



Delivery Program 2022 - 2026

Adopted XX June 2023



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Delivery Program 2022 - 2026

Our Vision

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

Creating our Preferred Future - Delivery Program 2022 – 2026

The Council's 4-year Delivery Program is developed from the Shire Council's 10-year Resourcing Strategy 2022 - 2032 which includes the Shire's Asset Management Strategy 2022 - 2032, Workforce Development Plan 2022 – 2026 and Long- Term Financial Plan 2022 – 2032.

It describes how Council operations contribute to the achievement of Berrigan Shire 2032

Strategic Outcomes:

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

Mayor's Message

The Council's Delivery Program 2022 – 2026 builds on the hard work of the previous Council and was initially reviewed by the incoming Council at a workshop held March 2022.

Priority projects and initiatives include:

- Continued investment by the Council in the maintenance and further development of the Shire's network of critical physical infrastructure: roads, stormwater, water, sewer and waste management facilities.
- Completing the redevelopment of Tocumwal's Foreshore Reserve work which will see the completion of fishing platforms and amphitheatre.
- Comprehensive review with our communities of Berrigan Shire 2032 projects and initiatives.
- Marketing and promoting the lifestyle and liveability of our communities.
- Upgrades to water treatment plants Finley and Barooga.
- Continuing to plan for the diverse needs of our community families with young children and our older residents
- Working in partnership with neighbouring Councils and key stakeholders.

The Council's review of the Delivery Program has not materially changed the services provided by the Council, other than a renewed commitment to and an extension of the Council's role in Visitor Information Services. There is also no material change in how the Council delivers the goods and services expected by our communities. There is, however, a renewed focus on planning the Council's

workforce succession requirements in addition to the steps that we can take to improve the efficiency and effectiveness of the services. Hence, the financial sustainability of the core services provided.

The Council is committed to reporting on a 6-monthly basis the Council's progress toward achieving the works described by its Delivery Program 2022 – 2026. Reporting to our community through audio recordings and publication of the Minutes of Council meeting our monthly Bulletins, and social media.



Councillors 2021 - 2025

Deputy Mayor Carly Marriot



Cr. Julia Cornwell McKean



Cr John Taylor



Mayor Matthew Hannan



Cr Ted Hatty



Cr Roger Reynoldson



Cr Sarah McNaught



Cr Renee Paine





Section 1

A Vision and Plan for the Berrigan Shire
Our Challenges
Berrigan Shire the next four Years
What does the Council Do?
Council's Planning & Monitoring Framework

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A Vision and Plan for the Berrigan Shire

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

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

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

The overwhelming message from our communities in 2011 and in 2016 and via online surveys conducted at various times during the previous Council's term 2017 – 2021 remains that our communities value the Shire's natural assets and advantages:

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

Berrigan Shire 2032 therefore, continues to support our communities' belief in the need to promote and develop the LGAs natural assets and advantages. Moreover, in doing so create the economic prosperity needed to meet the challenges posed by an ageing population. Also expectations that visitors to the area experience a high level and standard of public amenity.

The Council's 4-year Delivery Program 2022 – 2026 and annual Operational Plans' outline how the Council will:

1. Contribute to Berrigan Shire 2032 strategic outcomes and objectives
2. Allocate resources: financial, physical and human (Delivery Program Inputs)
3. Manage and operate its services and assets
4. Measure and report on the result of what is planned (Delivery Program Outputs)

Our challenges

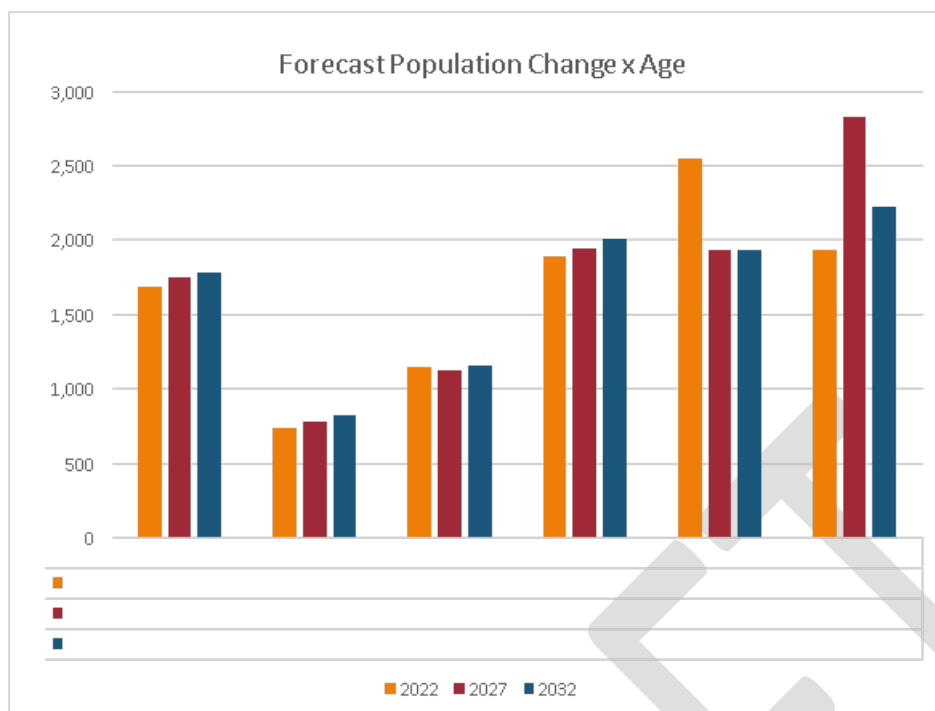
- An ageing population and how we re- prioritise current expenditure to meet community needs
- The sustainability of the Shire's current expenditure on essential and infrastructure
- The impact of The Murray Darling Basin Plan on irrigated agriculture

The impact of COVID-19 Pandemic and external political environment on the Shire's industries and jobs

- Access to social services and issues associated with limited public transport
- Transition to Zero-Net Emissions Economy
- Housing for key workers
- Internet Connectivity

Berrigan Shire: The next four years

Berrigan Shire (pop 8,416) on the New South Wales and the Victorian border is three hours north of Melbourne (270 km) and 7 hours (670 km) south-west of Sydney. A rural community with Murray River tourism and exceptional recreation, social and health services, and facilities in its four towns (Berrigan, Barooga, Finley, and Tocumwal) the Shire's towns also service the surrounding dryland and irrigated farming districts



What does the Council do?

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

- The provision of goods, services, and facilities that meet the current and future needs of our local communities and those of the wider public.
- Facilitating engagement with the local community by the Council, Councillors, and staff and
- Advocating for our local communities' engagement in the activities of the agencies that make up the broader NSW system of local government and state government.

Council meetings are open and Ordinary Council Meetings are held in the Council Chambers at Berrigan, 56 Chanter Street, on the third Wednesday of the month. The Council's Strategy and Policy meeting is held on the Wednesday two weeks prior to an Ordinary Council Meeting. All Ordinary and Extraordinary Council meetings are recorded electronically with recordings of meetings accessed via the Council's website.

Council Strategy and Policy meetings are a forum for detailed discussion by the Council of community issues and are also the meeting used by the Councillors to work with the Council's executive management team and senior managers on the review, development, and monitoring of the Council's Delivery Program 2022 - 2026, operational and financial management.

Glossary of Council Services: What the Council Does		
CSP: Strategic Outcome	Service	Activities
Sustainable natural and built landscapes	Housing	Planning and building control
	Environment	Stormwater, street cleaning, noxious weed control, waste, flood levees
	Sewerage Services	Sewer System
	Mining, Manufacturing and Construction	Quarries
	Transport and Communication	Roads and footpaths, street lighting
Good government	Administration	General Administration charges and costs associated with delivering services Records Management
	Governance	Councillor fees and expenses, elections, meetings and Association fees
Supported and engaged communities	Public Order and Safety	Fire protection
	Health	Food control, domestic animal control
	Community Amenities	Public toilets, Cemeteries
	Community Services & Education	Social Planning, Community Development
	Water Supplies	Town Water
	Recreation and Culture	Libraries, Recreation Reserves, Swimming Pools, Public Halls and Parks
Diverse and resilient business	Economic Affairs	Caravan Park, Aerodrome, Sale yard, Tourism and Economic Development

Council's Planning and Monitoring Framework

The NSW Local Government Integrated Planning and Reporting Framework underpins the Council's planning. A framework based on the Integrated Planning and Reporting principles described by the Local Government Act 1993. The adjacent figure illustrates the outcome, input, output, action and review logic and operational integration of Berrigan Shire 2032 (a Community Strategic Plan) with the Council's suite of Integrated Plans.

The Council's Delivery Program 2022 – 2032 includes the activities undertaken by the Council and is integrated with Berrigan Shire 2032 strategic outcomes. Describing the Council's commitments for the next four years and the resources it can draw on: resources identified in the Council's Resourcing Strategy 2022 - 2032.

The Council's Delivery Program is developed from the Shire Council's 10-year Resourcing Strategy. It includes the Shire's Asset Management Strategy 2022 - 2032, Workforce Development Plan 2022 – 2032 and Long-Term Financial Plan 2023 – 2033.

Our Asset Management Strategy and its associated Asset Management Plans describe and estimate the resources needed by the Council to achieve service levels and community expectations. These are the basis of the Shire's 4-year Capital Works Program which informs the development of the Shire's Long Term Financial Management Plan.

The Shire's Long Term Financial Plan and the costings included in the forward projections of its Capital Works Program are subject to ongoing monitoring and review by Council. This ensures that the Council's Delivery Program and cost estimates do not compromise the Council's Financial Strategy 2023/24 objectives of:

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

Themed according to the outcomes we want to achieve the Delivery Program 2022- 2026 describes:

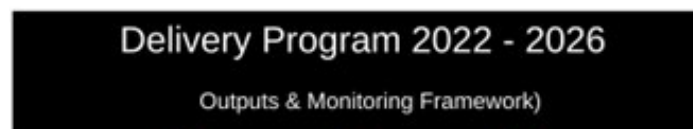
- Council services, operational activities, and responsibilities; also
- The monitoring measures used to determine the efficiency and effectiveness of Council's Delivery Program and its contribution to Berrigan Shire 2032 Strategic Outcomes.



Asset Management Strategy 2022 - 2033

Long Term Financial Plan 2022 - 2032

Workforce Management Plan 2022 - 2032

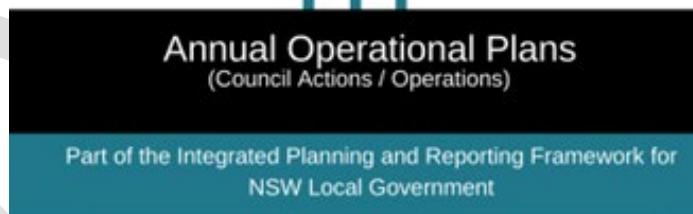


Delivery Program objectives

What Council will do

Council Services / Activities

Ongoing Performance Monitoring, Review and Reporting





Section 2: Delivery Program Strategic Objectives

What we will do to contribute to the delivery of Berrigan Shire 2032 Outcomes

Sustainable natural and built landscapes

Good government

Supported and engaged communities

Diverse and resilient business

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Sustainable natural and built landscapes

Development decisions made today about how we move around and between our communities and use our natural resources – the River, wildlife, forests, agricultural land and water will shape the future of our communities. The natural and cultural heritage values of our towns, the River, its forests and wildlife are intrinsically valuable and linked to the social wellbeing and economic health of our communities.

Why is this important?

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

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

Council's Delivery Program actions include: control of the impact of environmental hazards (waste, flood and fire) on our natural landscape so that current and future residents and visitors can enjoy the social, economic and environmental benefits of the River and its forests.

Inland landscapes and native vegetation have been extensively modified by irrigation, cropping and grazing. Therefore, protecting and conserving the bio-diversity of remnant vegetation and the wildlife it supports is critical if we are to retain and preserve the diversity and health of our natural landscapes and the wildlife it supports.

Our built landscape and its impact on our natural and social environment like our natural landscape needs future focused stewardship and management.

Visually attractive communities that embrace their heritage, welcome visitors / tourists and strengthen the social ties that connect people to place are recognised as places where people want to live, work, stay and play.

Strategic Objectives

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

Delivery Program Objectives

- 1.1.1 Coordinate strategic land-use planning
- 1.1.2 Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework
- 1.1.3 Enhance the visual amenity, heritage and liveability of our communities
- 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife
- 1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning
- 1.3.2 Manage and landfill, recycling, and waste

Headline Indicator

Reduction in greenhouse gas emissions generated by Council operations

Target:

A 5% annual reduction in organisation emissions from 2021/2022 t CO₂-e 1,789

Why is a reduction in greenhouse gas emissions generated by Council operations a headline indicator for sustainable natural and built landscapes?

Reducing the Council's reliance on energy that during its production or use add to greenhouse gas emissions will help the Council's transition to net-zero. Monitoring this measure, therefore, contributes toward measurement of the Council's Delivery Program and monitoring of the impact of the Council's and our communities Berrigan Shire 2032 projects and initiatives.

