privately operated livestock exchanges

The emergence of private saleyard enterprises with a strategic focus, a myopic commercial intent, and a commitment to operational efficiency, are challenging traditional Council owned and operated saleyards facility.

The new commercial owners are typically well-financed investors or infrastructure funds that are viewing their investments as long duration assets. They are treating saleyards akin to infrastructure investments and therefore looking to match the returns to long duration liabilities like superannuation benefits.

While short term returns are important, the investment horizon is multi decade and hence their capital is patient. This approach provides the owner with a capacity to have a long-term perspective in the strategic planning and development of their livestock businesses.

In addition to being well funded with long term patient capital, the owners are well resourced with relevant skills-based investment committees that are experienced in applying a commercial lens to the capital investment and ongoing operations of the asset and the business.

More often than not, the privately owned facilities have the operational management of the livestock facilities managed by specialist livestock yard operators. These operators are seasoned and experienced in the operation of sale yard facilities. An example of such a private sector operator is Regional Infrastructure that operates the Palisade owned CTLX, NVLX, CQLX, TRLX, IRLX and the new CVLX in Ballarat

These new privately owned facilities are often located very strategically in regions that share some common factors. These factors include:

- Placed at the epicentre of existing catchment of livestock
- Surrounded by smaller, antiquated local government owned saleyards
- Connected by recognised major freight corridors, North and South, East and West.

4.1.2 The growth of “paddock sales” completely outside the saleyards ecosystem

While paddock sales between farmer and processor or even farmer to farmer, have been occurring for about 30 years, MLA data shows these trends to have grown substantially over the last 10 years. Of the approximate 10 million cattle purchased by abattoirs annually in Australia, 90 percent are purchased direct from the farmer via an agent rather than via saleyards.³

MLA calculates that in 2021, 4.6M cattle and 14.27M sheep were sold via saleyards or exchanges. Direct paddock sales therefore represent 66% of all sales of cattle in a year.

Put another way, of all cattle sold in Australia last year only 27% went through saleyards.

³ ACCC, 2017 Report into Cattle and Beef Market Study

4.1.3 The improvement of major road freight corridors and the trend towards B double and B triple livestock carriers expanding the contestable market for livestock sales

The improvement in major road freight corridors has allowed for the use of B-double and in NSW B-triple trucks. This means larger truckloads of livestock are able to be transported at longer distances.

The cost of transport is amortised over the larger number of stock being transported, meaning the cost per animal is much lower, allowing for longer distances becoming economically viable. Producers are weighing up the costs of transport versus potentially superior prices they may achieve at the bigger selling centres where there may be more buyers and stronger competition.

This has resulted in the contestable market catchment now being much larger for the larger selling centres like Barnawartha and Mortlake (Cattle), Corowa, Wagga and Ballarat (Sheep).

While the contestable market used to be a 100km radius, the use of larger scale transport vehicles has made that up to 400km radius.

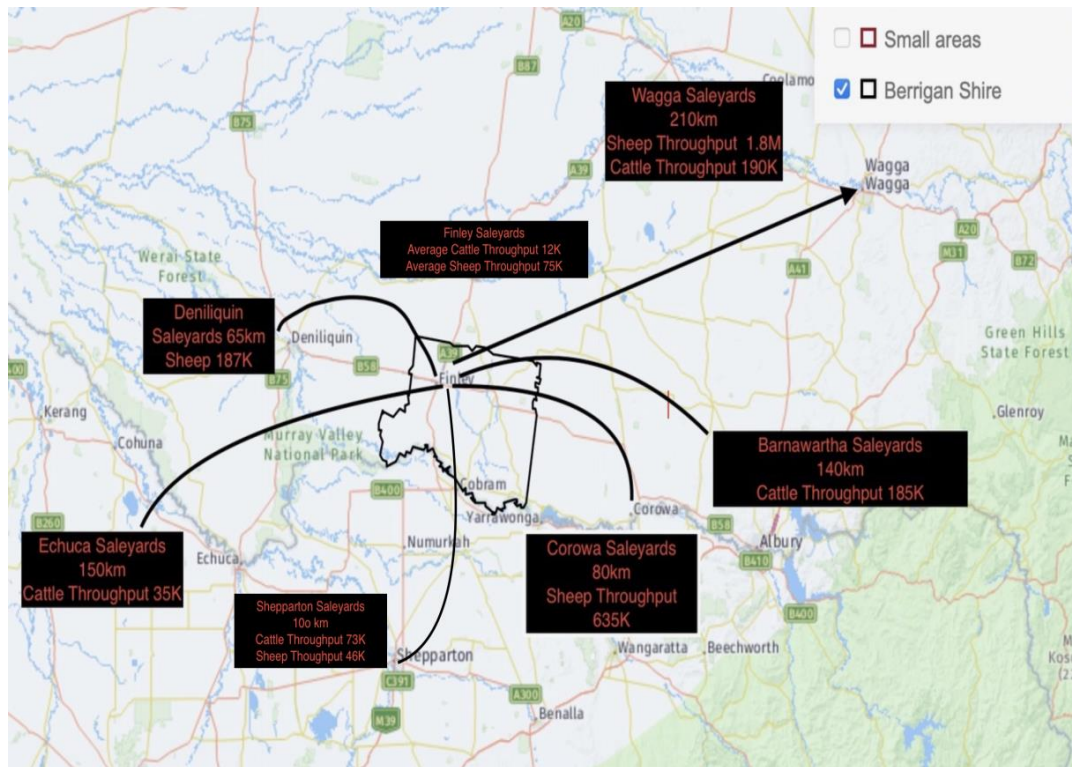


Diagram 1: Illustration of the proximity and contestability of Saleyards within a 200km radius of Finley

4.1.4 The emergence and continued growth of online livestock selling platforms like Auctions Plus

While Auction Plus has been around since 1987, it is really in the last 5 years that it has gained traction with producers, buyers and agents. The platform now has over 200,000 registered users and its market share of all livestock sold via saleyards or online has grown significantly over the last 5 years.

Table 1: Auctions Plus Market Share 2020

	Saleyards sales volume	Auction Plus sales volume	Auction Plus Market Share
Cattle	4,656,493	814,758	14.9%
Sheep/lambs	14,273,224	4,432,617	23.7%

Source: MLA, Auctions Plus

In addition, the growth rates of sales via the Auction Plus platform, have grown substantially in both Victoria and NSW.

Table 2: Growth Rates of Auctions Plus Sales in VIC, NSW over the last 5 years

	VIC ⁴	NSW
Cattle	242%	15.8%
Sheep/lambs	75%	6%

Source: MLA, Auctions Plus

The traditional saleyard has a challenge competing with the compelling online value proposition for the Auctions online platform. Benefits of selling online include:

- Less stress on the animal as it is effectively sold from the paddock or farm stockyards
- Lower biosecurity risk as the stock is transferred straight to the buyer
- Lower selling fees (no yard dues)
- Lower transport costs as there is only one transport movement from producer to purchaser
- If the reserve price is not met the stock is not sold and stays in paddock
- Many registered buyers versus the 3-7 buyers that may turn up at a saleyard.

4.1.5 The increased cost of capital expenditure and operating saleyards with more onerous WHS, environmental and animal welfare regulations

Over the last 15 years the saleyards sector has experienced significant requirements for capital expenditure to ensure compliance with more onerous regulations in work, health and safety regulations, environmental impact and animal welfare.

This has led to a need by existing saleyard providers to start a fresh with new designs or redesign and build around old legacy saleyards.

New saleyard facilities are ranging in cost from \$7M to \$30M depending on scale and whether they are single species or multi species saleyards.

⁴ Growth rates for Auction Plus sales in VIC have come off a lower base than in NSW

A table is provided below with a number of examples of both Local Government and Private Sector Saleyard developments or redevelopments.

Table 3: Examples of both Council and Privately owned Saleyards Capital Expenditure

Year	Ownership	Region /Exchange	Capital Expenditure	Livestock numbers per annum
2008	Private - Palisade	Carcoar - Central NSW CTLX	\$18M	Sheep 700K Cattle 145K
2015	Private - Palisade	Barnawartha Wodonga NVLX	\$20M construction \$4M land	Cattle circa 200K
2018	Private - Palisade	Ballarat CVLX	\$30M	Sheep 1.4M Cattle 160K
2018	Private - SELX	Mortlake VIC	\$15M	Cattle 65K
2019/20	Southern Grampians Shire Council	Hamilton HRLX	\$6.5M sheep selling facility (2019) \$1.8M cattle selling facility (2020)	Sheep circa 1M Cattle 25K
2022	Federation Council	Corowa	\$9M ⁵	Sheep 675K

Source: Regional Infrastructure, Palisade Investment Management, RegionalIQ

4.1.6 An increased sophistication by agents and farmers in assessing and accessing alternative markets and platforms for selling livestock

With far greater price transparency, stock agents and producers are more aware of pricing discrepancies between different markets. Agents are increasingly advising producers to consider alternative methods to selling livestock than saleyards when there is a reason to believe higher prices can be obtained after accounting for transport costs. This is particularly the case for larger producers who may have a current or future consignment of stock that is quite marketable to a number of buyers. Some larger producers are choosing to sell forward contracts on their herd where they are agreeing to sell stock to a particular sex, age, weight and breed, all outside the saleyard system.

⁵ As of May 2022, Federation Council postponed Stage 3 pending a rescope as was \$450K over budget.

4.1.7 Uncertainty over water allocations in the Murray Darling Basin Plan (MDBP)

The locality of Finley Saleyards within the Murray Darlin Basin plan catchment and the Federal and State governments commitments to both environmental and cultural water allocations, has had an impact on livestock numbers in the region.

With some farmers in the region having sold water allocations into the MDBP there has been a significant drop in the amount of dairy cattle in the Berrigan region. Since 2006 the number of dairy cows has decreased from 30,202 to 6,196 as of 2021 or approximately 1/5th of the number of dairy cows that were in Berrigan 15 years ago.

Likewise, there have been large falls in the number of sheep and meat cattle in Berrigan over this period . This may be more related to changing from livestock to cropping as the reason for the significant drop in both cattle and sheep.

Table 4: Differences in Livestock Numbers in Berrigan (LGA) from (2006-2021)

Cattle/Sheep	Type	Number of livestock 2006	Number of livestock 2021	Percentage Decrease
Cattle	Beef	52,841	6,761	87%
	Dairy	30,202	6,196	79%
	Total	83,043	12,957	84%
Sheep/Lambs		157,334	117,915	25%

Source: ABS archived issue (2004-2010), Berrigan LGA, Industry Livestock, Total Number and ABS Agricultural Commodity Australia by LGA, (2020/21), July 26, 2022

4.1.8 The impacts of climate change on sustainable livestock farming

Both the Bureau of Meteorology and the CSIRO have identified that over the last 20 years the Southern Basin of the Murray Darling Basin has received less annual rainfall compared to the long-term average. It has also noted the reduction in rainfall during winter and spring during this 20-year period.⁶

The volume of flows into the Murray Darling Basin have decreased also over the last 20 years.

The effect of climate change in having less than average rainfall, more droughts, more intense rainfall events can impact pasture productivity during these periods. This factor may also go some way to explaining the significant reduction in cattle and lesser extent sheep in the Berrigan shire as highlighted in Table 4 above.

This is even more stark considering the substantial reduction in cattle population in Berrigan while the national cattle herd has hardly changed over the same period (2006-2021).

Conversely, the Berrigan sheep population being reduced by 25%, is equal to the reduction in the national sheep herd in the same period.⁷

⁶ P.5 Climate Change and the Murray-Darling Basin Plan

⁷ Calculation of change in Australian National Cattle and Sheep numbers from ABARE for periods 2006-2021

5 Analysis of Finley Historical and Current Livestock Throughput

5.1 Cattle Throughput at Finley Saleyards

As highlighted in Table 4, Berrigan Shire has traditionally had much larger sheep and cattle numbers (both beef and dairy) than currently demonstrated by 2020/21 ABS data.

The reduction in livestock numbers locally and the continued growth in alternative selling methods has resulted in a major decrease in stock throughput from peak selling years.

In 1990 cattle throughput numbers at Finley Saleyards were as high as 3,000 per weekly sale versus only 450 per fortnightly sale more recently. This is not surprising given the 84% reduction in cattle population in Berrigan since 2006. The reduction in throughput of cattle at Finley Saleyards is strongly proportional to the reduction in cattle herd population in Berrigan Shire.

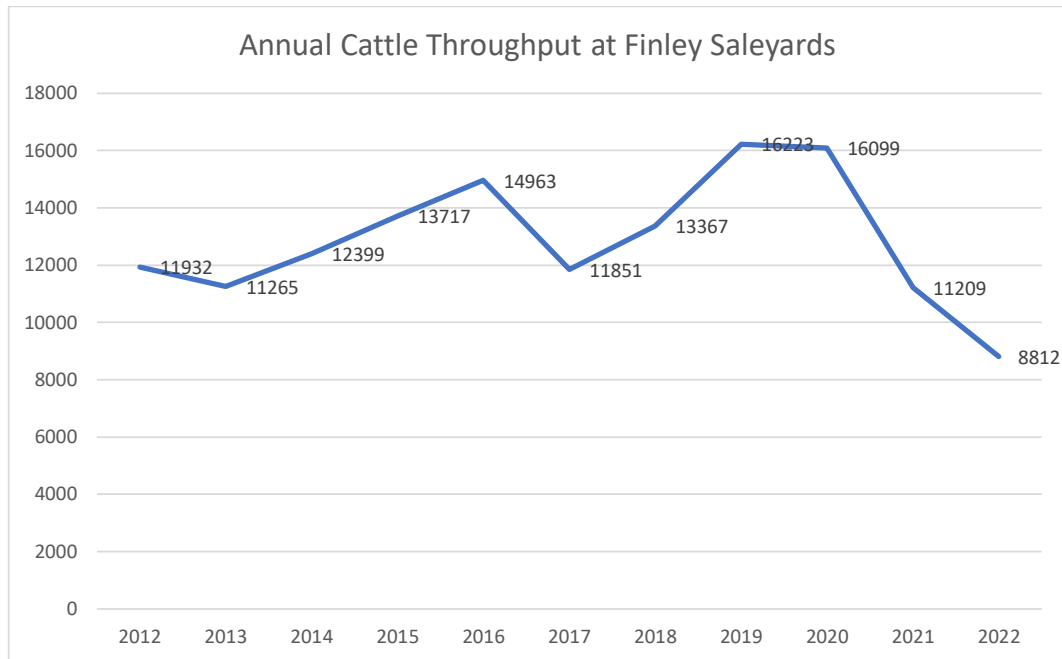
Official annual throughput at Finley Saleyards for both cattle dating back to (2010/11) is provided in Table 5, next page.

Table 5: Annual Finley Saleyards Cattle Throughput vs Total NSW Saleyards Throughput (2012-2022)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Average throughput
Cattle Finley	11,932	11,265	12,399	13,717	14,963	11,851	13,367	16,223	16,099	11,209	8812	11,972
Cattle NSW	1,787,585	1,665,581	1,946,033	2,066,690	1,717,398	1,619,277	1,752,457	1,658,357	1,463,811	1,037,095	N/A	
Finley Market Share	0.67%	0.68%	0.64%	0.66%	0.87%	0.73%	0.76%	0.98%	1.10%	1.08%	N/A	

Source: MLA for years (2012-2021), Scanclear for (2022), Finley Saleyards Associated Agents

Chart 1: Annual Cattle Throughput at Finley Saleyards (2012-2022)



Source MLA, Scanclear, Finley Saleyards Associated Agents

It is important to note that while cattle throughput at all saleyards was reducing significantly over the 2012-2021 period in NSW, Finley Saleyards numbers also declined. Also, of note was despite relatively low market shares compared to the top 3 selling centres in NSW, Finley’s market share grew from 0.67% to 1.08% over the period.⁸

Reasons for the increase in Finley’s market share may include that the larger producers that have more marketable consignment are more prone to sell into larger selling centres or investigate online or paddock sales. Smaller producers are less likely to do this and use their local saleyards for selling their smaller livestock offerings. This is supported by the Australian Livestock and Property Agents Association that say 50% of vendors at saleyards sell less than 17 cattle per year.⁹ This may be the main reason for Finley Saleyards holding its market share due to those remaining to sell at Finley are dominantly small producers or producers with less than marketable sizes to sell into an online platform, paddock sale or forward contract.

Other observations include lower throughput of cattle in higher rainfall periods e.g., 2012 and larger cattle throughput in periods of drought as in 2019-20. As a generalisation when rainfall is high, the throughput is reduced as producers hold onto stock and restock. The converse is true for when there is a drought where farmers tend to destock by selling surplus stock or stock their farms cannot support with feed and water. This was evident in Finley Saleyards numbers as supported by rainfall and drought data for the Murray Darling Basin during these periods.

⁸ This market share is very low compared to Dubbo, Wagga and Carcoar with market shares of 11.2%,10.9% and 6.2% respectively

⁹ APH, Saleyards and Price Discovery

Given the significant destocking that occurred during the 2019-20 drought, the period by which cattle numbers may be restored may take many years, further effecting the ongoing financial viability of the Finley Saleyards.

Table 6 shows that the NSW herd has reduced by 24 percent over the 2012-2021 period versus a National Herd reduction of 14 percent for the same period. This may provide some additional context to Finley Saleyards flat to declining cattle throughput numbers as shown in Table 5 and Chart 1 above.

The backdrop of reducing National and NSW cattle herd size has provided a strong headwind for other saleyards with possible exceptions being newer privately owned saleyards that have precipitated the closure and consolidation of smaller local government owned saleyards e.g., Carcoar CTLX¹⁰.

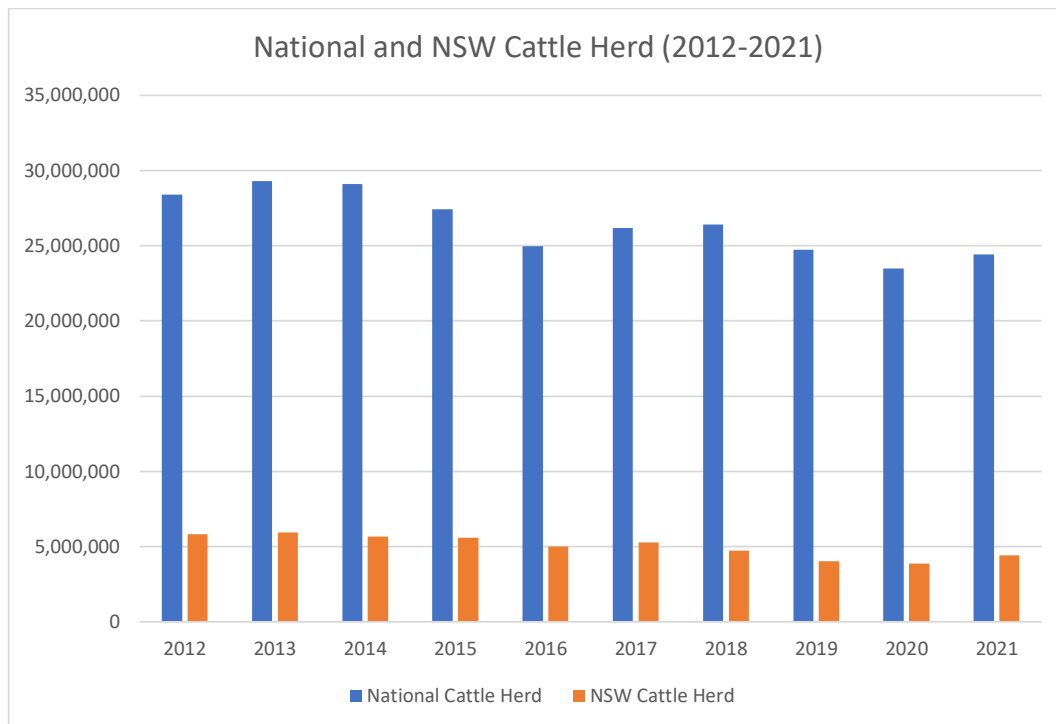
Table 6: National Cattle herd versus NSW Cattle Herd for period (2012-2021)

Year (as of 30 th of June)	National Cattle Herd	NSW Cattle Herd
2012	28,418,000	5,838,000
2013	29,291,000	5,953,000
2014	29,102,954	5,662,941
2015	27,412,872	5,598,164
2016	24,971,349	4,997,700
2017	26,175,521	5,287,166
2018	26,395,734	4,727,055
2019	24,723,458	4,043,055
2020	23,503,200	3,857,000
2021	24,431,174	4,430,254
%Change over 2012-2021	-14%	-24%

Source: MLA Statistics, ABS

¹⁰ Other examples but not in NSW, include the privately owned Mortlake VIC Saleyards WVLX that opened in 2018 and has grown cattle throughput by 90,000 head per annum

Chart 2: National and NSW Cattle Herd Numbers (2012-2022)



Source: MLA Statistics, ABS

5.2 Sheep Throughput at Finley Saleyards

Again in 1990 sheep throughput numbers at Finley Saleyards were as high 6000-10,000 per sale. These sales were weekly as there were sufficient numbers to support having weekly sales. This contrasts to the 2500-3000 fortnightly sale in more recent years.

As with cattle, the reduction in population of sheep in NSW and locally would explain the relative flat throughput for sheep at Finley Saleyards.

Like with cattle, 2012 and 2019 were the exception years with large variation between throughput in 2012 versus 2019 can be largely attributable to rainfall levels with restocking and destocking in respective years.

When droughts do occur, there is often a spike in saleyards throughput. The downside to this is, if droughts are severe and prolonged, the extent of destocking that takes place means it can take up to a decade to get the numbers back to previous, further undermining the long-term viability of Finley Saleyards.

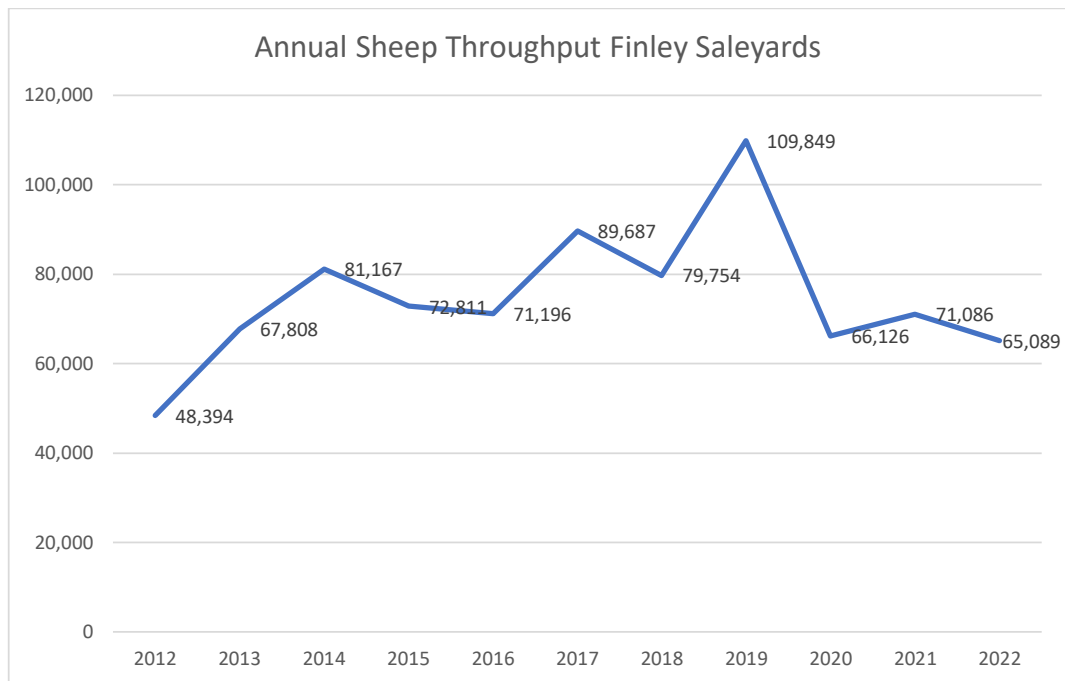
The following Table 7 identifies the change in sheep throughput over the last 10 years. This is compared with the sheep throughput in NSW saleyards. To provide some additional context Table 8 also shows the amount and change of the sheep flock both nationally and in NSW.

Table 7: Annual Finley Saleyards Sheep Throughput vs Total NSW Saleyards Throughput (2012-2022)

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Average throughput
Sheep Finley	48,394	67,808	81,167	72,811	71,196	89,687	79,754	109,849	66,126	71,086	65,089	74,815
Sheep NSW	7472,671	8,535,480	9,538,585	7,813,257	8,150,906	8,407,244	9,035,266	8,556,753	7,142,352	6,315,133	N/A	
Finley Market Share	0.65%	0.79%	0.85%	0.93%	0.87%	1.07%	0.88%	1.28%	0.93	1.13	N/A	

Source: MLA for years (2012-2021), Scanclear for (2022), Finley Saleyards Associated Agents

Chart 3: Annual Sheep Throughput at Finley Saleyards (2012-2022)



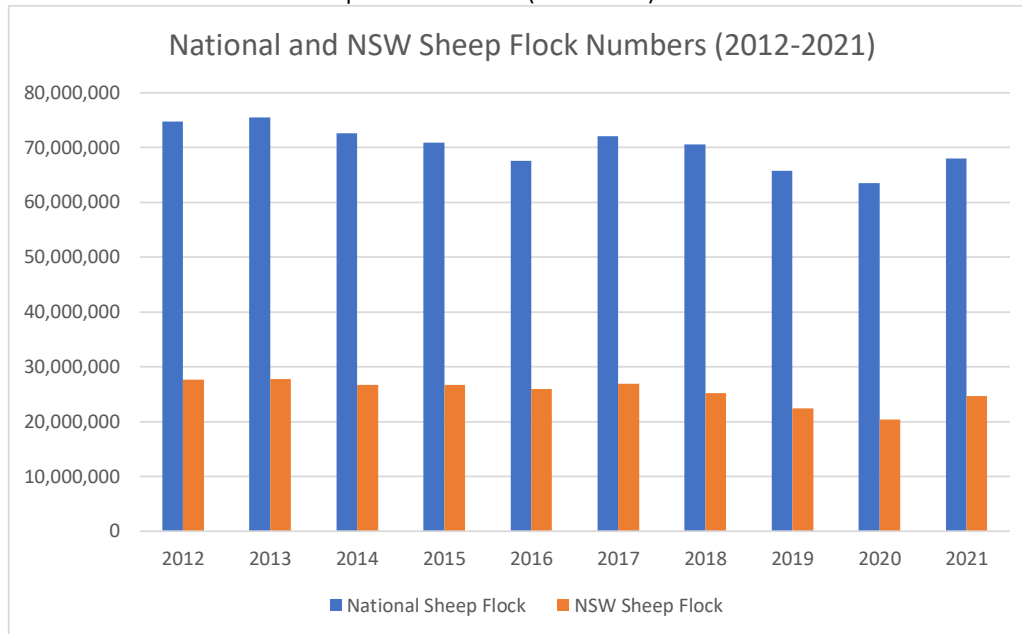
Source: MLA for years (2012-2021), Scanclear for (2022), Finley Saleyards Associated Agents

Table 8: National Sheep Flock versus NSW Cattle Flock for period (2012-2021)

Year (as of 30 th of June)	National Sheep Flock	NSW Sheep Flock
2012	74,722,000	27,637,000
2013	75,547,846	27,808,078
2014	72,612,254	26,713,083
2015	70,909,812	26,649,800
2016	67,543,092	25,958,194
2017	72,125,334	26,928,532
2018	70,607,316	25,222,087
2019	65,755,408	22,366,416
2020	63,529,000	20,372,000
2021	68,047,400	24,711,500
%Change over 2012-2021	-8.93%	-10.6%

Source: MLA Statistics, ABS

Chart 4: National and NSW Sheep Flock Numbers (2012-2021)



Source: MLA Statistics, ABS

Relative to the broader decline in NSW sheep saleyards throughput, Finley Saleyards have held up well comparatively, albeit still much lower throughput numbers than the reported 6000-10000 head per sale day and very small numbers compared to larger selling centres like Wagga, Dubbo, Forbes and Corowa that have through put of 2M, 1.1M, 0.8M 0.67M respectively.¹¹

5.3 Commentary of Existing Throughput Trends

Tables 5 and 7 paint a challenging picture of relatively flat line stock throughput for sheep and declining throughput for cattle. Also, the lack of scale of throughput at these levels make the economics of operating Finley Saleyards challenging, let alone supporting a multi-million dollar capital expenditure to address identified WHS and animal welfare issues.¹²

There are macro, structural and seasonal factors at play, that will provide continued headwinds for Finley Saleyards. These headwinds are likely to result in, at best maintenance of existing throughput numbers but more likely result in a reduction in the long term.

