



EXTRAORDINARY COUNCIL MEETING

Monday 30 June, 2025

at 9:00am

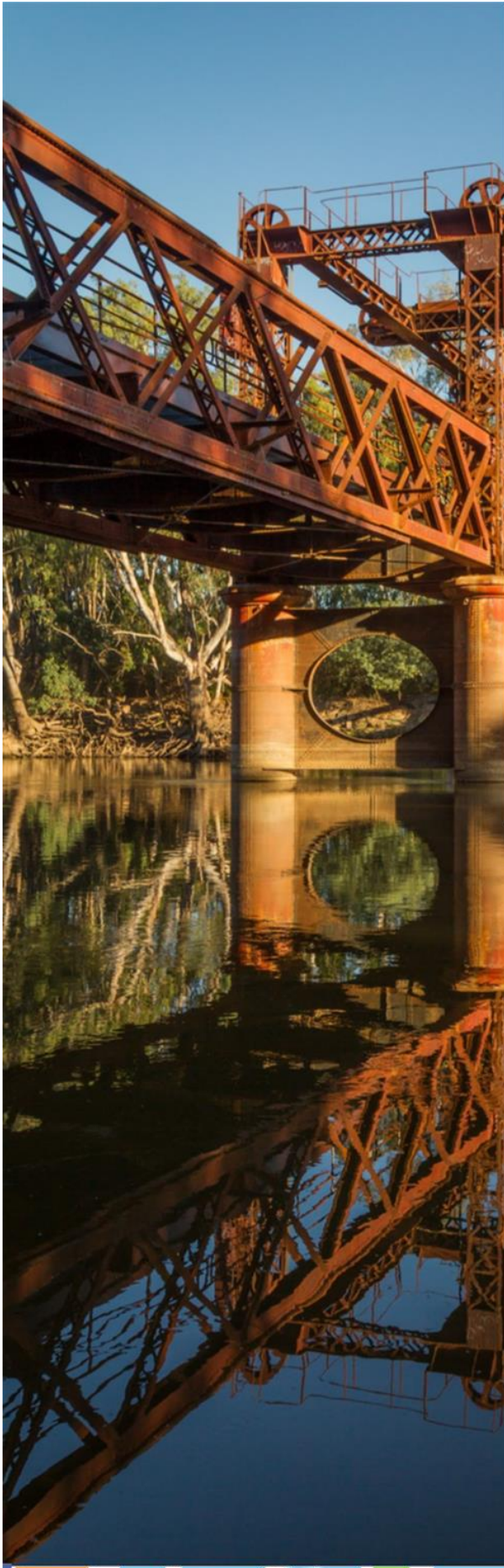
Council Chambers, 56 Chanter Street, Berrigan



Under Separate Cover Appendices

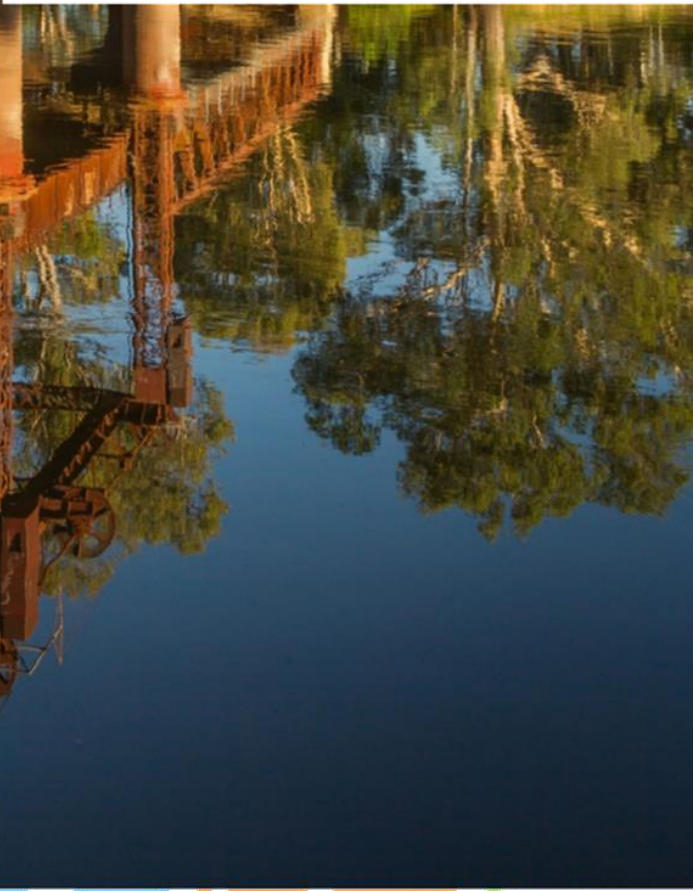
Table of Contents

5.1	Adoption of Integrated Plans 2025-26	
	Appendix 1	Workforce Management Strategy 2025 4
	Appendix 2	Submission - Tocumwal Aerodrome Residential Ratepayers Association 26
	Appendix 3	BSC Delivery Program, Operational Plan 27
5.3	Independent review - financial position	
	Appendix 1	BSC Financial Analysis presentation 30 June 2025 - CT Management..... 114
5.4	Community Engagement Strategy and Community Participation Plan 2025-2028	
	Appendix 1	Community-engagement-strategy-for-public-exhibition.pdf..... 122



Workforce Management Strategy

2025-2029



Acknowledgement of country

Berrigan Shire Council acknowledges the Traditional Custodians of the lands on which we live and thrive. We pay our respects to their elders; past, present and emerging. The peoples of these great Nations, their spirits and ancestors will always remain with our waterways and lands.

Contact us

Please contact Council with any enquiries regarding the Berrigan Shire Council Workforce Management Strategy

Phone: (03) 5888 5100

Email: mail@berriganshire.nsw.gov.au

CONTENTS

Executive Summary	4
Introduction.....	5
Our Organisation	7
Strategic Issues and Risks	12
Strategic Direction and Priorities	16
Action Plan	18

Executive Summary

As we navigate the evolving landscape of workforce development, Berrigan Shire Council (BSC) faces significant challenges, including recruitment and retention difficulties, an ageing workforce, and shifting community expectations. These challenges necessitate a strategic and proactive approach to ensure we continue to meet the needs of our community effectively.

This Workforce Management Strategy is a testament to BSC's unwavering commitment to building a capable, confident, and connected workforce. Our strategy is designed to equip our employees with the skills and support they need to thrive in their roles, both now and in the future. By fostering a culture of continuous improvement and professional growth, we aim to create an environment where every team member feels valued and empowered.

Aligned with our Community Strategic Plan (CSP), we have identified three clear strategic objectives to address our workforce challenges, risks, and opportunities:

1. **Enabled and Effective Workforce:** Ensuring our workforce is well equipped with the necessary skills and resources to perform their duties efficiently.
2. **Safe and Inclusive Culture:** Promoting a workplace environment that is safe, inclusive, and supportive for all employees.
3. **People Centred Leadership:** Developing leadership that prioritises the wellbeing and development of our people.

By delivering targeted and measured actions under each of these strategies, we will create the conditions for our people and organisation to thrive. This plan is not just a Human Resource initiative; it requires strong leadership, manager accountability, and a shared commitment across all levels of the organisation.

With this Workforce Management Strategy, BSC strengthens our foundation for an engaged workforce, a constructive culture and exceptional service to our community. Together, we will build a resilient and dynamic workforce ready to meet the challenges of today and tomorrow.

Sincerely,

Karina Ewer MBA, MCDR, GAICD, MAHRI
CHIEF EXECUTIVE OFFICER

Introduction

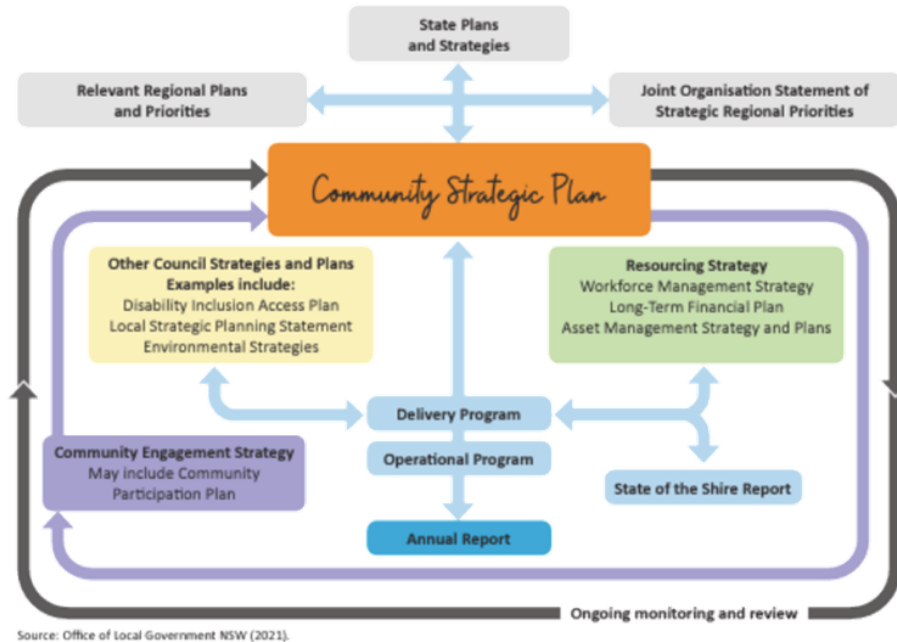
Integrated planning and reporting framework

Just as the Delivery Program and Operational Plan is Council's commitment to perform all its functions and advance the communities aspirations and priorities, the Workforce Management Strategy is Council's commitment to ensuring the capacity and capability of the workforce to achieve Council's goals and objectives.

The Integrated Planning and Reporting Framework (IP&R) demonstrates the direct link from the Community Strategic Plan to the Delivery Program and Operational Plan, it also requires Council to be informed and supported by financial, asset and workforce planning, as part of a broader Resourcing Strategy.

The Resourcing Strategy is situated within the framework to emphasise the important role resource planning plays in delivering Council's strategic objectives.

This Workforce Management Strategy meets the requirement of the IP&R framework, but more importantly ensures we will have a workforce that is enabled to deliver.



Scope

The Workforce Management Strategy is delivered over a 4-year period to support medium to long term workforce strategies that align with Council's 4-year Delivery Program.

To develop the strategy, a whole of council approach was adopted which included:

- analysis of each element of the Delivery Program,
- engagement with key stakeholders and
- a Gap and Current State assessment.

This strategy and action plan assumes no significant change in the skills, specialist knowledge and competency profile of the Shire's workforce.

Engagement

To develop this plan, key stakeholders were identified then engaged to assist with analysis and obtaining an understanding of current workforce issues and challenges along with opportunities and aspirations.

Discussions held with employees from varying departments, and feedback gathered through employee surveys, provided useful insight that has informed the strategies outlined later in this document.

The consultative committee were engaged and will continue to be part of ongoing implementation, evaluation and review.

Implement, monitor, evaluate and review

For the life of this plan, Council will ensure accountability through:

- **Leveraging Council's Strategic Planning and Management System**
This system (Pulse) will ensure alignment of daily operations with our WMS, enabling the prioritisation of key projects and the measurement towards our strategic goals.
- **Intergrated KPI's and Committed Deliverables**
Key Performance Indicators (KPIs) and committed deliverables will be seamlessly embedded into employee Performance Action Plans.
- **Regular Reviews**
Half-yearly reviews will be undertaken to monitor progress against commitments and allow for adjustments where there has been a shift in priorities.
- **Transparent reporting**
Maintaining communication with Council regarding progress, challenges and success.

Our Organisation

Our Vision

Our diverse population and productive natural landscape fuel a vibrant economy and a harmonious and thriving community.

Our community vision is our vision. Our workforce strives every day to deliver the services and programs that align with and move us towards achieving this vision.

Our Values



Teamwork

A collegiate workforce who are passionate about their community, are approachable to internal and external stakeholders and who are flexible enough to support the service delivery outcomes of Council regardless of position title

Reliability

Trust is generated by a knowledgeable and competent workforce who are willing to help others as necessary and within their skill sets, abilities and delegations.

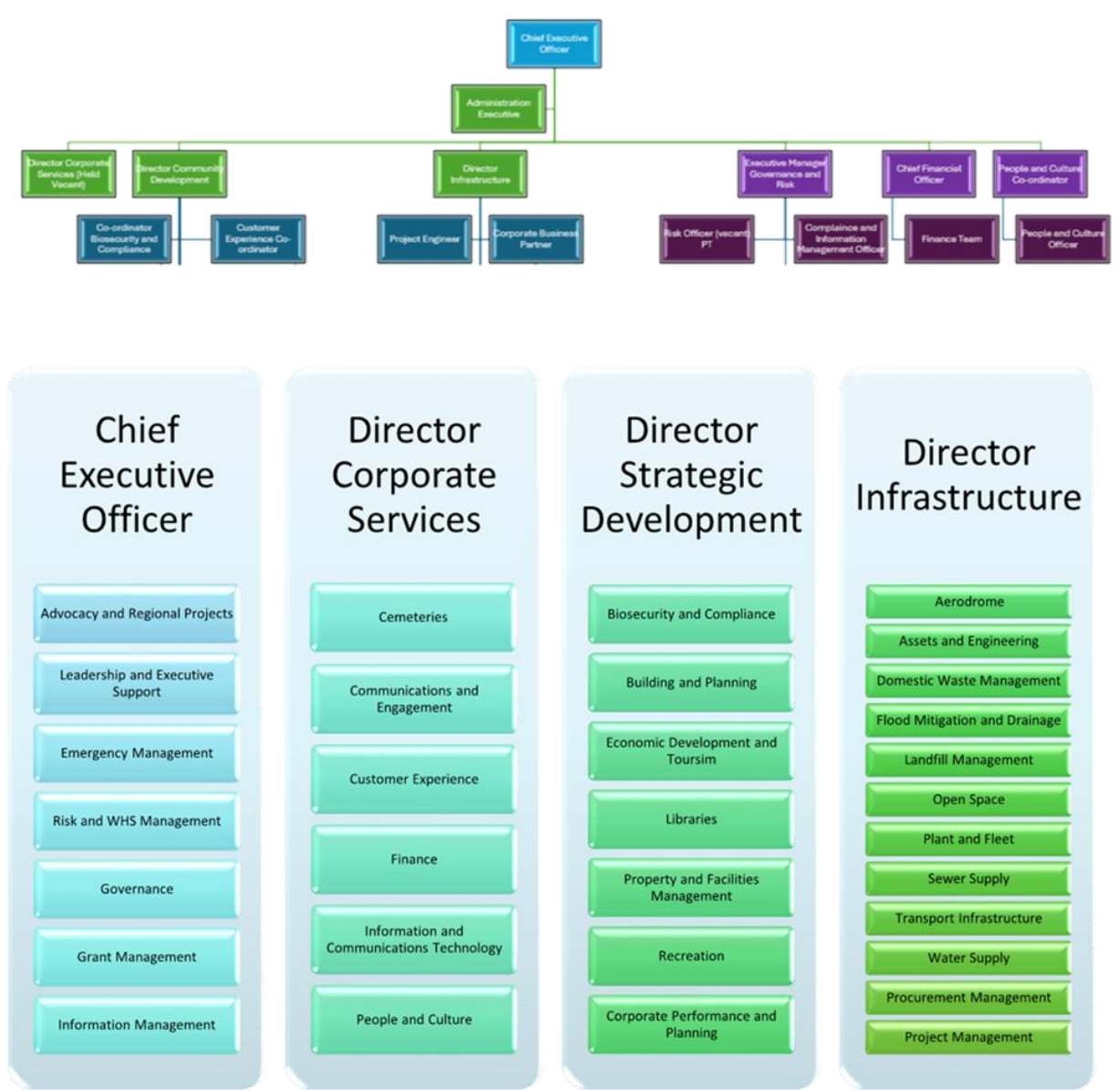
Honesty

A working environment where loyalty and integrity are rewarded and staff are brave enough to question why, allowing everyone space to commit fully to agreed service delivery outcomes

Service

Service is the core of our commitment to the community and is well considered and strategic in its delivery

Our Structure



Our current workforce



The organisation currently employs 113 individuals, with a full-time equivalent (FTE) workforce of 90. A strong majority (76.1%) of these employees are engaged on a permanent full-time basis, reflecting a stable core staffing structure. The median age of employees is 51 years, indicating a mature and experienced workforce.

In terms of gender representation, the workforce is comprised of 61.1% male and 38.9% female staff. While this shows a gender imbalance, it offers a starting point for future diversity and inclusion initiatives.

Employee retention data reveals the median length of service is 3.35 years, suggesting many team members are relatively new to the organisation. However, staff who leave have typically served for an average of 7.9 years, highlighting that a portion of the workforce has had long tenures before moving on. The annual turnover rate stands at 13.1%, a figure that reflects a moderate level of workforce change.

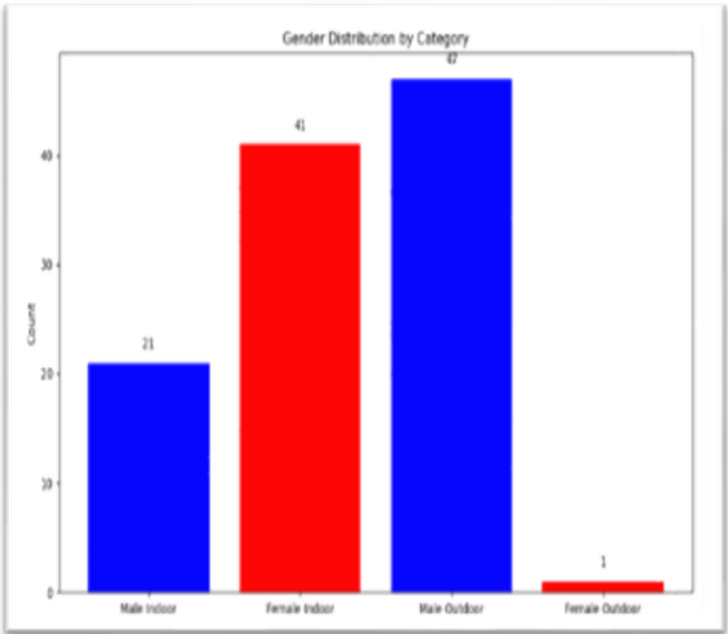
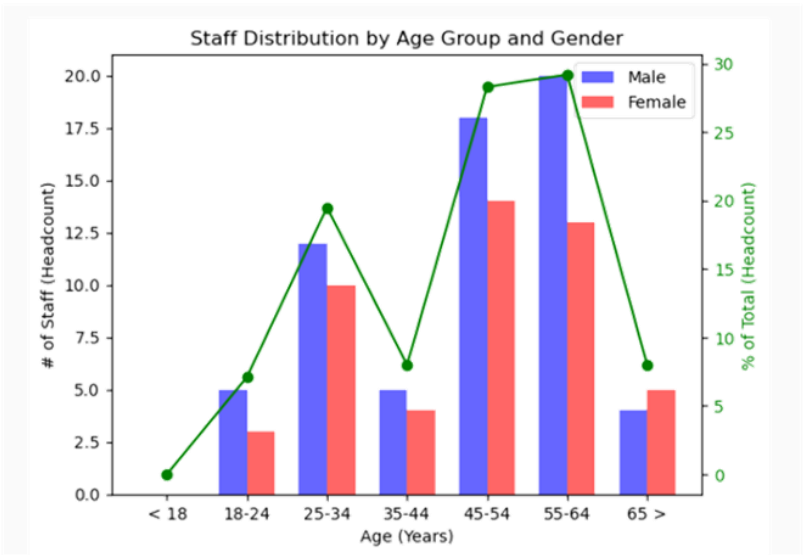
Internal mobility is relatively limited, with only 2.7% of roles being filled from within the organisation. This presents an opportunity to develop internal talent pipelines and career progression pathways.

Encouragingly, the workforce demonstrates a strong local connection, with 83.2% of staff residing within the local government area. This high level of local employment suggests strong community engagement and reduced travel burdens for most employees.

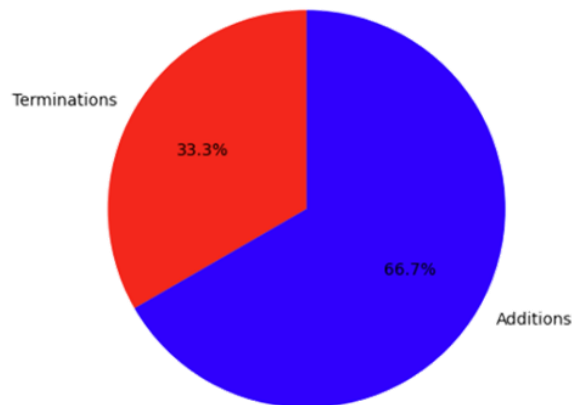
Recruitment timelines show that, on average, it takes 41.5 days to fill a position. While this may be within industry norms, any reduction would be beneficial to minimising vacancy periods and maintain service continuity.

An assessment of the education levels and qualification standards across the organisation indicates we have a strong base of vocational skills. The current distribution of qualifications highlights the importance of succession planning to ensure we have suitably qualified staff to progress in to more senior roles or those requiring higher levels of qualifications.

