



# ORDINARY COUNCIL MEETING CONFIDENTIAL

Wednesday 15 November, 2023

at 9:15am

Council Chambers, 56 Chanter Street, Berrigan



# Agenda

## 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.*

## COMMUNITY STRATEGIC PLAN

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

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

*The Community Strategic Plan can be found here:*

<https://www.berriganshire.nsw.gov.au/council-governance/management-plans-codes-reports>

## RISK MANAGEMENT POLICY & FRAMEWORK

Berrigan Shire Council is committed to managing its risks strategically and systematically in order to benefit the community and manage the adverse effects to Council.

Risk Management is everyone's responsibility. It is an activity that begins at the highest level and is applied consistently through all levels of Council. All workers are required to integrate risk management procedures and practices into their daily activities and must be competent and accountable for adequately managing risk within their area of responsibility.

*The Risk Management Policy & Framework can be found here:*

[Risk Management Policy and Framework](#)



## Ordinary Council Meeting Confidential

Wednesday 15 November, 2023

### BUSINESS PAPER

The Ordinary Council Meeting Confidential of the Shire of Berrigan will be held in the Council Chambers, 56 Chanter Street, Berrigan, on Wednesday 15 November, 2023 when the following business will be considered:-

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No business, other than that on the Agenda, may be dealt with at this meeting unless admitted by the Mayor.



KARINA EWER  
CHIEF EXECUTIVE OFFICER



## 1 OPENING OF MEETING

In the spirit of open, accessible and transparent government, Berrigan Shire Council's meetings are audio recorded. By speaking at a Council Meeting, members of the public agree to being recorded. Berrigan Shire Council accepts no liability for any defamatory, discriminatory or offensive remarks or gestures that are made during the course of the Council Meeting. Opinions expressed or statements made by individuals are the opinions or statements of those individuals and do not imply any form of endorsement by Berrigan Shire Council.

Confidential matters of Council will not be audio recorded.

Recordings are protected by copyright and owned by Berrigan Shire Council. No part may be copied, recorded, reproduced or transmitted without the prior written consent of the Chief Executive Officer. Any recording is not, and shall not, be taken to be an official record of Berrigan Shire Council meetings or the discussion depicted therein. Only the official minutes may be relied upon as an official record of the meeting.

An audio recording of the Council Meeting will be taken for administrative and minute preparation purposes only and is provided to the public for listening purposes to support Council's statutory obligations.

## STATEMENT OF ETHICAL OBLIGATIONS

In accordance with section 233A of the Local Government Act 1993, the Mayor and Councillors are bound by Oath or Affirmation of Office made at the start of the Council term, to undertake their civic duties in the best interests of the people of the Berrigan Shire Council. They must faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the Local Government Act 1993 or any other Act, to the best of their ability and judgement.

## DISCLOSURES OF INTEREST

Pursuant to the provisions of the Local Government Act 1993, the Berrigan Shire Council Code of Meeting Practice and the Berrigan Shire Council Code of Conduct, Councillors are required to disclose and manage both pecuniary and non-pecuniary interests in any matter on the agenda for this meeting.

In both cases, the nature of the interest must be disclosed.

## 2 ACKNOWLEDGEMENT OF COUNTRY

"We acknowledge the original inhabitants whose country we are gathered on, and we pay respect to the elders, past, present, and future and extend respect to all first nations people."



**3 APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE OR ATTENDANCE  
VIA AUDIO-VISUAL LINK BY COUNCILLORS**

**3.1 Apologies/Leave of Absence**

Nil

**3.2 Applications for Leave of Absence**

**3.3 Attendance Via Audio-Visual Link**

Nil

**4 CONFIRMATION OF PREVIOUS MINUTES**

**Recommendation:** That the minutes of the Ordinary Council Meeting held in the Council Chambers Wednesday 18 October, 2023 be confirmed.

**5 DISCLOSURES OF INTERESTS**

**6 MAYORAL MINUTE(S)**

Nil

**7 REPORTS OF COMMITTEES**

Nil



## 8 REPORTS TO COUNCIL

### 8.1 2022-2023 Annual Report

|                             |  |
|-----------------------------|--|
| <b>Author:</b>              | <b>Deputy Chief Executive Officer, Matthew Hansen</b>  |
| <b>Strategic Outcome:</b>   | 2. Good government   |
| <b>Strategic Objective:</b> | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting   |
| <b>Delivery Program:</b>    | 2.1.2. Meet legislative requirements for Council elections, local government and integrated planning and reporting   |
| <b>Council's Role:</b>      | <b>Strategic Partner:</b> The Council partners with other agencies, stakeholders, community groups etc in the delivery of a Council provided service or activity that aligns with Councils Strategic outcomes or Delivery Program. |
| <b>Appendices:</b>          | Nil  |

#### Recommendation

That Council adopt the draft Annual Report for publication, noting the 30 November 2023 deadline.

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#### Report

Each year the Council produces an Annual Report to review its performance and achievements for the past financial year. This document provides insight into the Council's operations and financial position and indicates how the Council has achieved the activities it set itself during the year. Attached. The 2022 – 2023 Annual Report is provided at Appendix 1.

The appended report reflects the requirement of the Department of Local Government's Integrated Planning and Reporting Framework.

The format and presentation of this report recognises this is not a report to the Office of Local Government or the New South Wales Government; it is a report to the community.

As such, this draft report can be read as one complete document which includes all elements of the NSW Office of Local Government checklist.

The attached Annual Report includes comments from the Mayor and CEO, our vision, an introduction that provides the reader with a brief overview of the Shire and Council services, rates information and a Modern Slavery Statement. Our Service Delivery outlines the roles and responsibilities of each directorate.

Information on the Council's Planning Framework and operational plan's performance follows with report highlights capturing the diversity of Council's operations and engagement with the local community. Also included is the Performance Report, summary tables reporting organisational performance against the objectives set out in the Council's Annual Operational Plan. Key performance





indicators of the Council's Delivery Program progress are also included in the performance reporting section of the Annual Report.

Each year NSW Councils must also report on several statutory requirements. Council activities that must be reported, for example, include the Council's progress in implementing its Disability Access and Inclusion Plan, Councillor Expenses, public information requests, the remuneration of senior staff, Audit, Risk and Improvement Committee Activities, contracts over \$150,000, contributions and donations etc.

The State of Assets report provides a snapshot of Council expenditure and maintenance of its transport, water, and sewer network. This section also includes information about the financial performance of the Council's water and sewer businesses.

A plain English summary of the Council's Financial Statements and an overview of the Council's performance against its Financial Strategy 2020 – Financial Sustainability Benchmarks is included within the Annual Report.

The last section of the draft Annual Report includes a copy of the Council's Audited Financial Statements. This section meets the requirement that a Council's Annual Report 'must contain a copy of the Council's audited financial reports prepared per the Local Government Code of Accounting Practice and Financial Reporting (*Local Government Act 1993 s 428(4)(a)*).

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## 8.2 Climate Change Risk Assessment and Adaptation Plan

|                             |  |
|-----------------------------|--|
| <b>Author:</b>              | <b>Enterprise Risk Manager, Michelle Koopman</b>   |
| <b>Strategic Outcome:</b>   | <ol style="list-style-type: none"><li>1. Sustainable natural and built landscapes</li><li>2. Good government</li></ol>   |
| <b>Strategic Objective:</b> | <ol style="list-style-type: none"><li>1.2. Retain the diversity and preserve the health of our natural landscapes and wildlife<ol style="list-style-type: none"><li>1.1. Support sustainable use of our natural resources and built landscapes</li><li>1.3. Connect and protect our communities</li></ol></li><li>2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting</li></ol>   |
| <b>Delivery Program:</b>    | <ol style="list-style-type: none"><li>1.2.1. Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife<ol style="list-style-type: none"><li>1.1.1. Coordinate strategic land-use planning</li><li>1.1.3. Enhance the visual amenity, heritage and liveability of our communities</li><li>1.3.1. Coordinate flood levee, local road, sewer and stormwater asset management and planning</li><li>1.3.2. Manage and landfill, recycling and waste disposal</li></ol></li><li>2.1.3. Council operations and financial management support ethical, transparent and accountable corporate governance</li></ol>   |
| <b>Council's Role:</b>      | <p><b>Advocate:</b> The Council may advocate to another government or other organisation for certain things to happen, this could range from a single event (such as writing to a Minister) through to an ongoing campaign</p> <p><b>Facilitator:</b> A step further from advocacy where the Council may try to bring parties together to work out a solution to an issue affecting the Council area</p> <p><b>Strategic Partner:</b> The Council partners with other agencies, stakeholders, community groups etc in the delivery of a Council provided service or activity that aligns with Councils Strategic outcomes or Delivery Program.</p> <p><b>Asset Owner:</b> As the owner (or custodian, such as through a Trust Deed) of an asset (road, footpath, building, playground etc) the Council has a responsibility for capital, operating and maintenance costs</p> |
| <b>Appendices:</b>          | <ol style="list-style-type: none"><li>1. Climate Change Adaptation Plan November 2023.docx (under separate cover)</li></ol>  |



## Recommendation

That Council adopt the Climate Change Risk Assessment and Adaptation Plan

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## Purpose

The purpose of this report is to present the Climate Change Risk Assessment and Adaptation Plan (the plan) for adoption by Council.

The plan has been discussed at ELT meetings, ARIC and at SPW with suggested changes included.

## Summary

The plan explores the issues facing the Berrigan Shire Council region in relation to climate change, and the risks specific to Council operations. Risks have been identified, assessed, and rated, with the highest risks included in an adaptation plan, and future actions identified.

Council's ability to address all risks will be dependent upon many factors including staff and financial resources.

Initially, the focus will be on Council's operational carbon footprint, and identifying where we can make a difference.

## Background

### Climate change in the Murray/Murrumbidgee Region

The main greenhouse gases causing climate change include carbon dioxide and methane. These are generated through the burning of fossil fuels such as oil, coal, and gas, and through deforestation.

According to the United Nations (UN), the consequences of climate change now include, among others, intense droughts, water scarcity, severe fires, rising sea levels, flooding, melting polar ice, catastrophic storms, and declining biodiversity<sup>1</sup>

The NSW Government's Climate Action website, Adapt NSW depicts the effects of climate change in the Murray/Murrumbidgee Region in the graphic below, and describes it as:

The Murray/Murrumbidgee Region covers a large area including the Lachlan and Murrumbidgee rivers, the NSW side of the Murray River and the Snowy River Mountains.

The landscape varies throughout the region, with most of the area covered by wide floodplains and relatively flat river valleys. It also contains high-elevation alpine areas. These higher areas provide water for the region, with rainfall and snowmelt run-off contributing to the Murrumbidgee River, which flows into the Murray River. These different landscapes support a range of ecosystems, from alpine areas to the rivers and floodplains which support wetlands, grasslands, and forests.

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<sup>1</sup> United Nations – Climate Action, "What is Climate Change", <https://www.un.org/en/climatechange/what-is-climate-change>, September, 2023.



The region contains over 7,701 cultural heritage sites and 13 officially protected Aboriginal Places. Many of these sites are considered to be highly significant and include sites used for burials, ceremony and dreaming, and places that have social and contemporary usage for Aboriginal people today.

The floodplains and rivers have made the Murray Murrumbidgee one of Australia's most important agricultural areas. The region is also one of Australia's most significant locations for freight and logistics, with various transport hubs and corridors servicing the east coast. With access to the Port of Melbourne, the region's producers have strong connections to export markets.

These environmental, economic, and cultural values are just some aspects of the region which have been identified as being highly vulnerable to climate change. Climate change is already affecting the Murray Murrumbidgee region, particularly through increased temperatures. The impacts of this can be seen through recent prolonged drought, and the widespread bushfires of 2019-2020.<sup>2</sup>

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<sup>2</sup> NSW Government, Adapt NSW "Climate change in the Murray/Murrumbidgee", <https://www.climatechange.environment.nsw.gov.au/murray-murrumbidgee>, September, 2023.



## PROJECTED CHANGES: MURRAY MURRUMBIDGEE



Hot days are increasing



Cold nights are decreasing

### NEAR FUTURE 2020-2039



Maximum temperatures increase

**↑ 0.4 - 1.0°C**

Minimum temperatures increase

**↑ 0.4 - 0.8°C**

### FAR FUTURE 2060-2079



Maximum temperatures increase

**↑ 1.6 - 2.5°C**

Minimum temperatures increase

**↑ 1.3 - 2.4°C**



↑ Rainfall to increase in summer & autumn

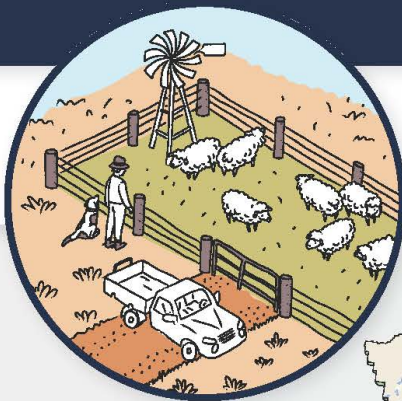
↓ Rainfall to decrease in spring



↑ Average & severe fire weather is projected to increase in summer & spring



## REGIONAL IMPACTS

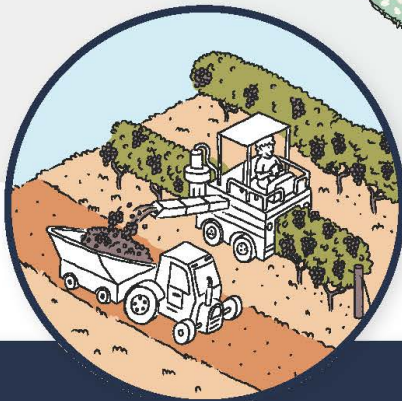
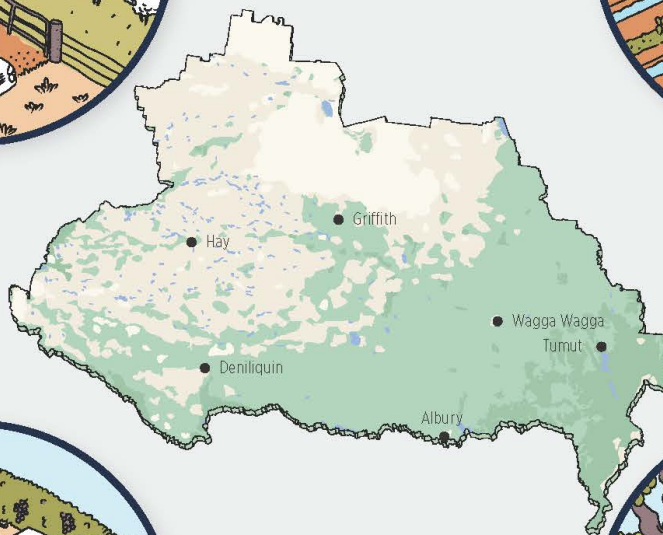
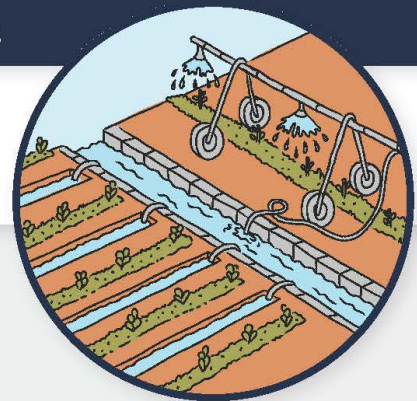


### MEAT AND LIVESTOCK

**DROUGHT**  
Productivity, health & wellbeing

### IRRIGATED HORTICULTURE

**DROUGHT**  
Productivity, health & wellbeing



**EXTREME HEAT**  
Productivity, irrigation

### VITICULTURE

**EXTREME HEAT, DROUGHT, SEASONAL CHANGE**  
Biodiversity, productivity, tourism

### RIVERINE ECOSYSTEMS



Data is based on NARCLIM 1.0 (2014) projections. Regional climate change impacts are used to highlight how the region may be affected by climate change, and impacts are not limited to the examples provided.



### **Risks specific to Berrigan Shire Council**

The plan has been developed using the available data, previous risk assessments and projections for the Murray/Murrumbidgee region to outline risks specific to the Berrigan Shire and Council operations. There are different ways of categorising climate risk, Council's risks have been categorised, as recommended by Council's insurer, Statewide Mutual, into the four physical climate risks of:

- Temperature
- Hot Days
- Rainfall
- Fire Weather

The plan includes the adaptation measures required to meet future climate risks. These measures have been identified using information from Adapt NSW as a reference.

Following a collaboration of 300 State and local government stakeholders in 2016, a vision for a climate-resilient future was identified and outlined in the "Western Enabling Regional Adaptation – Riverina Murray region report" (<https://www.climatechange.environment.nsw.gov.au/murray-murrumbidgee>). This report listed the following opportunities and actions under seven regional systems:

#### **Small communities**

*Climate-resilient vision* - Rural settlements of under 7000 people are strong and resilient communities that have adapted to the impact climate change has had on their livelihoods. Small communities have strong social cohesion, unique local businesses and opportunities for economic growth with improved connections to knowledge and services through reliable digital technology.

*Actions:*

- *Create policies to support and meet the needs of sustainable communities.*
- *Invest in education and training to increase business innovation and improve employment opportunities.*
- *Build new industries and innovative businesses based on local competitive advantages.*
- *Create targeted employment programs to support skills development and expanded business opportunities for youth and Aboriginal communities.*

#### **Land management**

*Climate-resilient vision* – Regional communities actively co-manage public and private spaces to create healthy, productive, biodiverse landscapes. The agricultural sector is resilient to climate change and the economy is strong with new business models for private land management including carbon and biodiversity.

*Actions:*



- *Develop policies and new business models that balance environmental values and agricultural production.*
- *Promote collaboration among regional stakeholders to plan, share information, and monitor regional landscapes.*
- *Research synergies between indigenous cultural practices and scientific approaches to land management.*
- *Encourage uptake of innovative management such as scenario modelling and flexible approaches to fire hazard reduction.*

### **Riverine ecosystems**

*Climate-resilient vision* – The systems that affect the water, soil and vegetation of the region’s ecosystems are effectively managed to protect environmental, social, cultural and economic values. Riverine ecosystems are healthy and managed using cultural, experiential and scientific knowledge to support their protection and sustainable use for the region’s tourism, agriculture, small towns and energy.

*Actions:*

- *Promote regional advocacy and partnerships to strengthen ecosystem management.*
- *Embed indigenous knowledge into natural resource management to complement consumptive water uses.*
- *Develop and implement management approaches that embed good practice and innovation water regulation and efficiency.*
- *Improve ecosystem health through activities such as landscape restoration, species reintroduction and biocontrol of feral species.*

### **River-based tourism**

*Vision* – The region’s river-based tourism sector is prosperous and highly valued. Stakeholders collaborated to create quality, nature-based tourism experiences. River-based tourism is supported by river management to ensure water supply, river health and water quality. The sector is supported by infrastructure to support international visitation.

*Actions:*

- *Adopt new approaches to value the unique river ecosystems.*
- *Establish regional promotion partnerships with operators, regional tourism organisations, local government and travel agents.*
- *Analyse data to identify tourism demographics, new market segments and market education about ecotourism.*
- *Diversify tourism markets and infrastructure to increase resilience and reliability of tourism services.*

### **Mixed farming**

*Vision* – Local farming businesses and communities are adaptable and manage business and climate risks, through using innovative technologies, and exploiting other market opportunities to create new income streams.



*Actions:*

- *Encourage and support innovative technology, data-driven decision-making and new business models.*
- *Support training and professional development opportunities for farming communities*
- *Identify and promote complementary and alternative uses of land such as solar farms, carbon farming and farm tourism.*
- *Explore, design and promote low-input adaptive systems to improve farm sustainability.*

**Irrigated agriculture**

*Vision* - irrigated annual and woody perennials (trees and vines) are grown using sustainable water-use practices. Large and small-scale farms are transparent with their water management, and technology is widely adopted for water reuse. The region's irrigated agriculture is recognised for its best-practice sustainability and efficiency in water-use.

*Actions:*

- *Encourage and facilitate greater regional participation in water planning and management.*
- *Encourage knowledge and skills development for farming businesses and communities to manage water reforms effectively.*
- *Analyse the full economic value of water in the regional economy including all beneficiaries and alternative water users.*

**Energy**

*Vision* – The region is energy self-sufficient with resilient and diversified energy systems. Smart technology is used for the public transport system and road freight is reduced with complementary methods.

*Actions:*

- *Support community energy self-sufficiency through decentralised energy generation from a diverse mix of sources, and shared energy storage capacity.*
- *Incorporate future land-use, energy and transport requirements in regional planning.*
- *Provide government leadership and incentives to support resilient low-carbon networks and systems.*
- *Promote and encourage the adoption of locally competitive, alternative energy sources such as biofuels, methane and geo-thermal.*

**Relevance to Community Strategic Plan and Other Strategies /Masterplans / Studies**

The plan is designed to link directly to the Community Strategic Plan by identifying climate risks that affect Council's achievement of our strategic objectives.

In addition, the plan refers to the Draft Energy Strategy, August, 2021.

**Issues and Implications**

Climate change has broad implications for Council.





### Policy

Council will need to review policies to ensure carbon emission reductions are considered and wherever possible, reduced as part policy positions.

### Financial

Financial implications will include the appointment of consultants to assist with the identifying Council's carbon footprint and strategies to reduce emissions, and any technologies or additional resources may also come at a significant cost.

Council will need to be actively pursuing grant funding to assist with initiatives.

### Legal / Statutory

Whilst not currently a requirement, Council may have a future responsibility to report on carbon emissions and carbon reduction targets.

### Community Engagement / Communication

Whilst the plan is focused on Council operations, there will be implications for our community.

Social media will play an important role in ensuring the community are informed of Council's actions, and promoting climate initiatives.

### Human Resources / Industrial Relations (If applicable)

As Council's commitment to carbon reduction targets evolves, there may be changes to staff practices that may require further training, increases in resources, etc.

### **Risks**

The following risks have been assessed as per the Council's [Risk Management Framework](#):

#### 1. Natural and Built Environments

|            | Consequence |        |        |           |           |
|------------|-------------|--------|--------|-----------|-----------|
| Likelihood | 1           | 2      | 3      | 4         | 5         |
| A          | Medium      | High   | High   | Very High | Very High |
| B          | Medium      | Medium | High   | High      | Very High |
| C          | Low         | Medium | High   | High      | High      |
| D          | Low         | Low    | Medium | Medium    | High      |
| E          | Low         | Low    | Medium | Medium    | High      |

Failure to address climate change exposes Council to the risk of being unable to provide suitable services and safe infrastructure into the future. The risks to our region have been identified and clearly explained. Council must start to address the issues facing them to remain resilient and to continue servicing our community.



2. People and Culture and Community

|            | Consequence |        |        |           |           |
|------------|-------------|--------|--------|-----------|-----------|
| Likelihood | 1           | 2      | 3      | 4         | 5         |
| A          | Medium      | High   | High   | Very High | Very High |
| B          | Medium      | Medium | High   | High      | Very High |
| C          | Low         | Medium | High   | High      | High      |
| D          | Low         | Low    | Medium | Medium    | High      |
| E          | Low         | Low    | Medium | Medium    | High      |

Failure to address climate change reduces the capacity to attract people to live and visit our Shire. Climate change has the potential to affect our natural and built landscapes reducing the ability to attract visitors, and permanent residents. The likelihood of growth (business and residential) in our Shire is drastically reduced.

3. Financial and Governance

|            | Consequence |        |        |           |           |
|------------|-------------|--------|--------|-----------|-----------|
| Likelihood | 1           | 2      | 3      | 4         | 5         |
| A          | Medium      | High   | High   | Very High | Very High |
| B          | Medium      | Medium | High   | High      | Very High |
| C          | Low         | Medium | High   | High      | High      |
| D          | Low         | Low    | Medium | Medium    | High      |
| E          | Low         | Low    | Medium | Medium    | High      |

Failure to address climate change risks reduces Council’s ability to obtain or afford insurance cover. According to the Insurance Council of Australia, as the effects of climate change increase in the form of floods, bushfires and tornadoes, insurance cover may no longer be provided to “non-resilient” communities or may be out of reach financially.

**Options**

1. Initiate a Carbon Reduction project and appoint a consultant to assist in identifying carbon emissions and strategies to reduce our carbon footprint.
2. Address the actions in the Climate Change Risk Assessment and Adaptation Plan.
3. Actively pursue grant funding to assist with initiatives.
4. Establish partnerships with other stakeholders to identify opportunities that are out of our scope but beneficial for our community.
5. Promote Council as a carbon reduction leader and demonstrate the benefits to the community and beyond.



## Conclusions

The Climate Change Risk Assessment and Adaptation Plan is not a fix-all document. It is the first step in a journey towards identifying the vulnerability of the Berrigan Shire Council and the steps we need to take towards a more resilient workplace and community.

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### 8.3 Tocumwal Town Meeting - Tocumwal Ambulance Station

|                             |  |
|-----------------------------|--|
| <b>Author:</b>              | Deputy Mayor, Carly Marriott   |
| <b>Strategic Outcome:</b>   | 3. Supported and engaged communities   |
| <b>Strategic Objective:</b> | 3.1. Create safe, friendly and accessible communities  |
| <b>Delivery Program:</b>    | 3.1.2. Facilitate all age healthy lifestyles and ageing in place   |
| <b>Council's Role:</b>      | <b>Advocate:</b> The Council may advocate to another government or other organisation for certain things to happen, this could range from a single event (such as writing to a Minister) through to an ongoing campaign  |
| <b>Appendices:</b>          | <ol style="list-style-type: none"><li>1. June 2020 Needs Assessment Report of Tocumwal (under separate cover)</li><li>2. Minister Park - Tocumwal Ambulance Briefing Pack Ex Appendices (under separate cover)</li><li>3. Minister Park - Follow up Letter - 26.09.2023</li><li>4. Media Release Tocumwal Town Meeting - Ambulance</li></ol> |

#### Recommendation

That Council:

1. continue to advocate strongly for the review of the *Tocumwal – Emergency Response Assessment* June 2020 to be updated in line with information provided to Minister Park and the NSW Ambulance
2. continue to advocate strongly for the establishment of an ambulance station in Tocumwal within the next five years and
3. engage a consultant to develop a business case for the delivery of an ambulance station to Tocumwal to underpin the need for a fully operational ambulance station in Tocumwal.

---

#### Purpose

The purpose of this report is to update Council on the outcomes of the town meeting held in Tocumwal regarding the establishment of an ambulance station in Tocumwal.

#### Summary

On the evening of Monday 23 October 2023, approximately 100 Tocumwal community members gathered at the Tocumwal War Memorial Hall to discuss the establishment of a fully functional ambulance station in Tocumwal.

Members of the Steering Committee were at the meeting, which marked a long battle for recognition. Also in attendance were Ms Helen Dalton, Member for Murray, Cr Matt Hannan, Cr Ted Hatty, CEO Karina and I.



The resolutions from the meeting include the following:

1. Operation Lights and Sirens

*The Tocumwal Ambulance Steering Committee, with the support of the community need to make noise and be heard by the public and politicians. We will create videos capturing near misses, traumas and failures of the current system and share our experiences with the NSW media. We will get vocal and angry and hold a town rally. We will get a petition with 10,000 hard copy signatures OR a 20,000 signature digital petition to ensure our issue is debated by the State Government. The need for a Tocumwal ambulance must become an election issue for the government.*

2. Steering Committee to:

- i. provide the draft petition to Helen Dalton's office to have the wording checked and
- ii. provide Helen Dalton with questions to be put to Minister Park during budget estimates.

3. Helen Dalton to assist with:

- i. requesting Minister Ryan Park MP to respond to Berrigan Shire Council's letter of requests and
- ii. assisting the steering committee to gain data from hospitals to build their case for a 24/7 ambulance station in Tocumwal.

4. Berrigan Shire Council to:

- i. provide Helen Dalton with the letter sent to Minister Ryan Park following up the meetings in Sydney,
- ii. consider funding a business case to support the need for a 24/7 ambulance station in Tocumwal,
- iii. follow up responses from both Cross Border Commissioner and work through call out issue,
- iv. work with the steering committee to find answers to the questions taken on notice.

Questions on Notice

- a) How are the neighbouring ambulance stations staffed?
- b) Are there any examples of hybrid models existing where first responders / paramedics work together?
- c) Do first responders have mental health first aid training?
- d) In the event of a fire and first responder call out at the same time, which gets priority?

### **Background – by Karina Ewer**

The Steering Committee has long been active in advocating for a full time ambulance service in Tocumwal. A result of their strong advocacy was the report, presented to then Minister Brad Hazzard in 2020 (attached as Appendix 1).



The report notes it will be reviewed annually. No reviews have been undertaken that either Council or the Steering Committee are aware of.

Cr Matt Hannan, Mayor Julia and I met with The Honourable Minister Ryan Park MP on 17 August 2023 to raise a number of issues linked to the need for an ambulance service in Tocumwal to be reconsidered. The briefing paper (minus confidential information and the Report) is included at appendix 2.

On 26 September 2023, Mayor Julia sent a letter to Minister Park following up on the outcomes of that meeting (appendix 3). At the time of writing this letter has not had response.

A media release was also provided to all media channels on 27 October 2023. The release is included at appendix 4.

### **Relevance to Community Strategic Plan and Other Strategies /Masterplans / Studies**

This matter is currently not included in the Community Strategic Plan (CSP) or any other Council documents. I would suggest the review of the CSP will see it included as a community priority for advocacy.

### **Issues and Implications**

Currently the State Government appear quite unwilling to review the original report (appendix 1). To that end, it became apparent at the town meeting that the community are quite frustrated waiting for someone to do something. I therefore suggested to Deputy Mayor Carly, that it might be possible for Council to develop a business plan that could then force the hand of the State Government. Council would also own the data provided in that business case and it could be used in our stronger advocacy work in the coming year.

Discussions at the town meeting provided sufficient themes on which to base a business case. Those were:

- an ambulance station must be established in the next 3.5-5 years
- the Shire's age demographic (what is the largest / fastest growing)
- the impact of Tocumwal being the start of the Newell Highway
- the impact of tourism on the township and shire
- access to emergency presentation data (as many drive themselves to hospital rather than wait for emergency response)
- equitable access to emergency services and acute health care
- the possible co-location of services (such as police and ambulance)
- the impact of the agricultural sector on emergency response requirements

I would need to get quotes for the development of a business case but estimate it could be between \$10,000 and \$30,000 depending on how much time it would take a consultant to gather this information. We do not have capacity in house.

### **Policy**

N/A



**Financial**

The development of a business plan has not been included in this year’s budget and so would be extra to current budget items.

**Legal / Statutory**

N/A

**Community Engagement / Communication**

This is a community driven action with considerable support in Tocumwal as demonstrated by the number attending the town meeting.

**Human Resources / Industrial Relations (If applicable)**

N/A

**Risks**

The following risks have been assessed as per the Council’s [Risk Management Framework](#):

1. Financial Risks

|            | Consequence |        |        |           |           |
|------------|-------------|--------|--------|-----------|-----------|
| Likelihood | 1           | 2      | 3      | 4         | 5         |
| A          | Medium      | High   | High   | Very High | Very High |
| B          | Medium      | Medium | High   | High      | Very High |
| C          | Low         | Medium | High   | High      | High      |
| D          | Low         | Low    | Medium | Medium    | High      |
| E          | Low         | Low    | Medium | Medium    | High      |

The cost of engaging a consultant to undertake the possible development of a business case is fairly low but does have the potential to increase any deficit Council might face as the year continues.

2. Reputation

|            | Consequence |        |        |           |           |
|------------|-------------|--------|--------|-----------|-----------|
| Likelihood | 1           | 2      | 3      | 4         | 5         |
| A          | Medium      | High   | High   | Very High | Very High |
| B          | Medium      | Medium | High   | High      | Very High |
| C          | Low         | Medium | High   | High      | High      |
| D          | Low         | Low    | Medium | Medium    | High      |
| E          | Low         | Low    | Medium | Medium    | High      |

Given the increasing community interest, if Council do not actively engage with this matter and someone is adversely affected by lack of emergency response access, then I feel Council would face considerable public back lash. Tocumwal is growing quickly so statistically it is probably only a matter of time before an adverse outcomes is experienced under the current model.



## Options

1. Council undertake the development of a business case immediately
2. Council delay the development of a business case until it knows for certain whether or not the State government will review the Report.
3. Council does not develop a business case.

## Conclusions

Council will continue to advocate strongly for the establishment of an ambulance station in Tocumwal, regardless of whether a business case is developed or not. The suggestion is provided simply to provide weight and pressure to the State Government to undertake a review of the Report and to provide Council with increased data to support their advocacy efforts.

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## Office of the Mayor

Ref: KE:2324/32

26 September 2023

The Honourable Ryan Park MP  
GPO Box 5341  
Sydney NSW 2001

Via Email: [keira@parliament.nsw.gov.au](mailto:keira@parliament.nsw.gov.au)

Dear The Hon Mr Park MP

### MEETING FOLLOW UP 17 AUGUST

Thank you for providing us the opportunity to meet with you and senior representatives from the NSW Ambulance Service on 17 August 2023.

Since that meeting, I have been elected Mayor of the Berrigan Shire and it is for that reason I write to you instead of Cr Matthew Hannan.

At the meeting on 17 August 2023 we discussed the need for an ambulance station in Tocumwal. We noted that a previous review was undertaken in 2020 which resulted in a report to former Minister Hazzard. The report indicated that further reviews of the need for an ambulance station in Tocumwal would be conducted annually. We are not, however, privy to any such reviews and asked you to consider undertaking a new review, particularly given the significantly changed circumstances in Tocumwal relating to the ageing demographic and population growth post-pandemic.

At that meeting you undertook that the NSW Ambulance Service would investigate options for increasing its provision of services in Tocumwal and suggested implementation of a Community Emergency Response Team (CERT) as a possibility.

Our CEO provided updated iD.Data to Mr Brian Jackson as agreed and following up the provision of information regarding the establishment of a CERT on 23 August 2023. No response to that email has been provided to date.

---

Berrigan Shire Council

 56 Chanter Street, Berrigan NSW 2172  
 (03) 5888 5100  [www.berriganshire.nsw.gov.au](http://www.berriganshire.nsw.gov.au)



I would appreciate your further consideration and response to the following:

- when a new review will be undertaken of the need for an ambulance station in Tocumwal
- options for improving access to timely ambulance services in Tocumwal (for example, CERT), and
- acknowledgement that the changes in population for Tocumwal and Barooga are placing pressures on our first responders that are unsustainable in the longer term.

I believe firmly that planning for an ambulance station in Tocumwal should start now as establishment will be at least 5 years away. I am concerned if we don't start now, the lives of community members in the Berrigan Shire could be placed in real jeopardy.

At closure of the meeting I provided you a letter regarding the ineffectiveness of Murray Local Health District (MLHD) representation of the Barooga community in particular. Since that time I have been contacted by MLHD to arrange a meeting to discuss this matter. I thank you for your support in representing our concerns.

Should you require further information please contact our CEO, Karina Ewer on 03 5888 1000 or email [karinae@berriganshire.nsw.gov.au](mailto:karinae@berriganshire.nsw.gov.au).

Yours faithfully

Dr Julia Cornwell McKean GAICD  
**MAYOR**

Encl.

---

Berrigan Shire Council

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For immediate release

23 October 2023

### TOCUMWAL'S AMBITIOUS AMBULANCE ADVANCEMENT AGENDA

On the night of Monday 23 October 2023, more than 100 people gathered at the Tocumwal Memorial Hall to advocate for one thing – an ambulance station in Tocumwal.

On hand to listen and assist with the project was Ms Helen Dalton, Member for Murray, Deputy Mayor Carly Marriot, Cr Matt Hannan, Cr Ted Hatty and CEO Karina Ewer.

Ms Dalton encouraged the community to “get vocal” and to make the Tocumwal Ambulance station a priority for the MIInns government, particularly as we head into the next election.

The Tocumwal Ambulance Steering Committee have been working hard to achieve this goal and were successful in ensuring in 2020 that the State Government reviewed the situation in Tocumwal. The report that was handed to the then Minister for Emergency Services, Brad Hazzard, outlined that the First Responder model currently in use for Tocumwal was even then at the very limits of its capacity.

Since that time, Berrigan Shire Council have updated the modelling for population growth and the statistics point strongly toward the need to review that report. “We know Tocumwal is growing much faster than previous modelling suggested,” said Deputy Mayor, Cr Carly Marriott. “We have provided that proof to Minister The Honourable Ryan Park MP, but have yet to be provided concrete response as to when the report will be reviewed and a timeline for the establishment of an ambulance in Tocumwal provided.”

Cr Marriott said, “The Council will consider whether it will develop its own Business Case to underpin the work of the Steering Committee at its next Ordinary meeting on 15 November 2023.”

“It seems clear to Council that the community need a fully operational ambulance station in Tocumwal. Neither Council, nor the community continue to tolerate near misses, people are angry and rightly so. We believe strongly that an ambulance station in Tocumwal is simply asking for equitable access to emergency medical care,” said Cr Marriott.

---

### ENDS

Further information:

Keelan McDonald

Communications, Marketing and Engagement

Berrigan Shire Council





## 8.4 Code of Conduct Complaints Report

|                             |   |
|-----------------------------|---|
| <b>Author:</b>              | <b>Deputy Chief Executive Officer, Matthew Hansen</b>   |
| <b>Strategic Outcome:</b>   | 2. Good government  |
| <b>Strategic Objective:</b> | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting                                      |
| <b>Delivery Program:</b>    | 2.1.2. Meet legislative requirements for Council elections, local government and integrated planning and reporting  |
| <b>Council's Role:</b>      | <b>Regulator:</b> The Council has legislated roles in a range of areas which it is required to fund from its own funds (apart from fees for cost recovery, government grants etc) |
| <b>Appendices:</b>          | 1. Model Code of Conduct Complaints Statistics (under separate cover)   |

*This report is for information only.*

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### Report

Clause 11.1 of the Procedures for the Administration of the Model Code of Conduct for Local Government in NSW (the procedures) states:

*The complaints coordinator must arrange for the following statistics to be reported to the council within 3 months of the end of September of each year:*

- a) the total number of code of conduct complaints made about councillors and the general manager under the code of conduct in the year to September (the reporting period)*
- b) the number of code of conduct complaints referred to a conduct reviewer during the reporting period*
- c) the number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage during the reporting period and the outcome of those complaints*
- d) the number of code of conduct complaints investigated by a conduct reviewer during the reporting period*
- e) without identifying particular matters, the outcome of investigations completed under these procedures during the reporting period*
- f) the number of matters reviewed by the Office during the reporting period and, without identifying particular matters, the outcome of the reviews, and*
- g) the total cost of dealing with code of conduct complaints made about councillors and the general manager during the reporting period, including staff costs.*

The Office of Local Government distributes a Code of Conduct statistics collection report each year which Council is required to complete and submit.



This report includes the information above and the report for the year ending **31 August 2023** is attached as Appendix 1.

**Note** – there were no Code of Conduct reports or ongoing investigations regarding the Councillors or the Chief Executive Officer during this period.



## 8.5 Approved Flood Affected Works - Project Management

|                             |  |
|-----------------------------|--|
| <b>Author:</b>              | <b>Director Infrastructure, Rohit Srivastava</b>   |
| <b>Strategic Outcome:</b>   | 4. Diverse and resilient business  |
| <b>Strategic Objective:</b> | 4.3. Connect local, regional and national road and rail infrastructure and networks  |
| <b>Delivery Program:</b>    | 4.3.1. Develop and promote Berrigan Shire regional transport and freight infrastructure  |
| <b>Council's Role:</b>      | <b>Asset Owner:</b> As the owner (or custodian, such as through a Trust Deed) of an asset (road, footpath, building, playground etc) the Council has a responsibility for capital, operating and maintenance costs |
| <b>Appendices:</b>          | Nil  |

### Recommendation

The report is for information only for Council to update on the approved flood funded project.

---

### Report

The purpose of the report is to inform Council on the progress made on the approved flood affected road assets.

### Background

Council at its August 2023 Council meeting awarded the works of project management of all approved flood claim to Shepherd Services Pty Ltd.