Macro factors impacting stock numbers include:

- A change in the perceived economics of cattle and sheep farming versus other forms of agriculture such as cropping, which is perceived to be more profitable in the Southern Murray Darling Basin.
- The impact of climate change with more frequent droughts e.g., the millennium drought 2001-2009 and the following 2019-2020 drought, requiring producers to destock and the challenge of bringing stock numbers back to previous levels in a timely manner.

¹¹ MLA

¹² Proway 2019 report identified no less than 13 WHS and animal welfare issues to be addressed at Finley Saleyards.

The factors above are supported by data provided in Tables 4,6 and 8. This paints a sobering picture with a clear trend in reduction of herd and flock numbers for both cattle and sheep, nationally, state-wide and locally.

Importantly while there are variations in the extent of reduction (depending on whether you are comparing National, State or Berrigan Shire stock numbers), irrefutably the numbers have been in decline for over two decades. Looking at these trends for herd and flock numbers over a long period helps filter out the seasonal volatility of up and down years and provides a better sense of the macro factors at play.

Structural factors impacting throughput at Finley Saleyards include:

- Greater competition from alternative methods of sales, e.g., online, paddock sales or sales via forward contracts, all of which are occurring outside the saleyards system
- Loss of stock to surrounding larger facilities like Corowa, Barnawartha, Wagga made possible by the provision of bigger trucks transporting over longer distances.
- Low stock numbers mean less buyers which means less stock numbers. Producers like to sell into markets where they believe there to be the strongest buyer competition. This is perceived to be where there are the most buyers. The larger saleyards with large stock throughput generally have more buyers present which then attracts more stock, becoming a positive feedback loop. Examples of this occurring are in selling centres like Mortlake where stock volumes are being won from smaller local government owned saleyards.
- Producers selling into saleyards where animal welfare is best practice. Better animal welfare, implies less animal stress, less handling, less injury to stock and higher prices paid. This may be another factor for the bigger, more capitalised saleyard owners that have invested in best practice facilities attracting greater market share. Examples include Wagga that has increased its market share from 20% to 28.8% in the last 4 years or Mortlake which has gone from 0% to 10.5% in the same period.

The macro and structural factors above mean that even assuming the limited capital works recommended by Proway are completed, the best scenario one could expect (assuming the lease with the current operator remains), is for current throughput to be maintained.

5.4 Analysis of Finley Cattle and Sheep Throughput versus Financial Sustainability

In determining financial viability, a number of assumptions have been made. Many of these assumptions are based on information provided by third parties including the 3 agents operating at Finley Saleyards and Scanclear.¹³

Other data such as stock throughput has been obtained from verifiable data sources such as the MLA.

BSC Finance team have also provided key information such as annual lease amounts, Fair value of holding assets, water charges and municipal rates on the saleyards.

¹³ Nutrien, Elders and NE &Co.

5.4.1 Financial Viability of the Finley Saleyards as an Operator

Table 9: Estimate of Financial viability of Scanclear operations at Finley

Income/Expenses	Item	\$ Amount
	Scanclear's Average Annual Income from Agents	\$202,400 p.a. ¹⁴
Other income	Agistment and hay (estimate)	\$5,000
Expenses		
	Council Rates	\$8,987.74 ¹⁵
	Building Insurance and Public Liability	\$6,000 ¹⁶
	Lease	\$5,533 ¹⁷
	Labour (1x FTE)	\$100,000 ¹⁸
	Maintenance	\$25,000 ¹⁹
	Water	\$830
	Licensing NLSQI	\$2500
	Software licensing	\$5,000
	Electricity	\$6000
Net Income		\$47,550

From the operator's perspective the Finley Saleyards look to be profitable, and this has been acknowledged by Scanclear who have said the "Finley Saleyards provide a small but handy profit every year"²⁰. A key factor in the profitability of the saleyards operations is that Scanclear can spread its labour force over the 3 saleyards operated by Scanclear, including Deniliquin and Shepparton. This is a key factor in being able to provide a team of staff fully employed despite the fact the saleyards may be operational 1 day a week only.

What these numbers don't include is the economic value of the asset and what represents a commercial rate of return.

¹⁴ Based on the average of the last 3 years of fees paid to Scanclear from the 3 operating Agents at Finley Saleyards

¹⁵ Based on 2021 Rates Notice on Finley Saleyards

¹⁶ Based on discussion with Scanclear, August 2022

¹⁷ Based on last Council Lease invoice issued 2019

¹⁸ Estimate provided by Scanclear, August 2022

¹⁹ Estimate provided by Scanclear, August 2022

²⁰ Comment made by Brendan Carey consultation, August 2022

5.4.2 Financial viability of Finley Saleyards as the Owner

As of 2022 Berrigan Shire Council Annual Accounts, the book value of the Finley Saleyards is on its balance sheets at \$3,285,375²¹. This number is made up of land value and depreciated capital improvements. Against the fair value of the Finley Saleyards there is an annual depreciation charge of approximately \$80,000²² to reflect the reducing economic life of the asset.

Council receives an annual rent from the lessee/operator of approximately \$3,300 per year based on the average rent payments (rent received and estimated) of the last 5 years (see table 10).

Table 10: Rent Paid by Scan Clear at Finley Saleyards (2018-2022)

Year (ending 30 th of June)	Rent paid
2018	\$3,084.11
2019	\$3,215.48
2020	\$5,533.50
2021 (not yet invoiced)	\$2,900 (estimate based on total throughput)
2022 (not yet invoiced)	\$1,860 (estimate based on total throughput)

Source: Berrigan Shire Council Invoices, Estimates by RegionalIQ

²¹ Provided by BSC Finance Team

²² Provided by BSC Finance Team

Council also receives annual rates of approximately \$8,987 per year for the saleyards plus a water fee charge of approximately \$850 per annum, totalling a revenue of approximately \$13,137 per annum.

This income is more than offset by a number of expenses incurred by Council associated with the Finley Saleyards. These expenses vary from equipment maintenance, property insurance, saleyard building maintenance and other expenses. Since the Lease with Scanclear was entered into in 2008, Council has incurred an average annual cash expense of \$23,625. This means the Finley Saleyards are costing Council \$10,448 per annum. This loss is excluding the annual depreciation charge of \$80,000, providing a total annual loss to Council of over \$90,448 as in Table 11 below.

Table 11: Finley Saleyards Average Annual Financial Position of Council

Income/Expenses	Item	\$ Amount
Income	Annual Rent (average over last 5 years)	\$3,300
	Rates	\$8,987
	Water Fees	\$850
Expenses (average over last 14 years)	Property Insurance	
	Maintenance	
	Other expenses	\$23,625 ²³
Net Income (EBITDA)		-\$10,488
Depreciation		-\$80,000
EBIT		-\$90,488

Source: Berrigan Shire Council

The cash financial return on the saleyards is -\$10,448 p.a representing a return on investment of -0.03%. Clearly this return excludes BSC annual depreciation charge on the buildings and plant at the Finley Saleyards.

Even though BSC has deemed the Finley Saleyards as a “Commercial Asset” the current lease agreement with Scanclear has Council bearing the opportunity costs of owning the asset for no net financial return. In practice the saleyards are being treated like a defacto “Community Service” asset where the beneficiaries are Scanclear and the 112 Berrigan Shire based livestock producers that may sell into Finley saleyards.

Even more sobering is that these financials exclude the \$1.1M BSC have committed towards the Phase 1 and Phase 2 upgrades to the Finley Saleyards or any potential further upgrades required for user amenity and animal welfare. The financials also exclude any currently unbudgeted increase in Phase 1 and 2 works as per Proway’s tender response in October 2021.

In the unlikely event the Phase 1 and 2 capital improvements led to increased throughput, the financial beneficiary of this would dominantly be Scanclear with BSC only receiving 3% of any further uplift in revenue due to the way the rent payments are structured in the current lease.

²³ \$23,625 represents Council’s average expenses on Finley Saleyards per annum from 2008 to 2022.

The effect of BSC additional \$1.1M in capital upgrades means the Finley Saleyards will have a book value of \$4, 385,375 further reducing the return on the asset.

These returns fall well short of returns expected from commercial owners of saleyards.

What returns would represent a commercial return on Finley Saleyards?

Saleyards are viewed by investors in the private sector to be infrastructure investments. This is evidenced by the inclusion of many livestock exchanges in Infrastructure Funds.

Examples of this include Palisade Investment Partners that have a portfolio of livestock exchanges as part of the larger infrastructure portfolios. Their portfolio currently has a network of 8 livestock exchanges in Australia and is growing²⁴.

The target or hurdle rates of return for such investments varies depending on a number of factors. These factors include:

- Greenfields vs brownfields development
- Regulated vs unregulated
- Concessions, grants, subsidies
- Owner, owner/operator

As a general rule the funds are targeting long term average CPI plus 4.5% as a net cash return. Given Australia’s long term average CPI of circa 2-2.5% would imply net cash earnings of around 7%. In addition to net cash earnings, infrastructure funds typically also look to obtain a capital growth component that may represent around 3% p.a. This would mean total returns of around 10% p.a.

Applying expected commercial cash earnings of 7% would therefore imply cash earnings to BSC of \$307K per year as in Table 12 below. ²⁵

Table 12: Calculations for Expected Commercial Returns on Finley Saleyards

Long term Inflation Rate	Risk Premium	Expected Cash Return	Value of Asset	Commercial Cash Return on Asset \$
2.5%	4.5%	7.0%	3.285M	\$307K p.a

To receive this additional revenue, would be equivalent to an extra 32,000 cattle throughput a year or an extra 320K sheep per year or some combination of the above. Based on current throughput of cattle and sheep this would require a 370% increase in cattle throughput or a 600% increase in sheep throughput. Given the nature of the immediate local herd and flock numbers (identified in Table 4) plus the best practice selling centres of Barnawartha, Corowa and Wagga nearby, it is improbable these increases in throughput could ever be achieved.

It also assumes that BSC would get 100% of any additional fees which is contrary to the current lease agreement with Scanclear. The current lease provides that Scanclear receives 97% of additional revenue, not Council.

²⁴ Palisadepartners.com.au

²⁵ Expected ROA= Asset value *(Long term CPI+Risk Premium)

Another variable to potentially increase revenue other than throughput is fees. Given the condition of the saleyards there would be little appetite for an increase in fees and certainly not by factors of 300-600%. Such fees would be totally uncompetitive with surrounding saleyards.

It is apparent from these calculations that other factors may be driving BSC to consider continuing owning the Finley Saleyards.

Further in this document the broader Economic and Social benefits of having Finley Saleyards will be discussed.

6 Economic Input and Output Analysis of Finley Saleyards

Berrigan Shire has a significant percentage of its Gross Regional Product derive from Agriculture. In 2021 total GRP was \$546M of which \$144M came from agriculture. This represents 26% of the Shires GRP.²⁶

Berrigan Shire has a total of 315 agricultural related businesses as of 2021²⁷. This compares with a total of 122 registered businesses that produced cattle or sheep in Berrigan Shire.²⁸ This is against a total number of 942 registered businesses in Berrigan Shire.²⁹ Businesses that produce cattle or sheep therefore represent 13% of total businesses in Berrigan Shire.

While 13% is significant, it is the 315 agricultural related businesses representing 1/3 of all businesses in Berrigan Shire that demonstrates the interdependency of the agricultural sector to non-agriculture producing businesses.

The saleyards sector is similar in that it has a complex and interdependent supply chain. Finley Saleyards despite being smaller than most in scale, is no different in that there are interdependencies between suppliers within the supply chain.

This section of the report looks to quantify in dollar terms, the value earned within the Finley Saleyards supply chain using ID Profile Economic Input/Output Analysis.

Direct and Indirect Impacts will be quantified while also quantifying some of the broader economic multiplier effects benefiting the broader Berrigan Shire economy.

The Finley Saleyards are a place of transaction between buyers and sellers where value is crystallised on transaction.

In the last 7 years, combined cattle and sheep sales have been close to \$203M or an average of \$29M a year.³⁰

Table 13: Finley Saleyards Value of livestock turnover (2016-2022)

Year (30 th of June ending)	Value of Cattle Transacted \$M	Value of Sheep Transacted \$M	Combined Value Cattle and Sheep \$M
2016	17.35	8.29	25.64
2017	15.35	12.31	27.66
2018	14.65	10.82	25.47
2019	14.33	16.8	31.13
2020	18.72	12.48	31.2
2021	18.99	12.18	31.17
2022	18.57	12.49	31.06
Total	117.97	85.36	203.34

²⁶ ABS Data 26/07/2022 for 2020/2021 period

²⁷ ABS Data 27/07/2022

²⁸ ABS Data 26/07/2022 for 2020/2021 period

²⁹ iD Profile – economy.id.com.au

³⁰ Finley Stock Agents Association.

While it could be argued that this value of stock sold at Finley Saleyards would occur whether the sales occurred there or not, what is true is that there are suppliers that enable these sales that are dependent on these sales occurring at the Finley Saleyards.

The income they derive from the sales occurring at Finley, directly results in the employment of staff that work in these businesses. Examples include the staff that work at the Finley Saleyards, Stock Agents, Transporters and Drivers.

Likewise, there are secondary businesses that derive economic benefit from supporting these businesses. They may be accountants, lawyers, commercial property owners, suppliers of equipment, computers and telecommunications, providers of fuel, mechanics, tyres, cafes etc.

Lastly there is the induced economic benefit of expenditure created by all these people that live and work in Berrigan.

ID Profile Economic Input/Output Analysis was performed based on information gathered from Scanclear, the 3 Stock Agent Groups selling stock into Finley and Major Transporters.

Key assumptions applied to the inputs to the ID Profile Economic Input/Output summary below include:

Agricultural Workers

1 x FTE Saleyards staff (3 Part time Scanclear employees working on average 2 days a week)

2 x FTE Stock drivers (10 Agent Drivers there on a sale day)

4 x FTE (Agents selling stock)

Administration Workers

6 x FTE (Admin supporting Agents and their businesses)

Transport Workers

8 x FTE Transporters

The Economic Input Output modelling provided in Section 6.1 below indicated that the Finley Saleyards both directly and indirectly contribute 33 local jobs in the Berrigan Shire.

The economic value of these 33 jobs equates to \$15M to the Berrigan Shire's GRP which equates to 2.75% of Berrigan Shire's Economy.

ID Profile has the number of employed people living in Berrigan Shire as 3,283. Jobs created as a result of the Finley Saleyards represents approximately 1 % of the workforce living in Berrigan Shire.

6.1 ID Profile Economic Input/Output Modelling on Finley Saleyards

Model input summary

Project: Finley Saleyards Economic Input Output Analysis (Berrigan Shire)

Operational phase - modelling the impact of:

- adding 7 jobs in Agriculture
- adding 8 jobs in Road Transport
- adding 6 jobs in Administrative Services

Economic impact highlights

The economic impacts of Finley Saleyards Economic Input Output Analysis are summarised in the infographic below

Operational Phase (per year)



Operational phase

Finley Saleyards Economic Input Output Analysis in Berrigan Shire is estimated to support 21 direct local jobs per annum on an ongoing basis. This would generate \$7.19m in direct output per year and \$3.31m in industry value added per year.

From this direct expansion in the economy, it is anticipated that there would be flow on effects into other related intermediate industries as well as increased new employee consumption expenditure. These combined flow-on effects are estimated to support another 12 indirect local jobs per year and generate \$1.23m in indirect industry value added per year off the back of \$3.27m in output.

The total estimated annual impact is 33 local jobs, \$10.46m in output and \$4.55m in value added.

Source ID Profile: <https://economy.id.com.au/berrigan>

7 *Social Impact Analysis*

Beneficiaries of the Finley Saleyards

Saleyards in many rural towns play a special role in the social fabric of a community. Often, they come with considerable history, stories carried down by generations of farmers, agents and transporters. They are also viewed by many as community assets where there is a great sense of pride in their towns having a saleyard. This is evident whether the saleyards are large or small. They are part of a town's identity.

Saleyards play a role not just as a place of exchange where cattle and sheep are sold, but as a meeting place where experiences, challenges and triumphs are shared by the many producers both current and retired who would congregate on a sale day.

Sale day would also be a day where farmers would come into town to purchase both farm and household supplies. Traditionally in the past, while the farmer may be watching their and neighbours' stock be sold, their partners would be purchasing household supplies. Sale days would therefore be large days of commerce for not just the saleyards but also for the town.

Today the occurrence of farming family members coming into town on sale day is less prevalent with family members having independent careers and the ability to access town not limited to a sale day.

Despite this, saleyards still represent an important place where producers congregate. Finley Saleyards are no different and perhaps even more so with the design of the cattle selling pen as an amphitheatre style where farmers watch cattle being sold while catching up with their farmer colleagues and neighbours. This is very evident at Finley where no less than 50 farmers can be seen in the selling arena during the cattle sales.

The Finley Saleyards provide a disarming, relaxed and welcoming place where local farmers can meet. The role this plays in supporting mental health and wellbeing of producers, particularly during challenging conditions, cannot be overstated. The saleyards also provide a place where farmers can gain a sense of connection to community while also playing a part in the sharing and transfer of information from neighbour to neighbour, generation to generation.

These themes were very much prevalent in discussions as part of the consultation brief for this report. Interestingly the anecdotal themes in the feedback from stakeholders consulted is highly consistent with a recent report released by the Australian Livestock Markets Association.³¹ The report is the first of its kind in Australia. The research was informed by interviews with over 250 users of Saleyards in Australia from all States except the Northern Territory.

Key conclusions from the "Social Value of Saleyards Report 2022" were:

- Saleyards were critical to the social fabric of regional areas.
- Saleyards were a place of connection and story telling

The report also found that saleyards:

- Reduce social isolation
- Facilitate exchange of information
- Enable deeper and more open conversations in a safe environment
- Provide informal support and maintain cross generational connection.

Stakeholders directly impacted by Finley Saleyards

The stakeholders impacted by a town's stockyard extends beyond agents, transporters and drovers.

As indicated above, perhaps the largest stakeholder group are the livestock producers. While there are other alternative saleyards to sell into, local producers are unlikely to travel 140km, in order to watch their stock being sold in a larger selling facility where they know few people. The opportunity to catch up with their neighbours and colleague farmers will be largely lost.

Also, smaller producers that rely on transporting their own stock may find using a transporter uneconomic to take longer distances. This may precipitate them no longer producing stock and leaving the sector.

While the number of Agents servicing Finley yards has decreased from 7 in its peak to 3 businesses, these 3 Stock Agency businesses support many families.

A Finley Saleyards Agent as an example, talks of his business supporting on average 15 families each sale day and states, "that 40-50 families derive part of their income from the Finley Saleyards operating".

This is supported by the Economic Input and Output modelling on the Finley Saleyards which calculated 33 FTE jobs either directly or indirectly related to the saleyards operating.

Potential closure of the Finley Saleyards would likely result in the merger of the local agents into some of the larger stock agent firms operating out of the larger selling centres of Corowa, Wodonga and Wagga. While the agents themselves may maintain their jobs, the casualties in these mergers are often in the back office admin roles. This would likely precipitate the loss of up to 6 jobs in admin and possibly one agent, if Finley Saleyards were to close.

³¹ ALMA Report into Social Value of Saleyards June 2022

Discussions with the local transporters also indicate the strong reliance of their businesses on both the cattle and sheep freight task into and out of Finley Saleyards. They employ 8 staff in total. The impact closure would have on these 3 larger transporters and the 2 smaller local operators would be substantial. While some of these transporters may pick up stock lost to surrounding saleyards if Finley saleyards close, they will also be facing bigger competition from the larger livestock transporters based out of Wodonga, Wagga and Corowa. Job losses from the Livestock transporters could be as many as 4 if Finley Saleyards were to close.

These 5 transport providers also provide unknown benefits to Berrigan and Finley as they are very significant fuel purchasers assisting in underwriting the wholesale fuel providers distribution of fuel into Berrigan and Finley from Tocumwal. Estimates based on discussion with transporters are they are purchasing in excess of \$400K fuel per annum just for dealing with Finley Saleyards freight task. Loss of their business may have unintended consequences such as higher fuel prices into Berrigan and Finley.

Discussion with the Chamber President, Rick Shaw, indicated that anecdotally he estimated up to 50 jobs to be linked to the operations of the Finley Saleyards with farmers, agents and buyers coming into Finley and Berrigan on a sale day to go to a café, bakery and sometimes the pub. Again, this confirms comments from Finley Agents and the Economic Input Output Analysis that supports the number of indirect jobs created through the activity of the saleyards at Finley.

Beneficiaries of the Saleyards closing

Berrigan Shire ratepayers are subsidising Council's ownership of the Finley Saleyards. As there are only 112 registered livestock producers, 3 agents and 5 transport companies one could argue that many are paying for the benefit of a few.

From Section 5 of this report, it is clear that the saleyards are being operated as a "Community Service" to Berrigan Shire livestock producers. The saleyards are not making BSC money and are depreciating rapidly, requiring a call on Council's financial resources that will cost well more than the \$1.1M BSC has budgeted. This commitment is to get the saleyards into a state of WHS compliance but falls short of creating a best practice saleyards facility.

Closing the Finley Saleyards would mean that part of the \$1.1 M funds and the potential divestment of the saleyards, could be reallocated to other social, community or economic building infrastructure like a Mens Shed, a tourism initiative, town main street amenity upgrades as examples.

Other potential beneficiaries of the Finley Saleyards closing could be the neighbours surrounding the saleyards including the aged care nursing homes and the residents directly north and west of the saleyards. In fact, the divestment of the saleyards may allow for additional aged care and or retirement village development.

Those adversely impacted by the closure of the Finley Saleyards

Those that benefit most directly from the saleyards operating are Berrigan's 112 livestock producers, 3 agents and 5 transport companies. While this is a small number of direct stakeholders, the impact of closing Finley yards would be felt mostly by them. These businesses would be substantially impacted. Concerningly they are stakeholders that have already experienced some very adverse conditions over the last 20 years.

The closure of the Finley Saleyards will likely precipitate more Berrigan Shire livestock producers leaving the sector. This is most likely to be those that produce small amounts of stock.

The impact of the Stock Agents will be severe and likely to result in mergers of the local agents into Stock Agents of larger selling centres nearby. Likewise, the local transporters will face significant competition from the larger livestock operators out of the larger nearby selling centres.

As indicated by the Economic Impact modelling there could be as many as another 12 indirect jobs lost.

There are other less tangible impacts from having the Finley Saleyards close. These include the impact of business confidence in the Shire. Berrigan Shires GRP has contracted in the last 20 years³². The impact of having a business and a service like the saleyards close in Finley could be a further hit to business confidence particularly in Berrigan and Finley with the potential for closure of other businesses unrelated to the saleyards.

³² ID Profile, Berrigan LGA GRP 2001, \$561M, 2021 \$546M

8 Potential Options for Finley Saleyards

The title of this report is "At the Cross Roads". It represents a metaphor for a series of options Council has before it regarding a need to make a decision soon. The following section highlights these options and discusses the pros on cons of each option.

8.1 Option 1: Close the Finley Saleyards

Section 4 of this report provided the context of the substantial changes in the saleyards operating landscape and articulated the substantial macro and structural headwinds facing bricks and mortar saleyards.

Section 5 of this report identified the negative cash earnings BSC receives from owning the saleyards and the very improbable prospect of ever returning the Finley Saleyards to a profit, let alone a commercial return with Council as the owner of the asset. This was particularly the case based on the current lease agreement. Equally concerning is the ongoing risk BSC is exposed to as the owner of the Finley Saleyards from a Duty of Care perspective with a likely continuous call on capital while BSC is the owner.³³

Section 6 and 7 however identified both the economic and social benefits of the saleyards. The question then is do the economic and social benefits outweigh the ongoing financial cost of \$90,445 p.a to have the Finley Saleyards WHS and environmentally compliant?

The answer to this question is within the remit of Councillors that need to assess the interest of all its ratepayers and strike a balance of meeting the needs of the broader community as well as important segments of its local economy.

For Council making this decision, given the known economic and social benefits, council has an obligation to thoroughly explore and test other options before going down this route of closing the saleyards.

³³ General Manager Council Report May 2020

Table 14: Option 1, Close the Finley Saleyards

Pro's	Con's
Council removes potential WHS liability ³⁴ and other compliance risks	Loss of up to 33 jobs directly or indirectly linked to Finley Saleyards (See Section 6)
Finley Saleyards can be divested and funds deployed into projects deemed to be more economically and socially positive	Social benefits of saleyards lost (See Section 7)
Existing saleyards land could be used for higher economic use e.g., aged care facility.	Potential reputational damage to Council with Livestock producers, agents, transporters and broader business community that may blame Council for adversely impacting their businesses and livelihoods
Council retains part of unspent \$1.1M budgeted and any further amount required to meet WHS compliance.	Potential negative impact on overall business confidence in Finley and Berrigan
	Potential for smaller livestock producers to leave the sector.
	A need to reimburse the Federal Government for the \$281,500 HVSPF funding.
	A sense of loss of history

8.2 Option 2: Maintain Current Status Quo

This option is for council to continue as is, continuing to own the Finley Saleyards and to allow the existing lessee/operator Scanclear to exercise the option to renew the lease for 5 years with an additional 2 lease options out to 2037.

This option also assumes Council's continued commitment to the budgeted \$1.1M towards both Phase 1 and 2 works as identified in the Proway 2019 Report.

This option provides potential for a short-term solution. It assumes the \$1.1M addresses regulatory compliance obligations for WHS. A significant concern here however is that \$1.1M budgeted amount will only deal with Phase 1 and 2 in part and leave council falling short of being compliant.³⁵

Having Council and its senior staff so exposed to potential risk of civil and criminal action is untenable.

BSC own risk appetite matrix has WHS risk as a "Primary Avoid", so to continue on a status quo basis would have Council operating outside risk appetite with no plan or commitment to get it back within appetite.

Even with a commitment to fully fund Phase 1 and 2 works at current market prices, the nature of the lease agreement with Scanclear is heavily skewed to the benefit of Scanclear and not BSC as the owner of the asset. BSC retains substantial risk and receives marginal financial benefit even if stock throughput was to improbably increase.

The risk return profile of this scenario is heavily weighted to the cons with few credible identifiable pros.