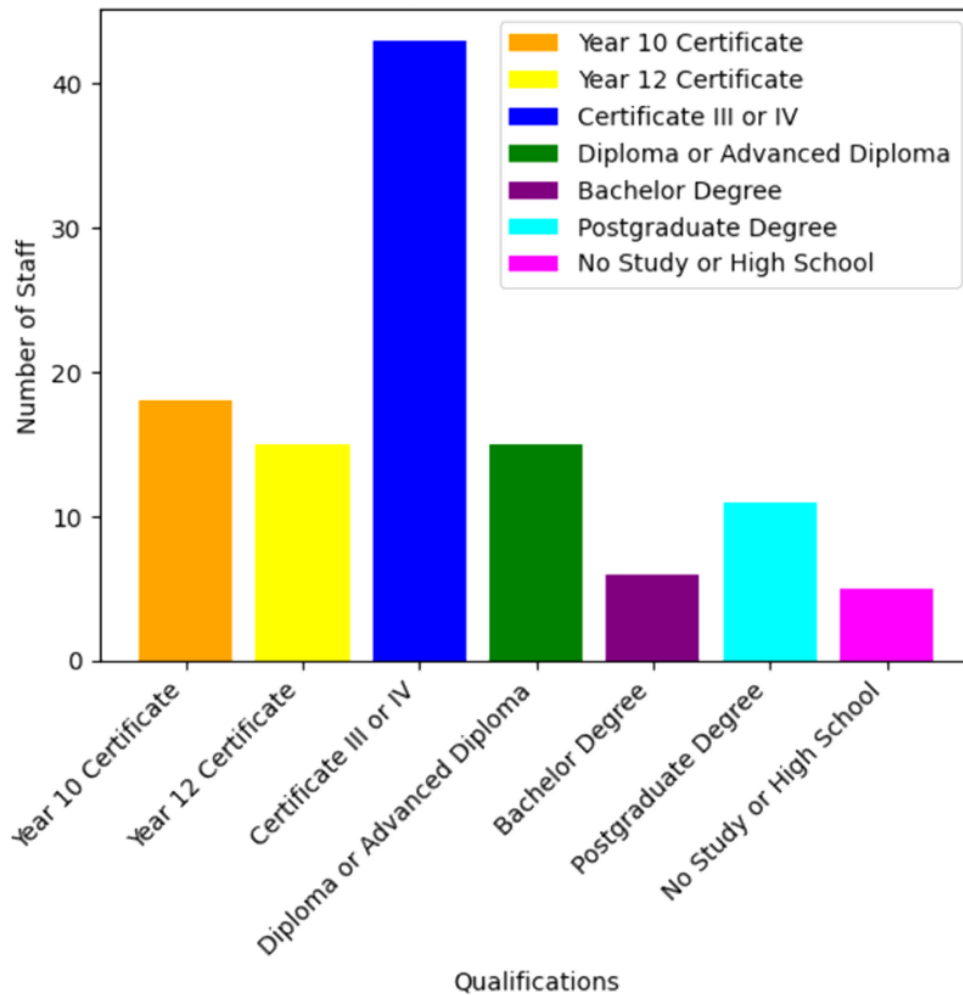
In summary, the organisation is supported by a committed and predominantly full-time workforce with strong local ties. There are opportunities to enhance internal mobility and improve gender balance, while continuing to build on the stability and experience already present within the team.



Employee Turnover from 1 April 2024 to 31 March 2025



Staff Qualifications at Council



Strategic Issues and Risks

Internal considerations

As part of our Workforce planning process, a detailed gap and current state assessment has been conducted. The assessment highlighted important internal considerations including the need for improved strategic capability in HR, enhanced HR systems and reporting, and a more structured and inclusive approach to workforce planning and development.

These insights, combined with external considerations, form the basis of our strategic workforce priorities.

Long-term focus and strategic initiatives

- Good workforce planning helps us anticipate future needs and manage workforce risks
- Aligning our workforce with Council's long-term goals supports strong service delivery
- There is an opportunity to strengthen HR considerations in strategic planning and budgeting

Strategic workforce planning plays a vital role in ensuring that Council's people, skills, and structures are aligned with the long-term needs of the community and prevents workforce gaps and issues from emerging unexpectedly.

While Council has articulated its commitment to strategic workforce development, there is an opportunity to more deliberately integrate workforce considerations into corporate planning, budgeting, and service design processes to meet service delivery and community expectations. Strengthening this alignment will enhance Council's ability to anticipate future challenges and proactively shape our workforce to meet them.

Enabling the organisation to succeed

- Clear systems and policies support a consistent and fair employee experience
- Modern HR systems save time and reduce errors
- Ongoing attention must be paid to remaining current and compliant

A strong foundation of systems, policies, and processes supports a consistent and effective employee experience. Council has a solid base of workforce management practices, with established HR systems and policy frameworks in place.

The next stage of maturity involves streamlining and modernising these systems, improving accessibility and automation, and ensuring that workforce policies and practices remain contemporary and consistently applied. This will increase efficiency, reduce workforce risks, and enhance support for managers and all team members.

Health, Safety and Wellbeing

- Physical safety and, injury prevention and management are a strength at Council
- Focusing on psychosocial wellbeing will improve workforce engagement

Council is committed to providing a healthy, safe, and supportive workplace for all employees. While strong systems are in place for physical safety and injury prevention, there is now an opportunity to expand Council's approach to enhance psychosocial wellbeing.

By taking a more holistic view of employee health – including mental wellbeing, stress management, and psychological safety – Council can further strengthen its duty of care and promote a resilient and engaged workforce.

Culture and Leadership

- Great leadership and a strong workplace culture supports engaged, high-performing teams
- A deliberate approach to creating our desired culture through leadership is our next step

Leadership and culture are key drivers of staff engagement, performance, and inclusion. Council benefits from a group of committed leaders and employees who are passionate about their work and community impact.

Building on this strength, there is an opportunity to more clearly articulate Council's aspirations for the culture of our organisation, strengthen internal communication and the employee voice along with building the capability of our leaders.

Creating workforce effectiveness

- Planning ahead ensures we have the right people in the right roles
- Anticipating retirements and hard-to-fill roles helps prevent service gaps
- Building flexibility into roles helps us respond to changing needs

An effective workforce is one that is capable, agile, and structured to meet evolving community needs. Like many councils, Berrigan Shire operates in a dynamic environment where skills shortages, changing service demands, and budgetary constraints all impact workforce planning.

By formalising our approach to workforce planning, succession, and critical role identification, Council can build greater resilience into our workforce and ensure continuity of service into the future.

Managing talent

- Good performance systems and staff development helps people succeed and stay
- A clear path for progression builds motivation and internal capability

The ability to attract, grow, and retain talent is central to long-term organisational capability. Council has made recent improvements to its recruitment processes and employee experience.

The next step is to develop a more structured approach to management of the employee life-cycle including onboarding, performance development, talent identification, and career progression. Supporting employees to build their skills and plan for growth not only improves retention but also strengthens the internal pipeline for future leadership and specialist roles.

External considerations

Successful workforce planning that will deliver the CSP, must take into consideration the current and emerging trends in our external environment. Input by stakeholders along with a review of available data and predicted trends gives us an insight into the considerations that must be made when developing our strategic workforce priorities.

Competition for Talent in Regional Areas

- Competition for talent has increased
- National skill shortages exist in many occupations required at Berrigan Shire Council
- Delivery of the CSP will lead to improved liveability
- Drives the need to develop a safe, inclusive and high-performing culture

Berrigan Shire Council faces significant and increasing challenges in attracting and retaining talent to our region. Turnover within the public sector tends to be lower than private sector due to factors such as job stability and additional workplace benefits. Berrigan Shire has utilised this public sector advantage as a major employer in the region to maintain turnover levels that are lower than reported industry standards. Workforce Insights: A LGNSW report, provides insights from an annual HR metrics survey and industry research on workforce trends. 2023 insights placed rural turnover at 18%. Turnover of 13.1% provides some relief from the intensifying competition for talent in regional areas.

Jobs and Skills Australia have identified 300 occupations facing shortages in Australia. Of those occupations, many are required by Council. Engineers, risk and compliance specialists, grader operators, waste water or water plant operators, mechanics and many other specialist and technical roles are facing shortages throughout Australia and our ability to attract talent to this particular region is impacted by aspects such as transport disadvantage, access to healthcare and other liveability issues that are addressed as part of our CSP. This external challenge increases the importance of strong onboarding, employer branding, and a focus on engagement and retention.

Shifts in Workforce Expectations

- Expectations of employment have changed
- Flexibility is now the norm
- Evolving our Employee Value Proposition (EVP) must be shown to correlate with delivering improved results and customer value

Candidates now, more than ever, prioritise flexible working, inclusive workplaces, and purpose-led employers. Four-day workweeks are gaining more popularity and there is a continued resistance to full-time return-to-office directives. According to Workforce Insights: A LGNSW report, 63% of candidates rated a 'four-day workweek' as the top future of work offering that would attract them to a job. This external consideration can often be in conflict with local community expectations and budget constraints, we need to strike the balance between evolving our EVP (Employee Value Proposition) to attract talent, especially younger and digitally fluent workers, with the need to be measured and transparent in our approach to the expenditure of public funds in the context of our rural setting.

Ageing Workforce and Demographic Shifts

- Australia has an aging population
- This is directly impacting the Berrigan Shire Council workforce
- Requirement to ensure age-friendly HR practices and proper succession and retirement planning

Australia's population is aging rapidly, with demographic trends showing a significant increase in older age groups. Future projections by the ARC Centre of Excellence in Population Ageing Research (CEPAR) state that by 2041, the number of Australians aged 65 and over is expected to grow to 6.66 million, a 54% increase from 2021. The 85+ age group is projected to more than double, reaching 1.28 million.

Local Governments generally employ a larger proportion of older workers compared to the rest of the workforce and the NSW public sector continues to face retirement-driven attrition. Berrigan Shire Council went through a heightened period of retirement-driven attrition 3 to 5 years ago and has since seen the trend settle. Our workforce analysis suggests that this pressure will increase again in coming years and particular attention should be paid to roles that are facing national supply issues.

Berrigan Shire Council recently participated in the Ageing Workforce Insights project conducted by the University of Queensland in partnership with Australian Councils.

The report sought to understand retirement preferences, age-inclusive practices and talent management of older workers. The findings highlight the importance of addressing age-based stereotypes in the workplace to improve employee engagement and the need to support flexible retirement pathways. Recommendations to undertake inclusive communications and age-friendly HR practices along with career planning, phased retirement and bridging employment opportunities should all be embedded within the WMS activities to be delivered over the next 4 years.

Economic Uncertainty and Budget Constraints

- Financial constraints
- Workforce investments need to be carefully prioritised

The national economic outlook remains modest, with inflation, cost-of-living pressures, and constrained growth. State and Federal Government grant funding has reduced in the years post the covid-19 stimulus packages. In addition, a Council sustainability report has highlighted the issues of aging infrastructure and the need to revise

spending priorities. These factors combine to mean that Council's capacity to expand the workforce or invest significantly in talent management is limited and careful consideration will need to be given to priorities.

Digital and Skills Disruption

- Nature of work is changing
- Digital transformation is essential
- Need to assess and monitor ongoing risks

Emerging technologies, including generative AI, will continue to reshape the nature of work and how we do business.

Workforce Insights: A LGNSW report, quotes research that identified that top performing companies are six times more likely to have increased investment in whole-of-business transformation by greater than 30% over the past 3 years.

Proactively upskilling the workforce and managing the risks associated with the evolving digital world will require dedicated focus by Council.

Legislative environment

- Changes to legislation or policy may impact Council work
- Good governance is essential

State and Federal policy and legislative changes could influence the services that Berrigan Shire Council is expected to provide in the future or the way we deliver our current services and carry out our business. As a result, workforce demand may grow, skill requirements may change, and internal systems may need to adapt. Child Safe Standards, Workplace Gender Equality, Disability Inclusion, Australian Drinking Water Guidelines (ADWG), animal management, and environmental regulations are all examples of legislation and regulation that requires Council to be well-informed and have systems in place that enable us to stay current and compliant.

Strategic Direction and Priorities

Our shared vision

A workplace where people are supported, valued and inspired to achieve their best for our community.

To achieve our shared vision, Council has identified three strategic priorities that will guide how we manage, support and develop our people over the next four years.

These priorities reflect the voices of our staff, the challenges and opportunities identified through internal consultation and sector benchmarking, and the key capabilities required to meet the future needs of our organisation and community.

Together, they form the foundation for a planned and coordinated approach to building workforce capability, improving the employee experience, and ensuring our people have the support and leadership they need to thrive.

Strategic priority 1 - Enabled and effective workforce

Build a workforce that is well-structured, supported by modern systems, and capable of delivering services efficiently now and into the future.

Focus areas:

- Strategic workforce planning
- HR systems and processes
- Policy governance and compliance
- Talent acquisition and retention
- Succession planning

Strategic priority 2 - Safe, inclusive and high-performing culture

Foster a working environment that prioritises wellbeing, celebrates diversity, and ensures accountability, respect, and psychological safety.

Focus areas:

- WHS and psychosocial safety
- Diversity, equity, and inclusion (DEI)
- Workplace culture

- Performance and engagement

Strategic priority 3 – People centred leadership

Develop leaders who model inclusive behaviour, build trust, communicate clearly, and lead with empathy and accountability.

Focus areas:

- Leadership capability
- Values-based behaviour
- Accountability and coaching
- HR partnership

While this strategy sets out a clear direction and an ambitious vision, the actions we take must be grounded in a realistic understanding of where we are now. Across all three strategic priorities, the current baseline is modest – and this is both acknowledged and expected.

Our focus is not on achieving perfection from the outset, but rather on identifying what is most important, most achievable, and most valuable to do next. Incremental, well-sequenced improvements will deliver real benefits to our people and our organisation over time. We are committed to making practical, meaningful progress in each of our strategic priorities to continuously move towards our shared vision of workplace where people are supported, valued and inspired to achieve their best for our community.

Action Plan

Delivery Program Action: CL2.4 Recruit, train and support a skilled and flexible workforce.

Strategic priority 1 - Enabled and effective workforce

Ref.	Principal activities	Resp. officer	Result	Performance measures	2026	2027	2028	2029	\$
1	Build HR analytics capability	PCC	HR reporting embedded into corporate reports	Quarterly HR dashboard Half yearly Council reporting	•				Staff time
2	Refresh and embed core People and Culture policies and procedures	PCC	Comprehensive People and Culture policy and procedure framework Managers how-to guides Employee handbook	Introduction of new policies in the agreed framework Manager feedback - obtained before and then after the how-to guides have been implemented	•	•			Staff time
3	Modernise HR systems	DCS	Full implementation of agreed HRIS - as part of ICT uplift project Streamlined HR systems Employee experience index	Bamboo no longer in use Index results - Manager and employee feedback		•	•		Funded Staff time
4	Develop and implement a Council-wide Workforce Planning Framework, aligned to IP&R	DCS	Timely and systematic planning to mitigate workforce risk and meet future requirements	2029 WMS			•	•	Staff time

Ref.	Principal activities	Resp. officer	Result	Performance measures	2026	2027	2028	2029	\$
5	Build internal talent pipelines	PCC	Succession plan implemented	100% of critical roles identified and included in succession plan Succession plan reviewed and updated annually Increase rate of roles filled internally Improved engagement scores		•	•		Staff time
6	Review and improve attraction strategies	PCC	Clearly defined EVP that is used to promote roles at council Established school education program to showcase council	1 page EVP communication Current Liveability marketing material used in job advertisements Time to recruit		•	•		Staff time
7	Review and improve recruitment policy, procedure and practices	PCC	KPI's for recruitment/ selection are identified and monitored Smooth and well-structured Onboarding process Standard engagement letters	Time to recruit Retention rates Employee feedback Audit results	•	•			Staff time

Ref.	Principal activities	Resp. officer	Result	Performance measures	2026	2027	2028	2029	\$
8	Design and implement a Learning and Development strategy	PCC	<p>Clear and consistent learning pathways</p> <p>Identified, role specific skill requirements (qualifications and learning pathways)</p> <p>Refreshed performance development system linked to capability building</p>	<p>Demonstrated partnerships with education providers</p> <p>Funded cadetships under the Fresh Start program</p> <p>100% compliance of mandatory training</p> <p>Training budget</p>	•	•	•		<p>Staff time</p> <p>Funded</p>

Strategic priority 2 - Safe, inclusive and high-performing culture

Ref.2	Principal activities	Resp. officer	Result	Performance measures	2026	2027	2028	2029	\$
9	Develop and implement a Health, Safety and Wellbeing Strategy, incorporating psychological risk assessments aligned with Safe Work Australia	EMGR/ PCC	<p>Wellbeing and Psychosocial Safety Strategy</p> <p>Managers trained in mental health awareness, resilience and managing psychosocial risks</p> <p>Expand reporting</p>	<p>Survey results</p> <p>Manager feedback</p> <p>Dashboard reporting</p>		•	•		Staff time
10	Define and embed DEI principles and practices in recruitment, progression and training	PCC	<p>Current Equal Employment Opportunity Management plan</p> <p>Internal DEI reporting</p> <p>WGEA reporting</p>	DEI reporting	•	•			Staff time

Ref.2	Principal activities	Resp. officer	Result	Performance measures	2026	2027	2028	2029	\$
11	Adopt an evidence-based methodology for understanding workplace culture, identifying improvements and measuring change	DCS	<p>Culture assessment and reporting</p> <p>Voice of the Employee (VoE) strategy to ensure clear and consistent employee communication and feedback</p> <p>Safe mechanisms for identifying, reporting and addressing ethical issues or violations</p> <p>Improved approach to managing change and an agreed change management methodology</p>	<p>Regular and systematic employee surveys, action planning and reporting</p> <p>Survey results</p> <p>Number of managers trained in managing change</p>		•	•	•	Staff time

Strategic priority 3 - People-centred leadership

Ref.3	Principal activities	Resp. officer	Result	Performance measures	2026	2027	2028	2029	\$
12	Define and embed a Leadership Capability Development framework	PCC	Highly skilled leaders	<p>Staff survey results</p> <p>100% managers with Leadership Capability Development plans in place</p> <p>Manager feedback</p>		•	•		Staff time
13	Improve strategic People and Culture contribution	PCC	People and Culture impact assessments embedded in all major strategic or operational projects	People and Culture KPI's			•	•	Staff time

Ref.3	Principal activities	Resp. officer	Result	Performance measures	2026	2027	2028	2029	\$
			People and Culture business partnering process established with all business units						
14	Re-design the employee life-cycle experience (onboarding to offboarding)	PCC	'Great First Year' induction plan implemented Complete map of the employee life-cycle Introduction of People and Culture compliance and governance KPI's	Audit/quality measures	•	•			Staff time

Tocumwal Aerodrome Residential Ratepayers Association, Inc

9/06/2025

Julia Cornwell McKean,
Mayor,
Berrigan Shire Council.
Berrigan NSW

Dear Julia,

It has come to the Associations' notice that the Berrigan Shire may be considering implementing landing fees at the Tocumwal Airport as part of the shires Delivery Program / Operational Plan review.

Whilst the Association understands that the fees are already incorporated into the shire's operations manual, and is for visiting aircraft only, we strongly advise that shire councilors and management consider the impacts that implementation may have on airport operations.

Landing fees have been shown to have an adverse impact at other country airports.

The Association sees impacts on fuel sales, aircraft maintenance business, on site café / museum sales, visiting flying school training, airshow display aircraft participating numbers, gliding operations and spin off business opportunities for the town of Tocumwal.

Also, it is very important to consider the cost involved in retrieving these charges.

Companies like Avdata etc, leave very little for the customer (the Shire) once admin / monitoring charges are levied.

A very important final consideration – maintaining a very important social service to the airport, and that is the Air Ambulance being able to access Tocumwal Airport at nil landing charges.

Best regards,

Rob Hendy – Association Secretary

Berrigan Shire
Delivery
PROGRAM
2025-2029

Incorporating the
Operational Plan 2025-2026



Contents

Mayor's Message	4
Community vision 2040	5
1. Turning vision into action	6
2. Context	24
3. Delivery Program and Operational Plan	34
4. Resourcing	64

Acknowledgement of country

Berrigan Shire Council acknowledges the Traditional Custodians of the lands on which we live and thrive. We pay our respects to their elders; past, present and emerging. The peoples of these great Nations, their spirits and ancestors will always remain with our waterways and lands.

Contact us

Please contact Council with any enquiries regarding the Berrigan Shire Council Delivery Program and Operational Plan:

Phone: (03) 5888 5100

Email: mail@berriganshire.nsw.gov.au

Mayor's Message



Cr Julia Cornwell McKean
Mayor, Berrigan Shire Council

It is with great pride that I present Berrigan Shire Council's Delivery Program 2025-2029 and Operational Plan 2025-2026. This document is our commitment to the community, outlining the priorities, services, and principal activities we will deliver over the next four years.

Guided by the Berrigan Shire Community Strategic Plan 2040, our efforts are aligned with the long-term vision of our residents. It reflects a balance between maintaining essential services, maintain community assets, and improving Council operations to ensure we remain financially responsible and future focused.

Our key priorities include:

- Strengthening our roads, water, and sewer networks to meet the demands of a growing community.
- Investing in town beautification, community facilities, and open spaces to enhance liveability.
- Supporting local businesses, tourism, and agriculture to build a strong and resilient economy.
- Improving digital connectivity and regional advocacy to position our community for future opportunities.
- Enhancing governance, service delivery, and workforce planning to ensure Council operates effectively and efficiently.

We acknowledge the challenges ahead, including funding constraints, workforce shortages, and the increasing impacts of climate change. However, through strategic partnerships, advocacy, and sound financial management, we are committed to delivering outcomes that benefit every resident and business in our Shire.

This plan reflects input from community members, our delivery partners, staff and Councillors. I sincerely thank everyone who contributed their insights and ideas to shape our direction. As we move forward, we remain dedicated to transparency, accountability, and engaging with our community every step of the way.

Together, we are building a strong and vibrant future for the people of Berrigan Shire.

Community vision 2040

Our diverse population and productive natural landscape fuel a vibrant economy and a harmonious and thriving community.

Community aspirations

CO. An inclusive, resilient community with a strong sense of belonging and pride.

- We're healthy and well with equitable access to services.
- We have a vibrant, inclusive, and creative community life.



EC. A resilient and prosperous economy that supports employment and learning opportunities.

- An economy characterised by growth, diversification, and a skilled workforce.
- A destination with a strong tourism sector and a resilient, innovative agricultural industry.



EN. Our natural assets are protected and enhanced for future generations.

- Our environment and natural habitats are protected, and biodiversity thrives.
- We work together to reduce our shire's carbon footprint.
- Robust planning systems support the liveability of our shire.



IN. Reliable and efficient infrastructure that meets the growing needs of our community.