As per the condition assessment and the flood damage, the claim submitted to Transport NSW (TfNSW) was 1,811 defects totalling to a value of about \$7.7 million.

### Approved flood claim

TfNSW has reviewed our claim and has now approved 1,442 defects to a value of about \$4.66 million.

### Project Management of approved flood claim

Shepherd Services has worked with Council officers and have divided the overall approved claim into three packages:

Package 1: This package is already tendered, and works are under progress on roads MR363 & MR356.

Package 2: Works on damaged sealed roads

Package 3: Works on damaged unsealed roads

Package 4: Works on damaged unsealed roads



## Procurement Timeline (Package 2, 3 & 4)

Shepherd Services have worked with Council's Procurement and Infrastructure Team and have developed tender documents for three packages. The documents have been discussed and reviewed by Council officers.

The timeline for tendering is presented in schedule below:

| Action  | Proposed date    |
|---|------------------|
| Tender Close  | 03 November 2023 |
| Tender online briefing                              | 23 October 2023  |
| Tender Evaluation and Award (by Council Resolution) | 18 November 2023 |
| Expected works commencement                         | 25 November 2023 |
| Expected completion date                            | 28 June 2024     |

It is proposed the received tenders are evaluated as per Council's procurement policy and the evaluation team be:

- Director Infrastructure
- Manager Transport
- Representative from Shepherd Services

Council's timeline to complete all the approved flood works claim is June 2025. Council officers with assistance from Shepherd Services are trying to complete the approved works by June 2024.

## Role of project management consultant – Shepherd Services

Shepherd Services have been engaged to provide an end-to-end service to manage complete process of approved flood claim. Key tasks Shepherd Services will undertake on this project include:

- Superintendent's Representative to manage and focus on quality, cost, time and safety.
- Ensuring accurate costing of contractor and day labour costs by undertaking regular reviews and reporting.
- Set up of GIS program management database.
- Change Management where scope needs to be varied while ensuring eligibility.
- Ensuring Regular communication with Council and TfNSW.
- Working with Council to understand the implications if Council need to adjust priorities mid program/contract.
- Program Reporting
- Adapting the program around weather conditions or other factors beyond Council and contractor control.

Shepherd Services will also ensure all the sites have been properly set out and quality assurance of Works are undertaken.

Shepherd Services, as part of their scope of works will ensure completion & acquittals are done and the project is complete in all respects at Council and TfNSW.



## Conclusion

The report is for information only for Council to update on the approved flood funded project.

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## 8.6 GIPA Compliance Report - Returns of Interest

|                             |   |
|-----------------------------|---|
| <b>Author:</b>              | <b>Deputy Chief Executive Officer, Matthew Hansen</b>   |
| <b>Strategic Outcome:</b>   | 2. Good government  |
| <b>Strategic Objective:</b> | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting                                      |
| <b>Delivery Program:</b>    | 2.1.3. Council operations and financial management support ethical, transparent and accountable corporate governance  |
| <b>Council's Role:</b>      | <b>Regulator:</b> The Council has legislated roles in a range of areas which it is required to fund from its own funds (apart from fees for cost recovery, government grants etc) |
| <b>Appendices:</b>          | 1. GIPA Compliance Report October 2023 (under separate cover)   |

*This report is for information only.*

### Report

The Information and Privacy Commission NSW (IPC) has released a follow-up report on the local government sector's compliance with the Government Information (Public Access) Act 2009 and Information Commissioner Guideline 1 regarding publication of Returns of Interest on Council's website.




The report is attached as Appendix 1.

The report indicates that compliance with the Act and Guideline by local government has significantly improved in the period since 2021 however there is still some non-compliant Councils.

The report makes seven recommendations. These are listed below along with an indication of Council's compliance.

| Recommendation  | Comply |
|---|--------|
| 1 Councils should ensure that returns of interests of both councillors and designated persons are published on their websites.  |        |
| 2 Councils should ensure that the returns of interests for each councillor and designated person are saved as individual files and meaningfully labelled by year, type and the name of the individual to whom the return relates. |        |
| 3 Councils should ensure that returns of interests are made publicly available on their websites without imposing additional conditions.  |        |
| 4 Councils should give due consideration to the requirements under clause 4.21 of the Model Code of Conduct and ensure that returns are updated and published on councils' websites every 12 months.                              |        |



| Recommendation |   | Comply  |
|----------------|---|---|
| 5              | Councils should ensure that returns of interest forms do not contain a statement that personal information or other categories of information will be automatically redacted.   |  |
| 6              | Councils should ensure that they do not take a blanket approach to the redaction of personal information or other categories of information from returns. Instead, councils should assess the returns on a case-by-case basis to determine whether there is an overriding public interest against disclosure of the information contained in the returns that is supported by evidence. |  |
| 7              | Councils should ensure that section 6(5) records are published on their website and updated on a regular basis. In circumstances where information is redacted from the returns, councils should ensure that this is accurately reflected in the section 6(5) record.   |  |
| 8              | The IPC commits to the development of guidance to assist councils in their compliance with section 6(5) of the GIPA Act.  | N/A   |

### Non-compliance items

Council is not complying with the following items:

- **Recommendation 6** – As the Right to Information Officer, I have been taking a blanket approach to redacting personal information. Going forward, I will need to individually assess each return and specifically apply the public interest test and make a record of my decision.
- **Recommendation 7** – Where I have redacted information from Returns of Interest, I should be keeping a record of this redaction and making this publicly available on the website as per [s6\(5\) of the Act](#).

I will ensure Council complies with these obligations going forward.



## 8.7 Mural - Foundry Park

|                             |  |
|-----------------------------|--|
| <b>Author:</b>              | <b>Deputy Chief Executive Officer, Matthew Hansen</b>  |
| <b>Strategic Outcome:</b>   | 3. Supported and engaged communities   |
| <b>Strategic Objective:</b> | 3.2. Support community engagements through life-long learning, culture and recreation  |
| <b>Delivery Program:</b>    | 3.2.1. Provide opportunities for life-long learning, culture expression and recreation   |
| <b>Council's Role:</b>      | <b>Asset Owner:</b> As the owner (or custodian, such as through a Trust Deed) of an asset (road, footpath, building, playground etc) the Council has a responsibility for capital, operating and maintenance costs |
| <b>Appendices:</b>          | Nil  |

### Recommendation

That the Council:

1. approve the installation of a vinyl mural at Foundry Park based on a photograph of the old blacksmith shop on that site taken in 1894.
2. contribute up to \$5,000 towards the project from its own funds, subject a matching amount contributed by the Finley community.
3. manage the project directly, including commissioning the artwork and arranging for installation.

---

### Purpose

This report puts forward for consideration the installation of a vinyl mural at Foundry Park in Finley.

### Summary

Members of the Finley community have proposed Council install a vinyl mural at Foundry Park in Finley showing the old blacksmith building that was once on the site.

Production and installation of the mural is estimated at approximately \$10,000 to be funded in partnership by the Finley community and Council.

### Background

The original plan developed for Foundry Park included a public art component by providing a space for young artists and school groups to display temporary or ephemeral art. Responding to concerns from community leaders in Finley, this public art component was not developed in the first stage of the development of Foundry Park.



In April 2023, Cr Hannan brought forward to the Council a proposal from the Finley community to install a vinyl mural at Foundry Park. The proposed mural would recognise the historic blacksmith building on the site and be based on the photograph from 1894 below.



I contacted the Executive Officer at South West Arts (SWA) for advice on installing a vinyl mural at Foundry Park. She advised that while the scope and complexity of the works would obviously impact on the budget, Council could deliver a vinyl mural of a reasonable size at a cost between \$5,000 and \$10,000.

The mural would be installed on a frame along the northern boundary of Foundry Park, rather than attached to the neighbouring building itself.

### **Relevance to Community Strategic Plan and Other Strategies /Masterplans / Studies**

Berrigan Shire Delivery Program includes the following:

*Action 3.2.1.4 Develop a public arts strategy.*

This has been in the Delivery Program for some time now and Council has neither resourced this item nor have Council staff made it a priority.

Council has indicated this item may be removed when the Delivery Program is next reviewed.

### **Issues and Implications**

#### **Policy**

Council does not have an adopted Public Arts Policy however a draft policy is put forward for consideration elsewhere in this agenda.

This proposal has been assessed in line with the draft policy.



**Financial**

The work is estimated at \$10,000.

Council does not have a dedicated budget for commissioning public art and will need to make an allocation towards the project. There may be an opportunity for grant funding however this is unlikely given the proposed scope of the project.

The Finley community should be asked to make at least some contribution towards the project.

**Legal / Statutory**

Depending on the location of the mural, Council may need to negotiate with neighbouring landholders.

Advice from Council’s planning team is that the project should not require development consent. It is an artwork and not a sign.

**Community Engagement / Communication**

While the proposal has come from the Finley community, the Council has not undertaken any consultation itself.

**Risks**

The following risks have been assessed as per the Council’s [Risk Management Framework](#):

**1. Finance**

|            | Consequence |        |        |           |           |
|------------|-------------|--------|--------|-----------|-----------|
| Likelihood | 1           | 2      | 3      | 4         | 5         |
| A          | Medium      | High   | High   | Very High | Very High |
| B          | Medium      | Medium | High   | High      | Very High |
| C          | <b>Low</b>  | Medium | High   | High      | High      |
| D          | Low         | Low    | Medium | Medium    | High      |
| E          | Low         | Low    | Medium | Medium    | High      |

The overall scope of the project is relatively small. Financial risk can be managed.

**2. Reputational**

|            | Consequence |            |        |           |           |
|------------|-------------|------------|--------|-----------|-----------|
| Likelihood | 1           | 2          | 3      | 4         | 5         |
| A          | Medium      | High       | High   | Very High | Very High |
| B          | Medium      | Medium     | High   | High      | Very High |
| C          | Low         | Medium     | High   | High      | High      |
| D          | Low         | <b>Low</b> | Medium | Medium    | High      |
| E          | Low         | Low        | Medium | Medium    | High      |

The proposed artwork is unlikely to generate any controversy. There is a risk that the community may consider they should be consulted before Council approves public art.



There is a risk that a poor-quality artwork will generate criticism of Council. It is important that Council retain control over the project to ensure the quality of the finished product.

### **Options**

1. The Council can proceed with the development of this mural using a combination of Council and community funding.
2. The Council can place the project on hold while it attempts to source grant funding.
3. The Council can choose not to proceed with the mural.

### **Conclusions**

The proposed mural would contribute to the developing heritage precinct based around Close's Foundry, the Finley School of Arts and Memorial Park. The outlay is relatively modest and would complete the original vision for Foundry Park

---



## 8.8 Local Government Remuneration Tribunal 2024 Review Submission

|                      |  |
|----------------------|--|
| Author:              | Chief Executive Officer, Karina Ewer   |
| Strategic Outcome:   | 2. Good government   |
| Strategic Objective: | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting |
| Delivery Program:    | 2.1.3. Council operations and financial management support ethical, transparent and accountable corporate governance                         |
| Council's Role:      | <b>Service Provider:</b> The full cost (apart from fees for cost recover, grants etc) of a service or activity is met by Council             |
| Appendices:          | 1. Local Government Remuneration Tribunal 2024 Review (under separate cover)   |

### Recommendation

That Council adopt the submission to the Local Government Remuneration Tribunal 2024 Review as presented and instruct the CEO to submit the document prior to the closing date of 21 December 2023.

### Report

A report was presented to Council at the October Ordinary meeting regarding a submission to the Remuneration Tribunal. Council moved

+

8.29 → Local Government Remuneration Tribunal 2024 Annual Review

Resolved → OCM-303/23

Moved → Cr John Taylor

Seconded → Cr Renee Paine

That the Council direct the Chief Executive Officer to prepare a draft submission to the Local Government Remuneration Tribunal review of the 2024 annual determination for consideration at the ordinary meeting of Council on 15 November 2023.

The submission is to be based on:

- → the submission made for the 2023 review and
- → the letter from the Mayor to the Minister of Local Government dated 26 September 2023.

CARRIED



The suggested submission is included at Appendix 1.

---



## 8.9 Information Guide 2023-24

|                             |  |
|-----------------------------|--|
| <b>Author:</b>              | <b>Deputy Chief Executive Officer, Matthew Hansen</b>  |
| <b>Strategic Outcome:</b>   | 2. Good government   |
| <b>Strategic Objective:</b> | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting   |
| <b>Delivery Program:</b>    | 2.1.2. Meet legislative requirements for Council elections, local government and integrated planning and reporting   |
| <b>Council's Role:</b>      | <b>Information Channel:</b> Information about a service or activity of other bodies is channelled through, for example, brochures in Council office and other public spaces or links to third party websites |
| <b>Appendices:</b>          | 1. Information Guide - 2023-24 (under separate cover)  |

### Recommendation

That the Council, pursuant to Section 21 of the *Government Information (Public Access) Act 2009*, adopt the Berrigan Shire Council Information Guide attached as Appendix 1

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### Purpose

To comply with the Council's obligation under Section 20 of the *Government Information (Public Access) Act 2009* (GIPA ACT), the Council must have an "Agency Information Guide" (AIG) that describes the structure and functions of the agency. Section 21 of the Act requires the AIG be adopted at periods of no less than 12 months (i.e., at least annually).

The AIG was last adopted by the Council in November 2023. That review has been brought forward because of the change in Organisational Structure. The next review will be in November 2024.

### Summary

Council is required under legislation to adopt an Agency Information Guide

The Guide allows the public to identify and access government information held by an agency. It connects the public and agencies by providing clear and accessible information on accessing government information. Background

One of the obligations the Council is required to meet is to "adopt" an AIG. The AIG must be published on the Council's website.

Section 20 of the GIPA Act states an agency must have its "agency information guide" that describes the structure and functions of the agency and Section 21 of the Act requires that the AIG be adopted at periods of no less than 12 months (i.e., at least annually).

## Relevance to Community Strategic Plan and Other Strategies /Masterplans / Studies

Implementation of the policy will help Council to achieve the Delivery Program Objective:

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

## Issues and Implications

### Policy

This guide interacts with Council’s previously adopted Access to Information Policy.

### Legal / Statutory

The Agency Information Guide is required by the GIPA Act.

### Community Engagement / Communication

Council has access to information page on its website which will include a link to this guide.

### Human Resources / Industrial Relations (If applicable)

Information and Records Officer will administer the guidelines under the direction of the Deputy CEO.

## Risks

### 1. Governance

|            | Consequence |        |        |           |           |
|------------|-------------|--------|--------|-----------|-----------|
| Likelihood | 1           | 2      | 3      | 4         | 5         |
| A          | Medium      | High   | High   | Very High | Very High |
| B          | Medium      | Medium | High   | High      | Very High |
| C          | Low         | Medium | High   | High      | High      |
| D          | Low         | Low    | Medium | Medium    | High      |
| E          | Low         | Low    | Medium | Medium    | High      |

A failure to adopt an AIG is a failure to comply with legislative requirements.

## Options

1. Council adopts the Agency Information guidelines as attached - **Recommended**.
2. Council adopts the Agency Information guidelines as attached with amendments.
3. Council does not adopt the Agency Information guideline and refer back to Council staff for review.



## 8.10 Memorandum of Understanding - Barooga Aquatic and Recreation Centre

|                             |  |
|-----------------------------|--|
| <b>Author:</b>              | Chief Executive Officer, Karina Ewer   |
| <b>Strategic Outcome:</b>   | 2. Good government   |
| <b>Strategic Objective:</b> | 2.2. Strengthen strategic relationships and partnerships with community, business and government   |
| <b>Delivery Program:</b>    | 2.2.1. Participate in networks that promote regional and cross-border collaboration, planning and service delivery   |
| <b>Council's Role:</b>      | <p><b>Facilitator:</b> A step further from advocacy where the Council may try to bring parties together to work out a solution to an issue affecting the Council area</p> <p><b>Part Funder:</b> The Council either provides funding to another body to meet part of the cost of that body providing a function/service activity, or receives funding from another body (usually a government agency) to meet part of the cost of the Council delivering it.</p> <p><b>Strategic Partner:</b> The Council partners with other agencies, stakeholders, community groups etc in the delivery of a Council provided service or activity that aligns with Councils Strategic outcomes or Delivery Program.</p> |
| <b>Appendices:</b>          | 1. MOU BARC Pool - Berrign, Moira and Sporties (under separate cover)  |

### Recommendation

That Council direct the Mayor and CEO to sign the Memorandum of Understanding (MOU) with Moira Shire Council's Administrators and Interim CEO and Sporties, to provide funding for the Barooga Aquatic and Recreation Centre pool for the next three financial years commencing 1 July 2024. It is noted the MOU provides for reporting to both Councils and Council will be provided those reports as they are received in line with the requirements of the MOU.

---

### Purpose

The purpose of this report is to finalise an outstanding action item from the June 2022 Ordinary Council meeting by providing Council with a Memorandum of Understanding that has been agreed between Berrigan Shire, Moira Shire and Sporties staff. All are presenting this document to their respective Councils / Boards during November in the hope they can be signed as soon as possible after that.



## Background

At the July 2022 Ordinary Council meeting, Council moved the following:

### 8.14 Barooga Aquatic and Recreation Centre – Operational Partnership Agreement

Cr Julia Cornwell McKean declared a non-significant, non-pecuniary interest in this item as she is the Chair of Barooga Aquatic and Recreation Advisory Committee.

**Moved** Cr Hatty and Cr McNaught that Council:

1. commit to continuing the \$50,000 annual investment into the BARC pool facility
2. work with Moira Shire Council and Sporties to renegotiate a further 3 year agreement to extend this funding beyond the 2022-2023 financial year.

**Amendment** Cr Reynoldson that:

3. Council will contribute \$50,000 per year for next 3 years independent of any decision made by Moira

**Division:** 4/4

**For:** Crs Reynoldson, Cornwell McKean, Marriott, Paine

**Against:** Crs Hannan, McNaught, Hatty, Taylor

The Mayor used his casting vote **AGAINST** the amendment and the original motion was **CARRIED**

208 **Resolved** Cr Hatty and Cr McNaught that Council:

1. commit to continuing the \$50,000 annual investment into the BARC pool facility
2. work with Moira Shire Council and Sporties to renegotiate a further 3 year agreement to extend this funding beyond the 2022-2023 financial year.

Although this action commenced soon after the meeting, the Moira Shire Council Commission of Inquiry commencing in October 2022 and negotiations at that time stalled.

Since the appointment of the Administrators to Moira Shire, I have met with John Tanner, the initial Administrator and Acting CEO Joshua Lewis on a number of occasions. All indicated their support for the MOU.



I have recently also met with the Interim CEO, Michael Tudball, who also echoed support for the document.

At the meeting to finalise the document on 6 November 2023, all parties agreed to try to get the document to their November meetings so that signing can be finalised as soon as possible. This will also allow for the budget cycles of both Councils.

## **Relevance to Community Strategic Plan and Other Strategies /Masterplans / Studies**

Strategic Partnerships Framework and Policy

### **Issues and Implications**

The MOU provides a surety for Sporties that the BARC Pool will continue to be funded by both Councils for the next 3 financial years.

For both Councils, the MOU provides the opportunity to include signage in the pool area that we are proud partners of the pool, and to receive reporting from Sporties that will outline the value for money our communities receive as a direct result of our investment in the facility. These outcomes will be reported in both Councils' Annual Reports.

### **Policy**

As above

### **Financial**

The document commits Council to \$50,000 per annum for the next 3 financial years, commencing 2024/2025.

### **Legal / Statutory**

N/A

### **Community Engagement / Communication**

No community engagement has been undertaken on this matter, however a joint press release is being prepared to go with the official signing.

### **Human Resources / Industrial Relations (If applicable)**

N/A



## Risks

The following risks have been assessed as per the Council's [Risk Management Framework](#):

### 1. Financial

|            | Consequence |        |        |           |           |
|------------|-------------|--------|--------|-----------|-----------|
| Likelihood | 1           | 2      | 3      | 4         | 5         |
| A          | Medium      | High   | High   | Very High | Very High |
| B          | Medium      | Medium | High   | High      | Very High |
| C          | Low         | Medium | High   | High      | High      |
| D          | Low         | Low    | Medium | Medium    | High      |
| E          | Low         | Low    | Medium | Medium    | High      |

The financial impact on Council is minimal due to the amount. The MOU provides more certainty for budgeting and offers Council a far cheaper alternative to owning the asset itself.

### 2. Positive Consequences

|            | Consequence |        |        |           |           |
|------------|-------------|--------|--------|-----------|-----------|
| Likelihood | 1           | 2      | 3      | 4         | 5         |
| A          | Medium      | High   | High   | Very High | Very High |
| B          | Medium      | Medium | High   | High      | Very High |
| C          | Low         | Medium | High   | High      | High      |
| D          | Low         | Low    | Medium | Medium    | High      |
| E          | Low         | Low    | Medium | Medium    | High      |

The Barooga and Cobram community are very supportive of keeping the BARC pool open. Ensuring funding for the longer term will have positive effects on the community also, in that they can also be assured of continued support for the facility.

## Options

1. Endorse the signing of the MOU
2. Request the CEO negotiate further on the MOU, requesting changes to X in the document
3. Do not endorse the signing of the MOU.

## Conclusions

The BARC pool is a popular community asset that is managed and maintained by Sporties. The request for ongoing funding is less than Council owning the asset would require and offers strategic and social outcomes for the broader community, including the Moira Shire community. The MOU offers recognition of the importance of the asset to the community now and into the future.



## 8.11 Rural Doctors Network NSW - Bush Bursary

|                             |   |
|-----------------------------|---|
| <b>Author:</b>              | <b>Deputy Chief Executive Officer, Matthew Hansen</b>   |
| <b>Strategic Outcome:</b>   | 3. Supported and engaged communities  |
| <b>Strategic Objective:</b> | 3.1. Create safe, friendly and accessible communities   |
| <b>Delivery Program:</b>    | 3.1.3. Strengthen the inclusiveness and accessibility of our community  |
| <b>Council's Role:</b>      | <b>Advocate:</b> The Council may advocate to another government or other organisation for certain things to happen, this could range from a single event (such as writing to a Minister) through to an ongoing campaign |
| <b>Appendices:</b>          | <ol style="list-style-type: none"><li>1. NSW RDN Bush Bursary Council Invite (under separate cover)</li><li>2. Rural Council Bush Bursary Guidelines (under separate cover)</li></ol>                                   |

### Recommendation

That Council

1. Participate in the NSW Rural Doctors Network (RDN) Bush Bursary program for 2024 at a cost of \$3,000.
2. Direct the CEO to monitor the indirect cost to Council in relation to staff time and other expenses and report back to Council following the 2024 placement.

---

### Purpose

This report proposes the Council participate in the NSW Rural Doctors Network (RDN) Bush Bursary program for 2024

### Summary

Council has expressed a desire to participate in the 2024 NSW RDN Bush Bursary. The cost to the Council is \$3,000 but staff time in coordinating details of the student placement.

Council last participated in 2020.

### Background

The NSW Rural Doctors Network (RDN) is a not-for-profit, non-government charitable organisation that “works to create and sustain access to quality multidisciplinary healthcare for all Australians – no matter where they live.”



RDN state its purpose is to “improve the health and wellbeing of people living in remote, rural, regional, Aboriginal and disadvantaged communities, particularly those in New South Wales (NSW) and the Australian Capital Territory (ACT).”

In support of this purpose, the RDN has an active in health workforce recruitment in rural areas. One initiative it administers is the [Bush Bursary and CWA Scholarships program](#).

The Bush Bursary and CWA Scholarships provide selected medical students in NSW and the ACT with funding to assist with costs associated with their studies. In return, students spend two weeks on a rural placement in country NSW during their university holidays.

The placement aims to provide a rural immersion experience by combining the enjoyable aspects of country life and rural medicine.

The scholarships are offered annually to selected medical students in NSW and the ACT and are financially supported by the rural councils of NSW, the Country Women’s Association and NSW Rural Doctors Network (RDN).

The 2022 invitation and program guidelines are attached as Appendices 1 and 2.

### **Council’s role**

Rural councils and council-assigned community contacts are encouraged to work collaboratively with RDN to facilitate placement programs.

This may include:

- working with RDN and students to work out an appropriate time to undertake the placement, including confirming exact dates.
- linking with health care providers and services within their shire/community to engage in the Bush Bursary Program
- collaborating with RDN and respective health services to develop a 14-day schedule for the placement.
- linking with social and community groups to engage in the Bush Bursary Program and arrange time for students to meet respective groups and individuals to increase their social and community engagement.
- organising accommodation for students while in the town. If payment is required, students are to pay for up to \$150 of their accommodation using their scholarship money. If non-council and non-health service accommodation is required, RDN is to pay the difference.
- ensuring the services, groups, accommodation, and social/community engagement the student is engaged with are safe.
- providing on the ground support and be the point of call within the community in unforeseen circumstances, for example, a student locking themselves out of their accommodation.

Management’s experience has been that this role can be a significant impost – depending on the student and their needs.

While social and community groups are generally supportive, it has also been difficult at times to get cooperation from local health providers.





## Relevance to Community Strategic Plan and Other Strategies /Masterplans / Studies

### Issues and Implications

Council's Economic Development Manager undertook a review of Council's scholarship programs in 2020.

The report made the following findings on the Bush Bursary:

*The Bush Bursary has failed to deliver an economic development outcome for the Berrigan Shire. The Council has participated in this program over an extended period of time with no direct result back into the LGA. Whilst participation in this program demonstrates the Council's preparedness to be a good corporate citizen it is felt that the value of the program was diluted in 2020 with two students participating for the same funding*

*Recommendation: That the Council terminates its relationship with the Rural Doctors Network and the Bush Bursary.*

This recommendation was accepted in March 2020 and Council has not participated since that date.

At the Strategy and Policy Workshop held on 1 November 2023, the Council indicated a willingness to re-commit to the program in 2024.

### Financial

The direct cost to Council is \$3,000.

The main indirect cost is staff time coordinating the placement before and during the visit.

### Community Engagement / Communication

The bursary provides the Council with an opportunity to put forward its case for improved access to health professionals in the area and demonstrates the Council is acting where it can in support of this aim.

### Human Resources / Industrial Relations (If applicable)

As discussed above, the Council's role in supporting the bush bursary requires a significant input of staff time.

There may be an opportunity to outsource this to a volunteer organisation. Alternatively, the elected members may wish to be involved in the process.



## Risks

The following risks have been assessed as per the Council's [Risk Management Framework](#):

### 1. Financial

|            | Consequence |        |        |           |           |
|------------|-------------|--------|--------|-----------|-----------|
| Likelihood | 1           | 2      | 3      | 4         | 5         |
| A          | Medium      | High   | High   | Very High | Very High |
| B          | Medium      | Medium | High   | High      | Very High |
| C          | Low         | Medium | High   | High      | High      |
| D          | Low         | Low    | Medium | Medium    | High      |
| E          | <b>Low</b>  | Low    | Medium | Medium    | High      |

The worst-case scenario for Council is the loss of \$3,000.

### 2. Reputational

|            | Consequence |               |        |           |           |
|------------|-------------|---------------|--------|-----------|-----------|
| Likelihood | 1           | 2             | 3      | 4         | 5         |
| A          | Medium      | High          | High   | Very High | Very High |
| B          | Medium      | Medium        | High   | High      | Very High |
| C          | Low         | <b>Medium</b> | High   | High      | High      |
| D          | Low         | Low           | Medium | Medium    | High      |
| E          | Low         | Low           | Medium | Medium    | High      |

While most students placed at Berrigan Shire have been excellent, one student was not suitable for placement at Berrigan Shire. Her lack of interest in the placement reflected poorly on the Council and did not help Council find hosts for the following placement.

### 3. People and culture

|            | Consequence |               |        |           |           |
|------------|-------------|---------------|--------|-----------|-----------|
| Likelihood | 1           | 2             | 3      | 4         | 5         |
| A          | Medium      | High          | High   | Very High | Very High |
| B          | Medium      | <b>Medium</b> | High   | High      | Very High |
| C          | Low         | Medium        | High   | High      | High      |
| D          | Low         | Low           | Medium | Medium    | High      |
| E          | Low         | Low           | Medium | Medium    | High      |

There will be an impost of staff responsible for arranging the placement and this will have an impact on the delivery of other Council services – most likely customer experience and/or communications.

This should be minor and short-lived, however.



## Options

1. Council can proceed with a RDN NSW Bush Bursary Placement for 2024, monitoring for cost, staff time and perceived benefit.
2. Council can choose not to proceed with a placement in 2024 and forward, pending a review of Council's scholarship program.

## Conclusions

Council has indicated a desire to participate in this program in 2024.

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## 8.12 Public Art Policy

|                             |  |
|-----------------------------|--|
| <b>Author:</b>              | <b>Deputy Chief Executive Officer, Matthew Hansen</b>  |
| <b>Strategic Outcome:</b>   | 3. Supported and engaged communities   |
| <b>Strategic Objective:</b> | 3.2. Support community engagements through life-long learning, culture and recreation  |
| <b>Delivery Program:</b>    | 3.2.1. Provide opportunities for life-long learning, culture expression and recreation   |
| <b>Council's Role:</b>      | <p><b>Service Provider:</b> The full cost (apart from fees for cost recover, grants etc) of a service or activity is met by Council</p> <p><b>Regulator:</b> The Council has legislated roles in a range of areas which it is required to fund from its own funds (apart from fees for cost recovery, government grants etc)</p> <p><b>Part Funder:</b> The Council either provides funding to another body to meet part of the cost of that body providing a function/service activity, or receives funding from another body (usually a government agency) to meet part of the cost of the Council delivering it.</p> <p><b>Facilitator:</b> A step further from advocacy where the Council may try to bring parties together to work out a solution to an issue affecting the Council area</p> <p><b>Advocate:</b> The Council may advocate to another government or other organisation for certain things to happen, this could range from a single event (such as writing to a Minister) through to an ongoing campaign</p> |
| <b>Appendices:</b>          | 1. Public Art Policy - 15 November 2023  |

### Recommendation

That the Council adopt the Public Art Policy attached as Appendix 1 to this report

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### Purpose

This report proposes a Public Art Policy for consideration by the Council.

### Background

Attached as Appendix 1 to this report is a proposed Public Art Policy for Council to consider adopting. The Public Art Policy has been developed to identify vision, themes, and procedures and to guide the delivery of quality public art that reflects the aspirations of the people within Berrigan Shire.

The Policy aims to:

- develop a sense of identity and pride in Berrigan Shire,



- create high quality public spaces through the integration of public art, urban and landscape design,
- support the delivery of innovative and quality contemporary public art for Berrigan Shire,
- increase the understanding and enjoyment of contemporary art by the community,
- create opportunities for social inclusion through engagement practices that celebrate the diversity of the community and
- encourage the incorporation of public art within key commercial developments.

The policy is largely adapted from a policy created by Federation Council, one of Council’s partners in the Cross-Border MOU.

### Relevance to Community Strategic Plan and Other Strategies /Masterplans / Studies

Delivery Plan Action 3.2.1.4 states that Council will “Develop a public arts strategy”.

The proposed policy is **not** a strategy, however following advice from Council at earlier Strategy and Policy Workshops, this appears to be more in line with the Council’s current direction.

### Issues and Implications

#### Financial

Adoption of the policy does not commit Council to any public expenditure.

#### Legal / Statutory

There is no legal obligation to have a public art policy. Adoption of a policy, however, does provide Council with a defensible framework when assessing proposed public art projects.

#### Community Engagement / Communication

This policy has been prepared with no community or industry engagement. The Council may wish to consult further with the community and local arts groups before formal adoption.

### Risks

The following risks have been assessed as per the Council’s [Risk Management Framework](#):

#### 1. Financial

|            | Consequence |        |        |           |           |
|------------|-------------|--------|--------|-----------|-----------|
| Likelihood | 1           | 2      | 3      | 4         | 5         |
| A          | Medium      | High   | High   | Very High | Very High |
| B          | Medium      | Medium | High   | High      | Very High |
| C          | Low         | Medium | High   | High      | High      |
| D          | Low         | Low    | Medium | Medium    | High      |
| E          | <b>Low</b>  | Low    | Medium | Medium    | High      |

Adoption of the policy does not commit the Council to any risk of financial loss



## 2. Reputational

| Likelihood | Consequence |               |        |           |           |
|------------|-------------|---------------|--------|-----------|-----------|
|            | 1           | 2             | 3      | 4         | 5         |
| A          | Medium      | High          | High   | Very High | Very High |
| B          | Medium      | Medium        | High   | High      | Very High |
| C          | Low         | <b>Medium</b> | High   | High      | High      |
| D          | Low         | Low           | Medium | Medium    | High      |
| E          | Low         | Low           | Medium | Medium    | High      |

Council may receive some criticism by adopting a policy without seeking the input of the broader community and arts groups. The policy is however, quite high level and does not commit nor restrict any particular types of art.

### Options

1. Council can adopt the policy as presented.
2. Council can adopt the policy as a draft and seek public comment on the draft policy.
3. Council can undertake broad public consultation and develop a revised policy based on this.
4. Council can choose not to adopt a policy.

### Conclusions

Council's change of direction towards a policy for public art, rather than a strategy, has made the need for public consultation somewhat superfluous. The policy is a framework for Council to use, not a strategy setting a direction and can be adopted now.

Consultation on specific public arts initiatives can be undertaken as needed.

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## Policy

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### **PUBLIC ART**

|                        |   |                |
|------------------------|---|----------------|
| Strategic Outcome:     | Supported and engaged communities   |                |
| Policy type            | Strategic   |                |
| Date of Adoption:      | 15 November 2023  | Minute Number: |
| Date for Review:       | 17 November 2027  |                |
| Responsible Officer:   | Deputy Chief Executive Officer  |                |
| Document Control:      | New policy  |                |
| Delivery Program Link: | 3.2.1 Provide opportunities for life-long learning, culture, and recreation |                |

#### **1. POLICY STATEMENT**

The Public Art Policy has been developed to identify vision, themes, and procedures and to guide the delivery of quality public art that reflects the aspirations of the people within Berrigan Shire.

The policy reflects current priorities and aspirations identified from within Council.

#### **2. PURPOSE**

Public art, design and architecture can create a unique community identity that informs the sense of place and creates iconic branding of the council area.

The Berrigan Shire Council Public Art Policy was created to respond to and reflect the community vision for Council's existing and future public art works within Berrigan Shire.

The Policy aims to:

- develop a sense of identity and pride in Berrigan Shire.
- create high quality public spaces through the integration of public art, urban and landscape design,
- support the delivery of innovative and quality contemporary public art for Berrigan Shire.
- increase the understanding and enjoyment of contemporary art by the community,
- create opportunities for social inclusion through engagement practices that celebrate the diversity of the community and
- encourage the incorporation of public art within key commercial developments.



## Policy

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### 3. SCOPE

This Public Art Policy covers all permanent, integrated, or ephemeral artwork in a public space that is either commissioned by, or in partnership with, Berrigan Shire Council.

The development of public art projects will involve community engagement to review proposals or concepts and provide input regarding the artworks to be commissioned.

### 4. OBJECTIVE

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

*3.2.1 Provide opportunities for life-long learning, culture, and recreation.*

### 5. DEFINITIONS

**Artist:** An artist can be a person

- who has specialist training within their field (not necessarily in academic institutions) and involved in the creation of art as their profession,
- who produces works in any of the arts that are primarily subject to aesthetic criteria,
- with high level interpretive, conceptualising, and creative skills that result in the creation of artwork and / or
- who has demonstrated professional standing through exhibitions and commissions and is considered an artist by their peers.

**Public realm:** The public realm can be defined as including but not limited to streets, squares, parks and spaces that are within buildings, are accessible to the general public and in the ownership of, or under the care and control of public authorities (i.e. local or state government).

**Public art:** For the purposes of this policy, is defined as any permanent or temporary art object, installation or activity in the public realm excluding galleries, museums, and public collecting institutions.

In general, public art is sited on public land and has been purchased or is owned by a public authority. However, public art situated in or on private property that is visible and accessible to the public from within the public realm is also considered public art.





## Policy

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**Integrated artwork:** Art and design work that is embedded within signage, seating, paving, fences, urban design, landscape design, architectural design etc.

**Ephemeral public art:** Artwork in temporary art spaces or platforms, such as lighting, projections, interventions and temporary installations, community engagement and place making initiatives.

**Permanent public art:** Artwork in this category might include signature works, landmarks, acquisition of existing artwork for a specific site, commemorative or monumental works, site specific artwork in a public place.

All these terms relate to the fact such works tend to be commissioned as set pieces of art in their own right. These artworks are often major commissions with significant budgets and therefore require a transparent and accountable commissioning process to ensure the best artists are considered and due process occurs.

**Contemporary art:** Any Artwork created today which is innovative for its time, comments on or otherwise engages with issues relevant to its time or uses materials and processes that are at the forefront of arts practice within their field at the time can be classed as contemporary art.

## 6. POLICY IMPLEMENTATION

### 6.1 Council's role

Public art exists in the public realm. It can elevate the aesthetic profile for our urban environments, play a role in attracting creative businesses and workers, and encourage the growth of a culturally informed public.

Local government has a significant role in shaping the public realm. Council has opportunities to increase public art through Council commissions, acquisition by purchase, donation or transfer and by facilitation and advocacy.

Council has high profile, well utilised and publicly accessible open spaces that include parks, reserves, squares and retail precincts. Some of these sites are suitable for permanent works, whilst many are suitable for temporary public art projects - responsive to emerging local issues and used in physical environments and contexts that are changing over time.

Council is also the owner of important community infrastructure such as playgrounds, halls, and libraries. These represent opportunities for the community to express its creative aspirations through public art.



## Policy

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As a planning authority, Council also has the capacity to encourage public artworks as part of private developments. The provision of public artwork can significantly improve the amenity of private developments, including the aesthetics and perception of public accessibility to individual architectural projects.

As a place manager of streets and as a local service provider, Council also has the capacity to facilitate public artworks using a place management approach; the commissioning of murals is a good example of this.

### **6.2 Management of public art**

Much of private and community infrastructure development impacts on the public realm and contributes to the physical fabric of the council area. Council and private developers have the opportunity to contribute to a creative and liveable Berrigan Shire. This can be best achieved where creativity is embraced at the concept stages of the project and when public art is included as an important consideration of the design.

To increase public art in the council area, Council will explore opportunities to incorporate public art into future community infrastructure projects and will identify suitable sites in the public realm for temporary and permanent commissions.

To deliver the best outcome for the public from an aesthetic, functional and economic basis, public art should be considered (where appropriate) from the earliest planning stages of capital work projects. This allows for the design and function to influence the art and vice versa. Planning in this way also enables public art commissions to include diverse art forms, practices, and styles in response to each unique infrastructure project, site and context.

#### **6.2.1 Integrated public artworks.**

Many opportunities to integrate public art as part of streetscape or community building projects arise from urban design and infrastructure improvement projects. These provide valuable and appropriate opportunities for public art and consideration for its inclusion should be part of the scoping phase of Council led projects.

#### **6.2.2 Temporary public art**

The commission of temporary public art, sometimes on an ongoing platform, provides new points of interest to the Berrigan Shire community, opportunities for emerging artists and as a whole is more affordable than permanent works of art.

The identification of sites for the installation of temporary art (including billboards, projection sites, walls of buildings) will be managed by Council through the development of a public art program.



## Policy

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Temporary art may be for a period as short as a weekend or for a period of a year or more.

### 6.2.3 Murals/Street Art

Murals and street art are important art forms in their own right, with a long history and the ability to respond to architecture, culture and social contexts. It is also recognised murals and street art treatments can be used as a graffiti management tool.

Where appropriate, murals will be used to improve open space amenity and streetscapes. Murals and/or street art projects should focus on addressing gaps, facilitating, and fostering opportunities for emerging artists, artists from diverse backgrounds and those with capacity to produce high quality murals.

Council recognises the ongoing interest in murals and street art from artists, community members and businesses and will endeavour to play a facilitating role to enable private commissions. Reference documents such as fact sheets will be produced to provide information and guidance in this space.

In terms of murals and street art (including but not limited to paste up, stencil and spray-art) Council's role is:

- service provision (graffiti management projects) particularly in coordination with private property owners,
- facilitation - by providing information and guidance and
- commissioning.