³⁴ General Manager Council Report May 2020

³⁵ Proway Tender Prices 2021

Table 15: Option 2, Maintain current status quo

Pro's	Con's
Local livestock producers retain a saleyards facility to sell stock into, albeit short term	Council maybe exposed to unacceptable WHS risk and may have has senior staff exposed to criminal liability if found liable for negligence. ³⁶
Maintain 33 jobs directly or indirectly linked to Finley Saleyards (See Section 6)	Insignificant financial upside for BSC in having yards remain operating under existing Lease agreement with Scanclear.
Social benefits of saleyards maintained (See Section 7)	Valuable council resources invested in the Finley saleyards with further calls on capital to be made compliant let alone a best practice facility (see Section 5)
	Continuation of an operator who has little if any incentive to invest into the saleyards, nor has demonstrated a preparedness to do so.

8.3 Option 3: Seek an alternative Lessee/Operator.

While BSC is in receipt of advice from Kell Moore Solicitors in relation to not entering into a new lease with the current operator, there is potential benefit in securing an alternative as the current Lease agreement is heavily skewed to the benefit of Scanclear and not Council.

As it stands BSC is responsible for all structural maintenance and is committed to capital upgrades of \$1.1M. As discussed in Section 5.4.2 of this report, BSC receives a negative net cash income of \$10,445 p.a on an asset that has a fair value of \$3,285,375. This is a net cashflow number and excludes ongoing depreciation charges of the saleyards on a yearly basis. As stated in Section 5.4.2 of this report, Council's total financial loss per annum with depreciation is \$90,445.

An inherent deficiency in the current Lease agreement is the lack of revenue sharing between BSC and the operator in compensation of Council's ongoing structural repair and any capital investments it makes. Under the current Lease, the operator will not have to pay BSC \$1 for the benefit of its \$1.1M capital upgrade.

³⁶ General Manager Council Report 2020

Furthermore, the current Lease rent formula that stipulates when and by how much rent will be paid to Council, has a very high hurdle before BSC benefits from any additional stock throughput, hence resulting in negligible rent being paid to BSC of approximately \$4,000 p.a. Even in 2020 where cattle throughput was twice 2022, the rent paid was only \$5,533.

Subject to legal advice on a future lease, the Lease could be improved by adding substantive key performance metrics that holds the operator to account on maintenance, reported accidents and stock throughput.

In the event that BSC were to decide to not enter into a new lease with the operator and seek EOI for an alternative, there would be an opportunity to strike a lease that has more lessee accountability while also striking a fairer balance of the commercial benefits from Council's investment.

Table 16: Option 3, Seek an alternative Lessee/Operator

Pro's	Con's
Local livestock producers retain a saleyards facility to sell stock into.	Council still exposed to unacceptable WHS risk and may have senior staff exposed to criminal liability if found liable for negligence. ³⁷
Potential to attract an operator with stronger alignment of interests with Council.	Even with an alternative operator and committed capital upgrade, any additional throughput is unlikely to provide a commercial rate of return to BSC (See Section 5)
Potential to identify a local operator/lessee that would retain earnings in Berrigan Shire.	Valuable council resources invested in the Finley saleyards with further calls on capital to have the saleyards WHS compliant.
Strike a fairer balance in sharing revenue as a function of additional capital invested by BSC.	\$1.1M plus cost escalations to bring up to WHS compliance ³⁸
Maintain 33 jobs directly or indirectly linked to Finley Saleyards (See Section 6)	
Social benefits of saleyards maintained (See Section 7)	

³⁷ General Manager Council Report 2020

³⁸ Proway 2019 Report, Proway October 2021 tender for Phase 1 and 2 works.

8.4 Option 4: Council owning and operating the Finley Saleyards.

In 2008 Council embarked on a decision to outsource the operations of the Finley Saleyards to a private operator while retaining ownership of the facility. Entering into a lease with an operator was seen as a means of stopping the recurring and growing operational losses at the Finley Saleyards. The yearly ongoing operation loss stopped (circa \$120K p.a). Council however has not mitigated its ongoing obligations for structural repairs, fair wear and tear, and latent defects, all of which BSC is responsible for under the existing lease.³⁹

Also, BSC’s capacity to placate or contract out its “Duty of Care” responsibilities as the owner of the property are limited.

Currently Council maintains almost all the risk and financial burden of repairs and infrastructure upgrades and only shares in a tiny fraction (3%) of revenue above a 100K revenue threshold.

As indicated in Section 5.4.3 of this report the operator/lessee is making an estimated minimum of \$47,550 per year assuming estimates regarding maintenance are correct.

The question then arises could Council run the business with the same level of resources as the current operator and receive this income or more. Given BSC history in its previous operations, the answer is likely to be no as Council would likely have more onerous OHS policies that would add additional costs imposts on to the business.

This Option still has BSC assuming all the risk liabilities with little prospect of an improved financial position as is therefore not a particularly attractive option. It is also an option consider by BSC Councillors in 2008 and rejected.

Table 17: Option 4, Council owning and operating the Finley Saleyards

Pro’s	Con’s
Local livestock producers retain a saleyards facility to sell stock into.	Council still exposed to unacceptable WHS risk and may have senior staff exposed to criminal liability if found liable for negligence. ⁴⁰
BSC would have a higher level of oversight on the saleyard operations and potentially have a higher level of regulatory compliance than current	Valuable council resources invested in the Finley saleyards with further calls on capital to have the saleyards WHS compliant. ⁴¹
Potential for improved relations with Stock Agents which may result in increased stock throughput through the yards and hence better financials.	Council still likely to owning and running a business that will never make a profit let alone a commercial return (See Section 5)
Maintain 33 jobs directly or indirectly linked to Finley Saleyards (See Section 6)	
Social benefits of saleyards maintained (See Section 7)	

³⁹ General Manager Council Report 2020, Finley Saleyards Lease 2017.

⁴⁰ General Manager Council Report 2020

⁴¹ Proway Report 2019

8.5 Option 5: Selling Finley Saleyards via an EOI

Ideally BSC would like to retain the economic and social benefits of having a saleyard in its municipality without the burden of continued investment, the prospect of ongoing financial loss and the ongoing compliance risk.

This could be achieved via selling the saleyards to a credible and capable operator.

In the process of consulting with different stakeholders it became apparent that there may be a stakeholder with enough vested interest to take it on.

Previous notions of selling the Finley Saleyards have entertained the possibility of a peppercorn sale with a \$1 buyback or call option by Council if the new owner failed.

While this structure would be appealing to some interested parties there is an implicit disincentive for a new owner to invest capital into the yards if there is a risk the yards would be bought back for \$1. It would ultimately result in council having to make a similar decision to the one it needs to make now.

The potential opportunity to be explored here is what is the appetite of a local or external party to purchase the Finley Saleyards on a more commercial basis and if not, what incentives could be structured into a sale to make it more appealing for a credible purchaser?

Table 18: Option 5, Selling Finley Saleyards via an EOI

Pro's	Con's
Local livestock producers retain a saleyards facility to sell stock into.	Risk that the new owner won't be able to make it work and hence have a risk that the saleyards will close down
Berrigan Shire retains a saleyard without the financial loss and continuous call on capital but economic and social benefits retained. (See section 6 and 7)	New owner and operator will most likely look to recoup investment through higher fees and charges potentially disenfranchising vendors and agents
Council removes ongoing compliance risk	
Potential for improved relations with Stock Agents which may result in increased stock throughput through the yards and hence better financials for the new owner.	
Potential for a new operator with additional capacity or appetite to invest in the Saleyards.	
Council could invest divestment proceeds in other community building initiatives	

9 Preferred Option

The options explored in Section 8 of this report are summarised in Table 19 below.

Table 19: Summary of Options for Finley Saleyards

Option No:	Description
Option 1:	Closure of the Finley Saleyards
Option 2:	Maintain Current Status Quo
Option 3:	Seek an alternative Lessee/Operator
Option 4:	Council owning and operating the Finley Saleyards
Option 5:	Selling Finley Saleyards via an EOI

Option 5 of selling the Finley Saleyards, is the option that has Council retaining the economic and social benefit without the likelihood of ongoing financial losses and continued calls on capital to meet ever increasing compliance standards around WHS, environment and animal welfare.

It is quite possible that there is a private sector operator who may manage the Finley Saleyards, that by purchasing the Finley Saleyards will have skin in the game and greater capacity and appetite to have the Finley Saleyards continue to operate.

Given the noted economic and social benefits referenced in this report it would be diligent for Council to explore and test this option by running a robust EOI process, with a view to being open to some potential incentives to a more aligned operator. These incentives could vary from a reduced price, terms agreement with delayed settlement or rate relief.

If this process was unsuccessful in identifying a credible new owner, then Option 3 (Seeking an Alternative Lessee/Operator) is the next most attractive. This Option however would be contingent on BSC still committing to getting the yards to a position of WHS compliance. Within this option there would be opportunity to strike a better balance regarding BSC getting a more favourable rent. Subject to legal advice there may also be a means of further contracting out the WHS issues by entering into a ground lease only on the land the saleyards sit on with the new lessee contractually taking on the responsibility of maintenance of the buildings and fixtures.

These options deserve exploration and could potentially be run as one process where an EOI is sought for a new owner or Lessee/Operator.

As explained in Section 8, Option 4 (Council owning and operating the saleyards) is less appealing than Options 5 and 3, as running saleyards is not a core business of BSC and given the small number of livestock producing rate payers, it is questionable whether it is the best use of ratepayer's funds. If this option was adopted, there would have to be a clear understanding that the Finley Saleyards were officially operating as a "Community Asset". The reason being that the likelihood of BSC returning the saleyards back to a trajectory of growth and profit would be very low.

Option 2 is outside the risk appetite of BSC and untenable while Option 1 could be considered only once Option 5 and 3 had been exhausted.

10 Appendix 1: SWOT analysis of Finley Saleyards.

INTERNAL FACTORS	
STRENGTHS (+)	WEAKNESSES (-)
<ul style="list-style-type: none"> Multi Species Saleyards (Cattle and Sheep) Economic and social contribution to the region Is a strong social and cultural space which builds social capital and the 'licence to operate' Has a long history of operation in Berrigan Shire 	<ul style="list-style-type: none"> Need for substantial ongoing investment to meet compliance standards Cattle throughput lacks economies of scale Sheep throughput lacks economies of scale Site size and location may limit further development and ongoing sustainability Current Capex requires funding from Council working capital as opposed to saleyards internally generated revenue Declining cattle and sheep sales Capital expenditure constraints by Local government Longer planning and funding timeframes, reduces agility and flexibility in decision making Antiquated facility falling short on best practice animal welfare
EXTERNAL FACTORS	
OPPORTUNITIES (+)	THREATS (-)
<ul style="list-style-type: none"> Potential closure of other small surrounding livestock sale yards, Echuca, Shepperton, Deniliquin Exploration of different governance models with alternative lessee/operator or potential new owner Opportunity to grow cattle offering through upgraded infrastructure Leverage social capital benefits 'Berrigan Shire' branding of meat as a premium product Expand the marketing and promotion of the sale yards 	<ul style="list-style-type: none"> Competing large privately and Council owned and operated saleyards within contestable catchment e.g., NVLX Barnawartha, Wagga, Corowa Long term trends supporting declining livestock numbers across NSW in sheep and cattle as farmers transition from livestock to broad acre cropping. Also, very evident in Berigan Shire. Structural change in the buyer market. Increasing concentration of buyers leading to more direct sales Increasing regulations in OHS, environmental and animal welfare adding to need for continued investment in infrastructure, technology and processes and compliance costs. Market disruptors, agents selling P2P, direct sales, Online intermediaries (Auction Plus) Reputational damage if something goes wrong at yards (e.g., animal welfare incident) or compliance breach. Climate Change



**SUBMISSION:
DRAFT RIVERINA
MURRAY
REGIONAL PLAN
2041**



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Response to Draft Riverina Murray Strategic Plan

Introduction

The big changes and ideas are welcome for Murray cross-border communities with comparatively limited social, economic, and environmental connections to the broader Riverina-Murray. The recognition in the Draft Plan of change in regional economies and the catalytic nature of 'precinct' projects establishes the scaffolding required to inform land-use planning decisions. In particular, the focus on consideration of water and land use planning upfront when making regional growth decisions is a positive step in a complex and highly politicised policy environment. We do not want to see any more downstream (market or political driven) growth decisions made at the expense of upstream communities without full consultation and discussion and consideration given to the social, economic, and environmental costs and benefits of growth at the expense of neighbouring communities.

The implications of this as we transition to net zero carbon emissions include how this plan will support the transition and growth in cross-border communities outside the planned renewable energy zone. These are communities where fast charging stations for EVs are not intended or able to be installed – due to network constraints. Are these communities stagnating – despite experiencing significant growth pressures? Or is the plan a framework to advocate for development that showcases – 'off grid' connectivity? Should it also set out a framework that provides opportunities for communities outside the renewable energy zone to transition to net zero carbon emissions? The Berrigan LGA is outside the AEMO strategic plan and the region's REZ.

The Council's LSPS identified energy and the congestion of its transmission network as critical constraints to current and future development. We need more than a tokenistic commitment to investigate housing developments powered by renewable energy microgrids. We need support to transition to off-grid commercial and industrial scale micro-grids if the region is looking to a) optimise investment in connectivity of freight and logistics network, b) improve the productivity of the Tocumwal Intermodal, c) support industry expansion and investment in agri-industry value-adding technologies d) facilitate the decarbonisation of the LGAs transmission grid and e) remain competitive in a regional and cross border environment. Recommended, therefore, is the identification in the Draft Plan that the LGAs outside the REZ will need additional resources or a framework that will facilitate the resolution of current and future energy constraints to remain competitive as part of a transition to net zero.

The new appreciation of the complexity of the cross-border environment is welcome. Strategically the Memorandum of Understanding signed between the Berrigan, Moira, Indigo and Federation Shire Councils needs recognition because it is the scaffolding for many of the cross-border initiatives identified as council actions in the draft plan as Council activities. The development of an MOU between these Councils suggests that the LGAs on the border are best placed to identify where their social, economic and environmental interests lay.

While laudable, the NSW initiative establishing cross-border REDs does not have Murray River-based Council buy-in from Victorian or NSW LGAs because the boundaries do not reflect the lived experience of locals and businesses.

If there were NSW State Government buy-in, the latest review of the Murray REDs would have responded to unanimous feedback from Victoria and NSW LGAs that the boundaries of the Murray REDs need to reflect the lived experience of the region's social and economic links. Further, the Victorian Government's Goulburn REDS (2022) does not refer to Murray REDs. The Goulburn REDS (2022) includes the Moira, Shepparton, Strathbogie and Mitchell LGAs: Victoria LGAs serviced by Berrigan Shire-based Tocumwal Intermodal.

Therefore, while ever the Riverina Murray Regional Plan takes its strategic direction from the Murray REDs, the likelihood of 'the Draft Plan' strategies and actions attracting investment is low. Because lead agencies (both jurisdictions) do not have strategic or operational justification for allocating resources to cross-border land use planning activities. Needed, therefore, is an acknowledgement of the MOU signed by Moira, Indigo (VIC) and Federation and Berrigan LGA, similar to the Draft Plan's recognition of the Albury Wodonga 'two cities one community' strategic framework.

The identification of LSPS projects and the closer alignment of LSPS projects with the Strategic Plan is welcome and a good initiative because it will improve subsequent iterations and reviews of a Council's LSPS. Welcome also is recognition that line of sight planning needs real-time data, including the flexibility to tweak the Strategic Plan in response to change.

Response to Questions

Q: How can we better resource [regional] planning and related functions?

The Department could investigate options supporting smaller Councils to fund the cost of real-time regional-level data and robust cross-border sub-regional (SA2) level modelling.

This assistance is needed to strengthen the validity and credibility of strategic plans for sub-regional planning. Further, the NSW Dept of Planning commissioning would establish a case for strategic investment in SA2 subregional analysis. Doing so would increase NSW state government agencies' accuracy and overall intelligence about the investment opportunities missed by an over-reliance on population projections (regional scale SA3) level data as a source of data basis for regional strategic plan development. By default, the current framework limits the capacity of smaller Councils to collect subregional scale data needed in cross-border locations.

The following is a summary of 2021 SA2 level census data in the NSW Vic cross-border subregion, including the Berrigan LGA. Evident on analysis at this level is the economic value and growth potential of a cross-border region home to 42,000 people, of whom more than 50% of the cross-border sub-region population live in NSW. A sub-regional area where the gross value of agriculture (GAP) NSW LGAs in 2020/21 was \$981,920,356 contributing 5.4% of NSW GAP.

Table 1 – SA2 Cross Border Berrigan Functional Economic Development Region

Subject Area Population SA2	Berrigan Functional Economic Development Region LGA	Population
Tocumwal-Finley-Jerilderie	Berrigan/Murrumbidgee South	9,778.00
Deniliquin & Surrounds	Edward River / Murray River	6,837.00
Deniliquin	Edward River	7,038.00
Sub Total		23,653.00
Cobram (VIC)	Moira	6,465.00
Numurkah (VIC)	Moira	12,555.00
Sub Total		19,020.00
Total		42,673.00

Source

ABS Census 2021

Table 2

Source

VACPDCASGS202021 - Value of Agricultural Commodities Produced, Australia, 2020-21
Gross and local value estimates by Australian Statistical Geography Standard (ASGS) Edition 3 regions
Released at 11:30 am (Canberra time) 26 July 2022

Subject Area Population		Berrigan Functional Economic Development Catchment					
ABS Census Region code	Region label SA2	Commodity code	Commodity description	Gross value (\$)	Gross value - Relative Standard Errors (Percent)	Local value (\$)	Local value
109031185	Tocumwal - Finley - Jerilderie	9019959	Total agriculture	360,016,038		332,892,970	
109031182	Deniliquin	9019959	Total agriculture	28,659,016	^	26,170,252	
109031183	Deniliquin Surrounds	9019959	Total agriculture	593,245,301		538,737,646	
Sub Total				981,920,35		897,800,8	
				6		68	
216021411	Cobram	9019959	Total agriculture	71,784,151	^	63,478,954	
216021413	Numurkah	9019959	Total agriculture	392,058,548		369,344,370	
Sub Total				463,842,69		432,823,3	
				8		23	
Catchment Total				1,445,763,0		1,330,624	
				54		,191	

Value of Agriculture	2019-20 (millions)	2020-21 (millions)	Total GAP	%
New South Wales	11,196,000,000	18,010,000,000	981,920,356	5.45

Victoria	17,834,000,000	17,542,000,000	463,842,698	2.64
Berrigan Cross-border SA2 Level Catchment	29,030,000,000	35,552,000,000	1,445,763,054	4.06

Is there an opportunity to resource regional planning and related activities and address regional planning constraints in small local government areas via the establishment of an industry development fund that could assist smaller LGAs address resource constraints grounded in lack of skills, knowledge and training and funds to train or employ the planning and building professionals? The State's contribution much like a FAG grant (based on an LGAs taxable income) could be benchmarked against and determined by for example 0.5% value of a sub-region's GAP (\$4.9 million) with funds used by Dept. Planning and LGAs on collaborative and capacity building regional planning and related projects.

Based on the above this could resource smaller NSW LGAs and the Department of Planning increase the pool of regional planning resources associated activities needed to develop Rural Land Use and Housing Strategies, Precinct Plans, Master Plans, Long-term Strategic Planning Statements.

Further Opportunities to better Resource Regional Planning functions

Consideration should also be given to the following.

- The inclusion in the plan of collaborative projects between the Department and small LGAs – not because it is a regionally significant project but because it is a strategy that will improve and strategic planning practice and, over time lead to better outcomes
- Embed Dept staff in smaller LGAs and provide career progression or additional professional development and project leadership opportunities for Dept staff that take up this opportunity
- Ensure that any staff embedded in smaller LGAs are also given project leadership responsibilities by the Department values and shift attitudes about what is or is not possible

Question: What other Council activities should be included in the final plan, in addition to the Council activities listed in the plan?

It is recommended that the only Council activities listed in the Plan are those where the Council has already made a commitment to fund its delivery in the Council's Delivery Program.

Other activities that should also be listed – given the number of Councils in the region that operate Water, Sewer services – are planned projects and upgrades to Water and Sewer Infrastructure and reviews of Integrated Water Management Strategies (IWCMS). The strategic work involved is significant and would go a long way to overcoming the challenges that constrain growth in the region and or contribute to poor regional planning outcomes.

For example, IWCMS are developed and use residential growth projections and demand forecasting. Further Water NSW will not approve an infrastructure upgrade unless residential growth projections and demand forecasts meets a planning and investment threshold. The Draft Riverina Murray Plan highlights the growth opportunities inherent in value added food manufacturing. Value add food manufacturing require water for processing, on site treatment facilities of commercial and liquid trade waste at levels which are much higher than can be accommodated by residentially sized Water and Sewer treatment plants.

Not only should Council Water and Sewer activities be included in the draft regional plan – also needed is a collaborative strategy which highlights the need for regulatory change and resolves constraints imposed by NSW Water insistence of population and residential demand thresholds being suggests that the draft Plan's agri-industry economic growth strategies are not feasible in the towns and communities that generate the region's wealth.

Environmental Objectives

All strategies are broadly supported via the suite of planning processes identified with the caveat that rural Councils **do not have a budget** for strategic planning activities. In most instances it is rates revenue that funds strategic planning.

It may, therefore, not be possible to fund the collaborative activities identified or Council actions identified. Because the attendance of a planner at an online session designed to increase planners' understanding and knowledge of the impact of environmental impacts for a species and habitats – takes time and is a cost. It is time and a cost to Council's that needs to be prioritised in the context of finite resourcing and the Council's priorities.

Consideration should therefore be given to using the Strategies as broad statements of intent and entering into partnership agreements with Councils on which strategies are common priorities – with negotiated timeframes for implementation so that Councils can as part of their IP&R process over a 4-yr Delivery Program allocate ratepayer revenue to resource its implementation. In the context of cross-border Councils that have entered MOU with VIC councils this is even more important if we want to see progress on the delivery of environmental objectives. Negotiated timing and resourcing is key element that will see the achievement of environmental objectives – this is missing in the language used by the plan.

Communities and Place

All strategies are broadly supported – the mismatch of housing supply, the quality of housing stock and the failure of market driven housing supply and policy settings are not new issues in the context of planning for communities and place in rural towns. The pandemic has uncovered these structural issues. Evidence, therefore, of the importance of improved forecasting in sub-regional context. What also needs to be said is that structural issues with housing supply in rural and regional centres for key workers **cannot** and **will not** be resolved by market-based supply and the planning system. There needs to be a bigger conversation about the assumption that 'strategic planning has a role in coordinating and facilitating development and investment, as well as generating high quality, resilient, liveable communities.'

The strategies described provide an excellent framework for all councils – and should be retained with more thought given to the role the Department has resourcing and facilitating the advocacy needed for effective strategic planning in regional NSW between state agencies and cross-border border levels of government. For example, small rural Councils even those with a rural strategy and housing strategy resources to argue the importance of programmed state and Commonwealth government investment and delivery of regional and rural keyworker housing. Because it is market base demand and supply which seeks certainty and profit that underpins strategic investment in housing. Therefore, while there is remains market driven demand for rural lifestyle properties, 3 - 4 bedroom houses in our towns. Market provision of housing in sporadic rural housing and low-wage housing markets will not resolve the mismatch between housing demand and supply.

Irrigation and Water

The draft plan's tacit acknowledgement and commitment to investigate the land use planning implications of an unregulated water trading markets determination of where development will occur without any consideration of the land use planning impact or the social, environmental impact on other communities is appreciated.

The Council however, is disappointed that a willingness to consider at regional scale the land use impacts associated with Irrigation in the region is silent on the steps that need to be put in place to protect and preserve Irrigated Agriculture? Where are the guidelines that address environmental, economic and social impact of development on, near or adjacent to irrigated agricultural land. The value of which is significant in terms of the region's and the state's agricultural production. What protections are in place for 'change of use' operation of irrigation infrastructure? For example, we require development applications to 'change the original use of a development'. A boarding kennel to a puppy breeding farm. Yet while it is important enough to document the impacts of a change of use from kennel to puppy farms. It is evident we have no planning controls that be applied to what is in effect a 'state sanctioned' change of use for irrigation infrastructure. Council highlighted in our LSPS the importance of a strategic preferable regional approach toward the future management of irrigation infrastructure. It is clear that the Council is the 'consent authority' charged with protect our riverine environments, eucalyptus forest, tourism industry, private landowners and rural property from flooding and inundation, from the environmental impacts caused by a 'change of use' in the LGAs irrigation infrastructure. Specifically, the LGAs irrigation infrastructure primary use has changed. It in now a tool for Water NSW to manage the River, Upstream dams as part of its flood mitigation strategy in addition to facilitating the delivery of environmental water and water purchased on the open water market. As we face the potential of a third summer of River heights flooding properties and the irrigation channels used for this purpose I not too sure which is worse for our communities. The irrigation channels used in drought to support water trading, or the irrigation channels used to decimate our riverine environment, undermine our eucalypt forests and negatively impact our tourism industry.

The Council cannot think of a more wicked policy problem, environmental, economic development and social issue that needs transparency, and a agreed strategy and policy framework to inform the future of land use planning for land that is irrigated. Why have a right to farm policy? Why should our communities care about buffers for agricultural? Why concern us with planning for development that does not fragment agricultural land or create land use conflict? The message is why should we care when the Department of Planning and the Environment do not.

Prepared by:

Jo Ruffin
Director Strategic Planning and Development



Policy

30

CUSTOMER REQUESTS

Strategic Outcome:	Good government	
Policy type	Administrative	
Date of Adoption:	21 September 2022	Minute Number:
Date for Review:	16 September 2026	
Responsible Officer:	Director Corporate Services	
Document Control:	New policy	
Delivery Program Link:	2.1.3	

1. POLICY STATEMENT

Berrigan Shire Council's (Council) Customer Requests Policy has been created to guide the development of an organisational culture focused on meeting the needs and expectations of its customers and to continuously improve its services for customers.

This policy sets a standard for Council's commitment to the customer and explains what customers can do if we have not delivered a service to the promised standard. It also provides council officers with clear benchmarks to adhere to.

2. PURPOSE

The purpose of the Customer Requests Policy is to;

- be responsive to requests of the community;
- control, monitor and improve the physical environment and maintain the health and wellbeing of the community;
- ensure Council responds to issues raised by customers making requests and complaints in a timely manner;
- boost public confidence in our administrative process; and
- promote best practise customer service behaviours and attitudes by all Berrigan Shire Councillors, Council Staff, Contractors and Volunteers.
- This policy will provide guidance to both staff and customers on the key principles and concepts of our Customer requests management system



Policy

3. SCOPE

This policy applies to all customers, Councillors, Council staff, contractors and volunteers of Berrigan Shire Council. The preceding are all responsible for the provision of quality customer experience to the customers of Berrigan Shire Council. They should perform their duties in a professional and responsible manner and treat members of the public fairly, respectfully, and consistently, in a non-discriminatory manner and with proper regard for rights and obligations.

4. OBJECTIVE

This policy is developed to assist the Council with the Delivery Program Objective 2.1.3:

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

5. DEFINITIONS

- Customer:** Our Customers are people who we interact with, or serve on a day to day basis including:
- Residents, community groups, members of the business community
 - Councillors as elected representatives of the community
 - Government departments and Non-Government organisations
 - Visitors to the Berrigan Shire
- Customer Request:** An appeal for assistance to inspect, remove, replace, repair or reinstate Council facilities or amenities which may be damaged or missing as a result of a number of circumstances.
- Complaint:** An expression of dissatisfaction with a service or product offered or provided, by the Council which has, or should have, been received that has failed to reach the standard stated, implied or expected.
- Specialist Staff:** Example; a staff member with specialist knowledge such as an accountant, engineer or building surveyor.
- EDRMS:** Electronic document and records management system.
- Personal information:** Personal information is defined to mean information or an opinion about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion. This information can be on a database and does not necessarily have to be recorded in a material form.