CSP Outcome	Sustainable Natural & Built Landscapes	
	Monitoring Measure	Indicators
	Development Control	Development decisions reflect Local Environment Plan & Land Use Strategy Satisfaction rating Development Services Development Applications assessed and processed within statutory time frames
	Heritage	Heritage Register The heritage values and character of significant buildings is assessed BSC Heritage Grants Program Council activities and community projects enhance visual amenity and the attractiveness of natural and built landscapes
	Visual Amenity	Visual impact of new development and its relationship to surrounding landscape is assessed Council activities and community projects enhance visual amenity and the attractiveness of natural and built landscapes
	Liveability	Walkability Access to and within our towns to public open space

CSP Outcome	Sustainable Natural & Built Landscapes	
	Monitoring Measure	Indicators
	Environmental Reserves	Area of Council retained Land for the Environment Area of Reserves managed by Council Committees Noxious Weed Mapping and control
	Pest & Feral Animal Control	Pest Management activities undertaken
	Asset Management	Value of Council flood protection, road, paths, bridges, sewer, and drainage assets Replacement Cost Condition Life-Cycle Sustainability Indices
	Waste	Waste to landfill Waste diverted from Landfill Illegal Dumping Complaints

Strategic Objective	1.1 Support sustainable use of our natural resources and built landscapes
Delivery Program Objectives	1.1.1 Coordinate development and strategic land-use planning 1.1.2 Coordinate and develop Community Participation Plans per relevant legislation and the Council's Community Engagement Framework 1.1.3 Enhance the visual amenity, heritage, and liveability of our communities
Monitoring Measures	Development Control, Heritage, Visual Amenity and Liveability

Delivery Program Objective	1.1.1 Coordinate development and strategic land-use planning
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DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
1.1.1.1	Implement Berrigan Shire Council's Local Strategic Planning Statement (LSPS) 2020 - 2040	Council's strategic landuse practices reflect NSW Dept Planning regional plan and strategic priorities and opportunities identified by local communities	LSPS actions are incorporated into Berrigan Shire Council Delivery Program LSPS analyses inform Planning Proposals	Council incorporates strategic LSPS actions in its Delivery Program Planning Proposals informed by LSPS are approved by NSW Dept	Director Strategic Planning and Development	✓	✓	✓	✓
1.1.1.1.1	LSPS informs the framework for the Council's review of its LEP and DCP	LEP that gives effect to the strategic priorities identified in LSPS	LEP review and strategic position paper reflects key themes identified LSPS	Planning Proposals informed by LSPS are approved by NSW Dept	Manager Planning	✓	✓		
1.1.1.1.2	Commence the development of an Irrigated Land Use Strategy	Strategic review of rural land used for irrigated agriculture	Review is undertaken	Projects are completed and outcomes evaluated	Manager Planning	✓	✓	✓	

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
1.1.1.1.3	Conduct a review of the Berrigan Shire Council Local Strategic Planning Statement 2020 - 2040	LSPS and strategic context is updated and incorporates 2021 Census and 2023/24 housing and development data	LSPS is reviewed per Guideline	A reviewed LSPS is adopted by Council	Director Strategic Planning and Development			✓	
1.1.1.2	Commence internal review of Development Control Plan	Planning and design guidelines support the provisions in the Local Environmental Plan	Review is commenced in the 2023/24 Financial Year	Internal review of Development Control Plan is complete	Manager Planning	✓	✓	✓	
1.1.1.2	Investigate as part of its review of the DCP development controls for Electronic Vehicle charging in new retail, accommodation, residential and transport logistic developments and retrofitting of the same (LSPS action)	Planning controls support transition to Net Zero	DCP review includes planning controls that support the installation of Destination Charging Stations for Electric Vehicles	Planning controls are put in place	Manager Planning	✓	✓	✓	
1.1.1.2.1	Complete review of the LEP and prepare planning proposal for LEP amendment	Fit for purpose land use planning instrument	LEP protects environment and promotes economic and social development	Implemented planning instrument	Director Strategic Planning and Development		✓	✓	
1.1.1.2.2	Conduct a review and develop a contribution plan	Contribution plan generates sufficient funds to provide essential community infrastructure	Review complete and contribution plan implemented	Creation of the Contribution Plan	Director Strategic Planning and Development		✓		

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
1.1.1.3.1	Rural Land Use Strategy designed to resolve the conflict between agribusiness, heavy transport, large lot (rural) residential and urban living informs the finalisation of LEP review	Contemporary understanding of rural land uses and primary production practices	Rural Land Use Strategy developed and adopted by the Council	Rural Land Use Strategy provides contemporary understanding	Manager Planning	✓	✓		
1.1.1.3.2	As part of the development of Key Worker Housing Strategy include the following LSPS actions a) undertake a formal audit of social housing in Berrigan Shire LGA b) facilitate the redevelopment of existing serviced residential lots	The planning system supports the development of diversity Housing Stock for key workers Key Worker Housing Strategy is developed and adopted by the Council	Engagement of Housing Providers and potential developers in the development of this strategy	Implementation of the planning system	Director Strategic planning and Development	✓	✓		
1.1.1.3.3	Implement the precinct structure plans developed as part of LEP review incorporating parking requirements for Murray / Denison Street, Tocumwal	Parking is accessible, safe, well located and does not detract from the liveability and amenity of the precinct	Relevant standards and measures are incorporated into plan development	Precinct structure plan is completed and land use identified	Director Strategic Planning and Development		✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
1.1.1.4	Local Environment Plan (LEP) and associated instruments provide the framework for flexible assessment and control of development in the Berrigan Shire	Statutory requirements for ordered development guide and inform day to day decision-making	90% of Development Applications determined per the current provisions of LEP and associated instruments	Statutory requirements are put in place	Manager Planning	✓	✓	✓	✓
1.1.1.4.1	Implement Planning and Building Services service review recommendations – related to customer service and processing of Development Application	Timely and responsive customer service	Quarterly Reporting Development Activity and Approvals	90% of Development Applications determined within 40 days	Manager Planning	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
1.1.1.5	Improve customer satisfaction with Development Services	Timely and responsive action to customer request	<p>Average number of days for response and closure of Planning and Building (Duty Officer) Customer Requests</p> <p>Average number of days for response and closure of Planning and Building (Duty Officer) Customer Requests</p> <p>% of all Planning and Building (Duty Officer) Customer requests that do not receive a response within 5 working day</p> <p>% of outstanding Planning and Building Duty Customer requests overdue and or not closed within 10 working days</p>	Reduced wait time	Manager Planning	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
1.1.1.6	Process, assess and determine planning and building, Section 68, applications per relevant planning, building, Local Government and Environmental Assessment legislation, codes, and policies	Effective and timely assessment of planning and building applications 90% of planning and building applications are assessed and determined within statutory timeframes	Quarterly Reporting Development Activity and Approvals	Timeframes are met	Manager Building and Planning	✓	✓	✓	✓
1.1.1.7	Conduct a comprehensive review of the Berrigan Shire Council Contribution Plan	Developer contributions offset the cost of infrastructure and its life cycle maintenance	Reviewed Contributions Plan is adopted by the Council	Contribution Plan is implemented	Director Strategic Planning and Development		✓	✓	
1.1.1.8	Riverina Murray Regional Plan strategies and actions inform the strategic planning for new development and land use planning decisions	Land-use planning, and development promotes Riverina Murray Regional Plan Objectives	Quarterly Reporting Development Activity and Approvals	Strategies and actions inform strategic planning	Manager Building and Planning		✓	✓	✓
1.1.1.9	Participate in reviews and staff training activities that support the implementation of the NSW Planning Portal	Timely and efficient processing of Development Applications	No. of training activities undertaken No. of logins to Planning Portal 'sandbox' testing updates	Staff report increased satisfaction with NSW Planning Portal	Manager Building and Planning	✓	✓	✓	✓

Delivery Program Objective	1.1.2 Coordinate and develop Community Participation Plans per relevant legislation and the Council's Community Engagement Framework
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DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
1.1.2.1	Implement the Council's Community Engagement and Community Participation Plan	Opportunities are provided for the community to comment on new Development	Annual Report of participation activities and Developments placed on public exhibition	Framework and the process is established	Director Strategic Planning and Development	✓	✓	✓	✓
1.1.2.1.1	Review for user-friendliness information provided to community per CPP requirements	Impacted community members will have information to inform submissions about planning applications	Survey	Information to inform submissions are provided to community members	Director Strategic Planning and Development	✓	✓	✓	

Delivery Program Objective	1.1.3 Enhance the visual amenity, heritage, and liveability of our communities
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DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
1.1.3.2	Continue rolling program of works – town entrances per Town Landscape Master Plans	Improved visual amenity and attractiveness of our towns and major town entrances	Program is developed and included in Annual Capital Works Program	Scheduled Program of Works – town entrances included in Annual Capital Works Program is completed on time within resources	Director Infrastructure	✓	✓		
1.1.3.2.1	Include in tree master plans additional tree plantings at non-priority town entries	Improved visual amenity and attractiveness of our towns and minor town entrances	Program is developed, included in Annual Capital Works Program and works completed as budget allows	Masterplan is completed	Operations Manager – Transport	✓	✓	✓	

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
1.1.3.2.2	Identify and develop high profile sites that will accelerate town centre activation and beautification	Improved visual amenity and attractiveness of our towns and minor town entrances	Program is developed, included in Annual Capital Works Program and works completed as budget allows	Program completion	Director Infrastructure	✓	✓	✓	
1.1.3.3	Finalise the implementation of Tocumwal Foreshore Master Plan	Sensitive and sustainable development Tocumwal Foreshore	<p>Foreshore projects enhance visual amenity and the attractiveness of natural and built landscape</p> <p>Project is dependent on funding availability</p>	Tocumwal Foreshore is redeveloped	Director Infrastructure	✓	✓		
1.1.3.3.1	Construction of fishing platforms per Foreshore Masterplan	Sensitive and sustainable development Tocumwal Foreshore	<p>Foreshore projects enhance visual amenity and the attractiveness of natural and built landscape</p> <p>Project is dependent on funding availability</p>	Tocumwal Foreshore is redeveloped	Director Infrastructure	✓	✓		

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
1.1.3.4	Continue to implement, in partnership with Tocumwal community and as funds become available the WAAAF Creek Walk Master Plan.	Sustainable development of the natural and cultural heritage WAAAF Creek, Walk Tocumwal Projects identified in Masterplan are funded and completed	Improved pedestrian and cycle access Installation of interpretative signage Revegetation and habitat improvement	Projects identified in Master Plan are funded and completed Dependent on grant funding	Director Corporate Services	✓	✓	✓	✓
1.1.3.5	Implementation of the Finley Lake Masterplan	Elements of the Masterplan being delivered	No. of projects	Projects identified in Master Plan are funded and completed	Implementation of the Finley Lake Masterplan	✓	✓	✓	✓
1.1.3.6	Implement the cemetery masterplans for the Barooga, Berrigan and Finley Cemeteries	All projects within the masterplans will be completed or in works to be completed by end of financial year 2026/2027	Prioritise the urgent parts of the masterplans (such as the Berrigan ashes wall and lawn section) and work down the list of priority	All cemeteries have the same services offered and all works within the masterplans have been completed	Deputy Chief Executive Officer		✓	✓	✓

Strategic Objective	1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife
Delivery Program Objectives	1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife
Monitoring Measures	Environmental Reserves, Pest & Feral Animal Control

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
1.2.1.1	Implement Weed Action Plan 2020 - 2024	Council delivery of the Shire's weed eradication and control program/s	Quarterly Reporting of Weed Action Plan	Weed infestation within the Shire is eradicated and / or manageable	Coordinator Biosecurity and Compliance	✓	✓	✓	✓
1.2.1.2	Monitor bio-security hazards – including monitoring and control of pests (vermin, feral animals, etc) and undertake control activities when funded to do so	Environmental, economic, and social harms cause by biosecurity hazards and or common pests is reduced	Annual report to Council of activities undertaken	Projects completed on time and within budget	Coordinator Bio Security and Compliance	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
1.2.1.3	Undertake tree assessments	Hazardous trees will be identified; Environmental risks identified	Number of assessments undertaken	Trees assessed as hazardous are made safer; Trees assessed as environmentally high risk retained	Enterprise Risk Manager Maintenance Overseer	✓	✓	✓	✓
1.2.1.3.1	Tree assessments identify urban trees with high environmental values	High environmental value trees are identified	No. of trees identified and retained	Trees assessed as environmentally high risk retained	Enterprise Risk Manager	✓	✓	✓	✓
1.2.1.4	Develop an urban tree strategy	Planned and strategic response to the management of urban trees	Urban Tree Strategy is developed	Urban Tree Strategy is developed and adopted by the Council	Deputy CEO	✓	✓		
1.2.1.5	Partner with our communities on the review of Crown Reserve Plans of management	Crown Reserve Management Plans inform management of Crown Lands	No. of Crown Reserve Management Plans completed	Crown Reserve Management Plans Developed	Deputy CEO	✓	✓	✓	✓
1.2.1.5.1	Review and develop a new Tocumwal Foreshore Reserve Management Plan	Crown Reserve Management Plans inform management of Crown Lands	Tocumwal Foreshore Management Plan is reviewed, and a new plan developed	Crown Reserve Management Plans Developed and approved by Crown Lands and Council	Director Corporate Services		✓	✓	

Strategic Objective	1.3 Connect and protect our communities
Delivery Program Objectives	1.3.1 Coordinate flood levee, local transport, sewer and stormwater asset management and planning 1.3.2 Manage and landfill, recycling and waste disposal
Monitoring Measures	Asset Management & Waste

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
1.3.1.1	Review and implement asset management plans which maintain a balance between improving and maintaining flood levees, stormwater, Council roads, paths, and trails	Service levels met as set out in <ul style="list-style-type: none"> adopted Asset Management Plans BSC Engineering Guidelines 	Service Level Data Condition Level Data	Asset Plans are reviewed by due date Review of Asset Management Plans is informed by community feedback / expectations re: service levels	Managing Engineer	✓	✓	✓	✓
1.3.1.1.1	Implement Transport Asset Management Plan per approved Opex and Cap Ex program	Current performance and future service levels identified	Asset Plan's reviewed and implemented in accordance with Council Policy and Asset Management	Implement Transport Asset Management Plan per approved Opex and Cap Ex program	Managing Engineer	✓	✓	✓	✓
1.3.1.2	Design, construct and maintain stormwater systems that safely capture and remove storm water	Service levels met as set out in adopted Storm water Asset Management Plan	Service Level Data	On an ongoing basis 95% of service levels set out in the Storm Water Asset Management Plan are met	Managing Engineer	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
1.3.1.2.1	Undertake Finley Stormwater Improvement Project	Improved capture and removal of storm water - Finley	Service Level Data	Stormwater captured and removed per Stormwater Improvement Project performance requirements	Managing Engineer	✓	✓	✓	✓
1.3.1.3	Ensure sewer network is safe and functional	Sewer networks are managed to maximise operational functions	Compliance with relevant Standards	Supporting Operational Plan actions are undertaken and the outcome reported T: 100%	Managing Engineer	✓	✓	✓	✓
1.3.1.3.1	Generate sufficient income from fees and charges to provide for the renewal of sewer and distribution assets	Sewer networks operates on full cost recovery basis and in doing so generates sufficient revenue to ensure the long-term sustainability of operations	Funds in Sewer Reserve Accounts	Sewer operations meet full-cost recovery requirements i.e.: making an operating surplus and generating sufficient cash to meet future capital works	Director Corporate Services	✓	✓	✓	✓
1.3.1.3.2	Implement adopted Liquid Trade Waste Policy	Operation of sewer network is optimised Liquid Trade Waste Policy	Trade Waste Policy implementation plan – project milestones	All elements of Trade Waste Policy are implement & operation of policy reviewed	Operations Manager – Resource Sustainability	✓	✓		

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
1.3.1.3	Continue remediation Tocomwal Foreshore Levee	Prevents inundation of Tocomwal from recognized flood levels	Annual inspection for defects. Performance in flood events.	Annual inspection is undertaken and scheduled maintenance completed	Operations Manager – Resource Sustainability	✓	✓	✓	✓
1.3.4.1.1	Develop a private levee owner's manual	Private levees are maintained	Performance of private levees in flood events	Flood Levee manual is developed and distributed	Director Infrastructure	✓			
1.3.1.5	Maintain the safety of Council roads and walkways	Identified service levels and standards in the Transport Asset Management Plan are met	Works completed in accordance with relevant standards and Guidelines Annual Review	On an ongoing basis 95% of service levels set out in the Transport Asset Management Plan are met	Operations Manager Assets and Engineering Manager	✓	✓	✓	✓
1.3.1.5.1	Exercise delegated functions Road Act 1993	Local roads are managed in accordance with the Act and BSC Engineering Guidelines	Annual Review	Continue to improve the safety of Council Roads	Operations Manager – Transport	✓	✓	✓	✓