### 6.2.4 Council's public art program

Council will take a leading role in including public art as a primary consideration in community infrastructure developments and will encourage private developers to do the same.

A Public Art Program that identifies priority areas in the council area for Public Art installations will be developed and reviewed every 4 years. Council will also encourage and facilitate opportunities for public art to be commissioned by private property owners.

Implementation of the Public Art Program will be dependent on:

- the provision of funding in future Council budgets,
- the ability to attract external grant funding for public art,
- the development of sponsorship or partnership arrangements with community, local businesses or industry and
- voluntary developer contributions that include public art.

### 6.3 **Commissioning or purchasing public art.**

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## Policy

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Public art commissions and acquisitions will be assessed by the criteria outlined below. This applies to Council commissions, acquisitions and negotiated or unsolicited donations and transfers from external parties.

### 6.3.1 Assessment Criteria

1. Standards of excellence, innovation, and quality
2. Relevance and appropriateness of the work to the context of the proposed site
3. Consistency with Council's current planning, heritage, environmental and social policies
4. Consideration of public safety and the public's access to and use of the public domain
5. Consideration of ongoing maintenance and durability requirements
6. Adequate funding and resources
7. Responsiveness to any brief provided
8. Maintenance of Artworks
  - Council recognises the importance of adequate and appropriate maintenance of public artworks. As such, the life of the work should be considered in the commissioning phase and any ongoing maintenance requirements, and the cost for such maintenance, form a core part of the consideration for the work; an assessment of the work's ongoing durability, life of materials and the limitation of maintenance, are criteria for Council's consideration.
  - Council also recognises the ephemeral nature of some works, especially in the area of murals and street art works, and outside exceptional circumstances, adopts a five-year lifespan ceiling for murals and street art commissions. Council understands that many works may have an even shorter lifespan.

## 7. RELATED LEGISLATION, POLICIES AND STRATEGIES

### 7.1 Legislation

- *Local Government Act 1993*
- *Environmental Planning and Assessment Act 1979*
- Berrigan Shire Local Environmental Plan (2013)
- NSW Public Art Toolkit

### 7.2 Council policies and guidelines

- Governance Policy
- Code of Conduct

## 8. RECORDS MANAGEMENT

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## Policy

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

### 9. REVIEW AND EVALUATION

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

### 10. DOCUMENT AVAILABILITY

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

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

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

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

*Berrigan Shire Council*  
 56 Chanter Street  
 BERRIGAN NSW 2712

Ph: 03 5888 5100

Email: [mail@berriganshire.nsw.gov.au](mailto:mail@berriganshire.nsw.gov.au)

### 11. VERSION CONTROL

| Version Number | Date             | Summary             | Responsible Officer            |
|----------------|------------------|---------------------|--------------------------------|
| 1.0            | 15 November 2023 | New Policy document | Deputy Chief Executive Officer |

### APPENDICES

## 8.13 Investment Policy

|                             |  |
|-----------------------------|--|
| <b>Author:</b>              | <b>Finance Manager, Genevieve Taylor</b>   |
| <b>Strategic Outcome:</b>   | 2. Good government   |
| <b>Strategic Objective:</b> | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting   |
| <b>Delivery Program:</b>    | 2.1.3. Council operations and financial management support ethical, transparent and accountable corporate governance   |
| <b>Council's Role:</b>      | <b>Asset Owner:</b> As the owner (or custodian, such as through a Trust Deed) of an asset (road, footpath, building, playground etc) the Council has a responsibility for capital, operating and maintenance costs |
| <b>Appendices:</b>          | 1. Draft Policy No. 14 - Investment Policy.pdf (under separate cover)<br>2. Draft Investment Guidelines - Nov 2023.pdf (under separate cover)  |

### Recommendation

That the Council:

1. revoke its Investment Policy adopted on 15 November 2022;
2. adopt the Investment Policy attached; and
3. note the Investment Guidelines attached.

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### Purpose

The Council is required to review its Investment Policy annually.

### Summary

Council staff have reviewed the Investment Policy in line with the Council's revised Financial Strategy 2022 and Risk Appetite Statement 2022.

No major changes have been made to the policy.

### Background

The Council, in its role as trustee of public monies, has a responsibility to prudently invest its surplus funds. To provide guidance to Council staff when investing Council funds, the Council has an Investment Policy. The policy complies with the Ministerial Investment Order issued in February 2011.

Council's Investment Policy is required to be reviewed annually. It was last reviewed in November 2022.

As well as its Investment Policy, the Council's powers to invest in specific financial instruments are restricted by the Ministerial Investment Order.

The policy sets out the principles the Council will use when investing surplus funds, lists any restrictions placed on specific types of investments and sets some requirements for reporting on investments to the Council. The policy addresses the risks to the Council as a result of its investments and in line with the Council's Risk Management Policy and Framework.

Also included with this report, is the draft Investment Guidelines associated with this policy. The Guidelines do not require Council adoption – the Council adopt the policy at the strategic level while the staff implement the policy through the guidelines at operational level.

The Guidelines are provided to the Council for information and context.

## Relevance to Community Strategic Plan and Other Strategies /Masterplans / Studies

Council's 2022 Risk Appetite Statement states:

*Council prefers safer options and is **Resistant** to taking, retaining or accepting risk. Council maintains a desire to only take on small amounts of adverse exposure, when necessary. Council is, however, cognisant of the fact that in certain circumstances it will be prudent to **Accept** risk exposures so long as there is a reasonable degree of protection.*

Action 3.1 from Council's 2022 Financial Strategy states

*Look to improve investment returns while managing investment risk through a diverse and secure investment portfolio*

## Issues and Implications

### Financial

The advantage of long-term investing is the relationship between volatility and time. Investments held for longer periods tend to exhibit lower volatility (less fluctuation) than those held for shorter periods. The longer you invest, the more likely you will be able to weather low market periods. As seen recently Council did not invest over a long period of time and therefore our annual interest reduced substantially as Council had no long-term investments producing high interest yields.

Budget managers must ensure the Finance Manager is kept up to date on future cashflows to ensure Council does not invest funds it will need in the short-medium term.

### Legal / Statutory

The Finance Manager is required to certify that all Investments have been placed in accordance with:

- i. this policy,
- ii. [section 625 of the Local Government Act 1993 \(as amended\)](#),
- iii. [the Minister's Amended Investment Order gazetted 11 January 2011](#),
- iv. clause 212 of the *Local Government (General) Regulations 2021* and

- v. Third Party Investment requirements of the Office of Local Government Circular 06-70

**Policy**

The proposed policy retains a Local Economic Benefit clause as this has been the position of Council to this point.

In the opinion of Council staff, this clause generates absolutely no benefit for the Council nor the community. No financial institution has committed to Berrigan Shire and inclusion in the policy has had no influence on those institutions retaining services in the community.

Should the Council wish, this clause could be removed entirely. Council staff recommend its removal.

**Risks**

1. Financial

|            | Consequence |        |        |           |           |
|------------|-------------|--------|--------|-----------|-----------|
| Likelihood | 1           | 2      | 3      | 4         | 5         |
| A          | Medium      | High   | High   | Very High | Very High |
| B          | Medium      | Medium | High   | High      | Very High |
| C          | Low         | Medium | High   | High      | High      |
| D          | Low         | Low    | Medium | Medium    | High      |
| E          | Low         | Low    | Medium | Medium    | High      |

While the risks are high, the safeguards in the Policy mitigate this risk considerably, especially diversification and counterparty risk control measures.

Loss of investment capital would substantially hamper Council’s ability to renew its infrastructure assets over time.

2. Reputational

|            | Consequence |        |        |           |           |
|------------|-------------|--------|--------|-----------|-----------|
| Likelihood | 1           | 2      | 3      | 4         | 5         |
| A          | Medium      | High   | High   | Very High | Very High |
| B          | Medium      | Medium | High   | High      | Very High |
| C          | Low         | Medium | High   | High      | High      |
| D          | Low         | Low    | Medium | Medium    | High      |
| E          | Low         | Low    | Medium | Medium    | High      |

A significant loss of investment capital will certainly have a negative impact on the Council’s reputation. It may lead to greater oversight from NSW Treasury and the Council.



3. Legal

| Likelihood | Consequence |            |        |           |           |
|------------|-------------|------------|--------|-----------|-----------|
|            | 1           | 2          | 3      | 4         | 5         |
| A          | Medium      | High       | High   | Very High | Very High |
| B          | Medium      | Medium     | High   | High      | Very High |
| C          | Low         | Medium     | High   | High      | High      |
| D          | Low         | <b>Low</b> | Medium | Medium    | High      |
| E          | Low         | Low        | Medium | Medium    | High      |

Compliance with this policy will effectively eliminate legal risk to the Council.

**Options**

1. That the Council adopt the Investment Policy as attached as Appendix 1
1. That the Council adopt the Investment Policy, with amendments – potentially the removal of the local benefit clause.
2. That the Council not adopt the proposed Investment Policy and refer back to Council staff for further revision.



## 8.14 Public Interest Disclosures Policy

|                      |   |
|----------------------|---|
| Author:              | Deputy Chief Executive Officer, Matthew Hansen  |
| Strategic Outcome:   | 2. Good government  |
| Strategic Objective: | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting  |
| Delivery Program:    | 2.1.3. Council operations and financial management support ethical, transparent and accountable corporate governance  |
| Council's Role:      | <b>Service Provider:</b> The full cost (apart from fees for cost recover, grants etc) of a service or activity is met by Council<br><b>Regulator:</b> The Council has legislated roles in a range of areas which it is required to fund from its own funds (apart from fees for cost recovery, government grants etc) |
| Appendices:          | 1. DRAFT - Public Interest Disclosure Policy  |

### Recommendation

That Council:

1. revoke the Public Interest Disclosures Policy adopted on 18 October 2023 and
2. adopt the Public Interest Disclosures Policy attached to this report.

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### Report

Council adopted a new Public Interest Disclosures (PID) Policy at its meeting on 18 October 2023.

At this meeting I provided the following advice to Council about the role of the Mayor

1. *The Mayor is not ex-officio empowered to receive PIDs about the General Manager/CEO. The previous policy had a role for the Mayor to receive PIDs relating to the General Manager/CEO. Section 17(c) of the PID Act makes it clear that for the purposes of the Act, the head of the agency is the General Manager.*

*The Council may, if it chooses, designate the Mayor as a disclosures officer in this policy. However this cannot be restricted to the power to receive PIDs relating to the CEO only but would instead give the Mayor the obligation to receive any PID about any public official. In practice this would mean the Mayor would have an obligation to consider any approach from an employee to determine if the report was a PID. This would contradict the requirements of the Code of Conduct where there is a clear separation between staff and elected members.*

*Note – this does not mean that the Mayor cannot receive Code of Conduct complaints about the Mayor as per Clause 4.11 of the [Procedures for the Administration of the Model Code of Conduct for NSW Local Government](#). It does however mean that a report to the Mayor cannot be a PID.*



*This is not ideal, and I expect further guidance will come from the NSW Ombudsman in due course.*

At the meeting, the Council asked me to seek direction from the Office of Local Government (OLG). The advice from OLG is that I have interpreted the PID Act and the earlier advice from the NSW Ombudsman too literally.

It is correct that the PID Act does not provide a space for the Mayor to operate and it is correct that the Act itself does not set out a role for a Disclosures Officer with a restricted scope. However, the Act **does not prohibit** the Council, through its own PID policy, appointing the Mayor as an *ex-officio* Disclosures Officer and restrict this role to only receiving disclosures regarding the CEO.

Including a clause of this nature in the Council's PID Policy would address the concern above about the Mayor not being able to treat a Code of Conduct report about the CEO as a Public Interest Disclosure if necessary.

## Outcome

Attached to this report is a revised Public Interest Disclosures Policy.

The revision adds the Mayor as a Disclosures Officer along with the following clause.

*NOTE: This policy appoints the Mayor as a Disclosures Officer ex-officio. This role is strictly restricted to receiving disclosures regarding the Chief Executive Officer.*

*The Mayor must refer persons wanting to make disclosures about other Council officials to an appropriate Disclosure Officer.*

I recommend that Council adopt this revised policy.

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## Policy

### 10

#### PUBLIC INTEREST DISCLOSURES POLICY

|                        |  |                |
|------------------------|--|----------------|
| Strategic Outcome:     | Sustainable natural and built landscapes   |                |
| Policy type            | Statutory  |                |
| Date of Adoption:      | 15 November 2023   | Minute Number: |
| Date for Review:       | 19 November 2025   |                |
| Responsible Officer:   | Deputy Chief Executive Officer   |                |
| Document Control:      | Replaces the Internal Reporting and Protected Disclosures Policy adopted on 20 October 2023. |                |
| Delivery Program Link: | 2.1.2: Council operations support ethical, transparent and accountable corporate governance  |                |

#### 1. POLICY STATEMENT

All agencies in NSW are required to have a Public Interest Disclosure (PID) Policy under section 42 of the *Public Interest Disclosures Act 2022* (PID Act).

Berrigan Shire Council takes reports of serious wrongdoing seriously. Council is committed to building a 'speak up' culture where public officials are encouraged to report any conduct they reasonably believe involves wrongdoing.

The integrity of Berrigan Shire Council relies upon its staff, volunteers, contractors, and subcontractors speaking up when they become aware of wrongdoing.

#### 2. PURPOSE

This policy sets out:

- how Berrigan Shire Council will support and protect you if you come forward with a report of serious wrongdoing,
- how we will deal with the report and our other responsibilities under the PID Act,
- who to contact if you want to make a report,
- how to make a report, and
- the protections which are available to you under the PID Act.



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## Policy

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This policy also documents our commitment to building a speak up culture. Part of that speak up culture is having in place a framework that facilitates public interest reporting of wrongdoing by:

- protecting those who speak up from detrimental action, and
- imposing duties on agencies who receive reports of wrongdoing to take appropriate action to investigate or otherwise deal with them.

In NSW, that framework is the PID Act.

### 3. SCOPE

This policy applies to, and for the benefit of, all public officials in NSW.

You are a public official if you are:

- a Councillor,
- a Council employee,
- a Council volunteer,
- a person employed in or by an agency or otherwise in the service of an agency,
- a person having public official functions, or acting in a public official capacity, whose conduct or activities an integrity agency is authorised by another Act or law, to investigate,
- an individual in the service of the Crown,
- a statutory officer,
- a person providing services or exercising functions on behalf of an agency, including a contractor, subcontractor or volunteer,
- an employee, partner or officer of an entity that provides services, under contract, subcontract or other arrangement, on behalf of an agency or exercises functions of an agency and are involved in providing those services or exercising those functions,
- a judicial officer,
- a Member of Parliament (MP), including a Minister and / or
- a person employed under the [Members of Parliament Staff Act 2013](#).

The Chief Executive Officer, other nominated disclosure officers, and managers within Berrigan Shire Council have specific responsibilities under the PID Act. This policy also provides information on how people in these roles will fulfil their responsibilities. Other public officials who work in and for the public sector, but do not work for Council may use this policy if they want information on who they can report wrongdoing to within Council.

This policy does not apply to:

- people who have received services from Council and want to make a complaint about those services, or
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- people, such as contractors, who provide services to Council. For example, employees of a company that sold computer software to Council.

This policy therefore does not apply to complaints not made by public officials. There are, however, some circumstances where a complaint can be deemed to be a voluntary PID (see section 6.1.9 of this policy for more information).

However, you can still make a complaint to Berrigan Shire Council. This can be done by providing the complaint in writing to the Chief Executive Officer.

#### 4. OBJECTIVE

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

*2.1.2: Council operations support ethical, transparent and accountable corporate governance.*

#### 5. DEFINITIONS

**Council:** Berrigan Shire Council

**Council official:** a Councillor, employee, committee member, volunteer, contractor or subcontractor of Berrigan Shire Council;

**Manager:** As defined in section 15 of the PID Act. Your manager is a person who directly or indirectly supervises you;

**Public official:** As defined in section 14 of the PID Act and in Section 4 of this Policy.

#### 6. POLICY IMPLEMENTATION

##### 6.1 How to make a report of serious wrongdoing

###### 6.1.1 Reports, complaints, and grievances

When a public official reports suspected or possible wrongdoing in the public sector, their report will be a PID if it has certain features which are set out in the PID Act.

Some internal complaints or internal grievances may also be PIDs, if they have the features of a PID. If an internal complaint or grievance is a report of serious wrongdoing, we will consider whether it is a PID. If it is a PID, we will deal with it as set out in this policy, but we will also make sure we follow our Code of Conduct or other relevant policies.

It is important we quickly recognise when we have received a PID. This is because once a PID is received, the person who has made the report is entitled to certain protections and we have certain decisions



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we must make on how we will deal with the PID and how we will protect and support the person who has made the report.

### 6.1.2 When will a report be a PID?

There are three types of PIDs in the PID Act. These are:

1. **Voluntary PID:** This is a PID where a report has been made by the public official because they decided, of their own accord, to come forward and disclose what they know.
2. **Mandatory PID:** This is a PID where the public official has made a report about serious wrongdoing because they have a legal obligation to make that report, or because making that report is an ordinary aspect of their role or function in an agency.
3. **Witness PID:** This is a PID where a person discloses information during an investigation of serious wrongdoing following a request or requirement of the investigator.

This policy mostly relates to making a voluntary PID and how we will deal with voluntary PIDs. People who make a mandatory PID or a witness PID are still entitled to protection. More information about protections is available in section 6.2 of this policy.

You can find more information about mandatory and witness PIDs in the Ombudsman's guidelines 'Dealing with mandatory PIDs' and 'Dealing with witness PIDs'.

Voluntary PIDs are the kind of PIDs most people have in mind when they think about public interest reporting and 'whistleblowing'.

They involve a public official making a report because they have information they believe shows (or tends to show) serious wrongdoing, where they are not under a legal obligation to make that report and where it is not an ordinary part of their role to report such wrongdoing.

A report is a voluntary PID if it has the following five features, which are set out in sections 24 to 27 of the PID Act:

1. A report is made by a public official

2. It is made to a person who can receive voluntary PIDs

3. The public official *honestly and reasonably believes* that the information they are providing *shows (or tends to show) serious wrongdoing*

4. The report was made orally or in writing

5. The report is voluntary (meaning it is not a mandatory or witness PID)



## Policy

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If the report has all five features, it is a voluntary PID.

You will not be expected to prove that what you reported happened or is serious wrongdoing. You *do* have to honestly believe, on reasonable grounds, the information you are reporting shows, or tends to show, serious wrongdoing.

Even though you do not have to prove the serious wrongdoing happened or provide evidence, a mere allegation with no supporting information is unlikely to meet this test.

If we make an error and do not identify that you have made a voluntary PID, you will still be entitled to the protections under the PID Act.

If you make a report and believe we have made an error by not identifying that you have made a voluntary PID, you should raise this with a nominated disclosure officer or your contact officer for the report. If you are still not satisfied with this outcome, you can seek an internal review, or we make seek to conciliate the matter. You may also contact the NSW Ombudsman. Further information on rights to internal review and conciliation is found in section 6.7 of this policy.

### 6.1.3 Who can make a voluntary PID?

Any public official can make a voluntary PID — see Section 3 – “Scope”.

You are a public official if:

- you are a Councillor,
- you are employed by Council,
- you are a member of a Council committee,
- you are a contractor, subcontractor or volunteer who provides services, or exercises functions, on behalf of Council, or
- you work for an entity (such as a non-government organisation) who is contracted by Council to provide services or exercise functions on behalf of [agency name] — if you are involved in undertaking that contracted work.

A public official can make a PID about serious wrongdoing relating to any agency, not just the agency they are working for. This means we may receive PIDs from public officials outside Council. It also means you can make a PID to any agency, including an integrity agency like the Independent Commission Against Corruption (ICAC) and the NSW Ombudsman. Annexure B of this policy has a list of integrity agencies.

### 6.1.4 What is serious wrongdoing?





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Reports must be of one or more of the following categories of serious wrongdoing to be a voluntary PID (in addition to having the other features set out here). Serious wrongdoing is defined in the PID Act as:

- corrupt conduct — such as a public official accepting a bribe,
- serious maladministration — such as an agency systemically failing to comply with proper recruitment processes when hiring staff,
- a government information contravention — such as destroying, concealing, or altering records to prevent them from being released under a Government Information Public Access application,
- a local government pecuniary interest contravention — such as a senior council staff member recommending a family member for a council contract and not declaring the relationship,
- a privacy contravention — such as unlawfully accessing a person's personal information on an agency's database, or
- a serious and substantial waste of public money — such as an agency not following a competitive tendering process when contracting with entities to undertake government work.

When you make your report, you do not need to state to Council what category of serious wrongdoing you are reporting or that you are reporting serious wrongdoing.

### 6.1.5 Who can I make a voluntary PID to?

For a report to be a voluntary PID, it must be made to certain public officials.

#### ***Making a report to a public official who works for Berrigan Shire Council***

You can make a report inside Council to:

- **the Chief Executive Officer**
- **a disclosure officer for Council** — a list of disclosure officers for Council and their contact details can be found at Annexure A of this policy.
- **your manager** — this is the person who directly, or indirectly, supervises you. It can also be the person who you directly, or indirectly, report to. You may have more than one manager. Your manager will make sure the report is communicated to a disclosure officer on your behalf or may accompany you while you make the report to a disclosure officer.

#### ***Making a report to a recipient outside of Berrigan Shire Council***

You can also make your report to a public official in another agency (meaning an agency you do not work for) or an integrity agency. These include:

- **the head of another agency** — this means the head of any public service agency,



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- an **integrity agency** — a list of integrity agencies is located at Annexure B of this policy,
- a **disclosure officer for another agency** — ways to contact disclosure officers for other agencies is located in an agency's PID policy which can be found on their public website, or
- a **Minister or a member of a Minister's staff** but the report *must be made in writing*.

If you choose to make a disclosure outside of Council, it is possible that your disclosure will be referred back to Berrigan Shire Council so appropriate action can be taken.

### ***Making a report to a Member of Parliament or journalist***

Disclosures to MPs or journalists are different to other reports. You can only disclose a report of wrongdoing as a voluntary PID to an MP or journalist in the following circumstances:

- You must have first made substantially the same disclosure (described here as a 'previous disclosure') to someone who can receive disclosures.
- The previous disclosure must be substantially true.
- You did not make the previous disclosure anonymously.
- You did not give a written waiver of your right to receive information relating to your previous disclosure.
- You did not receive the following from Council:
  - notification Council will not investigate the serious wrongdoing and will also not refer the previous disclosure to another agency, or
  - the following information at the end of the investigation period:
    - notice of the Council decision to investigate the serious wrongdoing,
    - a description of the results of an investigation into the serious wrongdoing, or
    - details of proposed or recommended corrective action as a result of the previous disclosure or investigation.

Investigation period means:

- after six months from the previous disclosure being made, or
- after 12 months if you applied for an internal review of the agency's decision within six months of making the disclosure, or

If all the above requirements are met, your disclosure to an MP or journalist may be a voluntary PID.

### 6.1.6 What form should a voluntary PID take?

You can make a voluntary PID:

- in writing — this could be an email or letter to a person who can receive voluntary PIDs.



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- orally — have a private discussion with a person who can receive voluntary PIDs. This can be face-to-face, via telephone or virtually.
- anonymously — write an email or letter or call a person who can receive PIDs to make a report without providing your name or anything that might identify you as the maker of the report. A report will only be considered anonymous if there is no reasonable or practical way of communicating with the person making the report. Even if you choose to remain anonymous, you will still be protected under the PID Act. It may be difficult, however, for Council officers to investigate the matter(s) you have disclosed if we cannot contact you for further information.

### 6.1.7 What should I include in my report?

You should provide as much information as possible so we can deal with the report effectively. The type of information you should include is:

- date, time, and location of key events,
- names of person(s) involved in the suspected wrongdoing, their role, title and how they are involved,
- your relationship with the person(s) involved, such as whether you work closely with them,
- your explanation of the matter you are reporting,
- how you became aware of the matter you are reporting,
- possible witnesses, and
- other information you have that supports your report.

### 6.1.8 What if I am not sure my report is a PID?

You should report all wrongdoing you become aware of regardless of whether you think it is serious wrongdoing. It is important for Council to understand what is or may be occurring.

We are then responsible for making sure your report is handled appropriately under the PID Act, or if it is not a PID, in line with our other procedures. Even if your report is not a PID, it may fall within another one of the agency's policies for dealing with reports, allegations, or complaints.

### 6.1.9 Deeming that a report is a PID?

The Chief Executive Officer or Deputy Chief Executive Officer can, in certain circumstances, determine that a report is a voluntary PID even if the report does not otherwise have all the features of a voluntary PID. This is known as the 'deeming power'.

By deeming that a report is a voluntary PID, it ensures reporters are provided with protections under the PID Act.



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If you make a report that has not met all the requirements of a voluntary PID, you can refer your matter to Chief Executive Officer or Deputy Chief Executive Officer to request they consider deeming your report to be a voluntary PID.

A decision to deem a report to be a voluntary PID is at the discretion of the Chief Executive Officer or Deputy Chief Executive Officer. For more information about the deeming power, see the Ombudsman's guideline 'Deeming that a disclosure is a voluntary PID'.

### 6.1.10 Who can I talk to if I have further questions or concerns?

If you have any questions about making a PID, Council's disclosure officers can assist. Disclosure officers are aware of the requirements and protections in the Act and this policy and can provide advice on how to make a PID and assistance with making a PID.

Disclosure officers are available to talk to you outside work hours and/or away from your work site if required to maintain confidentiality. You are encouraged to make an appointment to meet with a disclosure officer before making contact outside hours.

A list of disclosure officers for Council and their contact details can be found at Annexure A of this policy.

## 6.2 Protections

### 6.2.1 How is the maker of a voluntary PID protected?

When you make a voluntary PID you receive special protections under the PID Act.

We are committed to taking all reasonable steps to protect you from detriment as a result of having made a PID. We are also committed to maintaining your confidentiality as much as possible while the PID is being dealt with.

We will not tolerate any type of detrimental action being taken against you because you have made a report, might make a report, or are believed to have made a report.

The maker of a voluntary PID is protected in the following ways:

- *Protection from detrimental action*
  - A person cannot take detrimental action against another person because they have made a voluntary PID or are considering making a PID. Detrimental action includes bullying, harassment, intimidation, or dismissal.
  - Once we become aware a voluntary PID by a person employed or otherwise associated with the Berrigan Shire Council, concerns serious wrongdoing relating to Council has been made, Council will undertake a risk assessment and take steps to mitigate the risk of detrimental action occurring against the person who made the voluntary PID.



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- It is a criminal offence for someone to take detrimental action against a person because they have made, or may make, a voluntary PID. It is punishable by a maximum penalty of 200 penalty units, or imprisonment for five years, or both.
- A person may seek compensation where unlawful detrimental action has been taken against them.
- A person can apply for a court order (injunction) where detrimental action is threatened or has occurred (for example, an order to prevent dismissal or to require reinstatement).

Note that a person who makes a PID can still be subject to reasonable management action (such as ordinary performance reviews and performance management). Provided such action is not taken because of the PID, it is not detrimental action under the PID Act.

- *Immunity from civil and criminal liability*

Some public officials are often subject to a duty of confidentiality that prevents them disclosing certain information they obtain or become aware of at work. Sometimes, in order to make a PID, public officials will need to breach or disregard such confidentiality duties. If that happens, a public official cannot be disciplined, sued, or criminally charged for breaching confidentiality.

- *Confidentiality*

Public officials and agencies must not disclose information tending to identify a person as the maker of a voluntary PID unless doing so is permitted by the PID Act.

- *Protection from liability for own past conduct*

The Attorney General can give the maker an undertaking that a disclosure of their own past conduct will not be used against them if a person discloses their own wrongdoing or misconduct while making a report. This undertaking can only be given on application by an integrity agency to the Attorney General.

### 6.2.2 Protections for people who make mandatory and witness PIDs.

Apart from PIDs that are made voluntarily by public officials, there are other types of reports that are recognised as PIDs under the PID Act:

- **A mandatory PID:** This is a PID where the public official has made the report about serious wrongdoing because they have a legal obligation to make that report, or because making that report is an ordinary aspect of their role or function in an agency.
- **A witness PID:** This is a PID where a person discloses information during an investigation of serious wrongdoing following a request or requirement of the investigator.



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Protections for makers of mandatory and witness PIDs are detailed in the table below.

| Protection   | Mandatory PD | Witness PD |
|--|--------------|------------|
| Detrimental action — It is an offence to take detrimental action against a person based on the suspicion, belief or awareness that a person has made, may have made or may make a PID.   | ✓            | ✓          |
| Right to compensation — A person can initiate proceedings and seek compensation for injury, damage or loss suffered as a result of detrimental action being taken against them.  | ✓            | ✓          |
| Ability to seek injunction — An injunction can be sought to prevent the commission or possible commission of a detrimental action offence against a person. For example, an order to prevent dismissal or to require reinstatement.  | ✓            | ✓          |
| Immunity from civil and criminal liability — a person will not incur civil or criminal liability if the person breaches a duty of confidentiality while making a disclosure. This means that legal action cannot be taken against a person for: <ul style="list-style-type: none"> <li>breaching a duty of secrecy or confidentiality, or</li> <li>breaching another restriction on disclosure.</li> </ul> | ✓            | ✓          |

### 6.3 Reporting detrimental action

If you experience adverse treatment or detrimental action, such as bullying or harassment, you should report this immediately.

You can report any experience of adverse treatment or detrimental action directly to Council, or to an integrity agency. A list of integrity agencies is located at Annexure B of this policy.

### 6.4 General support

- Key contact person
- EAP



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### 6.5 Roles and responsibilities of Council employees

#### 6.5.1 Chief Executive Officer

The Chief Executive Officer is responsible for:

- fostering a workplace culture where reporting is encouraged,
- receiving disclosures from public officials,
- ensuring there is a system in place for assessing disclosures,
- ensuring the Council complies with this policy and the PID Act,
- ensuring the Council has appropriate systems for:
  - overseeing internal compliance with the PID Act,
  - supporting public officials who make voluntary PIDs, including by minimising the risk of detrimental action,
  - implementing corrective action if serious wrongdoing is found to have occurred,
  - complying with reporting obligations regarding allegations or findings of detrimental action and
  - complying with yearly reporting obligations to the NSW Ombudsman.

#### 6.5.2 Disclosure Coordinator

The Disclosures Coordinator has a central role in the Council's PID system. The Disclosures Coordinator may receive and assess reports and is the primary point of contact in the Berrigan Shire Council for the reporter.

The Disclosures Coordinator has a responsibility to:

- assess reports to determine whether a report should be treated as a PID, and to decide how each report will be dealt with (either under delegation or in consultation with the Chief Executive Officer),
- deal with reports made under the council's Code of Conduct in accordance with the Council's adopted code of conduct procedures,
- coordinate the Council's response to a report,
- acknowledge reports and provide updates and feedback to the reporter,
- assess whether it is possible and appropriate to keep the reporter's identity confidential,
- assess the risk of detrimental action and workplace conflict related to, or likely to arise out of, a report and develop strategies to manage any risk identified,
- where required, provide, or coordinate support to staff involved in the reporting or investigation process, including protecting the interests of any officer the subject of a report and



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- ensure Council complies with the PID Act; and provide reports to the NSW Ombudsman in accordance with the PID Act

### 6.5.3 Disclosure Officers

Disclosure officers are responsible for:

- receiving reports from public officials,
- receiving reports when they are passed on to them by managers,
- ensuring reports are dealt with appropriately, including by referring the matter to the appropriate complaint unit (if relevant) and
- ensuring any oral reports that have been received are recorded in writing.

**NOTE: This policy appoints the Mayor as a Disclosures Officer ex-officio. This role is strictly restricted to receiving disclosures regarding the Chief Executive Officer.**

The Mayor **must** refer persons wanting to make disclosures about other Council officials to an appropriate Disclosure Officer.

### 6.5.4 Managers

The responsibilities of managers include:

- receiving reports from persons that report to them or that they supervise and
- passing on reports they receive to a Disclosure Officer.

### 6.5.5 All Council officials

All Councillors, employees, volunteers, and other officials must:

- report suspected serious wrongdoing or other misconduct,
- use their best endeavours to assist in an investigation of serious wrongdoing if asked to do so by a person dealing with a voluntary PID on behalf of Council and
- treat any person dealing with or investigating reports of serious wrongdoing with respect.

All employees must not take detrimental action against any person who has made, may in the future make, or is suspected of having made, a PID.

## 6.6 **How we will deal with Voluntary PIDs**

### 6.6.1 How we will acknowledge reports and keep the reporter informed

When a disclosure officer in Council receives a report which is a voluntary PID, or looks like it may be a voluntary PID, the person who made the report will receive the following information:

- You will receive an acknowledgment the report has been received. This acknowledgement will:
-





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- state that the report will be assessed to identify whether it is a PID,
  - state that the PID Act applies to how Berrigan Shire Council deals with PID reports,
  - provide clear information on how you can access this PID policy and
  - provide you with details of a contact person and available supports.
- If the report is a voluntary PID, we will inform you as soon as possible how we intend to deal with the report. This may include:
  - that we are investigating the serious wrongdoing,
  - that we will refer the report to a different agency (if appropriate) to deal with the voluntary PID. If we do this, we will provide you with details of this referral or
  - if we decide to not investigate the report and to not refer it to another agency for it to be investigated, we will tell you the reasons for this decision. We will also notify the NSW Ombudsman of this decision.
- If we decide to investigate the serious wrongdoing, we will provide you with updates on the investigation at least every three months. During this time, if you would like more frequent updates, you should contact the contact person who was nominated when you made the report.
  - If we investigate the serious wrongdoing, we will provide you with the following information once the investigation is complete:
    - a description of the results of the investigation — that is, we will tell you whether we found that serious wrongdoing took place,
    - information about any corrective action taken as a result of the investigation/s — this means we will tell you what action we took in relation to the person who engaged in the serious wrongdoing or, if the serious wrongdoing was by our agency, what we have put in place to address that serious wrongdoing and
    - include any corrective action – including disciplinary action – taken against someone or changing the practices, policies and procedures we have in place which led to the serious wrongdoing.
- There may be some details about both the findings made as a result of the investigation and the corrective action taken that cannot be revealed to you. We will always balance the right of a person who makes a report to know the outcome of that report, with other legal obligations we have.
- If you have made an anonymous report, in many cases we may not be able to provide this information to you.

### 6.6.2 How we will deal with voluntary PIDs.

Once a report that may be a voluntary PID is received Council will look at the information contained in the report to see if it has the features of a voluntary PID.



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This assessment is undertaken to identify whether the report is a voluntary PID or another type of disclosure, and to make sure the right steps are followed. If it is a voluntary PID, we will ensure we comply with the requirements in the PID Act.

### ***Report not a voluntary PID***

Even if the report is not a voluntary PID, it will still need to be dealt with in a manner consistent with our Grievance Policy or through an alternate process.

If the report is not a voluntary PID, we will let you know that the PID Act does not apply to the report and how we will deal with the concerns raised in the report.

If you are not happy with this assessment or otherwise disagree with it, you can raise it with the person who has communicated the outcome with you, or a disclosure officer, request an internal review, or request the matter be conciliated. Council can, but do not have to, request the NSW Ombudsman to conciliate the matter.

### ***Cease dealing with report as voluntary PID.***

Council may stop dealing with a voluntary PID because it is not actually a voluntary PID (meaning it does not have all the features of a PID).

### ***Where the report is a voluntary PID***

If the report is a voluntary PID:

- In most cases we will investigate to make findings about whether the serious wrongdoing disclosed in the report occurred, who was involved, who was responsible, and whether the people involved, or the agency engaged, in serious wrongdoing. There may be circumstances where we believe an investigation is not warranted — for example, if the conduct has previously been investigated.
- There may also be circumstances where we decide the report should be referred to another agency, such as an integrity agency. For example, reports concerning possible corrupt conduct may be required to be reported to the ICAC in accordance with section 11 of the *Independent Commission Against Corruption Act 1988*.
- Before referring a matter, we will discuss the referral with the other agency, and we will provide you with details of the referral and a contact person within the other agency.
- If we decide not to investigate a report and to not refer the matter to another agency, we must let you know the reasons for this and notify the NSW Ombudsman.

### **6.6.3 How we will protect the confidentiality of the maker of a voluntary PID.**

We understand people who make voluntary PIDs may want their identity and the fact that they have made a report, to be confidential.

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Under the PID Act, information tending to identify a person as the maker of a voluntary PID (known as identifying information) is not to be disclosed by a public official or an agency.

There are certain circumstances under the PID Act that allow for the disclosure of identifying information. These include:

- where the person consents in writing to the disclosure,
- where it is generally known the person is the maker of the voluntary PID because of their voluntary self-identification as the maker,
- when the public official or Council reasonably considers it necessary to disclose the information to protect a person from detriment,
- where it is necessary the information be disclosed to a person whose interests are affected by the disclosure,
- where the information has previously been lawfully published,
- when the information is disclosed to a medical practitioner or psychologist, for the purposes of providing medical or psychiatric care, treatment or counselling to the individual disclosing the information,
- when the information is disclosed for the purposes of proceedings before a court or tribunal,
- when the disclosure of the information is necessary to deal with the disclosure effectively and
- if it is otherwise in the public interest to disclose the identifying information.

We will not disclose identifying information unless it is necessary and authorised under the PID Act.

We will put in place steps to keep the identifying information of the maker and the fact a report has been made confidential. It may not be possible for us to maintain complete confidentiality while we progress the investigation, but we will do all we practically can to not unnecessarily disclose information from which the maker of the report can be identified. We will do this by:

- limiting the number of people who are aware of the maker's identity or information that could identify them,
- if we must disclose information that may identify the maker of the PID, we will still not disclose the actual identity of the maker of the PID, unless we have their consent to do so,
- ensuring any person who does know the identity of the maker of a PID is reminded they have a legal obligation to keep their identity confidential,
- ensuring only authorised persons have access to emails, files or other documentation that contain information about the identity of the maker,
- undertaking an assessment to determine if anyone is aware of the maker's identity and if those persons have a motive to cause detrimental action to be taken against the maker, or impede the progress of the investigation and



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- providing information to the maker of the PID about the importance of maintaining confidentiality and advising them how best to protect their identity, for example, by telling them not to discuss their report with other staff.

If confidentiality cannot be maintained or is unlikely to be maintained, Council will:

- advise the person whose identity may become known,
- update the agency's risk assessment and risk management plan,
- implement strategies to minimise the risk of detrimental action,
- provide additional supports to the person who has made the PID and
- remind persons who become aware of the identifying information, of the consequences for failing to maintain confidentiality and that engaging in detrimental action is a criminal offence and may constitute a disciplinary matter.

### 6.6.4 How we assess and minimise the risk of detrimental action.

Council will not tolerate any detrimental action being taken by any person against a person who has made a PID, investigators, witnesses, or the person the report is about.

Council will assess and take steps to mitigate detrimental action from being taken against the maker of a voluntary PID, the person whose conduct is the subject of a PID, investigators and witnesses.

Council will take steps to assess and minimise the risk of detrimental action by:

- undertaking a risk assessment and creating a risk management plan (including reassessing the risk throughout the entirety of the matter),
- providing details of the unit/role responsible for undertaking a risk assessment,
- explaining the approvals for risk assessment and the risk management plan, that is, identifying the person who has final approval,
- explaining how the agency will communicate with the maker to identify risks,
- listing the protections offered, that is, the agency will discuss protection options with the maker, which may include remote working or approved leave for the duration of the investigation and
- outlining what supports will be provided.

Detrimental action against a person is an act or omission that causes, comprises, involves, or encourages detriment to a person, or a threat of detriment to a person (whether express or implied).

Detriment to a person includes:

- injury, damage, or loss,
- property damage,
- reputational damage,
- intimidation, bullying or harassment,



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- unfavourable treatment in relation to another person's job,
- discrimination, prejudice, or adverse treatment,
- disciplinary proceedings or disciplinary action, or
- any other type of disadvantage.