Policy

6. PRINCIPLES/VALUES

6.1 Values

Berrigan Shire Council has identified four underpinning values that have established the basis of the Customer Experience Charter – these values are;

Convenient – involving little trouble or effort

Attentive – assiduously attending to the comfort or wishes of others

Prompt – done without unnecessary delay

Accurate – correct in all details

6.2 Customer Experience Charter

The customer experience charter has been published to ensure Berrigan Shire Council customers are aware of the standards they can expect from the representatives of Berrigan Shire Council and the standards expected of them as customers.

We will:

- make contacting Berrigan Shire Council easy and convenient;
- treat customers with respect, courtesy, patience, sensitivity and attentiveness;
- respond to customer enquiries promptly and efficiently; and
- provide clear, concise and accurate advice and information.

In return we ask our customers to:

- treat staff and Councillors with respect, courtesy, and patience;
- provide sufficient information to enable a response; and
- Recognise that council does not have unlimited resources and will set priorities based on formal protocols

The Customer Service Charter defines the standards of response from Council. General enquiries can be handled by frontline staff, however complex queries will be handled by specialist staff.

6.2.1 Service standards

Our service standards are;

Phone enquiries;

- Staff will identify themselves by name.



Policy

- When work is to be completed, as requested by a customer, a reference number will be given.
- The after-hours telephone service will assist with urgent enquiries.

Mail

- We will provide a response within 10 working days

Email

- We will acknowledge that we have received your email immediately

Service	Standard
<u>Frontline Customer Service</u>	
Answer your call	Within 30 seconds
Return phone messages left after hours	Within 1 working day
Acknowledge emails sent to mail@berriganshire.nsw.gov.au	Automatic reply
Respond to general correspondence	Within 2 working days
Response to a request for service	Initial response with works request number within 2 working days
Informal GIPA request	Acknowledgment within 2 working days Decision within 10 working days
Formal GIPA request	Within statutory timeframes
355 Committee requests for works	Urgent repairs within 24 hours Acknowledgment within 5 working days. Acknowledgment will provide expected timeframe for a formal response.
<u>Building and Planning</u>	
S10.7(2) Certificates	As per statutory timeframes
Drainage Diagram	Urgent: 1 working day (payment applicable) Standard: 5 working days
Development Application	Acknowledgment of application in 7 working days. Registration within 5 days of payment.



Policy

	Assessment within 40 working days from registration.
Construction Certificate	Acknowledgment of application in 7 working days. Registration within 5 days of payment. Assessment within 21 working days from registration.
Complying Development Certificate	Acknowledgment of application in 7 working days. Registration within 5 days of payment. Assessment within 10 working days from registration.
Building Certificate	Within 14 days of payment
Final Occupancy Certificate	Within 14 days from lodgement
General Enquiry	5 Working days
Enquiry relating to current application	3 Working days
Requests for duplicate approvals/house plans	14 working days
Dwelling Entitlement	28 working days from payment
<u>Biosecurity and Compliance</u>	
Animal Registration Process	5 working days
Collection of contained animal	Same day
Attend to wandering stock	Same day
Respond to reports of nuisance dog	48 hours
Inspect dumped rubbish	2 working days
Fire prevention notice	Inspection & within 3 working days. Notices as per statutory time frames.
<u>Libraries/Economic Development</u>	
General Enquiries	Response within 2 working days
Infrastructure	
Emergency Response	As per Transport Asset Management Plan Appendix E
Water Over Road	As per Transport Asset Management Plan Appendix E



Policy

Mowing requests	Response to customer within 3 working days
Tree trimming requests	Decision within 10 working days
<u>Water & Sewer</u>	
Water Leak	Initial investigation within 3 business days
Mains Break	Initial investigation within 24 hours
Water Enquiry	Response within 2 business days
Sewer Blockage	Initial investigate within 3 business days
Low Pressure Sewer	Initial investigation within one business day

7. POLICY IMPLEMENTATION

7.1 Customer Experience Responsibility

- Directors, Managers and Coordinators are responsible for developing a customer focused work ethic in their teams and empowering staff to undertake customer focused decision making.
- Directors, Managers and Coordinators are responsible for working in consultation with their teams to develop and implement customer focused systems and processes that respond to and satisfy customer needs and expectations.
- Each staff member is responsible for the delivery of exceptional customer service to the Berrigan Shire community and adherence to this policy and expected timeframes to the best of their ability.

7.2 Record Keeping

Council is obligated to properly record all Customer Requests into an electronic document and records management system (EDRMS) in a timely manner, the purpose of this recording is to ensure that full and accurate records of the activities in the course of Official Duties, are created, managed and disposed of appropriately to meet the Council's organisational needs and accountability requirements. Council Staff members should refer to Council's Record Management policy and Records Management procedures when recording all works request.

All records must be kept in accordance with Council's Records Management Policy and Destroyed as per General Retention and Disposal Authority: Local Government Record (GA39).



Policy

7.3 Complaints, compliments, service requests and feedback

Requests for service are a request for Council to undertake action or maintenance on a matter such as grading of a road, roadside slashing, clearing of a fallen tree etc. These requests are to be made to the Customer Experience Team via phone, email, in writing, or a council platform where available.

Our staff will ask for sufficient detail on your request to be able to determine the most effective manner in which to handle it – this ensures the customers complaint or service request is directed to the correct department with enough detail to be investigated. A full name, contact phone number and email address or postal address is to be provided for ease of contact.

Complaints are different from requests for service. Unfortunately, there may be times where Council fails to meet expectations – resulting in a complaint. Complaints are dealt with by the managers of the relevant area, who will try to resolve the complaint as quickly as possible. Whilst most complaints can be resolved quickly, there are times when detailed investigation is required. If it will take time, we will keep you involved throughout the process and update you on the progress of your complaint.

A complaint does not include;

- A request for service
- Reports of a hazard
- Reports concerning neighbor's or neighboring properties (e.g. dog barking or noise issues)
- A request for information or an explanation of a policy or procedure
- A dispute between neighbour's
- Decisions made under legislation which provides for separate avenues of appeal (e.g. prosecutions under Local Laws and decisions under the Building Act)

7.4 Escalation of requests

If Council has failed to meet the service standards as listed in 6.2.1 a customer may wish to escalate their request to a manager or director.

If the request is with a staff member that reports to a Director, the request shall be escalated in writing by the Customer Experience Team to the appropriate Director. If the request is with a staff member that reports directly to a Manager, the request will be escalated in writing to the appropriate Manager. Once escalated, the customer is to be contacted within 3 working days.

7.5 Anonymous Complaints and Requests

Where valid evidence is presented, an anonymous complaint will be investigated and actioned. If no evidence is presented and the complainant is anonymous, the complaint will be investigated at the discretion of management.



Policy

Complaints and requests reported anonymously are unable to be tracked for updates, callers must be aware that by providing no name or contact details, officers will not be able to make contact for further information or to provide advice or a resolution.

7.6 Privacy

Council has a commitment to the protection of personal information provided by a customer to Council in accordance with the requirements of the *Privacy and Personal Information Protection Act, 1998*, and Councils Privacy Management Plan.

7.7 Requests that are Unreasonable or Abusive

Berrigan Shire Council is committed to treating all customers fairly and with equality. Council also reserves the right to terminate or restrict communication channels with unreasonable customers, this includes those:

- Who become physically or verbally aggressive;
- Who make substantial and unreasonable demands on the workload and resources of Council;
- whose aim is to annoy, harass, humiliate, and irritate; and
- any person deemed vexatious in nature

7.8 Accessibility

Council is committed to providing all customers with the opportunity to lodge a request or complaint. If you or a person who you know needs additional support the Council offices are accessible. Alternatively please let us know your specific access needs by mail, email or phone.

Council information and services are also available remotely for those that cannot travel to Council Offices; via the website, over the phone or by email. Council Libraries are also equipped to assist with some enquiries.

8. RELATED LEGISLATION, POLICIES AND STRATEGIES

8.1 Legislation

- *Privacy Act 2000*
- *Local Government Act 1993*
- *Government Information (Public Access) Act 2009*

8.2 Council policies and guidelines

- Governance Policy
- Code of Conduct



Policy

- Privacy Management Plan

9. RECORDS MANAGEMENT

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

10. REVIEW AND EVALUATION

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

11. DOCUMENT AVAILABILITY

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

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

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

Berrigan Shire Council
56 Chanter Street
BERRIGAN NSW 2712

Ph: 03 5888 5100

Email: mail@berriganshire.nsw.gov.au

12. VERSION CONTROL

Version Number	Date	Summary	Responsible Officer
1.0	21.09.2022	New Policy	Coordinator Customer Experience

APPENDICES

Appendix A – Customer Experience Charter



Policy

PURPOSE

The purpose of the Customer Service Charter is to outline Berrigan Shire Councils "Can Do" approach to customer service as a whole organisation and establish a standardised method to managing contact with our customers.

SERVICE STANDARDS

Required Service	Our Aim
Answer your call	Within 30 seconds
Return after hours phone message	Within 1 working day
Response to a request for service	Initial request with works request number within 2 working days
General Building Enquiry	Response within 5 working days
Collection of contained animal	Same working day



CONTACT US

-  03 5888 5100
-  mail@berriganshire.nsw.gov.au
-  Berrigan Shire Council
-  www.berriganshire.nsw.gov.au
-  56 Chanter Street Berrigan NSW 2712





Policy



REQUESTS AND COMPLAINTS

"Complaints" are different from "Requests" "Requests" for service are a request for Council to undertake action or maintenance on a matter such as grading of a road, or roadside slashing. These requests are to be made to the Customer Service Team via contact channels listed to the back of the pamphlet The Customer Service team will log the request into Council Asset Maintenance System where the appropriate staff member will be assigned for actioning. Unfortunately there may be times where we fail to meet your expectations – resulting in a "complaint".

You can report your complaint via phone, email or in person; you may also wish to:

- Ask to speak to a supervisor or manager
- Ask to speak to a Director (who reports directly to the CEO)
- Ask the Customer Service team to escalate your request

All people have the right to raise concerns and make legitimate complaints and expect that the issues raised will be handled in a fair, confidential and responsive manner. Clearly explaining the issue and what you think should be done to fix it will assist us.

If you remain dissatisfied with Berrigan Shire Council's response, a review body such as the NSW Ombudsman may be able to help.
 Visit: www.ombo.nsw.gov.au
 Call: 1800 451 524

"Building a better Berrigan Shire"




We are committed to:

- Making contact with us as easy and convenient as possible
- Treating customers with respect, courtesy, patience, sensitivity and attentiveness.
- Handle customer requests and enquiries with discretion and maintain privacy.
- Respond to customer enquiries promptly and efficiently
- Provide clear, concise and accurate advice and information.



Our expectations in return:

- Treat staff and councilors with respect, courtesy and patience
- Clearly articulate enquiries, problems and complaints
- Provide sufficient information to enable a response
- Recognise that council does not have unlimited resources and will set priorities based on formal protocols.



Policy

02

STREET STALL POLICY

Strategic Outcome:	Supported and engaged communities	
Policy type	Administrative	
Date of Adoption:	21 September 2022	Minute Number:
Date for Review:	16 September 2026	
Responsible Officer:	Director Corporate Services	
Document Control:	Replaces the Street Stall Policy adopted 16 November 2016	
Delivery Program Link:	3.1.3 Strengthen the inclusiveness and accessibility of our community	

1. POLICY STATEMENT

To ensure the orderly and equitable operation of street stalls in each of the towns in Berrigan Shire, the Council allocates available times and dates to various not for profit community groups.

The Council has a role in regulating street stalls to ensure:

- access for pedestrians is not unduly impeded;
- local traders are not unduly inconvenienced; and
- all groups wishing to hold a street stall are given an equal opportunity

2. PURPOSE

The policy is designed to regulate and equitably share the space made available for local community groups to operate street stalls in each of the towns in Berrigan Shire.

3. SCOPE

This policy applies to all organisations wishing to hold a street stall on Council-controlled land

4. OBJECTIVE

This policy is developed to assist the Council with Delivery Plan Objective 3.1.3

Strengthen the inclusiveness and accessibility of our community

5. DEFINITIONS



Policy

Street Stall: A **street stall** is a temporary stall or stand operating in the open, generally selling a range of small items and/or raffle tickets. They are generally run for the purpose of raising funds for community activities and other charitable reasons.

6. POLICY IMPLEMENTATION

6.1 Eligibility

Only organisations operating for charitable or community purposes will be allocated a street stall date.

The Council will not provide street stall dates to individuals or to private businesses.

No organisation will be allocated more than 3 street stall dates per calendar year.

6.2 Applications

The Council will seek applications for street stall dates annually.

The Council will notify the public via local newspapers when it is accepting applications for the coming year. A similar notice will appear on the Council website and social media outlets.

Applications for street stall dates will close on 31 January annually to allow time for the Council to prepare and distribute advice of approved dates.

Applications received should contain the following information

- Completed application form
- Name of the organisation
- Contact name and daytime contact details
- Current Certificate of Currency of the organisation's Public Liability Insurance for \$20 million
- Preferred dates (please provide a range of dates, in order of preference)
- Rough outline of activity planned – e.g., "wood raffle and cake stall"

6.3 Allocation

The Council will allocate dates to eligible organisations on a "first come, first served" basis.

An alternative date will be allocated to any organisation subsequently requesting a date already booked. The Council will attempt to take into account any preferences listed in the application.

Additional stalls for special appeals for disaster relief, e.g., a natural disaster such as a fire, flood etc., will be considered with a completed application form and current Certificate of Currency of the organisation's Public Liability insurance for \$20 million.



Policy

6.4 Designated Locations

The preferred locations for street stalls are as follows:

Barooga	Outside the former IGA on Vermont Street.
Berrigan	Outside the IGA on Chanter Street.
Finley	Outside the Newsagency on Murray Street.
Tocumwal	Outside the Supermarket on Deniliquin Street

Alternative locations will be considered by the Council upon request.

6.5 Operation

The stall must be conducted at the agreed site.

The organisation must meet the requirements of the Council's Outdoor Dining and Footpath Trading Policy. The Council may, at its discretion, impose further requirements over and above that policy if deemed necessary.

Street stall operators should consider their legal responsibilities to their volunteers and the public while operating their stall. If any food is sold under the definition of the *Food Act 2003* to the public for sale or gain the applicable provisions in the food safety standards code will apply.

Finley, Barooga and Tocumwal Street Stalls are allocated a three-day period per booking – Monday, Tuesday and Wednesday or Thursday, Friday and Saturday. This window is given to allow for poor weather, you are requested to hold the stall on only one day of this three-day period. Berrigan Street Stalls are to be booked on Fridays only.

Berrigan is permitted one stall only per week (on a Friday). No more than two street stalls will be allocated for Tocumwal, Finley or Barooga per week.

Switching or swapping of dates with other organisations is permitted subject to:

- concurrence of both organisations in writing to Council; and
- sufficient notice being given to the Council

Committees are not permitted to have consecutive stalls. Stalls must be distributed throughout the calendar year.

6.5.1 Exceptions and variations

The Council may consider variations and/or exceptions from the requirements of this policy. Requests for variations must be made in writing.



Policy

The Customer Service Coordinator will determine these applications after consultation with relevant Council staff.

7. RELATED LEGISLATION, POLICIES AND STRATEGIES

7.1 Legislation

- *Local Government Act 1993*
- Roads Act 1993
- Food Act 2003
- Environmental Planning and Assessment Act 1979

7.2 Council policies and guidelines

- Berrigan Shire Council Code of Conduct
- Risk Management Policy and Framework
- Outdoor Dining and Footpath Trading Policy

8. RECORDS MANAGEMENT

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

9. REVIEW AND EVALUATION

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

10. DOCUMENT AVAILABILITY

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

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

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



Policy

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

*Berrigan Shire Council
56 Chanter Street
BERRIGAN NSW 2712*

Ph: 03 5888 5100

Email: mail@berriganshire.nsw.gov.au

11. VERSION CONTROL

Version Number	Date	Summary	Responsible Officer
1.0	07.09.2022	New Policy document	Matt Hansen
1.1	21.09.2022	Minor review - formatting	Nikki Arnold

APPENDICES

Nil



Policy

31

SUPERVISION AND HIRING ARRANGEMENTS FOR COMMUNITY SWIMMING POOLS

Strategic Outcome:	Supported and engaged communities	
Policy type	Strategic	
Date of Adoption:	15 June 2022	Minute Number:
Date for Review:	17 June 2026	
Responsible Officer:	Director Corporate Services	
Document Control:	Replaces previous Policy that was adopted on 16.11.2016	
Delivery Program Link:		

1. POLICY STATEMENT

Berrigan Shire Council is responsible for three community-run public swimming pools; one each at Berrigan, Finley and Tocumwal. These pools are operated by a volunteer committee of Council established under s355 of the *Local Government Act 1993* on behalf of the local community, with the Council acting as trustee of the land and providing a legal structure to the committee to operate.

These public swimming pools provide an important venue for many forms of water sports, fitness, and other recreational activities, and are enjoyed by significant numbers within the community.

There are inherent dangers with aquatic locations. Berrigan Shire Council has a responsibility to ensure adequate safeguards are in place to minimise the risks that can be associated with aquatic locations under its care and control.

2. PURPOSE

The purpose of this policy is to set acceptable standards for the use of the community swimming pools, including minimum terms for hire agreements and minimum supervision requirements.

Acceptable standards are considered in line with the Council's Risk Management Policy and Framework, and guidelines set by the Office of Local Government and Royal Life Saving Australia (RLSA).

3. SCOPE



Policy

The policy applies to the use of Council-controlled community-run swimming pools at Berrigan, Finley and Tocumwal.

4. OBJECTIVE

This policy is developed to assist the Council with the Delivery Program Objective 3.1:

Create safe, friendly and accessible communities

5. DEFINITIONS

Active Supervision: is defined by the RLSSA as

Active Supervision at public pools consists of four key elements:

Be Prepared: Ensure you have everything you need before getting into the water, such as towels and dry clothes.

Be Close: Always be within arms' reach of your child.

All of Your Attention: Focus all of your attention on your child and get into the pool and talk and play with them.

All of the Time: You should never leave your child alone in the water, nor should they be left in the care of an older child or with the assumption that your responsibility diminishes due to the presence of lifeguards.

Fitness Swimming: activities performed in the water that promote and enhance physical and mental health.

Committee of Management A committee established under s355 of the *Local Government Act 1993* to exercise a function of the Council. In this case, the volunteer committees of the Council delegated care, control and management of Council's community swimming pools.

6. POLICY IMPLEMENTATION

6.1 Delegation



Policy

The Council has delegated care, control and management of the swimming pools in its control to a volunteer Committee of Management. These committees are responsible for the day-to-day operations of these facilities.

6.2 Specific requirements

The configuration of all Council's public swimming pools would see them classified as "Category 3" pools under Practice Note 15 released by the Office of Local Government.

Berrigan Shire Council has taken a risk-management approach to supervision at its public pools. In some instances, Council has decided to vary from the recommendations of Practice Note 15. In each case, a specific risk assessment has been undertaken to justify the variation in question.

6.3 Hire arrangements

It is recommended councils/delegated aquatic facility managers enter into formal agreements with user groups such as schools, swimming teachers, clubs and community organisations using their facilities.

The agreement should identify key responsibilities of both the council/delegated aquatic facility manager and the hirer, for example, in relation to supervision, emergencies and first aid. Designation of responsibilities ensures all parties are aware of their roles and responsibilities and the need for safe and appropriate behaviour.

Third-party users of the public swimming pools will be required to enter a formal hire agreement with the Council.

For schools and swimming clubs, agreements will be entered into annually prior to the start of each swimming season. Casual hirers will enter into a single-use agreement.

The hire agreement will include specifics about:

- Dates and times of use
- Supervision requirements etc.
- Insurances and indemnities
- User obligations

Schools and swimming clubs will also be required to advise the lifeguard and the Council about the activities to be undertaken at each session, the supervision arrangement in place and any details about users with special needs or requirements. For school groups, advice outlined previously may take the form of an in-house risk assessment.



Policy

Schools hiring a Council public swimming pool must have in place a coloured tag system to identify non-swimmers and weak swimmers in line with the Water Safety Guidelines for Unstructured Aquatic Activity issued by the NSW Department of Education and Training.

Hirers will be expected to have Public Liability Insurance to the value of \$20 million and to produce a Certificate of Currency prior to use of the pool.

6.4 Supervision

6.4.1 General public use

While open to the public, the minimum supervision requirements are:

- A lifeguard meeting the minimum qualification requirements of this policy
- While the pool is open to the public, the lifeguard's sole responsibility is active supervision of the water.
- There must be a minimum of one (1) lifeguard per 100 patrons.
- Use of the diving board or other devices such as inflatable structures will require an additional qualified lifeguard whose sole role will be to supervise the use of the device.

The Committees of Management will also endeavor to have another person in the pool area with:

- Safework NSW approved Senior First Aid, including CPR, or
- Schools Emergency Care and CPR, or
- an equivalent qualification acceptable to the Council.

6.4.2 Third party hiring

A third-party hirer of the pool must meet the following supervision requirements:

1. A minimum of two (2) people on supervision duty at any one time
 2. At least one of the supervisors must be a qualified lifeguard under this policy, inducted into the specific pool in question and be capable of supervising the water
 3. The sole role of the qualified lifeguard must be to provide active supervision of swimmers in the water and no other task. The lifeguard must not be coaching swimmers in the pool or supervising patrons out of the pool.
 4. There must be a minimum of one (1) qualified lifeguard per 100 patrons.
 5. Another person in the pool area with:
 - Safework NSW approved Senior First Aid, including CPR, or
 - Schools Emergency Care and CPR or an equivalent qualification acceptable to the Council
 6. Use of a diving board or other devices such as inflatable structures will require an additional qualified lifeguard whose sole role will be to supervise the use of the device.
-



Policy

The Council may permit exceptions to Item 3 above (i.e., the lifeguard may not double as a coach/instructor) where the following criteria are met:

- the pool is closed to the public at the time;
- the hirer has a signed pool hire agreement with the Council;
- the instructor is a qualified lifeguard under this policy, inducted into the specific pool in question and be capable of supervising the water; and
- the number of participants is equal to or less than 10 (excluding the instructor)

6.4.3 Fitness swimming

The Council may allow “fitness swimming” without a lifeguard in limited circumstances. The minimum requirement for Council to permit this use is:

- the use of the pool must be expressly authorised by the Council and the relevant Committee of Management;
- an authorised delegate of the Committee or Volunteer on the authorised list for each pool must be responsible for opening and closing the pool and always on site (not necessarily on the pool deck) when the pool is open. The delegate must monitor all people entering and leaving the facility;
- appropriate signage must be in place noting the pool is not supervised;
- lap swimming or structured fitness sessions (water aerobics etc.) are the only activities permitted; and
- patrons under 16 must be accompanied by a responsible adult.

6.5 Supervision of children

Berrigan Shire Council is committed to the safety of children at its public pools and as such its supervision requirements are in line with most of the recommended requirements set by the [RLSSA Keep Watch @ Public Pools Program](#) as shown in Appendix 1.

In addition to the requirements in the “Keep Watch” program, the Council also requires that:

- Parents and guardians actively supervise their children at all times and be dressed ready to enter a pool. For 0–5-year-olds and non-swimmers, a parent or guardian needs to be in the water at all times and within arms’ reach of the child.
 - Children under the age of 10 will not be permitted to use the pool unless they are accompanied by a person responsible for their supervision. This person must be aged over 18 and be actively supervising the child at all times.
 - Children between the ages of 11 to 14 without responsible adult supervision may be removed from the pool if the lifeguard on duty identifies that the patron is a non-confident swimmer. The lifeguard will advise the patron to bring a responsible adult to supervise for future visits
-



Policy

- Constant active supervision is required for children aged 6-10 years old. Parents and carers must be prepared to enter the water with this age group.

The lifeguard on duty has an obligation to ensure children are being adequately supervised and is authorised to take action where supervision is inadequate, including asking the patron to exit the water and/or leave the pool grounds.

The Council acknowledges these requirements may contravene the strict requirements of the *Anti-Discrimination Act 1997* but Council has taken the position that this potential contravention is justified in order to protect the life and safety of its pool patrons, following an assessment of the risks involved.

6.6 Qualifications

A person acting as a lifeguard at a public pool must at a minimum have a RLSSA NSW Pool Lifeguard License (updated annually) including:

- RLSSA Bronze Medallion,
- Safework NSW approved Senior First Aid (updated every 3 years) and
- RLSSA Oxygen Equipment

The lifeguard must also be specifically inducted into each pool they will supervise.

Lifeguards must also have a current "Working with Children" check meeting the requirements of the *Commission for Children and Young People Act 1998*

The Council will not employ lifeguards aged under 16. Lifeguards aged between 16 and 18 will not be rostered to work alone; they must be under the supervision of another lifeguard on duty aged over 18.

6.7 Volunteer Lifeguards

The use of lifeguards not employed by the Council on a volunteer basis is permitted.

Volunteer lifeguards, including lifeguards on duty when the pool is being used by a third-party hirer, must have the same qualifications and undertake the same inductions as a Council-employed lifeguard.

In addition to these requirements, the Pool Supervisor must assess each volunteer lifeguard and explicitly approve the use of that lifeguard at each event. The Pool Supervisor will keep adequate records of the qualifications of each volunteer lifeguard.

Volunteer lifeguards are to act within the requirements of this policy and other Council requirements and under the direction of the Pool Supervisor.



Policy

Volunteer lifeguards must be aged over 16. Volunteer lifeguards aged between 16 and 18 may be used, but only under the supervision of another qualified lifeguard on duty aged over 18.

6.8 Inspections

Formal inspections of the pool will be conducted on a regular basis in line with the Pool Operating Manuals. These include pre-season, weekly and daily checks.

Third-party hirers will also inspect the pool area on each occasion before taking control of the pool facility.

7. RELATED LEGISLATION, POLICIES AND STRATEGIES

7.1 Legislation

- *Local Government Act 1993*
- Local Government (General) Regulation 2021
- Work Health and Safety Act 2011
- Anti-Discrimination Act 1977
- Commission for Children and Young People Act 1998

7.2 Council policies and guidelines

- Berrigan Shire Council Risk Management Framework
- Risk Management Policy
- Pool Operations Manual

7.3 Other Documents

- Office of Local Government Practice Note 15 – Water Safety
- Guidelines for Safe Pool Operation – RLSSA
- RLSSA Keep Watch @ Public Pools program
- New South Wales Department of Education and Training – Water Safety Guidelines for Unstructured Aquatic Activity

8. RECORDS MANAGEMENT

Recording of all information relating to this policy ...

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

9. REVIEW AND EVALUATION



Policy

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

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56 Chanter Street
BERRIGAN NSW 2712

Ph: 03 5888 5100

Email: mail@berriganshire.nsw.gov.au

11. VERSION CONTROL

Version Number	Date	Summary	Responsible Officer
1.0	19/11/2014	New Policy document	Director Corporate Services
1.1	16/11/2016	Formatting and minor changes	Director Corporate Services
2.0	21/09/2022	Fitness swimming permitted without lifeguard	Deputy CEO




APPENDICES

Appendix 1 – Requirements for supervision of children



Policy

Keep Watch at Public Pools

	<p>0-5 YEAR OLDS & NON-SWIMMERS:</p> <p>Stay within arms' reach</p>
	<p>6-10 YEARS OLDS & WEAK SWIMMERS:</p> <p>Be close, be prepared & maintain constant visual contact</p>
	<p>11-14 YEAR OLDS:</p> <p>Maintain visual contact</p>

Berrigan War Memorial Swimming Pool Committee
 Momalong Street, Berrigan, NS 2712

28/08/2022

Topic – Annual Funding Review Request

Dear Berrigan Shire Councillors,

The committee was informed of a number of increases along with the annual operations grant money on 21st July 2022 which is outside of our normal meeting times.