Strategic Objective: 1.3 Connect and protect our communities

Delivery Program Objective: 1.3.2 Manage and landfill, recycling and waste disposal

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
1.3.1.5.2	Implement the Berrigan Shire Council Waste Plan	Sustainable management of Berrigan Shire Council Waste Management facilities and services	Quarterly reporting and monitoring of KPIs in accordance with Berrigan Shire Council Waste Plan	Waste Plan targets and services are delivered	Operations Manager – Transport	✓	✓	✓	✓
1.3.2.1.1	Reduce waste in landfill		Diversion targets set out in the Berrigan Shire Council Waste Plan	100% of Diversion targets set out in Berrigan Shire Council Waste Plan are met	Operations Manager – Transport	✓	✓	✓	✓
1.3.2.2	Deliver township kerbside collection and street cleaning services	Instigate & manage a waste collection contract to ensure waste collection	Kerbside waste is collected within agreed timeframes and budgets	Kerbside waste is collected within agreed timeframes and budgets T: 100%	Environmental Engineer	✓	✓	✓	✓
1.3.2.1	Implement options to commence FOGO bins	Separate bins for FOGO Food waste diverted from landfill	Reporting on Public education Tender process RAMJO	Tender for FOGO is adopted by Council	Operations Manager – Resource Sustainability		✓	✓	✓

Sustainable natural and built landscapes – 4-year financial forecast

	2023/24 Forecast \$	2024/25 Forecast \$	2025/26 Forecast \$	2026/27 Forecast \$
Operating Income	9,776,000	8,931,000	9,224,000	9,137,000
Operating Expenditure	(12,065,000)	(12,442,000)	(12,392,000)	(12,865,000)
Net Operating Result	(2,289,000)	(3,511,000)	(3,168,000)	(3,728,000)
Capital Income	2,326,000	1,201,000	1,185,000	1,177,000
Capital Expenditure	(8,549,000)	(5,213,000)	(6,249,000)	(5,252,000)
Net Capital funds Result	(6,223,000)	(4,012,000)	(5,064,000)	(4,075,000)
* Net Result / surplus (Deficit)	(8,512,000)	(7,523,000)	(8,232,000)	(7,803,000)

* Net result includes depreciation of assets/plant and the value of non-cash income

Good Government

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

Why is this important?

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

Local government is the level of government that other agencies and levels of government look to for localised knowledge, information, allocation of resources, implementation of programs and policies and the maintenance of effective local and regional relationships. There are also many ways to define corporate governance and good government. Factors that influence good government include:

- Technical and managerial competence
 - Organisational capacity
 - Decision making that is reliable and predictable and in accordance with the rule of law
 - Accountability
 - Transparency and open information systems
- Participation by elected representatives and constituents

In the context of the Shire's Delivery Program the Berrigan Shire Council is responsible for:

- Council roads and paths
- Water, sewerage, and drainage Environmental health
- Animal control
- Land use planning and development Community and library services Business and economic development
- Social planning
- Council governance, enterprise risk management and business operations.

Strategic Objectives

2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting

Delivery Program Objectives

2.1.1 Council operations, partnerships and coordination of resources contribute toward implementation of Berrigan Shire 2032

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

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

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

Headline Indicator:

Financial Sustainability of Council Operations

Target:

Financial Strategy Benchmarks are met

Why is the financial sustainability of Council's operations a headline indicator for good government?

The Council is responsible for the ongoing management, renewal, and operation of significant range of Council assets and services. These are assets and services that are fundamental to the overall social and economic wellbeing of our community now and into the future. Funded by public money the financial sustainability and responsible stewardship by the Council is measured by the benchmarks outlined in the Council's Financial Strategy. Monitoring this measure, therefore, contributes toward measurement of the Council's Delivery Program and monitoring the impact of the Council's and our communities Berrigan Shire 2032 projects and initiatives.

CSP Outcome	Good Government	
	Monitoring Measure	Indicators
	Satisfaction	Mean satisfaction rating
	Integration	Council Reports New or reviewed Council Strategies integrated and aligned with Berrigan Shire 2032
	Partnerships	Berrigan Shire 2032 community & Council partnerships / projects
	Council governance	Councillor Elections Councillor Training Council Meetings Annual Report Code of Conduct Delivery Program Review
	Integrated Planning and Reporting	Organisational decision-making reflects IP&R principles Council IPR Plans meet OLG Guidelines & essential criteria IP&R systems and processes developed
	Organisational capacity	Service Reviews Staff Turnover Skilled/Managerial Vacancies
	Risk Management	Integrated Management System Safety Cost Containment Risk Management
	Partnerships	Berrigan Shire 2032 community & Council partnerships / projects Regional Partnerships Cross Border Activities
	Financial Sustainability	Financial Strategy Measures

Strategic Objective	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting
Delivery Program Objectives	2.1.1 Council operations, partnerships and coordination or resources contribute toward implementation of Berrigan Shire 2032 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting 2.1.3 Council operations and financial management support ethical, transparent, and accountable corporate governance
Monitoring Measures	Satisfaction, Partnerships, Council governance, Organisational Capacity, Integrated Planning and Reporting

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
2.1.1.1	Promote and support the engagement of Shire residents, local business and agencies in the development, implementation & review of Berrigan Shire 2032	Co- production of local services	No. of new projects and partnerships Surveys and feedback from participants / partners	Projects undertaken are completed Delivery Program Progress Report	Director Strategic Planning & Development	✓	✓	✓	✓

Delivery Program Objective:	2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting
Monitoring Measure: Partnerships, Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Financial Benchmarks, Council governance	

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
2.1.2.1	Provide facilities and support including financial to elected Council	The leadership skills, experience and knowledge of Councillors is used	Council Meeting Attendance Conference and workshop attendance	Council Minutes and Annual Report publish information on Councillor Meeting, Conference & Workshop Attendance	Chief Executive Officer	✓	✓	✓	✓
2.1.2.1.1	Implement in conjunction with Councillors, Councillor Training and Development Plans	Increase in Councillor skills and knowledge	Councillor evaluation of Councillor Training and Development Plans	Completed plans	Deputy CEO	✓	✓	✓	
2.1.2.1.2	Establish annual program of Councillor Listening Posts	Increased opportunity for Councillor and community engagement	No. of listening posts Councillor attendance at listening posts	Attendance at listening posts	Deputy CEO	✓	✓	✓	
2.1.2.2	Action Audit and Risk Improvement Committee (ARIC) recommendations	Improvements in Risk Management	ARIC reports to Council	Actions identified by ARIC are implemented	Enterprise Risk Manager	✓	✓	✓	✓
2.1.2.2.1	Implement actions for improvement as identified in the ARIC work plan management ARIC reports Actions	Improvements in Council processes and risk	ARiC Reports completed	Actions identified are implemented	Enterprise Risk Manager	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
2.1.2.2.2	Implement continuous improvement pathway (CIP) Action Plan Area	Improved governance and reduced risk exposure	Independent Audit of CIP Plan	CIP Plan to be audited and assessed by Statewide	Enterprise Risk Manager	✓			
2.1.2.2.3	Develop and review existing HR Policies and Procedures in line with the Workforce Development Plan	Compliant and relevant HR system	Development of procedures in accordance with Action Plans	Action Plans are implemented	Deputy CEO	✓	✓	✓	✓
2.1.2.2.4	Continue the development and implementation competency assessment and training program for Council's plant operators	Competent operators and safer workplace	No. of Assessment of Competency	Assessments are conducted & operators found to be competent	Enterprise Risk Manager	✓			
2.1.2.2.5	Review Strategic Risk Management Plan 2022 - 2026	Safer workplace and community	Actions identified in the plan included in Delivery Program	Plan is adopted by Council	Enterprise Risk Manager	✓			
2.1.2.3	Conduct comprehensive review of Berrigan Shire 2032 (CSP) and associated integrated plans	Community involvement in the review and codesign on new Community Strategic Plan (CSP)	Participation Rates at CSP review activities Council endorses CSP on behalf of the community Integrated Plans meet legislative requirements	Council endorses refreshed CSP on behalf of the community	Director Strategic Planning and Development	✓			

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

Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Financial Benchmarks, Council governance

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
2.1.3.1	Coordinate Council investments, financial management, financial operations, and processing	Effective management of Council investments and finances	External audit Internal review	External auditor issues unqualified audit opinion each year Internal review system implemented, and improvements adopted	Director Corporate Services	✓	✓	✓	✓
2.1.3.1.1	Investigate in accordance with Financial Strategy 2021 opportunities to bring forward projects using debt finance	Timely and cost-effective investment in Council services and infrastructure	Business Case and cost- benefit analyses	Bring forward projects using debt finance	Director Corporate Services	✓	✓		
2.1.3.2	Monitor and respond to change in the Financial Governance, Regulatory and Reporting Frameworks	Council operations comply with relevant frameworks	Council governance indicators	Council operations respond to change in the Financial Governance, Regulatory and Reporting Frameworks	Director Corporate Services	✓	✓	✓	✓
2.1.3.3	Deliver responsive customer service	Customers satisfied by Council and or corporate services response	Customer survey Complaints system	Customer requests addressed	Director Corporate Services	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
2.1.3.3.1	Monitor and report Customer Service Requests logged and actioned	Timely resolution of Customer Service Requests	Quarterly Report of Activity Data re: response times	80% of Customer Service Requests are resolved within identified response time	Coordinator Customer Service	✓	✓		
2.1.3.4	Manage human resource and workforce development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2022 – 2026	A workforce with the competencies needed to implement the Shire's Delivery Program	Workforce Development Plan is implemented Staff Pulse Surveys	Workforce Development Plan implemented No key position is vacant for longer than six months	Human Resource Coordinator	✓	✓	✓	✓
2.1.3.4.1	Identify, attract, and recruit an appropriately qualified and flexible workforce	A workforce with the competencies needed to implement the Council's Delivery Program	Staff Turnover Vacancy Rates	No key position is vacant for longer than six months	Deputy CEO	✓	✓	✓	✓
2.1.3.4.2	Promote and facilitate a diverse and inclusive workplace for current and prospective employees	A workforce that is diverse and inclusive	Pulse Survey	Employees are satisfied with culture and the work environment	Deputy CEO	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
2.1.3.4.3	Creation of a new Salary Policy 2024 – 2027 Performance Management	Relevant, current, updated Policy	Fit for purpose for the current workplace environment	Policy is implemented	Human Resource Coordinator	✓	✓	✓	✓
2.1.3.4.4	Develop an attraction and retention strategy	To attract an increased amount of qualified employees	No. of applications	Increased number of employees are hired Reduced number of job vacancies Reduced number of advertisements	Human Resource Coordinator	✓	✓	✓	✓
2.1.3.4.5	Strengthen workplace training and skills, including succession planning	Professional and competent workforce Retain staff	Gap Analysis Training Plans Training provided Report of Annual Training Activities	Identify gaps in the workplace Identified positions Critical positions are filled within Council identified in succession planning, training and development	Human Resource Coordinator	✓	✓	✓	✓
2.1.3.4.6	Continue the development of Volunteer Management System addressing workplace health and safety issues	Safer workplace for volunteers	No. of activities undertaken	Volunteers are trained and aware of obligations	Deputy CEO	✓	✓	✓	

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
2.1.3.4.7	Investigate options for online delivery of Volunteer training	Volunteers will be trained and have access to information and support about their obligations and Council requirements – re: Governance and financial management Council Committees	All Council Committee volunteers (Office Bearers) receive training before assuming or being confirmed by the Council as Committee Volunteer Office Bearers	All Council Committee volunteers (Office Bearers) receive training before assuming or being confirmed by the Council as Committee Volunteer Office Bearers	Recreation Officer	✓	✓		
2.1.3.4.8	Investigate options for key worker housing	Accommodation will be available for new staff recruited to the area	Occupancy of key worker housing	Options for key worker housing are identified	Deputy CEO	✓	✓		
2.1.3.4.9	Investigate options for long daycare for council staff	Staff with young children are able to balance their work and family commitments	Staff with children able to access suitable long daycare	Council staff can access long daycare	Deputy CEO	✓	✓		

Strategic Objective: 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting

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

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
2.1.3.5	Provide information technology and associated support for Council operations	Efficient operation of Information Technology Systems supporting other Council services	IT assistance requests resolved Internal Customer Survey Customer to user satisfaction	90% of respondents rate their level of satisfaction as satisfied or more than satisfied	Director Corporate Services	✓	✓	✓	✓
2.1.3.5.1	Council will take a staged approach to migrating its finance software systems to cloud based systems. Councils aim is to implement the software module by module with budgeting to be the first to be implemented	Council will move from a server based finance software to a complete cloud based finance software.	Improved efficiencies	Council finance staff can work remotely without having to log into a server to access any programs that	Tahlia Fry – Acting Director Corporate Services Project Manager - TBA	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
2.1.3.5.2	Review Council's IT landscape to support transition to and integration with cloud-based systems, including phone system	Cloud-based operation and integration of Council's IT systems	Data re: functionality and productivity	Software and systems support cloud-based operations	Director Corporate Services	✓	✓	✓	
2.1.3.6	Coordinate the delivery and management of Shire records and communications	Effective records management system	Internal monitoring of information retrieval and storage	Revised electronic document management system implemented	Director Corporate Services	✓	✓	✓	✓
2.1.3.6.1	Digitisation of property Files, Legal Documents, Building and Planning Files	Safe and effective records management system. <ul style="list-style-type: none"> • Faster searchability • Improved accessibility • Reclaimed physical space • Increased productivity • Enhanced Security • Business growth and overall success 	By ensuring all files are digitized and saved in council's EDRMS MAGIQ	Files have been transferred and are digitally accessible	Records Officer	✓	✓		
2.1.3.6.2	Provide training to new staff and refresher training to existing	Ensure effective information management and retrieval across Council and highlight the responsibilities of Council staff regarding compliance with the State Records Act 1998	By keeping a register of number of people trained throughout the year.	Staff complete refresher training	Records Officer	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
2.1.3.6.4	Continue the role out of Council's rebrand project • Create and implement Council's new website/Consistent branding across Council's website • Brand Guidelines used for all Council Communication	Consistent and identifiable corporate brand for all Council communications	Style Guidelines and Manual used for all Council communications Redesign of website Correct use of Council's new brand	Style guides and manuals are used for all Council communications	Communications Officer	✓	✓	✓	✓
2.1.3.7	Maintain and sustainably re-develop existing infrastructure and community assets	Council owned community infrastructure and assets are sustainably maintained and developed	Asset Management Plans implemented Planned Works Completed Masterplans - Cemetery Barooga Rec Reserve Finley Lake	Asset Management Plans implemented 80% of identified works either completed or assessed as suitable for deferral	Director Corporate Services	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
2.1.3.7.1	Review of Corporate Services AMP Develop individual AMPS for each asset class	Asset Management Plan prioritises investment in Council reserves, Halls and Pools	Actions taken to review the Plan Annual Report	Asset Plan is developed, and service levels agreed with the community	Deputy CEO	✓	✓		
2.1.3.7.2	Implement Berrigan Shire Sustainable Operations Energy Strategy	Sustainable and cost- effective use of energy	Audit of Energy Use Measures identified by Energy Use Strategy Budget allocated to fund energy strategy projects	Strategy is implemented 80% of actions identified are completed	Director Infrastructure	✓	✓	✓	✓
2.1.3.8	Coordinate and manage maintenance and renewal of Council plant and equipment	Ongoing maintenance and renewal of Council plant and equipment	Capital Works Budget Reporting	Plant Renewal occurs as part of Annual Plant Replacement Plan	Director Infrastructure	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
2.1.3.8.1	Develop Council Policy on the emergence of Electric Vehicles and implications for plant and equipment renewal, maintenance, and charging infrastructure	Council position and the strategy to be adopted when procuring and or renewing Council plant or reviewing Council operations is identified	Measures to reflect the policy intent	Policy is developed and adopted by the Council	Director Infrastructure	✓	✓		
2.1.3.9	Coordinate the ongoing review and development of Council and Operational procedures	Regular review and update of Council policies and associate operational procedures	No. of Policies reviews	All policies reviewed when due for review		✓	✓	✓	✓