Detrimental action does not include:

- lawful action taken by a person or body to investigate serious wrongdoing or other misconduct,
- the lawful reporting or publication of a finding of serious wrongdoing or other misconduct,
- the lawful making of adverse comment, resulting from investigative action, or
- the prosecution of a person for a criminal offence

### 6.6.5 How we will deal with allegations of detrimental action.

If Council become(s) aware of an allegation that a detrimental action offence has occurred or may occur, Council will:

- take all steps possible to stop the action and protect the person(s),
- take appropriate disciplinary action against anyone who has taken detrimental action,
- refer any evidence of a detrimental action offence to the Commissioner of Police and the ICAC and
- notify the NSW Ombudsman about the allegation of a detrimental action offence being committed.

### 6.6.6 What we will do if an investigation finds serious wrongdoing

If, after an investigation, it is found that serious wrongdoing or other misconduct has occurred, Council will take the most appropriate action to address that wrongdoing or misconduct. This is also known as corrective action.

Corrective action can include:

- a formal apology,
- improving internal policies to adequately prevent and respond to similar instances of wrongdoing,
- providing additional education and training to staff where required,
- taking employment action against persons involved in the wrongdoing (such as termination of employment, relocation, a caution, or reprimand) and
- payment of compensation to people who have been affected by serious wrongdoing or other misconduct.

## 6.7 **Review and dispute resolution**

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### 6.7.1 Internal review

People who make voluntary PIDs can seek internal review of the following decisions made by Council:

- That Council is not required to deal with the report as a voluntary PID.
- That Council has decided to stop dealing with the report because Council decided it was not a voluntary PID.
- That Council has decided not to investigate the serious wrongdoing and not referred the report to another agency.
- That Council has decided to cease investigating the serious wrongdoing without either completing the investigation or referring the report to another agency for investigation.

Council will ensure internal reviews are conducted in compliance with the PID Act.

If you would like to make an application for an internal review, you must apply in writing within 28 days of being informed of Council's decision. The application should state the reasons why you consider Council's decision should not have been made. You may also submit any other relevant material with your application.

### 6.7.2 Voluntary dispute resolution

If a dispute arises between Council and a person who has made a report which is, or may be, a voluntary PID, we may request the NSW Ombudsman to conciliate the dispute.

Conciliation is a voluntary process and will only be suitable for disputes where Council and the maker of the report are willing to resolve the dispute.

## 6.8 **Reporting and compliance**

### 6.8.1 Reporting of voluntary PIDs and Council annual return to the Ombudsman

Each year Council provides an annual return to the NSW Ombudsman which includes:

- information about voluntary PIDs received by Council during each return period (yearly with the start date being 1 July),
- action taken by Council to deal with voluntary PIDs during the return period and
- how Council has promoted a culture in the workplace where PIDs are encouraged.

This information is collated by the Disclosures Coordinator. The Disclosures Coordinator is also responsible for ensuring the data is stored correctly and for preparing the annual return.

### 6.8.2 Ensuring compliance



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We will ensure compliance and monitor effectiveness of this policy through oversight and regular reviews.

The Disclosures Coordinator is the person responsible for ensuring Council complies with the Act and this policy, including:

- Training and education
- Managing and investigating complaints
- Protecting makers of PIDs
- Reporting to internal bodies and external agencies – including the Council’s Audit, Risk, and Improvement Committee (ARIC) and the NSW Ombudsman’s office.

The Chief Executive Officer will have oversight and retains overall responsibility for ensuring that Council complies with its obligations under the Act and this policy.

The ARIC also has the authority to commission an internal audit on Council’s compliance with the Act and this policy – in general or in relation to a specific disclosure.

Where we identify serious and/or systemic non-compliance with the Act or this policy, we will report this to Council’s AIC. Depending on the nature of the non-compliance we may also refer these incidents to other integrity agencies such as the Independent Commission against Corruption and the NSW Ombudsman.

### **7. RELATED LEGISLATION, POLICIES AND STRATEGIES**

#### **7.1 Legislation**

- *Local Government Act 1993*
- *Public Interest Disclosures Act 2002*
- *Government Information (Public Access) Act 2009*
- *Privacy and Personal Information Protection Act 1998*
- *Work Health and Safety Act 2001*
- *Independent Commission Against Corruption Act 1988*
- *Ombudsman Act 1974*

#### **7.2 Council policies and guidelines**

- Governance Policy (under development)
- Code of Conduct
- Workforce Development Plan
- Statement of Business Ethics
- Privacy Management Plan



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- Grievance Policy (under development)
- Customer Request Policy
- Right to Information Policy
- Staff and Councillors Interaction Policy
- Employee Assistance Program Policy
- Discrimination, Workplace Bullying and Harassment Policy
- Fraud Control Policy
- Work Health and Safety Policy

### 8. RECORDS MANAGEMENT

Council must keep full and accurate records with respect to all information received in connection with the PID Act. This ensures that [agency name] complies with its obligations under the *State Records Act 1998*.

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

### 9. REVIEW AND EVALUATION

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

### 10. DOCUMENT AVAILABILITY

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

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

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

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

*Berrigan Shire Council  
56 Chanter Street*

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## Policy

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BERRIGAN NSW 2712

Ph: 03 5888 5100

Email: [mail@berriganshire.nsw.gov.au](mailto:mail@berriganshire.nsw.gov.au)

### 11. VERSION CONTROL

| Version Number | Date       | Summary   | Responsible Officer         |
|----------------|------------|---|-----------------------------|
| 1.0            | 17/05/2017 | New Policy document                                 | Director Corporate Services |
| 2.0            | 19/10/2022 | New model policy issued                             | Deputy CEO                  |
| 3.0            | 18/10/2023 | New PID Act in force, complete rewrite              | Deputy CEO                  |
| 3.1            | 15/11/2023 | Addition of Mayor as restricted Disclosures Officer | Deputy CEO                  |

### APPENDICES

- Appendix A – Names and Contact Details for Disclosure Officers at Berrigan Shire Council
- Appendix B – List of integrity agencies



## Policy

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### APPENDIX A

Names and Contact Details for Disclosure Officers at Berrigan Shire Council

#### Chief Executive Officer

Karina Ewer

Email: [karinae@berriganshire.nsw.gov.au](mailto:karinae@berriganshire.nsw.gov.au)

Phone: 0456 802 006

#### Disclosures Coordinator

Matt Hansen

Email: [matthew.hansen@berriganshire.nsw.gov.au](mailto:matthew.hansen@berriganshire.nsw.gov.au)

Phone: 0427 635 396

#### Disclosures Officers

Sam Armer

Email: [sama@berriganshire.nsw.gov.au](mailto:sama@berriganshire.nsw.gov.au)

Phone: 0407 571 302

Michelle Koopman

Email: [michellek@berriganshire.nsw.gov.au](mailto:michellek@berriganshire.nsw.gov.au)

Phone: 0418 466 720

Mayor – Julia Cornwell McKean (for disclosures about the CEO only)

Email: [julia.cornwellmckean@berriganshire.nsw.gov.au](mailto:julia.cornwellmckean@berriganshire.nsw.gov.au)

Phone: 0419 256 514



## Policy

### APPENDIX B

List of integrity agencies

| Integrity agency   | What they investigate  | Contact information   |
|--|--|---|
| The NSW Ombudsman  | Most kinds of <b>serious maladministration</b> by most agencies and public officials (but not NSW Police, judicial officers, or MPs) | <b>Telephone:</b> 1800 451 524 between 9am to 3pm Monday to Friday<br><b>Writing:</b> Level 24, 580 George Street, Sydney NSW 2000<br><b>Email:</b> <a href="mailto:info@ombo.nsw.gov.au">info@ombo.nsw.gov.au</a>  |
| The Auditor-General  | <b>Serious and substantial waste of public money</b> by auditable agencies   | <b>Telephone:</b> 02 9275 7100<br><b>Writing:</b> GPO Box 12, Sydney NSW 2001<br><b>Email:</b> <a href="mailto:governance@audit.nsw.gov.au">governance@audit.nsw.gov.au</a>   |
| Independent Commission Against Corruption                      | <b>Corrupt conduct</b>   | <b>Telephone:</b> 02 8281 5999 or toll free on 1800 463 909 (callers outside Sydney) between 9am and 3pm, Monday to Friday<br><b>Writing:</b> GPO Box 500, Sydney NSW 2001 or faxing 02 9264 5364<br><b>Email:</b> <a href="mailto:icac@icac.nsw.gov.au">icac@icac.nsw.gov.au</a> |
| The Inspector of the Independent Commission Against Corruption | <b>Serious maladministration</b> by the ICAC or the ICAC officers  | <b>Telephone:</b> 02 9228 3023<br><b>Writing:</b> PO Box 5341, Sydney NSW 2001<br><b>Email:</b> <a href="mailto:oiicac_executive@oiicac.nsw.gov.au">oiicac_executive@oiicac.nsw.gov.au</a>  |
| The Law Enforcement Conduct Commission                         | <b>Serious maladministration</b> by the NSW Police Force or the NSW Crime Commission   | <b>Telephone:</b> 02 9321 6700 or 1800 657 079<br><b>Writing:</b> GPO Box 3880, Sydney NSW 2001<br><b>Email:</b> <a href="mailto:contactus@lecc.nsw.gov.au">contactus@lecc.nsw.gov.au</a>   |
| The Inspector of the Law Enforcement Conduct Commission        | <b>Serious maladministration</b> by the LECC and LECC officers   | <b>Telephone:</b> 02 9228 3023<br><b>Writing:</b> GPO Box 5341, Sydney NSW 2001<br><b>Email:</b> <a href="mailto:pilecc_executive@oilecc.nsw.gov.au">pilecc_executive@oilecc.nsw.gov.au</a>   |
| Office of Local Government                                     | <b>Local government pecuniary interest contraventions</b>  | <b>Email:</b> <a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a>  |
| The Privacy Commissioner                                       | <b>Privacy contraventions</b>  | <b>Telephone:</b> 1800 472 679<br><b>Writing:</b> GPO Box 7011, Sydney NSW 2001<br><b>Email:</b> <a href="mailto:ipcinfo@ipc.nsw.gov.au">ipcinfo@ipc.nsw.gov.au</a>   |
| The Information Commissioner                                   | <b>Government information contraventions</b>   | <b>Telephone:</b> 1800 472 679<br><b>Writing:</b> GPO Box 7011, Sydney NSW 2001<br><b>Email:</b> <a href="mailto:ipcinfo@ipc.nsw.gov.au">ipcinfo@ipc.nsw.gov.au</a>   |



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## Policy

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## 8.15 Continuous Improvement Plan - monthly update

|                             |  |
|-----------------------------|--|
| <b>Author:</b>              | <b>Deputy Chief Executive Officer, Matthew Hansen</b>  |
| <b>Strategic Outcome:</b>   | 2. Good government   |
| <b>Strategic Objective:</b> | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting |
| <b>Delivery Program:</b>    | 2.1.3. Council operations and financial management support ethical, transparent and accountable corporate governance                         |
| <b>Council's Role:</b>      | <b>Service Provider:</b> The full cost (apart from fees for cost recover, grants etc) of a service or activity is met by Council             |
| <b>Appendices:</b>          | 1. Continuous Improvement Plan Update (under separate cover)   |

### Recommendation

That Council note the monthly progress report on the Continuous Improvement Plan resulting from the Cultural Review and Compliance Audit, attached as Appendix 1

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### Report

At its extraordinary meeting held on 4 October 2023, Council resolved the CEO to provide monthly updates on progress against the Continuous Improvement Plan resulting from the Cultural Review and Compliance Audit held earlier in the year.

Attached as Appendix 1 is the monthly report showing progress against the plan to 8 November 2023. Council should note that staff unavailability has had an impact on actions relating to records management, privacy, and public access to records.

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## 8.16 2023 Christmas Function

|                             |  |
|-----------------------------|--|
| <b>Author:</b>              | <b>Executive Assistant, Keelan McDonald</b>  |
| <b>Strategic Outcome:</b>   | 2. Good government   |
| <b>Strategic Objective:</b> | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting |
| <b>Delivery Program:</b>    | 2.1.3. Council operations and financial management support ethical, transparent and accountable corporate governance                         |
| <b>Council's Role:</b>      | <b>Service Provider:</b> The full cost (apart from fees for cost recover, grants etc) of a service or activity is met by Council             |
| <b>Appendices:</b>          | Nil  |

### Recommendation

That Council:

1. hold an informal Christmas function at the Barooga Sporties on Friday 1 December for Councillors and Council Staff and
2. pursuant to the provisions of its Drug and Alcohol-Free Workplace Policy designate the following function as an "approved event" at which alcohol may be provided and consumed in accordance with the Policy.

---

### Report

The Council's past practice has been to hold an annual Christmas function for Councillors, Council staff and their partners.

In 2023, it is suggested that the Christmas party be held at the Barooga Sporties on Friday 1 December from 2pm – 5pm. Activities such as golf, mini golf and simulators will be available to those in attendance, with an informal setting for those who may just want to relax and enjoy the company of each other. Finger food and alcohol will be provided to those in attendance.

The Council Office would require to be closed from 1pm, to allow all staff to attend.



## 8.17 Barooga Carols by Candlelight

|                             |   |
|-----------------------------|---|
| <b>Author:</b>              | Chief Executive Officer, Karina Ewer  |
| <b>Strategic Outcome:</b>   | 3. Supported and engaged communities  |
| <b>Strategic Objective:</b> | 3.1. Create safe, friendly and accessible communities   |
| <b>Delivery Program:</b>    | 3.1.1. Build communities that are home to more families and young people  |
| <b>Council's Role:</b>      | <b>Part Funder:</b> The Council either provides funding to another body to meet part of the cost of that body providing a function/service activity, or receives funding from another body (usually a government agency) to meet part of the cost of the Council delivering it. |
| <b>Appendices:</b>          | 1. Berrigan Shire Carols 2023   |

### Recommendation

That Council provide a \$2,000 (ex GST) grant to Barooga Advancement Group to support their Carols by Candlelight 2023 event. Barooga Advancement Group are to provide a report to Council on the event and how the funding has been used.

---

### Report

Attached is a letter from the Barooga Advancement Group requesting Council's ongoing assistance of their Carols by Candlelight event in 2023. Council has not traditionally funded this event but did provide \$2,000 for the 2022 event.

Council has traditionally provided \$1,000 to groups in each township to assist with their Christmas plans. Discussions with each of the groups has determined that Finley, Tocumwal and Berrigan would all like to receive the funding again this year for their various events.

Council have also received some outdoor Christmas decorations, though there is not a lot for the size of the containers. Both Finley and Tocumwal believe they could use some of the decorations offered. Neither Barooga nor Berrigan have expressed an interest in the decorations. They are essentially lengths of garlands.

None of the Christmas events meet the requirements of our Major Event Funding Program.

### Options

Council could choose to:

1. provide \$1,000 to each community,
2. provide \$2,000 to each community,
3. provide \$2,000 to Barooga and \$1,000 to each of the other communities, or



4. Provide no funding for Christmas events.
-





Karina Ewer  
Berrigan Shire Council

Via email [kewer@berriganshire.nsw.gov.au](mailto:kewer@berriganshire.nsw.gov.au)

Dear Karina

**Barooga Carols by Candlelight 10 December 2023**

We at the Barooga Advancement Group (BAG) will be hosting Barooga Carols by Candlelight in the Barooga Botanical Gardens on Sunday 10 December 2023. Barooga Carols is a local tradition that brings the community together for a fun filled night of singing, dancing, food and community and attracts attendance across Berrigan and Moira Shires.

This week, we were informed that Moira Shire Council has agreed to provide a grant of \$2200 (inc GST) by way of a partnership we have formed with Cobram Barooga Business and Tourism to support the Barooga Carols by Candlelight. This is the second year that we have received such support from Moira Shire Council. Last year Berrigan Shire Council matched this funding by providing a \$2000 contribution.

I am writing today to ask if Berrigan Shire Council is willing to again match the funding provided by Moira Shire Council to assist in the costs incurred for Barooga Carols by Candlelight.

We are hoping to run this as a 'gold coin' donation event again this year and this additional funding will assist us to do so. Last year, as a result of the contributions of our generous sponsors and donations of attendees, BAG raised funds to contribute to a 50/50 grant for street seating and a defibrillator in Vermont Street Barooga. This resulted in a \$6000 contribution to our community in total.

Please don't hesitate to contact Barooga Advancement Group directly should you have any queries at [baroogaadvancement3644@gmail.com](mailto:baroogaadvancement3644@gmail.com).

Best Regards

Renee Brooker  
Vice President

PO Box 300 BAROOGA NSW 3644

[baroogaadvancement3644@gmail.com](mailto:baroogaadvancement3644@gmail.com)



## 8.18 Correspondence Incoming and Outgoing October - November 2023

- Author:** Chief Executive Officer, Karina Ewer
- Strategic Outcome:** 2. Good government
- Strategic Objective:** 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting
- Delivery Program:** 2.1.3. Council operations and financial management support ethical, transparent and accountable corporate governance
- Council's Role:** **Service Provider:** The full cost (apart from fees for cost recover, grants etc) of a service or activity is met by Council
- Appendices:**
1. Incoming Correspondence Oct-Nov (under separate cover)
  2. Outgoing Correspondence Oct-Nov (under separate cover)

*This report is for information only.*

### Report

The report is intended to ensure our work, such as advocacy, of the Mayor and CEO is more transparent to the Council and the community.

All correspondence is grouped into on attachment (incoming and outgoing) to ensure appendices are manageable.

### INCOMING

| DATE            | FROM  | TO          | TYPE   | RESPONDED DATE |
|-----------------|---|-------------|--------|----------------|
| 6 October 2023  | Mayor Peta Betts  | Mayor Julia | Letter | 9 October 2023 |
| 16 October 2023 | Brett Stonestreet   | Karina Ewer | Email  | N/A            |
| 16 October 2023 | The Hon Rose Jackson MP*                                    | Mayor Julia | Letter |                |
| 17 October 2023 | The Hon Rose Jackson MP                                     | Mayor Julia | Letter | N/A            |
| 17 October 2023 | Melissa Gibbs – Director, Policy and Sector Development OLG | Karina Ewer | Email  | N/A            |



| DATE            | FROM                          | TO                      | TYPE  | RESPONDED DATE   |
|-----------------|-------------------------------|-------------------------|---|--|
| 23 October 2023 | The Hon Steve Whan MP         | Karina Ewer             | Letter  | (was response to Mayor Julia's letter to Minister Prue Car last month) |
| 27 October 2023 | The Hon Jenny Aitchison MP    | Mayor Julia             | Letter  | N/A  |
| 31 October 2023 | The Hon Paul Scully           | Cr Hannan (Mayor Julia) | Letter  | Did not respond  |
| 1 November 2023 | Neil Bull, Ricegrowers' Assoc | Karina Ewer             | Email   | Letter of support included in outgoing mail below                      |
| 2 November 2023 | Karina Ewer                   | Joint Select Committee  | Protecting Local Water Utilities from Privatisation | Email  |
| 3 November 2023 | Mayor Julia and Karina Ewer   | Helen Dalton            | Minister Park Follow Up                             | Email  |
| 6 November 2023 | Karina Ewer                   | Helen Dalton MP         | Country Universities Centres                        | Email – Support lettering to Jason Clare MP                            |

## OUTGOING

| DATE            | FROM        | TO  | REGARDS                   | TYPE   |
|-----------------|-------------|---|---------------------------|--------|
| 9 October 2023  | Mayor Julia | Mayor Peta  | Thank you                 | Letter |
| 9 October 2023  | Mayor Julia | James McTavish (NSW Cross Border Commissioner)    | Ambulance Call Management | Letter |
| 9 October 2023  | Mayor Julia | Luke Wilson (Vic Cross Border Commissioner)<br>** | Ambulance Call Management | Letter |
| 16 October 2023 | Mayor Julia | Mayor Doug  | Thank you                 | Letter |
| 16 October 2023 | Karina Ewer | Brett Stonestreet GM Griffith City Council        | Thank you                 | Letter |



| DATE            | FROM        | TO   | REGARDS               | TYPE   |
|-----------------|-------------|--|-----------------------|--------|
| 25 October 2023 | Mayor Julia | The Hon Brendan O'Connor,<br>Minister for Skills and Training                                  | CUC Southern Riverina | Letter |
| 25 October 2023 | Mayor Julia | The Hon Jason Clare MP,<br>Minister for Education  | CUC Southern Riverina | Letter |
| 25 October 2023 | Mayor Julia | The Hon Steven Whan MP,<br>Minister for Skills, TAFE and Tertiary Education                    | CUC Southern Riverina | Letter |
| 25 October 2023 | Mayor Julia | Helen Dalton MP,<br>Member for Murray  | CUC Southern Riverina | Letter |
| 25 October 2023 | Mayor Julia | The Hon Prue Car, Deputy Premier, Minister for Education and Early Learning                    | CUC Southern Riverina | Letter |
| 25 October 2023 | Mayor Julia | Senator The Hon Anthony Chisholm,<br>Assistant Minister for Education and Regional Development | CUC Southern Riverina | Letter |
| 25 October 2023 | Mayor Julia | The Hon Sussan Ley MP, Deputy Premier and Member for Farrer                                    | CUC Southern Riverina | Letter |
| 25 October 2023 | Mayor Julia | The Hon Fiona Nash, Regional Education Commissioner  | CUC Southern Riverina | Letter |
| 25 October 2023 | Mayor Julia | The Hon Tara Moriarty MLC,<br>Minister for Skills TAFE and Tertiary Education                  | CUC Southern Riverina | Letter |



| DATE            | FROM        | TO  | REGARDS                    | TYPE   |
|-----------------|-------------|---|----------------------------|--------|
| 1 November 2023 | Karina Ewer | Neil Bull,<br>Ricegrowers'<br>Association | Land Care Co-<br>ordinator | Letter |
| 7 November 2023 | Karina Ewer | Smart Regional<br>Spaces –                | Feedback on<br>Pop Up Box  | Email  |

\* Submission sent Monday 23 October 2023 and included in the November Meeting Agenda papers for information

\*\* Meeting booked for 11 November 2023 to discuss matter

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## 8.19 Finance - Accounts

|                             |  |
|-----------------------------|--|
| <b>Author:</b>              | <b>Director Corporate Services, Tahlia Fry</b>   |
| <b>Strategic Outcome:</b>   | 2. Good government   |
| <b>Strategic Objective:</b> | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting |
| <b>Delivery Program:</b>    | 2.1.3. Council operations and financial management support ethical, transparent and accountable corporate governance                         |
| <b>Council's Role:</b>      | <b>Service Provider:</b> The full cost (apart from fees for cost recover, grants etc) of a service or activity is met by Council             |
| <b>Appendices:</b>          | 1. Berrigan_Monthly Report_October 2023.pdf  |

### Recommendation

That Council:

- a) Receive the Financial Statement, Bank Reconciliation Certificate and Petty Cash Book made up to 31 October 2023,
- b) Confirm the accounts paid as per Warrant No. 10/23 totaling \$7,727,614.26

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### Purpose

This report is designed to inform Council of its cash and investments as at 31 October 2023 and for council to authorise expenditure for the month ending 31 October 2023.

### Report:

- a) A Financial Statement covering all funds of the Council indicating the Bank Balances as at 31 October 2023 is certified by the Director Corporate Services.
- b) The Director Corporate Services certifies that the Cash Book of the Council was reconciled with the Bank Statements as at 31 October 2023.
- c) The Director Corporate Services certifies the Accounts, including the Petty Cash Book made up to 31 October 2023, totaling \$7,727,614.26 and will be submitted for confirmation of payment as per Warrant No. 10/23
- d) The Director Corporate Services certifies that all Investments have been placed in accordance with:
  - i. [Council's Investment Policy](#),
  - ii. [Section 625 of the Local Government Act 1993 \(as amended\)](#),



- iii. [the Minister's Amended Investment Order gazetted 11 January 2011](#),
  - iv. [clause 212 of the Local Government \(General\) Regulations 2021](#), and
  - v. Third Party Investment requirements of the Office of Local Government Circular 06-70
- e) Funds have decreased in October by \$821K and have decreased by \$3.98M compared to the same period last year, predominately due to the ongoing increases in operational costs and the current capital works program.

**Statement of Bank Balances as at 30 SEPTEMBER 2023**

**Bank Account Reconciliation**

|   |                                |
|---|--------------------------------|
| Cash book balance as at 01 SEPTEMBER 2023                 | \$ 14,351,671.58               |
| Receipts for SEPTEMBER 2023                               | \$ 1,628,499.67                |
| Term Deposits Credited Back                               | \$ -                           |
|   | <u>\$ 15,980,171.25</u>        |
| Less Payments Statement No 08/23                          |                                |
| Bank Transfers  | \$ -                           |
| Electronic Funds Transfer (EFT) payroll                   | \$ 740,697.96                  |
| Electronic Funds Transfer (EFT) Creditors E043352-E043517 | \$ 2,484,763.83                |
| Term Deposits Invested                                    | \$ -                           |
| Loan repayments, bank charges, etc                        | \$ 72,207.84                   |
| Total Payments for SEPTEMBER 2023                         | \$ 3,297,669.63                |
| <b>Cash Book Balance as at 30 SEPTEMBER 2023</b>          | <u><b>\$ 12,682,501.62</b></u> |
| <br>  |                                |
| Bank Statements as at 30 SEPTEMBER 2023                   | \$ 12,682,501.62               |
| Plus Outstanding Deposits                                 | \$ -                           |
| Less Outstanding Cheques/Payments                         | \$ -                           |
| <b>Reconciliation Balance as at 30 SEPTEMBER 2023</b>     | <u><b>\$ 12,682,501.62</b></u> |

**INVESTMENT REGISTER**

| INSTITUTION          | FUND    | DEPOSIT NO. | TERM (days) | RATE    | MATURITY DATE | INSTITUTION TOTAL              | S&P RATING |
|----------------------|---------|-------------|-------------|---------|---------------|--------------------------------|------------|
| AMP                  | WATER   | 136/18      | 241         | **4.75% | 12/02/2024    | \$ 2,000,000.00                | BBB+       |
| AMP                  | SEWER   | 144/19      | 365         | **4.5%  | 23/03/2024    | \$ 2,000,000.00                | BBB+       |
| AMP                  | GENERAL | 133/17      | 365         | **5.1%  | 23/05/2024    | \$ 1,000,000.00                | BBB+       |
| AMP                  | GENERAL | 149/23      | 730         | **5.00% | 25/10/2024    | \$ 2,000,000.00                | BBB+       |
| AMP                  | GENERAL | 125/16      | 365         | **4.55% | 31/05/2025    | \$ 2,058,000.00                | BBB+       |
| Bank Of Queensland   | WATER   | 153/23      | 731         | 4.60%   | 18/11/2024    | \$ 2,000,000.00                | BBB+       |
| Bendigo Bank         | WATER   | 142/18      | 365         | *4.75%  | 26/09/2024    | \$ 2,000,000.00                | BBB+       |
| Defence Bank Limited | WATER   | 138/18      | 365         | 4.50%   | 11/01/2024    | \$ 2,000,000.00                | BBB        |
| Defence Bank Limited | SEWER   | 154/23      | 365         | 4.80%   | 1/05/2024     | \$ 2,000,000.00                | BBB        |
| NAB                  | WATER   | 148/23      | 365         | 1.50%   | 28/09/2024    | \$ 2,000,000.00                | AA-        |
| NAB                  | GENERAL | 155/23      | 368         | 5.30%   | 30/09/2024    | \$ 5,000,000.00                | AA-        |
| WESTPAC              | GENERAL | 150/23      | 365         | 5.28%   | 30/09/2024    | \$ 2,000,000.00                | AA-        |
|                      |         |             |             |         |               | <u><b>\$ 26,058,000.00</b></u> |            |

**Total Funds Held at 30 SEPTEMBER 2023**

**\$38,740,501.62**

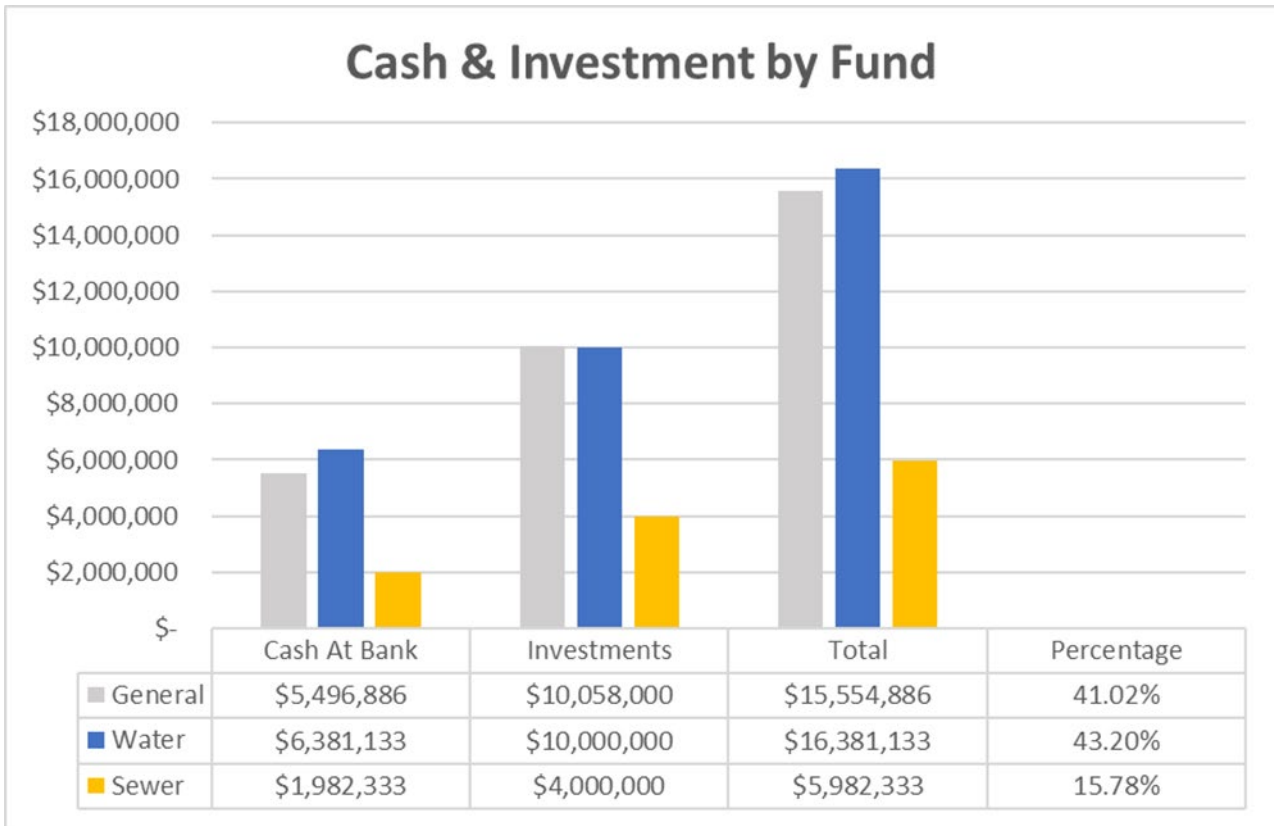
**Tahlia Fry - Director Corporate Services**

\*The Council also receives an additional 0.25% commission

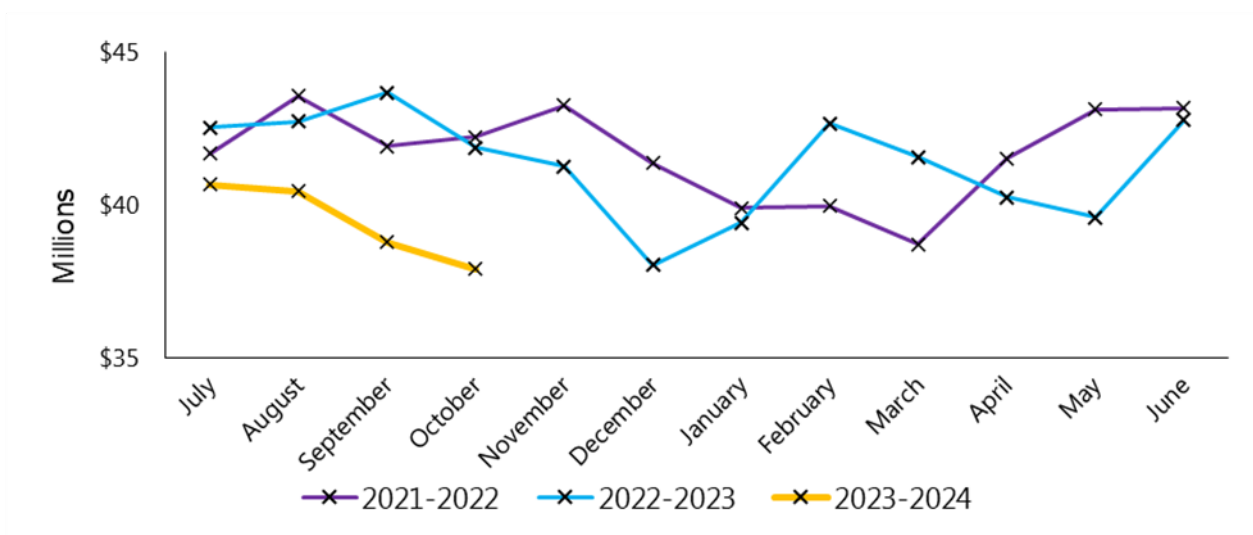
\*\*The Council also receives an additional 0.20% commission



Total Funds held between General, Water and Sewer are as follows:



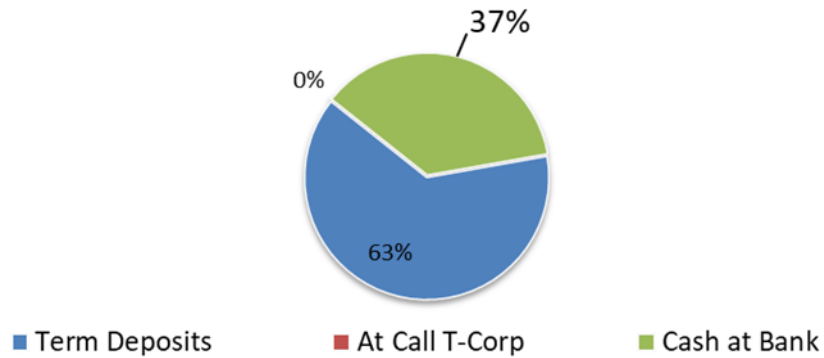
Total Cash and Investments



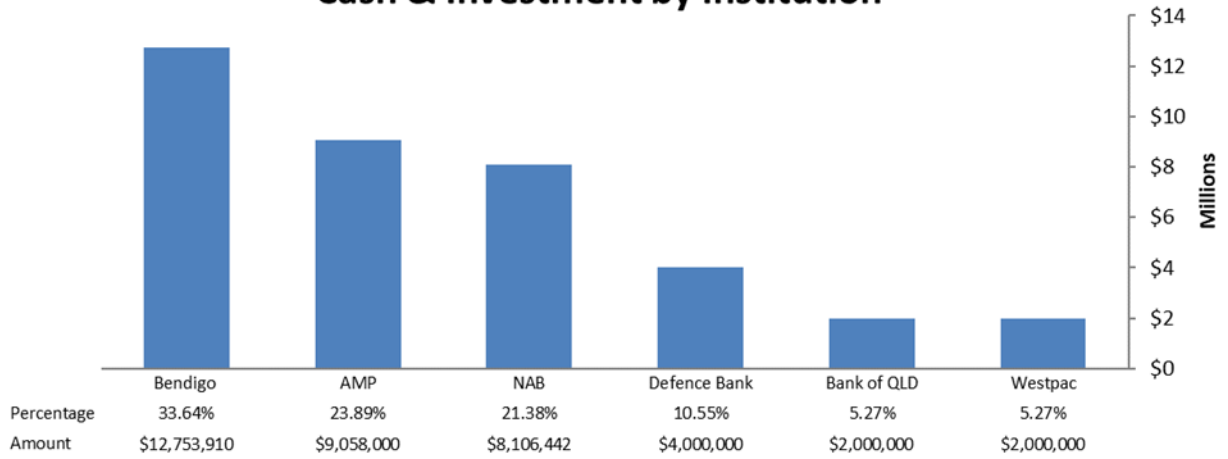




### Cash & Investment by type



### Cash & Investment by Institution



#### Term Deposits Credited Back

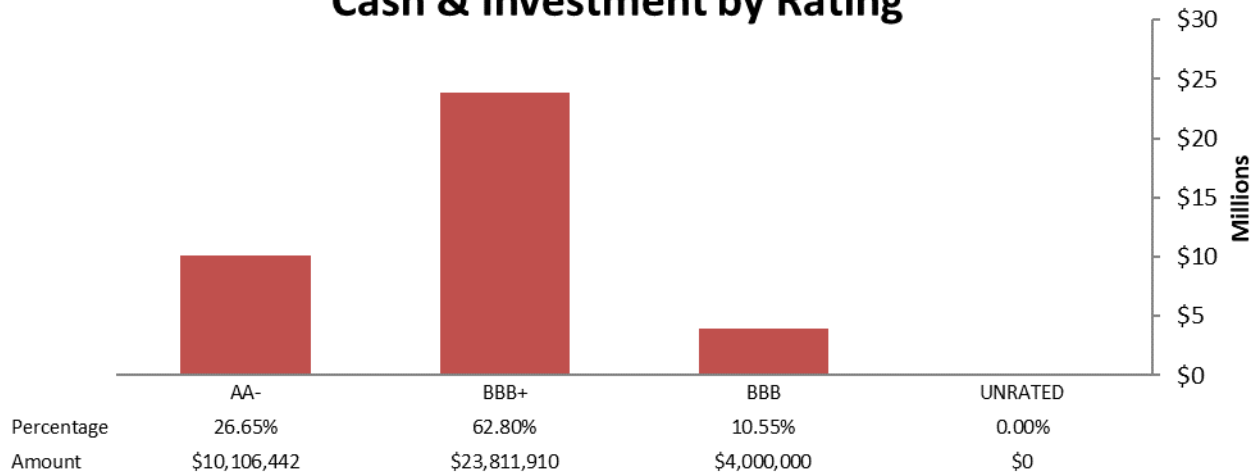
| Prior Financial Institution | Term (Days) | Amount         | Interest Rate | Maturity Date |
|-----------------------------|-------------|----------------|---------------|---------------|
| NAB                         | 365         | \$2,090,687.12 | 1.50%         | Closed        |

#### Term Deposits Invested / Reinvested

| Current Financial Institution | Term (Days) | Amount | Interest Rate | Maturity Date |
|-------------------------------|-------------|--------|---------------|---------------|
|-------------------------------|-------------|--------|---------------|---------------|



### Cash & Investment by Rating



#### Outstanding Borrowings:

The Council has outstanding borrowings of \$6,691,832.19 as of 31 October 2023. This includes both external borrowings (\$3,885,723.56) and internal borrowings from Council's Sewer Fund (\$2,806,108.63). There is \$683,052.95 payable within the next 8 months.

Council has not yet drawn down on any new borrowings in the 23/24FY.