We have been proactive in organising extra meetings within the committee as well as with Council to discuss these matters.

The Committee would like to request that our annual operating budget of \$31,400 be increased by 20% to \$37,680.

Due to the following unforeseen increase in costs, the Committee will be severely impacted in the 22/23 operational period.

- Councils review of lifeguard wages band
- Increase in award wage for life guards
- 2017/18 total hourly lifeguard cost was

Berrigan Shire Council
 Pool lifeguard charge out rates
 2017-2018 season

	Super		Workers Comp	Total
	Raw	9.50%	6%	
Ordinary (Weekday)	28.4934	2.7069	1.7096	32.9099
Time + 1.25 (Saturday)	35.6168	3.3836	2.1370	41.1373
Time + 1/2 (Sunday)	42.7401	4.0603	2.5644	49.3648
Double time (Public holiday)	56.9868	5.4137	3.4192	65.8198

which has now risen

Berrigan Shire Council
 Pool lifeguard charge out rates
 2022-23 season



	Super		Workers Comp	Total
	Raw	10.50%	6%	
Ordinary (Weekday)	34.0896	3.5794	2.0454	39.7144
Time + 1.25 (Saturday)	42.6120	4.4743	2.5567	49.6430
Time + 1/2 (Sunday)	51.1344	5.3691	3.0681	59.5716
Double time (Public holiday)	68.1792	7.1588	4.0908	79.4288

- Pool chemical cost increase
- Increase cost of electricity, which while defrayed by solar is still a significant operational cost.

The Committee notes that the annual shire contribution has remained substantially unchanged over the last 10 years

We are seeking an increase to the operating budget of 20% to cover the wages increase of 20%.

Please note that -

- the Committee continues its annual fundraising commitments and has over the last decade raised over \$100,000 to contribute towards the running costs of the Berrigan Pool in lieu of patronage charges
- We continue to make the pool accessible as the only free supervised outdoor activity for young people, families and older people
- Patronage continues to be strong and community support has been remarkable in that they have supported the pool over a number of years. Many who support the pool are not users, however they believe it to be a worthwhile activity for family members or the general community to use.

We would appreciate councils ongoing support for this important community facility.

Regards,

The Berrigan War Memorial Pool Committee

Cristina von Brockhusen
Secretary, Berrigan War Memorial Pool Committee



From: Phil Gregory <pmgrego2002@yahoo.com.au>
Sent: Thursday, 4 August 2022 3:04 PM
To: McQueen, Emma <EmmaM@berriganshire.nsw.gov.au>
Subject: Chemical Stock Control, Chemical Price Prediction and Grant Amount FINLEY POOL

Hello Emmma

This is Phil Gregory and I am in my second year as Finley WM Swimming Pool Treasurer.

POINT 1:

One thing that struck me last year is that chemicals (especially chlorine) are our second highest expense at around \$8,000 pa.

We are sent periodic invoices but have no data to substantiate these sums.

Our pool shed is used as a shire stock room so chlorine is delivered and subsequently on occasions is removed by the shire employees presumably for use at other pools. There is no record of goods inwards and outwards. A case in point was an invoice for the period two weeks before closure for approx. \$2,000 and I wondered at the time why so much would be delivered at such a late stage in the season. When we took a stock take on closure there was approx \$500 of chlorine in the shed and there was no way we could have used the \$1,500 difference in that two weeks.

What I am asking for is that if we put in a board (or similar) in the shed for stock amounts that when stock is delivered and taken away that the shire fill in the amounts for these transactions. Usage of the chlorine can be done separately.

If this is implemented we will be able to tie up stock records to the invoices.

POINT 2:

As costs have increased for a lot of items due to the fuel price could we have an estimate of the cost increase for chemicals please so we can accurately budget.

POINT 3:

Our grant has been confirmed at \$35,600 which is the same amount as last year.

There is going to be an 11% increase in lifeguard charges which will amount to approx \$2,500 for our pool.

I am sure chemicals will increase as well.

Should the grant not be increased to allow for these increases?

Very good to meet you last night. I look forward to your thoughts.

Many Thanks

Phil Gregory.



COMMITTEE of MANAGEMENT Registration & Return

COMMITTEE of MANAGEMENT of Berrigan War Memorial Swimming Pool.
Date of AGM _____

PRESIDENT: Sue Chisholm.
Postal Address: 41-43 Veiladero St
Email: Berrigan 2712
Contact No: avalook@kdnmail.com Mobile No: 0448 852 976

VICE PRESIDENT
(If applicable) Gary Rehre
Postal Address: 4- Cadour Park, Berrigan 2712.
Email: ghlehre@gmail.com
Contact No: _____ Mobile No: 0466 256 010

SECRETARY: Cristina von Brochhusen
Postal Address: _____
Email: berrignumpool@gmail.com
Contact No: _____ Mobile No: _____

TREASURER: Jude Lawrence
Postal Address: PO Box 112, Berrigan 2712
Email: bantampark@gmail.com
Contact No: _____ Mobile No: 0408 852481

COMMITTEE: Barbara Fox
Helen Rehre
Allan Lawrence
Carla von Brochhusen

COMMITTEE of MANAGEMENT of Berrigan War Memorial Swimming Pool

User / User Groups	Use

Yearly number of visitors (if applicable) _____
(Estimate)

SOCIAL MEDIA ACCOUNTS (e.g. Facebook, Twitter, Instagram)	
<u>Berrigan War Memorial Swimming Pool</u>	

COMMITTEE of MANAGEMENT of Berrigan War Memorial Swimming Pool

AUDITOR (if appointed):

FINANCIAL RETURN for YEAR ENDING 30 JUNE, 2022

INCOME	AMOUNT	GST charged
Public Donations	\$ 6,120.00	\$ -
Donation Box	\$ 643.00	\$ -
Berrigan Red Cross	\$ 4,609.64	\$ -
B.S.C. Operational	\$ 31,400.00	\$ -
Operational - B.P. School	\$ 1,523.00	\$ -
CST Reimbursement	\$ 1,888.07	\$ -
Bank Interest	\$ 3.88	\$ -
BSC - Summer Break '22	\$ 2,917.50	\$ -
Berrigan Show in Shire	\$ 300.00	\$ -
Canteen float	\$ 142.00	\$ -
Canteen Takings	\$ 4,413.45	\$ -
	\$	\$
TOTAL INCOME	\$ 53,960.54	\$

EXPENDITURE	AMOUNT	GST
Life Guard Wages	\$ 19,934.21	\$
Canteen Purchases	\$ 2,159.86	\$ 192.17
Chemicals	\$ 8,788.04	\$ -
Equipment & Assets	\$ 6,837.99	\$ 451.27
BSC - Rates & Water	\$ 688.90	\$
Electricity	\$ 4,757.26	\$ 432.49
General Repairs & Maint.	\$ 1,725.04	\$ 42.26
Sundries	\$ 135.50	\$ -
Canteen float	\$ 142.00	\$
floor Coverings - Building	\$ 8,504.00	\$ 772.72
	\$	\$
	\$	\$
TOTAL EXPENDITURE	\$ 53,672.80	\$

RESULT FOR THE YEAR - PROFIT / LOSS \$ 287.74

COMMITTEE of MANAGEMENT of Berrigan War Memorial Swimming Pool

Bank balance per bank statement 30/06/2022	A	\$ 28,767.07
Add outstanding deposits	B	\$
Less unrepresented cheques	C	\$ 114.40 -
Balance of funds available as at 30/06/..... (A+B+C)		\$ 28,652.67
Investments (Term Deposits) as at 30/06/2022		\$ 29,675.03
		51,821.44

BANK DETAILS - Name: Bendigo Bank Branch: Barrington

Please list all the Committee accounts, including Term Deposits (use separate sheet if required).

Title of Account: Berrigan War Memorial Swimming Pool

Account No: 162 61981

Title of Account: Term Deposit - 164510430

Account No: 162962112

BANK DETAILS - Name: _____ Branch: _____

Title of Account: _____

Account No: _____

Title of Account: _____

Account No: _____

Signature/s: [Signature]
President

[Signature]
Secretary Treasurer

*This return should be completed and submitted to the Council **no later than 4 August 2022**.*

Post: The Recreation Officer, Berrigan Shire Council, 56 Chanter Street, Berrigan NSW 2712

Email: emmam@berriganshire.nsw.gov.au

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

The Privacy Management Plan is available on the Council's website or by contacting the Council's Administrative Office.

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COMMITTEE of MANAGEMENT Registration & Return

COMMITTEE of MANAGEMENT of _____

Date of AGM _____

PRESIDENT: BARRY DAWK
Postal Address: 58 P.O. Box 153 Finley NSW 2713
Email: finleytyreservice@bigpond.com
Contact No: 0427-099874 Mobile No: 0427099874

VICE PRESIDENT
(If applicable) MATTHEW MUELLER
Postal Address: 78 Springfield Rd Finley
Email: edwardsmueller@bigpond.com
Contact No: _____ Mobile No: 0917 462850

SECRETARY: BRUCE FERRY
Postal Address: 16 OSBORNE ST. FINLEY. 2713
Email: bruce.ferry2@gmail.com
Contact No: _____ Mobile No: 0429 400088

TREASURER: PHIL GREGORY
Postal Address: 21 BRIDGET STREET, FINLEY, NSW 2713
Email: pmgrego2002@yahoo.com.au
Contact No: _____ Mobile No: 0484 785 855

COMMITTEE: CRAIG O'DONNELL 0400 221030 trendy@dragnet.com.c
JASON O'LOGLIN 0429 024261 jologhlin@ymail
PAUL BURNS 0488 082866 burnsp066@gmail.c
DEBBIE STUMACK 0409830129 shueys-joint@hotmail

Craig O'Donnell treasurer.finleyasc@gmail

COMMITTEE of MANAGEMENT of _____

Bank balance per bank statement 30/06/.....	A	\$ 19,855.79
Add outstanding deposits	B	\$
Less unpresented cheques	C	\$
Balance of funds available as at 30/06/..... (A+B+C)		\$ 19,855.79
Investments (Term Deposits) as at 30/06/..... SAH		\$ 25,477.11

BANK DETAILS - Name: NAB Branch: FINLEY

Please list all the Committee accounts, including Term Deposits (use separate sheet if required).

Title of Account: FINLEY WAR MEMORIAL SWIMMING POOL CHEQUE ACCOUNT

Account No: 083 577. 509667756

Title of Account: CHEQUE ACCOUNT SAVINGS ACCOUNT.

Account No: 083 577 775847426

BANK DETAILS - Name: NAB Branch: FINLEY

Title of Account: TERM DEPOSIT

Account No: 082591 121447263

Title of Account: _____

Account No: _____

Signature/s: _____
President Secretary

This return should be completed and submitted to the Council no later than 4 August 2022:

Post: The Recreation Officer, Berrigan Shire Council, 56 Chanter Street, Berrigan NSW 2712

Email: emmam@berriganshire.nsw.gov.au

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National Local Roads and Transport Congress
PROVISIONAL PROGRAM

Appendix - 1

Tuesday, November 1, 2022

3:00 PM – 5:00 PM	Registration
5:00 PM – 7:00 PM	Welcome Reception & Exhibition Opening

Wednesday, November 2, 2022

8:00 AM – 9:00 AM	Registration Arrival Tea and Coffee
9:00 AM – 9:05 AM	Opening Ceremony
9:05 AM – 9:10 AM	Welcome to Country
9:10 AM – 9:20 AM	ALGA President Opening Address Cr Linda Scott, President, Australian Local Government Association
9:20 AM – 9:50 AM	Federal Minister Address The Hon. Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government (invited)
9:50 AM – 10:20 AM	WEDNESDAY MORNING TEA
10:20 AM – 11:50 AM	Keynote: SGS Productivity Report Panel: Balancing productivity with council budgets
11:50 AM – 12:50 PM	WEDNESDAY LUNCH
12:50 PM – 1:50 PM	Keynote: State of the Assets Steve Verity, Principal Advisor, IPWEA
1:50 PM – 2:40 PM	Panel: How can councils get the best bang for their buck in the current economy?
2:40 PM – 3:10 PM	WEDNESDAY AFTERNOON TEA
3:10 PM – 4:10 PM	Keynote: National Road Safety Strategy and Local Government Gabby O'Neill, Head of National Office of Road Safety
4:10 PM – 4:40 PM	Special Project - Women in Road Safety Dr Diane Spencer-Scarr
4:40 PM – 4:45 PM	ALGA President closing remarks Cr Linda Scott, President, Australian Local Government Association
7:00 PM – 11:00 PM	Congress Dinner Presentation by: Michael Ferguson, Tasmania Minister for Infrastructure and Transport

Thursday, November 3, 2022

	-
8:00 AM – 9:00 AM	Registration Arrival Tea & Coffee
9:00 AM – 9:30 AM	Shadow Minister Address Senator the Hon Bridget McKenzie, Shadow Minister for Infrastructure, Transport and Regional Development (invited)

National Local Roads and Transport Congress
PROVISIONAL PROGRAM

Appendix - 1

	-		
9:30 AM - 10:15 AM	Keynote: How Councils can Prepare for an EV Future Scott Nargar, Senior Manager Future Mobility and Government Relations, Hyundai		
10:15 AM - 11:00 AM	Keynote: Shifting from Megaprojects to Maintenance <i>Session sponsored by Austroads</i> Marion Terrill, Transport and Cities Program Director, Grattan Institute		
11:00 AM - 11:30 AM	THURSDAY MORNING TEA		
Concurrent Session #1 11:30 AM - 12:30 PM	Road Safety Stream: The Economic Value of Investing in Road Safety on Local Roads Assoc. Prof. Jeremy Wooley, Director Centre for Automotive Safety Research	Sustainability Stream - Infrastructure Sustainability for Councils in the Age of Climate Change Ainsley Simpson - CEO Infrastructure Sustainability Council	Productivity Stream - Keynote: Boosting National Productivity by Expanding Tasmania's HVAMS Simon Buxton, Manager Network Access, Department of State Growth
12:30 PM - 1:30 PM	THURSDAY LUNCH		
Concurrent Session #2 1:30 PM - 2:45 PM	Road Safety - Council Case Study Panel: What can councils do to improve road safety outcomes now?	Sustainability - Council Case Studies ARRB Keynote: Using Recycled Materials in Roads and other Infrastructure	Productivity - Farm Gate and SPECS - An Interim Step Towards HVAMS Scott Greenow, Director Freight Operations, Transport for NSW Panel - How can Councils and the HV Industry Partner on Boosting Productivity?
2:45 PM - 3:15 PM	THURSDAY AFTERNOON TEA		

National Local Roads and Transport Congress
PROVISIONAL PROGRAM

Appendix - 1

	-	
3:15 PM - 4:45 PM		Department of Infrastructure, Transport, Regional Development, Communications and the Arts Update
4:45 PM - 4:50 PM		Closing Remarks Cr Linda Scott, President, Australian Local Government Association
6:00 PM - 10:00 PM		Hobart Showcase Tour & Dinner Optional tour of local distilleries and breweries including a casual dinner.
Friday, November 4, 2022		
8:30 AM - 10:30 AM		Technical Tour

The program committee can change the program without notice.

KMP Related Party Transactions	
Application	
These instructions apply to:	
Types of audit and assurance work:	Type of entities:
<ul style="list-style-type: none"> ○ general purpose financial statements (GPFS) audit engagements 	<ul style="list-style-type: none"> ○ departments ○ statutory bodies ○ state-owned corporations ○ local governments ○ companies ○ universities
Instructions:	
Delete this instruction box before sending the questionnaire to the KMP.	
Auditors must:	
<ul style="list-style-type: none"> ○ understand related party requirements in professional standards, legislation and other relevant sources ○ gain an understanding of related party transactions and balances regardless of the presence or absence of disclosure obligations ○ determine the identity of the reporting entity's related parties ○ consider, evaluate and respond to risks arising from related party transactions and balances ○ share information about related parties with the audit team ○ tailor this questionnaire to reflect the organisational structure of the reporting entity. 	
<p>Do not send this questionnaire to State Government Ministers. Treasury has a separate process for identifying related party transactions between a Minister, their close family members and any entity controlled, jointly controlled or significantly influenced by the Minister or their close family members and the reporting entity. The Audit Office will use Ministerial disclosures to audit the completeness and accuracy of the Treasury's processes.</p>	
This questionnaire is divided into four sections:	
<ul style="list-style-type: none"> ○ Section 1 requests information concerning 'Key Management Personnel' (KMP), their close family members and any entity controlled, jointly controlled or significantly influenced by the KMP or their close family members. ○ Section 2 requests information concerning transactions that have occurred during the financial year between the reporting entity (including controlled entities) and any of the persons and entities reported in Section 1. ○ Section 3 provides information concerning source references and key definitions. ○ Section 4 provides information concerning guidance for not-for-profit public sector entities. 	
<p>This questionnaire is a valuable source of information and audit evidence, but does NOT meet all the requirements of professional standards and legislation. Auditors must familiarise themselves with the requirements of ASA 550 Related Parties, AASB 124, the Corporations Act 2001 (where applicable) or other relevant regulations.</p>	
Objective	
This questionnaire helps auditors identify KMPs and their related parties, and understand the nature and types of related party transactions and balances. It may supplement an auditor's understanding gained through enquiries and examination of entity controls, such as registers, and may be particularly useful where the controls over related parties and internal reporting systems are poor.	
Background	
<p>ASA 550 applies to all engagements. It requires auditors to gain an understanding of related parties and their transactions and balances. Such transactions often occur in the normal course of business, but there is a higher risk they are motivated by other considerations, including fraud.</p> <p>AASB 124 applies to all entities required to prepare general purpose financial statements (GPFS).</p> <p>Related party transactions and balances can exist between an entity and its directly and indirectly related entities, its KMP and their close family members.</p> <p>KMP are people with authority and responsibility for planning, directing and controlling the activities of an entity, directly or indirectly, or through one or more intermediaries. They include any director or person charged with governance (whether executive or otherwise) of the entity.</p>	

KMP include senior executives who are temporarily assigned, seconded or otherwise act in senior executive roles or in higher bands, and otherwise satisfy the definition of a KMP.

Documentation

This questionnaire should be emailed to KMP - an email template is provided below. The email instructs KMP to complete the questionnaire electronically, print the entire document, sign the declaration page and return it to the Engagement Controller (EC).

The audit team must ensure the information is consistent with the presentation and disclosures in agency's financial statements, and principles of good governance. The EC must follow up discrepancies and irregularities with the appropriate person(s).

File completed questionnaires with the related audit evidence in Iris.

Proforma email to the KMPs

Subject: Related Party Transactions and Disclosures Questionnaire

Dear [Mr/Mrs/Ms]

The Audit Office of NSW is undertaking the financial audit of [*name of agency*]. Our work involves auditing the agency's disclosures of related party transactions and balances. Key management personnel (KMP) are considered to be related parties. Direct confirmation provides strong audit evidence about the completeness and accuracy of the agency's disclosures.

As one of the agency's KMP, please complete the attached questionnaire, which seeks information about transactions and balances between you and, your related parties, and [*name of agency*] and its controlled entities. Your related parties include your close family members and the entities you control, jointly control or significantly influence.

This confirmation and the information it contains will remain confidential and is exempt from Freedom of Information (FOI) requests under [Schedule 2\(2\) of the Government Information \(Public Access\) Act 2009](#).

You may complete this questionnaire electronically. Rows can be added if additional responses or fields are required. When complete, please print, sign the declaration page, scan and email to [*email address*] by [DD/MM/YYYY].

You may forward a copy of the completed questionnaire to agency staff responsible for preparing the financial statements. This will help them align information in agency registers and records with disclosures in the financial statements. However, the Audit Office's FOI protection does not extend to this information when it is held by the agency.

If you have any questions or need more information about the questionnaire, please contact [Name], Director Financial Audit Services, on [9275 7XXX] or [Audit Leader's name] on [9275 7XXX].

Yours sincerely

[Name]
Director, Financial Audit Services [or relevant title]

Section 1

Name of the KMP	Mr/Mrs/Ms		
SES band (if applicable)¹			
KMP's close family members² Please list the names of close family members where an interest is to be disclosed.	Name	Nature of relationship [e.g.: Partner/Spouse/Child/Parent etc.]	
KMPs and their close family members who are former members of the Audit Office of NSW's leadership team.	Name: Date employment with the Audit Office terminated:		
Entities controlled, jointly controlled or significantly influenced by the KMP or a close family member.	List the names of all entities you or your close family members control, jointly control or significantly influence - refer to section 3 of this document		
Name of related entity	How is the entity a related party?	Date appointed/commenced	Date resigned/terminated

¹ PSCC 2014-09 Annual Reporting disclosure.
² Refer to section 3 of this document for definitions and references.

Section 2

KMP Compensation³ (AASB124.17)

Provide details of compensation paid, payable or provided by the reporting entity, or on behalf of the reporting entity (or a parent of the reporting entity), in exchange for services rendered by you or your close family members. Where consolidated financial statements are being prepared and you, or your close family members render services to two or more entities within the group, disclose compensation from each of those entities, regardless of the capacity in which the compensation was received.

Short-term employee benefits	Comments
<p>Disclose compensation received or receivable for services during the reporting period as:</p> <ul style="list-style-type: none"> ○ a KMP ○ a close family member of a KMP. <p>For each KMP and their close family members include:</p> <ul style="list-style-type: none"> ○ amounts relating to profit-sharing plans or bonuses, indicating: <ul style="list-style-type: none"> – whether bonus payments were for performance in the current or prior year – the date the bonus was paid – the performance criteria to which the bonus relates – terms and conditions (and changes thereto) of the bonus – the percentage of the bonus paid or vested during the year – the percentage of the bonus or grant forfeited during the year – the financial year (after the current year) in which the bonus will become payable if the performance criteria are satisfied – estimates of the maximum and minimum possible amount of the bonus for financial years after the current financial year ○ sums received before commencing in a new position that was consideration for agreeing to hold that position ○ salary sacrifice arrangements ○ non-monetary benefits. <p>Exclude amounts received as a consequence of a share-based payment entitlement. Share based payments are considered below.</p>	

Compensation paid by	Compensation paid to	In connection with the affairs of	Type of compensation	Amount (\$)
[Name of entity]	[Name of KMP or close family member]	[Name of entity]	[see <u>compensation</u>]	

³ Refer to section 3 of this document for definitions and references.

Post-employment benefits	Comments
Provide details about: <ul style="list-style-type: none"> whether the superannuation plan was a defined benefit or defined contribution plan, and the name of the superannuation plan the amount of superannuation contributed for services rendered during the financial year. 	

Compensation paid by	Compensation paid to	In connection with the affairs of	Type of compensation	Amount (\$)

Other long-term employee benefits	Comments
Provide details about: <ul style="list-style-type: none"> the nature and amount of other long-term employee benefits for services rendered during the financial year, separately identifying amounts attributable to long-term incentive plans. 	

Compensation paid by	Compensation paid to	In connection with the affairs of	Type of compensation	Amount (\$)

Termination benefits	Comments
Provide details about: <ul style="list-style-type: none"> the terms and conditions of termination benefits received/receivable, including the amount and whether it was provided for under a contract for services. 	

Compensation paid by	Compensation paid to	In connection with the affairs of	Type of compensation	Amount (\$)

Share-based payments	Comments
Provide details about: <ul style="list-style-type: none"> ● participation in share-based payment arrangements (including employee share plans and/or option plans) ● changes to share-based payment arrangements during the financial year. 	

Compensation paid by	Compensation paid to	In connection with the affairs of	Type of compensation	Amount (\$)

Transactions and related outstanding balances (AASB 124.26-27)

Provide details about the following transactions and balances during the reporting period between the reporting entity and yourself as a KMP and your close family members and any entity you or your close family members control, jointly control or significantly influence.

Transaction(s)	Details ⁴ :	Amount of the transaction, balance or commitment
Loans made, guaranteed or secured, directly or indirectly, by the company or its subsidiaries	Name of related party: Nature of relationship: Nature of transaction, balance or commitment:	
Purchases or sales of goods and rendering or receiving of services ⁵	Name of related party: Nature of relationship: Nature of transaction, balance or commitment:	
Purchases or sales of property or other assets	Name of related party: Nature of relationship: Nature of transaction, balance or commitment:	
Leases (either as lessee or lessor)	Name of related party: Nature of relationship: Nature of transaction, balance or commitment:	
Transfers of research and development	Name of related party: Nature of relationship: Nature of transaction, balance or commitment:	
Transfers under licence agreements	Name of related party: Nature of relationship: Nature of transaction, balance or commitment:	
Transfers under finance agreements (including loans and equity contributions in cash or in kind)	Name of related party: Nature of relationship: Nature of transaction, balance or commitment:	

⁴ Provide sufficient detail to provide an understanding of the effects of the transactions for disclosure and audit purposes.

⁵ KMPs will consume public services on the same terms and conditions as other members of the public. No disclosure is required about these types of transactions.

Transaction(s)	Details ⁴ :	Amount of the transaction, balance or commitment
Provision of guarantees or collateral	Name of related party: Nature of relationship: Nature of transaction, balance or commitment:	
Commitments to something if a particular event occurs or does not occur in the future (including executory contracts)	Name of related party: Nature of relationship: Nature of transaction, balance or commitment:	
Settlement of liabilities/debts forgiven	Name of related party: Nature of relationship: Nature of transaction, balance or commitment:	
Grants, scholarships, bequests and other benefits	Name of related party: Nature of relationship: Nature of transaction, balance or commitment:	
Other (e.g. debentures, options etc.)	Name of related party: Nature of relationship: Nature of transaction, balance or commitment:	



DECLARATION

Audit of the [*Client Name*] financial statements for the reporting period ending [*date*]

To the best of my knowledge and belief, the information provided in the attached Key Management Personnel Related Party Transactions and Disclosures Questionnaire is complete and accurate.

Signed: _____
Name: _____
Title: _____
Date: _____

Section 3

Definitions⁶

Source Reference	Definition
AASB 124.9	<p>Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity and include:</p> <ul style="list-style-type: none"> a) the person's children and spouse or domestic partner b) children of that person's spouse or domestic partner c) dependants of that person or that person's spouse or domestic partner.
AASB 124.9	<p>Compensation includes all employee benefits (as defined in AASB 119 'Employee Benefits') including employee benefits to which AASB 2 'Share-based Payment' applies. Employee benefits are all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered to the entity. It also includes such consideration paid on behalf of a parent of the entity in respect of the entity. Compensation includes:</p> <ul style="list-style-type: none"> a) short-term employee benefits, such as wages, salaries and social security contributions, paid annual leave and paid sick leave, profit-sharing and bonuses (if payable within twelve months of the end of the reporting period) and non-monetary benefits (such as medical care, housing, cars and free or subsidised goods or services) for current employees b) post-employment benefits such as pensions, other retirement benefits, post-employment life insurance and post-employment medical care c) other long-term employee benefits, including long-service leave or sabbatical leave, jubilee or other long-service benefits, long-term disability benefits and, if they are not payable wholly within twelve months after the end of the reporting period, profit-sharing, bonuses and deferred compensation d) termination benefits e) share-based payment. <p>The terms 'compensation' used in AASB 124 and 'remuneration' used in the <i>Corporations Act 2001</i> are interchangeable.</p>
AASB 124.9	<p>Control is defined by AASB 10 as the exposure, right or ability to affect variable returns through the exercise of power.</p>
AASB 124 para Aus9.1	<p>Director means:</p> <ul style="list-style-type: none"> a) a person who is a director under the Corporations Act b) in the case of entities governed by bodies not called a board of directors, a person who, regardless of the name that is given to the position, is appointed to the position of member of the governing body, council, commission or authority.
AASB 124.9	<p>Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity.</p>
AASB 124.9	<p>A related party transaction is a transfer of resources, services or obligations between a reporting entity and a related party, regardless of whether a price is charged.</p>
AASB 124.9	<p>Related party – a person or entity that is related to the entity that is preparing its financial statements ('reporting entity').</p> <ul style="list-style-type: none"> a) A person or a close member of that person's family is related to a reporting entity if that person: <ul style="list-style-type: none"> i) has control or joint control over the reporting entity

⁶ These definitions are taken from AASB 124 effective for reporting periods starting on or after 1 July 2016.