Strategic Objective	2.2 Strengthen strategic relationships and partnerships with community, business and government
Delivery Program Objectives	2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery
Monitoring Measures	Partnerships, Organisational Capacity, Strategic Partnerships
2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery	
Monitoring Measure: Partnerships, Satisfaction, Strategic Partnerships	

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
2.2.1.1	Develop resources and establish partnerships that improve local assessment of the social and economic implications of regional and inter- governmental decision-making on Shire residents, businesses, and Council operations	Accurate, and accessible information about regional and local social and economic conditions, trends and pressures is accessible and used by Shire Officers, Other Agencies, Community Groups	Cost of Annual Subscription forecast id.data	Suite of forecast id.data is used to inform Council planning and submissions	Director Strategic Planning & Development	✓	✓	✓	✓
2.2.1.1.1	Participate in RAMJO meetings, including Officer group meetings	Improved efficiency of Council actions, regional response to issues and understanding alternative approaches to issues	Attendance at meetings	Regional response to issues if optimised	Chief Executive Officer	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
2.2.1.1.2	Advocate and support Council and Council officer engagement in MOU projects	Shared resourcing	No. of MOU projects	Shared resourcing optimise Council service delivery	Chief Executive Officer	✓	✓	✓	✓
2.2.1.1.3	Maintain membership of Country Mayors Association and LGNS	Improved efficiency of Council actions, regional response to issues and an understanding of alternative approaches to issues	Memberships maintained	Efficient and effective advocacy on issues that impact rural LGAs and the local government sector more broadly	Chief Executive Officer	✓	✓	✓	✓
2.2.1.1.4	Invest in statistically robust small area social and economic modelling and forecasting	Council and community decision-making and funding applications are informed by accessible evidence about regional and local social / economic conditions	Subscriptions are maintained	Council's operations and strategic planning is informed by robust data and modelling Community and council funding applications are informed by accessible evidence about regional, and local social / economic conditions	Director Strategic Planning and Development	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
2.2.1.2	Actively lobby all levels of government and industry re: RAMJO Water Position Paper Actively lobby all levels of government and energy industry for investment in upgrading local energy (power) infrastructure	Improved economic and social outcomes for the Shire's irrigators and communities Improved economic and social outcomes for the Shire's primary and manufacturing industries	Submissions prepared No. invitations by other levels of government to represent the Shire's position	Council Minutes and Annual Report publish information on lobbying activity	Chief Executive Officer	✓	✓	✓	✓
2.2.1.3	Engage with Essential Energy to ensure Berrigan Shire's energy needs are met and consider population growth pressures and the impact of renewables on the grid	Berrigan Shire is supported in its current growth projects for the supply of electricity through a strong and strategic partnership with Essential Energy	An agreement is reached with Essential Energy regarding upgrades of electricity grid across the Shire	Transmission infrastructure is fit for purpose and has the capacity to facilitate further industry and community growth	Chief Executive Officer	✓	✓	✓	✓

Good government – 4-year financial forecast

	2023/24 Forecast \$	2024/25 Forecast \$	2025/26 Forecast \$	2026/27 Forecast \$
Operating Income	17,665,000	16,260,000	16,397,000	17,331,000
Operating Expenditure	(3,453,000)	(3,779,000)	(3,667,000)	(3,344,000)
Net Operating Result	14,212,000	12,481,000	12,730,000	13,987,000
Capital Income	114,000	332,000	444,000	260,000
Capital Expenditure	(2,462,000)	(1,128,000)	(1,077,000)	(1,845,000)
Net Capital funds Result	(2,348,000)	(796,000)	(633,000)	(1,585,000)
* Net Result / surplus (Deficit)	11,864,000	11,685,000	12,097,000	12,402,000

* Net result includes depreciation of assets/plant

Supported and engaged communities

Supported and engaged communities' welcome new members and value the wellbeing of all residents and the social connections that connect people to each other and place.

Community wellbeing is fostered through everyday involvement in community activities.

Why is this important?

Safe, accessible, and inclusive communities are child and older person friendly.

Healthy child and youth development is facilitated in communities that are safe, inclusive, and welcoming. Older people, disabled and mobility impaired residents and visitors also experience improved quality of life and wellbeing in communities that are safe, inclusive and welcoming.

Communities that facilitate all age healthy lifestyles reduce demand upon health services, provide lifestyle choice as an option for younger families and foster opportunities for community engagement.

Lifelong learning, cultural expression and recreational activities provide opportunities for people with a diverse range of interests and backgrounds to become involved and engaged in their local communities. The sharing of their knowledge; skills, resources and experiences enriches and strengthens the social connections that are fundamental to community wellbeing and sustainability.

In previous years' the Shire experienced an increasing trend toward more families and young people leaving the Shire. Some of our schools report a decline in enrolments while others an increase and as our workforce ages the inward migration of older residents increases demand for social support services.

Families and young people are needed to ensure the sustainability of our schools, local economy, sporting clubs, recreation facilities, social support, and health services.

Strategic Objectives

3.1 Create safe, friendly and accessible communities

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

Delivery Program Objectives

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

3.1.2 Facilitate all age healthy lifestyles and ageing in place

3.1.3 Strengthen the inclusiveness and accessibility of our community

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

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

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

Headline Indicator

Combined SEIFA (Advantage/Disadvantage) ABS (2016) 935

Target:

Net increase in SEIFA 2020

Why is a net increase in SEIFA ' the headline indicator for supported and engaged communities?

The SEIFA Index of Advantage and Disadvantage is a summary of different subsets of Census variables. These variables are indicators or measures of socio-economic advantage or disadvantage. The Council and other agencies use the SEIFA to

- Identify which communities require funding and services.
- Conduct research into the relationship between socio-economic disadvantage and various social, health and educational outcomes.

Monitoring this measure, therefore, contributes toward measurement of the Council's Delivery Program and monitoring the impact of the Council's and our communities Berrigan Shire 2032 projects and initiatives.

How will we monitor progress?

Delivery Program: Measure and Indicators

CSP Outcome	Supported and engaged communities	
	Monitoring Measure	Indicators
	Community Events	Volunteerism Opportunities to participate in Arts and Cultural Events
	Community Health & Wellbeing	Self-Reported Health Psychological Distress Prevalence of Type 2 Diabetes Access to Services/facilities
	Lifelong Learning and Culture	AEDI Home internet access Library Membership
	Environmental Health and Safety	Potable Water Hazard Reduction
	Open Space Management & Recreation	Appearance of public space Opportunities to participate in Sporting and recreation activities Walkability for Transport

Strategic Objective	3.1 Create safe, friendly and accessible communities
Delivery Program Objectives	3.1.1 Build communities that are home to more families and young people 3.1.2 Facilitate all age healthy lifestyles and ageing in place 3.1.3 Strengthen the inclusiveness and accessibility of our community 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services
Monitoring Measures	Community Events, Community Health & Wellbeing, Lifelong Learning and Culture, Environmental Health and Safety, Open Space Management & Recreation

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
3.1.1.1	Support and promote the healthy development and wellbeing of children and young people	Local projects and programs are established to support and promote the healthy development and wellbeing of children and young people	Project participant and facility user surveys Value of Volunteer Hrs Council sponsored projects supporting families, young people / children	Reports to Council provide feedback on participant survey results <ul style="list-style-type: none"> Youth Week Annual Report to council re: Volunteer Hours / Management facilities: Pools, & Recreation Reserves	Director Corporate Services	✓	✓	✓	✓
3.1.1.2	Implement Children and Families Strategy 2019 - 2023	Local projects and services support the attraction and retention of families and young people	Children and Families Strategy developed	Families and children report satisfaction with facilities and services provided	Director Strategic Planning & Development	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
3.1.1.2.1	Review Children and Families Strategy	Local projects and services support the attraction and retention of families and young people Up to date data and information on the age profile and services required and used by local families and their children	Children and Families Strategy reviewed and adopted by the Council	Families and children report satisfaction with facilities and services provided	Director Strategic Planning & Development			✓	
3.1.1.2.2	Investigate the development of an indoor play centre as part of CSP review	The attraction and retention of families with children	Review of Children & Families Strategy	Community express their interest in and willingness to be involved in the development of a community- owned and operated indoor play centre	Director Strategic Planning & Development	✓	✓		
3.1.1.2.3	Investigate options for the re-establishment of Toy Library	The attraction and retention of families with children	Community expresses their interest in and willingness to be involved in the development of a community-owned and operated Toy Library Review of Children & Families Strategy	Toy Library is planned to be created	Director Strategic Planning and Development	✓	✓		

Delivery Program Objective: 3.1.2 Facilitate all age healthy lifestyles and ageing in place

Monitoring Measures: Community events, Community Health and Wellbeing, Open Space Management and Recreation

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
3.1.2.1	Implement Disability Inclusion Plan	Council facilities and services support all residents' health, mobility and their economic / social participation in community life	Liveability and Healthy Ageing Strategy is implemented	Council adopts and implements Liveability and Healthy Ageing Strategy and Action Plan (DIAP) 2022-2026	Director Strategic Planning & Development	✓	✓	✓	✓
3.1.2.2	Provide recreation facilities which support active lifestyle and ageing place	Council recreation facilities support active lifestyle and ageing place	Strategic Management Plans developed for high value recreational assets	Corporate and Community Services Asset Management Plan reviewed Strategic Management Plans developed for Council Sports Reserves & Mary Lawson Wayside Rest	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: 3.1.2 Facilitate all age healthy lifestyles and ageing in place

Monitoring Measures: Community events, Community Health and Wellbeing, Open Space Management and Recreation

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
3.1.2.2.1	Contribute to the operations of the indoor Pool and Gym owned and operated by the Barooga Sports Club Ltd in accordance with conditions identified by Council Resolution	Health and wellbeing of Shire residents is supported	In accordance with the measures agreed by the Council and the Barooga Sports Club Ltd	There is an agreement on between Barooga Sporties and the two Councils (Moir and Berrigan) on the sustainability and operation of this facility	Director Corporate Services	✓	✓		
3.1.2.2.2	Develop with Committee's a 10-year strategic plan for each Council reserve	High quality and sustainable management of open space and associated facilities	No. of strategic plans developed Annual Report	Strategic plan is developed for each reserve	Director Corporate Services	✓	✓		
3.1.2.2.3	Implement the Barooga Recreation Reserve Strategy 2021 - 2031	High quality and sustainable management of open-space and associated facilities	Annual Report	Projects identified in this plan are funded	Deputy Chief Executive Officer	✓	✓	✓	✓

Delivery Program Objective: 3.1.2 Facilitate all age healthy lifestyles and ageing in place

Monitoring Measures: Community events, Community Health and Wellbeing, Open Space Management and Recreation

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
3.1.2.2.4	Implement improvements at Mary Lawson Wayside Rest Implement improvements at Finley Lake Masterplan	A contemporary high amenity rest area reflecting well on the town of Finley and Berrigan Shire Projects reflected on the Masterplan	No. of projects	Completed projects	Director Corporate Services Deputy CEO	✓	✓	✓	✓
3.1.2.2.5	Installation of solar light, CCTV cameras and cellphone chargers at public places	To support safety of community in our public places	Working infrastructure	Pedestrians and other users report increased safety in public spaces	Operations Manager – Sustainability	✓	✓	✓	

Delivery Program Objective: 3.1.3 Strengthen the inclusiveness and accessibility of our community									
Monitoring Measures: Community events, Health, and Wellbeing									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
3.1.3.1	Promote the social and economic wellbeing of Shire residents and the inclusiveness of our communities through social planning and community development activities	Annual program of community development activities implemented Participant numbers are maintained and/or increased Participants/ Survey high levels of satisfaction	No. of activities held Reports to Council Participant Surveys	Based on participant surveys <ul style="list-style-type: none"> Youth Week International Womens' Day Childrens' Week NSS Story time Holiday programs each holiday Literacy program 	Library Manager Recreation Officer	✓	✓	✓	✓
3.1.3.1.1	Investigate options for the development of a Youth Council or similar	Issues that impact young people will be identified	Youth Council is established	Youth Council or similar identifies issues that impact young people	Recreation Officer	✓	✓	✓	