#### Please see below Council's current borrowings:

| Institution | Fund Borrowing | Purpose                     | Loan Amount  | Interest Rate | Opening Balance @ 30.06.2023 | Principal | Interest | Closing Balance @ 31.10.2023 |
|-------------|----------------|-----------------------------|--------------|---------------|------------------------------|-----------|----------|------------------------------|
| NAB         | General        | LIRS Drainage Loan          | \$1,630,000  | 4.26%         | \$306,392                    | \$62,765  | \$4,064  | \$243,627                    |
| ANZ         | General        | LCLI Lewis Cr/Fin Park Loan | \$1,000,000  | 2.32%         | \$715,756                    | \$31,934  | \$5,443  | \$683,822                    |
| NAB         | Water          | LCLI Barooga WTP            | \$4,000,000  | 1.48%         | \$3,086,813                  | \$128,538 | \$14,991 | \$2,958,275                  |
| Sewer Fund  | General        | General Fund                | \$1,000,000  | 1.48%         | \$811,577                    | \$32,103  | \$4,004  | \$779,475                    |
| Sewer Fund  | Water          | Finley WTP                  | \$2,600,000  | 1.48%         | \$2,110,101                  | \$83,467  | \$10,410 | \$2,026,634                  |
|             |                | <b>TOTALS</b>               | \$10,230,000 |               | \$7,030,639                  | \$338,807 | \$38,912 | \$6,691,832                  |



## Monthly Investment Review



October 2023

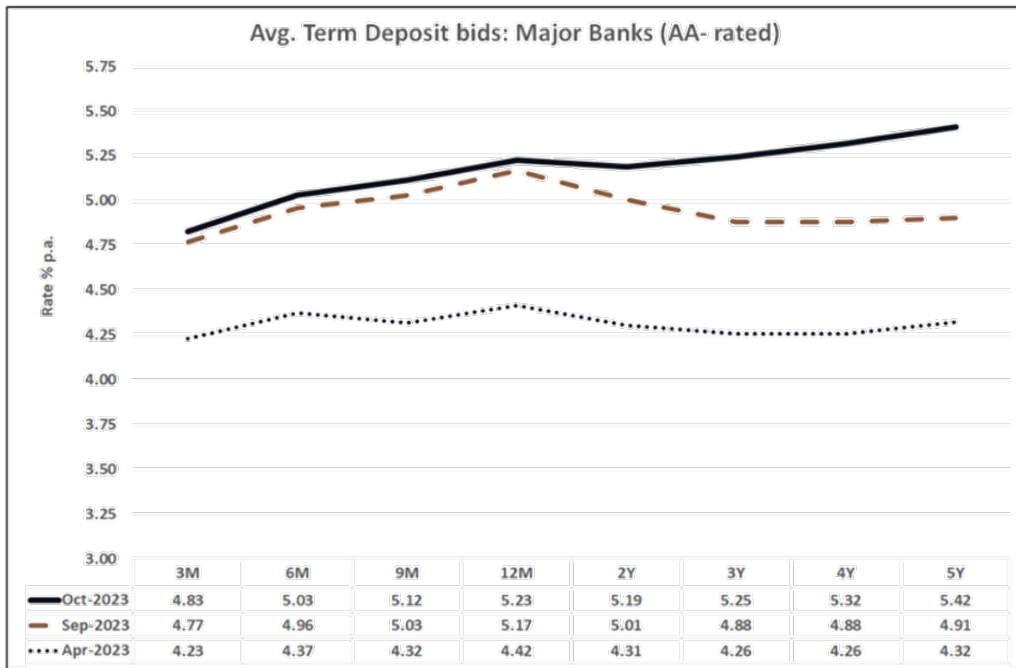
Arlo Advisory Pty Ltd  
ABN: 55 668 191 795  
Authorised Representative of InterPrac Financial Planning Pty Ltd  
AFSL 246 638  
Phone: +61 2 9053 2987  
Email: [michael.chandra@arloadvisory.com.au](mailto:michael.chandra@arloadvisory.com.au) / [melissa.villamin@arloadvisory.com.au](mailto:melissa.villamin@arloadvisory.com.au)  
125 Middle Harbour Road, East Lindfield NSW 2070



## Market Update Summary

Financial markets reacted to expectations that central banks could keep interest rates higher for longer than previously envisaged, as they fight to curb inflation that remains stubbornly high across many countries. The sell-off in global bonds continued with fresh cycle highs being set for longer-term yields. Domestically, the RBA's tolerance for the current elevated levels of inflation is waning. They have maintained their tightening bias and likely to hike rates again as early as November 7<sup>th</sup> (Melbourne Cup).

Over the month of October, major bank deposit rates increase significantly (~40-50bp) at the long-end (3-5 year) part of the curve, reacting to the higher than expected inflation number. Interestingly, deposit rates offered by the major banks are now slightly higher at the very long end (3-5 years) compared to the shorter-end (6 month-2 years), which has not been the case in recent months. Rates remain relatively flat across the longer-tenors (only a ~20bp range between 1-5 year rates), reflective of the major banks believing that we are approaching the peak of the interest rates cycle and potentially, future rate cuts may need to be delivered should inflation be returning back to target.



Source: Imperium Markets

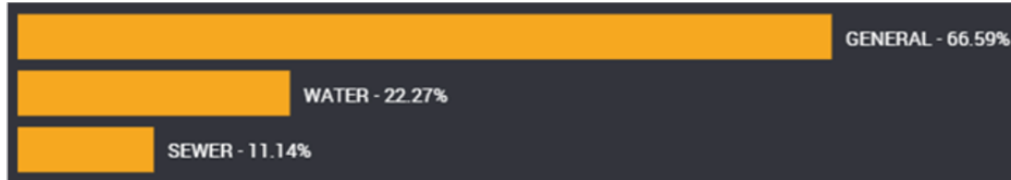
With a global economic downturn being priced in coming years, investors may take an 'insurance policy' against a potentially lower rate environment by investing across 2-5 year fixed deposits, targeting rates above or close to 5¼-5½% p.a. (small allocation only).



## Berrigan Shire Council's Portfolio & Compliance

### Fund Allocation

As at the end of October 2023, the portfolio was mainly directed to General Funds:



### Asset Allocation

As at the end of October 2023, the portfolio is mainly directed to fixed term deposits (~61%). The remainder of the portfolio is held in low yielding cash accounts with NAB (AA-) and Bendigo-Adelaide (BBB+), which remains at relatively high levels and will cause a drag to performance.

Senior FRNs remain relatively attractive as spreads have generally widened over the past 12-18 months. New issuances may be considered again on a case by case scenario. In the interim, staggering a mix of fixed deposits between 9-12 months to 2 years remains a more optimal strategy to maximise returns over a longer-term cycle.

With a global economic downturn being priced in coming years, investors can choose to allocate a small proportion of longer-term funds and undertake an insurance policy against any potential future rate cuts by investing across 2-5 year fixed deposits, locking in and targeting yields close to or above 5¼-5½% p.a.



*Council's Investment Policy does not specify any limits for Maturity, Counterparty and Credit Quality compliance measures.*



### Term to Maturity

The portfolio is highly liquid with the majority of the investment portfolio maturing within 12 months. We recommend a more diversified maturity profile to improve the returns of the total investment portfolio.

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

| Compliant | Horizon       | Invested (\$)       | Invested (%)   | Min. Limit (%) | Max. Limit (%) | Available (\$) |
|-----------|---------------|---------------------|----------------|----------------|----------------|----------------|
| ✓         | 0 - 90 days   | \$15,860,352        | 44.16%         | 0%             | 100%           | \$20,058,000   |
| ✓         | 91 - 365 days | \$18,058,000        | 50.28%         | 0%             | 100%           | \$17,860,352   |
| ✓         | 1 - 2 years   | \$2,000,000         | 5.57%          | 0%             | 100%           | \$33,918,352   |
| ✓         | 2 - 5 years   | \$0                 | 0.00%          | 0%             | 100%           | \$35,918,352   |
|           |               | <b>\$35,918,352</b> | <b>100.00%</b> |                |                |                |

### Counterparty

As at the end of October 2023 (noting no formal counterparty restrictions), Council's portfolio has minimal diversification, with only six banks utilised. We welcomed the introduction of Westpac (AA-) recently.

| Compliant | Issuer        | Rating | Invested (\$)       | Invested (%)   | Max. Limit (%) | Available (\$) |
|-----------|---------------|--------|---------------------|----------------|----------------|----------------|
| ✓         | NAB           | A-1+   | \$8,106,442         | 22.57%         | 100.00%        | \$27,811,910   |
| ✓         | WBC           | A-1+   | \$2,000,000         | 5.57%          | 100.00%        | \$33,918,352   |
| ✓         | AMP Bank      | A-2    | \$9,058,000         | 25.22%         | 100.00%        | \$26,860,352   |
| ✓         | Bendigo-Adel. | A-2    | \$10,753,910        | 29.94%         | 100.00%        | \$25,164,442   |
| ✓         | BoQ (LT)      | BBB+   | \$2,000,000         | 5.57%          | 100.00%        | \$33,918,352   |
| ✓         | Defence Bank  | A-2    | \$4,000,000         | 11.14%         | 100.00%        | \$31,918,352   |
|           |               |        | <b>\$35,918,352</b> | <b>100.00%</b> |                |                |



### Credit Quality

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

| Compliant | Credit Rating        | Invested (\$)       | Invested (%)   | Max. Limit (%) | Available (\$) |
|-----------|----------------------|---------------------|----------------|----------------|----------------|
| ✓         | A-1+ Category        | \$10,106,442        | 28%            | 100%           | \$25,811,910   |
| ✓         | AA Category (LT)     | \$0                 | 0%             | 100%           | \$35,918,352   |
| ✓         | A-1 Category         | \$0                 | 0%             | 100%           | \$35,918,352   |
| ✓         | A-2 Category         | \$23,811,910        | 66%            | 100%           | \$12,106,442   |
| ✓         | BBB Category (LT)    | \$2,000,000         | 6%             | 100%           | \$33,918,352   |
| ✓         | A-3 Category         | \$0                 | 0%             | 100%           | \$35,918,352   |
| ✓         | Unrated ADI Category | \$0                 | 0%             | 100%           | \$35,918,352   |
|           |                      | <b>\$35,918,352</b> | <b>100.00%</b> |                |                |

### Performance

Council's performance for the month ending October 2023 is summarised as follows:

| Performance (Actual)                       | 1 month      | 3 months     | 6 months     | FYTD         | 1 year       |
|--|--------------|--------------|--------------|--------------|--------------|
| Official Cash Rate                         | 0.34%        | 1.02%        | 2.03%        | 1.36%        | 3.66%        |
| AusBond Bank Bill Index                    | 0.33%        | 1.04%        | 2.02%        | 1.42%        | 3.66%        |
| <b>Council's T/D Portfolio<sup>^</sup></b> | <b>0.42%</b> | <b>1.09%</b> | <b>2.09%</b> | <b>1.43%</b> | <b>3.80%</b> |
| <b>Rel. Performance</b>                    | <b>0.08%</b> | <b>0.05%</b> | <b>0.06%</b> | <b>0.02%</b> | <b>0.14%</b> |

<sup>^</sup>Total portfolio performance excludes Council's cash account holdings.

| Performance (Annualised)                   | 1 month      | 3 months     | 6 months     | FYTD         | 1 year       |
|--|--------------|--------------|--------------|--------------|--------------|
| Official Cash Rate                         | 4.10%        | 4.10%        | 4.06%        | 4.10%        | 3.66%        |
| AusBond Bank Bill Index                    | 4.01%        | 4.19%        | 4.05%        | 4.27%        | 3.66%        |
| <b>Council's T/D Portfolio<sup>^</sup></b> | <b>5.05%</b> | <b>4.40%</b> | <b>4.18%</b> | <b>4.32%</b> | <b>3.80%</b> |
| <b>Rel. Performance</b>                    | <b>1.04%</b> | <b>0.21%</b> | <b>0.13%</b> | <b>0.05%</b> | <b>0.14%</b> |

<sup>^</sup>Total portfolio performance excludes Council's cash account holdings.

For the month of October 2023, the deposit portfolio provided a return of +0.42% (actual) or +5.05% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.33% (actual) or +4.01% p.a. (annualised).



## Recommendations for Council

### **Term Deposits**

Going forward, Council's interest income can be increased significantly by undertaking a slightly longer duration position (12-24 months), with rates on offer along this part of the curve likely to be offered up to ¼-½% p.a. higher compared to shorter tenors in a normal market environment. There is growing belief that a global economic downturn is forthcoming and so locking in rates close to or above 5½% p.a. across 1-3 year tenors may provide some income protection against a lower rate environment.

***If Council is willing to undertake a slightly different strategy and stagger its deposit investments with the likes of the major banks (and the regional banks) across periods ranging from 12-24 months, over the upcoming year, it is likely to see an increase in overall returns by at least ½% p.a. On a \$30m deposit portfolio, that could amount to extra interest income of \$150,000 over the next 12 months should such a strategy be implemented.***

As at the end of October 2023, Council's deposit portfolio was yielding 4.89% p.a. (unchanged from the previous month), with a weighted average duration of around 249 days (~8 months). **We continue to encourage Council to incrementally extend the portfolio's average duration closer to 12 months.**

Please refer to the section below for further details on the Term Deposit market.

### **Securities**

Primary (new) **FRNs** (with maturities between 3-5 years) continue to be appealing (particularly for those investors with portfolios skewed towards fixed assets) and should be considered on a case by case scenario.

Please refer to the section below for further details on the FRN market.





## Term Deposit Market Review

### Current Term Deposits Rates

As at the end of October, we see value in:

| Index   | LT Credit Rating | Term      | Rate % p.a. |
|---------|------------------|-----------|-------------|
| ANZ     | AA-              | 5 years   | 5.89%       |
| ING     | A                | 5 years   | 5.67%       |
| ANZ     | AA-              | 4 years   | 5.58%       |
| ING     | A                | 4 years   | 5.58%       |
| ING     | A                | 2-3 years | 5.49%       |
| Westpac | AA-              | 2 years   | 5.41%       |
| NAB     | AA-              | 2 years   | 5.40%       |
| BoQ     | BBB+             | 2 years   | 5.35%       |
| CBA     | AA-              | 2 years   | 5.29%       |

The above deposits are suitable for investors looking to maintain diversification and lock-in a slight premium compared to purely investing short-term.



For terms under 12 months, we believe the strongest value is currently being offered by the following ADIs (we stress that rates are indicative, dependent on daily funding requirements and different for industry segments):

| Index       | LT Credit Rating | Term       | Rate % p.a. |
|-------------|------------------|------------|-------------|
| ING         | A                | 12 months  | 5.47%       |
| CBA (>\$2m) | AA-              | 12 months  | 5.45%       |
| Westpac     | AA-              | 12 months  | 5.43%       |
| Suncorp     | A+               | 12 months  | 5.42%       |
| ING         | A                | 11 months  | 5.37%       |
| NAB         | AA-              | 12 months  | 5.40%       |
| BoQ         | BBB+             | 12 months  | 5.35%       |
| NAB         | AA-              | 9 months   | 5.30%       |
| BoQ         | BBB+             | 6-9 months | 5.30%       |
| CBA (>\$2m) | AA-              | 6 months   | 5.22%       |
| NAB         | AA-              | 6 months   | 5.20%       |
| NAB         | AA-              | 3 months   | 5.00%       |

If Council does not require high levels of liquidity and can stagger a proportion of its investments across the longer term horizons (1-5 years), it will be rewarded over a longer-term cycle. Investing a spread of 12 months to 3 year horizons is likely to yield, on average, up to ¼-½% p.a. higher compared to those investors that entirely invest in short-dated deposits (under 6-9 months).

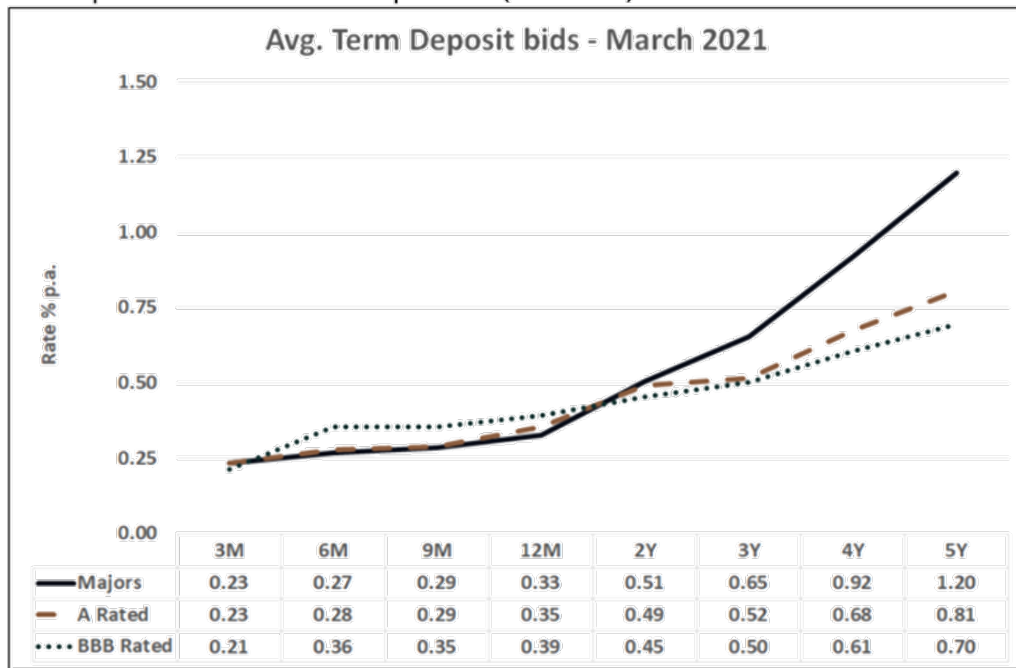
With a global economic slowdown being priced in coming years, investors should consider allocating some longer term surplus funds and undertake an insurance policy by investing across 2-5 year fixed deposits and locking in rates close to or above 5¼-5½% p.a. This will provide some income protection if central banks decide to cut rates in future years, assuming inflation has stabilised.



### Term Deposits Analysis

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

#### Term Deposit Rates – 12 months after pandemic (March 2021)



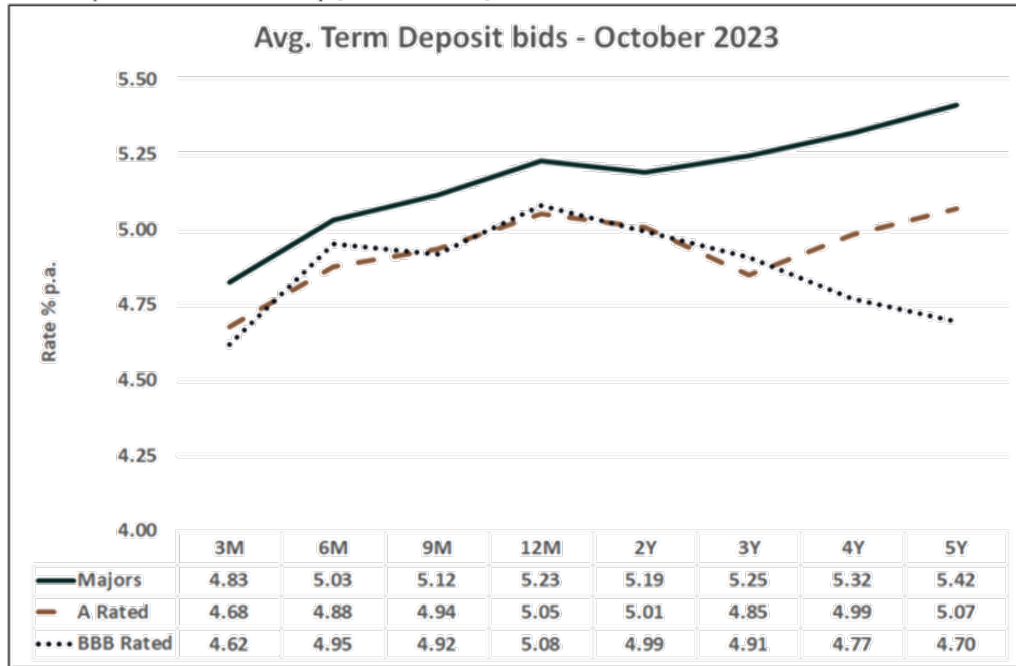
Source: Imperium Markets

The abnormal marketplace experienced during the pandemic is starting to reverse as the competition for deposits slowly increases. In recent months, we have started to periodically see some of the lower rated ADIs ("A" and "BBB" rated) offering slightly higher rates compared to the domestic major banks ("AA" rated) on different parts of the curve (i.e. pre-pandemic environment). Some of this has been attributed to lags in adjusting their deposit rates as some banks (mainly the lower rated ADIs) simply set their rates for the week.



Going forward, Council should have a larger opportunity to invest a higher proportion of its funds with the lower rated institutions (up to Policy limits), from which the majority are not lending to the Fossil Fuel industry. We are slowly seeing this trend emerge, although the past three months have been an exception, with the major banks repricing more rapidly to the movement in the bond market than their lower rated counterparts:

**Term Deposit Rates – Currently (October 2023)**



Source: Imperium Markets

**Regional & Unrated ADI Sector**

Ratings agency S&P has commented that "mergers remain compelling for mutuals lenders" in providing smaller lenders greater economies of scale and assisting them in being able to price competitively and will see "the banking landscape will settle with a small number of larger mutual players". S&P expects that consolidation to continue over the next two years.

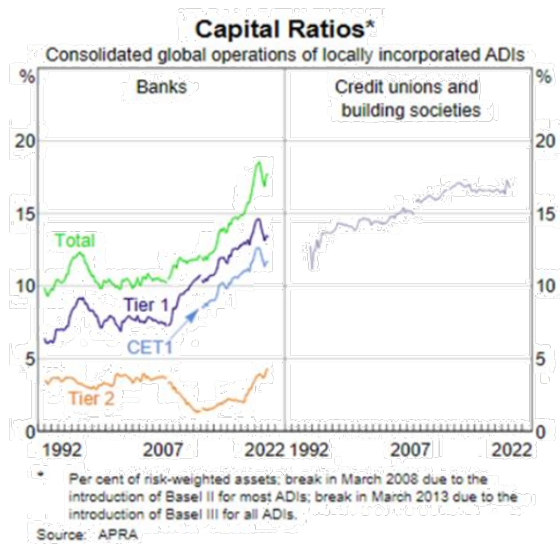
We remain supportive of the regional and unrated ADI sector (and have been even throughout the post-GFC period). They continue to remain solid, incorporate strong balance sheets, while exhibiting high levels of capital – typically, much higher compared to the higher rated ADIs. Some unrated ADIs have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



Overall, the lower rated ADIs (BBB and unrated) are generally now in a better financial position than they have been historically (see the Capital Ratio figure below). The financial regulator, APRA has noted that the Common Equity Tier 1 capital of Australian banks now exceeds a quarter of a trillion dollars. It has increased by \$110 billion, or more than 70%, over the past nine years. Over the same time, banks' assets have grown by 44%. Some of the extra capital is supporting growth in the banking system itself but clearly, there has been a strengthening in overall resilience and leverage in the system is lower.

We believe that deposit investments with the lower rated ADIs should be considered going forward, particularly when they offer 'above market' specials. Not only would it diversify the investment portfolio and reduce credit risk, it would also improve the portfolio's overall returns. The lower rated entities are generally deemed to be the more 'ethical' ADIs compared to the higher rated ADIs.

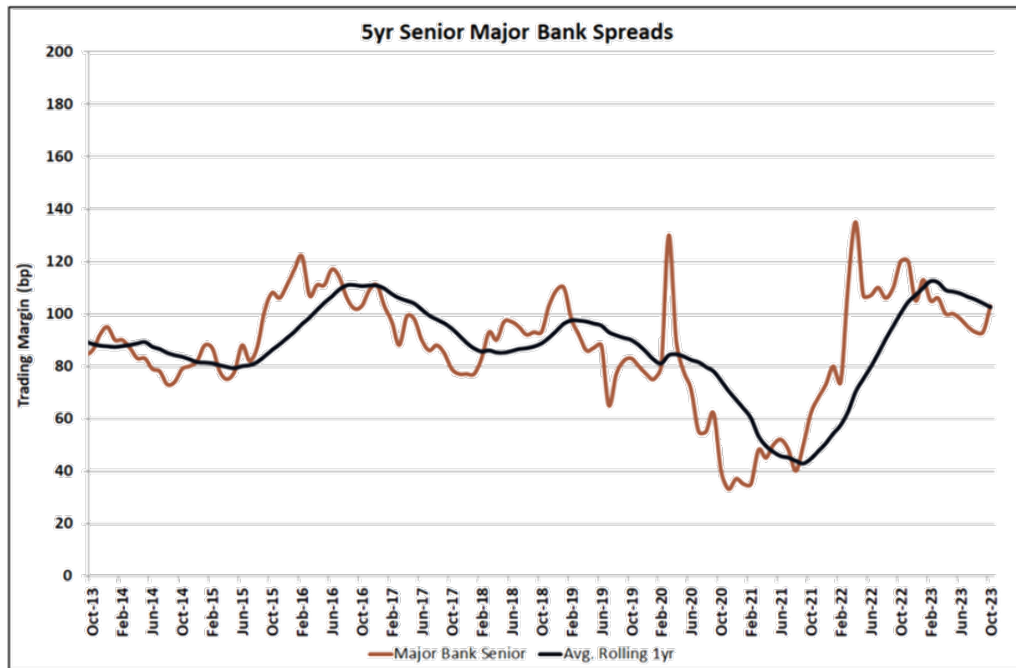
In the current environment of high regulation and scrutiny, all domestic (and international) ADIs continue to carry high levels of capital. There is minimal (if any) probability of any ADI defaulting on their deposits going forward – this was stress tested during the GFC and the pandemic period. APRA's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





## Senior FRNs Market Review

Over October, amongst the senior major bank FRNs, physical credit securities widened by around 6-10bp at the long-end of the curve. Major bank senior securities remain at fair value in the rising rate environment (5yr margins above +100bp level).



Source: IBS Capital

During the month, there were a handful of other new (primary) issuances:

- 3 & 7yr SMBC (A) senior FRN at +90bp and +137bp respectively
- 3 & 5yr Bank of America (A) senior FRN at +105bp and +125bp respectively
- 3yr Bank Australia (BBB) senior FRN at +150bp

Amongst the "A" and "BBB" rated sector, the securities widened by around 10-15bp and 35bp respectively at the longer-end of the curve. Credit securities are looking much more attractive given the widening of spreads over the past ~18 months. FRNs will continue to play a role in investor's portfolios mainly on the basis of their liquidity and the ability to roll down the curve and gross up returns over future years (in a relatively stable credit environment).



| Senior FRNs (ADIs) | 31/10/2023 | 30/09/2023 |
|--------------------|------------|------------|
| "AA" rated – 5yrs  | +103bp     | +93bp      |
| "AA" rated – 3yrs  | +80bp      | +74bp      |
| "A" rated – 5yrs   | +125bp     | +115bp     |
| "A" rated – 3yrs   | +105bp     | +90bp      |
| "BBB" rated – 3yrs | +150bp     | +115bp     |

Source: IBS Capital

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

- On or before 2025 for the "AA" rated ADIs (domestic major banks);
- On or before 2024 for the "A" rated ADIs; and
- Within 6–9 months for the "BBB" rated ADIs (consider case by case).

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



## Senior Fixed Bonds – ADIs (Secondary Market)

With global inflation remaining elevated, this has seen a significant lift in longer-term bond yields over the past 18 months (valuations fallen) as markets have reacted sharply.

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

| ISIN         | Issuer  | Rating | Capital Structure | Maturity Date | ~Remain. Term (yrs) | Fixed Coupon | Indicative Yield |
|--------------|---------|--------|-------------------|---------------|---------------------|--------------|------------------|
| AU3CB0273407 | UBS     | A+     | Senior            | 30/07/2025    | 1.76                | 1.20%        | 5.62%            |
| AU3CB0280030 | BoQ     | BBB+   | Senior            | 06/05/2026    | 2.53                | 1.40%        | 5.85%            |
| AU3CB0299337 | Bendigo | BBB+   | Senior            | 15/05/2026    | 2.55                | 4.70%        | 5.76%            |
| AU3CB0296168 | BoQ     | BBB+   | Senior            | 27/01/2027    | 3.26                | 4.70%        | 5.92%            |
| AU3CB0302404 | ANZ     | AA-    | Senior            | 11/09/2028    | 4.89                | 4.90%        | 5.54%            |
| AU3CB0302735 | WBC     | AA-    | Senior            | 19/09/2028    | 4.90                | 4.95%        | 5.55%            |





## Economic Commentary

### International Market

Financial markets reacted to expectations that central banks could keep interest rates higher for longer than previously envisaged, as they fight to curb inflation that remains stubbornly high across many countries. The sell-off in global bonds continued with fresh cycle highs being set for longer-term yields.

Across equity markets, the S&P 500 Index fell -2.20%, whilst the NASDAQ dropped -2.78%. Europe's main indices also experienced losses, led by UK's FTSE (-3.76%), Germany's DAX (-3.75%) and France's CAC (-3.50%).

The US core PCE deflator rose at +2.4% y/y, 0.1% below the consensus of +2.5%. The +2.4% increase in core PCE is the smallest since Q4 2019, ignoring the initial Covid distortions. US headline retail sales came in at +0.7% m/m vs. +0.3% expected, and the core control measure which feeds into GDP was +0.6% m/m vs. +0.1% expected.

US payrolls for September beat expectations, with payroll jobs up +336k against +170k expected. The participation rate remained high at 62.8%, and the unemployment rate remained at 3.8% against expectations for a dip to 3.7%.

The ECB kept rates on hold as widely expected and there was little initial market reaction. The statement reported that interest rates are at levels that, if maintained for a sufficiently long duration, will bring inflation back to its target. That reinforced market expectations that the tightening cycle may now be finished.

Canada's CPI figures for September slightly undershot expectations, with the headline rate falling to +3.8%. Meanwhile, Canada's labour market data was strong, with employment up +64k jobs in September (+20k expected). The unemployment rate was unchanged at 5.5%.

China's CPI remained flat year-on-year in September while producer prices declined -2.5% amid lingering concerns about weak demand.

The RBNZ left the Official Cash Rate unchanged at 5.50%, with the accompanying statement suggesting there is little change in the Bank's assessment from the August Monetary Policy Statement. New Zealand's Q3 CPI report showed notably lower annual inflation of +5.6% compared to the RBNZ's estimate of +6.0%.

The MSCI World ex-Aus Index fell -2.92% for the month of October:

| Index                    | 1m     | 3m     | 1yr    | 3yr    | 5yr    | 10yr   |
|--------------------------|--------|--------|--------|--------|--------|--------|
| S&P 500 Index            | -2.20% | -8.61% | +8.31% | +8.65% | +9.11% | +9.09% |
| MSCI World ex-AUS        | -2.92% | -9.58% | +8.87% | +6.58% | +6.61% | +5.82% |
| S&P ASX 200 Accum. Index | -3.78% | -7.19% | +2.95% | +8.88% | +7.18% | +6.60% |

Source: S&P, MSCI



### Domestic Market

As widely expected, the RBA kept rates unchanged in October for the four consecutive month. The RBA's October Board Minutes was more hawkish than recent communications. Key was the statement, "the Board has a low tolerance for a slower return of inflation to target than currently expected", which was inserted into the concluding paragraph. Even if the RBA hikes in November, they may still retain a tightening bias given the "low tolerance" for a slower return of inflation to target.

RBA Governor Bullock remained bullish in her follow-up comments during the month, saying "there's a few things that are suggestive that it's going to be difficult to get inflation down" and "services inflation - inflation in things like takeaways, hairdressers, restaurants, those sorts of things - that inflation is running at a bit over 4%...so it's above our target and it's pretty sticky. And that's what we're observing overseas as well". She also commented, "the Board will not hesitate to raise the cash rate further if there is a material upward revision to the outlook for inflation".

Q3 trimmed mean CPI came in at +1.2% q/q (+1.16% unrounded) and +5.2% y/y. That was marginally higher than consensus for +1.0% q/q. Most importantly, it is meaningfully higher than the +0.9% q/q outcome the RBA had pencilled in the August SoMP. The RBA appears to have been overly optimistic in its near term forecast for disinflation.

The unemployment rate fell 0.1% to 3.6% in September. This was largely due to the fall in the participation rate by 0.2% to 66.7%, with employment only rising by +6.7k (softer than consensus).

Retail sales rose a strong +0.9% m/m in September (consensus +0.3%) or +3.4% on an annual basis, which is 0.5% above its pre-pandemic growth rate. Very elevated population growth is a key tailwind to the aggregate consumer spending growth.

Residential auction clearance rates have held firm at 70.8%, in a sign the property market is shifting to the middle ground between buyers and sellers, as increased auction volumes temper vendor dominance.

The Australian dollar fell -1.73%, finishing the month at US63.46 cents (from US64.58 cents the previous month).

### Credit Market

The global credit indices widened again over November in the 'risk-off' environment. They are now back to their levels in early 2022 (prior to the rate hike cycle from most central banks):

| Index                      | October 2023 | September 2023 |
|----------------------------|--------------|----------------|
| CDX North American 5yr CDS | 81bp         | 73bp           |
| iTraxx Europe 5yr CDS      | 89bp         | 80bp           |
| iTraxx Australia 5yr CDS   | 98bp         | 89bp           |

Source: Markit



## Fixed Interest Review

### Benchmark Index Returns

| Index  | October 2023 | September 2023 |
|--|--------------|----------------|
| Bloomberg AusBond Bank Bill Index (0+YR)       | +0.33%       | +0.34%         |
| Bloomberg AusBond Composite Bond Index (0+YR)  | -1.85%       | -1.53%         |
| Bloomberg AusBond Credit FRN Index (0+YR)      | +0.37%       | +0.37%         |
| Bloomberg AusBond Credit Index (0+YR)          | -0.77%       | -0.58%         |
| Bloomberg AusBond Treasury Index (0+YR)        | -1.85%       | +1.88%         |
| Bloomberg AusBond Inflation Gov't Index (0+YR) | -1.35%       | -2.20%         |

Source: Bloomberg

### Other Key Rates

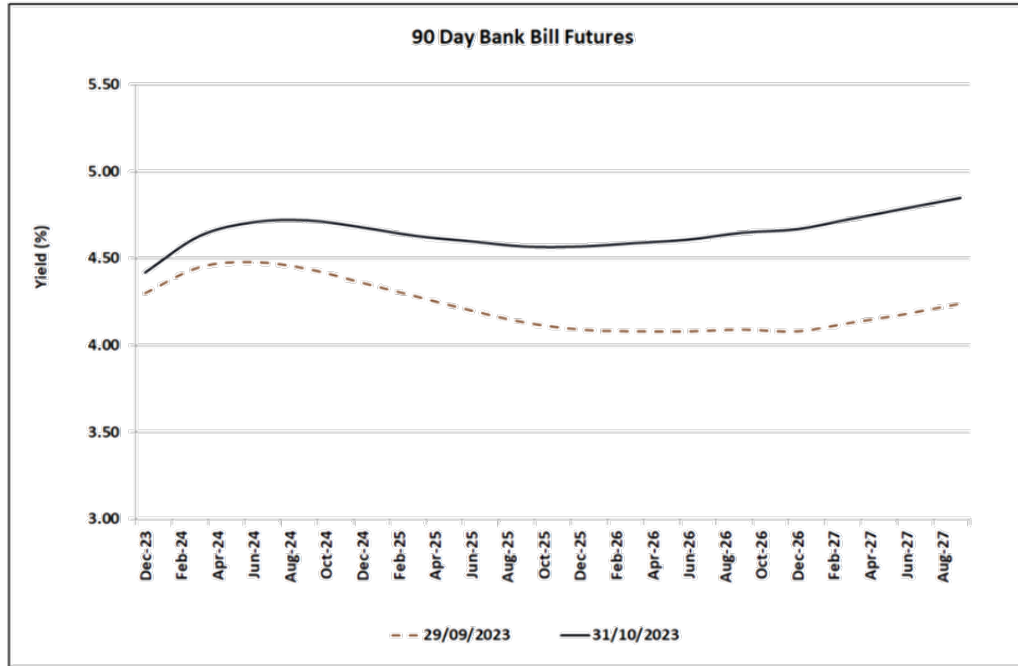
| Index                            | October 2023 | September 2023 |
|----------------------------------|--------------|----------------|
| RBA Official Cash Rate           | 4.10%        | 4.10%          |
| 90 Day (3 month) BBSW Rate       | 4.35%        | 4.14%          |
| 3yr Australian Government Bonds  | 4.41%        | 4.08%          |
| 10yr Australian Government Bonds | 4.93%        | 4.48%          |
| US Fed Funds Rate                | 5.25%-5.50%  | 5.25%-5.50%    |
| 2yr US Treasury Bonds            | 5.07%        | 5.03%          |
| 10yr US Treasury Bonds           | 4.88%        | 4.59%          |

Source: RBA, ASX, US Department of Treasury



### 90 Day Bill Futures

Bill futures rose across the board this month, following the higher than anticipated inflation number. The RBA is now expected to lift official rates again on Melbourne Cup Day (7<sup>th</sup> November). The bills market continues to factor in the possibility of an economic downturn over the next few years, highlighted by the drop in the futures pricing by the beginning of 2024:



Source: ASX



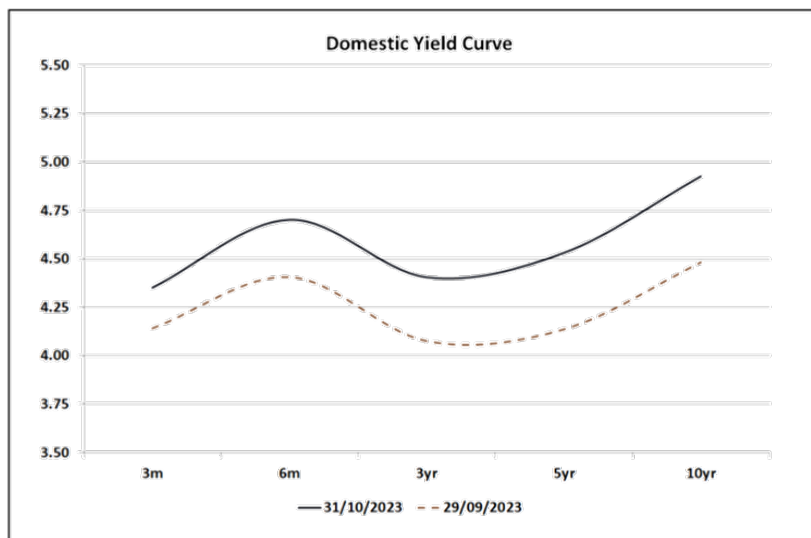
## Fixed Interest Outlook

Global inflation has accelerated in recent months – ending the trend of disinflation exhibited in early to mid-2023. Certain sectors in most advanced economies have remained sticky, with rising energy prices remaining a significant risk to headline inflation. The near-term outlook around monetary policy is still firmly to the upside. There is considerable uncertainty when central banks will start to cut official rates – markets continue to push back their expectations, factoring a 'higher for longer' sustained period of interest rates, resulting in the ongoing sell-off in bonds (yields rising).

US Fed Chair Powell commented that the FOMC is "proceeding carefully" and that "additional evidence of persistently above-trend growth, or that tightness in the labour market is no longer easing, could put further progress on inflation at risk and could warrant further tightening of monetary policy". US fed funds pricing universally expects the Fed to be on hold in November. Pricing of cuts though has expanded slightly with around 80bp priced for 2024.

Domestically, the RBA remains committed to tightening further if required, again warning that some further tightening may be required to ensure that inflation returns to target in a reasonable timeframe, and that this will continue to depend upon the data and the evolving assessment of risks. Governor Bullock has commented that services inflation is the worry ("although services inflation is declining, it's still higher than we're comfortable with. And it's also reasonably persistent"). The Board's tolerance for the ongoing elevated levels of inflation is waning and the market believes this will force its hand with another rate hike in November.