Source Reference	Definition
	<ul style="list-style-type: none"> ii) has significant influence over the reporting entity iii) is a member of the key management personnel of the reporting entity or of a parent of the reporting entity. <p>b) An entity is related to a reporting entity if any of the following conditions applies:</p> <ul style="list-style-type: none"> i) the entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others) ii) one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member) iii) both entities are joint ventures of the same third party iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity v) the entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity vi) the entity is controlled or jointly controlled by a person identified in a) vii) a person identified in a) i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity). viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.
AASB 128.3	Significant Influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control of those policies.
AASB 124.21	<p>Related party transactions – following are examples of transactions that must be disclosed if they are with a related party:</p> <ul style="list-style-type: none"> a) purchases or sales of goods (finished or unfinished) b) purchases or sales of property and other assets c) rendering or receiving of services d) leases e) transfers of research and development f) transfers under licence agreements g) transfers under finance arrangements (including loans and equity contributions in cash or in kind) h) provision of guarantees or collateral i) commitments to do something if a particular event occurs or does not occur in the future, including executory contracts⁷ (recognised and unrecognised) j) settlement of liabilities on behalf of the entity or by the entity on behalf of that related party.
References	<p>AASB 124 Related Party Disclosures Corporations Act 2001 s.300 and s.300B TPP 09-2 Commercial Policy Framework: Guidelines for Boards of Government Businesses Code of Conduct and Ethics for Public Sector Executives Annual Reports (Departments) Regulation 2015 Annual Reports (Statutory Bodies) Regulations 2015</p>

⁷ AASB 137 'Provisions, Contingent Liabilities and Contingent Assets' defines executory contracts as contracts under which neither party has performed any of its obligations or both parties have partially performed their obligations to an equal extent.

Section 4

Other Senior Executive Service remuneration disclosures

Departments and Statutory Bodies (including State Owned Corporations) must also disclose⁸:

- the number and gender of employees in the Senior Executive Service (SES) at the end of the reporting year and the corresponding number in the previous year
- the average total remuneration package of SES employees in each SES band at the end of the reporting year and the corresponding number in the previous year
- the percentage of total employee-related expenditure in the reporting year that relates to SES and the corresponding number in the previous year.

Identification of Key Management Personnel (AASB 124.IG3)

AASB 124.9 defines key management personnel (KMP) as a person who has the authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly.

In a public sector context, entities should consider the facts and circumstances when determining whether a person is a KMP of an entity. This includes the:

- terms of relevant enabling legislation
- substance of potential KMP roles, not simply their title, e.g. some ministerial roles are only ceremonial.

Ministerial Roles

Where an entity identifies a Minister as a KMP, do not send this confirmation to the Minister. Please advise your audit team and alternate arrangements will be made to source this information.

Determination of KMPs is similar for entities in the public and private sectors. In the public sector, Ministers may or may not be KMPs and their close family members, controlled and jointly controlled entities may or may not be related parties of reporting entities. For example:

- a Minister would be a KMP of an entity if they have 'authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly'
- a Minister may be a KMP of an entity where their role and responsibilities result in them being a member of a group of persons tasked with determining the direction of an entity
- it would be uncommon for a Minister to be a KMP of an entity not controlled by the government, because a Minister executes the government's powers and functions relating to an entity
- a KMP of the government is not necessarily a KMP of each entity controlled by that government.

Whether a Minister is a KMP of an entity controlled by the government will depend on the facts and circumstances in each instance, i.e. on an entity by entity basis.

⁸ [Annual Reports \(Statutory Bodies\) Regulation 2015.](#)
[Annual Reports \(Departments\) Regulation 2015.](#)



NSW Local Government Grants Commission
5 O'Keefe Avenue NOWRA NSW 2541
Locked Bag 3015 NOWRA NSW 2541

OUR REFERENCE: A830268
YOUR REFERENCE:
CONTACT: Helen Pearce
(02) 4428 4131
helen.pearce@olg.nsw.gov.au

Ms Karina Ewer
Berrigan Shire Council

By email: mail@berriganshire.nsw.gov.au
Cc: Karinae@berriganshire.nsw.gov.au

16 August 2022

Dear Ms Ewer

In accordance with the NSW Local Government Grants Commission's (Commission) policy of providing information to councils about the way the Commission calculates financial assistance grants (FAGs), please find attached a summary of Council's 2022- 23 estimated FAGs entitlement (**Appendix A**).

The national FAGs estimated entitlement for 2022-23 is \$2.817 billion and is made up of \$1.951 billion for the general purpose component and \$0.866 billion for the local roads component. The national estimated entitlement for 2021-22 increased by \$86 million to account for final adjustments to the CPI and population shares for the year.

The Commonwealth Treasury's estimate of the Consumer Price Index (CPI) for 2021- 22 was adjusted up in July 2022. When compared to the 2021-22 final adjusted amount, the total national estimated FAGs for 2022-23 increased by 2.7%. Accordingly, the State's FAGs allocation for 2022-23 is slightly higher than last year, however the ongoing economic impact of the pandemic remains difficult to predict.

The national general purpose component was distributed across the states and territories on a population basis. NSW received 30.85% or \$617.9 million in the general purpose component, which represents a 3.3% increase on last year's final figure. The local roads component is based on an historical formula. NSW's share of the total road funding is a fixed 29% share, or \$251.2 million, which represents a 2.7% increase. The total 2022-23 FAGs estimated entitlement for NSW is \$869.1 million.

T 02 4428 4100 F 02 4428 4199 TTY 02 4428 4209
E olg@olg.nsw.gov.au
W <http://www.olg.nsw.gov.au>
(follow the "Commissions & Tribunals" links)



Annual Grant Entitlements	National % Change	NSW % Change
2012-13 Final and 2013-14 Estimated	4.22	3.64
2013-14 Final and 2014-15 Estimated no CPI	-0.001	-0.145
2014-15 Final and 2015-16 Estimated no CPI	-0.004	-0.114
2015-16 Final and 2016-17 Estimated no CPI	.005	.069
2016-17 Final and 2017-18 Estimated	3.41	3.51
2017-18 Final and 2018-19 Estimated	3.80	3.66
2018-19 Final and 2019-20 Estimated	4.49	3.97
2019-20 Final and 2020-21 Estimated GED	1.13	0.98
2020-21 Final and 2021-22 Estimated Covid	2.15	1.87
2021-22 Final and 2022-23 Estimated Covid	2.69	3.15

Following the impacts of the global economic downturn (GED), and Covid-19 Pandemic, during the last three years the Commission been faced with the challenge of a substantially reduced CPI estimate. In 2022-23, the CPI has begun to trend towards the average levels of previous years (about 3.5%-4%) but further fluctuations cannot be ruled out.

Council's 2022-23 FAGs estimated entitlement, compared to the 2021-22 final entitlement is as follows:

Berrigan Shire Council				
Year	General Purpose \$	Local Roads \$	Total \$	Change
2021-22 final	3,743,970	1,553,172	5,297,142	
2022-23 est.	3,945,255	1,596,762	5,542,017	4.6%

To assist councils with budgets and bank reconciliations, a breakdown of the 2022-23 quarterly instalments is attached (**Appendix A**). The NSW Statement of Payments is also attached (**Appendix B**).

The Commonwealth Government decided to make an early payment of the 2022-23 estimated FAG entitlement to help manage the cumulative impacts of the floods and the Covid-19 Pandemic. The advance, which was paid to all councils in mid-April 2022, was for approximately 75% of the estimated entitlement. Generally, the advance payments have been based on approximately 50%. This has resulted in the quarterly instalments that follow being significantly less than in recent years. The remainder of the grant entitlements will be paid in quarterly instalments in August 2022, November 2022, February 2023 and May 2023.

As councils will be aware, the Commission is required to adhere to the National Principles which mandate a per capita payment based on population growth/decline. It is also the policy of the NSW Government to explore opportunities to direct grants to communities with the greatest relative need. The Commission has had regard to these policies in allocating the grants. The map contained in **Appendix D** identifies the rate of population change in NSW from 2006 to 2020. The legislated minimum grant requirement impedes the ability of the Commission to direct funds to the communities with the greatest relative need.

Appendix D lists the revised expenditure categories, disability factors, data sources used in calculating the expenditure allowance and the relative disability allowance.

CONSIDERATIONS FOR 2023-24 GRANTS

Councils should be mindful that, given the current economic environment, the CPI may not increase going forward. Should that occur, the Commission will likely need to restore the negative floor to ensure the integrity and legislative compliance of the FAGs allocation system is maintained. Such a decision will result in some councils receiving less in the 2023-24 GPC than they will in 2022-23.

THE TRANSITION

The Commission has been investigating ways to direct funds to councils with greatest relative need. Information about the methodology review and subsequent transition has been provided to councils, including about the recommendations for model refinements. The Commission is currently considering options to a pathway out of transition and resuming the negative floor. Based on the grant calculations for 2022-23, nine councils are currently protected from reducing grants by the Commission's transition policy of a 0% floor. Further information about the transition and general information about the FAGs can be found on the Commission's webpage at <https://www.olg.nsw.gov.au/commissions-and-tribunals/#lggc>.

SPECIAL SUBMISSIONS RELATING TO 2023-24 GRANTS

Special submissions from councils for 2023-24 will be considered by the Commission. The purpose of a submission is to give councils the opportunity to present information on the financial impact of inherent expenditure disabilities beyond councils' control that are not generally recognised in the current methodology. Please refer to the expenditure functions and Council's disability factors listed in **Appendix A**. This process allows the Commission to adequately consider all legitimate factors that affect councils' capacity to deliver services.

Appendix C, titled *Guidelines for Special Submissions*, contains guidelines for preparing submissions – please read the guidelines carefully.

Submissions should be e-mailed to the Commission at olg@olg.nsw.gov.au by **30 November 2022**.

I would ask that this letter please be tabled at the next Council meeting.

If you have any questions concerning these matters, please contact me on (02) 4428 4131.

Yours sincerely

A handwritten signature in blue ink that reads "Helen Pearce".

Helen Pearce
Executive Officer

APPENDIX A
LOCAL GOVERNMENT GRANTS COMMISSION 2022-23 FINANCIAL ASSISTANCE GRANTS

Berrigan (S) Council

General Purpose Component

Expenditure Allowance

Expenditure Functions	State ave cost per capita
Recreation and cultural	\$229.47
Admin and governance	\$272.47
Education and community	\$66.18
Roads, bridges, footpaths and aerodromes	\$210.73
Public order, safety, health and other	\$172.31
Housing amenity	\$75.59

Disability Measure	LGA measure	State Std (SS)	Weighted DF%
Population	8,810	63,967	27.2%
Aboriginal & Torres Strait Islander	2.3%	2.9%	0.0%

Pop <SS = relative disadvantage
Pop >SS = 0
ATSI <SS = 0
ATSI >SS = relative disadvantage

Disability Measure	LGA measure	State Std	Weighted DF%
Population	8,810	63,967	85.3%

Disability Measure	LGA measure	State Std	Weighted DF%
Population	8,810	63,967	80.8%

Disability Measure	LGA measure	State Std	Weighted DF%
Population	8,810	63,967	157.2%
Road Length	1,281	1,155	4.4%

Disability Measure	LGA measure	State Std	Weighted DF%
Population	8,810	63,967	60.3%
Rainfall, topography and drainage index	107%	161%	0.0%
Environment (Ha of environmental lands)	3,482	55,494	0.0%

RTD <SS = 0
RTD >SS = relative disadvantage
Env <SS = 0
Env >SS = relative disadvantage

Disability Measure	LGA Std	State Std	Weighted DF%
Population	8,810	63,967	15.3%

Isolation Allowance

Outside the Greater Statistical Area	Yes
--------------------------------------	-----

**APPENDIX A
LOCAL GOVERNMENT GRANTS COMMISSION 2022-23 FINANCIAL ASSISTANCE GRANTS**

Pensioner Rebate Allowance

PR <SS = relative disadvantage (+ allowance)	
PR >SS = relative advantage (- allowance)	
LGA % Pensioner Rebates (PR) Res Props:	27.8%
State Standard (SS) % PR	14.8%

Revenue Allowance

Revenue Allowance	
CV <SS = relative disadvantage (+ allowance)	
CV >SS = relative advantage (- allowance)	
No. of Urban Properties:	4,244
Standard Value Per Property:	\$483,497
Council Value (CV):	\$67,121

No. of Non-urban Properties:	886
Standard Value Per Property:	\$887,956
Council Value (CV):	\$524,913

Relative Disadvantage Allowance

Unsealed roads; Isolation; Population Decline	\$39,267
Special Submission	-

Total General Purpose Grant	\$3,945,255
------------------------------------	--------------------

Local Roads Component

Population:	8,810
Local Road Length (km):	1,281
Length of Bridges on Local Roads (m):	291

Road/Population Allowance:	\$1,570,178
Bridge Length Allowance:	\$26,584
Local Roads Total:	\$1,596,762

Total Grant	\$5,542,017
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Quarterly Instalments Payable in 2022-23 for 2022-23 FAGs

August 2020		
GPC	\$274,948.00	
LRC	\$114,749.00	\$389,697.00
November 2020		
GPC	\$274,948.00	
LRC	\$114,749.00	\$389,697.00
February 2021		
GPC	\$274,948.00	
LRC	\$114,749.00	\$389,697.00
May 2021		
GPC	\$274,948.00	
LRC	\$114,749.00	\$389,697.00
TOTAL		
GPC	\$1,099,792.00	
LRC	\$458,996.00	\$1,558,788.00

Schedule of Payments Rounded													
Councils	Population 30/6/2021	2022-23 Recommended General Purpose Entitlement	2022-23 Recommended Local Roads Entitlement	2022-23 Recommended Total Entitlement	2021-22 General Purpose CPI/Pop Adjustment	2021-22 Local Roads CPI/Pop Adjustment	2021-22 Total CPI/Pop Adjustment	2022-23 General Purpose Advance Payment	2022-23 Local Roads Advance Payment	2022-23 Total Advance Payment	2022-23 General Purpose Payments	2022-23 Local Roads Payments	2022-23 Total Payments
Albury (C)	55,754	5,358,891	1,660,340	7,019,231	115,365	50,404	165,769	4,101,217	1,230,424	5,331,641	1,373,039	480,320	1,853,359
Armidale Regional	29,484	4,858,933	2,633,562	7,492,495	101,161	80,613	181,774	3,588,664	1,870,678	5,459,342	1,371,430	843,497	2,214,927
Ballina (S)	45,773	3,522,719	1,655,146	5,177,865	74,004	50,060	124,064	2,646,008	1,227,740	3,873,748	950,715	477,466	1,428,181
Bairnald (S)	2,276	3,514,902	1,506,604	5,021,506	72,326	45,952	118,278	2,610,685	1,126,828	3,737,513	976,543	425,728	1,402,271
Bathurst Regional	44,540	4,751,172	2,328,891	7,080,063	101,920	69,438	171,358	3,627,959	1,699,605	5,327,564	1,225,133	698,724	1,923,857
Bayside	182,369	4,128,680	1,331,323	5,460,003	87,290	40,604	127,894	2,990,478	955,857	3,946,335	1,225,492	416,070	1,641,562
Bega Valley (S)	35,046	5,784,520	2,310,079	8,094,599	122,030	69,905	191,935	4,352,774	1,789,139	6,141,913	1,553,776	590,845	2,144,621
Bellingen (S)	13,248	3,393,899	1,075,194	4,469,093	70,112	31,896	102,008	2,530,792	788,816	3,319,608	933,219	318,274	1,251,493
Berrigan (S)	8,810	3,945,255	1,596,762	5,542,017	81,997	48,682	130,679	2,927,458	1,186,448	4,113,906	1,099,794	458,996	1,558,790
Blacktown (C)	387,104	13,909,934	4,035,661	17,945,595	304,641	121,796	426,617	10,520,603	2,956,995	13,477,598	3,693,972	1,200,642	4,894,614
Bland (S)	5,923	5,471,983	3,433,833	8,905,816	114,836	104,726	219,562	4,103,709	2,642,903	6,746,612	1,483,110	895,656	2,378,766
Blayney (S)	7,408	2,185,396	975,547	3,160,943	45,226	29,911	75,137	1,642,758	721,211	2,363,969	587,864	284,247	872,111
Blue Mountains (C)	78,740	7,988,602	1,511,077	9,499,679	172,064	46,452	218,516	6,117,895	1,140,043	7,257,938	2,042,771	417,486	2,460,257
Bogan (S)	2,481	3,434,853	1,645,953	5,080,806	70,394	50,262	120,656	2,529,927	1,237,335	3,767,262	975,320	458,880	1,434,200
Bourke (S)	2,596	5,187,387	2,191,468	7,378,855	106,321	66,243	172,564	3,870,871	1,625,042	5,495,913	1,422,837	632,669	2,055,506
Brewarrina (S)	1,520	3,888,147	1,487,540	5,375,687	77,864	45,541	123,405	2,883,973	1,126,046	4,010,019	1,082,038	407,035	1,489,073
Broken Hill (C)	17,230	5,283,229	544,844	5,828,073	108,070	16,715	124,785	3,861,944	420,106	4,282,050	1,529,355	141,453	1,670,808
Burwood	40,686	975,938	308,128	1,284,066	20,356	9,268	29,624	714,829	218,678	933,507	281,465	98,718	380,183
Byron (S)	36,217	2,348,557	1,383,374	3,731,931	48,726	42,048	90,774	1,756,062	1,032,949	2,789,011	641,221	392,473	1,033,694
Cabonne	13,759	3,408,548	2,336,603	5,745,151	70,622	71,264	141,886	2,533,139	1,751,422	4,284,561	946,031	656,445	1,602,476
Camden	114,516	2,592,546	1,891,929	4,484,475	55,206	55,224	110,430	1,940,952	1,388,900	3,329,852	706,800	585,253	1,295,053
Campbelltown (C)	175,687	8,527,900	2,076,416	10,604,316	186,769	63,437	250,206	6,566,705	1,588,667	8,155,372	2,147,964	551,186	2,699,150
Cananda Bay (C)	95,919	2,171,525	715,321	2,886,846	46,442	22,000	68,442	1,607,613	528,004	2,135,617	610,354	209,317	819,671
Canterbury-Bankstown	378,425	8,567,221	2,978,707	11,545,928	186,721	91,534	278,255	6,564,772	2,233,093	8,797,865	2,189,170	837,148	3,026,318
Carrathool (S)	2,789	4,534,865	2,652,695	7,187,560	93,706	80,817	174,523	3,394,927	1,984,408	5,379,335	1,233,644	749,104	1,982,748
Central Coast	347,158	22,887,541	4,983,641	27,871,182	492,974	152,063	645,037	17,527,840	3,748,750	21,276,590	5,852,675	1,386,954	7,239,629
Central Darling (S)	1,834	5,122,476	1,815,759	6,938,235	105,001	55,362	160,363	3,829,550	1,361,760	5,191,310	1,397,927	509,361	1,907,288
Cessnock (C)	63,020	5,944,080	2,021,831	7,965,911	127,909	61,403	189,312	4,546,449	1,568,281	6,114,730	1,525,540	514,953	2,040,493
Clarence Valley	52,993	8,272,250	3,709,950	11,982,200	177,771	113,378	291,149	6,315,536	2,822,444	9,137,980	2,134,485	1,000,884	3,135,369
Cobar (S)	4,365	4,901,439	1,959,469	6,860,908	102,152	59,785	161,937	3,660,971	1,468,674	5,129,645	1,342,620	550,580	1,893,200
Coffs Harbour (C)	78,093	5,677,493	2,538,530	8,216,023	122,224	77,328	199,552	4,345,117	1,878,009	6,223,126	1,454,600	737,849	2,192,449
Coolamoon (S)	4,304	2,884,403	1,464,371	4,348,774	59,855	44,720	104,575	2,115,532	1,044,033	3,159,565	828,726	465,058	1,293,784
Coonamble (S)	3,854	3,294,358	1,678,640	4,972,998	67,295	51,258	118,553	2,366,942	1,258,815	3,625,757	994,711	471,083	1,465,794
Cootamundra-Gundagai Region	11,169	4,249,688	1,775,227	6,024,915	88,554	54,304	142,858	3,154,364	1,333,983	4,488,347	1,183,878	495,548	1,679,426
Cowra (S)	12,785	3,777,784	1,651,062	5,428,846	78,162	50,417	128,579	2,784,111	1,227,908	4,012,019	1,071,835	473,571	1,545,406
Cumberland	239,834	6,635,192	1,941,965	8,577,157	145,317	59,892	205,209	4,584,295	1,522,404	6,106,699	2,196,214	479,453	2,675,667
Dubbo Regional	54,195	8,689,561	3,861,721	12,551,282	186,805	117,895	304,700	6,647,886	2,798,830	9,446,716	2,228,480	1,180,786	3,409,266
Dungog (S)	9,784	2,051,730	1,050,190	3,101,920	42,473	32,092	74,565	1,554,564	794,826	2,349,390	539,639	287,456	827,095
Edward River	9,158	4,634,269	1,736,776	6,371,045	97,036	52,961	149,997	3,431,418	1,290,677	4,722,095	1,299,887	499,060	1,798,947
Eurobodalla (S)	39,362	5,923,938	1,891,401	7,815,339	125,801	57,515	183,316	4,503,033	1,405,870	5,908,903	1,546,706	543,046	2,089,752
Fairfield (C)	207,922	7,691,060	1,896,691	9,587,751	168,442	58,489	226,931	5,922,246	1,423,036	7,345,282	1,937,256	532,144	2,469,400
Federation	12,735	5,221,998	2,540,728	7,762,726	110,737	77,342	188,079	3,985,444	1,904,913	5,890,357	1,347,291	713,157	2,060,448
Forbes (S)	9,934	4,108,010	2,210,930	6,318,940	84,884	67,497	152,381	3,007,533	1,655,326	4,662,859	1,185,361	623,101	1,808,462
Georges River	159,266	3,605,647	1,246,269	4,851,916	77,093	38,309	115,402	2,649,678	963,872	3,613,550	1,033,062	320,706	1,353,768
Gilgandra (S)	4,205	3,113,265	1,525,985	4,639,250	64,155	46,599	110,754	2,267,203	1,094,051	3,361,254	910,217	478,533	1,388,750
Glen Innes Severn	8,816	3,352,357	1,551,493	4,903,850	69,069	48,049	117,118	2,471,562	1,186,405	3,657,967	949,864	413,137	1,363,001
Goulburn Mulwaree	31,796	3,872,575	2,049,651	5,922,226	80,697	62,427	143,124	2,889,678	1,559,140	4,448,818	1,063,594	552,938	1,616,532
Greater Hume (S)	11,020	3,830,221	2,382,085	6,212,306	79,206	72,534	151,740	2,811,041	1,768,329	4,579,370	1,098,386	686,290	1,784,676
Griffith (C)	27,173	4,607,210	1,838,276	6,445,486	95,202	57,122	152,324	3,398,309	1,397,773	4,796,082	1,304,103	497,625	1,801,728
Gunnedah (S)	12,713	3,516,035	1,825,114	5,341,149	72,698	55,735	128,433	2,607,814	1,374,761	3,982,575	980,919	506,088	1,487,007
Gwydir (S)	5,323	3,400,364	2,122,295	5,522,659	69,057	64,587	133,644	2,420,662	1,561,010	3,981,672	1,048,759	625,872	1,674,631
Hawkesbury (C)	68,009	2,806,925	1,916,182	4,723,107	61,456	58,912	120,368	2,160,155	1,431,545	3,591,700	708,226	543,549	1,251,775