- We can move through our shire, and to other places with ease.
- Our hidden infrastructure works and meets the needs of our community.
- Our community facilities are planned to meet community needs and enhance social connection.



CL. Transparent and responsible leadership that actively engages with and serves the community's interests.

- The community is serviced in an effective, financially sustainable and responsible manner.
- Our community is informed and engaged in decision-making.
- A community where collaborative efforts enhance development and service delivery.



Turning vision into action

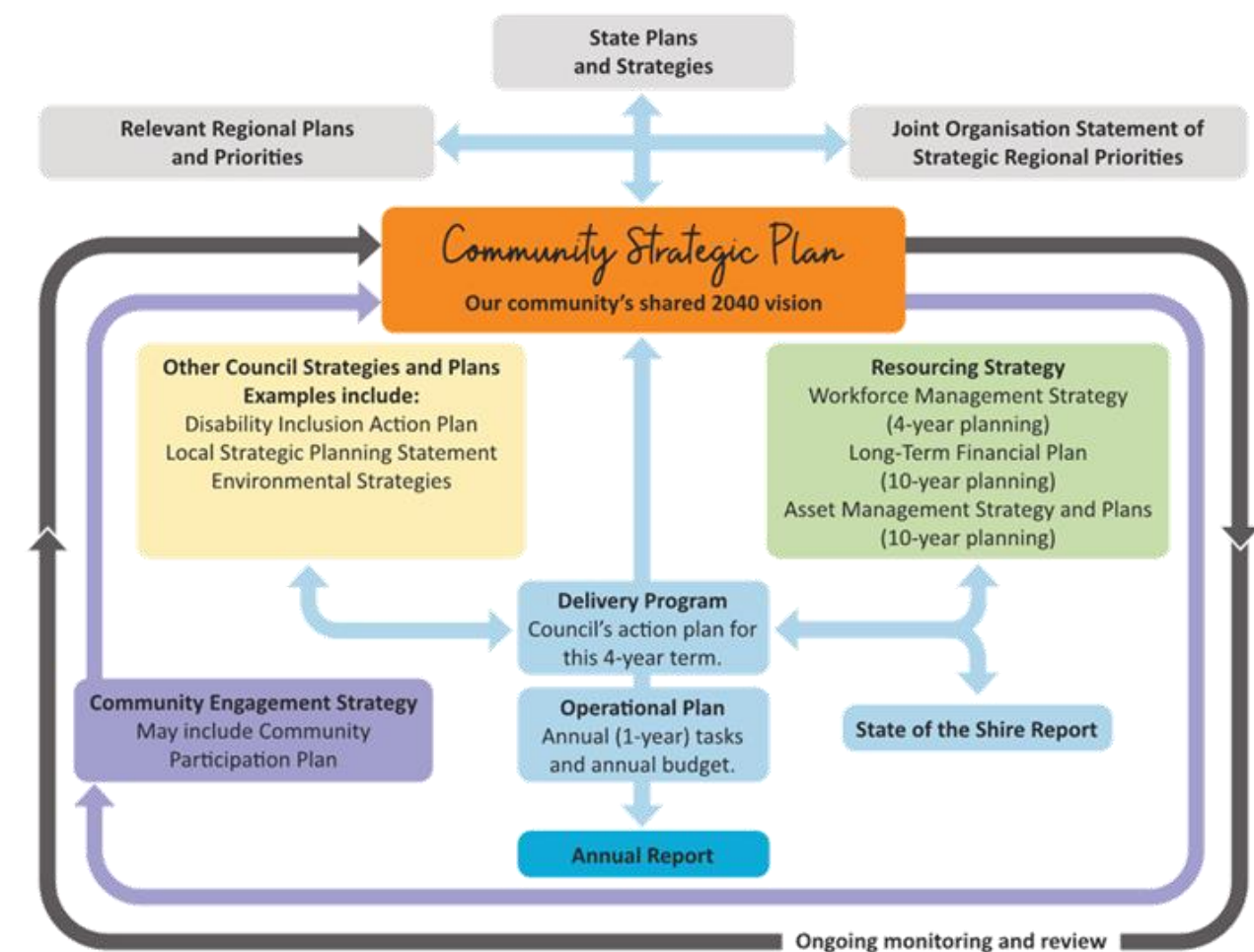


This Delivery Program and Operational Plan is Council's commitment to its community to perform all its functions. It outlines the principal activities and key annual tasks Council will deliver to advance the aspirations and priorities identified by our community.

These aspirations are set out in the Berrigan Shire Community Strategic Plan 2040 (CSP), which captures the community's long-term vision for the future. This document turns that vision into action through a four-year Delivery Program and a one-year Operational Plan.

The Delivery Program outlines the principal activities Council will undertake during the current Council term to advance the CSP, improve our organisation, and remain accountable to our residents. The Operational Plan sits beneath it, identifying annual actions, projects and resources.

This plan aligns with Council's Integrated Planning and Reporting (IPR) Framework and is supported by a range of other key strategies and resource plans. The diagram below shows how our planning mechanisms work together.



Source: Office of Local Government NSW (2021).

Abbreviations

The following abbreviations are used in this document.

Council Officer abbreviations		General abbreviations	
AEM:	Assets and Engineering Manager	ARIC:	Audit, Risk and Improvement Committee
BCC:	Biosecurity and Compliance Coordinator	ATDW:	Australian Tourism Data Warehouse
BPM:	Building and Planning Manager	BAU:	Business as Usual
CEC:	Customer Experience Coordinator	BSC:	Berrigan Shire Council
CEO:	Chief Executive Officer	CSP:	Community Strategic Plan
CEMC:	Communications, Engagement and Marketing Coordinator	DDA:	Disability Discrimination Act
DCD:	Director Community and Development	DP:	Delivery Program
DCS:	Director of Corporate Services	DPOP:	Delivery Program and Operational Plan
DI:	Director of Infrastructure	ICT:	Information and Communications Technology
EDTM:	Economic Development and Tourism Manager	IPR:	Integrated Planning and Reporting
EMGR:	Executive Manager Governance and Risk.	LEP:	Local Environmental Plan
FM:	Finance Manager	LGA:	Local Government Area
OM-S:	Operations Manager – Sustainability	LTFP:	Long-Term Financial Plan
OM-T:	Operations Manager – Transport	MLHD:	Murrumbidgee Local Health District
PCC:	People and Culture Coordinator	NSW:	New South Wales
		OP:	Operational Plan
		PAMP:	Pedestrian Access and Mobility Plan
		R2R:	Roads to Recovery
		RAMJO:	Riverina and Murray Joint Organisation
		RDA:	Regional Development Australia
		RDNSW:	Regional Development New South Wales
		RERRF:	Regional Emergency Road Repair Fund
		SEIFA:	Socio-Economic Indexes for Areas
		SRV:	Special Rate Variation
		SWA:	South West Arts
		TAFE:	Technical and Further Education
		TfNSW:	Transport for New South Wales
		VIC:	Visitor Information Centre
		WHS:	Work Health and Safety

1.1. Four-year strategy highlights

Principal activities

Principal activities are the key strategic actions Council will take across the next four years to advance the community's aspirations.

While the strategies reflect how all delivery partners will work together to achieve the community's aspirations across the next ten years, the principal activities outline what Berrigan Shire Council will do during its four-year council term.

The following tables highlights the Council's 4-year principal activities, and how they respond to the community's aspirations.

CO. Community

An inclusive, resilient community with a strong sense of belonging and pride.

- We're healthy and well with equitable access to services.
- We have a vibrant, inclusive, and creative community life.

Strategies	Council's 4-year principal activities
CO.1 Deliver initiatives, facilities and services to advance health and wellbeing priorities.	CO.1.1 Deliver mandatory inspection and compliance programs. CO.1.2 Advocate for health and medical services in the region.
CO.2 Strengthen community safety and disaster resilience.	CO.2.1 Prepare our people, places and systems for emergencies and disasters.
CO.3 Support recreation, sporting and health pursuits.	CO.3.1 Support groups providing opportunities for sport and recreation.
CO.4 Respect, promote and celebrate our heritage, identity, diversity, and culture.	CO.4.1 Provide a public library service. CO.4.2 Foster and host community events celebrating identity, heritage and culture. CO.4.3 Encourage creative expression through arts and culture.
CO.5 Acknowledge and embed Aboriginal culture and stories within our community.	CO.5.1 Partner with traditional owners and others to implement the Reconciliation Action Plan.
CO.6 Support young people to be empowered and resilient and to stay in our shire.	CO.6.1 Make the shire an attractive place for young people.
CO.7 Our community groups are supported.	CO.7.1 Support volunteers, committees and community groups delivering local services.

EC. Economy

A resilient and prosperous economy that supports employment and learning opportunities.

- An economy characterised by growth, diversification, and a skilled workforce.
- A destination with a strong tourism sector and a resilient, innovative agricultural industry.

Strategies	Council's 4-year principal activities
EC.1 Encourage and support projects that diversify the economic base and provide local jobs.	EC.1.1 Implement Economic Development Strategy. EC.1.2 Investigate revitalisation programs for the commercial areas of our towns.
EC.2 Attract new local employment opportunities across the area.	EC.2.1 Council will promote the Shire as a great place to live and work.
EC.3 Ensure sufficient and appropriate land is zoned for business and industrial purposes.	EC.3.1 Council will advance land-use planning through the amended Local Environmental Plan.
EC.4 Advocate for accessible education, training, and employment pathways.	EC.4.1 Work with education providers to improve access to quality education. EC.4.2 Advocate for the establishment of a Country University Centre in Finley.
EC.5 Support existing businesses to adapt and respond to economic shocks.	EC.5.1 Council will advance business resilience through the Economic Development Strategy.
EC.6 Develop and promote local attractions and experiences.	EC.6.1 Council will advance attractions and experiences through the activities outlined in the Economic Development Strategy.
EC.7 Market the shire as a tourist destination, highlighting the unique rural character, natural environment, culture, and lifestyle.	EC.7.1 Work with regional partners on product development. EC.7.2 Operate a Visitor Information Centre.
EC.8 Foster a diverse, adaptive and innovative agricultural industry.	EC.8.1 Advocate on behalf of local agriculture on matters affecting their ability to thrive.

EN. Environment

Our natural assets are protected and enhanced for future generations.

- Our environment and natural habitats are protected, and biodiversity thrives.
- We work together to reduce our shire's carbon footprint.
- Robust planning systems support the liveability of our shire.

Strategies	Council's 4-year principal activities
EN.1 Protect and enhance biodiversity, including our natural environment, waterways, native flora and fauna.	EN.1.1 Manage weeds and our environment.
EN.2 Enhance public access and amenities at natural attractions like the Murray River and Finley Lake.	EN.2.1 Enhance access and amenity to natural attractions and waterfronts.
EN.3 Mitigate the impacts of climate change through renewable energy and water conservation measures and encourage sustainable living.	EN.3.1 Consider climate change impacts on service delivery. EN.3.2 Maintain a network of levees protecting our communities.
EN.4 Our rural character and heritage assets are protected and maintained.	EN.4.1 Support the identification and preservation of local heritage assets.
EN.5 Plan for the availability of diverse and affordable housing.	EN.5.1 Advance housing diversity and availability through planning and advocacy.
EN.6 Our public spaces and residential developments are designed to support health, safety, and connection.	EN.6.1 Champion good urban design and social infrastructure planning.
EN.7 Developers provide positive social and environmental contributions.	EN.7.1 Deliver appropriate development and building outcomes.

IN. Infrastructure

Reliable and efficient infrastructure that meets the growing needs of our community.

- We can move through our shire, and to other places with ease.
- Our hidden infrastructure works and meets the needs of our community.
- Our community facilities are planned to meet community needs and enhance social connection

Strategies	Council's 4-year principal activities
IN.1 Improve the road network to ensure safety, and connectivity.	IN.1.1 Renew, upgrade and create road assets. IN.1.2 Maintain the road network.
IN.2 Improve public and community transport options to enhance access for all residents.	IN.2.1 Provide an accessible pedestrian network linking to community and retail facilities. IN.2.2 Monitor improvements in public and community transport.
IN.3 Strive to deliver best practice waste, water, sewerage and stormwater.	IN.3.1 Manage landfills, recycling and waste disposal. IN.3.2 Ensure high quality water supply in our towns and elsewhere. IN.3.3 Provide a safe and efficient sewerage service. IN.3.4 Ensure suitable stormwater drainage in our towns.
IN.4 Advocate for better internet and telecommunications infrastructure services.	IN.4.1 Advocate for improved internet and mobile telephone coverage.
IN.5 Community facilities are planned and maintained to meet the needs of our growing population and promote maximum use.	IN.5.1 Maintain sporting, recreation, and community facilities suitable for diverse user needs. IN.5.2 Design facilities that enhance community safety.
IN.6 Community pride is encouraged through the beautification and maintenance of our towns.	IN.6.1 Enhance streetscapes to ensure they are attractive and well maintained. IN.6.2 Provide and maintain a range of parks and public amenities. IN.6.3 Operate well-maintained and accessible public cemeteries.

CL. Civic Leadership

Transparent and responsible leadership that actively engages with and serves the community's interests.

- The community is serviced in an effective, financially sustainable and responsible manner.
- Our community is informed and engaged in decision-making.
- A community where collaborative efforts enhance development and service delivery.

Strategies	Council's 4-year principal activities
CL.1 Improve Council processes to make doing business with Council easier.	CL.1.1 Deliver Council's Business Uplift Program. CL.1.2 Implement Council's Customer First strategy.
CL.2 Manage people, assets, resources, and risks responsibly to support the Council's ongoing viability and maximise value for money for ratepayers.	CL.2.1 Support elected members. CL.2.2 Develop and implement a governance, risk and service review framework. CL.2.3 Maintain a robust financial management framework. CL.2.4 Recruit, train and support a skilled and flexible workforce.
CL.3 Enhance communication channels between the council and residents.	CL.3.1 Residents have access to timely, relevant and accurate information about issues that affect them.
CL.4 Strengthen community engagement and participation in decision-making.	CL.4.1 Deliver engagement as guided by the Community Engagement Strategy and Community Participation Plan.
CL.5 Build partnerships with state agencies, businesses, and non-profits.	CL.5.1 Develop and foster MOUs and partnerships to deliver council objectives. CL.5.2 Prepare and implement a priority Advocacy Plan to amplify community voices.
CL.6 Secure funding and resources for projects and services.	CL.6.1 Develop masterplans and landscape plans for key projects to support future grant funding applications.
CL.7 Actively participate in regional bodies to advance shared action for our region.	CL.7.1 Actively participates in regional bodies and key committees.



Service highlights

Berrigan Shire Council delivers a broad range of services to support the wellbeing of our community. To ensure these services remain effective and efficient, we conduct periodic service reviews as part of our commitment to continuous improvement.

Over the next four years, Council will review a selection of services based on priority needs, resource availability, and alignment with strategic goals.

All other services are subject to ongoing monitoring and improvement, even if not formally reviewed during this Delivery Program period.

These reviews will include staff input, data analysis, and community engagement. Reviews will be overseen by the responsible officer listed and will be scheduled to align with available resources. The table below outlines the services scheduled for review during this Delivery Program period.

Services to be reviewed	Resp. officer	2026	2027	2028	2029
Advocacy and regional projects	CEO	●		●	
Aerodrome	DI		●		
Assets and engineering	AEM	●			
Biosecurity and compliance	DCD	●			
Building and planning	DCD	●			
Cemeteries	CEC				●
Communications and engagement	CEMC		●		
Corporate performance and planning	DCD			●	
Customer experience	CEC	●			
Domestic waste management	OM-S				●
Economic development and tourism	EDTM	●			
Emergency management	ERGR	●			
Finance	DCS		●		
Flood mitigation and drainage	DI		●		
Governance	EMGR		●		
Grant management	DI	●			
Information and communications technology	DCS				
Information management	EMGR			●	
Landfill management	OM-S				●
Leadership and Executive Support	CEO	●			
Libraries	EDTM	●			
Open space	DCD / DI	●			
People and culture	PCC				
Plant and fleet	DI	●			
Procurement management	DI				
Project management	CEO	●			
Property and facilities management	DCD	●			
Recreation service	DCD	●			
Risk and WHS management	ERM			●	
Sewer supply	OM-S		●		
Transport infrastructure	DI	●			
Water supply	OM-S		●		

Major projects

Council will plan and deliver a number of major projects over the next four years to advance the community aspirations, and to ensure Council can deliver service excellence. These projects are aligned with Council's principal activities and focus on improving infrastructure, liveability and access to essential services.

Berrigan – Chanter Street underground power

The relocation underground of the power lines servicing Chanter St will improve the amenity of the main street of Berrigan and allow properties in the heritage conservation area maintain their building facades in a cost-effective manner.

Alignment:

- IN.6** Community pride is encouraged through the beautification and maintenance of our towns.
- IN.6.1** Enhance streetscapes to ensure they are attractive and well maintained.

Remediation of River Bank – Barooga

The remediation works is to stabilise the riverbank, protect the town's water infrastructure, and ensure long-term sustainability of the water supply system. This project aims to minimise erosion risks, improve environmental adaptability, and maintain uninterrupted access to the raw water intake, supporting the water supply needs of the community and compliance with regulatory requirements.

Alignment:

- IN.3** Strive to deliver best practice waste, water, sewerage and stormwater.
- IN.3.2** Ensure high quality water supply in our towns and elsewhere.

Barooga Water Treatment Plant New Lagoons

The lagoons will maximise sludge containment, supports efficient water treatment operations, and ensures environmental compliance. Supporting the water supply needs of the community and compliance with regulatory requirements.

Alignment:

- IN.3** Strive to deliver best practice waste, water, sewerage and stormwater.
- IN.3.2** Ensure high quality water supply in our towns and elsewhere.
- IN.3.3** Provide a safe and efficient sewerage service.

Finley Water Treatment Plant – New intake pipe and pump

To deliver raw water from the MIL Channel to Finley WTP. The project aims to provide capacity when required, less turbidity than lake, reducing treatment time for treated water, supporting the community needs.

Alignment:

- IN.3** Strive to deliver best practice waste, water, sewerage and stormwater.
- IN.3.2** Ensure high quality water supply in our towns and elsewhere.



Advocacy highlights

The Berrigan Shire Council Advocacy Plan 2025-2026 is aligned to the aspirations of our community through the Community Strategic Plan. The advocacy plan outlines how Council will work with higher tiers of government, peers and industry partners on priority and strategic initiatives.



Health

Priorities:

Finley Hospital upgrade. Equitable access to renal facilities. Tocumwal Ambulance service. Regional and rural health inquiries.

Alignment:

- CO.1** Deliver initiatives, facilities and services to advance health and wellbeing priorities.
- CO.1.2** Advocate for health and medical services in the region.



Education, training and employment

Priorities:

Finley Campus, Southern Riverina Country University Campus. Access to funded traineeships, cadetships and apprenticeships.

Alignment:

- EC.4** Advocate for accessible education, training, and employment pathways.



Agriculture and innovative industry

Priorities:

450GL buy backs. Freight infrastructure. Murray Irrigation bridges. Tocumwal Intermodal.

Alignment:

- EC.8** Foster a diverse, adaptive and innovative agricultural industry.
- EC.8.1** Advocate on behalf of local agriculture on matters affecting their ability to thrive.



Planning and housing

Priorities:

Increase the offering of affordable and varied housing in Berrigan Shire. Support the development of innovative and sustainable approaches to agricultural and associated rural land use practices.

Alignment:

- EN.5** Plan for the availability of diverse and affordable housing.
- EN.5.1** Advance housing diversity and availability through planning and advocacy.



Water utility and trunk infrastructure

Priorities:

Water utility provision. Tocumwal and Barooga Growth.

Alignment:

- IN.3** Strive to deliver best practice waste, water, sewerage and stormwater.
- IN.3.2** Ensure high quality water supply in our towns and elsewhere.



Digital connectivity

Priorities:

Regional Connectivity Project.

Alignment:

- IN.4** Advocate for better internet and telecommunications infrastructure services.
- IN.4.1** Advocate for improved internet and mobile telephone coverage.



Sustainability

Priorities:

Cost shifting.

Alignment:

- CL.2** Manage people, assets, resources, and risks responsibly to support the Council's ongoing viability and maximise value for money for ratepayers.
- CL.2.3** Maintain a robust financial management framework.

Sustainability Report

Following its election in September 2024, the incoming council directed the Chief Executive Officer to prepare a detailed report on the future sustainability of Berrigan Shire Council including a detailed examination of the challenges and opportunities we face as a community.

The report, endorsed by council in 2025, provides a comprehensive analysis of our current operating environment, financial landscape, infrastructure, and service delivery highlighting the importance of strategic planning, robust governance and effective resource management.

Local government operates within a complex framework of federal and state regulations and this report underscores the need for continued advocacy and education to secure a more stable and significant role for local councils. It also emphasises the importance of understanding our local economy and demographics to make informed decisions that meet the needs of our growing and changing population.

The report addresses the critical issue of ageing infrastructure and the necessity for ongoing investment to maintain and upgrade our assets. It highlights the financial constraints posed by rate capping and cost shifting, and the need for legislative changes to secure the financial viability of local government as a whole.

Service delivery remains at the heart of our operations, and the report categorises our services into mandatory and discretionary, providing a clear overview of the responsibilities of each directorate. It also emphasises the importance of community engagement and transparent communication in all our endeavours.

Governance is a key focus, with the report outlining the steps we are taking to enhance our governance practices, including the implementation of a comprehensive governance framework, review and update of our asset management plans, and the implementation of a project management framework.

The report presents a series of recommendations designed to guide us in navigating our operating environment, enhancing our financial planning, and managing our infrastructure and service delivery more effectively.

Business uplift

Council is delivering a series of strategic internal reforms under its Business Uplift Program to strengthen corporate operations. This work responds to the Integrated Planning and reporting requirements to improve productivity, increase efficiency, enhance governance systems, and strengthen financial management.

These initiatives will improve how Council plans, delivers and reports on services and infrastructure, ensuring operations are effective, transparent, and responsive to community needs.