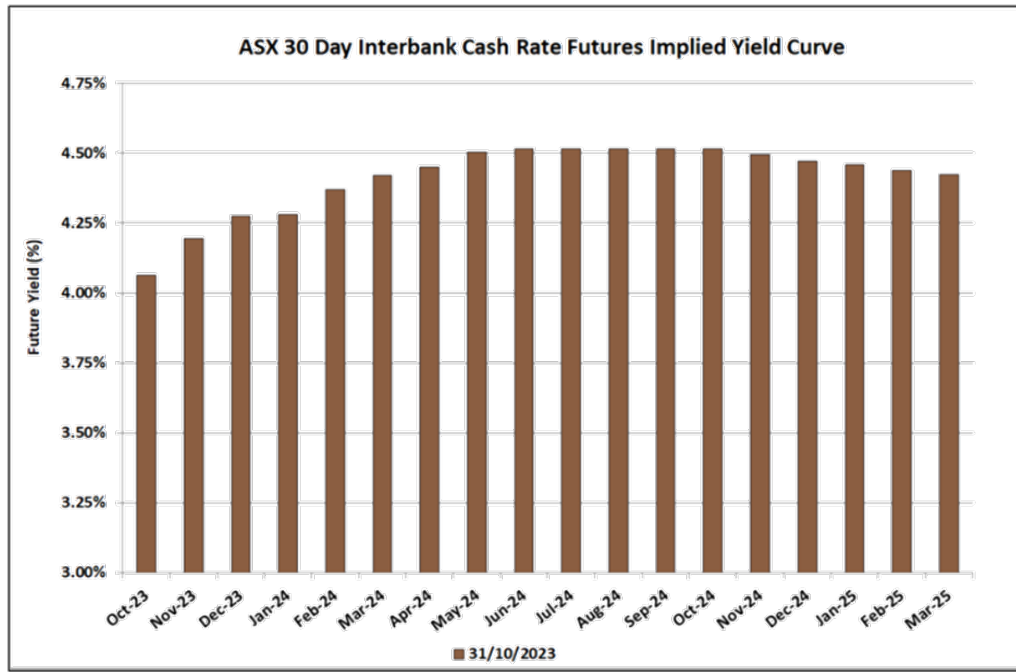
Over the month, yields rose up to 44bp at the long end of the curve:



Source: ASX, RBA



Markets have been quick to revise their interest rate forecasts with one more rate hike fully priced this cycle. Rate cuts are still being forecasted, but not at least until 2025:



Source: ASX

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## 8.20 5 Year Wage Report

|                             |  |
|-----------------------------|--|
| <b>Author:</b>              | <b>Director Corporate Services, Tahlia Fry</b>   |
| <b>Strategic Outcome:</b>   | 2. Good government   |
| <b>Strategic Objective:</b> | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting |
| <b>Delivery Program:</b>    | 2.1.3. Council operations and financial management support ethical, transparent and accountable corporate governance                         |
| <b>Council's Role:</b>      | <b>Service Provider:</b> The full cost (apart from fees for cost recover, grants etc) of a service or activity is met by Council             |
| <b>Appendices:</b>          | 1. LG Workforce Skills and Capability Survey NSW Report (under separate cover)   |

### Recommendation

That Council receive and note this report.

### Report

A report on the salaries and wages paid over the past five years was requested by Council at its ordinary meeting in October.

The table below displays the requested information.

| 5 Year Wages       |             |             |             |             |             |
|--------------------|-------------|-------------|-------------|-------------|-------------|
| Year               | 2022-2023   | 2021-2022   | 2020-2021   | 2019-2020   | 2018-2019   |
| Salaries and Wages | \$7,981,503 | \$8,218,259 | \$7,499,001 | \$7,208,506 | \$6,928,719 |

The above represents an increase of 4% in wages growth between financial years 2018-2019 to 2019-2020 and between 2019-2020 to 2020-2021.

There is a 6% wage growth between 2020-2021 which is reflective of both the Wage Harmonisation work Council undertook and the Award increase.

The comparison 2021-2022 to 2022-2023 shows a wage decrease of 3%. This is indicative of council holding a number of management and other vacancies throughout that period.

The above also does not account for the fact that during this time, Council employee numbers have remained fairly stable, with an average of approximately 100 staff, where that has been possible.

The experience is in line with the findings of the 2022 Local Government Workforce Skills and Capability Survey NSW Report which indicates that over the last 10 years:



*...total employment numbers in local government barely changed at around 1900,000 [nation wide]. On a per capita basis, employment in local government actually fell by 11% - yet services to the community were maintained at a seemingly reasonable standard. By comparison, total employment across state governments kept pace with population growth, increasing by 213,000 workers....*

*The key findings of this research show that:*

- Local government is a major national employer with over 190,800 workers in almost 400 occupations. It plays an important role as an anchor organisation [particularly in rural and remote areas] and in increasing productivity through utilising endogenous talent and innovation.*
- Local governments continue to experience skills shortages in multiple occupations, exacerbated by the impacts of the COVID-19 pandemic, the impacts of climate change and the accelerated take-up of technology and digitisation of services.*
- Local governments are grappling with significant challenges in relation to recruitment and retention of skilled staff and accessing training opportunities to enhance workforce skills and capability. Employee attrition and an ageing workforce are ongoing and an escalating difficulty.*
- Local governments are having difficulties in securing the right quantum and mix of skills to support local service provisions which is affecting not long local government's productivity, but also the productivity of host localities and regions.*
- Barriers to effective workforce planning and management include a shortage of resource within local government, a lack of skilled workers and the loss of corporate knowledge as employees retire or resign.*

The full report is included at Appendix 1 as it more fully explains the context in which the Berrigan Shire Council has been operating, and managing. The issues highlighted in the report are indicative of issues being considered and addressed here and should be considered in the light of wage costs.

Given this organisation is an anchor organisation for the community, the wages of employees should also be considered in light of the investment into the community, which underpins the economic outcomes for the community in no small part.

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## 8.21 Financial Review - July - September 2023

|                             |   |
|-----------------------------|---|
| <b>Author:</b>              | Director Corporate Services, Tahlia Fry   |
| <b>Strategic Outcome:</b>   | 2. Good government  |
| <b>Strategic Objective:</b> | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting            |
| <b>Delivery Program:</b>    | 2.1.3. Council operations and financial management support ethical, transparent and accountable corporate governance                                    |
| <b>Council's Role:</b>      | <b>Service Provider:</b> The full cost (apart from fees for cost recover, grants etc) of a service or activity is met by Council                        |
| <b>Appendices:</b>          | <ol style="list-style-type: none"> <li>1. September 2023 Budget Summary.pdf</li> <li>2. September 2023 Quarterly Budget Review Statement.pdf</li> </ol> |

### Recommendation

1. Note the first quarterly review of the 2023/24 budget and vote the funds contained therein as shown in **"Appendix 1"**
2. Note the September Quarterly Budget Review Statement attached also as **"Appendix 2"**

### Report:

Circulated with the Agenda as **"Appendix 1"** is the Quarterly Financial Review for the period 1 July 2023 to 30 September 2023. This report considers all known factors and work variations until 30 September 2023 and later where possible, including moving some budget allocations to the 2024/25 financial year.

**The revised budget surplus at 30 September 2023 is \$15,301.**

The revised budget is attributable to several factors including but not limited to the deferral of capital works into the 2023/24 budget from prior years, ongoing increased costs for operational and capital expenditure, increased expenditure in Council's move towards Cloud based software, flood damage repairs and ongoing consultant costs to alleviate staff shortages.

Significant variations are detailed below. Variances which are unfavourable to the Council's result are shown with a (U) next to them and variances which are favourable are denoted with a (F).

| JOB NAME                        | VARIATION |   | COMMENT                                   |
|---------------------------------|-----------|---|---|
| COMMUNITY STRATEGIC PLAN REVIEW | (20,000)  | U | BROUGHT FORWARD EXPENDITURE FROM 24/25 FY |

| JOB NAME                                  | VARIATION |   | COMMENT   |
|---|-----------|---|---|
| GOVERNANCE - CONSULTANCY                  | (110,000) | U | MORRISON LOW – CULTURAL REVIEW AND INTERIM DEPUTY CEO                     |
| ADMIN FIN MGR VEHICLE EXPENSE             | (10,000)  | U | EMPLOYMENT OF FINANCE MANAGER   |
| ADMIN STAFF UNIFORM ALLOWANCE             | 5,000     | F | WON'T SPEND ALLOCATED BUDGET THIS FY                                      |
| ADMIN BANK & GOVT CHARGES                 | 1,000     | F | WON'T SPEND ALLOCATED BUDGET THIS FY                                      |
| ADMIN SOFTWARE LICENCING                  | (150,000) | U | INCREASE DUE TO NEW SUBSCRIPTIONS FOR DIGITAL TRANSFORMATION              |
| STAFF RECRUITMENT                         | (50,000)  | U | NEW BUDGET SO COUNCIL CAN TRACK WHAT WE ARE SPENDING ON RECRUITMENT COSTS |
| ADMIN INSUR - OTHER                       | 12,491    | F | DECREASE IN PREMIUM   |
| ADMIN LEGAL EXPEN - DEBT/COLL             | 8,000     | F | REDUCED TO BE IN LINE WITH LAST YEAR'S EXPENDITURE                        |
| REGIONAL DROUGHT RDRP EXPENSE             | (510,000) | U | GRANT FUNDING EXPENDITURE – to be repaid                                  |
| CORP SERV ADMINISTRATION SOFTWARE UPGRADE | (17,000)  | U | DIGITAL TRANSFORMATION EXPENDITURE  |
| DOCUMENT MANAGEMENT SOFTWARE              | (12,152)  | U | MOVING MAGIQ TO THE CLOUD   |
| OFFICE REFURBISHMENT                      | (200,338) | U | BUDGET EXPENDITURE COMING FROM DIGITAL TRANSFORMATION                     |
| DIGITAL TRANSFORMATION                    | 367,338   | F | REDUCTION DUE TO AMOUNTS SPENT IN OTHER ALLOCATED BUDGET AREAS            |
| INFRA PROJECT VEHICLE OP EXP              | 13,000    | F | PROJECT MANAGER NOT PROVIDED AN ALLOWANCE                                 |
| INFRASTRUCTURE - INSURANCE                | (3,567)   | U | INCREASE IN PREMIUM   |
| INFRASTRUCTURE - ADVERTISING              | 10,000    | F | REDUCTION DUE TO ALLOCATION TO STAFF RECRUITMENT BUDGET                   |
| INFRASTRUCTURE - CONSULTANCY              | (40,000)  | U | INCREASE DUE TO USING CONSULTANTS FOR BRIDGE INSPECTIONS                  |
| DEPOT OPERATIONAL EXPENSES                | (43,617)  | U | INCREASE DUE TO CLEANAWAY WASTE MANAGEMENT AT DEPOT                       |
| OTHER REVENUES                            | 6,985     | F | UNBUDGETED REVENUE  |
| SES OP. EXPENSES - INSURANCE              | (2,666)   | U | INSURANCE PREMIUM BUDGET ALLOCATION                                       |
| DEFIBRILLATOR CONTRIBUTIONS               | 2,040     | F | CONTRIBUTIONS NOT BUDGETED FOR  |
| REGIONAL DROUGHT RESILIENCE RDRP          | 510,000   | F | DROUGHT FUNDING REVENUE   |

| JOB NAME                           | VARIATION |   | COMMENT  |
|------------------------------------|-----------|---|--|
| SPD DIRECTOR VEHICLE EXPENSE       | 7,000     | F | REDUCTION DUE TO BEING PROVIDED AN ALLOWANCE                             |
| SPD CONSULTANCY                    | (90,000)  | U | NOT BUDGETTED FOR ACCURATELY IN ANNUAL BUDGET                            |
| REGIONAL NSW PLANNING PORTAL GRANT | (75,861)  | U | GRANT FUNDING EXPENDITURE  |
| CONCRETE CRUSHING                  | (37,587)  | U | NOT BUDGETED FOR   |
| SNELL ROAD ARRAMAGONG-MCKINLEY     | (28,000)  | U | WORKS NOT BUDGETED CORRECTLY   |
| SNELL ROAD KAMAROOKA-CHOMLEY       | (24,000)  | U | WORKS NOT BUDGETED CORRECTLY   |
| SEPPELTS LEVEE                     | 64,784    | F | TRANSFER TO SNELL RD   |
| LEVEE 1 10850-11412                | 30,000    | F | TRANSFER TO SNELL RD   |
| CEMETERY PLINTHS                   | (6,027)   | U | INSTALLATION OF NEW PLINTH   |
| BAROOGA WTP SOLAR PANELS           | (10,763)  | U | NOT BUDGETTED FOR  |
| CHEMICAL DOSING PUMP REPLACEMENT   | (10,000)  | U | PURCHASE OF NEW PUMP DUE TO UNEXPECTED DAMAGE                            |
| METER READING PRINTING & POSTA     | (5,000)   | U | INCREASED TO BE IN LINE WITH PREVIOUS YEAR EXPENDITURE                   |
| WATER TREATMENT -BGA INSURANCE     | (1,392)   | U | INCREASE IN PREMIUM  |
| SPARE PUMPS FOR LOW PRESS SYS      | (40,000)  | U | UNBUDGETED EXPENDITURE   |
| FIN - UPGRADE PUMP STATION         | (50,000)  | U | UNBUDGETED EXPENDITURE   |
| UPGRADE STP AMENITIES              | (3,000)   | U | UNBUDGETED EXPENDITURE   |
| SEWER CONSULTANCY                  | (30,000)  | U | INCREASE DUE TO USE OF CONSULTANTS FOR WATER AND SEWER NETWORK MODELLING |
| RETIC - OP EXP - BGA               | (25,000)  | U | CONFIRM WITH VAGEESH   |
| LIBRARY PURCHASE OF PERIODICAL     | (5,000)   | U | INCREASE TO BE IN LINE WITH LAST FY                                      |
| ONLINE DATABASE SUBSCRIPTIONS      | (15,000)  | U | BUDGET INCREASE NEEDED TO ACCOUNT FOR IT UPGRADES                        |
| PUBLIC HALLS VARIOUS               | (5,741)   | U | ADDITIONAL MAINTENANCE NEEDED ON HALLS                                   |
| BAROOGA SPORTS COMP-INSURANCE      | (4,349)   | U | PREMIUM INCREASE   |
| FINLEY REC RESERVE - INSURANCE     | (602)     | U | PREMIUM INCREASE   |
| FINLEY SHOW GROUND GRANT           | (12,000)  | U | DUE TO LAST FY BEING PAID IN THIS FY                                     |

| JOB NAME                                       | VARIATION |   | COMMENT  |
|--|-----------|---|--|
| FINLEY SHOW GROUND RISK M'MENT                 | (63,101)  | U | ELECTRICITY - CONFIRM WHAT TO SAY WITH MICHELLE KOOPMAN      |
| TOC REC RESERVE - INSURANCE                    | (772)     | U | PREMIUM INCREASE   |
| TOC REC RESERVE BLDG MTCE                      | (6,646)   | U | ADDITIONAL MAINTENANCE NEEDED AT REC RESERVE                 |
| TOC FORESHORE STAGED DEVELOP                   | (168,440) | U | INSTALLATION OF AIR CURTAINS AND RESTORATION OF KITCHEN AND  |
| TOC WAAAF CREEK WALK - ART                     | (7,000)   | U | INSTALLATION OF CHAIRS AND ART                               |
| RESEAL TONGS ST - MURRAY TO 630M WEST          | 8,555     | F | WORKS NOT BEING COMPLETED                                    |
| RESEAL CARRAMAR RD - BACK BAROOGA TO 6802 EAST | (47,000)  | U | NOT BUDGETED FOR CORRECTLY                                   |
| RESEAL TUPPAL RD                               | 2,315     | F | WORKS NO LONGER BERING COMPLETED                             |
| RESHEET BACK BAROOGA RD                        | (43,940)  | U | WORKS NEEDED TO BE COMPLETED DUE TO FLOOD DAMAGE             |
| RESHEET MICKLES ROAD                           | (42,761)  | U | WORKS NEEDED TO BE COMPLETED DUE TO FLOOD DAMAGE             |
| RESHEET BROOCKMANN'S ROAD                      | (10,494)  | U | WORKS NEEDED TO BE COMPLETED DUE TO FLOOD DAMAGE             |
| RESHEET SHERWINS RD 1585-5313                  | (3,748)   | U | WORKS NEEDED TO BE COMPLETED DUE TO FLOOD DAMAGE             |
| SHOULDER RESHEETING                            | 3,852     | F | WORKS NEEDED TO BE COMPLETED DUE TO FLOOD DAMAGE             |
| BUSHFILEDS RD 00-5KM                           | 276,550   | F | WORKS BEING COMPLETED NEXT FY WITH ROADS TO RECOVERY FUNDING |
| PEPPERTREE RD - 3660 TO 4660                   | (39,982)  | U | NOT BUDGETED FOR CORRECTLY                                   |
| WOOLSHED ROAD 17.0 - 18.0 FLR3                 | (6,914)   | U | WORKS NEEDED TO BE COMPLETED DUE TO FLOOD DAMAGE             |
| MCCULLOUGH'S RD CULVERTS                       | (47,578)  | U | WORKS NEEDED TO BE COMPLETED DUE TO FLOOD DAMAGE             |
| RURAL ADDRESSING EXPENSE                       | (1,853)   | U | WORKS NEEDED TO BE COMPLETED DUE TO FLOOD DAMAGE             |
| BAROOGA SHARED PATH GFR                        | 111,000   | F | PROJECT FINALISED  |
| TOCUMWAL SHARED PATH GFR                       | 80,000    | F | PROJECT FINALISED  |
| RACECOURSE RD BGN WALKING TRAC                 | (30,000)  | U | SCOPE NEEDS TO BE CHANGED TO INCLUDE A TABLE DRAIN           |
| TONGS ST WALKING TRACK                         | (70,000)  | U | SCOPE NEEDS TO BE CHANGED TO INCLUDE A TABLE DRAIN           |
| TOC CAR PARK DEMOLITION WORKS                  | (28,344)  | U | WORKS NOT BUDGETED FOR                                       |

| JOB NAME                                  | VARIATION |   | COMMENT  |
|---|-----------|---|--|
| TOC CAR PARK PRECINCT PLAN                | (12,300)  | U | WORKS NOT BUDGETED FOR   |
| TOC CARAVAN PARK OPERATING EXP            | (9,051)   | U | INCREASE IN EXPENDITURE AS SEALING OF ROAD WAS NEEDED                        |
| MARKETING CAMPAIGN                        | (25,000)  | U | REINSTATE BUDGET INCORRECTLY REDUCED WHEN FY BUDGET CREATED                  |
| NSW ELECTRIC VEHICLE CHARGERS             | 80,421    | F | REDUCTION DUE TO REDUCED SCOPE OF WORKS                                      |
| SALEYARD OTHER OPERATING EXPEN            | (1,950)   | U | INCREASE IN EXPENDITURE  |
| BUSINESS & ENVIRONMENT AWARDS             | (909)     | U | ALLOCATE BUDGET  |
| FOOTPATH TRADING PERMIT FEES              | (1,000)   | U | FEE NO LONGER APPLICABLE   |
| SUBDIV. SUPERVISION FEE - INCL. GST       | 5,000     | F | REVENUE NOT BUDGETED FOR   |
| SECT 94 CONT. DRAINAGE - BAROOGA          | 17,112    | F | PROPOSING TO USE ALL OF BAROOGA DRAINAGE DEVELOPER CONTRIBUTIONS ON SNELL RD |
| FLOODPLAIN MANAGEMENT PROGRAM             | 39,288    | F | GRANT REVENUE ALLOCATION   |
| LIBRARY ROOM HIRE CHARGES                 | 2,000     | F | INCREASE IN HIRE CHARGES   |
| LCLI LOAN INTEREST SUBSIDY FINLEY HOUSING | 8,103     | F | INCREASE IN PROJECTED GRANT REVENUE  |
| TNSW SCHOOL ZONE FUNDING SZISP            | 14,000    | F | INCREASE IN PROJECTED GRANT REVENUE  |
| DRIVE ELECTRIC NSW EV GRANT               | (47,300)  | U | REDUCTION DUE TO SCOPE OF WORKS OF GRANT REDUCING                            |
| FOOTPATHS CAPEXP                          | 66,000    | F | REDUCTION IN WORKS BEING COMPLETED   |
| FOOTPATHS CAPINC                          | (42,000)  | U | REDUCTION IN WORKS BEING COMPLETED   |
| PUBLIC HALLS CAPEXP                       | (930,000) | U | HALL ROOF EXPENDITURE ALLOCATION FOR LRCI ROUND 4 GRANT FUNDING              |
| PUBLIC HALLS CAPINC                       | 877,527   | F | REVENUE ALLOCATION FOR LRCI ROUND 4 GRANT FUNDING                            |
| KERB & GUTTER CAPEXP                      | 80,000    | F | REDUCTION IN WORKS BEING COMPLETED   |
| URBAN ROADS CONSTRUCTION CAPEXP           | 85,000    | F | REDUCTION IN WORKS BEING COMPLETED   |

## Quarterly Budget Review Statement

The September Quarterly Budget Review Statement is attached as “**Appendix 2**”.

The QBRS is designed to:

- facilitate progress reporting against the original and revised budgets at the end of the quarter,
- provide explanations for major variations and
- enable the Responsible Accounting Officer (RAO) to indicate if the Council will be in a satisfactory financial position at the end of the financial year.

This QBRS does not make any additional changes to the Council budget over and above the changes identified in the “line-item” report above. The QBRS simply shows the budget changes in another format to arrive at the same result.

The line-item budget report, while prepared on an accrual basis, delivers a “cash” report to the Council – i.e. what is the net cash position of the Council given the budget it has adopted? It gives the Council some comfort that it has sufficient cash to undertake the program of works adopted in the budget.

The line-item budget also provides the Council with a complete list of all Council job cost accounts thus ensuring transparency regarding changes to Council programs and /or cost overruns. It is possible however to lose track of the important changes in the large report.

The QBRS, on the other hand, is prepared strictly on an accrual basis and in a format that is consistent with the Annual Financial Statements. While some of the basic transparency of the line-item budget has been lost, it does allow for tracking of the Council’s operating result from quarter to quarter to the end of the financial year.

## **Statements**

The QBRS consists of six statements:

1. **Responsible Accounting Officer’s statement** – This is a statement from the RAO advising the Council of her opinion regarding the Council’s financial position.

If the RAO advises the Council that its financial position is not satisfactory, the RAO must provide the reasons for her concern and advice regarding what is required to remedy the situation.

2. **Income and Expenditure Budget Review Statement** – This is the budget equivalent of the Income Statement in the Annual Financial Statements. This report shows an updated projected operating result for the year and the effect of the proposed budget changes to the operating result.

- The first column shows the Council’s original budget as reflected in the Management Plan adopted by the Council in June.

- The next five columns show budget changes previously approved by the Council. In this case, this reflects Council's works brought forward from 2022/23 and other internal adjustments.
- The Revised Budget column shows the Council's budgeted result prior the changes adopted by the Council in the September quarter review.
- The highlighted Variations this Quarter column shows the effect of the changes adopted by the Council at the review; and
- The Projected Year End Result shows the Council's current position.
- Finally, the actual YTD figures show what the Council's actual result for the quarter. As the Council raises much of its rate revenue at the start of the financial year, this will be significantly more than the projected result for the year.

The September QBRS shows the Council is estimating an operating deficit before capital items for the 2023/24 year of \$4.68M. It is important to note that Council has not yet confirmed its funding for expenditure related to flood events so this has not been included in the QBRS data. This figure also does not include revenue and expenditure for the Water, Sewer and Domestic Waste funds being funded from the reserves.

3. **Capital Budget Review Statement** – This statement presents the Council's budgeted capital works program.

The first half of the table shows how much the Council is proposing to spend on capital projects while the second half demonstrates how the Council is preparing to pay for them. The statement also splits Council's expenditure into sub-categories of New Assets, Renewal Assets and Loan Repayments.

As per the Income and Expenditure Budget Review Statement, the Capital Budget Review Statement works from left to right from the original budget through the previously adopted changes through to the proposed changes and followed by the revised budget.

4. **Cash & Investments Budget Review Statement** – This statement attempts to show the movements in the Council's cash position and cash reserves as well as duplicating some of the investment and bank reconciliation detail provided in the monthly warrant report to the Council.

Again, the columns in this statement track the changes made as the year progress in the same manner as the previous two columns.

This report is in my opinion a very useful one for the Council as it allows the Council to track changes in its commitments and unrestricted cash.

5. **Key Performance Indicators Budget Review Statement** – This statement is designed to provide some simple financial indicators to give the Council a snapshot of how it is performing financially.

Unlike the earlier reports there is some freedom here for the Council to choose what indicators it would like to see included in the report. The finance team has chosen three that seem reasonably useful for the Council to track.

- Debt Service Ratio – an indicator of how much of the Council’s income is used to service its debt
- Rates & Annual Charges Coverage Ratio – an indicator of how reliant the Council is on its rates revenue
- Building and Infrastructure Renewal Ratio – an indicator of the Council’s effort in renewing its assets as they deteriorate.

The Debt Service Ratio is lower than previous years, reflecting the Council’s borrowings reducing.

The Rates and Annual Charges Coverage ratio is on par with last financial year, reflecting the increased grant revenue received by the Council over the past two years.

The third indicator shows that the Council’s projected asset renewal ratio is 385%. This is well above the Fit for the Future benchmark of 100% for this ratio.

6. **Contracts and Other Expenses Budget Review Statement** – This statement is an attempt to provide the Council with some detail about the Council’s new contractual arrangement and expenditure on consultancies and legal expenses.
-



|                                  | REVISED JUNE 23<br>BUDGET WITH<br>CARRIED FORWARD | 2023/24 ORIGINAL<br>BUDGET | 2023-24 ORIGINAL BUDGET<br>WITH CAPITAL WORKS &<br>C/FWDS & REVOTES | SEPT 23<br>COMMITMENTS | SEPT 23 ACTUAL | SEPT 23 JOURNALS<br>OR CANCELLED<br>ORDERS | SEPT 23 PRACTICAL<br>BUDGET | SEPT 23 UNDER/OVER | SEPT 23 BUDGET CHANGE | REVISED SEPT 23-24 BU |
|----------------------------------|---|----------------------------|---|------------------------|----------------|--|-----------------------------|--------------------|-----------------------|-----------------------|
| <b>GRAND TOTAL</b>               | 1,519,492   | 27,000                     | 187,492   | (7,076,941)            | (2,416,460)    | 564,848                                    | (11,959,931)                | 2,039,104          | (172,191)             | 15,301                |
| <b>GOVERNANCE</b>                |   |                            |   |                        |                |  |                             |                    |                       |                       |
| GOVERNANCE EXPENSE               | (1,244,000)                                       | (1,415,000)                | (1,435,000)   | (316,282)              | (687,695)      | 532  | (1,435,000)                 | (747,837)          | (642,378)             | (2,077,378)           |
| GOVERNANCE REVENUE               | 185,000   | -                          | -   | -                      | 6,985          | -  | -                           | (6,985)            | 516,985               | 516,985               |
|                                  | (1,059,000)                                       | (1,415,000)                | (1,435,000)   | (316,282)              | (680,710)      | 532  | (1,435,000)                 | (754,822)          | (125,393)             | (1,560,393)           |
| <b>CORPORATE SUPPORT</b>         |   |                            |   |                        |                |  |                             |                    |                       |                       |
| CORPORATE SUPPORT EXPENSE        | (937,246)   | (784,000)                  | (856,246)   | (254,697)              | (1,201,795)    | 90,864                                     | (597,246)                   | 254,685            | (232,466)             | (1,088,712)           |
| CORPORATE SUPPORT REVENUE        | 85,000  | 2,067,000                  | 2,067,000   | -                      | 11,630         | -  | 67,000                      | 2,055,370          | 2,040                 | 2,069,040             |
|                                  | (852,246)   | 1,283,000                  | 1,210,754   | (254,697)              | (1,190,165)    | 90,864                                     | (530,246)                   | 2,310,055          | (230,426)             | 980,328               |
| <b>INFRASTRUCTURE</b>            |   |                            |   |                        |                |  |                             |                    |                       |                       |
| INFRASTRUCTURE EXPENSE           | (333,000)   | (291,000)                  | (291,000)   | (102,753)              | (453,082)      | 43,948                                     | (291,000)                   | 118,134            | (64,184)              | (355,184)             |
| INFRASTRUCTURE REVENUE           | 10,000  | (152,000)                  | (152,000)   | -                      | 1,854          | -  | (152,000)                   | (153,854)          |                       | (152,000)             |
|                                  | (323,000)   | (443,000)                  | (443,000)   | (102,753)              | (451,227)      | 43,948                                     | (443,000)                   | (35,721)           | (64,184)              | (507,184)             |
| <b>PLANT SERVICES</b>            |   |                            |   |                        |                |  |                             |                    |                       |                       |
| PLANT SERVICES EXPENSE           | (1,337,000)                                       | (1,027,000)                | (1,027,000)   | (160,225)              | 137,943        | -  | (1,027,000)                 | (1,164,943)        | (2,891)               | (1,029,891)           |
| PLANT SERVICES REVENUE           | 1,337,000   | 1,027,000                  | 1,027,000   | -                      | 55,927         | -  | 1,027,000                   | 971,073            | 2,891                 | 1,029,891             |
|                                  | -   | -                          | -   | (160,225)              | 193,869        | -  | -                           | (193,869)          | -                     | -                     |
| <b>OVERHEAD</b>                  |   |                            |   |                        |                |  |                             |                    |                       |                       |
| OVERHEAD EXPENSE                 | (65,000)  | -                          | -   | (304,087)              | (1,130,717)    | 8,689                                      | (2,604,000)                 | 1,122,028          | -                     | -                     |
| OVERHEAD REVENUE                 | 65,000  | -                          | -   | -                      | 10,652         | -  | -                           | (10,652)           | -                     | -                     |
|                                  | -   | -                          | -   | (304,087)              | (1,120,065)    | 8,689                                      | (2,604,000)                 | 1,111,376          | -                     | -                     |
| <b>EMERGENCY SERVICES</b>        |   |                            |   |                        |                |  |                             |                    |                       |                       |
| EMERGENCY SERVICES EXPENSE       | (305,000)   | (352,000)                  | (352,000)   | (191,833)              | (283,415)      | -  | (352,000)                   | (68,585)           | (3,538)               | (355,538)             |
| EMERGENCY SERVICES REVENUE       | 67,000  | 75,000                     | 75,000  | -                      | -              | -  | 75,000                      | 75,000             |                       | 75,000                |
|                                  | (238,000)   | (277,000)                  | (277,000)   | (191,833)              | (283,415)      | -  | (277,000)                   | 6,415              | (3,538)               | (280,538)             |
| <b>INFORMATION TECHNOLOGY</b>    |   |                            |   |                        |                |  |                             |                    |                       |                       |
| INFORMATION TECHNOLOGY EXPENSE   | (827,000)   | (2,227,000)                | (2,227,000)   | (211,463)              | (456,185)      | -  | (2,227,000)                 | (1,770,815)        | 188,186               | (2,038,814)           |
| INFORMATION TECHNOLOGY REVENUE   | 130,000   | -                          | -   | -                      | -              | -  | -                           | -                  |                       | -                     |
|                                  | (697,000)   | (2,227,000)                | (2,227,000)   | (211,463)              | (456,185)      | -  | (2,227,000)                 | (1,770,815)        | 188,186               | (2,038,814)           |
| <b>OTHER COMMUNITY SERVICES</b>  |   |                            |   |                        |                |  |                             |                    |                       |                       |
| OTHER COMMUNITY SERVICES EXPENSE | (325,000)   | (168,000)                  | (168,000)   | (10,308)               | (30,158)       | -  | (168,000)                   | (137,842)          | 73                    | (167,927)             |
| OTHER COMMUNITY SERVICES REVENUE | 1,796,310   | 2,000                      | 737,310   | -                      | -              | -  | 737,310                     | 737,310            |                       | 737,310               |
|                                  | 1,471,310   | (166,000)                  | 569,310   | (10,308)               | (30,158)       | -  | 569,310                     | 599,468            | 73                    | 569,383               |
| <b>CEMETERY</b>                  |   |                            |   |                        |                |  |                             |                    |                       |                       |
| CEMETERY EXPENSE                 | (232,000)   | (176,000)                  | (176,000)   | (28,099)               | (65,132)       | -  | (176,000)                   | (110,868)          | (5,027)               | (181,027)             |
| CEMETERY REVENUE                 | 145,000   | 141,000                    | 141,000   | -                      | 29,754         | -  | 141,000                     | 111,246            |                       | 141,000               |
|                                  | (87,000)  | (35,000)                   | (35,000)  | (28,099)               | (35,378)       | -  | (35,000)                    | 378                | (5,027)               | (40,027)              |

|                                   | REVISED JUNE 23<br>BUDGET WITH<br>CARRIED FORWARD | 2023/24 ORIGINAL<br>BUDGET | 2023-24 ORIGINAL BUDGET<br>WITH CAPITAL WORKS &<br>C/FWDS & REVOTES | SEPT 23<br>COMMITMENTS | SEPT 23 ACTUAL     | SEPT 23 JOURNALS<br>OR CANCELLED<br>ORDERS | SEPT 23 PRACTICAL<br>BUDGET | SEPT 23 UNDER/OVER | SEPT 23 BUDGET CHANGE | REVISED SEPT 23-24 BU |
|-----------------------------------|---|----------------------------|---|------------------------|--------------------|--|-----------------------------|--------------------|-----------------------|-----------------------|
| <b>GRAND TOTAL</b>                | <b>1,519,492</b>                                  | <b>27,000</b>              | <b>187,492</b>  | <b>(7,076,941)</b>     | <b>(2,416,460)</b> | <b>564,848</b>                             | <b>(11,959,931)</b>         | <b>2,039,104</b>   | <b>(172,191)</b>      | <b>15,301</b>         |
| <b>HOUSING</b>                    |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| HOUSING EXPENSE                   | (43,000)  | (28,000)                   | (28,000)  | -                      | (6,551)            |  | (28,000)                    | (21,449)           |                       | (28,000)              |
| HOUSING REVENUE                   | (37,000)  | 18,000                     | 18,000  | -                      | 4,795              |  | 18,000                      | 13,205             |                       | 18,000                |
|                                   | <b>(80,000)</b>                                   | <b>(10,000)</b>            | <b>(10,000)</b>   | <b>-</b>               | <b>(1,756)</b>     |  | <b>(10,000)</b>             | <b>(8,244)</b>     |                       | <b>(10,000)</b>       |
| <b>BUILDING AND PLANNING</b>      |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| BUILDING AND PLANNING EXPENSE     | (890,175)   | (1,419,000)                | (1,560,175)   | (174,633)              | (471,486)          | 13,414                                     | (1,560,175)                 | (1,102,103)        | 29,016                | (1,531,159)           |
| BUILDING AND PLANNING REVENUE     | 273,000   | 288,000                    | 288,000   | -                      | 80,366             |  | 288,000                     | 207,634            | 4,000                 | 292,000               |
|                                   | <b>(617,175)</b>                                  | <b>(1,131,000)</b>         | <b>(1,272,175)</b>  | <b>(174,633)</b>       | <b>(391,120)</b>   | <b>13,414</b>                              | <b>(1,272,175)</b>          | <b>(894,469)</b>   | <b>33,016</b>         | <b>(1,239,159)</b>    |
| <b>BIOSECURITY</b>                |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| BIOSECURITY EXPENSE               | (501,000)   | (575,000)                  | (575,000)   | (8,003)                | (129,547)          |  | (575,000)                   | (445,453)          |                       | (575,000)             |
| BIOSECURITY REVENUE               | 110,000   | 137,000                    | 137,000   | -                      | 4,410              |  | 137,000                     | 132,590            |                       | 137,000               |
|                                   | <b>(391,000)</b>                                  | <b>(438,000)</b>           | <b>(438,000)</b>  | <b>(8,003)</b>         | <b>(125,137)</b>   |  | <b>(438,000)</b>            | <b>(312,863)</b>   |                       | <b>(438,000)</b>      |
| <b>DOMESTIC WASTE MANAGEMENT</b>  |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| DOMESTIC WASTE MANAGEMENT EXPENSE | (1,854,000)                                       | (2,382,000)                | (2,382,000)   | (472,001)              | (715,880)          |  | (2,382,000)                 | (1,666,120)        | (40,016)              | (2,422,016)           |
| DOMESTIC WASTE MANAGEMENT REVENUE | 1,854,000   | 2,382,000                  | 2,382,000   | -                      | 1,430,400          |  | 2,382,000                   | 951,600            | 40,016                | 2,422,016             |
|                                   | <b>-</b>  | <b>-</b>                   | <b>-</b>  | <b>(472,001)</b>       | <b>714,520</b>     |  | <b>-</b>                    | <b>(714,520)</b>   | <b>-</b>              | <b>-</b>              |
| <b>STORMWATER DRAINAGE</b>        |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| STORMWATER DRAINAGE EXPENSE       | (703,100)   | (673,000)                  | (888,100)   | (2,000)                | (85,156)           |  | (888,100)                   | (802,944)          | (57,000)              | (945,100)             |
| STORMWATER DRAINAGE REVENUE       | 117,000   | 82,000                     | 82,000  | -                      | 78,807             |  | 82,000                      | 3,193              | 17,112                | 99,112                |
|                                   | <b>(586,100)</b>                                  | <b>(591,000)</b>           | <b>(806,100)</b>  | <b>(2,000)</b>         | <b>(6,348)</b>     |  | <b>(806,100)</b>            | <b>(799,752)</b>   | <b>(39,888)</b>       | <b>(845,988)</b>      |
| <b>ENVIRONMENTAL PROTECTION</b>   |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| ENVIRONMENTAL PROTECTION EXPENSE  | (395,738)   | (117,000)                  | (367,738)   | (88,800)               | (98,300)           | 88,800                                     | (367,738)                   | (358,238)          | 94,784                | (272,954)             |
| ENVIRONMENTAL PROTECTION REVENUE  | -   | -                          | -   | -                      | 39,288             |  | -                           | (39,288)           | 39,288                | 39,288                |
|                                   | <b>(395,738)</b>                                  | <b>(117,000)</b>           | <b>(367,738)</b>  | <b>(88,800)</b>        | <b>(59,012)</b>    | <b>88,800</b>                              | <b>(367,738)</b>            | <b>(397,526)</b>   | <b>134,072</b>        | <b>(233,666)</b>      |
| <b>WATER SUPPLIES</b>             |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| WATER SUPPLIES EXPENSE            | (16,683,652)                                      | (6,438,000)                | (13,169,652)  | (3,310,220)            | (5,500,036)        |  | (13,169,652)                | (7,669,616)        | (29,233)              | (13,198,885)          |
| WATER SUPPLIES REVENUE            | 16,683,652  | 6,438,000                  | 13,169,652  | -                      | 3,517,041          |  | 12,600,652                  | 9,652,611          | 29,233                | 13,198,885            |
|                                   | <b>-</b>  | <b>-</b>                   | <b>-</b>  | <b>(3,310,220)</b>     | <b>(1,982,995)</b> |  | <b>(569,000)</b>            | <b>1,982,995</b>   | <b>-</b>              | <b>-</b>              |
| <b>SEWERAGE SERVICES</b>          |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| SEWERAGE SERVICES EXPENSE         | (3,117,466)                                       | (4,153,000)                | (5,645,889)   | (192,860)              | (777,660)          |  | (5,645,889)                 | (4,868,229)        | (222,227)             | (5,868,116)           |
| SEWERAGE SERVICES REVENUE         | 3,117,466   | 4,153,000                  | 5,645,889   | -                      | 2,523,125          |  | 4,965,466                   | 3,122,764          | 222,227               | 5,868,116             |
|                                   | <b>-</b>  | <b>-</b>                   | <b>-</b>  | <b>(192,860)</b>       | <b>1,745,465</b>   |  | <b>(680,423)</b>            | <b>(1,745,465)</b> | <b>-</b>              | <b>-</b>              |
| <b>PUBLIC LIBRARIES</b>           |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| PUBLIC LIBRARIES EXPENSE          | (693,337)   | (729,000)                  | (741,337)   | (73,250)               | (228,162)          |  | (741,337)                   | (513,175)          | (20,000)              | (761,337)             |
| PUBLIC LIBRARIES REVENUE          | 109,000   | 98,000                     | 98,000  | -                      | 7,596              |  | 98,000                      | 90,404             | 1,000                 | 99,000                |