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
3.1.4.1	Develop an Integrated Water Cycle Management Strategy	Strategy will guide and inform the management of the Council's Water Business	Range of indicators to be identified in the Strategy	Strategy is adopted by the Council	Director Infrastructure		✓	✓	
3.1.4.2	Ensure potable water network is safe and functional	Water networks are managed to maximise operational functions	Compliance with established Public Health drinking water standards	Supporting Operational Plan actions are undertaken, and the outcome reported T: 100%	Operations Manager – Resource Sustainability	✓	✓	✓	✓
3.1.4.2.1	Generate sufficient income from fees and charges to provide for the renewal of sewer, water supply and distribution assets	Water and sewer networks operate on full cost recovery basis and in doing so generates sufficient revenue to ensure the long-term sustainability of operations	Funds in Water and Sewer Reserve Accounts	Water and Sewer service operations are meeting full- cost recovery i.e.: making an operating surplus and generating sufficient cash to meet future capital works	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
3.1.4.2.2	Design and construct upgrades to the Finley and Barooga Water plants	Fit for purpose water treatment plants	Project Management Milestones are met	Improvement in drinking water quality as targeted in Councils Drinking Water Risk Management Plan	Director Infrastructure	✓	✓	✓	
3.1.4.2.3	Conduct annual audit, per Australian Drinking Water Guidelines	Safe potable water	Active monitoring of the quality of potable water	Audits are undertaken and there are no non-compliances noted	Operations Manager – Resource Sustainability	✓	✓	✓	
3.1.4.3	Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings, and air	Safer and healthier communities	Assess impacts associated with actions resulting in contamination	Environmental contaminants and public health hazards minimised	Manager Planning - Buildings Coordinator Biosecurity and Compliance - Environment and public safety	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
3.1.4.3.1	Develop and implement inspection programs: <ul style="list-style-type: none"> Food premises Building works Water/Sewerage treatment Fire safety/ hazard reduction Swimming pools Trade waste 	Food premises, building works, water and sewerage treatment and fire safety/hazard reduction services meet standards	Delivery Program Report No. inspections completed x type No. program inspections not completed x type	Inspection programs result in safer and healthier premises	Manager Planning - Buildings Coordinator Biosecurity and Compliance - Environment and public safety	✓	✓	✓	✓
3.1.4.3.2	Undertake inspections of swimming pool barriers	Swimming pool safety is achieved	No. of certificates issued	Inspection program facilitates safer pool ownership	Coordinator Biosecurity and Compliance	✓	✓	✓	✓
3.1.4.4	Coordinate and facilitate local emergency management committee	Committee coordinated and facilitated	LEMPan 2021 Measures	In the event of an emergency LEMPlan coordinate and facilitates local response	Enterprise Risk Manager Operations Manager – Transport	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
3.1.4.4.1	Provide and maintain local emergency operations centres and associated plant	Fit for purpose LEOC's	LEOC's found fit for purpose during emergencies and/or training operations	In the event of an emergency LEOC's provide 'fit for purpose' emergency operations centres	Operations Manager – Transport	✓	✓	✓	✓
3.1.4.4.2	Participate in the implementation and review of Local Emergency Management Plan - EMPLAN	BSC participation in Emergency Risk Management Plan Review and preparation of a Local Emergency Management Plan- EMPLAN to meet State Government Requirements	Emergency Risk Management Plan reviewed and a Local Emergency Management Plan prepared to meet the State template. Both documents adopted by Local Emergency Management Committee	Both documents adopted by Local Emergency Management Committee	Enterprise Risk Manager	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services									
Monitoring Measures: Environmental Health and Safety									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
3.1.4.5	Implement the Berrigan Shire Council Adverse Events Plan 2020	Mitigation of negative impacts of adverse events	Annual Report of actions	Council actions and activities support prevention, preparedness, responsiveness, and recovery from negative impact of adverse events	Enterprise Risk Manager	✓	✓	✓	✓
3.1.4.6	Develop and maintain local cemeteries and associated infrastructure per Corporate Services Asset Management Plan	Cemeteries progressively developed to meet demand Routine maintenance conducted	Graves available Work undertaken	Sufficient gravesites exist in the cemeteries to meet 5+ years of estimated demand Cemetery Maintenance agreements with service clubs maintained & reviewed	Deputy CEO	✓	✓	✓	✓
3.1.4.7	Control and promote responsible ownership of companion animals	Negative impacts & disturbance caused by companion animals reduced	Customer Service Complaints No. Registered Companion Animals	Education of community results in minimal impacts from companion animals	Coordinator Bio Security & Compliance	✓	✓	✓	✓

Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, culture, and recreation									
Monitoring Measures: AEDI, Home Internet access, Library Membership									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
3.2.1.1	Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2021 - 2025	A Library Service meeting the needs of its community	Library Usage /Customer Satisfaction <ul style="list-style-type: none"> Patronage Borrowings Community Survey Library Management Plan implemented following community consultation	Community surveys and user surveys report that the Library Service meets and is responsive to community needs	Library Manager	✓	✓	✓	✓
3.2.1.1.1	Continue the review and development of the Library Services Strategic Plan 2021 - 2025	A Library Service aware of and responsive to changing needs of its users	Library Management Plan implemented following community consultation	Strategic Plan incorporating user feedback is adopted by the Council	Library Manager			✓	
3.2.1.1.2	Coordinate the annual International Women's Day Literary Luncheon	Strengthened connection to and engagement of local communities	Patronage of Literary Luncheon	Luncheon is held	Library Manager	✓	✓	✓	✓

Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, culture, and recreation									
Monitoring Measures: AEDI, Home Internet access, Library Membership									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
3.2.1.1.3	Conduct activities that respond to and reflect local needs and interests	A library service meeting the needs of its community	Library Usage	Community satisfaction	Library Manager	✓	✓	✓	✓
3.2.1.1.4	Provide programs that strengthen residents' connection to each and place	A Library Service meeting the needs of its community	Library Usage • Patronage • Borrowings Community Survey	Activities are held and patronised	Library Manager	✓	✓	✓	✓
3.2.1.1.5	Partner in the collection and preservation of local history	Local history retained	Activities undertaken	Activities undertaken Digitalise local history	Library Manager	✓	✓	✓	✓
3.2.1.1.6	Be an information and digital gateway for shire residents, students and visitors	Information and information technology available for public use	Annual Survey of Library Users	Patrons access libraries to use digital technologies	Library Manager	✓	✓	✓	✓
3.2.1.2	Strengthen community engagement and participation in Council activities	Increased resident engagement in Council activities	Surveys Volunteer rates x Council activities	There is no reduction in participation rates – Council surveys, events, social media	Director Strategic Planning & Development	✓	✓	✓	✓

Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, culture, and recreation									
Monitoring Measures: AEDI, Home Internet access, Library Membership									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
3.2.1.2.1	Conduct community consultations in accordance with the Council's Community Engagement Framework	Increased engagement in Council activities by affected stakeholders	Surveys No. of engagement activities held	Community feedback informs council decision making	Director Strategic Planning & Development	✓	✓	✓	✓
3.2.1.2.2	Partner with community groups and other agencies with an annual program of community events e.g.: Childrens Week Youth Week	Engaged community and increased awareness of issues that impact community wellbeing	Surveys No. of engagement activities held	Community feedback informs council decision making	Recreation Officer	✓	✓	✓	✓
3.2.1.3	Financially contribute to and support <i>South West Arts</i> programs and activities	<i>South West Arts</i> delivery of Shire based Arts program/s and activities	Membership of <i>South West Arts</i> maintained No. of activities held in the Shire	Shire residents' access local delivery of Arts / Cultural programs	Recreation Officer	✓	✓	✓	✓

Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, culture, and recreation									
Monitoring Measures: AEDI, Home Internet access, Library Membership									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
3.2.1.4	Develop a public arts strategy	Planned and strategic investment in public art projects	Public Art Strategy is developed in consultation with arts practitioners & the community	Public Art Strategy developed adopted by the Council	Director Strategic Planning & Development	✓		✓	

Delivery Program Objective: 3.2.2 Facilitate and partner with local communities in the development of township plans									
Monitoring Measures: Appearance of public space, Volunteerism, Opportunities to participate in Arts and Cultural events									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
3.2.2.1	Coordinate and align community projects and activities with township plans	Increased resident engagement in town plan development and implementation	No. of meetings attended No. projects undertaken with in-kind support from Council Services	Township Landscape Master plan projects are implemented	Director Strategic Planning & Development	✓	✓	✓	✓
3.2.2.1.1	Partner with our communities on the development of walking and cycling tracks along rail trails and riverbank reserves	Increased resident engagement in town plan development and implementation	Value of in-kind support from Council services for community development of walking tracks / trails	Walking and cycling tracks are developed	Director Corporate Services	✓	✓	✓	✓

Delivery Program Objective: 3.2.2 Facilitate and partner with local communities in the development of township plans									
Monitoring Measures: Appearance of public space, Volunteerism, Opportunities to participate in Arts and Cultural events									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
3.2.2.1.2	Partner with our communities on the review of the management of Town Beach	Increased resident engagement in town plan development and implementation	Value of in-kind support from Council services for community development of walking tracks / trails	Walking and cycling tracks are developed	Director Corporate Services	✓	✓	✓	

Supported and engaged communities – 4-year financial forecast

	2023/24 Forecast \$	2024/25 Forecast \$	2025/26 Forecast \$	2026/27 Forecast \$
Operating Income	6,886,000	6,070,000	6,008,000	6,232,000
Operating Expenditure	(8,123,000)	(8,235,000)	(8,185,000)	(8,543,000)
Net Operating Result	(1,237,000)	(2,165,000)	(2,177,000)	(2,311,000)
Capital Income	30,000	26,000	22,000	17,000
Capital Expenditure	(2,968,000)	(1,971,000)	(1,845,000)	(1,699,000)
Net Capital funds Result	(2,938,000)	(1,945,000)	(1,823,000)	(1,682,000)
* Net Result / surplus (Deficit)	(4,175,000)	(4,110,000)	(4,000,000)	(3,993,000)

* Net result includes depreciation of assets/plant and the value of non- cash income

Diverse and resilient business

Local job creation driven by investment in innovation (new products/services) is needed to retain and attract skilled professionals and young people. Rural communities that offer lifestyle and professional opportunities are more successful in attracting and retaining a skilled workforce. A strong local economy is a buffer against globally exposed commodity agribusiness during drought or economic downturn. Tourism is a competitive industry sector with the drivers for growth being: a diverse range of local / regional experiences supported by contemporary marketing and promotion.

Construction, transport, health, aged care and community services will create more jobs if there is industry support for investment in local training and new product development.

The Shire's Delivery Program is characterised by actions and projects that support collaborative planning, shared resourcing, water security, and also the regional branding and promotion (VIC/NSW) needed to realise the potential of its: national freight infrastructure projects; local innovation and value added agricultural product development.

The Council's Delivery Program recognises that the levers and drivers of growth: marketing, communication technologies, supply chains and access to markets for local business and industries are Victorian based.

Our lifestyle, climate, existing sporting facilities and proximity to Melbourne presents remote working opportunities capable of generating higher levels of local investment, retained retail, goods and services spending. Similarly, cross-border Tourist or Visitor Economy initiatives increase the attractiveness of the VIC/NSW Murray Region as a Destination and encourage visitors to stay longer.

Strategic Objectives

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

Delivery Program Objectives

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

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

4.2.1 Implement the Berrigan Shire Tourism Strategy

4.2.2 Partner with regional Tourism Boards

4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure

Headline Indicator

Regional Institute Australia

LGA Competitiveness Index Rating 315/500

Target

+ or minus 5 places

Why is the Regional Institute of Australian LGA Competitiveness Index Rating the

headline indicator for diverse and resilient business?

The Competitiveness Index Rating is a summary of 10 variables that contributes to a region's economic competitiveness. These variables are made up of several indicators capturing the competitive position of each LGA and revealing the indicators that can be improved to realise the economic potential of industries and businesses.

Monitoring this measure, therefore, contributes toward measurement of the Council's Delivery Program and monitoring the impact of the Council's and our communities Berrigan Shire 2032 projects and initiatives.

Delivery Program: Measure and Indicators

CSP Outcome	Diverse and resilient business	
	Monitoring Measure	Indicators
	Economic & Industry Development	Economic & Industry Development Projects undertaken by Council Value of State and Commonwealth Govt. Development & Grants Exc. Road/Freight Infrastructure Residential or Other Development
	Tourism & Events	Events Regional Tourism
	Regional Infrastructure	Freight Infrastructure Projects

DRAFT

Strategic Objective	4.1 Strengthen and diversify the local economy and invest in local job creation and innovation
Delivery Program Objectives	<p>4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs</p> <p>4.1.2 Support local enterprise through local economic and industry development initiatives and projects</p>
Monitoring Measures	Economic & Industry Development

Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs									
Monitoring Measure: Economic & Industry Development									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
4.1.1.1	Implement Berrigan Shire Economic Development Plan 2023 - 2027	Economic Development Plan developed	Adopted by Council and implemented	Annual Report to Council of the Plan's status and implementation	Manager, Economic Development and Tourism		✓	✓	✓
4.1.1.1.1	Review and Develop the Berrigan Shire Economic Development Plan 2023 - 2027		Economic Development Plan Review	Review is undertaken Reviewed Plan Adopted by the Council	Manager, Economic Development and Tourism	✓	✓	✓	

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
4.1.1.1.2	Invest in transition to work and or further education projects	Annual Shire Job Expo Youth Futures	Participant evaluation	Youth Futures Expo held	Recreation Officer	✓	✓	✓	✓
4.1.1.1.3	Assist local retailers and business access support related to growing their business online	Local business and retailers have information about how they can combine street presence with an online presence	Local Training held Attendance	Street-based business report they have the information they need to grow their business	Manager, Economic Development and Tourism	✓			
4.1.1.1.4	Assist Industry and the Community to combat Queensland Fruit Fly	Industry and Community working together to have the region declared a Pest Free Zone. Regional and local opinion informs the actions of the NSW Local Government on the Area Wide Management Stakeholder Committee (AWMSC) SSC)	No. meetings attended as NSW Local Govt. Representative Submissions (AWMSC) No. Communication activities	QLD Fruit Fly is controlled by community and industry action	Manager, Economic Development and Tourism	✓	✓		

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
4.1.1.1.5	Actively liaise with local business during the processing of business-related Development Applications	New developments are actively supported	No. of new business Development Applications per annum	Delays experienced by developers with internal concurrences are minimised	Manager, Economic Development and Tourism	✓	✓	✓	✓
4.1.1.1.6	Provide localised Economic Impact modelling on request for new or expanding ventures and events	Businesses have access to analyses of economic impact of a planned expansion or new venture.	No. of requests received		Manager, Economic Development and Tourism	✓	✓	✓	✓
4.1.1.2	Council be aware nimble and able to address where opportunities arise to address skills and workforce issues	The Council is engaged with the private sector to address the workforce shortages and skills gaps. The Council advocates for local business on key issues	State and Federal Government response. Workforce shortage issues ease.	Industry reports using data to enhance operations and attract investment	Manager, Economic Development and Tourism	✓	✓	✓	✓
4.1.1.3	Support collaborative planning, shared resourcing in local industry and promotion of business and infrastructure development projects	Council facilitation of industry networks / collaborative projects and shared resourcing	Surveys Infrastructure projects	Collaborative projects create new jobs	Manager, Economic Development and Tourism	✓	✓	✓	✓

Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs									
Monitoring Measure: Economic & Industry Development									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
4.1.1.4	Undertake research and planning around further development at the Tocumwal Aerodrome and Airpark precinct	An expansion Masterplan has been developed	Funding for further development is accessed	An expansion Masterplan is developed	Manager, Economic Development and Tourism	✓			
4.1.1.5	Investment in future economic development projects via strategic land purchases as and when these opportunities are identified or become available	Planned economic and industry development of strategically located land	Review of LEP	Industry or Council acquire land and it is developed	Chief Executive Officer	✓	✓	✓	✓
4.1.1.5.1	Investigate feasibility of new industrial precinct - Tocumwal	Planned economic and industry development of strategically located land	Feasibility Study undertaken	Feasibility Study completed and accepted by the Council	Economic and Industry Development Liaison	✓	✓		

Delivery Program Objective: 4.1.2 Support local enterprise through local economic and industry development initiatives and projects									
Monitoring Measure: Economic & Industry Development									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
4.1.2.1	Promote the development of business support groups /networks within the Shire Recognise local businesses	Active business groups / networks contributing towards local jobs and business growth	Local business surveys Employment Data	The business groups in each town involve significant proportion of business operators for their mutual benefit	Manager, Economic Development and Tourism	✓	✓	✓	✓
4.1.2.1.1	Conduct quarterly program providing networking opportunities, and information and support	Local business provided with a range of networking opportunities	Attendance		Manager, Economic Development and Tourism	✓			
4.1.2.2	To convene quarterly meetings with the tourism reference group	Forum for local business and Council to identify and resolve issues of common concern	No. of meetings held Attendance No. projects	There is active participation by local Chambers of Commerce or similar	Economic and Industry Development Liaison	✓	✓	✓	✓
4.1.2.3	Implement strategy to mitigate risk exposure at Finley sale yards	Safe and efficient facility	Quarterly Reporting of Livestock Sales	Local business and industry support safe use of Sale Yards	Deputy CEO	✓	✓	✓	✓

Strategic Objective	4.2 Diversify and promote local tourism
Delivery Program Objectives	4.2.1 Implement the Berrigan Shire Tourism Strategy 4.2.2 Partner with regional Tourism Boards
Monitoring Measures	Tourism and Events

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
4.2.1.1	Invest in infrastructure that will add value to and increase the competitiveness of the Shire's Visitor Economy e.g: redevelopment of the Tocumwal Foreshore Reserve and Finley Lake Master plan	Local operators develop new Visitor Economy product and services	Increase in Visitors Tocumwal Foreshore	Increase in Visitors Tocumwal Foreshore Project Milestones met Project Acquittal	Manager, Economic Development and Tourism	✓	✓	✓	✓
4.2.1.2	Partner with industry and other levels of government on securing investment needed for Ports of the Murray and Murray River Adventure Trail	New Visitor Experiences	Investment by other levels of Government and Industry in Ports of the Murray and Murray River Adventure Trail Projects	Ports of the Murray and Murray River Adventure Trail Projects are funded	Economic Development Manager	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
4.2.1.2.1	Partner with industry and other levels of government to address local priorities that are articulated in the plan	Improved visitor experience	Investment by the industry and other levels of government in priority projects	Local priorities are addressed	Manager, Economic Development and Tourism	✓	✓	✓	✓
4.2.1.2.2	Undertake an audit of white on brown tourism signage	A plan to upgrade and modernise visitor wayfinding in Berrigan Shire	Investment by the Council and local businesses in new directional signage	Updated signage in the area	Manager, Economic Development and Tourism	✓	✓	✓	
4.2.1.3	Provide support to event proponents and organisers.	Increase in the number of successful events, proponents and organisers Increased attendance local events	No. of events supported by Council Event Surveys	At least 4 events are supported each year Participant feedback is reported by event organisers to Events Committee	Economic Development Manager	✓	✓	✓	✓
4.2.1.4	Facilitate local industry review and update of digital content and marketing	Digital content will be accurate	Data Analytics Annual Survey of digital content	A network within the industry is established	Manager, Economic Development and Tourism	✓	✓	✓	✓
4.2.1.5	Provide a broad range of Visitor Services including an accredited Visitor Information Centre, a destination website and social media	A comprehensive and coordinated approach to visitor servicing	Visitor surveys Social media engagement	Pre-pandemic visitation level is achieved, is sustainable and show potential for growth	Economic Development Manager	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
4.2.1.5.1	Develop a comprehensive and ongoing staff training program	Accurate service provision and an expansive industry network	Visitor and Industry feedback	Staff monitor their own training program	Economic Development Manager	✓	✓	✓	✓
4.2.1.5.2	Manage and train a volunteer team for the Visitor Information Centre located in Tocumwal	Accurate service provision Industry appreciation of the job that is done by volunteers	Visitor and Industry feedback	Volunteers can confidently be left to run the Visitor Centre for short periods of time.	Economic Development Manager	✓	✓	✓	✓
4.2.1.5.3	Develop marketing and promotional campaigns using a variety of platforms.	Increased awareness of Berrigan Shire towns as holiday destinations. Co-operative (financial) programs are developed with the industry.	Industry based feedback. Social Media Engagement Spendmapp data	Pre-pandemic visitation level is achieved, is sustainable and shows potential for growth	Economic Development Manager	✓	✓	✓	✓
4.2.1.6	Facilitate and support the development aviation related visitor experiences and products	Increase in aviation related visitors and aviation event spending	Spend Map Data	Evidence of support is provided	Economic Development Manager	✓	✓	✓	✓

Delivery Program Objectives	4.2.2 Partner with regional Tourism Boards
Monitoring Measures	Tourism and Events

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
4.2.2	Membership of regional tourism boards established to increase visitation and economic activity in the Murray Region of NSW and Murray River towns	Regional and interstate marketing and promotion of the Shire's tourism products and services	Participation in Regional Tourism Boards Value of projects undertaken by that Regional Board that promote Murray River towns as a Destination Councillor and staff attendance at Regional Tourism Board Meetings	Councillor and staff attendance at Regional Tourism Board Meetings	Economic Development Manager	✓	✓	✓	✓

Strategic Objective	4.3 Connect local, regional and national road and rail infrastructure and networks
Delivery Program Objectives	4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure
Monitoring Measures	Freight Infrastructure & Projects

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
4.3.1.1	Develop business case for the development of hardstand and serviced truck parking Tocumwal, Berrigan and Finley	Improved safety and services for transport and logistics industries	Business Case developed and costed	Funding is secured for identified projects	Economic and Industry Development Liaison	✓	✓	✓	✓
4.3.1.2	Lobby for upgrade of rail facilities, associated with Tocumwal rail line incl. line to Shepparton and Melbourne Ports	Increased use of Tocumwal inter- modal facility	Investment by government in facilities	Funding is committed by Victorian and Commonwealth Governments	Economic Development Manager				✓
4.3.1.3	Participate actively in efforts to upgrade Newell Highway and Midland Murray Valley highways particularly the Shepparton bypass	Increased use of Tocumwal inter- modal facility	Highway upgrades demonstrate progress	Funding is committed by Victorian and Commonwealth Governments	Economic Development Manager	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	23/24 Year 2	24/25 Year 3	25/26 Year 4	26/27 Year 1
4.3.1.4	Operate the Tocumwal Aerodrome	Operated in accordance with CASA regulations and Tocumwal Aerodrome Management Plan	Annual report on activity	Annual Report Presented to Council on Aerodrome Operations	Director Infrastructure	✓	✓	✓	✓
4.3.1.4.1	Review the Tocumwal Aerodrome Management Plan	A new Management Plan is developed for the Tocumwal Aerodrome	Adopted by Council and implemented	Annual Report to Council of the Plan's status and implementation	Director Infrastructure		✓		
4.3.1.4.2	Maintain the Tocumwal Aerodrome	Maintained in accordance with Corporate and Community Services Asset Management Plan	Satisfactory results from CASA inspections for continuation of Aerodrome registration	Annual Report is presented to Council on Aerodrome Operations CASA issue compliant assessment of Aerodrome Operations and Management Tocumwal Aerodrome maintains its registration	Director Infrastructure	✓	✓	✓	✓

Diverse and resilient business – 4-year financial forecast

	23/24 Forecast \$	24/25 Forecast \$	25/26 Forecast \$	26/27 Forecast \$
Operating Income	989,000	476,000	473,000	480,000
Operating Expenditure	(1,169,000)	(1,185,000)	(1,176,000)	(1,204,000)
Net Operating Result	(180,000)	(709,000)	(703,000)	(724,000)
Capital Income	561,000	-	-	-
Capital Expenditure	(626,000)	(50,000)	(50,000)	(50,000)
Net Capital funds Result	(65,000)	(50,000)	(50,000)	(50,000)
* Net Result / surplus (Deficit)	(245,000)	(759,000)	(753,000)	(774,000)

* Net result includes depreciation of assets/plant and the value of non-cash income



Section 3: Delivery Program Budget

Projected Income and Expenditure Statement
Projected Balance Sheet
Projected Cash Flow Statement
Outcome Budget Summary –
Four-Year Forecast
Capital Works Summary Plan Projection

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Projected Income and Expenditure Statement

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2033
INCOME STATEMENT - CONSOLIDATED
Scenario: Base Case

	Actuals 2021/22	Current Year 2022/23	2023/24	2024/25	2025/26	2026/27	Projected Years					
	\$	\$	\$	\$	\$	\$	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
							\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	11,234,000	11,537,000	11,804,000	12,256,000	12,724,000	13,209,000	13,528,634	14,027,937	14,545,426	15,081,784	15,637,636	16,213,756
User Charges & Fees	2,514,000	2,227,000	2,129,945	2,145,048	2,159,155	2,176,210	2,326,433	2,405,608	2,487,536	2,572,307	2,660,021	2,750,783
Other Revenues	468,000	703,000	519,000	543,000	538,000	538,000	560,557	582,025	594,899	617,633	630,992	655,287
Grants & Contributions provided for Operating Purposes	9,060,000	8,056,000	9,586,000	8,718,000	8,865,000	9,017,000	9,147,894	9,247,590	9,348,043	9,450,002	9,554,432	9,660,428
Grants & Contributions provided for Capital Purposes	3,734,000	3,110,000	170,000	31,000	14,000	4,000	4,000	3,000	2,000	1,000	-	-
Interest & Investment Revenue	182,000	458,000	1,002,000	1,016,000	1,037,000	1,050,000	872,605	881,752	891,063	900,544	910,199	920,033
Other Income:												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	183,000	52,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	27,375,000	26,143,000	25,236,945	24,735,048	25,363,155	26,020,210	26,465,923	27,173,912	27,894,967	28,649,250	29,419,280	30,226,287
Expenses from Continuing Operations												
Employee Benefits & On-Costs	9,013,000	4,993,800	5,420,000	5,591,850	5,766,234	5,940,359	6,264,261	6,565,277	6,881,017	7,212,212	7,559,632	7,924,076
Borrowing Costs	152,000	83,873	164,463	140,565	122,244	104,984	87,122	68,634	49,473	31,530	18,823	6,762
Materials & Contracts	6,960,000	10,267,860	10,802,800	10,928,433	10,861,631	11,004,576	11,854,198	12,045,776	12,409,847	12,855,785	13,215,732	13,661,573
Depreciation & Amortisation	7,423,000	6,309,000	6,372,000	6,433,000	6,498,000	6,562,000	6,591,690	6,649,447	6,707,271	6,767,164	6,827,126	6,888,157
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	17,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	565,000	507,000	2,255,000	670,035	700,071	731,402	748,560	767,622	787,346	807,763	828,895	850,767
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	1,120,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	25,250,000	22,161,533	25,014,263	23,763,883	23,948,180	24,343,321	25,345,831	26,096,756	26,834,954	27,674,454	28,450,208	29,331,335
Operating Result from Continuing Operations	2,125,000	3,981,467	222,682	971,165	1,414,975	1,676,889	1,120,092	1,077,156	1,060,013	974,796	969,072	894,952
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,125,000	3,981,467	222,682	971,165	1,414,975	1,676,889	1,120,092	1,077,156	1,060,013	974,796	969,072	894,952
Net Operating Result before Grants and Contributions provided for Capital Purposes	(1,609,000)	871,467	52,682	940,165	1,400,975	1,672,889	1,116,092	1,074,156	1,058,013	973,796	969,072	894,952

Projected Balance Sheet

Berrigan Shire Council 10 Year Financial Plan for the Years ending 30 June 2033 BALANCE SHEET - CONSOLIDATED Scenario: Base Case												
	Actuals 2021/22	Current Year 2022/23	2023/24	2024/25	2025/26	2026/27	Projected Years					
	\$	\$	\$	\$	\$	\$	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
							\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	17,384,000	9,143,408	8,260,573	7,835,645	7,625,608	7,467,104	9,087,645	10,674,156	12,240,834	13,820,055	15,186,013	16,495,973
Investments	26,084,000	23,820,907	20,879,957	19,555,003	18,174,440	17,262,363	16,877,085	16,541,110	16,258,195	16,209,642	16,209,642	16,209,642
Receivables	2,874,000	2,700,932	2,715,551	2,677,728	2,714,416	2,754,233	2,805,843	2,873,152	2,938,881	3,008,522	3,077,543	3,150,040
Inventories	760,000	889,509	914,424	918,667	916,232	921,341	946,581	961,043	974,478	990,972	1,004,255	1,020,747
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	51,000	90,929	119,925	102,430	101,624	103,352	106,246	109,761	112,911	116,996	120,018	124,020
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	47,163,000	36,645,682	32,890,430	31,089,473	29,532,319	28,508,393	29,823,399	31,169,222	32,525,299	34,146,187	35,577,471	37,000,422
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	355,982,000	370,244,000	376,567,000	378,208,000	380,531,000	382,599,000	381,754,310	380,855,658	379,895,387	378,875,223	378,262,097	377,587,940
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	355,982,000	370,244,000	376,567,000	378,208,000	380,531,000	382,599,000	381,754,310	380,855,658	379,895,387	378,875,223	378,262,097	377,587,940
TOTAL ASSETS	403,135,000	406,889,682	409,457,430	409,297,473	410,063,319	411,107,393	411,577,709	412,014,880	412,420,686	413,021,410	413,839,568	414,588,362
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,174,000	2,456,394	2,953,082	2,665,575	2,682,211	2,731,584	2,785,340	2,867,212	2,944,445	3,037,543	3,115,288	3,209,634
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	951,000	550,859	671,538	601,583	610,850	620,953	627,575	634,359	641,179	648,103	655,198	662,469
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	659,000	675,152	773,660	675,033	692,291	710,153	728,641	738,260	474,094	235,734	247,795	-
Employee benefit provisions	1,607,000	2,009,982	2,009,982	2,009,982	2,009,982	2,009,982	2,009,982	2,009,982	2,009,982	2,009,982	2,009,982	2,009,982
Other provisions	468,000	144,039	144,039	144,039	144,039	144,039	144,039	144,039	144,039	144,039	144,039	144,039
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,857,000	5,836,426	6,552,301	6,096,212	6,139,373	6,216,711	6,295,576	6,393,852	6,213,739	6,075,401	6,172,282	6,026,124
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	4,109,000	3,963,810	5,613,000	4,937,968	4,245,677	3,535,524	2,806,883	2,068,623	1,564,529	1,358,795	1,111,000	1,111,000
Employee benefit provisions	641,000	238,018	238,018	238,018	238,018	238,018	238,018	238,018	238,018	238,018	238,018	238,018
Other provisions	76,000	397,961	397,961	397,961	397,961	397,961	397,961	397,961	397,961	397,961	397,961	397,961
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	4,826,000	4,619,790	6,248,980	5,573,948	4,881,657	4,171,504	3,442,863	2,704,603	2,230,509	1,994,775	1,746,980	1,746,980
TOTAL LIABILITIES	10,683,000	10,456,216	12,801,281	11,670,159	11,021,030	10,388,215	9,738,439	9,098,454	8,444,248	8,070,175	7,919,261	7,773,103
Net Assets	392,452,000	396,433,467	396,656,149	397,627,314	399,042,289	400,719,179	401,839,270	402,916,426	403,976,439	404,951,235	405,920,307	406,815,259
EQUITY												
Retained Earnings	130,522,000	134,503,467	134,726,149	135,697,314	137,112,289	138,789,179	139,909,270	140,986,426	142,046,439	143,021,235	143,990,307	144,885,259
Revaluation Reserves	261,930,000	261,930,000	261,930,000	261,930,000	261,930,000	261,930,000	261,930,000	261,930,000	261,930,000	261,930,000	261,930,000	261,930,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	392,452,000	396,433,467	396,656,149	397,627,314	399,042,289	400,719,179	401,839,270	402,916,426	403,976,439	404,951,235	405,920,307	406,815,259
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	392,452,000	396,433,467	396,656,149	397,627,314	399,042,289	400,719,179	401,839,270	402,916,426	403,976,439	404,951,235	405,920,307	406,815,259