Business uplift 1: Managed growth

We are improving how we plan for growth and manage infrastructure. We will:

- Understand the condition and capacity of key assets like water, sewer and stormwater.
- Introduce consistent infrastructure design standards for new developments.
- Review and update our Developer Contributions Plan and Local Environmental Plan.
- Align strategic asset planning with population growth and development pressures.

Business uplift 2: ICT uplift

We are modernising our ICT systems to support smarter, more connected operations. We will:

- Implement a cloud-based enterprise resource planning (ERP) system.
- Replace end-of-life mapping and GIS systems.
- Upgrade Council's ICT hardware, networks and cybersecurity capability.
- Streamline software platforms to reduce duplication and improve integration.

Business uplift 3: Operational framework reform

We are strengthening the way we plan, deliver and monitor services. We will:

- Map all Council services and set clear service levels.
- Deliver a program of regular service reviews.
- Introduce a capital works prioritisation model to guide investment decisions.
- Establish a formal project management framework to improve delivery, budget oversight and transparency.
- Update our procurement framework to ensure value and fairness.

Business uplift 4: Resourcing reform

We are aligning our people, finances and assets with strategic priorities. We will:

- Improve workforce planning, recruitment, training and performance management.
- Reform our budget process to support long-term financial planning and better performance monitoring.
- Strengthen monthly, quarterly and annual reporting on budgets.
- Enhance plant and asset management systems and practices.

Alignment:

- CL.1 Improve Council processes to make doing business with Council easier.
- CL.1.1 Deliver Council's Business Uplift Program.



1.2. Annual task highlights

What we'll do this coming year.

Key tasks for 2025/2026

- Murray St, Finley upgrade.
- Chanter St Berrigan underground power project.
- Adopt and implement Local Environmental Plan.
- Review Developer Contribution Plan.
- Strategic reviews of water and sewerage.
- Adopt the Berrigan Shire Heritage Study.
- Adopt and Implement Berrigan Shire Development Control Plan.
- Adopt the Berrigan Shire Rural Land Use Strategy.
- Review Rating Strategy.
- Rehabilitate Tuppal roads shoulders 1 km.
- Rehabilitate Woolshed Road 1 km.
- Migrate to a new financial management software system.

Context



2.1. Our Shire

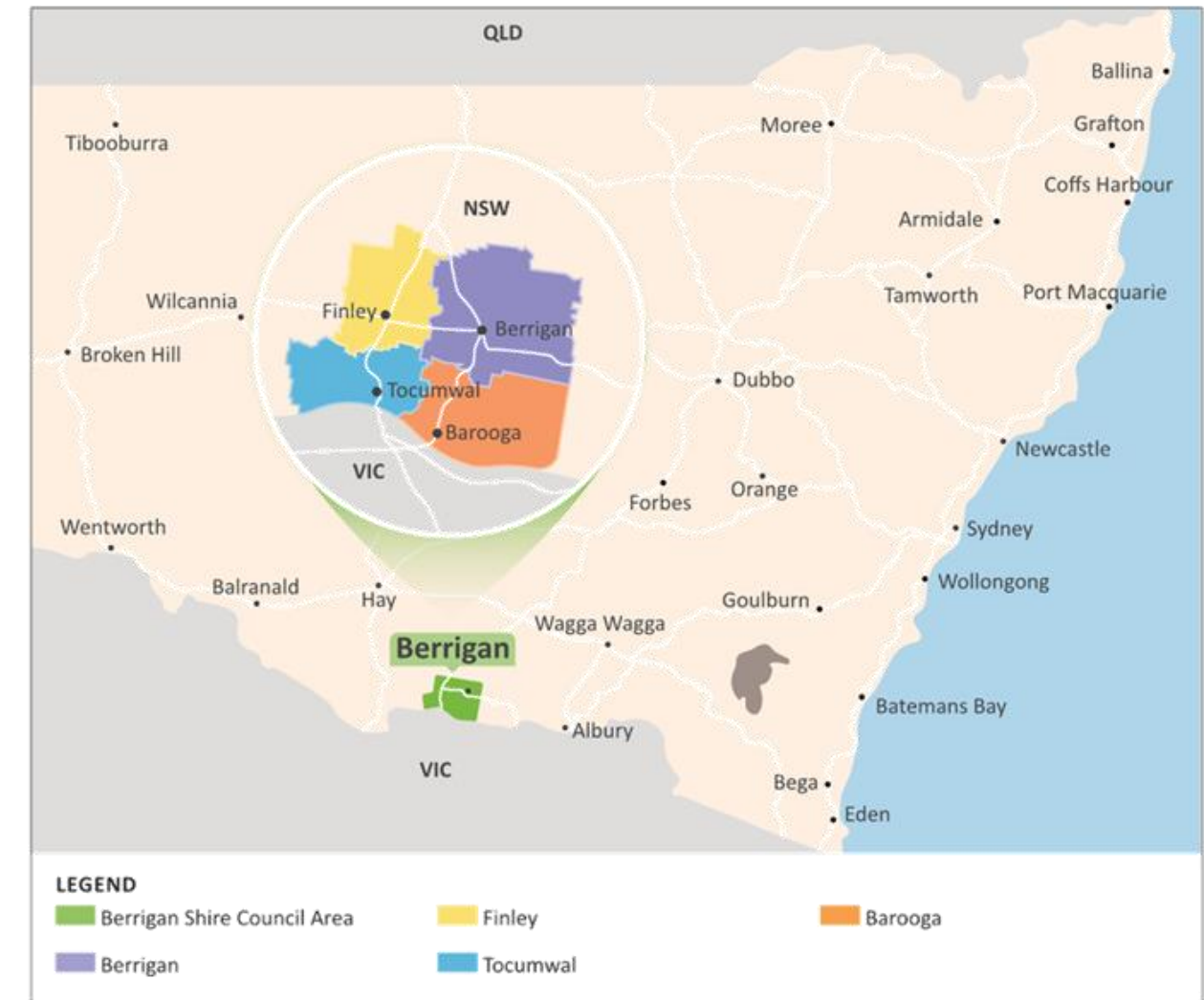


Figure 1. Map of Berrigan Shire

Overview

The Berrigan Shire is in the south-western region of New South Wales. Bordering Victoria with the Murray River as its natural divide, the shire is a 3.5-hour drive north of Melbourne. Home to over 8,600 people, the Shire is expected to grow to a population of 10,000 by 2046, through natural increase and migration.

Berrigan Shire is distinguished by its spectacular natural environment and rich agricultural lands. Anchoring this rural landscape are the towns of Barooga, Berrigan, Finley, and Tocumwal. The local economy thrives on diverse sectors such as agriculture, healthcare, construction, and education, underpinning a robust tourism sector that draws visitors to this scenic part of Australia.

Strengths



- Beautiful natural environment, including the Murray River and Finley Lake.
- Proximity to Melbourne and access to major highways such as the Newell and the Hume.
- Warm climate with reliable irrigation access.
- Relaxed, safe, and family-friendly lifestyle.
- Rich culture and strong community spirit.
- Close-knit social fabric.
- Active arts and heritage scene.
- Plentiful outdoor recreation and leisure opportunities.

Challenges



- Rising cost of living.
- Limited housing supply, diversity, and affordability.
- Gaps in medical and mental health services and support networks.
- Infrastructure needs water, roads and footpaths.
- Retaining and supporting young people.
- Limited digital connectivity and digital literacy.
- Shortage of skilled workers and an ageing population.
- Childcare shortages affect workforce participation.
- Cross-border competition and regulatory complexities.

Key stats



POPULATION
8,653



MEDIAN WEEKLY
HOUSEHOLD INCOME
\$1,128



NUMBER OF
BUSINESSES
902



TOP INDUSTRIES OF
EMPLOYMENT:

- 1**
Agriculture, forestry
and fishing
- 2**
Health care and
social assistance
- 3**
Accommodation and
food services
- 4**
Construction
- 5**
Education and training

FORECAST 2046
POPULATION
10,017

NUMBER OF
DWELLINGS
4,229

MEDIAN MORTGAGE
REPAYMENTS
\$1,207/month

TOTAL
LABOUR FORCE
3,566

MEDIAN RENT
\$210/week

MEDIAN AGE
52 years

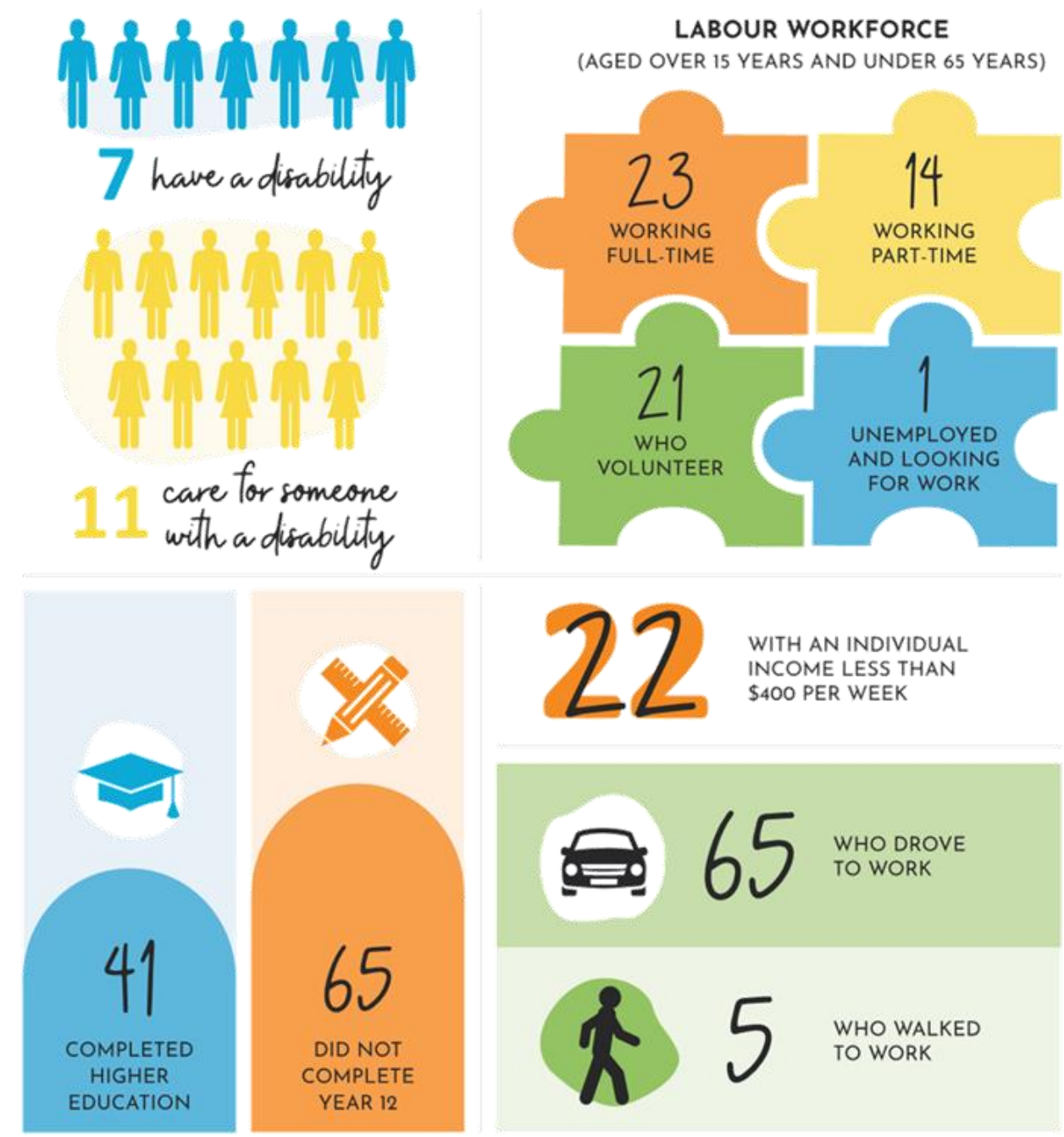
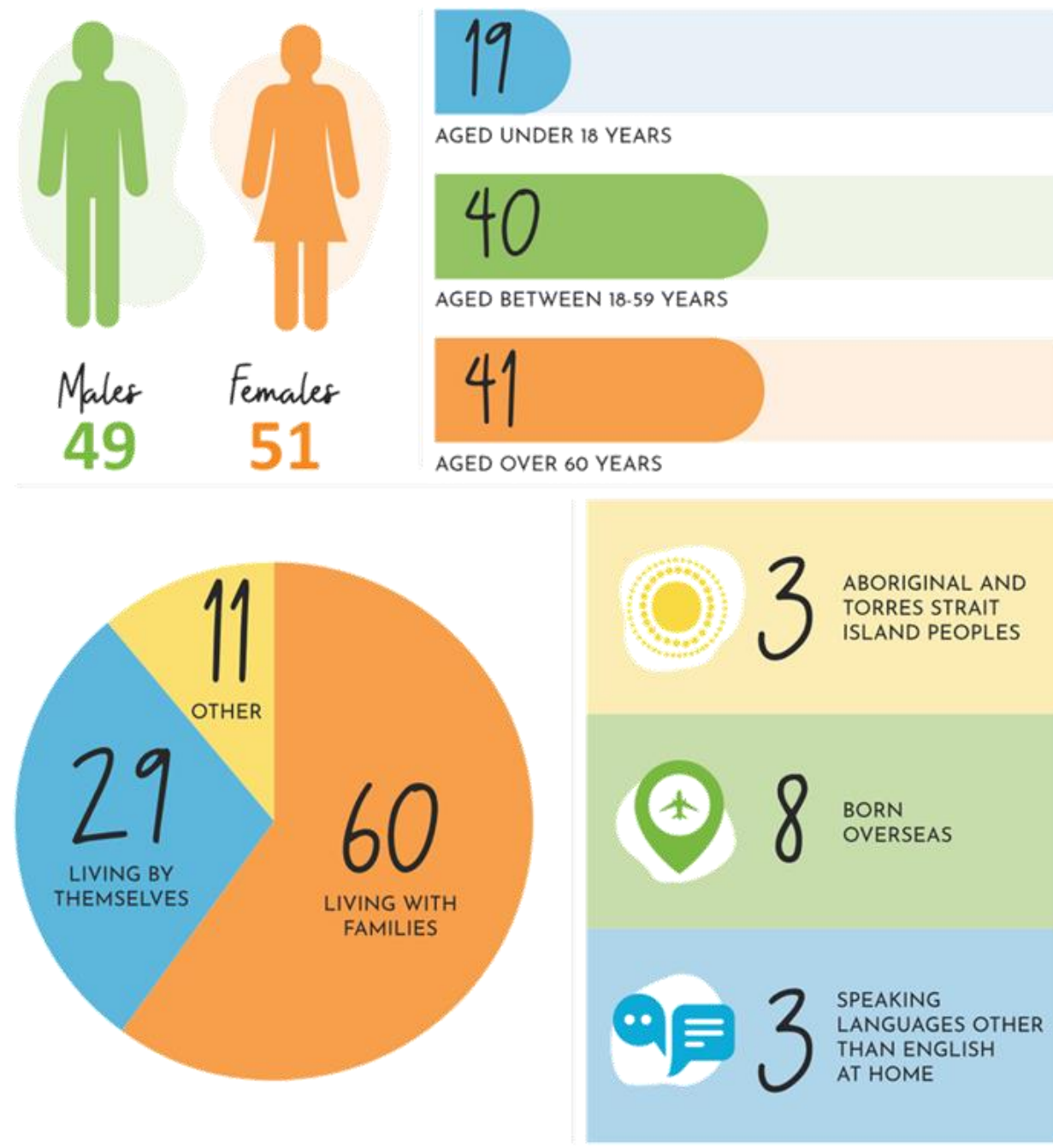
AVERAGE
HOUSEHOLD SIZE
2.2

SEIFA INDEX*
966

Source: Profile.id. Economy.id. ABS Census 2020. NSW Health stats. NSW Population Health Survey.



If Berrigan Shire consisted of 100 people, there would be:



Source: Profile.id, Economy.id, ABS Census 2020, NSW Health stats, NSW Population Health Survey.

2.2 Our Councillors

Berrigan Shire Council is the governing body for the Berrigan Shire, delivering a wide range of local services and infrastructure to support the community's wellbeing. Eight Councillors are elected for four-year terms, with the Mayor elected by Councillors for a two-year term. The Council sets strategic direction and oversees performance, while the Chief Executive Officer (CEO) manages day-to-day operations and staff.



Julia Cornwell McKean
Mayor



Renee Paine
Deputy Mayor



John Stringer
Councillor



Katie Ngatokoa
Councillor



Matthew Hannan
Councillor



Renee Brooker
Councillor



Catherine Healy
Councillor



Sharon Dennis
Councillor

2.3. Our Council

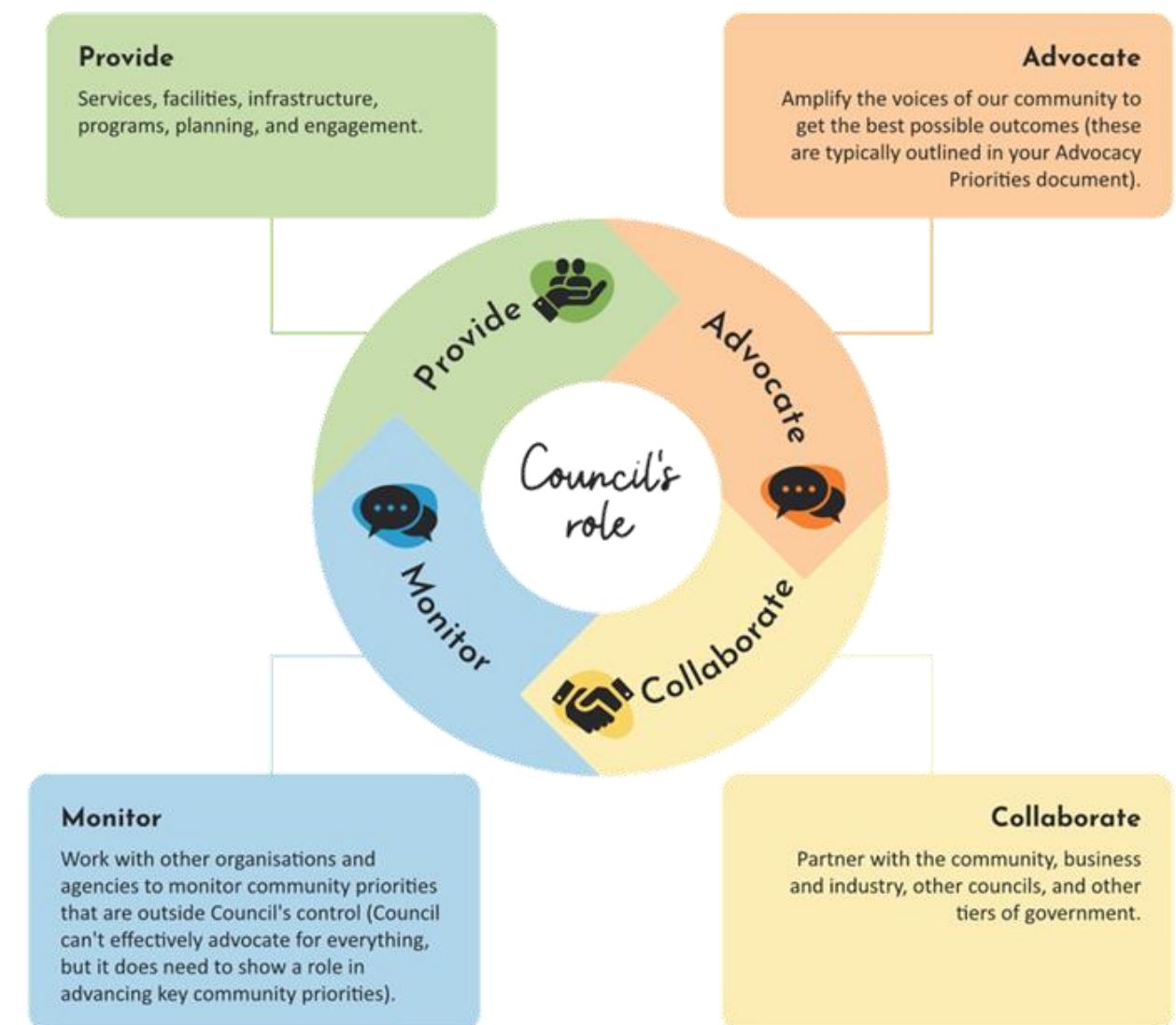
Council plays a key role in shaping the future of the Shire by delivering services, engaging the community, private enterprise and supporting collaboration with state and federal agencies. Council meetings are open to the public and held monthly, with recordings available on the Council website.

Councillors and the executive leadership team work together on the development and monitoring of key plans, including the Delivery Program and Operational Plan.

Council's role

The Council plays an important part in people's lives, but we are rarely solely responsible for achieving our aims, so we must work in partnership, advocate together and lead others.

The Plan defines the Council's role in the delivery of each priority, described using the following terms:



Our why

Teamwork



A collegiate workforce who are passionate about their community, are approachable to internal and external stakeholders and who are flexible enough to support the service delivery outcomes of Council regardless of position title.

Honesty



A working environment where loyalty and integrity are rewarded and staff are brave enough to question why, allowing everyone space to commit fully to agreed service delivery outcomes.

Reliability



Trust is generated by a knowledgeable and competent workforce who are willing to help others as necessary and within their skill sets, abilities and delegations.

Service



Service is the core of our commitment to the community and is well considered and strategic in its delivery.

Our executive team



Karina Ewer
Chief Executive Officer



Andrew Fletcher
Director Community and Development



Gary George
Director Infrastructure



Talia Fry
Director Corporate Services

Council services

Council provides several services and mandatory functions, as outlined in the table below.