|                             | REVISED JUNE 23<br>BUDGET WITH<br>CARRIED FORWARD | 2023/24 ORIGINAL<br>BUDGET | 2023-24 ORIGINAL BUDGET<br>WITH CAPITAL WORKS &<br>C/FWDS & REVOTES | SEPT 23<br>COMMITMENTS | SEPT 23 ACTUAL     | SEPT 23 JOURNALS<br>OR CANCELLED<br>ORDERS | SEPT 23 PRACTICAL<br>BUDGET | SEPT 23 UNDER/OVER | SEPT 23 BUDGET CHANGE | REVISED SEPT 23-24 BU |
|-----------------------------|---|----------------------------|---|------------------------|--------------------|--|-----------------------------|--------------------|-----------------------|-----------------------|
| <b>GRAND TOTAL</b>          | <b>1,519,492</b>                                  | <b>27,000</b>              | <b>187,492</b>  | <b>(7,076,941)</b>     | <b>(2,416,460)</b> | <b>564,848</b>                             | <b>(11,959,931)</b>         | <b>2,039,104</b>   | <b>(172,191)</b>      | <b>15,301</b>         |
|                             | <b>(584,337)</b>                                  | <b>(631,000)</b>           | <b>(643,337)</b>  | <b>(73,250)</b>        | <b>(220,566)</b>   |  | <b>(643,337)</b>            | <b>(422,771)</b>   | <b>(19,000)</b>       | <b>(662,337)</b>      |
| <b>COMMUNITY AMENITIES</b>  |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| COMMUNITY AMENITIES EXPENSE | (1,093,550)                                       | (990,000)                  | (1,047,550)   | (2,609)                | (223,704)          | -  | (1,047,550)                 | (823,846)          | (936,929)             | (1,984,479)           |
| COMMUNITY AMENITIES REVENUE | 30,000  | 11,000                     | 11,000  | -                      | 16,921             |  | 11,000                      | (5,921)            | 885,630               | 896,630               |
|                             | <b>(1,063,550)</b>                                | <b>(979,000)</b>           | <b>(1,036,550)</b>  | <b>(2,609)</b>         | <b>(206,783)</b>   | <b>-</b>                                   | <b>(1,036,550)</b>          | <b>(829,767)</b>   | <b>(51,299)</b>       | <b>(1,087,849)</b>    |
| <b>RECREATION</b>           |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| RECREATION EXPENSE          | (2,590,932)                                       | (1,260,000)                | (1,785,932)   | (325,692)              | (957,985)          | 133,865                                    | (1,785,932)                 | (961,812)          | (273,973)             | (2,059,905)           |
| RECREATION REVENUE          | 195,000   | 1,000                      | 94,000  | -                      | -                  |  | 94,000                      | 94,000             |                       | 94,000                |
|                             | <b>(2,395,932)</b>                                | <b>(1,259,000)</b>         | <b>(1,691,932)</b>  | <b>(325,692)</b>       | <b>(957,985)</b>   | <b>133,865</b>                             | <b>(1,691,932)</b>          | <b>(867,812)</b>   | <b>(273,973)</b>      | <b>(1,965,905)</b>    |
| <b>SWIMMING POOL</b>        |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| SWIMMING POOL EXPENSE       | (430,000)   | (441,000)                  | (441,000)   | (45,802)               | (182,155)          |  | (441,000)                   | (258,845)          |                       | (441,000)             |
| SWIMMING POOL REVENUE       | 88,000  | 90,000                     | 90,000  | -                      | -                  |  | 90,000                      | 90,000             |                       | 90,000                |
|                             | <b>(342,000)</b>                                  | <b>(351,000)</b>           | <b>(351,000)</b>  | <b>(45,802)</b>        | <b>(182,155)</b>   |  | <b>(351,000)</b>            | <b>(168,845)</b>   |                       | <b>(351,000)</b>      |
| <b>QUARRIES &amp; PITS</b>  |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| QUARRIES & PITS EXPENSE     | (13,000)  | (19,000)                   | (19,000)  | -                      | (965)              |  | (19,000)                    | (18,035)           |                       | (19,000)              |
| QUARRIES & PITS REVENUE     | -   | 19,000                     | 19,000  | -                      | -                  |  | 19,000                      | 19,000             |                       | 19,000                |
|                             | <b>(13,000)</b>                                   | <b>-</b>                   | <b>-</b>  | <b>-</b>               | <b>(965)</b>       | <b>-</b>                                   | <b>-</b>                    | <b>965</b>         |                       | <b>-</b>              |
| <b>SHIRE ROADS</b>          |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| SHIRE ROADS EXPENSE         | (14,076,552)                                      | (10,279,000)               | (13,207,552)  | (540,722)              | (1,847,914)        | 67,681                                     | (13,207,552)                | (11,427,319)       | 368,701               | (12,838,851)          |
| SHIRE ROADS REVENUE         | 8,476,000   | 3,890,000                  | 5,802,000   | -                      | 15,813             |  | 5,802,000                   | 5,786,187          | (42,000)              | 5,760,000             |
|                             | <b>(5,600,552)</b>                                | <b>(6,389,000)</b>         | <b>(7,405,552)</b>  | <b>(540,722)</b>       | <b>(1,832,101)</b> | <b>67,681</b>                              | <b>(7,405,552)</b>          | <b>(5,641,132)</b> | <b>326,701</b>        | <b>(7,078,851)</b>    |
| <b>AERODROMES</b>           |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| AERODROMES EXPENSE          | (558,000)   | (329,000)                  | (329,000)   | (47,914)               | (95,310)           | 33,938                                     | (329,000)                   | (267,628)          | (643)                 | (329,643)             |
| AERODROMES REVENUE          | 270,000   | 36,000                     | 126,000   | -                      | 29,065             |  | 126,000                     | 96,935             |                       | 126,000               |
|                             | <b>(288,000)</b>                                  | <b>(293,000)</b>           | <b>(203,000)</b>  | <b>(47,914)</b>        | <b>(66,245)</b>    | <b>33,938</b>                              | <b>(203,000)</b>            | <b>(170,693)</b>   | <b>(643)</b>          | <b>(203,643)</b>      |
| <b>CAR PARKING</b>          |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| CAR PARKING EXPENSE         | (72,000)  | (321,000)                  | (321,000)   | (38,300)               | (40,644)           |  | (321,000)                   | (280,356)          | (40,644)              | (361,644)             |
| CAR PARKING REVENUE         | 145,000   | -                          | 145,000   | -                      | -                  |  | 145,000                     | 145,000            |                       | 145,000               |
|                             | <b>73,000</b>                                     | <b>(321,000)</b>           | <b>(176,000)</b>  | <b>(38,300)</b>        | <b>(40,644)</b>    |  | <b>(176,000)</b>            | <b>(135,356)</b>   | <b>(40,644)</b>       | <b>(216,644)</b>      |
| <b>RMS</b>                  |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| RMS EXPENSE                 | (1,653,707)                                       | (1,230,000)                | (1,243,707)   | (37,239)               | (186,345)          |  | (1,243,707)                 | (1,057,362)        | (10,728)              | (1,254,435)           |
| RMS REVENUE                 | 1,772,252   | 1,230,000                  | 1,362,252   | -                      | 14,000             |  | 1,362,252                   | 1,348,252          | 14,000                | 1,376,252             |
|                             | <b>118,545</b>                                    | <b>-</b>                   | <b>118,545</b>  | <b>(37,239)</b>        | <b>(172,345)</b>   |  | <b>118,545</b>              | <b>290,890</b>     | <b>3,272</b>          | <b>121,817</b>        |
| <b>CARAVAN PARKS</b>        |   |                            |   |                        |                    |  |                             |                    |                       |                       |

|                                  | REVISED JUNE 23<br>BUDGET WITH<br>CARRIED FORWARD | 2023/24 ORIGINAL<br>BUDGET | 2023-24 ORIGINAL BUDGET<br>WITH CAPITAL WORKS &<br>C/FWDS & REVOTES | SEPT 23<br>COMMITMENTS | SEPT 23 ACTUAL     | SEPT 23 JOURNALS<br>OR CANCELLED<br>ORDERS | SEPT 23 PRACTICAL<br>BUDGET | SEPT 23 UNDER/OVER | SEPT 23 BUDGET CHANGE | REVISED SEPT 23-24 BU |
|----------------------------------|---|----------------------------|---|------------------------|--------------------|--|-----------------------------|--------------------|-----------------------|-----------------------|
| <b>GRAND TOTAL</b>               | <b>1,519,492</b>                                  | <b>27,000</b>              | <b>187,492</b>  | <b>(7,076,941)</b>     | <b>(2,416,460)</b> | <b>564,848</b>                             | <b>(11,959,931)</b>         | <b>2,039,104</b>   | <b>(172,191)</b>      | <b>15,301</b>         |
| CARAVAN PARKS EXPENSE            | (25,000)  | (26,000)                   | (26,000)  | (682)                  | (17,624)           |  | (26,000)                    | (8,376)            | (9,757)               | (35,757)              |
| CARAVAN PARKS REVENUE            | 42,000  | 37,000                     | 37,000  | -                      | 9,240              |  | 37,000                      | 27,760             |                       | 37,000                |
|                                  | <b>17,000</b>                                     | <b>11,000</b>              | <b>11,000</b>   | <b>(682)</b>           | <b>(8,384)</b>     |  | <b>11,000</b>               | <b>19,384</b>      | <b>(9,757)</b>        | <b>1,243</b>          |
| TOURISM & AREA PROMOTION         |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| TOURISM & AREA PROMOTION EXPENSE | (677,000)   | (465,000)                  | (465,000)   | (25,843)               | (128,739)          |  | (465,000)                   | (336,261)          | (26,893)              | (491,893)             |
| TOURISM & AREA PROMOTION REVENUE | 108,000   | 32,000                     | 32,000  | -                      | 7,789              |  | 32,000                      | 24,211             |                       | 32,000                |
|                                  | <b>(569,000)</b>                                  | <b>(433,000)</b>           | <b>(433,000)</b>  | <b>(25,843)</b>        | <b>(120,950)</b>   |  | <b>(433,000)</b>            | <b>(312,050)</b>   | <b>(26,893)</b>       | <b>(459,893)</b>      |
| BUSINESS DEVELOPMENT             |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| BUSINESS DEVELOPMENT EXPENSE     | (252,733)   | (120,000)                  | (224,733)   | (86,163)               | (113,566)          | 83,117                                     | (224,733)                   | (194,284)          | 79,512                | (145,221)             |
| BUSINESS DEVELOPMENT REVENUE     | 59,000  | -                          | 54,000  | -                      | 6,700              |  | 54,000                      | 47,300             | (47,300)              | 6,700                 |
|                                  | <b>(193,733)</b>                                  | <b>(120,000)</b>           | <b>(170,733)</b>  | <b>(86,163)</b>        | <b>(106,866)</b>   | <b>83,117</b>                              | <b>(170,733)</b>            | <b>(146,984)</b>   | <b>32,212</b>         | <b>(138,521)</b>      |
| BENDIGO BANK                     |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| BENDIGO BANK EXPENSE             | (29,000)  | (55,000)                   | (55,000)  | (96)                   | (8,044)            |  | (55,000)                    | (46,956)           |                       | (55,000)              |
| BENDIGO BANK REVENUE             | 99,000  | 105,000                    | 105,000   | -                      | 24,953             |  | 105,000                     | 80,047             |                       | 105,000               |
|                                  | <b>70,000</b>                                     | <b>50,000</b>              | <b>50,000</b>   | <b>(96)</b>            | <b>16,909</b>      |  | <b>50,000</b>               | <b>33,091</b>      |                       | <b>50,000</b>         |
| SALEYARDS                        |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| SALEYARDS EXPENSE                | (326,000)   | (681,000)                  | (681,000)   | (22,736)               | (60,763)           |  | (681,000)                   | (620,237)          | (1,950)               | (682,950)             |
| SALEYARDS REVENUE                | 303,000   | 662,000                    | 662,000   | -                      | -                  |  | 662,000                     | 662,000            |                       | 662,000               |
|                                  | <b>(23,000)</b>                                   | <b>(19,000)</b>            | <b>(19,000)</b>   | <b>(22,736)</b>        | <b>(60,763)</b>    |  | <b>(19,000)</b>             | <b>41,763</b>      | <b>(1,950)</b>        | <b>(20,950)</b>       |
| REAL ESTATE DEVELOPMENT          |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| REAL ESTATE DEVELOPMENT EXPENSE  | (46,000)  | (5,000)                    | (5,000)   | -                      | (8,514)            |  | (5,000)                     | 3,514              | (3,514)               | (8,514)               |
| REAL ESTATE DEVELOPMENT REVENUE  | 63,000  | 558,000                    | 558,000   | -                      | 24,406             |  | 558,000                     | 533,594            | 6,406                 | 564,406               |
|                                  | <b>17,000</b>                                     | <b>553,000</b>             | <b>553,000</b>  | <b>-</b>               | <b>15,892</b>      |  | <b>553,000</b>              | <b>537,108</b>     | <b>2,892</b>          | <b>555,892</b>        |
| PRIVATE WORKS                    |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| PRIVATE WORKS EXPENSE            | (98,000)  | (62,000)                   | (62,000)  | (1,629)                | (28,644)           |  | (62,000)                    | (33,356)           |                       | (62,000)              |
| PRIVATE WORKS REVENUE            | 105,000   | 78,000                     | 78,000  | -                      | 26,316             |  | 78,000                      | 51,684             |                       | 78,000                |
|                                  | <b>7,000</b>                                      | <b>16,000</b>              | <b>16,000</b>   | <b>(1,629)</b>         | <b>(2,328)</b>     |  | <b>16,000</b>               | <b>18,328</b>      |                       | <b>16,000</b>         |
| RATE                             |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| RATE REVENUE                     | 5,648,000   | 5,874,000                  | 5,874,000   | -                      | 5,530,742          |  | 5,874,000                   | 343,258            |                       | 5,874,000             |
|                                  | <b>5,648,000</b>                                  | <b>5,874,000</b>           | <b>5,874,000</b>  | <b>-</b>               | <b>5,530,742</b>   |  | <b>5,874,000</b>            | <b>343,258</b>     |                       | <b>5,874,000</b>      |
| FINANCIAL ASSISTANCE GRANT       |   |                            |   |                        |                    |  |                             |                    |                       |                       |
| FINANCIAL ASSISTANCE GRANT       | 5,406,000   | 4,180,000                  | 4,180,000   | -                      | 64,104             |  | 4,180,000                   | 4,115,896          |                       | 4,180,000             |
|                                  | <b>5,406,000</b>                                  | <b>4,180,000</b>           | <b>4,180,000</b>  | <b>-</b>               | <b>64,104</b>      |  | <b>4,180,000</b>            | <b>4,115,896</b>   |                       | <b>4,180,000</b>      |
| INTEREST ON INVESTMENTS          |   |                            |   |                        |                    |  |                             |                    |                       |                       |

|                                | REVISED JUNE 23<br>BUDGET WITH<br>CARRIED FORWARD | 2023/24 ORIGINAL<br>BUDGET | 2023-24 ORIGINAL BUDGET<br>WITH CAPITAL WORKS &<br>C/FWDS & REVOTES | SEPT 23<br>COMMITMENTS | SEPT 23 ACTUAL | SEPT 23 JOURNALS<br>OR CANCELLED<br>ORDERS | SEPT 23 PRACTICAL<br>BUDGET | SEPT 23 UNDER/OVER | SEPT 23 BUDGET CHANGE | REVISED SEPT 23-24 BU |
|--------------------------------|---|----------------------------|---|------------------------|----------------|--|-----------------------------|--------------------|-----------------------|-----------------------|
| GRAND TOTAL                    | 1,519,492   | 27,000                     | 187,492   | (7,076,941)            | (2,416,460)    | 564,848                                    | (11,959,931)                | 2,039,104          | (172,191)             | 15,301                |
| INTEREST ON INVESTMENTS        | 395,000   | 493,000                    | 493,000   | -                      | 94,789         |  | 493,000                     | 398,211            |                       | 493,000               |
|                                | 395,000   | 493,000                    | 493,000   | -                      | 94,789         |  | 493,000                     | 398,211            |                       | 493,000               |
| DEPRECIATION CONTRA            |   |                            |   |                        |                |  |                             |                    |                       |                       |
| DEPRECIATION CONTRA            | 4,696,000   | 4,112,000                  | 4,112,000   | -                      | -              |  | -                           | 4,112,000          |                       | 4,112,000             |
|                                | 4,696,000   | 4,112,000                  | 4,112,000   | -                      | -              |  | -                           | 4,112,000          |                       | 4,112,000             |
| WORKING CAPITAL CONTRA         |   |                            |   |                        |                |  |                             |                    |                       |                       |
| WORKING CAPITAL CONTRA REVENUE | -   | -                          | -   | -                      | -              |  | -                           | -                  |                       | -                     |
|                                | -   | -                          | -   | -                      | -              |  | -                           | -                  |                       | -                     |
| BALANCE BROUGHT FORWARD        |   |                            |   |                        |                |  |                             |                    |                       |                       |
| BALANCE BROUGHT FORWARD        | -   | 1,100,000                  | 2,441,000   | -                      | -              |  | -                           | 2,441,000          |                       | 2,441,000             |
|                                | -   | 1,100,000                  | 2,441,000   | -                      | -              |  | -                           | 2,441,000          |                       | 2,441,000             |
| Grand Total                    | 1,519,492   | 27,000                     | 187,492   | (7,076,941)            | (2,416,460)    | 564,848                                    | (11,959,931)                | 2,039,104          | (172,191)             | 15,301                |



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# Quarterly Budget Review Statement

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Berrigan Shire Council

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September 2023

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Berrigan Shire Council

**Quarterly Budget Review Statement**  
for the period 01/07/23 to 30/09/23

**Report by Responsible Accounting Officer**

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

**30 September 2023**

It is my opinion that the Quarterly Budget Review Statement for Berrigan Shire Council for the quarter ended 30/09/23 indicates that Council's projected financial position at 30/6/24 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: \_\_\_\_\_

date: 8/11/2023

Tahlia Fry  
Responsible Accounting Officer

Berrigan Shire Council

**Quarterly Budget Review Statement**  
for the period 01/07/23 to 30/09/23

**Income & Expenses Budget Review Statement**

Budget review for the quarter ended 30 September 2023

**Income & Expenses - Council Consolidated**

(\$000's)

**Income**

|  | Original<br>Budget<br>2023/24 | Approved Changes  |                       |             |             |               | Revised<br>Budget<br>2023/24 | Variations<br>for this<br>Sep Qtr | Notes         | Projected<br>Year End<br>Result | Actual<br>YTD<br>figures |
|--|-------------------------------|-------------------|-----------------------|-------------|-------------|---------------|------------------------------|-----------------------------------|---------------|---------------------------------|--------------------------|
|  |                               | Carry<br>Forwards | Other than<br>by QBRs | Sep<br>QBRs | Dec<br>QBRs | Mar<br>QBRs   |                              |                                   |               |                                 |                          |
| Rates and Annual Charges                                       | 12,081                        |                   |                       |             |             | 12,081        | 82                           |                                   | 12,163        | 11,947                          |                          |
| User Charges and Fees  | 2,024                         |                   |                       |             |             | 2,024         | 6                            |                                   | 2,030         | 430                             |                          |
| Other Revenues   | 2,895                         |                   |                       |             |             | 2,895         | 36                           |                                   | 2,931         | 154                             |                          |
| Grants & Contributions - Operating                             | 9,187                         | 11                |                       |             |             | 9,198         | 562                          |                                   | 9,760         | 137                             |                          |
| Grants & Contributions - Capital                               | 935                           | 4,322             |                       |             |             | 5,257         | 788                          |                                   | 6,045         | 807                             |                          |
| Interest and Investment Revenues                               | 1,010                         |                   |                       |             |             | 1,010         | 8                            |                                   | 1,018         | 164                             |                          |
| Net gain from disposal of assets                               | 114                           |                   |                       |             |             | 114           |                              |                                   | 114           | 34                              |                          |
| Fair value increment on investment properties                  | -                             |                   |                       |             |             | -             |                              |                                   | -             | -                               |                          |
| Reversal of revaluation decrements on IPPE previously expensed | -                             |                   |                       |             |             | -             |                              |                                   | -             | -                               |                          |
| Reversal of impairment losses on receivables                   | -                             |                   |                       |             |             | -             |                              |                                   | -             | -                               |                          |
| Rental Income  | -                             |                   |                       |             |             | -             |                              |                                   | -             | -                               |                          |
| Share of Interests in Joint Ventures                           | -                             |                   |                       |             |             | -             |                              |                                   | -             | -                               |                          |
| <b>Total Income from Continuing Operations</b>                 | <b>28,246</b>                 | <b>4,333</b>      | <b>-</b>              | <b>-</b>    | <b>-</b>    | <b>32,579</b> | <b>1,482</b>                 |                                   | <b>34,061</b> | <b>13,673</b>                   |                          |

**Expenses**

|  |               |               |              |          |          |               |              |  |               |               |
|--|---------------|---------------|--------------|----------|----------|---------------|--------------|--|---------------|---------------|
| Employee Costs                                   | 10,929        | 45            |              |          |          | 10,974        | 85           |  | 11,059        | 4,028         |
| Borrowing Costs                                  | -             |               |              |          |          | -             |              |  | -             | -             |
| Materials & Contracts                            | 17,911        | 10,337        | 1,958        |          |          | 30,206        | 1,492        |  | 31,698        | 10,042        |
| Depreciation                                     | 6,372         |               |              |          |          | 6,372         |              |  | 6,372         | 1,593         |
| Impairment of receivables                        | -             |               |              |          |          | -             |              |  | -             | -             |
| Legal Costs                                      | -             |               |              |          |          | -             |              |  | -             | -             |
| Consultants                                      | 50            |               |              |          |          | 50            | 160          |  | 210           | 228           |
| Other Expenses                                   | 2,635         | 274           |              |          |          | 2,909         | 124          |  | 3,033         | 1,650         |
| Interest & Investment Losses                     | 207           |               |              |          |          | 207           |              |  | 207           | 13            |
| Net Loss from disposal of assets                 | -             |               |              |          |          | -             |              |  | -             | -             |
| Revaluation decrement/impairment of IPPE         | -             |               |              |          |          | -             |              |  | -             | -             |
| Fair value decrement on investment properties    | -             |               |              |          |          | -             |              |  | -             | -             |
| Share of interests in Joint Ventures             | -             |               |              |          |          | -             |              |  | -             | -             |
| <b>Total Expenses from Continuing Operations</b> | <b>38,104</b> | <b>10,656</b> | <b>1,958</b> | <b>-</b> | <b>-</b> | <b>50,718</b> | <b>1,861</b> |  | <b>52,579</b> | <b>17,554</b> |

**Net Operating Result from Continuing Operations**

|  |         |         |         |   |   |          |       |  |          |         |
|--|---------|---------|---------|---|---|----------|-------|--|----------|---------|
|  | (9,858) | (6,323) | (1,958) | - | - | (18,139) | (379) |  | (18,518) | (3,881) |
|--|---------|---------|---------|---|---|----------|-------|--|----------|---------|

Discontinued Operations - Surplus/(Deficit)

|  |   |  |  |  |  |   |  |  |   |   |
|--|---|--|--|--|--|---|--|--|---|---|
|  | - |  |  |  |  | - |  |  | - | - |
|--|---|--|--|--|--|---|--|--|---|---|

**Net Operating Result from All Operations**

|  |                |                |                |          |          |                 |              |  |                 |                |
|--|----------------|----------------|----------------|----------|----------|-----------------|--------------|--|-----------------|----------------|
|  | <b>(9,858)</b> | <b>(6,323)</b> | <b>(1,958)</b> | <b>-</b> | <b>-</b> | <b>(18,139)</b> | <b>(379)</b> |  | <b>(18,518)</b> | <b>(3,881)</b> |
|--|----------------|----------------|----------------|----------|----------|-----------------|--------------|--|-----------------|----------------|

**Net Operating Result before Capital Items**

|  |          |          |         |   |   |          |         |  |          |         |
|--|----------|----------|---------|---|---|----------|---------|--|----------|---------|
|  | (10,793) | (10,645) | (1,958) | - | - | (23,396) | (1,167) |  | (24,563) | (4,688) |
|--|----------|----------|---------|---|---|----------|---------|--|----------|---------|

This statement forms part of Council's Quarterly Budget Review Statement (QBRs) for the quarter ended xx/xx/xx and should be read in conjunction with the total QBRs report



Berrigan Shire Council

**Quarterly Budget Review Statement**

for the period 01/07/23 to 30/09/23

**Capital Budget Review Statement**

Budget review for the quarter ended 30 September 2023

**Capital Budget - Council Consolidated**

| (\$000's)                                      | Original Budget 2023/24 | Approved Changes |                    |          |          |                | Revised Budget 2023/24 | Variations for this Sep Qtr | Projected Year End Result | Actual YTD figures |
|--|-------------------------|------------------|--------------------|----------|----------|----------------|------------------------|-----------------------------|---------------------------|--------------------|
|  |                         | Carry Forwards   | Other than by QBRs | Sep QBRs | Dec QBRs | Mar QBRs       |                        |                             |                           |                    |
| <b>Capital Expenditure</b>                     |                         |                  |                    |          |          |                |                        |                             |                           |                    |
| New Assets                                     |                         |                  |                    |          |          |                |                        |                             |                           |                    |
| - Plant & Equipment                            |                         |                  |                    |          |          | -              |                        | -                           |                           |                    |
| - Land & Buildings                             |                         |                  |                    |          |          | -              |                        | -                           |                           |                    |
| - Other  | 1,257                   | 841              |                    |          |          | 2,098          | 147                    | 2,245                       | 315                       |                    |
| Renewal Assets (Replacement)                   |                         |                  |                    |          |          |                |                        |                             |                           |                    |
| - Plant & Equipment                            | 2,294                   |                  |                    |          |          | 2,294          | (350)                  | 1,944                       | 286                       |                    |
| - Land & Buildings                             | 561                     | 103              |                    |          |          | 664            | 930                    | 1,594                       | 45                        |                    |
| - Roads, Bridges, Footpaths                    | 5,302                   | 859              | 557                |          |          | 6,718          | (353)                  | 6,365                       | 638                       |                    |
| - Sewer Assets                                 | 2,090                   | 765              | 782                |          |          | 3,637          | 145                    | 3,782                       | 447                       |                    |
| - Water Assets                                 | 2,616                   | 6,093            | 569                |          |          | 9,278          | 21                     | 9,299                       | 4,897                     |                    |
| - Other  | 485                     | 1,424            | 50                 |          |          | 1,959          | (34)                   | 1,925                       | 1,104                     |                    |
| Loan Repayments (Principal)                    |                         |                  |                    |          |          | -              |                        | -                           |                           |                    |
| <b>Total Capital Expenditure</b>               | <b>14,605</b>           | <b>10,085</b>    | <b>1,958</b>       | <b>-</b> | <b>-</b> | <b>26,648</b>  | <b>506</b>             | <b>27,154</b>               | <b>7,732</b>              |                    |
| <b>Capital Funding</b>                         |                         |                  |                    |          |          |                |                        |                             |                           |                    |
| Rates & Other Untied Funding                   |                         |                  |                    |          |          | -              |                        | -                           |                           |                    |
| Capital Grants & Contributions                 | 2,917                   | 4,538            |                    |          |          | 7,455          | 810                    | 8,265                       | 834                       |                    |
| Reserves:                                      |                         |                  |                    |          |          |                |                        |                             |                           |                    |
| - External Restrictions/Reserves               | 3,227                   | 7,102            |                    |          |          | 10,329         | 205                    | 10,534                      | 205                       |                    |
| - Internal Restrictions/Reserves               |                         |                  |                    |          |          | -              |                        | -                           |                           |                    |
| New Loans                                      | 2,000                   |                  |                    |          |          | 2,000          |                        | 2,000                       |                           |                    |
| Receipts from Sale of Assets                   |                         |                  |                    |          |          |                |                        |                             |                           |                    |
| - Plant & Equipment                            | 114                     |                  |                    |          |          | 114            |                        | 114                         | 35                        |                    |
| - Land & Buildings                             |                         |                  |                    |          |          | -              |                        | -                           |                           |                    |
| <b>Total Capital Funding</b>                   | <b>8,258</b>            | <b>11,640</b>    | <b>-</b>           | <b>-</b> | <b>-</b> | <b>19,898</b>  | <b>1,015</b>           | <b>20,913</b>               | <b>1,074</b>              |                    |
| <b>Net Capital Funding - Surplus/(Deficit)</b> | <b>(6,347)</b>          | <b>1,555</b>     | <b>(1,958)</b>     | <b>-</b> | <b>-</b> | <b>(6,750)</b> | <b>509</b>             | <b>(6,241)</b>              | <b>(6,658)</b>            |                    |

This statement forms part of Council's Quarterly Budget Review Statement (QBRs) for the quarter ended xx/xx/xx and should be read in conjunction with the total QBRs report

Berrigan Shire Council

**Quarterly Budget Review Statement**

for the period 01/07/23 to 30/09/23

**Cash & Investments Budget Review Statement**

Budget review for the quarter ended 30 September 2023

**Cash & Investments - Council Consolidated**

| (\$000's)   | Original Budget 2023/24 | Approved Changes |                    |          |          |          | Revised Budget 2023/24 | Variations for this Sep Qtr | Notes         | Projected Year End Result | Actual YTD figures |
|---|-------------------------|------------------|--------------------|----------|----------|----------|------------------------|-----------------------------|---------------|---------------------------|--------------------|
|   |                         | Carry Forwards   | Other than by QBRs | Sep QBRs | Dec QBRs | Mar QBRs |                        |                             |               |                           |                    |
| <b>Externally Restricted <sup>(1)</sup></b>                   |                         |                  |                    |          |          |          |                        |                             |               |                           |                    |
| Water Supplies  | 8,042                   |                  |                    |          |          | 8,042    | 8,262                  |                             | 16,304        | 16,304                    |                    |
| Sewerage Supplies   | 2,798                   |                  |                    |          |          | 2,798    | 2,495                  |                             | 5,293         | 5,293                     |                    |
| Domestic Waste Management                                     | 3,643                   | 48               |                    |          |          | 3,691    | (48)                   |                             | 3,643         | 3,643                     |                    |
| Open Space S94  |                         |                  |                    |          |          | -        |                        |                             | -             | -                         |                    |
| Developer Contributions                                       | 1,215                   |                  |                    |          |          | 1,215    |                        |                             | 1,215         | 1,215                     |                    |
| Specific Purpose Grants                                       | 1,788                   |                  |                    |          |          | 1,788    |                        |                             | 1,788         | 1,788                     |                    |
|   |                         |                  |                    |          |          |          |                        |                             |               |                           |                    |
|   |                         |                  |                    |          |          |          |                        |                             |               |                           |                    |
|   |                         |                  |                    |          |          |          |                        |                             |               |                           |                    |
|   |                         |                  |                    |          |          |          |                        |                             |               |                           |                    |
|   |                         |                  |                    |          |          |          |                        |                             |               |                           |                    |
| <b>Total Externally Restricted</b>                            | <b>17,486</b>           | <b>48</b>        | <b>-</b>           | <b>-</b> | <b>-</b> | <b>-</b> | <b>17,534</b>          | <b>10,709</b>               | <b>28,243</b> | <b>28,243</b>             |                    |
| (1) Funds that must be spent for a specific purpose           |                         |                  |                    |          |          |          |                        |                             |               |                           |                    |
| <b>Internally Restricted <sup>(2)</sup></b>                   |                         |                  |                    |          |          |          |                        |                             |               |                           |                    |
| Capital Works   | 653                     |                  |                    |          |          | 653      |                        |                             | 653           | 653                       |                    |
| Employee Leave  | 289                     |                  |                    |          |          | 289      |                        |                             | 289           | 289                       |                    |
| Finley Saleyards  |                         |                  |                    |          |          | -        |                        |                             | -             | -                         |                    |
| Environmental Protection                                      |                         |                  |                    |          |          | -        |                        |                             | -             | -                         |                    |
| Plant Replacement   | 1,516                   |                  |                    |          |          | 1,516    |                        |                             | 1,516         | 1,516                     |                    |
| Tourism Events  |                         |                  |                    |          |          | -        |                        |                             | -             | -                         |                    |
| Levee   |                         |                  |                    |          |          | -        |                        |                             | -             | -                         |                    |
| Aerodrome   | 114                     |                  |                    |          |          | 114      |                        |                             | 114           | 114                       |                    |
| Information Technology  | 162                     |                  |                    |          |          | 162      |                        |                             | 162           | 162                       |                    |
| Risk Management   | 191                     |                  |                    |          |          | 191      | -                      |                             | 191           | 191                       |                    |
|   |                         |                  |                    |          |          |          |                        |                             |               |                           |                    |
|   |                         |                  |                    |          |          |          |                        |                             |               |                           |                    |
| <b>Total Internally Restricted</b>                            | <b>2,925</b>            | <b>-</b>         | <b>-</b>           | <b>-</b> | <b>-</b> | <b>-</b> | <b>2,925</b>           | <b>-</b>                    | <b>2,925</b>  | <b>2,925</b>              |                    |
| (2) Funds that Council has earmarked for a specific purpose   |                         |                  |                    |          |          |          |                        |                             |               |                           |                    |
| <b>Unrestricted</b> (ie. available after the above Restrictic | <b>8,730</b>            |                  |                    |          |          |          | <b>8,730</b>           |                             |               | <b>7,627</b>              |                    |
| <b>Total Cash &amp; Investments</b>                           | <b>29,141</b>           | <b>48</b>        | <b>-</b>           | <b>-</b> | <b>-</b> | <b>-</b> | <b>29,189</b>          | <b>-</b>                    | <b>31,168</b> | <b>38,795</b>             |                    |

This statement forms part of Council's Quarterly Budget Review Statement (QBRs) for the quarter ended xx/xx/xx and should be read in conjunction with the total QBRs report

Berrigan Shire Council

**Quarterly Budget Review Statement**  
for the period 01/07/23 to 30/09/23

**Key Performance Indicators Budget Review Statement - Council specific KPI's**

Budget review for the quarter ended 30 September 2023

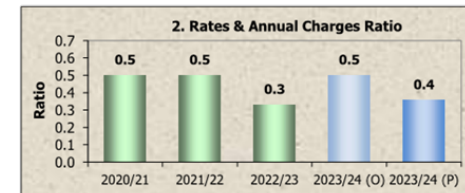
| (\$000's) | Current Projection |           | Original Budget 23/24 | Actuals Prior Periods |       |
|-----------|--------------------|-----------|-----------------------|-----------------------|-------|
|           | Amounts            | Indicator |                       | 22/23                 | 21/22 |
|           | 23/24              | 23/24     |                       |                       |       |

The Council monitors the following Key Performance Indicators:

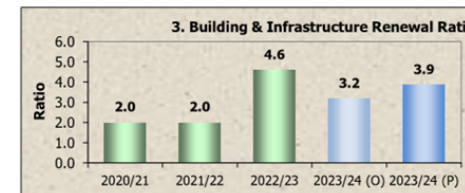
| <b>1. Debt Service Cost</b>       |       |    |     |     |     |
|-----------------------------------|-------|----|-----|-----|-----|
| Debt Service Cost                 | 0     | 0% | 0.1 | 1.0 | 1.0 |
| Income from Continuing Operations | 34061 |    |     |     |     |



| <b>2. Rates &amp; Annual Charges Ratio</b> |       |     |     |     |     |
|--|-------|-----|-----|-----|-----|
| Rates & Annual Charges                     | 12163 | 36% | 0.5 | 0.3 | 0.5 |
| Income from Continuing Operations          | 34061 |     |     |     |     |



| <b>3. Building &amp; Infrastructure Renewal Ratio</b> |       |      |     |     |     |
|---|-------|------|-----|-----|-----|
| Asset Renewals (Building & Infrastructure)            | 24550 | 385% | 3.2 | 4.6 | 2.0 |
| Depreciation, Amortisation & Impairment               | 6372  |      |     |     |     |





Berrigan Shire Council

**Quarterly Budget Review Statement**  
for the period 01/07/23 to 30/09/23

**Contracts Budget Review Statement**

Budget review for the quarter ended 30 September 2023  
**Part A - Contracts Listing** - contracts entered into during the quarter

| Contractor      | Contract detail & purpose | Contract Value | Start Date | Duration of Contract | Budgeted (Y/N) | Notes |
|-----------------|---------------------------|----------------|------------|----------------------|----------------|-------|
| MS Construction | Barooga Crickets Nets     | 358,570        | 14/08/23   | 26/09/2023           | Y              |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |
|                 |                           |                |            |                      |                |       |

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended xx/xx/xx and should be read in conjunction with the total QBRS report

Berrigan Shire Council

**Quarterly Budget Review Statement**  
 for the period 01/07/23 to 30/09/23

**Consultancy & Legal Expenses Budget Review Statement**

Consultancy & Legal Expenses Overview

| Expense       | YTD Expenditure<br>(Actual Dollars) | Budgeted<br>(Y/N) |
|---------------|-------------------------------------|-------------------|
| Consultancies | 425,352                             | Y                 |
| Legal Fees    | 63,628                              | Y                 |

**Definition of a consultant:**

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

**Comments**

Expenditure included in the above YTD figure but not budgeted includes:

**Details**

DATA CENTRAL PTY LTD

HABITAT PLANNING

SEEME LG

LG SERVICES GROUP PTY LTD

SETTLEMENT SERVICES INTERNATIONAL

LOCAL GOVERNMENT NSW

MORRISON LOW CONSULTANTS

LEADING ROLES

TRAFFICWORKS PTY LTD

SOMERSET COMMUNICATIONS



## 8.23 Review of Executive Remuneration Payments - 2022-23

|                             |  |
|-----------------------------|--|
| <b>Author:</b>              | <b>Deputy Chief Executive Officer, Matthew Hansen</b>  |
| <b>Strategic Outcome:</b>   | 2. Good government   |
| <b>Strategic Objective:</b> | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting |
| <b>Delivery Program:</b>    | 2.1.3. Council operations and financial management support ethical, transparent and accountable corporate governance                         |
| <b>Council's Role:</b>      | <b>Service Provider:</b> The full cost (apart from fees for cost recover, grants etc) of a service or activity is met by Council             |
| <b>Appendices:</b>          | 1. EOI - Specification - Executive Team - Review of Salary Payments (under separate cover)   |

### Recommendation

That Council, noting the quotes received for the review of payments of executive remuneration payments:

1. not proceed with the review for the 2022/23 financial year and
2. direct the CEO to investigate other methods of delivering this review in a cost-effective manner, as per the recommendation of the Audit, Risk and Improvement Committee.

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### Purpose

The Council is asked to consider the value for money in conducting a review of executive remuneration payments.

### Summary

On the advice of ARIC, Council has called for expressions of interest to undertake a review of payments made to Council's executive staff as per Council's [Staff Remuneration Review Policy](#).

The quotes provided in response to the expression of interest are well outside Council's expectation and in the opinion of staff, do not represent value for money.

Council is asked to consider not proceeding with the review for 2022/23 and looking to alternate models for the review in future.



## Background

### Policy position

Council has had for many years a policy requiring an independent third-party review of the remuneration paid to its senior staff.

Originally, this was included in the annual audit scope of works when Council appointed its own audit firm. Once the NSW Audit Office (NSWAO) took responsibility for the annual audit, it determined staff remuneration was outside its scope. NSWAO also considered that undertaking this work for an additional fee would undermine its independence and that of its contract auditor.

Given the Independent Commission against Corruption (ICAC) findings in [Operation Ricco](#), Council staff consider this review is important and provides the elected Council with some assurance that senior staff are being paid in line with their remuneration package.

In effect, the staff remuneration review is an internal audit, and the Council policy refers this to the Audit Risk and Improvement Committee to commission.

### ARIC advice

ARIC considered the policy at its meeting on 13 October and made the following recommendation.

*That ARIC:*

- *recommend that the policy be renamed to better reflect its intent*
- *request staff*
  - *provide ARIC, via circular, with a draft scope for the conduct of this review, and,*
  - *commission a qualified and experienced audit firm to undertake this review.*
- *advise Council to explore, with other Councils, a shared service model for this audit*

Staff prepared a suitable scope for the Audit (attached as Appendix 1) and circulated to ARIC. Once approved by all available ARIC members, staff called for Expressions of Interest to deliver the audit.

### Expressions of interest

Expressions of Interest closed on Wednesday, 8 November 2023. Council received two (2) responses.

These quotations are commercial-in-confidence and cannot be made public. A short confidential report elsewhere in the agenda provides these estimates.

From a staff perspective, these estimates do not represent value for money. For reference, the last review was conducted by RSD Audit at a cost of \$1,650. It should be noted that RSD Audit was the immediate past auditor. RSD were asked to submit an EOI and chose not to do so.