Projected Cash Flow Statement

Berrigan Shire Council 10 Year Financial Plan for the Years ending 30 June 2033 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Base Case												
	Actuals 2021/22	Current Year 2022/23	2023/24	2024/25	2025/26	2026/27	Projected Years					
	\$	\$	\$	\$	\$	\$	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
							\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	11,240,000	11,410,356	11,793,509	12,245,549	12,713,216	13,197,838	13,532,582	14,017,447	14,534,564	15,070,517	15,625,990	16,201,697
User Charges & Fees	2,463,000	1,744,908	2,179,600	2,139,770	2,154,250	2,170,575	2,309,036	2,389,342	2,470,700	2,554,882	2,641,987	2,732,118
Investment & Interest Revenue Received	205,000	362,784	1,008,991	1,020,687	1,036,331	1,052,177	861,770	872,181	882,387	892,399	902,022	913,312
Grants & Contributions	13,151,000	11,667,408	9,758,937	8,747,297	8,879,226	9,021,246	9,151,855	9,250,755	9,350,209	9,451,171	9,554,605	9,660,605
Bonds & Deposits Received	27,026,000	-	-	-	-	-	-	-	-	-	-	-
Other	1,960,000	702,700	607,353	562,194	563,756	562,171	577,917	597,919	612,979	632,884	648,629	669,790
Payments:												
Employee Benefits & On-Costs	(10,544,000)	(4,975,822)	(5,402,697)	(5,583,142)	(5,757,396)	(5,931,688)	(6,251,591)	(6,553,315)	(6,868,457)	(7,199,024)	(7,545,785)	(7,909,537)
Materials & Contracts	(7,273,000)	(10,227,227)	(10,407,122)	(11,186,439)	(10,870,833)	(10,984,576)	(11,636,663)	(12,009,067)	(12,377,396)	(12,812,820)	(13,184,970)	(13,619,789)
Borrowing Costs	(45,000)	(83,873)	(164,463)	(140,565)	(122,244)	(104,984)	(87,122)	(68,634)	(49,473)	(31,530)	(18,823)	(6,762)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(27,714,000)	(497,447)	(2,250,493)	(672,058)	(699,905)	(730,904)	(747,693)	(766,697)	(786,446)	(806,717)	(827,963)	(849,681)
Net Cash provided (or used in) Operating Activities	10,469,000	10,103,788	7,123,615	7,133,294	7,898,401	8,251,855	7,710,092	7,729,930	7,769,065	7,751,761	7,795,692	7,791,755
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	2,263,093	2,940,949	1,324,954	1,380,563	912,078	385,277	335,975	282,915	48,553	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	749,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	190,000	907,000	354,000	332,000	444,000	260,000	110,000	110,000	110,000	110,000	110,000	110,000
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	0	0	-	0	0	0	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	1,942,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,027,000)	(21,405,437)	(13,029,096)	(8,441,517)	(9,257,970)	(8,890,144)	(5,874,675)	(5,860,753)	(5,857,042)	(5,857,000)	(6,324,000)	(6,324,000)
Purchase of Real Estate Assets	(979,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	(329)	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(7,125,000)	(18,235,672)	(9,734,147)	(6,784,562)	(7,433,407)	(7,718,066)	(5,379,398)	(5,414,778)	(5,464,127)	(5,698,447)	(6,214,000)	(6,214,000)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	550,000	2,561,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(644,000)	(558,709)	(833,301)	(773,660)	(675,033)	(692,291)	(710,153)	(728,641)	(738,260)	(474,094)	(235,734)	(247,795)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(644,000)	(108,709)	1,727,699	(773,660)	(675,033)	(692,291)	(710,153)	(728,641)	(738,260)	(474,094)	(235,734)	(247,795)
Net Increase/(Decrease) in Cash & Cash Equivalents	2,700,000	(8,240,594)	(882,833)	(424,928)	(210,039)	(158,502)	1,620,541	1,586,511	1,566,678	1,579,221	1,345,958	1,329,960
plus: Cash & Cash Equivalents - beginning of year	14,684,000	17,384,000	9,143,406	8,260,573	7,835,645	7,625,606	7,467,104	9,087,645	10,674,156	12,240,834	13,820,055	15,166,013
Cash & Cash Equivalents - end of the year	17,384,000	9,143,406	8,260,573	7,835,645	7,625,606	7,467,104	9,087,645	10,674,156	12,240,834	13,820,055	15,166,013	16,495,973
Cash & Cash Equivalents - end of the year	17,384,000	9,143,406	8,260,573	7,835,645	7,625,606	7,467,104	9,087,645	10,674,156	12,240,834	13,820,055	15,166,013	16,495,973
Investments - end of the year	26,084,000	23,820,907	20,879,957	19,555,003	18,174,440	17,262,363	16,877,085	16,541,110	16,258,195	16,209,642	16,209,642	16,209,642
Cash, Cash Equivalents & Investments - end of the year	43,468,000	32,964,313	29,140,530	27,380,648	26,800,046	24,729,468	26,964,730	27,216,268	28,499,030	30,029,697	31,375,655	32,706,616
Representing:												
- External Restrictions	31,837,000	21,334,907	17,923,957	16,900,003	15,818,440	15,465,759	16,083,310	16,841,836	17,748,411	18,988,002	20,062,491	21,302,003
- Internal Restrictions	3,497,000	3,740,000	3,912,000	4,268,000	4,721,000	4,233,000	5,286,165	6,405,441	7,593,016	8,851,149	10,182,177	11,588,513
- Unrestricted	8,134,000	7,889,406	7,304,573	6,222,645	5,260,606	5,030,707	4,595,255	3,967,989	3,157,602	2,190,546	1,130,987	(184,901)
Cash, Cash Equivalents & Investments - end of the year	43,468,000	32,964,313	29,140,530	27,380,648	26,800,046	24,729,468	26,964,730	27,216,268	28,499,030	30,029,697	31,375,655	32,706,616

Budget x Outcome 4-Year Forecast
BUDGET SUMMARY 2023/24 - 2026/27

Sustainable Natural and Built Environments

				2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST	2026/27 REVISED BUDGET FORECAST
GRAND TOTAL				32,000	93,000	112,000	32,000
				(8,512,000)	(7,523,000)	(8,232,000)	(7,803,000)
SUSTIANABLE NATURAL AND BUILT ENVIRONMENTS							
		Capital		(6,223,000)	(4,012,000)	(5,064,000)	(4,075,000)
		BUSINESS DEVELOPMENT		-	-	-	-
		EXPENSE		-	-	-	-
		CAR PARKING		(300,000)	-	-	-
		EXPENSE		(300,000)	-	-	-
		REVENUE		-	-	-	-
		DOMESTIC WASTE MANAGEMENT		(844,000)	(119,000)	(169,000)	(19,000)
		EXPENSE		(844,000)	(119,000)	(169,000)	(19,000)
		REVENUE		-	-	-	-
		ENVIRONMENTAL PROTECTION		(20,000)	(70,000)	(20,000)	(10,000)
		EXPENSE		(20,000)	(70,000)	(20,000)	(10,000)
		REVENUE		-	-	-	-
		RMS		(1,040,000)	(1,040,000)	(1,040,000)	(1,040,000)
		EXPENSE		(1,230,000)	(1,230,000)	(1,230,000)	(1,230,000)
		REVENUE		190,000	190,000	190,000	190,000

		SEWERAGE SERVICES		(2,090,000)	(1,600,000)	(1,775,000)	(1,490,000)
			EXPENSE	(2,090,000)	(1,600,000)	(1,775,000)	(1,490,000)
			REVENUE	-	-	-	-
		SHIRE ROADS		(1,819,000)	(973,000)	(1,860,000)	(1,466,000)
			EXPENSE	(3,955,000)	(1,984,000)	(2,855,000)	(2,453,000)
			REVENUE	2,136,000	1,011,000	995,000	987,000
		STORMWATER DRAINAGE		(110,000)	(210,000)	(200,000)	(50,000)
			EXPENSE	(110,000)	(210,000)	(200,000)	(50,000)
			REVENUE	-	-	-	-
		Operating		(2,289,000)	(3,511,000)	(3,168,000)	(3,728,000)
		BIOSECURITY		(239,000)	(239,000)	(239,000)	(239,000)
			EXPENSE	(341,000)	(341,000)	(341,000)	(341,000)
			REVENUE	102,000	102,000	102,000	102,000
		BUILDING AND PLANNING		(818,000)	(854,000)	(900,000)	(1,023,000)
			EXPENSE	(1,081,000)	(1,118,000)	(1,166,000)	(1,290,000)
			REVENUE	263,000	264,000	266,000	267,000
		CAR PARKING		(21,000)	(21,000)	(20,000)	(21,000)
			EXPENSE	(21,000)	(21,000)	(20,000)	(21,000)
			REVENUE	-	-	-	-
		DOMESTIC WASTE MANAGEMENT		844,000	119,000	169,000	19,000
			EXPENSE	(1,538,000)	(1,853,000)	(1,866,000)	(2,079,000)
			REVENUE	2,382,000	1,972,000	2,035,000	2,098,000

		ENVIRONMENTAL PROTECTION	(97,000)	(148,000)	(99,000)	(100,000)
		EXPENSE	(97,000)	(148,000)	(99,000)	(100,000)
		REVENUE	-	-	-	-
		RECREATION	(37,000)	(38,000)	(38,000)	(39,000)
		EXPENSE	(37,000)	(38,000)	(38,000)	(39,000)
		RMS	1,040,000	1,040,000	1,040,000	1,040,000
		EXPENSE	-	-	-	-
		REVENUE	1,040,000	1,040,000	1,040,000	1,040,000
		SEWERAGE SERVICES	2,090,000	1,600,000	1,775,000	1,490,000
		EXPENSE	(2,063,000)	(2,079,000)	(2,089,000)	(2,178,000)
		REVENUE	4,153,000	3,679,000	3,864,000	3,668,000
		SHIRE ROADS	(4,570,000)	(4,567,000)	(4,565,000)	(4,562,000)
		EXPENSE	(6,324,000)	(6,363,000)	(6,405,000)	(6,447,000)
		REVENUE	1,754,000	1,796,000	1,840,000	1,885,000
		STORMWATER DRAINAGE	(481,000)	(403,000)	(291,000)	(293,000)
		EXPENSE	(563,000)	(481,000)	(368,000)	(370,000)
		REVENUE	82,000	78,000	77,000	77,000
			11,864,000	11,685,000	12,097,000	12,402,000

Good Government

		GOOD GOVERNMENT					
		Capital		(2,348,000)	(796,000)	(633,000)	(1,585,000)
		BIOSECURITY		-	-	-	-
			EXPENSE	-	-	-	-
		CORPORATE SUPPORT		(10,000)	(10,000)	(10,000)	(10,000)
			EXPENSE	(10,000)	(10,000)	(10,000)	(10,000)
			REVENUE	-	-	-	-
		HOUSING		-	-	-	-
			EXPENSE	-	-	-	-
			REVENUE	-	-	-	-
		INFORMATION TECHNOLOGY		(1,610,000)	(10,000)	(10,000)	(10,000)
			EXPENSE	(1,610,000)	(10,000)	(10,000)	(10,000)
		INFRASTRUCTURE		(171,000)	(41,000)	(11,000)	(11,000)
			EXPENSE	(171,000)	(41,000)	(11,000)	(11,000)
			REVENUE	-	-	-	-
		PLANT SERVICES		(557,000)	(735,000)	(602,000)	(1,554,000)
			EXPENSE	(671,000)	(1,067,000)	(1,046,000)	(1,814,000)
			REVENUE	114,000	332,000	444,000	260,000
		Operating		14,212,000	12,481,000	12,730,000	13,987,000
		CORPORATE SUPPORT		1,298,000	(745,000)	(804,000)	(805,000)
			EXPENSE	(769,000)	(812,000)	(871,000)	(872,000)
			REVENUE	2,067,000	67,000	67,000	67,000

		DEPRECIATION CONTRA	4,112,000	4,150,000	4,192,000	4,233,000
		REVENUE	4,112,000	4,150,000	4,192,000	4,233,000
		EMERGENCY SERVICES	-	-	-	-
		REVENUE	-	-	-	-
		FINANCIAL ASSISTANCE GRANT	4,180,000	4,284,000	4,391,000	4,501,000
		REVENUE	4,180,000	4,284,000	4,391,000	4,501,000
		GOVERNANCE	(1,415,000)	(1,606,000)	(1,503,000)	(1,545,000)
		EXPENSE	(1,415,000)	(1,606,000)	(1,503,000)	(1,545,000)
		REVENUE	-	-	-	-
		HOUSING	(10,000)	(10,000)	(10,000)	(10,000)
		EXPENSE	(28,000)	(28,000)	(28,000)	(28,000)
		REVENUE	18,000	18,000	18,000	18,000
		INFORMATION TECHNOLOGY	(605,000)	(608,000)	(611,000)	(614,000)
		EXPENSE	(605,000)	(608,000)	(611,000)	(614,000)
		REVENUE	-	-	-	-
		INFRASTRUCTURE	(272,000)	(312,000)	(353,000)	(395,000)
		EXPENSE	(280,000)	(320,000)	(361,000)	(403,000)
		REVENUE	8,000	8,000	8,000	8,000
		INTEREST ON INVESTMENTS	493,000	498,000	503,000	508,000
		REVENUE	493,000	498,000	503,000	508,000
		OVERHEAD	-	-	-	-