Councils	Population 30/6/2021	2022-23 Recommended General Purpose Entitlement	2022-23 Recommended Local Roads Entitlement	2022-23 Recommended Total Entitlement	2021-22 General Purpose CPI/Pop Adjustment	2021-22 Local Roads CPI/Pop Adjustment	2021-22 Total CPI/Pop Adjustment	2022-23 General Purpose Advance Payment	2022-23 Local Roads Advance Payment	2022-23 Total Advance Payment	2022-23 General Purpose Payments	2022-23 Local Roads Payments	2022-23 Total Payments
Hay (S)	2,945	2,856,602	920,471	3,777,073	58,025	28,077	86,102	2,058,957	689,004	2,747,961	855,670	259,544	1,115,214
Hills (S)	188,557	4,268,787	2,329,108	6,597,895	88,406	70,069	158,475	3,197,195	1,816,680	5,013,875	1,159,998	582,497	1,742,495
Hilltops	18,553	5,994,711	3,192,270	9,186,981	125,806	97,603	223,409	4,443,696	2,392,890	6,836,586	1,676,821	896,983	2,573,804
Hornsby (S)	150,698	3,411,714	1,583,870	4,995,584	73,316	48,911	122,227	2,665,004	1,240,764	3,905,768	820,026	392,017	1,212,043
Hunters Hill (M)	14,861	378,875	141,019	519,894	7,903	4,337	12,240	290,283	117,020	407,303	96,495	28,336	124,831
Inner West	199,759	4,522,374	1,512,332	6,034,706	97,107	46,601	143,708	3,524,925	1,123,775	4,648,700	1,094,556	435,158	1,529,714
Inverell (S)	17,696	4,635,287	2,517,667	7,152,954	95,871	76,954	172,825	3,419,815	2,017,832	5,437,647	1,311,343	576,789	1,888,132
Junee (S)	6,738	2,313,526	1,060,836	3,374,362	47,893	32,352	80,245	1,729,359	781,359	2,510,718	632,060	311,829	943,889
Kempsey (S)	30,092	4,888,709	2,129,003	7,017,712	101,680	64,922	166,602	3,644,492	1,726,246	5,370,738	1,345,897	467,679	1,813,576
Kiama (M)	24,006	1,405,092	567,354	1,972,446	29,195	17,445	46,640	1,071,593	388,205	1,459,798	362,694	196,594	559,288
Ku-ring-gai	126,554	2,865,075	1,264,749	4,129,824	61,379	38,781	100,160	2,185,624	959,753	3,145,377	740,830	343,777	1,084,607
Kyogle	8,841	3,394,938	1,804,218	5,199,156	69,616	55,531	125,147	2,484,471	1,396,425	3,880,896	980,083	463,324	1,443,407
Lachlan (S)	6,025	6,843,918	3,852,904	10,696,822	143,465	117,542	261,007	5,133,441	2,891,834	8,025,275	1,853,942	1,078,612	2,932,554
Lake Macquarie (C)	210,031	14,458,267	3,144,299	17,602,566	311,400	95,886	407,286	11,072,018	2,330,325	13,402,343	3,697,649	909,860	4,607,509
Lane Cove (M)	40,336	964,956	320,942	1,285,898	20,127	9,861	29,988	723,946	236,609	960,555	261,137	94,194	355,331
Leeton (S)	11,242	3,986,350	1,186,868	5,173,218	81,968	36,298	118,266	2,922,748	896,648	3,819,396	1,145,570	326,518	1,472,088
Lismore (C)	43,790	4,784,314	2,214,467	6,998,781	101,684	67,712	169,396	3,629,273	1,677,150	5,306,423	1,256,725	605,029	1,861,754
Lithgow (C)	21,556	4,052,687	1,441,695	5,494,382	84,239	43,938	128,177	3,020,627	1,078,118	4,098,745	1,116,299	407,515	1,523,814
Liverpool (C)	234,917	6,754,917	2,662,931	9,417,848	147,939	80,559	228,498	5,201,336	1,960,138	7,161,474	1,701,520	783,352	2,484,872
Liverpool Plains (S)	7,848	2,894,192	1,563,847	4,458,039	59,616	47,763	107,379	2,129,872	1,170,230	3,300,102	823,936	441,380	1,265,316
Lockhart (S)	3,221	2,665,211	1,530,498	4,195,709	55,325	46,765	102,090	1,923,429	1,144,665	3,068,094	797,107	432,598	1,229,705
Lord Howe Island (Bd)	445	302,491	-	302,491	5,503	-	5,503	204,986	-	204,986	103,008	-	103,008
Maitland (C)	90,449	6,039,717	1,624,663	7,664,380	130,069	48,982	179,051	4,624,574	1,191,173	5,815,747	1,545,212	482,472	2,027,684
Mid-Coast	95,209	13,599,695	6,156,132	19,755,827	291,026	187,085	478,111	10,337,624	4,589,696	14,927,320	3,553,097	1,753,521	5,306,618
Mid-Western Regional	25,563	4,790,305	2,797,848	7,588,153	99,202	84,534	183,736	3,545,619	2,069,550	5,615,169	1,343,888	812,832	2,156,720
Moree Plains (S)	12,988	5,759,621	3,278,663	9,038,284	120,674	100,421	221,095	4,169,477	2,455,967	6,625,444	1,710,818	923,117	2,633,935
Mosman (M)	30,122	782,251	260,742	1,042,993	16,316	8,075	24,391	599,340	200,175	799,515	199,227	68,642	267,869
Murray River	12,571	6,164,153	3,324,734	9,488,887	129,470	98,782	228,252	4,567,316	2,567,941	7,135,257	1,726,307	855,575	2,581,882
Murrumbidgee	3,871	3,476,012	1,861,349	5,337,361	71,896	56,802	128,698	2,534,232	1,424,538	3,958,770	1,013,676	493,613	1,507,289
Muswellbrook (S)	16,212	3,084,285	1,034,057	4,118,342	63,995	31,743	95,738	2,325,127	789,890	3,115,017	823,153	275,910	1,099,063
Nambucca Valley	19,911	3,284,951	1,384,993	4,669,944	68,205	42,373	110,578	2,484,244	1,036,009	3,520,253	868,912	391,357	1,260,269
Narrabri (S)	12,948	5,607,391	2,670,794	8,278,185	117,812	81,499	199,311	4,139,823	2,008,196	6,148,019	1,585,380	744,097	2,329,477
Narrandera (S)	5,834	3,785,601	1,801,979	5,587,580	79,047	55,008	134,055	2,776,287	1,348,260	4,124,547	1,088,361	508,727	1,597,088
Narromine (S)	6,392	3,451,237	1,643,374	5,094,611	71,731	50,172	121,903	2,525,717	1,234,267	3,759,984	997,251	459,279	1,456,530
Newcastle (C)	168,880	11,108,788	2,006,723	13,115,511	243,277	61,881	305,158	8,789,944	1,624,079	10,414,023	2,562,121	444,525	3,006,646
North Sydney	73,712	1,668,777	534,924	2,203,701	36,121	16,561	52,682	1,303,825	409,232	1,713,057	401,073	142,253	543,326
Northern Beaches	272,184	6,162,026	2,462,834	8,624,860	131,818	75,756	207,574	4,698,755	1,832,234	6,530,989	1,595,089	706,356	2,301,445
Oberon	5,425	2,164,733	1,092,967	3,257,700	44,582	33,397	77,979	1,604,014	861,797	2,465,811	605,301	264,567	869,868
Orange (C)	42,809	3,921,802	1,347,047	5,268,849	81,977	41,130	123,107	2,953,501	1,023,432	3,976,933	1,050,278	364,745	1,415,023
Parkees (S)	14,623	4,895,044	2,420,684	7,315,728	101,817	73,794	175,611	3,628,743	1,773,908	5,402,651	1,368,118	720,570	2,088,688
Parramatta (C)	258,799	7,594,284	2,222,842	9,817,126	166,322	68,420	234,742	5,847,674	1,638,357	7,486,031	1,912,932	652,905	2,565,837
Penrith (C)	219,173	8,821,601	2,912,460	11,734,061	193,202	88,805	282,007	6,792,809	2,273,967	9,066,776	2,221,994	727,298	2,949,292
Port Macquarie-Hastings	87,560	6,818,937	3,399,326	10,218,263	146,806	103,392	250,198	5,218,637	2,511,574	7,730,211	1,747,106	791,194	2,738,250
Port Stephens	75,685	5,830,883	1,408,421	7,239,304	125,496	42,945	168,441	4,461,301	1,046,108	5,507,409	1,495,078	405,258	1,900,336
Queanbeyan-Palerang Regional	63,491	3,940,151	2,858,012	6,798,163	84,677	86,692	171,369	3,007,960	2,129,474	5,137,434	1,016,868	815,230	1,832,098
Randwick (C)	153,498	3,475,065	1,085,294	4,560,359	75,336	33,590	108,926	2,634,416	816,640	3,449,056	915,985	304,244	1,220,229
Richmond Valley	23,572	4,055,664	1,786,900	5,842,564	84,319	55,090	139,409	3,023,922	1,350,359	4,374,281	1,116,061	491,631	1,607,692
Ryde (C)	132,822	3,006,977	1,073,442	4,080,419	64,083	32,857	96,940	2,198,430	789,376	2,987,806	872,630	316,923	1,189,553
Shellharbour (C)	76,364	4,600,254	1,091,555	5,691,809	99,074	32,129	131,203	3,522,585	765,209	4,287,794	1,176,743	358,475	1,535,218
Shoalhaven (C)	108,892	9,569,985	4,023,811	13,593,796	206,098	120,064	326,162	7,327,382	2,918,290	10,245,672	2,448,701	1,225,585	3,674,286
Silverton (VC)	35	38,137	-	38,137	808	-	808	27,500	-	27,500	11,445	-	11,445
Singleton	23,573	2,877,278	1,507,564	4,384,842	59,826	46,105	105,931	2,182,319	1,119,871	3,302,190	754,785	433,798	1,188,583
Snowy Monaro Regional	21,207	7,577,242	3,121,085	10,698,327	160,490	95,136	255,626	5,698,815	2,311,114	8,009,929	2,038,917	905,107	2,944,024
Snowy Valleys	14,349	4,992,820	1,572,001	6,564,821	104,123	48,131	152,254	3,739,856	1,191,073	4,930,929	1,357,087	429,059	1,786,146

Councils	Population 30/6/2021	2022-23 Recommended General Purpose Entitlement	2022-23 Recommended Local Roads Entitlement	2022-23 Recommended Total Entitlement	2021-22 General Purpose CPI/Pop Adjustment	2021-22 Local Roads CPI/Pop Adjustment	2021-22 Total CPI/Pop Adjustment	2022-23 General Purpose Advance Payment	2022-23 Local Roads Advance Payment	2022-23 Total Advance Payment	2022-23 General Purpose Payments	2022-23 Local Roads Payments	2022-23 Total Payments
Strathfield (M)	47,705	1,125,943	340,903	1,466,846	23,485	10,452	33,937	815,197	249,084	1,064,281	334,231	102,271	436,502
Sutherland (S)	234,275	5,303,787	2,278,378	7,582,165	111,773	69,616	181,389	4,036,496	1,704,977	5,741,473	1,379,064	643,017	2,022,081
Sydney (C)	242,237	5,484,040	1,544,767	7,028,807	119,645	48,096	167,741	3,904,514	1,107,563	5,012,077	1,699,171	485,300	2,184,471
Tamworth Regional	62,782	6,823,856	4,837,000	11,660,856	145,231	147,808	293,039	5,159,154	3,621,907	8,781,061	1,809,933	1,362,901	3,172,834
Temora (S)	6,249	2,780,643	1,501,280	4,281,923	57,102	45,817	102,919	2,026,597	1,041,388	3,067,985	811,148	505,709	1,316,857
Tenterfield (S)	6,502	3,812,710	1,882,850	5,695,560	78,410	57,546	135,956	2,774,262	1,418,578	4,192,840	1,116,858	521,818	1,638,676
Tibooburra (VC)	95	85,641		85,641	1,815		1,815	64,485		64,485	22,971		22,971
Tweed (S)	99,480	8,368,711	3,323,068	11,691,779	180,067	101,503	281,570	6,400,817	2,503,176	8,903,993	2,147,961	921,395	3,069,356
Upper Hunter (S)	14,152	3,669,729	2,217,023	5,886,752	75,763	67,775	143,538	2,718,320	1,664,757	4,383,077	1,027,172	620,041	1,647,213
Upper Lachlan (S)	8,419	3,370,799	2,166,268	5,537,067	69,518	66,420	135,938	2,466,593	1,629,346	4,095,939	973,724	603,342	1,577,066
Uralla (S)	5,883	1,981,746	1,056,863	3,038,609	40,861	32,332	73,193	1,482,544	805,598	2,288,142	540,063	283,597	823,660
Wagga Wagga (C)	66,408	7,567,865	3,719,885	11,287,750	162,876	112,907	275,783	5,788,330	2,748,507	8,536,837	1,942,411	1,084,285	3,026,696
Walcha	3,103	1,860,928	1,074,238	2,935,166	37,370	32,827	70,197	1,343,462	805,613	2,149,075	554,836	301,452	856,288
Walgett (S)	5,785	5,382,349	2,226,344	7,608,693	112,080	67,986	180,066	3,950,826	1,672,294	5,623,120	1,543,603	622,036	2,165,639
Warren (S)	2,708	2,309,928	1,183,806	3,493,734	47,034	36,144	83,178	1,643,296	889,077	2,532,373	713,666	330,873	1,044,539
Warrumbungle (S)	9,118	5,418,430	2,790,481	8,208,911	113,541	85,221	198,762	3,994,386	2,084,069	6,078,455	1,537,585	791,633	2,329,218
Waverley	72,743	1,646,840	483,275	2,130,115	35,728	14,994	50,722	1,289,768	371,856	1,661,624	392,800	126,413	519,213
Weddin (S)	3,577	2,179,888	1,152,491	3,332,379	44,253	35,177	79,430	1,571,172	861,246	2,432,418	652,969	326,422	979,391
Wentworth (S)	7,142	4,755,742	1,988,875	6,744,617	100,977	70,658	171,635	3,567,839	1,734,029	5,301,868	1,288,880	325,504	1,614,384
Willoughby (C)	79,556	1,801,080	655,849	2,456,929	39,056	20,260	59,316	1,359,919	488,672	1,848,591	480,217	187,437	667,654
Wingecarribee (S)	52,309	3,480,875	2,201,314	5,682,189	74,672	66,994	141,666	2,652,024	1,644,472	4,296,496	903,523	623,836	1,527,359
Wollondilly (S)	54,772	2,574,197	1,548,966	4,123,163	55,439	47,106	102,545	1,970,950	1,135,054	3,106,004	658,686	461,018	1,119,704
Wollongong (C)	220,659	17,353,791	2,779,577	20,133,368	373,776	84,125	457,901	13,289,918	2,050,670	15,340,588	4,437,649	813,032	5,250,681
Woolahra (M)	58,480	1,323,938	478,776	1,802,714	28,587	14,799	43,386	1,033,504	363,770	1,397,274	319,021	129,805	448,826
Yass Valley	17,608	2,061,050	1,590,156	3,651,206	42,631	48,130	90,761	1,559,670	1,196,584	2,756,254	544,011	441,702	985,713
TOTAL	8,188,301	617,920,637	251,184,230	869,104,867	13,095,042	7,666,898	20,761,940	464,778,548	188,444,475	653,223,023	166,237,131	70,406,653	236,643,784

APPENDIX C
LOCAL GOVERNMENT GRANTS COMMISSION
GUIDELINES FOR SPECIAL SUBMISSIONS IN RELATION TO THE 2023-24 GRANTS

1. GENERAL

All submissions **must** be consistent with the principles which have been adopted by the NSW Local Government Grants Commission (Commission). The principles are attached in **Table 1**.

Information in the submissions must relate to the year ended 30 June 2022, in order to be compatible with the Commission's **Roads, Bridges and General Information Return** for that year (for the 2023-24 grant calculations).

Only operational costs should be included; **capital costs are to be excluded**.

Submissions should be based only on *inherent* disabilities and problems, which are outside a council's control. **Additional costs that result from deliberate policy decisions made by councils to provide a higher than average standard of service are not considered disabilities.**

Information provided on disabilities should be brief and the costing estimates of the disabilities should be as accurate as is practicable.

If you have further questions, then please contact Helen Pearce on (02) 4428 4131 or by email, helen.pearce@olg.nsw.gov.au.

Submissions should be emailed to the Commission at **olg@olg.nsw.gov.au** as soon as possible, by no later than **11 November 2022**.

2. EXPENDITURE DISABILITIES

(a) Content

The details of the Commission's expenditure calculations for Council's area are enclosed (see **Appendix A**). This information should be used in assessing whether to make a submission on expenditure disabilities; that is, in assessing whether the particular disabilities of Council's area are **already recognised** in the formula. If council believes that disabilities **other than those currently identified by the formula** have an impact on the cost of providing services, then this should be substantiated in the submission.

Similarly, if council believes that the impact of any disability already identified by the Commission is greater than indicated, then the case should be argued in the submission. Please refer to **Table 2** for the basic format for a special submission. Details of the expenditure items considered, the council functions and disability measures can be found in **Appendix D**.

(b) Required Format

Table 2 shows the **REQUIRED FORMAT** for submissions on expenditure disabilities. Submissions should be **brief** and include:

- (1) the function affected (using the Commission's functional heading);
- (2) a **brief** description of the disability;
- (3) a **brief** account of the action taken to deal with that disability; and,
- (4) the **estimated additional cost** impact of that action.

APPENDIX C
LOCAL GOVERNMENT GRANTS COMMISSION
GUIDELINES FOR SPECIAL SUBMISSIONS IN RELATION TO THE 2023-24 GRANTS

Where a disability factor affects costs across a number multiple council functions, separate details should be used showing the cost impact in each function area.

(c) Outcome

Where the Commission recognises an additional disability raised in a submission beyond the measures recognised, an adjustment will be made as an "other" category.

Where an additional disability is recognised which has an impact on a number of councils, the methodology will be adjusted, and *all councils* will be affected according to the extent of the relevant disability.

3. REVENUE DISABILITIES

While the approved principles generally bind the Commission's operation in this area, councils may wish to comment on the current methodology if it is considered that these unfairly disadvantage them.

It should be noted that non-rateable properties are taken into consideration in the Commission's calculation automatically. The loss of revenue from non-rateable properties does not need to be specified in the submission.

APPENDIX C
LOCAL GOVERNMENT GRANTS COMMISSION
GUIDELINES FOR SPECIAL SUBMISSIONS IN RELATION TO THE 2023-24 GRANTS

TABLE 1

APPROVED PRINCIPLES

1. General purpose grants to local governing bodies will be allocated as far as practicable on a full equalisation basis as defined in the *Local Government (Financial Assistance) Act 1995*; that is a basis which attempts to compensate local governing bodies for differences in expenditure required in the performance of their functions and in their capacity to raise revenue.
2. The assessment of revenue and expenditure allowances of local governing bodies will, as far as is practicable, be independent of the policy or practices of those bodies in raising revenue and the provision of services.
3. Revenue raising capacity will primarily be determined on the basis of property values; positive and negative allowances relative to average standards may be calculated.
4. Revenue allowances may be discounted to achieve equilibrium with expenditure allowances.
5. Generally, for each expenditure function an allowance will be determined using operational cost; both positive and negative allowances relative to average standards may be calculated.
6. Expenditure allowances will be discounted to take account of specific purpose grants.
7. Additional costs associated with non-resident use of services and facilities will be recognised in determining expenditure allowances.

APPENDIX C
LOCAL GOVERNMENT GRANTS COMMISSION
GUIDELINES FOR SPECIAL SUBMISSIONS IN RELATION TO THE 2023-24 GRANTS

TABLE 2

REQUIRED FORMAT FOR SUBMISSIONS ON EXPENDITURE DISABILITIES

Function:

Disability:

Description and Response:

Cost Impact:

APPENDIX D

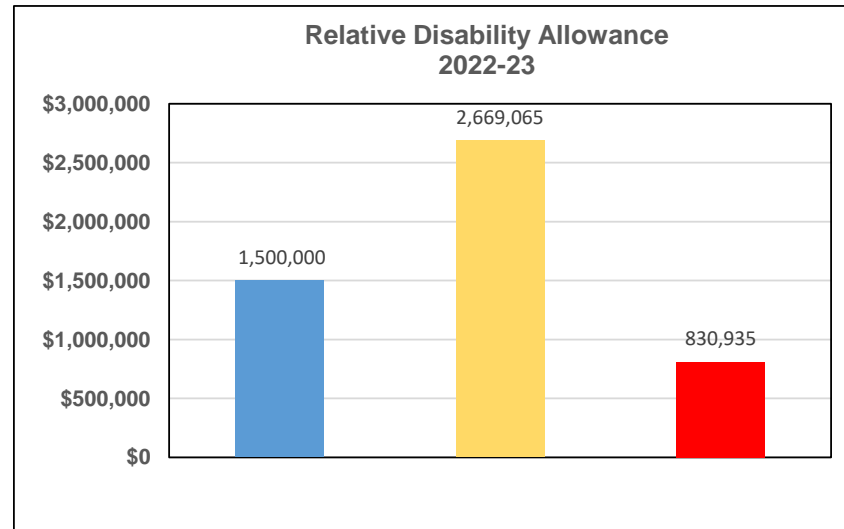
**LOCAL GOVERNMENT GRANTS COMMISSION
 2022-23 FINANCIAL ASSISTANCE GRANTS**

Expenditure Functions with Expenditure Items Listed Below (Expenditure Items Source – Financial Data Return/Net Cost of Services – 5 year average gross operational costs)					
Recreation & cultural	Administration & governance	Community amenity	Community services & education	Roads, bridges & footpaths	Public order, safety, health & other
Museums	Administration	Public Cemeteries	Admin & Education	Aerodromes	Animal Containment
Art Galleries	Governance	Public Toilets	Children’s Services	Urban Roads Local	Fire Service Levy
Communities Centres & Halls		Town Planning	Aged and Disabled	Sealed Rural Roads Local	Noxious Plants & Insects
Performing Arts Venues		Street Lighting	Social Protection	Unsealed Rural Roads Local	Environment Protection
Other Sport & Recreation				Bridges on Urban Roads Local	Stormwater Management
Other Performing Arts				Bridges on Sealed Rural Roads Local	Urban Storm Drainage
Public Libraries				Bridges on Unsealed Rural Roads Local	Other
Swimming Pools				Footpaths	Health
Sporting Grounds				Parking Areas	Enforcement of Regulations
Parks and Gardens					Beach Control
					Building Control
					Street Cleaning

APPENDIX D
LOCAL GOVERNMENT GRANTS COMMISSION
2022-23 FINANCIAL ASSISTANCE GRANTS

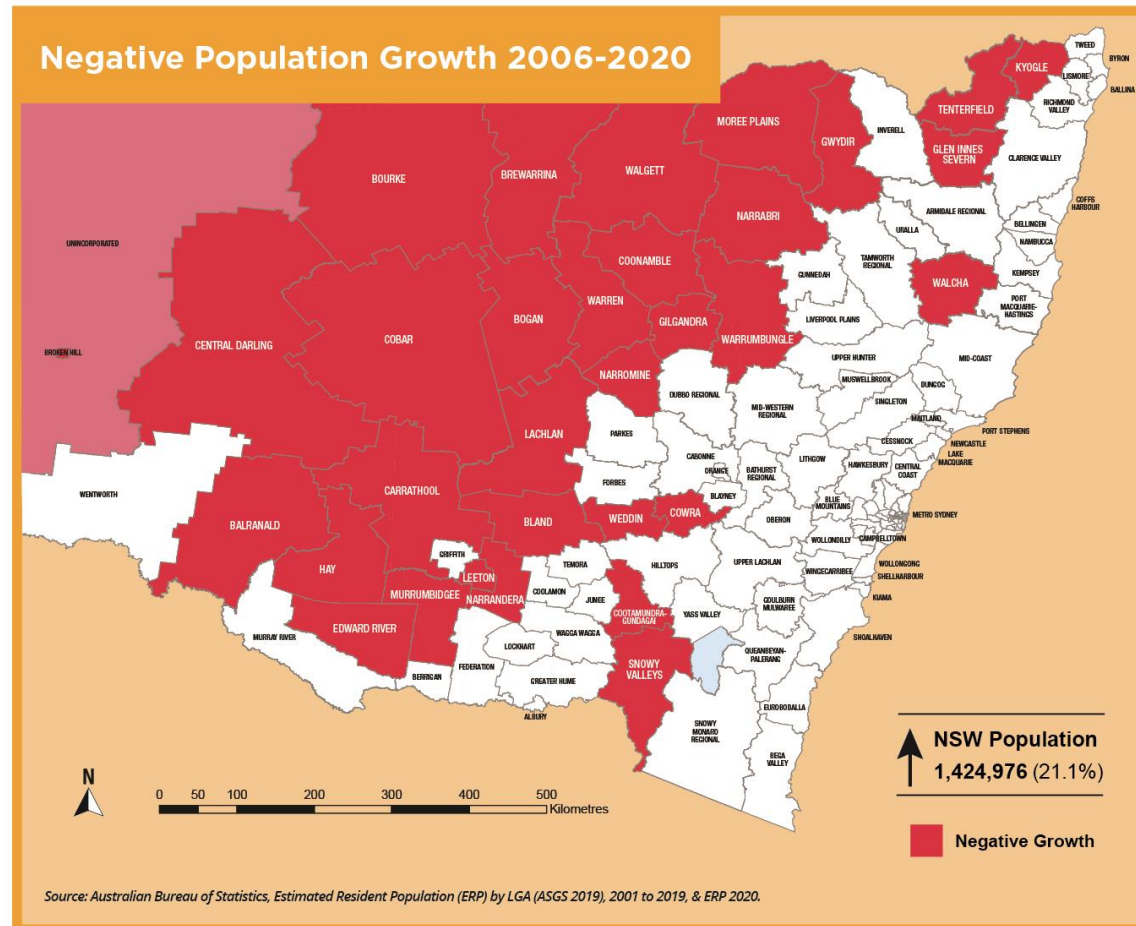
Expenditure Disability Factors		
Disability Factor	Description	Data Source
Population Size	Number of people residing in local government area. The more people in a community, the cheaper it is to provide resources per person. This suggests compensation for councils with smaller populations	ABS Regional population 2020-21, Estimated Resident Population (released 29 March 2022).
ATSI	Proportion of residents identified as Aboriginal and Torres Strait Islander.	ABS 2075.0 Census of Population and Housing - Counts of Aboriginal and Torres Strait Islander Australians, 2016 (released 5 December 2018).
Local Road Length	Kilometres of road within a local government area being the responsibility of councils.	Data provided by OLG, based on data supplied by each local council for the 2020-21 financial year.
Environment	Hectares of environmental land (hectares of conservation and natural environment, water and inland water bodies).	ABS 1410.0 - LAND AND ENVIRONMENT, Local Government Area, 2015-2020 (released .8 April 2022).
Rainfall, topography and drainage index	An index that measures variation in the cost of construction and maintenance of stormwater drainage based on a number of considerations.	Data provided by OLG, Independent Consultants, 1987, Stormwater Drainage Return.

APPENDIX D
LOCAL GOVERNMENT GRANTS COMMISSION
2022-23 FINANCIAL ASSISTANCE GRANTS



Within the GPC, \$5.0 million of the \$20.0 million CPI increase was apportioned to councils with greatest relative disadvantage on the basis of unsealed local road lengths (reported by local councils), isolation (ABS population data, 5 years averaged isolation expenditure reported by local councils, distance from Sydney and the nearest major regional centre, Western Zone Allowance), and population decline (ABS Estimated Population 2006-2021) .

APPENDIX D
LOCAL GOVERNMENT GRANTS COMMISSION
2022-23 FINANCIAL ASSISTANCE GRANTS



Red indicates population decline in NSW from 2006-2020.

12 May 2022

General Manager
Berrigan Shire Council
PO Box 137
BERRIGAN NSW 2712

Attention: Building & Planning

Via Email

Dear Sir,

**Re: Development Application – Shed
4 Murray Grove, Berrigan (Lot 18 DP 1092267)**

Reference is made to the subject Development Application for a shed made via the NSW ePlanning Portal. It is understood, Council have requested additional consideration to the siting of the proposed shed with specific reference to the 'buffer zone' identified on the title.

The subject land is located in an R5 - Large Lot Residential zone under the *Berrigan Local Environmental Plan 2013* ("the LEP") where the proposed shed is permitted with Consent. The land notably abuts a wedge of rural Primary Production – RU1 zoned land to the north which is currently vacant agricultural land.

The subject land was created by the subdivision of Lot 302 in DP1009000 and registered by DP 1092267 in 2006. The land is 5,813m² in size and is improved by an existing dwelling, rural style post and wire boundary fencing and established native vegetation and landscape features on the site's north perimeter.

A review of the property particulars, and the Title confirmed a 'Restriction on use of land' burdening the Lot as follows:

Terms of restriction on use of land numbered 3 and designated (f) in the Plan.

- 1. Within this buffer, no dwelling or building is to be erected and no vegetation is to be cut down, lopped or wilfully destroyed.*

The Berrigan Shire Council are the named authority empowered to release vary or modify restriction on use of the land number 3 in the Plan (above).

Approval is hereby sought, with the subject Development Application to vary from the restriction whereby the shed structure, which is ancillary to the residential use of the site, is proposed to be located entirely within and adjacent to the internal southern edge the buffer area. The development will not result in any vegetation removal or disturbance and, as demonstrated by the considerations below complies entirely with the applicable controls of the *Berrigan Development Control Plan 2014*.

The application is made with reference to *Clause 1.9A* of the LEP where, for the purpose of enabling development on land in any zone to be carried out in accordance with the LEP or with a consent granted under the Act, any agreement, covenant or other similar instrument that restricts the carrying out of that development does not apply to the extent necessary to serve that purpose. Notwithstanding subclause 2(a), Council is the empowered authority to release vary or modify a restriction and the following considerations are provided in support of the variation.