CSP: Strategic outcome	Services and activities
CO. Our community	Food safety inspections. Swimming pool compliance. Support and advocacy for health services. Disaster response and resilience. Recreation facilities. Libraries. Arts and culture. Volunteers. Support community groups.
EC. Our economy	Economic development. Advocate for local business. Advocate for education and training. Tourist and visitor information services. Tourism marketing and promotion. Advocate for agriculture.
EN. Our environment	Tree management. Weed management. Trade waste. Sustainability. Waste collection and disposal. Local heritage. Town planning. Building compliance. Maintenance of Council buildings.
IN. Our infrastructure	Roads and bridges. Footpaths and walking tracks. Kerb and gutter. Stormwater drainage. Town water supply. Sewer services. Parks and gardens. Public toilets. Cemeteries. Asset management. Advocate for improved connectivity.
CL. Our civic leadership	Support for Councillors. Finance and administration. Customer service. Communications. Community advocacy.

Table 1. What the Council does

Delivery Program and Operational Plan



Council will deliver this plan through a mix of in-house staff, contractors, partnerships, and regional collaboration. Each principal activity and task are assigned to a responsible service area, and delivery is supported by project management systems, internal planning processes, and ongoing engagement with the community and other delivery partners.

Monitoring and review

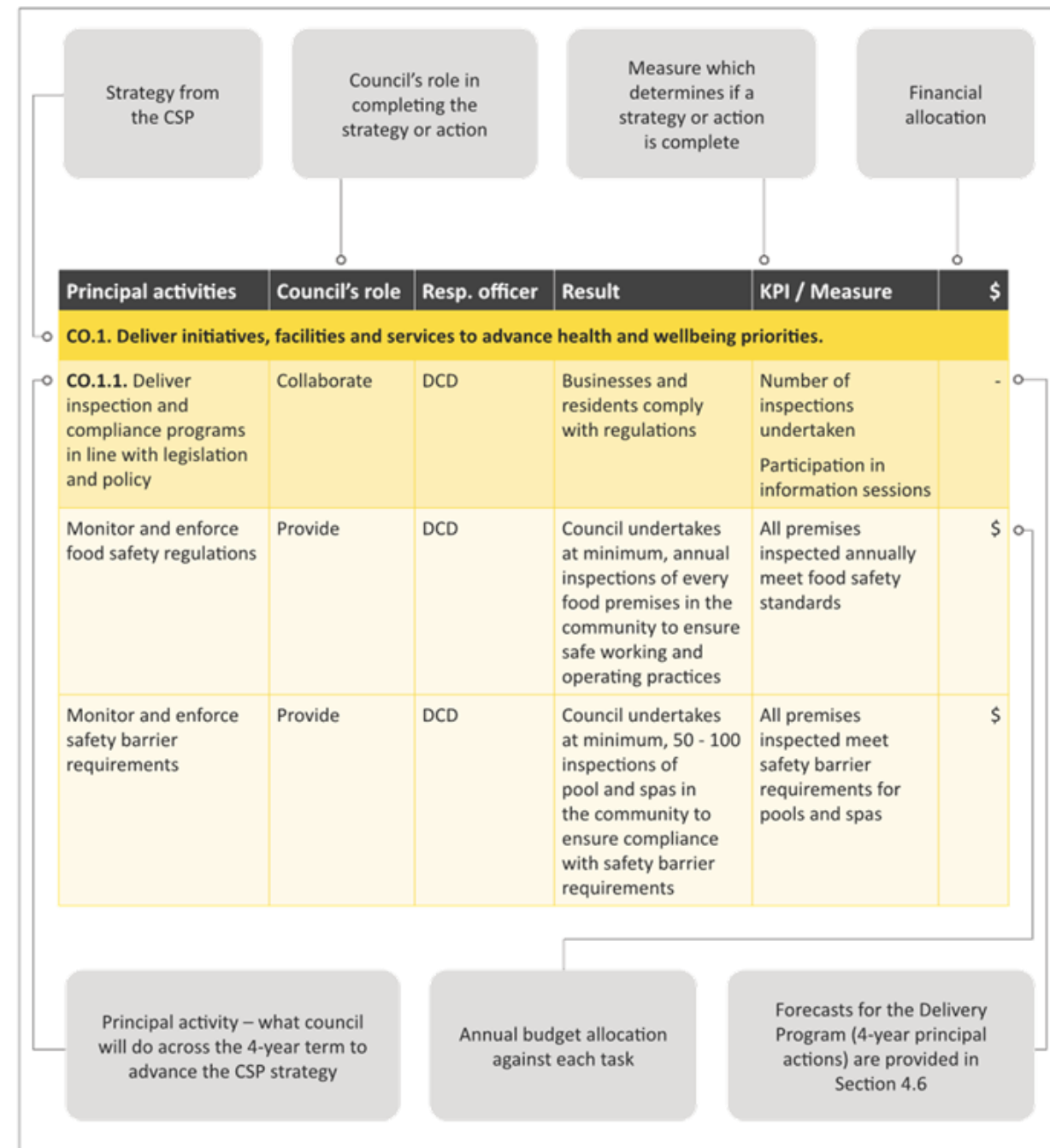
Council will provide progress reports on the implementation of the Delivery Program every six months, as required under Section 404 of the Local Government Act 1993. These reports will outline performance against the principal activities and indicators set in this document and will be presented to Council and published for the community.

Operational Plan actions and budget performance are monitored quarterly through internal reporting and formal Quarterly Budget Review Statements, in line with Clause 203 of the Local Government (General) Regulation 2021. A summary of progress against the Operational Plan is included in Council's Annual Report.



3.1. Strategic direction

How to read the DP/OP



CO. Our community



The community's desired future

Strategic objective 1. An inclusive, resilient community with a strong sense of belonging and pride.

- We're healthy and well with equitable access to services.
- We have a vibrant, inclusive, and creative community life.



How we will advance CSP objectives

To meet the objectives set in the Community Strategic Plan, Council will deliver principal activities that focus on enhancing community health and wellbeing, supporting recreation and cultural initiatives, improving public safety, fostering inclusivity, and ensuring access to essential services. We will also work to empower young people, support community groups, and celebrate our heritage and diversity.

Our partners

- Commonwealth Government.
- NSW Government.
- Artists.
- Community service providers.
- Emergency services.
- Health providers.
- Community and sporting groups.
- Community members.
- Traditional Owners and First Nations people.

An inclusive, resilient community with a strong sense of belonging and pride.

We're healthy and well with equitable access to services.

- CO.1** Deliver initiatives, facilities and services to advance health and wellbeing priorities.
- CO.2** Strengthen community safety and disaster resilience.
- CO.3** Support recreation, sporting and health pursuits.

We have a vibrant, inclusive, and creative community life.

- CO.4** Respect, promote and celebrate our heritage, identity, diversity, and culture.
- CO.5** Acknowledge and embed Aboriginal culture and stories within our community.
- CO.6** Support young people to be empowered and resilient and to stay in our shire.
- CO.7** Our community groups are supported.

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
CO.1 Deliver initiatives and services to advance health and wellbeing priorities.					
CO.1.1 Deliver mandatory inspection and compliance programs	Collaborate	DCD	Businesses and residents comply with regulations	Number of inspections undertaken Participation in information sessions	-
Monitor and enforce food safety regulations	Provide	DCD	Council undertakes at minimum, annual inspections of every food premises in the community to ensure safe working and operating practices	All premises inspected annually meet food safety standards	Staff time
Monitor and enforce safety barrier requirements	Provide	DCD	Council undertakes at minimum, 50 - 100 inspections of pool and spas in the community to ensure compliance with safety barrier requirements	All premises inspected meet safety barrier requirements for pools and spas	Staff time
Maintain and enforce companion animal regulations	Provide	DCD	Council undertakes education and intervention measures to ensure companion animals are cared for according to legislation, regulations and for the safety of the community	Animal owners in the Shire comply with required regulations	Staff time
CO.1.2 Advocate for health and medical services in the region	Monitor Advocate	CEO	Health services meet community needs	Advocacy activities undertaken	-
Monitor the delivery of the Finley Hospital upgrade	Monitor	CEO	Ensure delivery of Finley Hospital upgrade meets the service outcome outlined in the Clinical Services Plan	Hospital upgrade is delivered without further reduction in promised services	See CL6.1
Advocate for funding to deliver renal services	Advocate	CEO	Renal services delivered to Berrigan and Moira Shire communities	Discussion paper developed and presented to relevant ministers and departments in NSW and Victoria	See CL6.1
Advocate for a Tocumwal Ambulance Service to reduce response times	Advocate	CEO	Tocumwal confirmed as site for the delivery of required ambulance service	Plans for Tocumwal Ambulance Service confirmed	See CL6.1
Participate in rural health inquiries to improve service delivery	Advocate	CEO	Health services in Berrigan Shire are delivered based on equity of access and service provision	Submissions to inquiries completed and appearances at inquiries undertaken as required	See CL6.1

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
CO.2. Strengthen community safety and disaster resilience.					
CO.2.1 Prepare our people, places and systems for emergencies and disasters	Provide Collaborate	EMGR	Suitable plans are in place to build resilience and manage disasters	Plans and strategies developed and reviewed	-
Develop Emergency Response Sub-Plans in line with the National Warning System and relevant to Combat Agency Consequence Management Plans	Provide	EMGR	Sub-plans reflect Council actions to provide support to the agencies responsible for responding to the emergency	Sub-plans developed with clear actions and responsibilities assigned	Staff time
Participate in, and co-ordinate the Berrigan/ Federation combined LEMC meetings	Collaborate	EMGR	Consultation and information provided at the meetings is used to further develop Council's emergency response system	Meetings held and minutes available	Staff time
Attend Moira Shire Council LEMC meetings	Collaborate	EMGR	Information provided assists Council to work collaboratively with Moira Shire Council to ensure emergencies are responded to, and messaging to the community is accurate	Meetings held and minutes available	Staff time
CO.3. Support recreation, sporting and health pursuits. See IN.5 for principal activities related to sport and recreation facilities					
CO.3.1 Support groups providing opportunities for sport and recreation	Advocate Collaborate	DCD	Sport and recreation facilities support a wide range of uses and users	Number of users of Council recreation facilities	-
CO.4. Respect, promote and celebrate our heritage, identity, diversity, and culture.					
CO4.1 Provide a public library service	Provide	DCD	The library service provides services that meet the needs of a diverse community	Number of users of Council library services	\$630,000
Manage library services	Provide	DCD	Review the service and deliver a sustainable model	Service Review Adopted	\$240,000
Provide school holiday programs	Collaborate	DCD	Work with Riverina Regional Libraries and deliver a varied and active program	Increase participation	\$5,000

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
CO4.2 Foster and host community events celebrating identity, heritage and culture	Provide Collaborate	DCD	Council events and programs foster connection and lifelong learning	Council activities meet the needs of the community	-
Host the International Women's Day event	Provide	DCD	Event organised and implemented by Council	Annual event undertaken	\$4,000
Commence an annual commemoration event for the Women's Auxiliary Australian Air Force in Tocumwal, in partnership with Tocumwal Rotary Club and Tocumwal RSL sub-branch	Provide	DCD	Promotion of the National Memorial WAAAF Creek Walk and acknowledgment of the service of WAAAF personnel	Annual event undertaken	\$1,000
CO4.3 Encourage creative expression through arts and culture	Provide Collaborate	DCS	A thriving arts and culture environment	Number of participants in arts and cultural activities Partnership with SWA maintained	-
Membership in South West Arts	Collaborate	DCS	A partnership with South West Arts delivering arts and cultural opportunities for residents	Membership maintained Three SWA activities held in Berrigan Shire	\$10,000
CO.5 Acknowledge and embed Aboriginal culture and stories within our community.					
CO5.1 Partner with traditional owners and others to implement the Reconciliation Action Plan	Provide Collaborate	DCD	The traditional owners to be recognised and celebrated	Formal consultation and engagement Enhanced recognition	-
Complete Heritage Study as per grant funding agreement	Provide	DCD	The Heritage Study identify and protect heritage items and conversation areas	Adopt the Heritage Study	\$25,000
Establish Reconciliation Working Group	Collaborate	CEO	The Reconciliation Working Group fosters First Nations engagement in Council	Reconciliation Working Group meets as per RAP	Staff time
Identify culturally significant sites for inclusion in LEP	Provide	DCD	Culturally significant sites are identified, recorded and included in the LEP to ensure their protection into the future	Culturally significant sites are identified through the strategic collaboration process	Staff time

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
Develop strategic partnerships to rehabilitate, manage and maintain culturally significant sites in the Berrigan Shire Council areas	Provide Collaborate	DI	Plans to manage and protect culturally significant sites are made and implemented collaboratively	Council is actively engaged with local Traditional Owners	\$5,000
CO.6 Support young people to be empowered and resilient and to stay in our shire.					
CO6.1 Make the shire an attractive place for young people	Provide	DCS	Young people have a voice at Council and contribute to Council programs and activities	Formal consultation forum for young people is in place Number of participants in youth-run events overseen by Council	-
Host activities for children and young people	Provide	DCD	Youth and Children's Week activities build resilience and community connection	Council activities meet the need of the community	\$3,000
CO.7 Our community groups are supported.					
CO7.1 Support volunteers, committees and community groups delivering local services	Provide	DCD	Council's volunteer committees are supported to operate in a safe and sustainable manner	Volunteer Management Guide is adopted by Council Inductions of Council volunteers undertaken	-
Review council's volunteer management guide	Provide	DCD	The Guidelines defines volunteer roles, responsibilities, and partnership with Council	Adopt Guidelines	Staff time
Review of volunteer committees	Provide	DCD	Undertake a Service Review of volunteer committees	Adopt Service Review and implement actions	Staff time
Support Southern Riverina Wellbeing Collective	Provide	CEO	Access to mental health and wellbeing services are provided to the Berrigan Shire Community	MOU Agreement remains in place and adhered to and reported on annually	\$65,000
Support Moira Foodshare	Provide	CEO	Ensure access to community facility to deliver Finley Foodshare from remains in place	Support provides a sufficient area from which to manage and operate the FoodShare facility	\$10,000 In Kind \$5,200



EC. Our economy



The community's desired future

Strategic objective 2. A resilient and prosperous economy that supports employment and learning opportunities.

- An economy characterised by growth, diversification, and a skilled workforce.
- A destination with a strong tourism sector and a resilient, innovative agricultural industry.



How we will advance CSP objectives

To meet the objectives set in the Community Strategic Plan, Council will deliver principal activities that focus on promoting economic diversification, supporting local job creation, enhancing opportunities for business growth, attracting new industries, and foster a skilled workforce, expanding educational pathways, and developing tourism and agriculture.

Our partners

- Business and industry.
- Education and training providers.
- RAMJO.
- RDA Murray.
- Tourism bodies.

A resilient and prosperous economy that supports employment and learning opportunities.

An economy characterised by growth, diversification, and a skilled workforce.

- EC.1** Encourage and support projects that diversify the economic base and provide local jobs.
- EC.2** Attract new local employment opportunities across the area.
- EC.3** Ensure sufficient and appropriate land is zoned for business and industrial purposes.
- EC.4** Advocate for accessible education, training, and employment pathways.
- EC.5** Support existing businesses to adapt and respond to economic shocks.

A destination with a strong tourism sector and a resilient, innovative agricultural industry.

- EC.6** Develop and promote local attractions and experiences.
- EC.7** Market the shire as a tourist destination, highlighting the unique rural character, natural environment, culture, and lifestyle.
- EC.8** Foster a diverse, adaptive and innovative agricultural industry.

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
EC.1 Encourage and support projects that diversify the economic base.					
EC1.1 Implement the Economic Development Strategy	Provide	DCD	The Economic Development Strategy guides growth, supports investment, and includes renewable energy opportunities	Economic Development Strategy adopted by Council	-
Implement the action plan in the Economic Development Strategy	Advocate Provide	MEDT	Enhanced opportunities, increased external networks and partnerships, increase in tourism and facilitating investment in the Shire	Increase in tourism and spend New and expanding business activities Number of events Profile I.D	\$45,000
Investigate the feasibility of selling the Tocumwal Foreshore building	Provide	EMGR	Council can make an informed decision regarding the ownership and operation of the building	Investigation complete and report reviewed by the council	Staff time
EC.2 Attract new local employment opportunities across the area. Council will advance the provision of local jobs through the principal activities stated in EC1 and EC4.					
EC.3 Ensure sufficient and appropriate land is zoned for business and industrial purposes. Council will advance all land-use planning through the principal activities stated in EN7.					
EC.4 Advocate for accessible education, training, and employment pathways.					
EC4.1 Work with education providers to improve access to quality education	Advocate Monitor	CEO	Less people need to leave the Shire to access quality education	Perceptions of quality education	-
Advocate for the establishment of a Country University Centre (CUC) campus in Finley	Advocate	CEO	Tertiary education access increases within the Shire and surrounding areas	A CUC is established at the Finley TAFE	\$10,000
Monitor further funded traineeships, cadetships and apprenticeships through Fresh Start Program	Monitor	CEO	Council actively engage with Fresh Start Program to source funding for traineeships, cadetships and apprenticeships	Increase the number of trainees, cadets and apprentices Council employees under the program	\$15,000
Deliver the annual Youth Futures Forum	Provide	DCD	The Youth Futures Forum provides information to young people on employment opportunities locally and elsewhere	Annual event delivered	\$6,000

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
EC.5 Support existing businesses to adapt and respond to economic shocks. Council will advance business resilience through the principal activities stated in EC1.					
EC.6 Develop and promote local attractions and experiences. Council will work towards developing and promoting local attractions and experiences through the principal activities and tasks outlined in EC7.					
EC.7 Market the shire as a tourist destination.					
EC7.1 Promote Berrigan Shire as a preferred LGA to live, work and invest	Provide	DCD	Berrigan Shire is known as a great place to live, work and invest	Promotional activities undertaken Businesses identify Berrigan Shire as user-friendly	-
Develop and maintain a shire-wide marketing campaign	Provide	DCD	Campaign attracts visitors to the Shire, supporting local business	Campaign developed and implemented	\$20,000
Operate an accredited Visitor Information Centre	Provide	DCD	Local tourism businesses utilise VIC services, including ATDW training, promotion, and networking	Visitor Information Centre in place and operating	\$70,000
EC7.2 Work with regional partners on product development	Provide Collaborate	DCPD	Berrigan Shire has a diverse range of mature tourism products, based on local product strengths	New local tourism product is developed	-
Develop Aerodrome Strategy	Provide	DI DCD	The Aerodrome Strategy explores Air Park expansion and aviation tourism growth	Aerodrome Strategy adopted by Council	Staff time
Work with regional partners on product development	Provide Collaborate	DCD	Berrigan Shire has a diverse range of mature tourism products based on local product strengths	New local tourism product is developed	\$65,000
Support the local tourism initiatives under the Ports of the Murray campaign	Collaborate	DCD	Council supports Moira Shire's Thompson's Beach upgrade under the Ports of the Murray project	Thompson's Beach Project is delivered	Staff time

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
EC.8 Foster a diverse, adaptive and innovative agricultural industry.					
EC8.1 Advocate on behalf of local agriculture on matters affecting their ability to thrive	Advocate Collaborate Monitor	DCD	Agriculture has access to land, transport, water and labour to maintain and grow the sector	Advocacy activities undertaken Increased production	-
Advocate against the 450GL buy back to protect local agriculture and community resilience	Advocate Monitor	CEO	450GL Buy Backs are not only ceased but wound back, particularly where they impact our community	Actively engage with Federal and State government during elections and throughout the roll out of the buy backs to ensure impacts on our community are understood	See CL6.1
Advocate for investment in freight infrastructure to improve safety, efficiency and connectivity	Advocate	CEO	Work with business partners such as Murray Irrigation Limited and state and federal government to provide freight network infrastructure within the Berrigan Shire footprint	Funding sourced for ongoing funding to allow for transport infrastructure upgrades that accommodate heavy vehicle requirements	See CL6.1
Support and advocate for the Tocumwal Intermodal development	Advocate	DCD	Tocumwal Intermodal is more intensively used	Support development of existing zoned land Increased rail access to existing users and businesses	Staff time
Advocate for investment in Murray Irrigation bridges	Advocate	CEO	Provide support to Murray Irrigation to ensure bridges, particularly those on recognised freight routes are upgraded to meet the demands of increasing heavy vehicle movements	Berrigan Shire Council do not accept ownership of MIL bridge network, however do ensure upgrades of bridges are not affected by transport infrastructure associated with the bridge network	See CL6.1



EN. Our environment



The community's desired future

Strategic objective 3. Our natural assets are protected and enhanced for future generations.

- Our environment and natural habitats are protected, and biodiversity thrives.
- We work together to reduce our shire's carbon footprint.
- Robust planning systems support the liveability of our shire.



How we will advance CSP objectives

To meet the objectives set in the Community Strategic Plan, Council will deliver principal activities that focus on protecting and enhancing our environment, promoting sustainable practices, and conserving natural resources. We will ensure biodiversity thrives, mitigate climate change impacts, manage our natural attractions, enhance public spaces, safeguard our heritage assets, develop affordable housing, and ensure balanced land use.

Our partners

- Community groups.
- Community members.
- Developers.
- Emergency services.
- Housing providers.
- NSW Government.
- Water authorities.

Our natural assets are protected and enhanced for future generations.



Our environment and natural habitats are protected, and biodiversity thrives.

- EN.1** Protect and enhance biodiversity, including our natural environment, waterways, native flora and fauna.
- EN.2** Enhance public access and amenities at natural attractions like the Murray River and Finley Lake.

We work together to reduce our shire's carbon footprint.

- EN.3** Mitigate the impacts of climate change through renewable energy and water conservation measures and encourage sustainable living.

Robust planning systems support the liveability of our shire.

- EN.4** Our rural character and heritage assets are protected and maintained.
- EN.5** Plan for the availability of diverse and affordable housing.
- EN.6** Our public spaces and residential developments are designed to support health, safety, and connection.
- EN.7** Developers provide positive social and environmental contributions.