It appears that delivery of this review is simple and cost-effective when combined with the Council's external audit but is difficult to deliver in a cost-effective manner otherwise.

Staff note the recommendation from ARIC that a shared service provision may be one method to deliver this review in a cost-effective manner. It may also be more cost-effective when bundled with other internal audit services when Council commissions an internal auditor.



## Relevance to Community Strategic Plan and Other Strategies /Masterplans / Studies

Delivery Program Item 2.1.3 states that

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

## Issues and Implications

### Policy

The Staff Remuneration Review Policy specifically directs staff to work with ARIC to commission an independent review of remuneration payments made to Council's executive.

Council's Fraud Control Policy states:

- "The Chief Executive Officer (CEO), Directors and managers are committed to ensuring the risk of fraud and corruption is **eliminated** from their areas of control".
- Council will develop and undertake a series of post-transactional reviews and periodic assessment of particular transactions that will support existing fraud control measures. This will be determined on a risk prioritised basis

### Financial

The estimates provided for this review are well outside Council's previous experience and Council would need to identify a funding source.

### Legal / Statutory

There is no legal or statutory obligation to conduct a review. This is a decision made by Council as a risk management action.

### Community Engagement / Communication

NIL

### Human Resources / Industrial Relations (If applicable)

NIL

## Risks

The following risks have been assessed as per the Council's [Risk Management Framework](#):

### 1. Financial

|            | Consequence |               |        |           |           |
|------------|-------------|---------------|--------|-----------|-----------|
| Likelihood | 1           | 2             | 3      | 4         | 5         |
| A          | Medium      | High          | High   | Very High | Very High |
| B          | Medium      | Medium        | High   | High      | Very High |
| C          | Low         | <b>Medium</b> | High   | High      | High      |
| D          | Low         | Low           | Medium | Medium    | High      |





|   |     |     |        |        |      |
|---|-----|-----|--------|--------|------|
| E | Low | Low | Medium | Medium | High |
|---|-----|-----|--------|--------|------|

There is a genuine risk of Council executives overpaying themselves and the policy is designed to mitigate that risk. Choosing not to follow policy carries a risk that this may be undetected.

Note that Council has other fraud control measures to mitigate this risk including separation of duties, multiple levels of authorisation, and reviews of all changes to masterfiles – as well as external audit.

## 2. Reputational

| Likelihood | Consequence |        |        |           |           |
|------------|-------------|--------|--------|-----------|-----------|
|            | 1           | 2      | 3      | 4         | 5         |
| A          | Medium      | High   | High   | Very High | Very High |
| B          | Medium      | Medium | High   | High      | Very High |
| C          | Low         | Medium | High   | High      | High      |
| D          | Low         | Low    | Medium | Medium    | High      |
| E          | Low         | Low    | Medium | Medium    | High      |

If overpayment of Council executives was later detected after Council having chosen not to proceed with this review, it is likely that there would be considerable public criticism.

## Options

1. Council can choose not to proceed with the review for 2022-23 and look to incorporate in a broader internal audit function or to look to a shared service model. **Recommended.**
2. Council can direct the CEO to continue with the review as per the policy and the expressions of interest submitted. Council will need to identify
3. Council can look to negotiate a reduced scope of works with one of the submitting parties. I don't believe the gap between the quote offered and the scope provided can be bridged however.

## Conclusions

An external review of payments made to executive staff is a valuable control. However, like all controls it needs to be considered in the Council's broader risk and benefit framework. Council needs to determine if the comfort provided by this review justifies the significant cost.

## 8.24 September Quarter Operational Plan Progress Report

|                             |  |
|-----------------------------|--|
| <b>Author:</b>              | <b>Deputy Chief Executive Officer, Matthew Hansen</b>  |
| <b>Strategic Outcome:</b>   | 2. Good government   |
| <b>Strategic Objective:</b> | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting |
| <b>Delivery Program:</b>    | 2.1.3. Council operations and financial management support ethical, transparent and accountable corporate governance                         |
| <b>Council's Role:</b>      | <b>Service Provider:</b> The full cost (apart from fees for cost recover, grants etc) of a service or activity is met by Council             |
| <b>Appendices:</b>          | 1. Operational Plan review Q1 2023-24 (under separate cover)   |

### Recommendation

That Council adopt the appended September Quarter Review of the Council's Annual Operational Plan 2023-2024






### Report

Circulated with this Agenda as Appendix 1 is the Council's September Quarter Review of the Council's *Annual Operational Plan 2023/24*.

This report provides a traffic light review with comments by Responsible Officers of the status of:

- Council actions that support and promote *Berrigan Shire* 2032 outcomes (these are outcomes which match the Office of Local Government's quadruple bottom line reporting requirements: Social, Economic, Environmental and Civic Leadership)
- *Delivery Program* Objectives
- *Annual Operational Plan* Objectives, and
- *Annual Operational Plan* Actions.

The traffic light format provides a visual update on the status of *Council's Annual Operational Plan* and Council's progress toward full implementation of its *Delivery Program*. Also included in this report is a snapshot of the monitoring measures used to report the Council's progress against its *Delivery Program* objectives.

|   |   |   |   |   |
|---|---|---|---|---|
|  |  |  |  |  |
| Complete  | On Target   | Not on Target   | Past Due  | No Status /<br>Deferred   |

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

1. A Year to Date (YTD) assessment by the responsible Council Officer of progress toward completion and or the achievement of the set target.
2. Comments from the Responsible Council Officer highlighting service achievements and or the challenges relevant to the Council operation and action being reported and its status.
3. The following tables (Table 1 and Table 2) provide a summary by strategic outcome of Council’s progress and performance as of 30 September 2023.

**Table 1 Operational Plan Actions Not on Target, Deferred or No Status**

| OP Code   | Action   |
|-----------|--|
| 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  |
| 1.1.1.3.2 | As part of the development of Key Worker Housing Strategy include the following LSPS actions<br>a) undertake a formal audit of social housing in Berrigan Shire LGA<br>b) facilitate the redevelopment of existing serviced residential lots |
| 1.1.3.2   | Continue its rolling program of works – town entrances   |
| 1.1.3.2.1 | Include in tree master plans additional tree plantings at non-priority town entries  |
| 1.1.3.3   | Finalise the implementation of the Tocumwal Foreshore Master Plan  |
| 1.2.1.2.3 | Investigate non-lethal options for the control and management of corellas  |
| 1.2.1.2.4 | Advocate for State funding and support to assist with the development of a Regional Solution to the control and management of corellas   |
| 1.2.1.3.1 | Tree assessments identify urban trees with high environmental values   |
| 2.1.3.1.1 | Investigate in accordance with Financial Strategy 2021 opportunities to bring forward projects using debt finance  |
| 2.1.3.7.1 | Review of Corporate Services AMP<br>Develop individual AMPS for each asset class   |
| 3.1.2.2.3 | Complete the development of the Finley Showgrounds 15-year Strategic Plan  |
| 3.1.2.2.5 | Implement improvements at Mary Lawson Wayside Rest   |
| 3.1.3.1.1 | Investigate options for the development of a Youth Council or similar  |
| 3.1.4.3   | Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings, and air  |
| 3.1.4.4.2 | Participate in the implementation and review of Local Emergency Management Plan-EMPLAN   |

| OP Code   | Action   |
|-----------|--|
| 3.2.2.1.1 | Partner with our communities on the development of walking and cycling tracks along rail trails and riverbank reserves |

**Table 2: Summary by strategic outcome and the year-to-date status of Council's 2023/24 Annual Operational Plan.**

|  | Completed | On target  | Not on target | Past Due | Deferred / Not due to start | Total      |
|--|-----------|------------|---------------|----------|-----------------------------|------------|
| Sustainable natural and built landscapes | 1         | 40         | -             | 2        | 11                          | 54         |
| Good government                          | 3         | 39         | 1             | -        | 4                           | 47         |
| Supported and engaged communities        | 4         | 35         | 2             | -        | 8                           | 49         |
| Diverse and resilient business           | 1         | 30         | -             | -        | -                           | 31         |
| <b>Total Actions</b>                     | <b>9</b>  | <b>144</b> | <b>3</b>      | <b>2</b> | <b>23</b>                   | <b>181</b> |



## 8.25 Corporate Workshop Outcomes

|                             |  |
|-----------------------------|--|
| <b>Author:</b>              | <b>Chief Executive Officer, Karina Ewer</b>  |
| <b>Strategic Outcome:</b>   | 2. Good government   |
| <b>Strategic Objective:</b> | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting |
| <b>Delivery Program:</b>    | 2.1.3. Council operations and financial management support ethical, transparent and accountable corporate governance                         |
| <b>Council's Role:</b>      | <b>Service Provider:</b> The full cost (apart from fees for cost recover, grants etc) of a service or activity is met by Council             |
| <b>Appendices:</b>          | 1. RAMJO - Rural Land Use Strategy Report  |

### Recommendation

That Council:

1. acknowledge the report to RAMJO requesting interest to under take a Regional Rural Land Use Strategy,
2. request staff bring the outcome of the RAMJO meeting decision to the December Ordinary meeting for consideration.
3. confirm the collateral to be used for the review of the Community Strategic Plan,
4. request Council staff to provide regular updates as to the Cyber Security Service Review with a finalised review document to be provided to Council no later than the February 2024 Ordinary Council meeting,
5. request Council staff to provide a draft Digital Transformation Strategy to Council no later than the June 2024 Ordinary Council meeting,
6. direct Council staff to commence works to extend the Tocumwal cemetery onto the adjacent available land. Council is to be kept updated on the progress of this matter as the matter progresses, understanding there may be extended periods where little appears to be happening.
7. direct the CEO to write to Moira Shire Council to advise of Council's support for the Thompson's Beach Development Proposal,
8. under take the following projects under the Local Roads and Community Infrastructure – Round 4 grant:
9. request Council staff bring back a report outlining the costs that would be associated with hiring another employee to directly assist Council's section 355 committees to the February 2024 Council meeting,
10. note the information provided by Shepherd Services regarding the project to identify current conditions of all roads in the Shire and



11. direct the Director Infrastructure to provide a report to the December Council meeting regarding the selected road infrastructure projects along with suggestions as to which funding options should be accessed for each project.
- 

## Report

Council held its annual Corporate Workshop in Griffith on 11 and 12 October 2023. The following matters were discussed. Included in the notes below are any directions Council indicated they wanted staff to undertake. Those actions will require motions of Council at this meeting to confirm the directions discussed at the Corporate Workshop.

### Local Environment Plan

Andrew Fletcher provided an update of the Local Environment Plan (LEP) review process and the options for moving the matter forward. Council agreed to have the LEP submitted for endorsement to the October Council meeting which has occurred and the LEP is now on public exhibition for comment. Andrew is undertaking community engagement sessions to ensure the community have sufficient time to understand the LEP, the changes and any impacts on the community.

The LEP does not include RU4 lands as originally requested. The Department of Planning and Environment have indicated the LEP being submitted with RU4 lands would not be supported.

Council therefore requested we approach RAMJO to see if other Councils in the area would be willing to work with us on a Regional Rural Land Use Strategy as a singular project. Andrew prepared a briefing note for the November RAMJO Board meeting, which is attached at **Appendix 1**.

### Community Strategic Plan

Council were provided an update by Karina Dooley on the commencement of community engagement for the review of the Community Strategic Plan. Council were provided options for the collateral to use for the review to ensure consistent messaging.

Council chose the collateral included at **Appendix 2**. Staff have therefore worked to finalise the collateral and commenced advertising and arranging the engagement based on this choice.

### Digital Transformation

Council were presented information regarding Council's current position, particularly with regards to cyber security risk. Council's IT Consultant, Andrew Cunningham, then discussed the plans for increasing Council's cyber security management. The aim of the engagement of the consultant is to:

1. reduce Council's security risk to an acceptable level and will be included in Council's reporting as a Service Review,
2. develop a strategy to ensure Council is able to develop and IT landscape that is fit for purpose and
3. develop a tender document that will allow Council to go to market to deliver the outcomes of the strategy.

The Digital Transformation Strategy will be provided to Council no later than June 2024.



## Cemeteries

Council staff presented the concerns for the Tocumwal Cemetery and the fact it is now estimated it will only remain viable for the next 10 years. Given the time horizon for opening up new cemeteries which usually takes more than 10 years, it was noted as imperative Council make a decision about where that new cemetery might be.

The discussion considered three identified options. Council indicated strongly that they would prefer to extend the current site on the available adjacent land and accepted the estimate of at least \$200,000 to undertake the works that would be required to extend the current cemetery.

Council staff have commenced work to apply for this section.

## Thompsons Beach Proposal

Council was updated on the application by Moira Shire Council to undertake significant works at the Thompsons Beach. Council indicated their support for the project.

## Grants

Matt Hansen took Council through the range of grant funding Council staff are currently managing. Council specifically considered the Local Roads and Community Infrastructure Funding – Round 4 Grant. Council determined to undertake the following works under that funding stream:



## Section 355 Committees

A discussion was undertaken to consider the role of section 355 committees into the future and how Council might best support our volunteers. Council indicated a willingness to consider the hiring of a person to assist these committees directly, particularly given the community assets they manage and the potential for grant funding they present.

## Shepherd Services

Shepherd Services presented to Council the work they have undertaken to identify the current condition of all roads in the Berrigan Shire and the flood recovery project they will now be co-ordinating on Council's behalf.

## Road Infrastructure Funding

Rohit and I presented the range of funding Council currently has to address its road infrastructure needs. Council acknowledged that, with significant flood recovery funding being received, Council has not met its Roads to Recovery obligations. As a result Council has requested the following roads to be upgraded under the R2R funding currently available with estimates of pricing to come back to Council for consideration:

- Dennison Street, Finley
- Nagawe Road
- Murray Street Finley
- Tocumwal Street and Dawe Avenue in Finley



- Brown's Road Intersection Realignment
  - North end of Coree Street Finley
  - Lower River Road Bridges and Sealing
  - Rock Road and Melrose Road
  - People's Bridge and Compact Round About (from the \$3.5M State Funding)
-





## RAMJO BOARD MEETING REPORT

23 October 2023

PREPARED BY: KARINA EWER

### SUMMARY

This report is to determine the level of interest in relation to undertaking a joint Rural Land Use Strategy, which would form the basis of changes to each Councils' Local Environmental Plan (LEP).

Berrigan Shire Council has experienced increased pressure from landowners within the rural environment (RU1) to be able to vary or apply for dwellings and/or subdivision. The current provision with the LEP is a mandatory 120 hectares, which was an arbitrary figure chosen more than 10 years ago.

Given Berrigan Shire's land and lot sizes, availability of water and amount of productive land, Council is considering what options are available to vary this provision. As it is unlikely to be a unique scenario, with many neighbouring Councils probably experiencing similar pressures, but also having similar environmental and agricultural qualities, we thought to approach the RAMJO group to consider a collaborative process.

Rather than undertaking our own review and strategy at considerable cost, given the similarities within RAMJO, Berrigan Shire Council would like to determine if any other Council is interested in undertaking a joint review. This has been successfully done in other areas (such as within Victoria with the Regional Rural Land Use Strategy) and does not prevent each Council from determining their own individual provisions/controls. It is also submitted that a 'regional review' would have greater weight, be cost efficient and ensure consistency.

If there was interest in undertaking a joint strategy, we recognise we would have to determine a lead Council, meet the necessary procurement processes and meet with Regional Department of Planning & Environment. However, at first, we would like to determine the level of interest.

### MURRAY REGIONAL TOURISM

#### Recommendation:

1. Each Council within RAMJO seek a position determining if they would like to undertake a joint Rural Land Use Strategy.
2. Once determined and if agreed, report back to RAMJO with an agreed scope and process.

**Member Councils:** Albury City, Berrigan Shire, Carrathool Shire, Edward River, Federation, Griffith City, Hay Shire, Leeton Shire, Murray River, Murrumbidgee and Narrandera Shire



## 8.26 Joint Select Committee on Protecting Local Water Utilities from Privatisation - Submission

|                             |   |
|-----------------------------|---|
| <b>Author:</b>              | Chief Executive Officer, Karina Ewer  |
| <b>Strategic Outcome:</b>   | 2. Good government  |
| <b>Strategic Objective:</b> | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting  |
| <b>Delivery Program:</b>    | 2.1.1. Council operations, partnerships and coordination of resources contribute toward the implementation of Berrigan Shire 2032   |
| <b>Council's Role:</b>      | <b>Advocate:</b> The Council may advocate to another government or other organisation for certain things to happen, this could range from a single event (such as writing to a Minister) through to an ongoing campaign |
| <b>Appendices:</b>          | 1. Water Utility Privatisation - Berrigan Shire Council Submission.pdf  |

### Recommendation

That Council receive and note this report.

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### Report

On 16 October 2023, Mayor Julia received a letter from The Honourable Rose Jackson MP encouraging Council to provide a submission to the Joint Select Committee on Protecting Local Water Utilities from Privatisation. Security of Water Utility provision forms one of the pillars in Council's current Advocacy document.

Recently both Hunter Water and Sydney Water were recognised in the NSW State Constitution as important public infrastructure and have therefore been protected from privatisation. No provision has been made for any other local government water utility providers and Councils have reacted strongly to this omission.

I prepared a submission on the same day from the information contained in our Advocacy Document and the information presented to Mr Cameron Munro (Senior Advisor to NSW Minister for Water) when we met in Sydney recently. I further considered the findings of the Productivity Commission White Paper.

Mayor Julia was in New Zealand at the time and was able to confirm she was happy with the submission on Saturday 21 October 2023. The submission was uploaded to the Joint Select Committee site on Monday 23 October 2023 and is included as Appendix 1 of this document.

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# Joint Select Committee on Protecting Local Water Utilities from Privatisation

## Berrigan Shire Council Submission





## Berrigan Shire Council Introduction

Berrigan Shire Council understands the Joint Select Committee's Terms of Reference are to inquire into and report on how the Government can prevent and stop privatisation of local water utilities with reference to:

- (a) how local water utilities and their assets can be best protected against privatisation, forced amalgamations and sell-offs;
- (b) reviewing governance and other legislation relating to the potential privatisation of local water utilities; and
- (c) any other related matters.

## Response

Berrigan Shire Council is one of 92 NSW Local Water Utility providers. It services four communities with separate treatment facilities in each township. Populations in the Berrigan Shire range from approximately 990 residents in Berrigan to 2900 in the largest township, Tocumwal. In total, the Berrigan Shire Council services the water utility needs of more than 8,900 residents. That delivery is tailored to the size and demands of each township.

### Protection from Privatisation

Protecting Sydney Water and Hunter Water from privatisation reinforces the principle of public ownership and accountability for water utility providers in those catchments. A broader commitment to public ownership provides the opportunity to set a precedent that values water services as essential public assets across the state.

Constitutional protection of water utility assets will bring greater stability and reliability to water services, providing reassurance to communities about the long term security of those assets and the sustainability of water supply.

Assurance of public ownership may provide opportunities to attract funding and support for ageing infrastructure and expansion in rural and remote areas. The ripple effect of such a change would have positive effects on water services Statewide.

However the constitutional recognition of only Sydney Water and Hunter Water, without consideration of rural and remote councils, has significant implications on water utility provision across the state. While it protects Sydney Water and Hunter Water from potential privatisation threats by securing their status as public entities providing critical water services to their communities, rural councils who also face the same challenges in resource allocation, are not being afforded the same protections and funding. This impacts the capacity of rural and regional councils to continue to be invested in essential infrastructure upgrades and meet the water management needs of their communities.

At its core, the approach to provide constitutional protection to only Sydney Water and Hunter Water highlights a growing inequity between rural/regional areas and their city counterparts. Not only is this fundamentally unfair, it fails to recognise that the agricultural needs of the



urban communities are being largely met by rural/regional communities who require water security in order to service those needs.

### Berrigan Shire Council Experience

Berrigan Shire Council has recently completed significant upgrades to its Finley Water Treatment Plant and has almost completed similar upgrades to its Barooga Water Treatment Plant. The funding, made possible through State government, has ensured increased efficiency and reliability of water supply in both communities. We are currently preparing plans to upgrade Tocumwal's water utility provision to sustain the increased population growth in that township but do not have funding to implement for the required infrastructure upgrades.

The Productivity Commission White Paper 2021 outlined some of the issues facing small rural Councils like ours, in providing water supply. Although Berrigan Shire agrees with many of the points raised in the paper, Council maintains that water supply is best operated and provided by local government. Water utility provision by Councils provides for local response to local needs and allows Council to respond appropriately and strategically to its growing population that only it knows and understands.

Council recognises the complexities of water utility provision, including providing water that meets health and other legislative requirements, meeting the needs of the community and sourcing appropriately qualified staff to maintain and operate these facilities. While upgrades have and are being undertaken in Finley and Barooga, the remaining infrastructure in Tocumwal and Berrigan is now more than 50 years old and although currently coping with community demands, there is a need to pursue upgrade options to meet the demands of the community into the future.

It is therefore, imperative that funding is made available to assist Council to improve and maintain infrastructure in the long term. Council considers efficient development of our water utility provision is essential to our communities.

### Mitigation Strategies

Berrigan Shire Council is proposing the following strategies to address the concerns raised by the constitutional protection of only Sydney Water and Hunter Water.

1. The development of policies that ensure equitable treatment and support for both urban and rural/regional water utility providers, which consider the challenges faced by the local government sector across NSW.
2. The continued allocation of funding to support infrastructure investment and upgrades to rural/regional water utility providers, enhancing their capacity to deliver reliable and efficient water services.
3. Engagement with rural/regional communities to understand their specific water needs and challenges, incorporating their perspectives into water management and decision making processes.



4. Provision of training and capacity building programs to enhance the technical capabilities of rural/regional water utility staff, ensuring effective water system management, noting that currently there is no single qualification that recognises industry requirements in this area.
5. Encouragement of rural/regional partnerships and resource sharing initiatives between councils to optimise water service delivery and resource management.

## Conclusion

The constitutional change to protect Sydney Water and Hunter Water from privatisation holds the potential to strengthen public ownership principles and secure water services for urban areas. Whilst this initiative is essential for the stability and reliability of water supply in populous urban areas, it fails to consider the implications on rural councils as water utility suppliers who are not afforded the same protection. By adopting an equitable approach, including extension of protections and implementing targeted mitigation strategies, the government can ensure sustainable and reliable water services across the whole of NSW.

Karina Ewer MBA, MCDR, MAHRI, MAICD

**Chief Executive Officer**

**Berrigan Shire Council**

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Phone: 0456 802 006



## 8.27 Fraud and Corruption Training through the Independent Commission Against Corruption

|                      |  |
|----------------------|--|
| Author:              | Chief Executive Officer, Karina Ewer   |
| Strategic Outcome:   | 2. Good government   |
| Strategic Objective: | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting |
| Delivery Program:    | 2.1.3. Council operations and financial management support ethical, transparent and accountable corporate governance                         |
| Council's Role:      | <b>Service Provider:</b> The full cost (apart from fees for cost recover, grants etc) of a service or activity is met by Council             |
| Appendices:          | Nil  |

### Recommendation

That Council receive and note this report and request the CEO remind Council of this training at the January 2024 Council meeting.

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### Report

This report is to outline with Council the training I have organised through the Office of the Independent Commissioner Against Corruption. It should be noted the **training is free**, other than the provision of catering.

To ensure we have adequate numbers I have already notified RAMJO Councils that Berrigan Shire Council will be holding the relevant training and will include their numbers amongst ours.

The training represents ongoing work I am undertaking in improving workplace culture and will underpin the implementation of training across Council's Governance Framework.

### Workshop 1 – ICAC and Local Government Training for Councillors

*Wednesday 13 March 2024*

*10.00am to 11.30am*

Morning Tea provided

### *Learning Outcomes*

By the end of this workshop, learners will understand:

- the definition of corrupt conduct and past investigations,
- corruption challenges in the local government model,
- key areas of risk including:



- conflicts of interest,
- gifts, benefits and hospitality,
- lobbying,
- grants,
- procurement and contract management,
- planning and
- recruitment





### **Workshop 2 – Corruption Prevention for Manager**

*Wednesday 13 March 2024*

*1.00pm to 4.30pm*

Afternoon Tea provided

#### ***Learning Outcomes***

This workshop is designed to help managers to:

- become aware of the ICAC, its role, functions and powers,
- understand the nature of corruption and the types of conduct that could constitute corruption under the *Independent Commission Against Corruption Act 1988* (the ICAC Act),
- identify conduct that is required to be reported to the ICAC under section 11 of the ICAC Act,
- understand the factors that motivate, cause, allow or encourage corrupt conduct and how corruption is justified,
- understand the control inherent in well-designed and managed systems,
- become aware of some of the corruption risks in their area of operations,
- identify and manage conflicts of interest and
- ensure their staff are aware of behavioural expectations and how they can support integrity and the on-going implementation of ethical standards.

### **Workshop 3 – Corruption Prevention for Procurement and Contract Management**

*Thursday 14 March 2024*

*8.30am to 12.00pm*

Morning Tea provided

#### ***Learning Outcomes***

This workshop is designed to help public officials involved in procurement and contract management to:

- become aware of the ICAC, its role, functions and powers,
- understand the nature of corruption and the types of conduct that could constitute corruption under the *Independent Commission Against Corruption Act 1988* (the ICAC Act),
- identify conduct that is required to be reported to the ICAC under section 11 of the ICAC Act,
- become aware of the factors that motivate, cause, allow or encourage or are used to justify corrupt conduct,
- understand the probity principles that underpin integrity in procurement and contract management processes,
- become aware of some of the corruption risks in procurement and contract management and
- identify and manage conflict of interest.



This workshop assists managers and staff with responsibility for procurement activities to identify where the weaknesses in their systems and opportunities for corruption lie. It will also help participants understand what they can do to prevent corruption in the procurement context.

#### **Workshop 4 – Corruption prevention in the NSW planning system**

*Thursday 14 March 2024*

*1.00pm to 4.30pm*

Afternoon Tea provided

#### ***Learning Outcomes***

This workshop is designed to help public officials involved in the planning process to:

- understand the nature of corruption and the types of conduct that could constitute corruption under the *Independent Commission Against Corruption Act 1988* (the ICAC Act),
- conduct that is required to be reported to the ICAC under section 11 of the ICAC Act,
- the factors that motivate, allow, encourage or are used to personally justify corrupt conduct in the planning context,
- some of the likely sources of opportunity for corruption in planning decisions,
- principles of corruption prevention in planning and
- some steps available to planning professionals to help prevent corrupt conduct.

It is noted that some staff will attend multiple workshops. Council's Enterprise Risk Manager intends to attend all workshops to assist with her considerations across the Risk Register and Risk Management Framework.

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## 8.28 2024 Local Government Elections - Update

|                      |  |
|----------------------|--|
| Author:              | Chief Executive Officer, Karina Ewer   |
| Strategic Outcome:   | 2. Good government   |
| Strategic Objective: | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting                       |
| Delivery Program:    | 2.1.2. Meet legislative requirements for Council elections, local government and integrated planning and reporting   |
| Council's Role:      | <b>Facilitator:</b> A step further from advocacy where the Council may try to bring parties together to work out a solution to an issue affecting the Council area |
| Appendices:          | Nil  |

### Recommendation

That Council receive and note this report.

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### Report

This report will serve to update Councillor on a number of matters concerning the 2024 Local Government elections.

#### Duration of pre-poll voting period

A legislative amendment made in November 2022 shortened the early voting period for the 2023 NSW State election from two weeks to one week. As a result of the increasing number of early voters, a significant number of additional early voting centres were needed.

Councils were recently surveyed about whether the same one-week pre-poll period should be adopted at the 2024 ordinary elections. Responses were collated and provided to the Minister for Local Government for consideration, along with our estimate of the cost implications of changing the pre-poll period. For your information, the results of the survey showed 37 per cent of councils in favour of a one-week pre-poll period and 63 per cent favour a two-week pre-poll period. The NSW Electoral Commission will liaise with councils further regarding the duration of early voting.

#### Assistance sought to increase accessible venues within Council areas

The NSW Electoral Commission is focussing on venue accessibility for the 2024 ordinary elections. Our aim is to ensure that as many voting venues as possible are fully wheelchair accessible for electors with mobility issues. To that end, we're looking for councils to help with converting venues with minor access issues into fully accessible venues – *even for venues not owned by councils*. This doesn't mean that all venues must have expensive/extensive modifications before the election. However, some modifications may be possible, or you may be able to assist by identifying local providers of accessibility equipment or services.



## Election Webinar series

A series of webinars will be held for councils and election participants in the lead-up to the 2024 NSW Local Government elections.

The first webinar for council staff was held on Thursday, 26 October 2023, covering the following topics:

- introduction to the elections
- key election dates
- election venues
- Constitutional referenda and council polls
- electoral rolls
- communications to councils
- countback elections
- upcoming council and candidate webinars.

Information about each upcoming webinar will be published on the [NSW Electoral Commission's website](#) and in our regular communications to councils.

## Recruitment Campaign for Returning Officers

The NSW Electoral Commission is recruiting Returning Officers to help deliver one of the biggest events in New South Wales: Local Government elections in September 2024.

There are a number of opportunities across districts/regions in New South Wales.

It's important we get enough applicants to fill positions in every Local Government Area.

Find the link for applications on the [Hudson website](#) here.

Applications close Sunday 12 November 2023.

## Council Information

The Electoral Commission has created a webpage to assist Councils in the lead up to the Local Government elections.

The [webpage](#) will be updated with information specific to Councils including:

- Key dates
- Communication resources hub



- Council information webinars
- Forms and fact sheets
- Previous Council updates

Councils are encouraged to visit the page regularly for updates and resources.

## Social Media

To assist councils with their own election awareness, the NSW Electoral Commission is encouraging people to follow them on their social media channels. The NSW Electoral Commission is active on [Facebook](#), [Twitter](#), [YouTube](#), [Instagram](#) and [LinkedIn](#).

Social media will form an important part of their approach to raising awareness of the elections and support electors and candidates with key information.

If you have any questions about the election or the contents of this election update please email [councilelections@elections.nsw.gov.au](mailto:councilelections@elections.nsw.gov.au).

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## 8.29 Travel to the Murray Region - Year ended June 2023

Author: Manager Economic Development & Tourism, Merran Socha

Appendices: Nil

### Recommendation

That Council receive and note this report.

### Report

Murray Regional Tourism (MRT) has released the annual Travel to the Murray Region June 2023 report. The statistics for our region incorporate Berrigan and Moira Shires and Federation Council. Annually, the statistics look positive with increases across the board in domestic overnight and domestic day-trip travel. The largest increase recorded is in the total overnight spend increasing by 15.9 % to \$306 million dollars.

| Domestic overnight travel |               |   |       |
|---------------------------|---------------|---|-------|
|                           | 582 thousand  | ↑ | 3.0%  |
|                           | 1.7 million   | ↑ | 4.0%  |
|                           | \$306 million | ↑ | 15.9% |

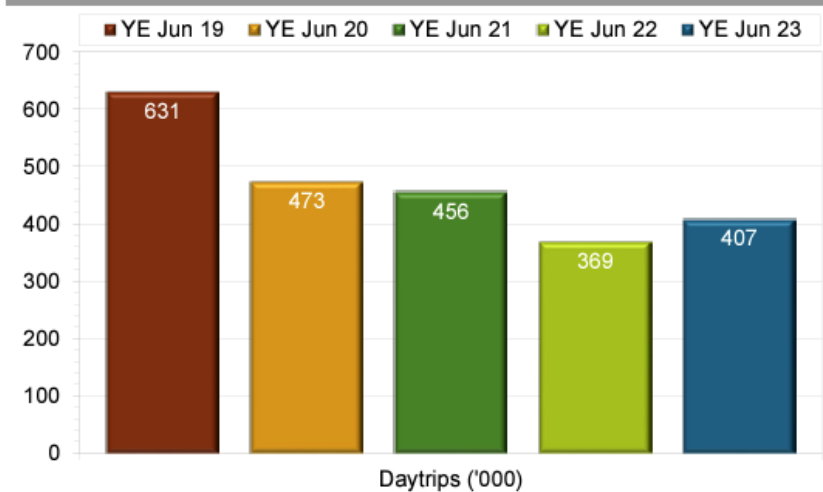
| Total domestic travel |               |   |       |
|-----------------------|---------------|---|-------|
|                       | 989 thousand  | ↑ | 5.9%  |
|                       | 1.7 million   | ↑ | 4.0%  |
|                       | \$355 million | ↑ | 15.0% |

| Domestic daytrip travel |              |   |        |
|-------------------------|--------------|---|--------|
|                         | 407 thousand | ↑ | 10.4%  |
|                         | \$50 million |   | chg np |



Whilst these statistics are encouraging, we asked MRT to provide figures that allowed comparison with pre-Covid figures, a format that was previously provided. The more detailed statistics indicate that our return to pre-covid visitation figures is slow, especially in day trip visitation. The region is still 34.9% down on the 2019 figures. A combined TV and social media campaign is being planned for January 2024 and will target the day trip market.

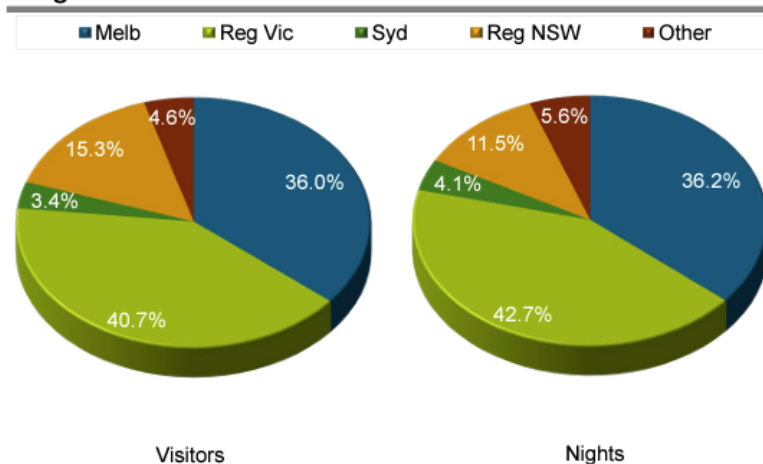
### Trips



Sun Country received 407,000 daytrips – up by 10.4% on YE Jun 22.

A large increase in visitation from NSW was also recorded which may have been influenced by the 3-week Ice Skating event held in Finley in January 2023.

### Origin



Sun Country received 76.7% of overnight visitors and 78.9% of visitor nights from **Victoria**. Compared to YE Jun 22, Victorian visitors were down by 6.1% and nights were down by 6.6%.

**New South Wales** contributed 18.7% of visitors and 15.6% of nights in the region. Compared to YE Jun 22, NSW visitors up by 73.5%.



## 8.30 Cobram Barooga Business and Tourism Annual Event Program

|                             |   |
|-----------------------------|---|
| <b>Author:</b>              | <b>Chief Executive Officer, Karina Ewer</b>   |
| <b>Strategic Outcome:</b>   | 2. Good government  |
| <b>Strategic Objective:</b> | 2.2. Strengthen strategic relationships and partnerships with community, business and government  |
| <b>Delivery Program:</b>    | 2.2.1. Participate in networks that promote regional and cross-border collaboration, planning and service delivery  |
| <b>Council's Role:</b>      | <b>Strategic Partner:</b> The Council partners with other agencies, stakeholders, community groups etc in the delivery of a Council provided service or activity that aligns with Councils Strategic outcomes or Delivery Program.<br><b>Part Funder:</b> The Council either provides funding to another body to meet part of the cost of that body providing a function/service activity, or receives funding from another body (usually a government agency) to meet part of the cost of the Council delivering it. |
| <b>Appendices:</b>          | Nil   |

### Recommendation

That Council increase their contribution to the Cobram Barooga Business and Tourism Program to \$30,000 for the 2023/24 financial year.

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### Report

The purpose of this report is to consider the request from Cobram Barooga Business and Tourism (CBBT) for a financial contribution to the 2023/2024 Events Program.

### Summary

The Council has partnered with CBBT on three annual event programs, contributing \$10,000 on the first occasion and \$20,000 in the following two years. There was an interruption due to Covid19 lockdowns. Moira Shire Council is also a member of the partnership and has contributed \$60,000 to each of the past three programs.

CBBT has documented the return on investment for the Council using the Berrigan Shire Councils' Event Impact Calculator that is housed in Economy ID on the website. The presentation also explained the costs involved in attracting and then hosting the events. The event impact calculator is an input output model and is unable to calculate the value to region of the TV broadcast of the two main events being the TPS Murray River and the Beach Volleyball National Tour. The legacy benefits of these events are anecdotally evident when visitors refer to them, but data is difficult to gather.

In the 2022/2023 program it is estimated that the return on investment is \$176:\$1 with a total financial impact in excess of \$3.5 Million.





Cobram Barooga Business and Tourism Inc. has asked that the Council considers an annual commitment once again, and that financial commitment is increased to \$40,000.

## **Background**

The events that are run as part of this program bring competitors to the region for extended periods and are generally focused on shoulder and low seasons for accommodation providers. The Council has recognised the value of events to the region by having a Major Event Funding Program in place for over a decade. The event funding program has generally focused on events of two days or more to ensure overnight stays are always part of the equation. The exception to this is the Tocumwal Air Show however local accommodation is full on this weekend housing show participants and longer distance visitors.

## **Relevance to Community Strategic Plan and Other Strategies /Masterplans / Studies**

The Community Strategic Plan 2032 - Strategic Outcome 4 targets diverse and resilient business and the strategic objective that underpins the outcome is to diversify and promote local tourism.

The 2022 – 2026 Berrigan Shire Council Strategy for the Visitor Economy describes Events and Sport Tourism Events as a local priority.

The NSW Visitor Economy Strategy 2023 has a key goal to: *Create and promote an unrivalled events and entertainment calendar.*

## **Financial**

In the 2023/2024 financial year the Council has currently allocated funds from the Major Event Funding program to:

The Tocumwal Air Show - \$10,000.

The PGA Associates Championships (Tocumwal) - \$10,000 annually on a 5 year contact.

There have been no other requests for event funding to date, so at present no event would miss out on funding based on the change in allocation. There are also existing funds that could be allocated to any event if a request is received.

## **Recommendation**

The Cobram Barooga Business and Tourism program of events generates great economic activity for the local community in accommodation and hospitality as well as general retail including supermarkets and fuel outlets.

The Council would encourage CBBT to seek broader financial support for events through the reinstatement of the membership program.

Based on the contribution that Moira Shire Council commits to the program (\$60K) and the remaining Major Event Funding budget it is suggested by officers that Council could increase the contribution to \$30,000.

## 8.31 Council Action List Report

|                      |   |
|----------------------|---|
| Author:              | Chief Executive Officer, Karina Ewer  |
| Strategic Outcome:   | 2. Good government  |
| Strategic Objective: | 2.1. Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting  |
| Delivery Program:    | 2.1.1. Council operations, partnerships and coordination of resources contribute toward the implementation of Berrigan Shire 2032   |
| Council's Role:      | <b>Service Provider:</b> The full cost (apart from fees for cost recover, grants etc) of a service or activity is met by Council  |
| Appendices:          | <ol style="list-style-type: none"><li>1. Outstanding Council Actions as of 09.11.2023 (under separate cover)</li><li>2. Completed Council Actions from 18.10.2023 – 09.11.2023 (under separate cover)</li></ol> |

### Recommendation

That Council receive and note the Council Action List Report.

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### Report

The Council Action List Report, is designed to note the motion, and actions being taken to implement that decision, including the timeframe in which it is likely to be completed.

The following reports have been generated from your information:

- Outstanding Council Actions as of 09.11.2023
- Completed Council Actions from 18.10.2023 – 09.11.2023



**9 NOTICES OF MOTION/QUESTIONS WITH NOTICE**

Nil



**11 MOTIONS WITHOUT NOTICE / QUESTIONS WITHOUT NOTICE**

**12 COUNCILLOR REPORTS**

**12.1 Mayor's Report**

**12.2 Verbal Reports from Delegates**

**13 CONCLUSION OF MEETING**

The next Ordinary Council Meeting Confidential will be held on Wednesday 20 December 2023 from 9:15am in the Council Chambers, 56 Chanter Street, Berrigan.

There being no further business the Mayor, closed the meeting at [type time](#).