Table 2: Development Control Plan 2014 – Part 2 Residential Development

Zone	Consideration
2.1 Neighbourhood Character	
<p>Objectives</p> <ul style="list-style-type: none"> • Provide for a mix of compatible dwelling types. • Create aesthetically pleasing residential neighbourhoods. • Residential areas providing high levels of amenity. • Encourage higher density housing to be located in close proximity of town centres. • Maintain a lower density residential character outside of the immediate town centres. • Ensure a transition in density from lower to higher density residential areas. • Maintain the character of existing average and lower density residential neighbourhoods. 	<p>Complies</p> <p>The design of shed is compatible in size and scale with existing dwelling and adjoining habitable properties. The scale, density and setbacks are entirely appropriate, and as discussed below, entirely compliant with the applicable controls.</p> <p>The shed is located at the rear of the site and existing dwelling and will not detract from the character of the area or the function of adjoining rural lands.</p>
2.2 Streetscape	
<p>Objectives</p> <ul style="list-style-type: none"> • Residential design that makes a positive contribution to the streetscape. • The provision of passive surveillance to the street. • The integration of new development into the streetscape and neighbourhood 	<p>Complies</p> <p>Notwithstanding the development is located at the rear of the site with no street presence, it satisfies the applicable controls, as follows:</p> <ul style="list-style-type: none"> - The developments bulk and scale single storage and compatible with existing residential development on the site and in the neighbourhood precinct. - The sheds design includes a pitched roof form. - The shed uses high quality Colourbond material cladding finishes - The development retains existing trees and landscape features. <p>Overall, the development makes a positive contribution to the function of the site positively impacting the street.</p>
2.3 Landscaping	
<p>Objectives</p> <ul style="list-style-type: none"> • Front landscaping that contributes to an attractive streetscape. • Enhancement of the natural environment. • Reduction in stormwater run-off from allotments. • Landscaping that contributes to the solar efficiency of the dwelling. 	<p>Complies</p> <p>All existing trees and landscape features are to be retained. These trees enhance the existing environment and rural interface.</p>

Development Application – Shed 4 Murray Grove, Berrigan (Lot 18 DP 1092267)

2.4 Private open space

Objectives

- *A private outdoor space for residents.*
- *Practical and useable outdoor areas for residents.*
- *Outdoor areas that enhance residential amenity.*
- *Private outdoor areas to maximise solar access.*

Complies.

The development does not reduce or compromise existing POS.

2.5 Building setbacks

Objectives

- *Attractive streetscapes through consistency in front building setbacks.*
- *The maintenance of existing character in residential areas (e.g. average density, lower density, etc.).*
- *Adequate separation between dwellings through side setbacks.*

Complies

The proposed shed has a minimum side boundary setback of 8m and 10metres from the rear boundary, exceed all minimum requirements.

It is also noted that the proposed 10m rear boundary setback complies with the minimum requirement for farm building structures proposed in a rural zone and thus satisfying the intent of the setback requirements.

2.6 Car parking & access

Objectives

- *Sufficient on-site parking for residents and their visitors.*
- *Safe movement of vehicles within a site.*
- *Adequate space provided in front of garages for overflow parking.*
- *High control of construction and appearance of hardstand areas associated with vehicle movement and parking.*

Complies

Noting the shed will improve onsite parking and storage capacity for the dwelling.

2.7 Site facilities

Objectives

- *Site facilities not to detract from the public aesthetics of the building.*
- *Site facilities not to be detrimental to residential amenity.*

Complies

2.8 Security

Objectives

- *Living environments that enhance residents' feelings of safety and security.*
- *Building and layout designs that allow surveillance of common and public spaces by residents.*

Complies

The development siting and layout maintains personal safety with minimal potential for fear, crime and vandalism.

<ul style="list-style-type: none"> • <i>Environments that reduce opportunistic crime.</i> 	The shed and the dwellings POS are accessed from within the site only.
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2.9 Privacy

Objectives	Complies
<ul style="list-style-type: none"> • <i>The protection of privacy and amenity of neighbouring properties.</i> • <i>Privacy and amenity for residents within medium density developments.</i> 	

2.10 Energy efficiency

Objectives	Complies
<ul style="list-style-type: none"> • <i>Buildings to meet projected user requirements for daylight access.</i> • <i>Siting and design buildings to promote energy efficiency.</i> 	

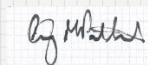
2.11 Outbuildings

Objectives	Complies
<ul style="list-style-type: none"> • <i>Outbuildings not to be detrimental to residential amenity.</i> • <i>Outbuildings to be in proportion with the size of the lot they are placed.</i> 	<p>The shed is clad in factory pre-coloured and low-reflective Colourbond material and is compatible with the surrounding setting.</p> <p>The total floor area and height of the shed is proportionate with the existing dwelling and neighbourhood character and entirely compatible with the rural interface.</p>

Overall, the development satisfies the applicable objectives for development in both the RU1 and R5 zones. The carrying out of the shed development in the proposed buffer location is entirely appropriate due to compatible use, build form and sympathetic design and material selection. The location of the shed satisfies the intent of the buffer to the adjacent rural land use activities as it will not result in any land use conflicts or environmental impacts.

The development enhances the separation between rural and agricultural land uses in the RU1 zone and the habitable residential land use in the R5 zone with physical and visual obstruction reducing the likelihood of any visual impacts or impacts generated by emissions such as dust, odour, noise, light spill and glare. Similarly, the shed siting will improve privacy within the residential setting and maintain an open and functional private open space area within the rear yard of the dwelling.

Should you have any queries please contact the undersigned directly on 6021 0662 or craig@habitatplanning.com.au.



Craig McPartland
 Senior Planner



Lobbying Guidelines – Berrigan Shire Council Response

Attention: OLG's Council Governance Team

Introduction

Councils have been requested to respond to Office of Local Government (OLG) Circular No 22-22 / 8 August 2022 / A731312 – *The development of guidelines and a model policy on the lobbying of councillors.*

OLG have requested response to the following:

1. Council's view on what should be included in the proposed guidelines and identification of existing best practice in the local government sector in managing corruption risks associated with the lobbying of councillors;
2. Council's view of whether the *Lobbying of Government Officials Act 2011* (the LOGO Act) should apply to local government;
3. Council's views and suggestions on ICAC's recommendations on the content of the proposed guidelines
4. Suggestions on what issues, behaviours and risks need to be addressed in the guidelines and model policy;
5. Information about what measures Council's currently take to enhance transparency and promote honesty around the lobbying of councillors: and
6. Copies of or links to Council's existing lobbying policies.

Response to OLG

Any guidelines should include clear definitions of what lobbying is and is not in local government, how and when to report that lobbying and through what mechanisms, and how to manage any potential conflicts of interest should they arise.

As opposed to other levels of government, Councillors have much closer connections and relationships with their communities. This is particularly so, in Councils with smaller populations where there is a high likelihood that Councillors are known personally by members of the community. They may be called to advocate on behalf of community members on a range of issues. Sometimes, conflict of interest is inherent in that the people seeking their advocacy are the same people who elected them or may elect them in the future. Indeed, assistance is not limited to planning – it can extend to hardship, homelessness, street lighting, community infrastructure, service provision and so the list goes on. It is therefore our view that the definition of lobbying in the local government needs to be suitably narrow not to restrict Councillors in their day to day interactions with their communities.



Berrigan Shire Council does not believe the guidelines need to be onerous, however, they do need to be practical and recognise the special circumstances of local government.

Whilst Council understands the intention of the recommendation by ICAC to apply the LOGO Act in local government, in practicality it is doubtful this would be effective. Councils, particularly those in regional and rural areas, are unlikely to be approached by registered and/or professional lobbyists, as are provided for in the LOGO Act. Councillors in local government settings are usually approached by ratepayers and individuals to advocate for them in the Chamber.

The Witney case notes a number of councillors who were lobbied by a then currently serving MP. This situation would not be addressed by a broader application of the LOGO Act. Rather, at the core of the issue is apparent non-compliance with the Ministerial Code of Conduct.

The mandate of local government is to be open and transparent in all interactions with the community and applying the LOGO Act to Councils would remove that transparency by requiring another layer of bureaucracy for the community to navigate. Berrigan Shire Council would certainly not want to make it so difficult for the community to access their councillors, and the interactions be so heavily scrutinised that access becomes opaque.

There is merit however in councillors understanding more fully what lobbying looks like in local government so that they can recognise and report it, and that there is a clearly defined framework in which to manage lobbying approaches, including managing potential conflicts of interest.

Recommendation 8

The first guideline ICAC has suggested is that Councils provide a meeting facility for Councillors (where practical) so they may meet in a formal setting with parties who have an interest in a development matter. This is not inconsistent with approaches currently offered by most Councils.

Whilst the provision of a meeting space for planning matters would ensure the formality of the process could be reinforced, most developers in rural and remote areas are not development professionals, but rather one time homeowners who want to build a shed or similar that may not meet the LEP or DCP requirements for their area. On site appointments in these areas are more useful as the proponent is not subject to the formality of Council and Council officers are able to explain the issues of the site to councillors in a more visual context using plain English principles.

In reality, given most interactions at local government level have nothing to do with planning, ratepayers would prefer to meet Councillors either on site or somewhere neutral. The formality of Council offices or Chambers can be daunting to community members and may potentially lead to reduced outcomes for the community, particularly where their approaches are about community projects, infrastructure or service levels.

That Councillors understand the meaning of lobbying in the local government context, and request a staff member attend such meetings, is the more critical point in these instances.



The place where a meeting is held is not of concern. The content of the meeting, and that it is recorded appropriately is far more important, especially where contentious matters are being discussed or the party is trying to put forward a case, with the support of a councillor as an advocate.

The second guideline suggested by ICAC is that Council staff be present at meetings and prepare official file notes. Whilst this may be possible at large Councils with a significant resource pool, smaller Councils such as ours would not be able to always meet the timeframes expected by the public where they are requesting meetings with councillors. To service all councillors including the Mayor as secretary to all relevant meetings, would be operationally inefficient with the potential to require a full time equivalent employee even in our small area. Council consider the public would not see such spending of public money as needed or useful. It should be sufficient that councillors, once the guidelines are prepared, are able to make their own notes where required. In higher risk scenarios, they should be able to request another councillor to attend the meeting with them.

For our Council, where contentious planning matters are before Council for decision, all councillors are invited to onsite meetings. All of Council will always be involved in such decisions as all of Council are required to make decisions on behalf of their community and in planning matters in particular, a division is required. Some planning matters however are quite straight forward and do not require site meetings. Generally our experience has been that our Council as an elected body do make good decisions in these cases and challenge staff where not all views have been presented, as should be the case.

The final recommendation of ICAC is that *“Council officers disclose in writing to the general manager, any attempts by councillors to influence them over the contents of recommendations contained in any report to council and/or relating to planning and development in the local government area.”* Such requirement is already embedded in the *Code of Conduct* and the *Councillor and Staff Interaction Policy* (both of which have been adopted by this Council) and reporting on such matters mandatory for staff. Council is not sure why this did not occur in the Witney case, however Council believes it is already addressed sufficiently within the behavioural requirements set out clearly in both documents.

The only suggestion might be that the *Councillor and Staff Interaction Policy* become mandatory for Councils rather than voluntary as per other required documents such as the *Code of Conduct* and *Code of Meeting Practice*.

The Berrigan Shire Council feels it, and most Councils, already are addressing lobbying sufficiently through application of the policies noted above. That some do not may be more a cultural issue within those elected bodies and administrative arms of Council. The Berrigan Shire Council would support a guideline regarding the managing of lobbying as long as lobbying is properly defined in the local government context and it does not create another layer of bureaucracy for community members to navigate. It is important the responsibility for reporting lobbying therefore lies with councillors in the first instance and perhaps staff where they recognise the action.



Recommendation 9

Recommendation 9 further asks that any guidelines issued pursuant to s23A of the Local Government Act include advice about:

- the nature and frequency of meetings between councillors and interested parties, including the need to ensure transparency around these interactions;
- how and where to report concerns about lobbying practices;
- the receipt of submissions outside of formal processes, including the transmission of material to specific councillors in a way that excludes other councillors and staff;
- councillors' attendance at staff meetings with parties interested in an outcome;
- councillor representations to staff arising from lobbying interactions; and
- the lobbying of councillors by interested parties with whom they have a pre-existing relationship.

As per the above discussion, Council is happy to support recommendation 9's intention. It should be noted however that recording each meeting a councillor has with community members may potentially fall within a definition of lobbying, so the definition needs to clearly outline what lobbying is and what it is not.

It is also possible that a councillor may meet with a member of the community on a topic and that discussion move to unplanned topics. In such instances, the councillor should be able to email council staff outlining the discussion after that meeting and this should provide sufficient record for Council purposes.

Council is most concerned that the very poor actions of a few councillors. It should be noted that there are 168 Councils across New South Wales representing more than 1,000 councillors who actively serve their communities to the best of their abilities. The actions that have resulted in these recommendations are those of a very small minority. Although the effects were significant, it is still not a reflection of the good works Councils as a whole do for their communities. Introducing onerous requirements focussed on addressing the actions of less than 10 (0.01%) wrongdoers does not represent the vast majority of councillors who actively try to do the right thing by their communities all of the time.



CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW

2022/2023 Performance Agreement for Chief
Executive Officer, Karina Ewer



Chief Executive Officer Personal Performance Agreement

PART A - ANNUAL PROJECTS AND PRIORITIES – TO JUNE 2023

PROJECT/PRIORITY	ACTIONS PROPOSED	DUE DATE	EVIDENCE/COMMENTS
Service Reviews	<ul style="list-style-type: none"> Develop a Service Review Programme for Council adoption 	31 Dec 2022	Document to be presented to the September Council meeting for adoption.
	<ul style="list-style-type: none"> Implement Service Review Programme 	30 Jun 2023	
IT Restructure	<ul style="list-style-type: none"> Upgrade internet service to Council’s primary office 	31 Oct 2022	Awaiting installation date from Telstra
	<ul style="list-style-type: none"> Investigate options for upgrade of financial management system (with a view this platform will be expanded to support the majority of Council’s operations) 	31 Mar 2023	
	<ul style="list-style-type: none"> Move Council’s IT operating systems to Cloud based delivery 	30 Jun 2023	
	<ul style="list-style-type: none"> Develop IT Strategy including Cyber Security considerations 	31 Dec 2022	Working Group established
	<ul style="list-style-type: none"> Implement IT Strategy 	30 Jun 2023	
	<ul style="list-style-type: none"> Website redeveloped and implemented 	31 Mar 2023	Contractor engaged

PROJECT/PRIORITY	ACTIONS PROPOSED	DUE DATE	EVIDENCE/COMMENTS
Freight Network	<ul style="list-style-type: none"> Implement Farm Gate across Shire 	31 Dec 2022	
	<ul style="list-style-type: none"> Establish functioning Freight Working Group to provide sound advice to Council regarding freight network usage 	30 Jun 2023	Established
	<ul style="list-style-type: none"> Advocate with Murray Irrigation Limited to address MIL Bridge issues across Council area 	30 Jun 2023	Joint grant application between MIL, Berrigan, Edward River and Murray River Shires for Fixing Country Roads being developed
	<ul style="list-style-type: none"> Develop options for Tocumwal Heavy Vehicle By Pass Route 	31 Mar 2023	Options for bypass route being assessed with Freight Working Group
	<ul style="list-style-type: none"> Develop strategy to address High Productivity Vehicles within network structure (including strategy to upgrade identified roads over 10 years) – strategy will include cost benefit analysis and LTFP impacts for Council consideration 	30 Jun 2023	
Housing Strategy	<ul style="list-style-type: none"> Source suitable partners to assist with delivery of key worker housing in Berrigan Shire to meet both Council and industry needs 	30 June 2023	
	<ul style="list-style-type: none"> Sign MOU with MLHD to partner in key housing delivery as a pilot program 	31 Oct 2022	Initial meeting with MLHD complete and draft MOU has been sent. Follow ups have been undertaken. Will continue to work in this area.
	<ul style="list-style-type: none"> Identify land parcels owned by Council in Berrigan and Finley initially where suitable housing might be established 	31 Oct 2022	
	<ul style="list-style-type: none"> Tender / EOI out for businesses / companies to build key worker housing to Council specification where Council will sign long term lease arrangements. Include the engagement of a rental manager on Council's behalf 	31 Dec 2022	
Succession Planning	<ul style="list-style-type: none"> Embed succession planning mechanisms into Workforce Management Strategy 	30 Jun 2023	
Reconciliation Action Plan	<ul style="list-style-type: none"> Develop Reconciliation Action Plan for Council's adoption 	30 Jun 2023	Draft outline developed ready for first round submission with Reconciliation Australia.
"Skeletons" from the past are actively addressed	<ul style="list-style-type: none"> Bring legacy issues to Council's attention as soon as practicable including possible resolution options 	30 Jun 2023	July 2022 - Water licence breaches identified and rectified.

PROJECT/PRIORITY	ACTIONS PROPOSED	DUE DATE	EVIDENCE/COMMENTS
The Local Environmental Plan is given priority attention	<ul style="list-style-type: none"> Deliver Draft LEP for adoption by Council and submission to Department of Planning within contract agreed timeframes and milestones 	30 Jun 2023	
Explore opportunities to improve communication with our community.	<ul style="list-style-type: none"> Include “Your Say” engagement site in new Website 	30 Jun 2023	
	<ul style="list-style-type: none"> Review Community Engagement Strategy to consider changing demographic and access points 	31 Mar 2023	
	<ul style="list-style-type: none"> Provide calendar for Councillor engagement evenings during second half of Financial Year 	30 Jun 2023	
	<ul style="list-style-type: none"> During CSP redevelopment, gather information regarding how community would like to access information from Council / would like to engage with Council 	30 Dec 2022	
	<ul style="list-style-type: none"> Investigate and provide Council advice regarding the value or otherwise of Community Engagement Software 	30 Jun 2023	
Improving the organisation culture – of performance and commitment to the organisation by staff	<ul style="list-style-type: none"> Rebuild IP&R Program to provide Accountability Framework 	30 Jun 2023	Initial training with managers and overseers complete. Employment of IP&R Officer will allow commencement of working on developing Operational and Delivery Plans that provide accurate measures and accountability frameworks
	<ul style="list-style-type: none"> Align Performance Management Plans with Operational Plan outcomes 	30 Dec 2022	
	<ul style="list-style-type: none"> Develop Performance Management Framework including Managing Poor Performance Guideline 	30 Dec 2022	
	<ul style="list-style-type: none"> Implement Performance Management Framework 	30 Jun 2023	
	<ul style="list-style-type: none"> Review Bonus Framework to provide for alignment with Performance Management Framework 	30 June 2023	
	<ul style="list-style-type: none"> Implement Cultural Surveys 	31 Oct 2022	Pulse surveys being conducted bi-monthly
	<ul style="list-style-type: none"> Develop Continuous Improvement Framework 	31 Mar 2023	

	<ul style="list-style-type: none"> • Deliver Cultural Awareness Training to all Staff 	30 Dec 2022	Investigations underway with quotes being received from a number of providers.
	<ul style="list-style-type: none"> • Review Values Framework to reduce and focus on no more than four core values staff will deliver to achieve outcomes of Delivery Program 	31 Mar 2023	
	<ul style="list-style-type: none"> • 360 Degree feedback process implemented for Directors initially with view to implement more widely for all Managers into the future 	31 Oct 2022	
	<ul style="list-style-type: none"> • Actively engage with Industry Advisory Group (including the Award Working Party and Adverse Working Conditions Groups) to achieve sustainable outcomes for regional Councils 	30 Jun 2023	Currently attending meetings of all three groups. I have met with all CEOs/GMs in RAMJO to discuss Log of Claims and what considerations might be valuable for our areas.

PART D - PERSONAL DEVELOPMENT PLAN

Agreed Development Activity	Expected Outcome	Discuss Results of Activity
More attention to Working on the Business – long term issues as opposed to day to day actions - look more at the big picture – the organisation’s overall goals	<ul style="list-style-type: none"> • Finalise Delegations Framework • Finalise Policy Framework • Continue to develop strategic partner network • RAMJO Share Service Project • RAMJO GMs Chair • Murray Regional Tourism Board 	<p>Delegations with Directors finalise. Working on Managers and Overseers with training completed at last Manager’s Meeting.</p> <p>Policy Framework will be commenced when delegations framework complete</p> <p>Shared Service Project mapping almost complete</p>
Greater visibility in the organisation	<ul style="list-style-type: none"> • ELT Meetings at Depot at least monthly • Visit Barooga / Tocumwal / Finley depots at least bi-monthly • All Staff breakfasts quarterly • All staff vlogs bi-monthly 	<p>This has been tried and literally no one was around by the time we met. Have been attending depot monthly. Have met with Water and Sewer Team. Will aim to meet bi-monthly</p> <p>Staff Awards Day very successful but did get important feedback to work on to improve</p> <p>Continue to delivery vlogs bi-monthly.</p>
Conducting the 360 Degree Feedback programme for Directors	<ul style="list-style-type: none"> • Delivery 360 degree feedback for Directors in October ready for end of year reviews and development of PD Plans for 2023 	
Improving the Governance Framework	<ul style="list-style-type: none"> • Develop Governance Framework document to outline governance requirements across business and measureables for improvement 	
Stop taking on too much and spreading myself too thin	<ul style="list-style-type: none"> • Delegate more to ELT and relevant managers • Ensure operational functionality is provided for through ELT and succession planning 	

Challenge poor performance in the organisation

- Continue to develop continuous improvement mindset and accountability framework
- Ensure managers are actively managing own staff without requiring / waiting for intervention from CEO.

CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW

ANNUAL/6 MONTH PERIODIC REVIEW

In addition to the annual review conducted by the Panel, there will be an informal 6 month periodic review conducted by the Panel with the Chief Executive Officer in February 2023

FOR Karina Ewer

AS AT _____

PART A - ANNUAL PROJECTS AND PRIORITIES

- i. Highlights
- ii. Improvement Opportunities
- iii. Comments

PART B - CORE CAPABILITIES

- i. Highlights
- ii. Improvement Opportunities
- iii. Comments

PART C – VALUES

- i. Highlights
- ii. Improvement Opportunities
- iii. Comments

PART D - PERSONAL DEVELOPMENT

- i. Highlights
- ii. Improvement Opportunities
- iii. Comments

AGREE AND DOCUMENT ANY CHANGES REQUIRED TO THE PERFORMANCE AGREEMENT:

Signed
Chief Executive Officer and Date

Signed
Mayor and Date

*Item for Discussion*

Strategic & Policy Workshop**1 June 2022****6.1 Berrigan Shire Council Rebrand**

Report by: CEO's Personal Assistant, Jacq-Lyn Davis

Strategic Outcome: 2. Good government

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

This report has been prepared on behalf of the Communications Coordinator, who is currently on maternity leave.

At the Corporate Workshop in February, staff made a presentation to Council about rebranding Berrigan Shire Council. A copy of that presentation is attached as "**Appendix 6.1-A**".

Following the Corporate Workshop, at the March Ordinary Council Meeting, the Council made the following resolution:

69 Resolved Cr Marriott and Cr Cornwell McKean that the Council:

1. commence its Rebranding project to:
 - a) gather community feedback through an online survey – sent out mid-March 2022;
 - b) consult with community groups during March 2022;
 - c) engage a Creative Agency by end March 2022; and
 - d) present the Creative Agency findings to the Council during April or May 2022.

This project has commenced. This report provides an update and seeks direction for the next steps of the project.

Community Feedback

Council conducted a survey from March to April 2022 to gather community feedback, with online and written responses received.

Questions included in that survey were:

- Do you know what the Berrigan Shire logo represents? If so, please state below.
- What do you like about the current Berrigan Shire logo?
- What attributes do you think represent Berrigan Shire?
- What words do you think describe Berrigan Shire's personality?
- What visual elements of our Shire would like highlighted?
- In your opinion what are Berrigan Shire's greatest assets?



Item for Discussion

- Any other thoughts or feedback?

104 responses were received online and 11 in writing. These are attached as “**Appendix 6.1-B**” and “**Appendix 6.1-C**”.

Overall there was a lack of understanding as to why a rebrand was needed. The consensus was the current logo is not understood by the community, however to some degree the community does have an attachment to this logo. There was an appetite for change, and the community identified similar attributes and personality of the Shire, which align with our focus in creating a brand for Berrigan Shire.

Staff understand that many responses to the survey were written as though this is to be an internal rebrand of the Council function, and not of the Shire as a whole. This is something that will need to be further addressed in future community consultation to avoid misinterpretation.

Consultation with Community Group

To date, this has not been carried out. This is expected to occur once a Creative Agency has been appointed.

Creative Agency Engagement and Findings

In line with Council’s resolution, staff were to engage with a Creative Agency and gather more information around the possible rebrand and present those findings to the Council.

The project team constructed an Expression of Interest (EOI), attached as “**Appendix 6.1-D**” to sought submissions from multiple Creative Agencies, on 3 rebranding options including:

- Option 1 Full Rebrand including Name Change
- Option 2 Partial Rebrand (Refresh)
- Option 3 Development of Brand & Communication Guidelines

The Expression of Interest closed on Thursday 5 May 2022 with 7 submissions received.



Item for Discussion

A quick summary of cost only, for each option is as follows:

Option 1 ranging from \$15,600 to \$48,000 (+GST)

Option 2 ranging from \$15,000 to \$32,000 (+GST)

Option 3 ranging from \$10,400 to \$14,900 (+GST)

The information provided in the EOI responses is thorough. Each submission responded to all questions in the EOI and the project team believe there is enough information to make a decision on a suitable Agency.

Conclusion

In conclusion, the project team seek direction as to which option Council wishes to take – i.e. Option 1, 2 or 3.

Staff will prepare a report for the next Council Meeting with a recommendation based on the consensus of Councillors at this Workshop.

*Report to Council*

Council Meeting**15 June 2022**

8.24 Berrigan Shire Council Rebrand

Report by: Communications Coordinator, Bianca Bourke

Strategic Outcome: 2. Good government

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

Recommendation: That the Council:

1. proceed with Option 1 of the rebranding proposal – a full rebrand, including consideration of the Council name;
2. delegate authority to the CEO to appoint a suitable Creative Agency to conduct the rebrand, based on submissions received through the EOI process.

Report:

Following discussions at the Corporate Workshop held in February and the recent Strategic and Policy Workshop (SPW) held on Wednesday 1 June 2022, this report is prepared to get Council's decision and direction in regard to rebranding for Berrigan Shire.

At the recent SPW a report was presented to the Council providing information around the 3 options of a possible rebrand that was received in submissions through Expression of Interest.

There was discussion around the costs of rolling out a new brand across the organisation and what other expenses Council would be incurred. It should be noted that there would be two stages of this rebranding project:

1. Brand Creation:- the successful Creative Agency would work with the project team and Council to first identify the Shire's brand values and attributes, its brand position. This would include some form of community consultation; the outcome would be a new brand including a possible name change, new logo and a set of guidelines including branded suite of document templates.

The initial phase would see all electronic collateral immediately upgraded at minimal cost.

2. Roll-out:- this phase would entail the Council to replace its branding on anything that is physical that is currently branded i.e. uniforms, signage, name badges, minor stationary etc.

Council should note that a rebrand would not require many assets, signage etc. to "replaced" upfront. The replacement of many of these items is already budgeted for



Report to Council

annually or these items can be updated with the new branding when it is due for replacement.

The roll out timeframe for stage 2 would be over a 3–5-year period with the following as a guide:

- Stationary including letterheads, envelopes, business cards etc. would be rolled over on normal stock re-order. (Staff would finish using current stock, re-ordering when required) – approx. 6 months
- Uniforms (uniform allowance is already budgeted, new branding would be added to future orders) – 12 months approx.
- Signage (upgrade and replacement already budgeted, new branding to be added to future signs) – 3-5 years

The 3–5-year rollout will be similar to that of Moira Shire. As the changes are made subtly and over a period of time, it allows the community to slowly become familiar with the new logo, rather than a sudden change. This will also help mitigate potential push back from the community around the sentiment of “wasting money on things that don’t need to be changed / upgraded”.

While there is a cost of proceeding with a rebranding, there is also an implicit cost in maintaining a brand that may no longer meet the needs of the Council and the broader community.

The project team will ensure the communication around the roll out is clearly explained to the community in the consultation phase as well as once a brand/logo has been established.

Given the above information above, the project team is seeking Council approval to move forward in this project with a clear direction.

Furthermore, submissions received in the EOI process are thorough. Each submission has responded to all questions in the EOI and the project team believe there is enough information to make a decision on a suitable Agency to proceed with the project.