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
EN.1 Protect and enhance biodiversity, including our natural environment, waterways, native flora and fauna.					
EN1.1 Manage our urban trees and weeds	Provide	DCD	Develop plans and strategies to maintain and enhance our local environment	Maintaining the protection of native vegetation and our natural environment	-
Implement Tree Risk Management Framework	Provide	EMGR	The Tree Risk Management Framework ensures safe and stable tree management	Trees reviewed within agreed period from notification of issue	Staff time
Implement the Weeds Action Plan	Provide	DCD	Weeds are contained in line with the Weeds Action Plan	Weed Action Plan targets met	\$400,000
Undertake revegetation and erosion control works at the National Memorial WAAF Creek Walk	Provide	DI	Improved environmental outcomes as identified in the WAAF Creek Walk masterplan	Project delivered on time and within budget	\$120,000
EN.2 Enhance public access and amenities at natural attractions like the Murray River and Finley Lake.					
EN2.1 Enhance access and amenity to natural attraction	Provide Monitor Advocate Collaborate	DCD	Maintain our natural environment and allow appropriate access for all abilities	Increased connectivity	-
Seek funding to deliver projects identified in the Finley Lake Masterplan, in partnership with the Finley Lake Crown Land Managers	Advocate Monitor Collaborate	DI	Finley Lake developed into a popular location for residents and visitors	Grant funding obtained to deliver components of the master plan	Staff time
Review the operation and management of Tocumwal Town Beach	Provide	DCD	Service Review of Tocumwal Town Beach	Adoption and implementation of actions of the service review	Staff time

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
EN.3 Mitigate the impacts of climate change through renewable energy and water conservation measures and encourage sustainable living.					
EN3.1 Consider climate change impacts on service delivery	Provide	CEO	Council takes appropriate steps to mitigate the impacts of climate change	Greenhouse gas emissions reduced Services adapted to meet a changing climate	-
Incorporate data and recommendations from the Flood Study into the LEP	Provide	DCD	The LEP addresses flood impacts and mitigation for river communities	Changes to LEP reflect information provided in the Flood Study	Staff time
Finalise Tocumwal Barooga Floodplain Risk Management Plan	Provide	DCD ERM	The Floodplain Risk Management Plan outlines risks and mitigation strategies	Floodplain Risk Management Plan adopted by Council	\$50,000
EN3.2 Maintain a network of levees protecting our communities	Provide Monitor	DI	Levees comply with regulation and protect life and property	Metres of levee network maintained and serviceable	\$75,000
Develop an owners manual for the Flood Levees protecting Tocumwal	Provide	DI	Flood levee Owner's Manual delivers increased life and reliability of levees in Tocumwal	Flood Levee Owner's Manual approved by Department	Staff time
Seek grant funding for the strengthening of Seppelts Levee	Advocate Monitor	DI	Funding for this project would address a key identified flood risk	Grant funding secured	Staff time
EN.4 Our rural character and heritage assets are protected and maintained.					
EN4.1 Support the identification and preservation of local heritage assets	Provide Collaborate Advocate	DCD	Define and preserve heritage items and conservation areas	Adopt a Heritage Study for conservations areas and items within Berrigan Shire	-
Develop and implement a heritage strategy	Provide	DCD	Local heritage is identified with clear assessment guidelines for consistency	Heritage Study adopted and implemented	See CO5.1
Partner with the community to advocate for assistance with maintaining heritage assets	Collaborate Provide Advocate	DCD	Well maintained heritage items within the shire	Identify grant opportunities and work with owners	Staff time

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
EN.5 Plan for the availability of diverse and affordable housing.					
EN5.1 Advance housing diversity and availability through planning and advocacy	Provide Advocate Monitor	DCD	Amended Local Environmental Plan to be adopted	Housing strategy implemented	-
Advocate for other levels of government to support housing availability	Advocate Monitor	CEO	Suitable and affordable housing is available	Advocacy activities undertaken	See CL5.2
EN.6 Our public spaces and residential developments are designed to support health, safety, and connection.					
EN6.1 Champion good urban design and social infrastructure planning	Collaborate Advocate Provide	DCD	Review Development Control Plan and other policies to enhance urban design within our towns	Adopt a new Development Control Plan Review Town Masterplans	-
Develop and implement an Infrastructure Design Manual	Provide	DCD	The Infrastructure Design Manual ensures consistent, cost-effective, and sustainable infrastructure	Infrastructure Design Manual is adopted by Council	\$5,000
EN.7 Developers provide positive social and environmental contributions.					
EN7.1 Deliver appropriate and consistent development and building outcomes	Provide	DCD	Amended Local Environmental Plan and Development Control Plan	Adopt Local Environmental Plan and Development Control Plan	-
Finalise Council's reviewed Local Environment Plan	Provide	DCD	Local Environmental Plan updated to guide and promote development for the next decade	Local Environmental Plan gazetted	\$100,000
Prepare Council's Rural Land Use Strategy	Provide	DCD	Strategy meets the needs of our diversifying agricultural industry	Strategy submitted to Department of Planning for approval	Staff time
Develop and implement a new developer contributions plan	Provide	DCD	Developers contribute fairly to future infrastructure, easing community costs	Contributions plan (at a true market rate/cost) adopted and implemented	\$35,000



IN. Our infrastructure



The community's desired future

Strategic objective 4. Reliable and efficient infrastructure that meets the growing needs of our community.

- We can move through our shire, and to other places with ease.
- Our hidden infrastructure works and meets the needs of our community.
- Our community facilities are planned to meet community needs and enhance social connection.



How we will advance CSP objectives

To meet the objectives set in the Community Strategic Plan, Council will deliver principal activities that focus on improving connectivity through better roads, transport, and reliable water and sewer systems. We will invest in community facilities, advocate for better telecommunications, and enhance town centres to foster pride and support growth.

Our partners

- Business and industry.
- Commonwealth Government.
- Community groups.
- NSW Government.
- Transport providers.
- Riverina Water.
- Telstra.
- NBN.
- RAMJO.

Reliable and efficient infrastructure that meets the growing needs of our community.

We can move through our shire, and to other places with ease.

- IN.1** Improve the road network to ensure safety, and connectivity.
- IN.2** Improve public and community transport options to enhance access for all residents.

Our hidden infrastructure works and meets the needs of our community.

- IN.3** Strive to deliver best practice waste, water, sewerage and stormwater.
- IN.4** Advocate for better internet and telecommunications infrastructure services.

Our community facilities are planned to meet community needs and enhance social connection.

- IN.5** Community facilities are planned and maintained to meet the needs of our growing population and promote maximum use.
- IN.6** Community pride is encouraged through the beautification and maintenance of our towns.

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
IN.1 Improve the road network to ensure safety, and connectivity.					
IN1.1 Renew, upgrade and create road assets	Provide	DI	The road network meets acceptable standards	Kilometres of new and upgraded roads	-
Renew and reseal our rural roads	Provide	DI	Design works are completed the year prior to delivery to allow for appropriate resourcing	Design works completed year prior to delivery	\$760,000
Rehabilitate shoulders on Tuppal Road	Provide	DI	Rural roads support freight and meet service level standards	Works completed on time and within budget	\$750,000 (RERRF)
Rehabilitate 1km of Woolshed Road	Provide	DI	Rural roads support freight and meet service level standards	Works completed on time and within budget	\$890,000 (RERRF)
Renew and reseal our Urban Roads	Provide	DI	Design works are completed the year prior to delivery to allow for appropriate resourcing	Design works completed year prior to delivery	\$350,000
Partner with Transport NSW to upgrade Murray Street, Finley	Provide Collaborate	DI	Urban roads support growth and improve resident access	Works completed on time and within budget	\$1,600,000 (R2R)
Rehabilitate pavement and improve drainage for Hill Street, Tocumwal	Provide	DI	Urban roads support growth and improve resident access and drainage	Works completed on time and within budget	\$200,000
Rehabilitate 1km of road on MR550 Barooga to Mulwala Road	Provide	DI	Regional roads support freight productivity with suitable pavement design	Works completed on time, within budget and to the standards required of Block Grant Funding	\$400,000 (Block)
IN1.2 Maintain the road network	Provide Advocate Monitor	DI	Maintain the roads to agreed level of service	Number of complaints / requests	-
Renew our network of unsealed roads	Provide	DI	Our unsealed network meets the service levels agreed with our community	Unsealed Roads Renewal program is completed on time and within budget	\$400,000
Contingent on funding under the Blackspot Program, upgrade the intersection of Rocks Road and Racecourse Road	Provide	DI	Improve safety at the intersection of Rocks/ Racecourse Road	Blackspot funding obtained and works underway	\$947,000 (Blackspot)
Seek funding to improve road conditions and connectivity	Advocate Monitor	CEO	Roads are well-funded, maintained, and meet local needs	Advocacy initiatives undertaken	See CK6.1

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
IN.2 Improve public and community transport options to enhance access for all residents.					
IN2.1 Provide an accessible pedestrian network linking to community and retail facilities	Provide	DI	Footpaths meet DDA standards and agreed service level	Pedestrian Access and Mobility Plans are in place Metres of footpath constructed or renewed	-
Renew our footpath network as per renewal schedule	Provide	DI	Footpaths remain functional and accessible throughout their lives	Footpaths are renewed to agreed service levels	\$80,000
Relocate the pedestrian crossing on Murray Street Finley	Provide	DI	A safer pedestrian crossing for Finley residents and visitors	New crossing installed on time and under budget	See IN1.1
Seek funding for Vermont Street, Barooga Footpath	Advocate	DI	Funding found for a footpath that links the town centre as identified in the Pedestrian Asset Management Plan	Grant funding obtained	\$600,000
Seek funding for Jerilderie Street, Berrigan Footpath	Advocate	DI	Funding found for a footpath that links the town centre as identified in the Pedestrian Asset Management Plan	Grant funding obtained	\$150,000
IN2.2 Monitor improvements in public and community transport	Advocate	CEO	Public and community transport meets community needs	Advocacy initiatives undertaken	See CL5.2
Renew our bus stops, inline with the improvement program	Provide	DI	Safer bus stops installed	Bus stops installed on time and within budget	\$25,000
IN.3 Strive to deliver best practice waste, water, sewerage and stormwater.					
IN3.1 Manage landfills, recycling and waste disposal	Provide	DI	Waste management services comply with regulation and meet agreed service levels	Waste reduced Customer satisfaction improved	-
Collect food and garden organics, under the Halve Waste program	Provide	DI	Food and garden organics are diverted from landfill	Halve Waste program functioning Contamination levels below threshold	Staff time
IN3.2 Ensure high quality water supply in our towns and elsewhere	Provide	DI	Reliable supply of drinking water that meets legislative requirements and service standards	Testing and reporting per the Domestic Water and Management System manual	-

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
Renew and upgrade water mains, inline with the replacement program	Provide	DI	Water main replacements extend infrastructure life and meet demand	Water main replacement program completed annually as per budget allocation	\$300,000
Review water supply network asset management plan	Provide	DI	The Water Asset Plan aligns with community needs and service standards	Asset Management Plan adopted by Council	\$30,000
Participate in the Australian Drinking Water Audits program	Provide	DI	Australian Drinking Water audits are used to support a improvement program	Australian Drinking Water audits show council continuously meets the relevant guidelines	\$25,000
Undertake an assessment of water supply assets in Barooga and Tocomwal and assess against projected growth	Provide	DI	A plan to ensure the sewer system in Barooga and Tocomwal is capable of meeting future demand in an affordable and sustainable manner	Assessment competed on time and under budget	\$400,000
IN3.3 Provide a safe and efficient sewerage service	Provide	DI	Sewer works meet service levels, regulations, and asset plans	Number of sewer line breaks and blockages. Quality of sewer discharge to the environment	-
Undertake sewer relining across our network	Provide	DI	Sewer relining extends infrastructure life and maintains service standards	Sewer relining program completed annually	\$350,000
Improve and upgrade the telemetry system supporting council's sewerage network	Provide	DI	Sewer telemetry provides service delivery efficiencies	Telemetry project complete and working as per contract agreement	\$100,000
Review delivery of the Low-Pressure Sewer System maintenance service	Provide	DI	The low-pressure sewer system service is placed on a sustainable footing	Review is complete and a decision on future delivery is made	\$25,000
Install a new pond at Finley sewer treatment plant	Provide	DI	New pond allows for improved functionality of the treatment plant	Pond installed on time and under budget	\$250,000
Undertake an assessment of sewer assets in Barooga and Tocomwal and assess against projected growth	Provide	DI	A plan to ensure the sewer system in Barooga and Tocomwal is capable of meeting future demand in an affordable and sustainable manner	Assessment competed on time and under budget	\$400,000

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
IN3.4 Ensure suitable stormwater drainage in our towns	Provide	DI	Stormwater works meet agreed service level requirements and relevant asset management plan	Stormwater damage to private property prevented	-
Deliver improved stormwater drainage for Hill Street, Tocumwal	Provide	DI	Stormwater works meet agreed service level requirements and relevant asset management plan	Stormwater upgrade completed as per documented service levels	\$270,000
Deliver improved stormwater drainage for Murray Street, Finley	Provide	DI	Stormwater works meet agreed service level requirements and relevant asset management plan	Stormwater upgrade completed as per documented service levels	\$200,000
Deliver improved stormwater drainage for Wells Street, Finley	Provide	DI	Stormwater works meet agreed service level requirements and relevant asset management plan	Stormwater upgrade completed as per documented service levels	\$250,000
Contingent on available funding develop a Stormwater Strategy and Plan	Provide Monitoring	DI	A plan to ensure the stormwater system in Barooga and Tocumwal is capable of meeting future demand in an affordable and sustainable manner	Stormwater plan developed	\$800,000
IN.4 Advocate for better internet and telecommunications infrastructure services.					
IN4.1 Advocate for improved internet and mobile telephone coverage	Advocate	CEO	Internet and telecommunication services meeting community and business needs	Advocacy initiatives undertaken	See CL6.1
Actively engage with Regional Connectivity Project	Advocate	CEO	Connectivity in Berrigan Shire improves, ensuring seamless peak-period access in Tocumwal	Connectivity Project approved by Commonwealth and State Agencies	See CL6.1

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
IN.5 Community facilities are planned and maintained to meet the needs of our growing population and promote maximum use.					
IN.5.1 Maintain sporting, recreation, and community facilities suitable for diverse user needs	Provide	DCD	Sport and recreation facilities sustainably support a wide range of uses and users	Number of users of Council recreation facilities	-
Investigate and report on the continued viability of Council's community building assets	Provide	DCD	Council understands the future viability of its portfolio of community building assets	Investigation and report complete and recommendations considered	Staff time
Develop Crown Land Plans of Management for Council's crown reserves	Provide	DCD	Council has compliant Plans of Management that guide the use and development of its crown reserves	Number of Plans of Management adopted for use	\$75,000
IN5.2 Design facilities that enhance community safety	Monitor Provide	EMGR	People feel safe using public spaces and facilities	Perception of public safety improved	-
Rollout Closed Circuit Television monitoring to key facilities and public parks	Provide	EMGR	Cameras are installed in key sites, subject to a cost/benefit analysis supporting each installation site	Cameras installed and monitored	\$40,000
IN.6 Community pride is encouraged through the beautification and maintenance of our towns.					
IN6.1 Enhance streetscapes to ensure they are attractive and well maintained	Provide	DI	Key streets in our towns are attractive places to spend time in	Feedback from main street traders and the public	-
Source funding and deliver items for Future Tocumwal	Provide	DI	The Future Tocumwal project proposes a reimagining of the Tocumwal central activity area, including improved parking, new commercial buildings and safer pedestrian movement	Funding source identified for the carpark and pedestrian access components of the plan	Staff time

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
Complete the underground power project for Chanter St, Berrigan	Provide	DI	The relocation underground of the power lines servicing Chanter St will improve the amenity of the main street of Berrigan and allow properties in the heritage conservation area maintain their building facades in a cost-effective manner	Project completed on time and under budget	\$900,000
IN6.2 Provide and maintain a range of parks and public amenities	Provide	DI	Parks and amenities meet agreed service levels	Feedback from users of Council parks and amenities	\$450,000
Review our public toilet network	Provide	DI	A sustainable and affordable public toilet network that provides adequate access for our diverse community	Service review undertaken and recommendations implemented	Staff time
IN6.3 Operate well-maintained and accessible public cemeteries	Provide Collaborate	DCS	Cemeteries are well-maintained and meet regulatory requirements	Feedback from community members and funeral directors	\$200,000
Investigate potential sites for an extension of Tocomwal cemetery	Provide	DCS	A preferred location for a new or extended cemetery site for Tocomwal is identified	Investigation complete	Staff time
Work toward compliance with the conditions of council's cemetery operator licence	Provide	DCS	Council meets all licence conditions as per the Interment Industry Scheme	Compliance with cemetery operator licence	Staff time



CL. Our civil leadership



The community's desired future

Strategic objective 5. Transparent and responsible leadership that actively engages with and serves the community's interests.

- The community is serviced in an effective, financially sustainable and responsible manner.
- Our community is informed and engaged in decision-making.
- A community where collaborative efforts enhance development and service delivery.



How we will advance CSP objectives

To meet the objectives set in the Community Strategic Plan, Council will deliver principal activities that focus on improving communication with the community, engaging residents in decision-making, ensuring financial sustainability, supporting staff development, enhancing governance, advocating for the community's needs, securing funding for key projects, and actively participating in regional collaboration.

Our partners

- Community members.
- NSW Government.
- RAMJO.
- RDA Murray.

Transparent and responsible leadership that actively engages with and serves the community's interests.

The community is serviced in an effective, financially sustainable and responsible manner.

- CL.1** Improve Council processes to make doing business with Council easier.
- CL.2** Manage people, assets, resources, and risks responsibly to support the Council's ongoing viability and maximise value for money for ratepayers.

Our community is informed and engaged in decision-making.

- CL.3** Enhance communication channels between the council and residents.
- CL.4** Strengthen community engagement and participation in decision-making.

A community where collaborative efforts enhance development and service delivery.

- CL.5** Build partnerships with state agencies, businesses, and non-profits.
- CL.6** Secure funding and resources for projects and services.
- CL.7** Actively participate in regional bodies to advance shared action for our region.

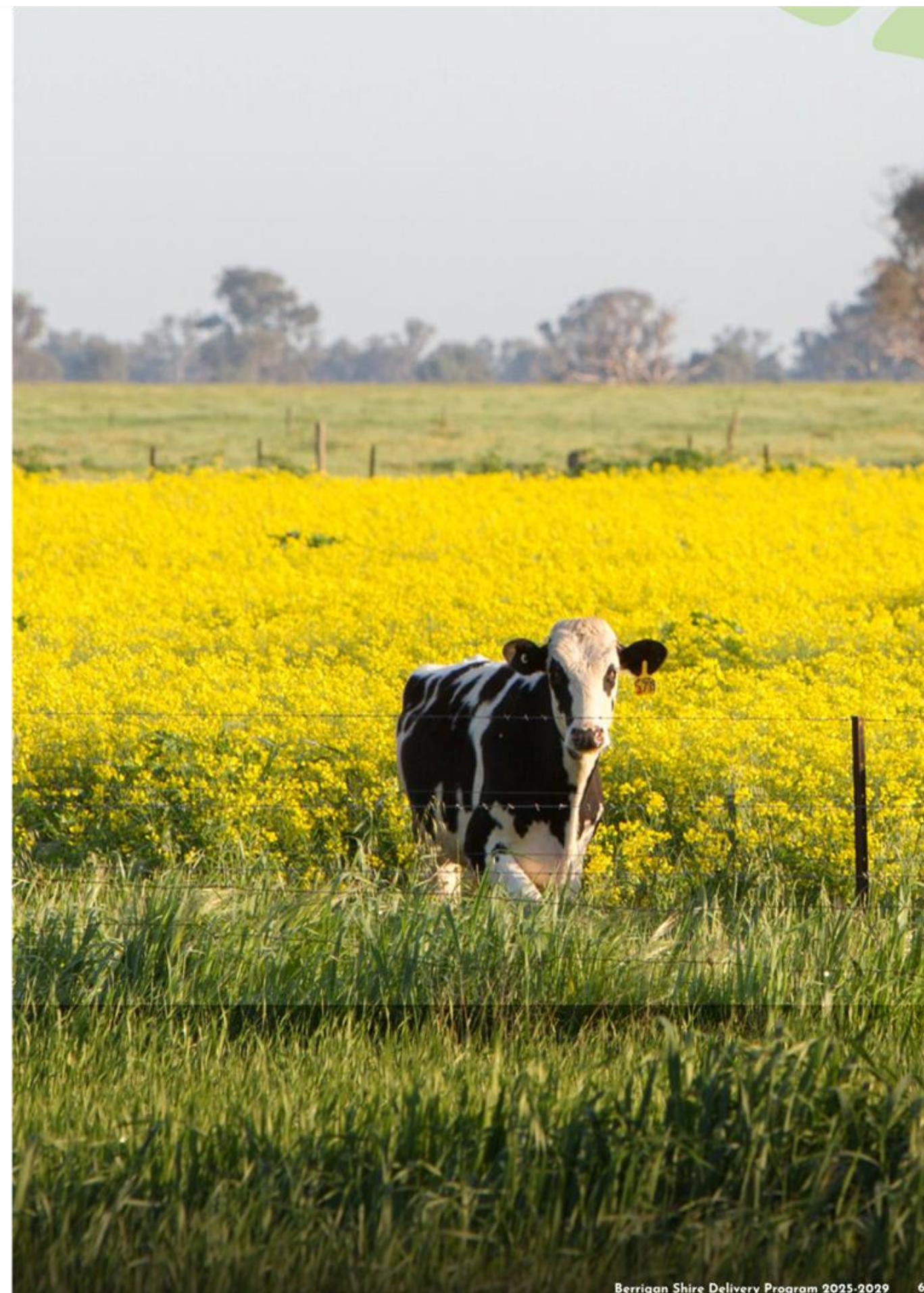
Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
CL.1 Improve Council processes to make doing business with Council easier.					
CL1.1 Deliver Council's Business Uplift Program	Provide	EMGR	Streamlined processes and enhanced service delivery	Implementation of all items identified in the program	-
Manage assets, infrastructure and growth in alignment with strategic frameworks (business uplift 1)	Provide	DI	Infrastructure planning meets community and business needs	Strategic plans completed and implemented	Staff time
Uplift ICT systems and infrastructure (business uplift 2)	Provide	DCS	Modern, integrated ICT systems improve efficiency	Successful implementation of key ICT projects	\$1,000,000
Improve Council's operational framework (business uplift 3)	Provide	EMGR	Clear service levels, efficient resource allocation	Service statements, project systems, and benchmarks in place	Staff time
Reform resourcing and asset management (business uplift 4)	Provide	DI	Sustainable budgeting, workforce planning, and asset management	Budget reforms, workforce strategy, and asset management plan delivered	Staff time
CL1.2 Develop and implement a Customer First strategy	Provide	DCS	Streamlined processes and enhanced service delivery	Increased customer satisfaction and reduced processing times	Staff time
CL.2 Manage people, assets, resources, and risks responsibly to support the Council's ongoing viability and maximise value for money for ratepayers.					
CL2.1 Support elected members	Provide	CEO	An elected body capable of performing their role	Councillors satisfied with the support provided by Council staff in their roles	Staff time
Implement and monitor a program for Councillor Professional Development and Training	Provide	CEO	Deliver professional development and training to enhance local improved decision making	All Councillors have professional development and training plans in place as per the legislation	\$20,000
CL2.2 Develop and implement a governance, risk and service review framework	Provide	EMGR	Council operates in a consistent, compliant and transparent manner	A reduction in non-compliant actions and activities	-
Develop a lifecycle-based project governance framework from planning to decommissioning	Provide	CEO	Project Governance Framework is developed to support the Project Management Processes as developed and implemented	Project Governance Framework implemented	Staff time