			EXPENSE	-	-	-	-
			REVENUE	-	-	-	-
		PLANT SERVICES		557,000	735,000	602,000	1,554,000
			EXPENSE	(356,000)	(405,000)	(293,000)	118,000
			REVENUE	913,000	1,140,000	895,000	1,436,000
		RATE		5,874,000	6,095,000	6,323,000	6,560,000
			REVENUE	5,874,000	6,095,000	6,323,000	6,560,000
		SUSTIANABLE NATURAL AND BUILT ENVIRONMENTS					
		Operating		-	-	-	-
		BUILDING AND PLANNING		-	-	-	-
			EXPENSE	-	-	-	-
			REVENUE	-	-	-	-
				(4,175,000)	(4,110,000)	(4,000,000)	(3,993,000)

Supported and Engaged Communities

'SUPPORTED AND ENGAGED COMMUNITIES							
		Capital		(2,938,000)	(1,945,000)	(1,823,000)	(1,682,000)
		BUILDING AND PLANNING		(293,000)	(245,000)	(69,000)	-
			EXPENSE	(293,000)	(245,000)	(69,000)	-
			REVENUE	-	-	-	-
		CEMETERY		(5,000)	(6,000)	(6,000)	(6,000)
			EXPENSE	(5,000)	(6,000)	(6,000)	(6,000)
		COMMUNITY AMENITIES		8,000	7,000	6,000	4,000
			EXPENSE	-	-	-	-
			REVENUE	8,000	7,000	6,000	4,000
		OTHER COMMUNITY SERVICES		-	-	-	-
			REVENUE	-	-	-	-
		PUBLIC LIBRARIES		(52,000)	(52,000)	(52,000)	(52,000)
			EXPENSE	(52,000)	(52,000)	(52,000)	(52,000)
			REVENUE	-	-	-	-
		RECREATION		-	-	-	-
			EXPENSE	-	-	-	-
			REVENUE	-	-	-	-
		SWIMMING POOL		-	-	-	-
			EXPENSE	-	-	-	-
			REVENUE	-	-	-	-
		WATER SUPPLIES		(2,596,000)	(1,649,000)	(1,702,000)	(1,628,000)

			EXPENSE	(2,618,000)	(1,668,000)	(1,718,000)	(1,641,000)
			REVENUE	22,000	19,000	16,000	13,000
		Operating		(1,237,000)	(2,165,000)	(2,177,000)	(2,311,000)
		BIOSECURITY		(199,000)	(125,000)	(127,000)	(129,000)
			EXPENSE	(234,000)	(161,000)	(163,000)	(166,000)
			REVENUE	35,000	36,000	36,000	37,000
		BUILDING AND PLANNING		(20,000)	(25,000)	(25,000)	(25,000)
			EXPENSE	(45,000)	(30,000)	(30,000)	(30,000)
			REVENUE	25,000	5,000	5,000	5,000
		CEMETERY		(30,000)	(27,000)	(29,000)	(26,000)
			EXPENSE	(171,000)	(171,000)	(173,000)	(173,000)
			REVENUE	141,000	144,000	144,000	147,000
		COMMUNITY AMENITIES		(987,000)	(988,000)	(991,000)	(994,000)
			EXPENSE	(990,000)	(991,000)	(994,000)	(997,000)
			REVENUE	3,000	3,000	3,000	3,000
		EMERGENCY SERVICES		(277,000)	(306,000)	(336,000)	(367,000)
			EXPENSE	(352,000)	(381,000)	(411,000)	(442,000)
			REVENUE	75,000	75,000	75,000	75,000
		INFORMATION TECHNOLOGY		(12,000)	(12,000)	(12,000)	(11,000)
			EXPENSE	(12,000)	(12,000)	(12,000)	(11,000)
		OTHER COMMUNITY SERVICES		(156,000)	(160,000)	(165,000)	(170,000)
			EXPENSE	(158,000)	(162,000)	(167,000)	(172,000)

			REVENUE	2,000	2,000	2,000	2,000
			PUBLIC LIBRARIES	(579,000)	(585,000)	(594,000)	(604,000)
			EXPENSE	(677,000)	(683,000)	(692,000)	(702,000)
			REVENUE	98,000	98,000	98,000	98,000
			RECREATION	(1,222,000)	(1,234,000)	(1,245,000)	(1,256,000)
			EXPENSE	(1,223,000)	(1,235,000)	(1,246,000)	(1,257,000)
			REVENUE	1,000	1,000	1,000	1,000
			SWIMMING POOL	(351,000)	(352,000)	(355,000)	(357,000)
			EXPENSE	(441,000)	(442,000)	(445,000)	(447,000)
			REVENUE	90,000	90,000	90,000	90,000
			WATER SUPPLIES	2,596,000	1,649,000	1,702,000	1,628,000
			EXPENSE	(3,820,000)	(3,967,000)	(3,852,000)	(4,146,000)
			REVENUE	6,416,000	5,616,000	5,554,000	5,774,000
				(245,000)	(759,000)	(753,000)	(774,000)

Diverse and Resilient Businesses

			'DIVERSE AND RESILIENT BUSINESS				
			Capital	(65,000)	(50,000)	(50,000)	(50,000)
			AERODROMES	(65,000)	(50,000)	(50,000)	(50,000)
			EXPENSE	(65,000)	(50,000)	(50,000)	(50,000)
			REVENUE	-	-	-	-
			BUSINESS DEVELOPMENT	-	-	-	-
			REVENUE	-	-	-	-
			CARAVAN PARKS	-	-	-	-
			EXPENSE	-	-	-	-
			REAL ESTATE DEVELOPMENT	-	-	-	-
			EXPENSE	-	-	-	-
			REVENUE	-	-	-	-
			SALEYARDS	-	-	-	-
			EXPENSE	(561,000)	-	-	-
			REVENUE	561,000	-	-	-
			TOURISM & AREA PROMOTION	-	-	-	-
			EXPENSE	-	-	-	-
			REVENUE	-	-	-	-
			Operating	(180,000)	(709,000)	(703,000)	(724,000)
			AERODROMES	(228,000)	(214,000)	(215,000)	(215,000)
			EXPENSE	(287,000)	(273,000)	(274,000)	(274,000)
			REVENUE	59,000	59,000	59,000	59,000

		BENDIGO BANK	50,000	51,000	52,000	53,000
		EXPENSE	(55,000)	(55,000)	(55,000)	(55,000)
		REVENUE	105,000	106,000	107,000	108,000
		BUSINESS DEVELOPMENT	(120,000)	(135,000)	(120,000)	(135,000)
		EXPENSE	(120,000)	(140,000)	(120,000)	(140,000)
		REVENUE	-	5,000	-	5,000
		CARAVAN PARKS	11,000	11,000	11,000	11,000
		EXPENSE	(26,000)	(26,000)	(26,000)	(26,000)
		REVENUE	37,000	37,000	37,000	37,000
		OTHER COMMUNITY SERVICES	(10,000)	(10,000)	(10,000)	(10,000)
		EXPENSE	(10,000)	(10,000)	(10,000)	(10,000)
		PRIVATE WORKS	16,000	16,000	16,000	16,000
		EXPENSE	(62,000)	(62,000)	(62,000)	(62,000)
		REVENUE	78,000	78,000	78,000	78,000
		QUARRIES & PITS	-	-	-	-
		EXPENSE	(19,000)	(19,000)	(19,000)	(19,000)
		REVENUE	19,000	19,000	19,000	19,000
		REAL ESTATE DEVELOPMENT	553,000	13,000	13,000	13,000
		EXPENSE	(5,000)	(5,000)	(5,000)	(5,000)
		REVENUE	558,000	18,000	18,000	18,000
		SALEYARDS	(19,000)	(19,000)	(19,000)	(19,000)
		EXPENSE	(120,000)	(121,000)	(122,000)	(123,000)

			REVENUE	101,000	102,000	103,000	104,000
			TOURISM & AREA PROMOTION	(433,000)	(422,000)	(431,000)	(438,000)
			EXPENSE	(465,000)	(474,000)	(483,000)	(490,000)
			REVENUE	32,000	52,000	52,000	52,000
				1,100,000	800,000	1,000,000	200,000
	BFWD			1,100,000	800,000	1,000,000	200,000
	(blank)						
		(blank)		-	-	-	-
			WORKING CAPITAL CONTRA	-	-	-	-
			REVENUE	-	-	-	-

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Capital Works Plan Summary
CAPITAL WORKS PLAN SUMMARY 2023-2027

		PROPOSED 2023-24	PROPOSED 2024-25	PROPOSED 2025-26	PROPOSED 2026-27
Grand Total		(10,421,105)	(6,629,007)	(7,392,183)	(7,209,569)
AERODROME					
	AERODROME EXPENDITURE	(65,000)	(50,000)	(50,000)	(50,000)
AERODROME Total		(65,000)	(50,000)	(50,000)	(50,000)
BUILDINGS					
	BUILDING & PLANNING EXPENDITURE	(293,000)	(245,000)	(69,000)	
BUILDINGS Total		(293,000)	(245,000)	(69,000)	
DEPOT					
	DEPOT EXPENDITURE	(160,000)	(30,000)		
DEPOT Total		(160,000)	(30,000)		
DOMESTIC WASTE					
	DOMESTIC WASTE EXPENDITURE	(825,000)	(100,000)	(150,000)	
DOMESTIC WASTE Total		(825,000)	(100,000)	(150,000)	
DRAINAGE					
	DRAINAGE EXPENDITURE	(110,000)	(210,000)	(200,000)	(50,000)
DRAINAGE Total		(110,000)	(210,000)	(200,000)	(50,000)
LEEVE BANKS					
	LEEVE BANK EXPENDITURE	(20,000)	(70,000)	(20,000)	(10,000)
LEEVE BANKS Total		(20,000)	(70,000)	(20,000)	(10,000)
MINOR PLANT					
	MINOR PLANT INCOME	8,000	6,000	38,000	20,000
	MINOR PLANT PURCHASE	(113,500)	(146,500)	(334,500)	(163,000)
MINOR PLANT Total		(105,500)	(140,500)	(296,500)	(143,000)
MOTOR VEHICLE					
	MOTOR VEHICLE PURCHASES				(50,000)
	MOTOR VEHICLE SALES				20,000
MOTOR VEHICLE Total					(30,000)

PUBLIC WORKS					
	PUBLIC WORKS PLANT INCOME	57,300	225,000	170,000	205,000
	PUBLIC WORKS PLANT PURCHASE	(290,000)	(720,000)	(460,000)	(1,285,000)
	PUBLIC WORKS UTILITY INCOME	48,651	101,010	235,716	15,310
	PUBLIC WORKS UTILITY PURCHASE	(267,017)	(199,666)	(250,843)	(315,968)
PUBLIC WORKS Total		(451,066)	(593,656)	(305,127)	(1,380,658)
RECREATION					
	PARKS & RECREATION EXPENDITURE				
RECREATION Total					
SEWERAGE					
	SEWERAGE EXPENDITURE	(2,090,000)	(1,600,000)	(1,775,000)	(1,490,000)
SEWERAGE Total		(2,090,000)	(1,600,000)	(1,775,000)	(1,490,000)
SHIRE ROADS					
	BRIDGES & CULVERTS EXPENDITURE	(30,000)	(30,000)	(30,000)	(30,000)
	FOOTPATHS EXPENDITURE	(166,000)	(80,000)	(39,000)	(20,000)
	FOOTPATHS INCOME	42,000	24,000	8,000	
	KERB & GUTTER EXPENDITURE	(130,000)	(25,000)	(25,000)	(25,000)
	RURAL ROADS CONSTRUCTION EXPENDITURE	(1,579,000)	(297,000)	(1,285,000)	(947,000)
	RURAL ROADS SEALED - RESEALS EXPENDITURE	(445,751)	(500,000)	(500,000)	(500,000)
	RURAL ROADS UNSEALED - RESHEET EXPENDITURE	(710,000)	(400,000)	(400,000)	(400,000)
	TOWNSCAPE WORKS EXPENDITURE				
	URBAN ROADS - RESEALS EXPENDITURE	(129,788)	(177,851)	(321,556)	(246,911)
	URBAN ROADS CONSTRUCTION EXPENDITURE	(230,000)		-	
SHIRE ROADS Total		(3,378,539)	(1,485,851)	(2,592,556)	(2,168,911)
TOWN PROJECTS					
	KERB & GUTTER EXPENDITURE	(339,000)	(470,000)	(250,000)	(280,000)
TOWN PROJECTS Total		(339,000)	(470,000)	(250,000)	(280,000)
WATER					
	WATER EXPENDITURE	(2,584,000)	(1,634,000)	(1,684,000)	(1,607,000)
WATER Total		(2,584,000)	(1,634,000)	(1,684,000)	(1,607,000)
Grand Total		(10,421,105)	(6,629,007)	(7,392,183)	(7,209,569)

The following projects have had to be removed from Councils capital works budget due to increased budget constraints and will now only be completed if and when grant funding is available. This again highlights the increased pressure Councils currently face when trying to maintain service levels at levels expected by the community with revenue increases well below current CPI increases.

PROJECT TITLE	ESTIMATED FUNDING REQUIRED
Aerodrome Runway Light Upgrade	\$750,000
Pony Club Building Upgrade	\$75,000
Berrigan CWA Hall Roof	\$90,000
Berrigan Hall Roof	\$220,000
Tocumwal Hall Roof	\$220,000
Finley Arts Hall Roof	\$45,000
Tocumwal Hall Refurbishment	\$140,000
Berrigan CWA Toilet Block	\$70,000
Finley Lake & Mary Lawson Toilet Block Replacement	\$200,000
Barooga Botanical Gardens Toilet Block	\$70,000
Finley Showgrounds Refurbishment	\$45,000
Creed St – Robertson to Momalong	\$200,000
Huestons Rd – 3KM Stretch	\$600,000
South Coree Rd – 4000 to 5000 & 8000 to 9000	\$550,000
Kennedy Rd – 1000 – 2200	\$300,000
TOTAL FUNDING REMOVED FROM BUDGET & EARMARKED FOR GRANT FUNDING	\$3,575,000





Berrigan Shire Council

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