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
Develop, implement and report on a suite of integrated plans as per the Integrated Planning and Reporting guidelines	Provide	DCD	A suite of integrated plans and reports guiding council's operations and functions	Integrated plans and reports delivered and fit for purpose	\$30,000
Support the work of the Audit Risk and Improvement Committee, including the Internal Audit Plan	Provide	EMGR	ARIC and the Internal Audit Program provide insurance regarding council's risk and governance activities	The output of the ARIC meets the requirements of legislation and state government guidelines Number of internal audits undertaken by council	\$60,000
Maintain council's records management system	Provide	EMGR	A records management system that meets legislative obligations and organisation needs	Improved maturity in council's records management system as measured by the Records Management Assessment Tool	Staff time
Develop and implement a plan for council records required to be transferred to the NSW State Archive	Provide	EMGR	Council complies with its legislative requirements to transfer eligible records to NSW State Archives for preservation	Transfer plan developed and implemented	Staff time
Build Council's risk register	Provide	EMGR	Risks are identified and included in Pulse' Risk Register	Risk register reports are available upon request identifying strategic and operational risks relevant to Council	Staff time
Manage Council's insurance portfolio and respond to claims	Provide	EMGR	Insurance coverage is accurate and reflect Council's current situation and insurance needs	Insurance renewals are completed and submitted	\$500,000
Develop Service Delivery Standards across all council services	Provide	CEO	Service standards are established and agreed upon with Council and the community	Service Delivery Standards adopted by Council that enhance Council's long-term sustainability	Staff time
Review services highlighted in the Delivery Program for review	Provide	CEO	Services meet community needs	Number of service reviews conducted	Staff time

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
CL2.3 Maintain a robust financial management framework	Provide	DCS	Council remains financially sustainable	Council's financial position is satisfactory	-
Implement the outcomes for the Berrigan Shire Council Sustainability Report	Provide	CEO	All recommendations of the report considered by council and an agreed implementation framework provided to the community	The agreed outcomes of the Berrigan Shire Council Sustainability Report are reported quarterly to council	Un funded
Advocate to end cost shifting from state and federal governments to councils	Advocate	CEO	Services best delivered by local government are fully funded from the relevant tier of government	Council's access to adequate revenue is increased	See CL6.1
Maintain an effective accounting and budgetary system capable to meeting council's legislative requirements and business needs	Provide	DCS	An accounting and budgetary system fit for purpose	A set of audited financial statements without any qualified opinion	Staff time
Migrate council's financial management system to Practical to Altitude	Provide	DCS	Financial management software that is fit for purpose	Migration completed within set timeframe and budget with minimal disruption	\$500,000
Implement revised procurement framework	Provide	DI	A procurement system delivering best value for council	New procurement procedures in place and being followed	Staff time
Review council's strategy for distributing the ordinary rate burden across ratepayers	Provide	DCS	A rating framework that shares the rates burden across ratepayers based on the principles of "benefit" and "ability to pay"	Rating strategy considered by the council following community consultation	Staff time
CL2.4 Recruit, train and support a skilled and flexible workforce	Provide	CEO	Council has a workforce able to deliver on Council's strategies and plans	Workforce satisfaction Staff turnover Time to fill vacancies	-
Implement Workforce Development Plan	Provide	DCS	Council has a Workforce Development Plan for use in recruiting, training and retaining staff	Workforce Development Plan developed and implemented	Staff time
Implement Council's Salary and Performance Management Framework	Provide	DCS	The Salary Policy ensures transparency and delivers agreed outcomes	The Performance Management Framework supports salary policy and staff development, implemented as agreed	Staff time

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
CL.3 Enhance communication channels between the council and residents.					
CL3.1 Residents have access to timely, relevant and accurate information about issues that affect them	Provide	CEO	Council's website and online platforms are available, accessible and relevant	Community satisfaction with communications	Staff time
Council's website is maintained with accurate and up to date information	Provide	CEO	Council's projects and deliverables are reported through Council's website in a timely and accessible manner	Council's website is up to date and provides accurate information to the community	\$15,000
CL.4 Strengthen community engagement and participation in decision-making.					
CL4.1 Deliver engagement as guided by the Community Engagement Strategy and Community Participation Plan	Provide	CEO	Community participate in decision making	Community Engagement Strategy adopted by Council	-
Develop and maintain online tools and platforms to facilitate two-way communication between Council and the community	Provide	CEO	Councillors participate in Listening Posts at least bi-annually	What we heard is reported back to the community from each round of listening posts	Un funded
Investigate and implement an engagement platform across council's website platform	Provide	CEO	Community can actively engage with council on a range of projects and priorities	Platform is implemented and rolled out	\$35,000
CL.5 Build partnerships with state agencies, businesses, and non-profits.					
CL5.1 Develop and foster MOUs and partnerships to deliver council objectives	Collaborate	CEO	The CEO continues to meet and actively engage with MOU partners to ensure accessibility to council and to provide access to strategic relationships across the shire, region and state	MOUs provide an avenue for council to deliver otherwise unfunded outcomes for the community in collaboration with strategic partners	Staff time
CL 5.2 Prepare and implement a priority Advocacy Plan to amplify community voices.	Advocate	CEO	Advocacy is targeted, intentional and amplified through partnerships	Advocacy activities undertaken Successful advocacy efforts	\$20,000

Principal activities	Council's role	Resp. officer	Result	KPI / Measure	\$
CL.6 Secure funding and resources for projects and services.					
CL6.1 Develop masterplans and landscape plans for key projects to support future grant funding applications	Provide	DCS	Grant applications supported with a masterplan underpinned by solid evidence of community support and benefit	Number of plans developed suitable for use with a grant application	-
Support community groups looking for grant funding	Collaborate	DCS	Community groups obtain funding for projects and facilities	Successful grant applications made with Council support Grant Guru actively used by the community	Staff time
CL.7 Actively participate in regional bodies to advance shared action for our region.					
CL7.1 Actively participates in regional bodies and key committees	Collaborate	CEO	Local priorities are amplified, service delivery enhanced, and expertise accessed	Membership maintained Meetings attended Joint programs and advocacy advanced Regional initiatives support council	
Actively engage with Riverina and Murray Joint Organisation (RAMJO)	Collaborate	CEO	Council participates in RAMJO board meetings		\$30,000



Resourcing



Achieving the principal activities and tasks set out in this Delivery Program and Operational Plan requires careful planning and management of Council's resources. The Resourcing Strategy outlines how Council will allocate its people, assets and finances to deliver on the community's aspirations.

The Resourcing Strategy includes:

- A Long-Term Financial Plan, which ensures Council remains financially sustainable into the future.

- A Workforce Management Strategy, which identifies the staff, skills and capability needed.
- An Asset Management Strategy and Plans, which guide the maintenance, renewal and investment in infrastructure and facilities.

These elements ensure the commitments in this plan are achievable within available resources, and that Council continues to operate responsibly on behalf of the community.

4.1. 4-year capital works projections

The following financial estimates come from the Berrigan Shire Council Long Term Financial Plan.

Capital Works	Scenario			
	Baseline (eg. no SRV)			
	Year ending			
	2026	2027	2028	2029
	\$000s	\$000s	\$000s	\$000s
Land	-	-		
Buildings	390	368	318	318
Plant, machinery and equipment	1,811	1,811	1,917	1,834
Computers and telecommunications	1,400	680	496	25
Library books	25	25	25	25
Roads	6,038	5,618	4,023	4,024
Bridges	40	40	40	40
Footpaths	-	120	-120	-
Drainage	811	441	555	810
Waste management	450	-	100	100
Parks, open spaces and streetscapes	0	196	196	196
Aerodromes	90	52	52	52
Water supply network	3,771	1,300	1,300	1,300
Sewer network	1,015	925	925	10,925
TOTAL CAPITAL EXPENDITURE	15,841	11,462	10,067	19,769
Funded by				
Council	13,516	8,435	6,952	11,654
Grants	2,073	2,975	3,063	3,063
Contributions	252	52	52	52
Loans	-	-	0	5,000

Table 2. Capital Works Projections

4.2. Detailed annual budget

Berrigan Shire Council's Long Term Financial Plan (LTFP) confirms previous LTFP positions that Council's financial sustainability, as with all councils in New South Wales, is increasingly at risk. Projections for the 2024/25 financial year indicate council's "unrestricted" cash holdings (the cash council can spend as it chooses) will be extremely tight and council may need to rely on the 2025/26 annual Financial Assistance Grant received in advance in June 2025.

Council finds itself in this position due to a number of factors:

- council has not increased its revenue base (through the Special Rate Variation process) in more than 20 years
- demands on Council services across Australia have increased during that period and have moved from services to only property (roads, rates and rubbish) to services to people (including safety, wellbeing, liveability and place making)
- legislative requirements to deliver services such as food safety, cyber security and swimming pool inspections to name a few, have increased the compliance burden on councils without financial support
- cost shifting (Council delivering services that are the responsibility of higher levels of government, such as libraries, the Emergency Services Levy, aerodromes etc) has increased to a point they now represent a full 13% of council's total budget.

Looking ahead, based on the current operating environment, the council's GENERAL FUND is expected to face serious challenges over the next 10 years – and especially in the next 12 to 18 months. To remain financially sustainable and remain compliant with its legal obligations, council will need to review its operations and consider options to reduce costs and raise additional income.

The 2025/26 financial year will be focussed on alleviating the financial pressures on the General Fund. Assumptions made include consideration of councils very limited and restricted revenue options as outlined earlier in Section 3. Budget realignment measures will include a four-pillar approach including:

- service reviews
- organisational re-alignment
- efficiency gains
- consideration of additional revenue generation options.

This work is designed to achieve a benchmark range of working capital of no less than \$4-5m at 30 June each year.

Council is not unique in its current financial position. The NSW Government recently responded to the Legislative Assembly report into the Ability of local governments to fund infrastructure and services. The report can be found at [Government response - Inquiry into the ability of local governments to fund infrastructure and services.pdf](#).

The report acknowledges seeking rate increases over and above the NSW Local Government Rate Peg in the current climate is inevitable, and seeks to provide a framework in which the complex issues facing local government might be alleviated. Given local governments collect only 3% of Australia's taxes and yet deliver 28% of all government services, manage approximately 33% of all community infrastructure and 75% of nation's roads, the effective and equitable distribution of Australia's taxes is more important than ever and Council will continue to advocate strongly in this area.

Council's Long Term Financial Plan (part of its Resourcing Strategy) considers a range of scenarios to address this concern, with each scenario identifying a different mix of the four budget realignment pillars shown above.

The WATER and SEWER funds remain financially sustainable, generating revenue surpluses to meet future asset renewal needs based on current projections.

Revenue

The major sources of revenue for Council are:

1. Rates and Annual Charges
2. User Charges and Fees
3. Interest and Investment Revenues
4. Other Revenues
5. Grants and contributions provided for Operating Purposes
6. Grants and contributions provided for Capital Purposes.

Figure 2 shows the breakdown on Council's 2024/25 annual budget.

To understand how local councils in NSW get their money, it's important to look at how much control they actually have over their income.

In the 2025–26 budget, council has full control over only about one-third (around 31%) of the money it brings in. This means they can decide how to raise and use that part of the money on their own.

The rest of its income comes from outside sources such as government grants. Council's rates are also controlled by the NSW Independent Pricing and Regulatory Tribunal.

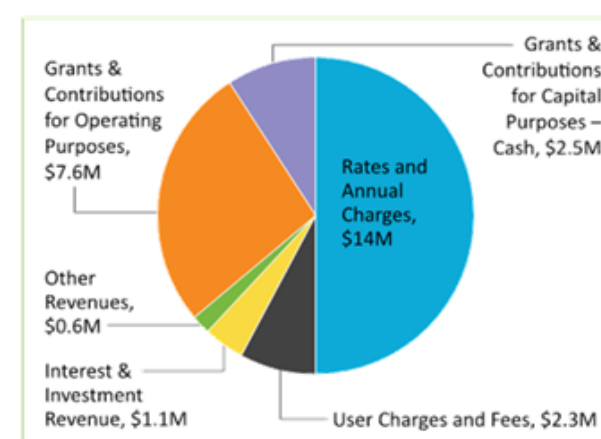


Figure 2. Revenue – Whole of Council (\$M)

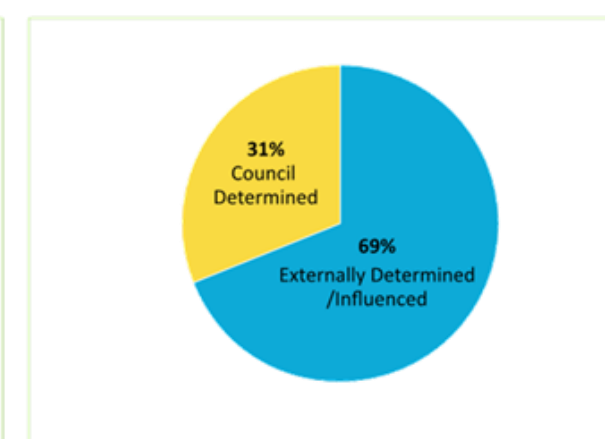


Figure 3. Berrigan Shire Revenue Autonomy

Across Council's three funds under management, the 2025/2026 Annual Revenue budgets are as follows:

Berrigan Shire Council Income Statement				
	Annual Budget FY 2025/26			
	General	Water	Sewer	2026
	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations				
Rates and Annual Charges	8,640	2,765	2,786	\$14,191
User Charges and Fees	1,204	1,000	107	\$2,311
Interest & Investment Revenue	406	376	331	\$1,113
Other Revenues	497	129	-	\$626
Grants & Contributions for Operating Purposes	7,027	288	312	\$7,627
Grants & Contributions for Capital Purposes	2,325	119	49	\$2,493
Total Income from Continuing Operations	20,099	4,677	3,585	28,361

Table 3. Revenue – FY2025/26 by Fund

Rates and annual charges

Council annually reviews its **Statement of Revenue Policy**, considering its legal obligations, any changes in the number of rateable properties and the cost of its services, including water, sewer and waste collection, it seeks to recover.

Of significance for the GENERAL fund, is the split between its **ordinary rates** (net \$6.4m) and **kerbside waste collection service charges** (net \$2.0m).

The Statement of Revenue Policy, included as an appendix to this plan, contains full details of how charges are based and set for 2025/26 across all funds.

User fees and charges

Council's **schedule of User Fees and Charges** is also reviewed annually and is also included as an appendix to this plan.

Interest on investments

The Council traditionally takes a conservative approach to investment income. While preservation of capital is the principal objective of the investment portfolio, Council will look to improve its returns inside its statutory and prudential obligations.

In line with this conservative position, most of Council's investments are held in term deposits with institutions regulated by the Australian Prudential Regulation Authority.

However, in the 2025–26 financial year, the Council expects to earn less from these investments. That's because:

- it will have less money available to invest
- interest rates are expected to go down, which means lower returns.

Other revenues

Council's Other Revenues are derived from assets used or leased for commercial purposes which include:

- Commercial Arrangements (Tocumwal Caravan Park, Tocumwal Aerodrome, Bendigo Bank Agency)
- Private Works
- Third-party rebates and smaller sundry income items.

Operating grants

As shown in Table 3, the **General Fund** (which covers most of the Council's everyday services) depends a lot on **operating grants** for income. One of the most important of these is the **Financial Assistance Grant** (FAG). This grant is not tied to any specific project, so the Council can use it where it's most needed.

The FAG is paid in two parts:

- the **first part** comes in June, just before the new financial year starts
- the **second part** (called the balancing payment) is paid during the financial year.

In the 2025–26 federal budget, the FAG was increased by **4.4%**, bringing the total amount the Council expects to receive to **\$6.8 million**.

The Council also receives **non-recurrent (one-off) operating grants**. If these grants are confirmed before the budget is finalised, they are included in the budget along with the costs needed to meet any conditions attached to the grant.

One major example in 2025–26 is a **\$576,000** grant shared by the **Water and Fund and Sewer Fund**. This money will be used for detailed planning of important infrastructure to support the growing population in the Shire.

Capital grants

Capital grants (money given to help pay for projects like roads or buildings) are only included in the budget when the Council is sure the money is coming, and agreements are in place. If the grant requires the Council to also contribute money, that's included too.

In 2025–26, the amount of capital grant funding will drop significantly compared to recent years, because the **flood and disaster recovery funding** that boosted past budgets has now been expended.

Major capital grants included in this budget include:

- **Roads to Recovery (R2R):** This is the second year of the current (2024-2029) program. In the 2025/26 financial year this program will be used to fund the upgrade and rehabilitation of Murray St in Finley.
- **Chanter Street Powerlines Project:** \$840,000 has been secured to finish this project (through partnership with Essential Energy and through state grant funding). The Council already spent \$100,000 on it in 2024–25.
- **Library Modernisation Project:** \$220,000 has been granted by the State Library of NSW to help upgrade three libraries. Council will provide \$150,000 to access this funding and deliver the project in full.

Expenditure

Because Councils are **service-based organisations**, most of their spending goes toward the people and resources needed to deliver those services. In the 2025-26 budget:

- **38%** of spending is on **employee costs** (wages, salaries, etc.)
- **33%** is on **materials and contractors** (hiring outside help or buying supplies).

Over time, the types of services Councils provide have grown. In the past, they mostly focused on property-related services like **roads, rates, and rubbish**. But now, they also provide services for people, such as:

- food safety
- controlling noxious weeds
- community and liveability programs.

However, even though services have increased, the amount of money Councils receive hasn't grown in the same way.

Another big cost is **depreciation** – this is the loss in value of community assets (like buildings, roads, and parks) over time. For a small council like Berrigan Shire, depreciation makes up **27%** of total spending. That's a lot compared to bigger councils and shows how difficult it is for small councils to maintain their assets with limited funds.

Across Council's three funds under management, the 2025/2026 revenue projections are below:

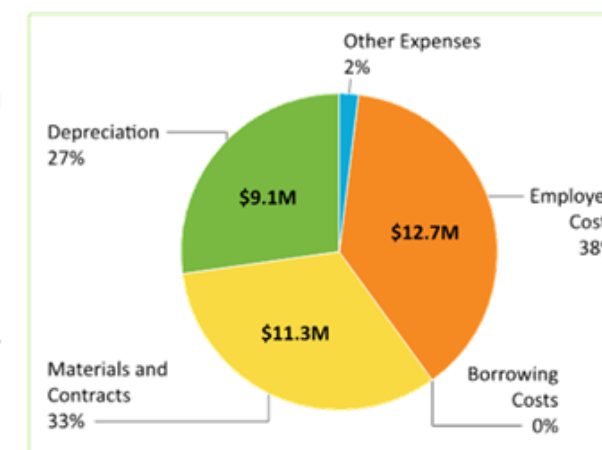


Figure 4. Expenditure – Whole of Council (excl. measures)

Berrigan Shire Council Income Statement				
	Annual Budget FY 2025/26			
	General	Water	Sewer	2026
	\$000s	\$000s	\$000s	\$000s
Expenses from Continuing Operations				
Employee Costs	11,421	697	573	12,691
Borrowing Costs	56	18	(33)	41
Materials and Contracts	8,369	1,826	1,136	11,331
Depreciation	6,634	1,365	1,073	9,071
Budget Realignment Measures	(8,000)	-	-	(8,000)
Other Expenses	706	5	2	712
Total Income from Continuing Operations	19,186	3,910	2,751	25,847

Table 4. Expenses – FY2025/26 by Fund

Budget realignment measures

The 2025–26 budget includes a line for “**budget realignment measures**.” This means the Council knows it needs to make some changes to improve its financial position for the **General Fund** (which covers most everyday services).

The goal is to improve the budget by **\$8 million** annually over the next 10 years. To do this, the Council might:

- cut costs
- find more efficient ways to work
- reduce or remove some services
- find new ways to bring in more money.

These changes are important because the Council needs to have at least **\$4–5 million in working capital** (available money) by **30 June** each year. This helps make sure the Council stays financially healthy and can keep running properly.

Employee costs

The **labour budget** for 2025–26 is **\$12.7 million**, which is more than last year. This increase is mainly because of three things:

1. **Filling long-term job vacancies** – The Council plans to hire people for roles that have been empty for a while. This will cost about **\$1 million**.
2. **Local Government Award payment** – Staff will get an extra payment in **July 2025** as part of the industrial Award. This adds around **\$100,000**.
3. **Reducing excess leave** – Staff who have built up too much leave will be required to take it. This costs the Council about **\$2.5 million**, but it helps manage leave balances better.

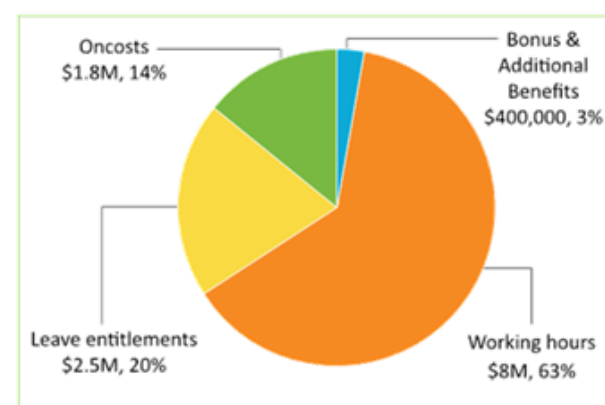


Figure 5. Employee Costs – All funds 2025/26

Borrowing costs

Refer to next section – Funding Sources.

Materials and contracts

The chart shows how the Council plans to spend **\$12 million** in the 2025–26 budget on two main areas:

- **Materials and Contracts:** This includes things like building supplies, equipment, and paying contractors to help deliver services. It makes up the biggest part – **\$8 million**, or **67%** of the total
- **Other Expenses:** This covers all the other smaller costs needed to keep the Council running, like utilities, insurance, and administration costs. This adds up to **\$4 million**, or **33%**.

So, most of the money in this part of the budget goes toward getting the resources and help needed to deliver services to the community.

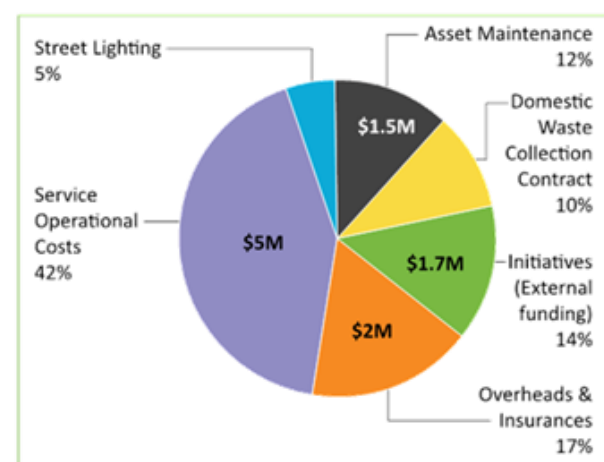


Figure 6. Materials and Contracts – All funds 2025/26

The 2025–26 budget includes some **one-off projects** paid for with **external grant funding** (money from outside sources like the state or federal government).

Some of the main projects are:

1. **Water & Sewer Strategic Planning** – This project is worth **\$1 million**, and **60% of it is funded by a grant**. It’s about planning future infrastructure to support the Shire’s growth.
2. **Asset Condition Assessments** – This will cost **\$400,000** and is used to check the condition of Council-owned assets like buildings, roads, and equipment.
3. **Environmental Studies** – This project is worth **\$360,000** and focuses on studying the local environment and how drought is affecting the region. The project will be delivered across four council areas: Berrigan Shire, Murray River, Edward River and Federation Councils. Berrigan Shire Council is acting as lead to administer this federally funded project.

Depreciation

Depreciation is a way of showing the cost of using Council assets (like roads, buildings, and equipment) over time. Even though it doesn’t involve actual cash being spent, it’s still recorded in the financial reports to reflect how much value those assets are losing each year.

This information comes from the Council’s Asset Management systems.

To ensure these values are accurate, council annually:

- undertakes a desktop review to check if there have been any big changes in asset values
- commissions a formal revaluation of one major asset group (like roads or buildings) every year, using qualified experts.

Funding sources

Own source revenue

The **cashflow statement** in the 2025–26 budget shows where the Council’s money is coming from. The statement projects council will have **\$28.7m** in its **GENERAL FUND**. We call this, **Own Source Revenue (OSR)** which is earned through its normal operations – money it earns its itself and not from grants or other tied funding.

This includes things like:

- rates and charges
- fees for services
- other income the Council earns directly.

This money is important because it helps the Council stay financially independent and fund local services.

Council reserves

The Council uses **untied (unrestricted) funds** – money that isn’t locked in for a specific purpose – to help cover its costs along with the **Own Source Revenue** it earns during the year.

These untied funds are important because they give the Council flexibility to manage its finances and respond to unexpected needs.

However, as of the **March 2025 quarterly review**, the Council’s **General Fund** had **no unrestricted funds left**. This means all available money is either already spent or set aside for specific purposes.

Cash & Investments – Council Consolidated (\$000s)	Projected Year End Result
Externally Restricted¹	
Water fund reserve	12,675
Sewerage fund reserve	4,902
Specific Purpose Grants	4,954
Financial Assistance Grant (FAG) advance payment	2,623
Total Externally Restricted	25,154
Internally Restricted²	
Capital Works	313
Plant Replacement	1,917
Information Technology	1,500
Section 355 Committees & Monies Held in Trust	537
Total Internally Restricted	4,267
Unrestricted (ie. available after the above Restrictions)	-
Total Cash & Investments forecast to 30 June 2025	29,421

Table 5. Berrigan Shire Reserves Projections to 30 June 2025 (at March 2025)

Borrowing costs

Council has the following loan obligations as of 1 July 2025.

There are no further borrowings proposed in the 2025/26 operational budget.

Institution	Fund	Purpose	Loan Amt.	Years	End Date	Interest Rate	01/07/2025
External Source							
ANZ	General	LCLI Lewis Cr/Fin Park Loan	\$1,000,000	10	01/05/2030	2.32%	\$520,396
NAB	Water	LCLI Barooga WTP	\$4,000,000	10	22/01/2031	1.48%	\$2,305,993
Sub-total							\$2,826,389
Internal Source							
Sewer	General	MISC Loan – General Fund	\$1,000,000	10	30/06/2031	1.48%	\$617,536
Sewer	Water	Finley WTP	\$2,600,000	10	30/06/2031	1.48%	\$1,605,594
Water	General	ICT Modernisation	\$2,500,000	10	30/06/2035	1.48%	\$2,500,000
Sub-total							\$4,723,129
Total							\$7,549,518

Table 6. Borrowings – All funds as at 1 June 2025

Income statement - whole of council

2025/26 Budget – Income Statement & Projections						
Year Ending	Actual	Forecast	Budget	Projections (LTFP)		
	2024	2025	2026	2027	2028	2029
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations						
Rates and Annual Charges	12,119	13,242	\$14,191	15,177	16,006	16,853
User Charges and Fees	3,304	2,643	\$2,311	2,486	2,629	2,774
Interest & Investment Revenue	1,404	1,670	\$1,113	1,117	1,121	1,125
Other Revenues	700	774	\$626	626	626	626
Grants & Contributions for Operating Purposes	9,281	7,183	\$7,627	7,132	7,239	7,348
Grants & Contributions for Capital Purposes – Cash	6,743	5,798	\$2,493	3,195	3,283	3,283
Contributions for Capital Purposes – Non Cash (S94, S80A)	-	(192)	-	-	-	-
Total Income from Continuing Operations	33,551	31,118	28,361	29,734	30,904	32,010
Expenses from Continuing Operations						
Employee Costs	9,851	10,516	12,691	13,057	13,540	14,041
Borrowing Costs	100	125	41	33	26	17
Materials and Contracts	9,832	12,147	11,331	11,426	11,524	11,625
Depreciation	8,967	7,767	9,071	9,243	9,396	9,674
Net Losses from the Disposal of Assets	3,171	-	-	-	-	-
Budget Realignment Measures	-	-	(8,000)	(8,000)	(8,000)	(8,000)
Other Expenses	750	945	712	714	716	717
Total Expenses from Continuing Operations	32,671	31,500	25,847	26,473	27,201	28,074
Operating Result from Continuing Operations Surplus/(Deficit)	880	(382)	2,514	3,260	3,703	3,936
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(5,863)	(5,988)	21	65	420	653

Cash flow statement - whole of council

2025/26 Budget – Cash Flow Statement & Projections						
Year Ending	Actual	Forecast	Budget	Projections (LTFP)		
	2024	2025	2026	2027	2028	2029
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Cash Flows from Operating Activities						
Receipts – Operating Activities	-	35,005	28,690	29,621	30,815	31,912
Payments – Operating Activities	8,456	(20,237)	(21,208)	(17,149)	(17,729)	(18,306)
Net Cash Provided by (or used in) Operating Activities	8,456	14,768	7,482	12,472	13,086	13,606
Cash Flows from Investing Activities						
Receipts – Infrastructure, Property, Plant & Equipment	-	332	-	-	-	-
Purchases – Infrastructure, Property, Plant & Equipment	-	(15,329)	(15,841)	(11,462)	(10,067)	(19,769)
Receipts/Purchases – Other Assets	-	8,490	-	-	-	-
Net Cash Provided by (or used in) Investing Activities	-	(6,507)	(15,841)	(11,462)	(10,067)	(19,769)
Cash Flow from Financing Activities						
Receipts – Loan Borrowings	-	(1,606)	-	-	-	5,000
Payments – Principal Repayments	-	(774)	(500)	(509)	(517)	(526)
Net Cash Provided by (or used in) Financing Activities	-	(2,380)	(500)	(509)	(517)	4,474
Net Increase/(Decrease) in Cash Assets Held	8,456	5,881	(8,859)	501	2,502	(1,688)
Cash and Cash Equivalents at Beginning of Reporting Period	15,084	23,540	29,421	20,562	21,063	23,565
Cash and Cash Equivalents at End of Reporting Period	23,540	29,421	20,562	21,063	23,565	21,877
plus Investments on Hand – End of Reporting Period	19,090	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	42,630	29,421	20,562	21,063	23,565	21,877

Balance sheet - whole of council

2025/26 Budget – Balance Sheet & Projections						
Year Ending	Actual	Forecast	Budget	Projections (LTFP)		
	2024	2025	2026	2027	2028	2029
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets						
Cash & Cash Equivalents	23,540	29,421	20,562	21,063	23,565	21,877
Investments	19,090	-	-	-	-	-
Receivables	5,903	2,569	2,239	2,352	2,441	2,538
Inventories	348	785	785	785	785	785
Other (Includes Assets Held for Sale)	93	109	109	109	109	109
Total Current Assets	48,974	32,884	23,695	24,309	26,900	25,309
Non Current Assets						
Infrastructure, Property, Plant & Equipment	446,379	430,078	436,847	439,066	439,738	449,833
Total Non Current Assets	446,379	430,078	436,847	439,066	439,738	449,833
Total Assets	495,353	462,962	460,543	463,375	466,638	475,142
Current Liabilities						
Payables	3,086	6,919	2,386	2,467	2,544	2,637
Borrowings	714	500	518	518	527	930
Provisions	-	39	39	39	39	39
Other	6,914	2,577	2,677	2,677	2,677	2,677
Total Current Liabilities	10,714	10,035	5,620	5,701	5,787	6,283
Non Current Liabilities						
Borrowings	5,294	2,327	1,809	1,300	774	4,845
Provisions	147	120	120	120	120	120
Other	196	389	389	389	389	389
Total Non Current Liabilities	5,637	2,836	2,318	1,809	1,283	5,354
Total Liabilities	16,351	12,871	7,938	7,510	7,070	11,637
Net Assets	479,002	450,091	452,605	455,865	459,568	463,504
Equity						
Retained Earnings	90,122	109,133	116,334	121,761	125,880	130,209
Revaluation Reserves	347,131	312,885	312,885	312,885	312,885	312,885
Council Equity Interest	-	(1,348)	(1,348)	(1,348)	(1,348)	(1,348)
Other Reserves	41,749	29,421	24,734	22,567	22,151	21,758
Total Equity	479,002	450,091	452,605	455,865	459,568	463,504

Income statement - General fund

2025/26 Budget – Income Statement & Projections – General Fund						
Year Ending	Actual	Forecast	Budget	Projections (LTFP)		
	2024	2025	2026	2027	2028	2029
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations						
Rates and Annual Charges	7,311	7,926	8,640	8,960	9,291	9,635
User Charges and Fees	1,959	1,428	1,204	1,246	1,290	1,335
Interest & Investment Revenue	789	889	406	410	414	418
Other Revenues	596	575	497	497	497	497
Grants & Contributions for Operating Purposes	9,281	7,183	7,027	7,132	7,239	7,348
Grants & Contributions for Capital Purposes – Cash	4,760	5,630	2,325	3,027	3,115	3,115
Net Share of Interests in Joint Ventures and Associates using the Equity Method	-	-	-	200	200	200
Total Income from Continuing Operations	24,696	23,631	20,099	21,473	22,047	22,548
Expenses from Continuing Operations						
Employee Costs	8,963	10,516	11,421	11,740	12,174	12,625
Borrowing Costs	26	26	56	50	57	48
Materials and Contracts	6,959	8,620	8,369	8,369	8,369	8,369
Depreciation	6,559	5,359	6,634	6,776	6,899	7,014
Net Losses from the Disposal of Assets	928	-	-	-	-	-
Budget Realignment Measures	-	-	(8,000)	(8,000)	(8,000)	(8,000)
Other Expenses	80	942	706	708	709	711
Total Expenses from Continuing Operations	23,515	25,463	19,186	19,643	20,209	20,767
Operating Result from Continuing Operations Surplus/(Deficit)	1,181	(1,832)	913	1,830	1,838	1,781
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(3,579)	(7,462)	(1,412)	(1,198)	(1,277)	(1,334)

Cash flow statement - General fund

Berrigan Shire Council Long Term Financial Plan 2025/26 – 2034/35 2025/26 Budget – Cash Flow Statement & Projections – General Fund						
Year Ending	Actual	Forecast	Budget	Projections (LTFP)		
	2024	2025	2026	2027	2028	2029
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Cash Flows from Operating Activities						
Receipts – Operating Activities	-	27,560	20,308	21,176	21,805	22,302
Payments – Operating Activities	5,389	(16,885)	(16,700)	(12,797)	(13,244)	(13,672)
Net Cash Provided by (or used in) Operating Activities	5,389	10,675	3,608	8,379	8,561	8,630
Cash Flows from Investing Activities						
Receipts – Infrastructure, Property, Plant & Equipment	-	332	-	-	-	-
Purchases – Infrastructure, Property, Plant & Equipment	-	(11,820)	(11,055)	(9,237)	(7,842)	(7,544)
Receipts/Purchases – Other Assets	-	(1,600)	-	200	200	200
Net Cash Provided by (or used in) Investing Activities	-	(13,088)	(11,055)	(9,037)	(7,642)	(7,344)
Cash Flow from Financing Activities						
Receipts – Loan Borrowings	-	2,500	-	1,000	-	-
Payments – Principal Repayments	-	(379)	(434)	(441)	(542)	(551)
Receipts – Council Equity Injection	-	(2,740)	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	-	(619)	(434)	559	(542)	(551)
Net Increase/(Decrease) in Cash Assets Held	5,389	(3,032)	(7,881)	(99)	376	736
Cash and Cash Equivalents at Beginning of Reporting Period	9,487	14,876	11,844	3,963	3,864	4,241
Cash and Cash Equivalents at End of Reporting Period	14,876	11,844	3,963	3,864	4,241	4,976
plus Investments on Hand – End of Reporting Period	9,000	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	23,876	11,844	3,963	3,864	4,241	4,976

Balance sheet - General fund

Berrigan Shire Council Long Term Financial Plan 2025/26 – 2034/35 2025/26 Budget – Balance Sheet & Projections – General Fund						
Year Ending	Actual	Forecast	Budget	Projections (LTFP)		
	2024	2025	2026	2027	2028	2029
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets						
Cash & Cash Equivalents	14,876	11,844	3,963	3,864	4,241	4,976
Investments	9,000	-	-	-	-	-
Receivables	3,743	1,828	1,619	1,715	1,757	1,802
Inventories	254	671	671	671	671	671
Other (Include Assets Held for Sale)	93	109	109	109	109	109
Total Current Assets	27,966	14,452	6,362	6,359	6,777	7,559
Non-Current Assets						
Infrastructure, Property, Plant & Equipment	327,076	323,133	327,554	330,014	330,958	331,487
Total Non-Current Assets	327,076	323,133	327,554	330,014	330,958	331,487
Total Assets	355,042	337,585	333,915	336,373	337,735	339,046
Current Liabilities						
Payables	2,696	6,286	2,038	2,107	2,173	2,253
Borrowings	315	434	450	543	552	552
Provisions	-	39	39	39	39	39
Other	6,914	2,577	2,677	2,677	2,677	2,677
Total Current Liabilities	9,925	9,336	5,204	5,366	5,441	5,521
Non Current Liabilities						
Borrowings	1,134	3,204	2,754	3,220	2,669	2,118
Provisions	147	120	120	120	120	120
Other	196	389	389	389	389	389
Total Non Current Liabilities	1,477	3,713	3,263	3,729	3,178	2,627
Total Liabilities	11,402	13,049	8,467	9,095	8,619	8,148
Net Assets	343,640	324,536	325,449	327,279	329,116	330,898
Equity						
Retained Earnings	73,028	71,543	76,239	80,236	82,489	84,664
Revaluation Reserves	250,157	240,631	240,631	240,631	240,631	240,631
Council Equity Interest	(31)	518	518	518	518	518
Other Reserves	20,486	11,844	8,061	5,894	5,478	5,085
Total Equity	343,640	324,536	325,449	327,279	329,116	330,898

Income statement - Water fund

2025/26 Budget – Income Statement & Projections – Water Fund						
Year Ending	Actual	Forecast	Budget	Projections (LTFP)		
	2024	2025	2026	2027	2028	2029
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations						
Rates and Annual Charges	2,387	2,645	2,765	3,097	3,345	3,595
User Charges and Fees	1,247	1,113	1,000	1,120	1,120	1,300
Interest & Investment Revenue	387	632	376	376	376	376
Other Revenues	59	199	129	129	129	129
Grants & Contributions for Operating Purposes	-	-	288	-	-	-
Grants & Contributions for Capital Purposes – Cash	1,838	119	119	119	119	119
Contributions for Capital Purposes – Non Cash (S94, S80A)	-	(192)	-	-	-	-
Net Share of Interests in Joint Ventures and Associates using the Equity Method	-	-	-	(150)	(150)	(150)
Total Income from Continuing Operations	5,918	4,516	4,677	4,691	5,028	5,370
Expenses from Continuing Operations						
Employee Costs	425	-	697	723	750	777
Borrowing Costs	74	99	18	11	(9)	(14)
Materials and Contracts	1,958	2,149	1,826	1,884	1,945	2,007
Depreciation	1,349	1,349	1,365	1,382	1,399	1,417
Net Losses from the Disposal of Assets	2,240	-	-	-	-	-
Other Expenses	426	2	5	5	5	5
Total Expenses from Continuing Operations	6,472	3,599	3,910	4,005	4,089	4,192
Operating Result from Continuing Operations Surplus/(Deficit)	(554)	917	767	686	939	1,178
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(2,392)	990	648	567	820	1,059

Cash Flow statement - Water fund

2025/26 Budget – Cash Flow Statement & Projections – Water Fund						
Year Ending	Actual	Forecast	Budget	Projections (LTFP)		
	2024	2025	2026	2027	2028	2029
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Cash Flows from Operating Activities						
Receipts – Operating Activities	-	4,523	4,596	4,827	5,151	5,491
Payments – Operating Activities	493	(2,122)	(2,823)	(2,616)	(2,683)	(2,767)
Net Cash Provided by (or used in) Operating Activities	493	2,401	1,774	2,211	2,468	2,724
Cash Flows from Investing Activities						
Purchases – Infrastructure, Property, Plant & Equipment	-	(2,458)	(3,771)	(1,300)	(1,300)	(1,300)
Receipts/Purchases – Other Assets	-	8,090	-	(150)	(150)	(150)
Net Cash Provided by (or used in) Investing Activities	-	5,632	(3,771)	(1,450)	(1,450)	(1,450)
Cash Flow from Financing Activities						
Receipts – Loan Borrowings	-	(2,500)	-	(1,000)	-	-
Payments – Principal Repayments	-	(395)	(423)	(430)	(343)	(348)
Receipts – Council Equity Injection	-	2,740	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	-	(155)	(423)	(1,430)	(343)	(348)
Net Increase/(Decrease) in Cash Assets Held	493	7,878	(2,420)	(669)	675	926
Cash and Cash Equivalents at Beginning of Reporting Period	4,304	4,797	12,675	10,255	9,586	10,261
Cash and Cash Equivalents at End of Reporting Period	4,797	12,675	10,255	9,586	10,261	11,187
plus Investments on Hand – End of Reporting Period	8,090	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	12,887	12,675	10,255	9,586	10,261	11,187

Balance sheet - Water fund

2025/26 Budget – Balance Sheet & Projections – Water Fund						
Year Ending	Actual	Forecast	Budget	Projections (LTFP)		
	2024	2025	2026	2027	2028	2029
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets						
Cash & Cash Equivalents	4,797	12,675	10,255	9,586	10,261	11,187
Investments	8,090	-	-	-	-	-
Receivables	1,617	273	354	367	394	423
Inventories	85	101	101	101	101	101
Total Current Assets	14,589	13,049	10,709	10,054	10,756	11,711
Non-Current Assets						
Cash & Cash Equivalents	-	-	-	-	-	-
Investments	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	65,290	55,204	57,610	57,528	57,429	57,312
Total Non-Current Assets	65,290	55,204	57,610	57,528	57,429	57,312
Total Assets	79,879	68,253	68,319	67,582	68,185	69,023
Current Liabilities						
Payables	358	485	208	215	221	229
Borrowings	399	423	430	343	348	352
Total Current Liabilities	757	908	638	558	569	581
Non-Current Liabilities						
Payables	-	-	-	-	-	-
Borrowings	4,160	989	559	(784)	(1,132)	(1,484)
Total Non-Current Liabilities	4,160	989	559	(784)	(1,132)	(1,484)
Total Liabilities	4,917	1,897	1,197	(226)	(563)	(903)
Net Assets	74,962	66,356	67,123	67,809	68,748	69,926
Equity						
Retained Earnings	12,712	28,017	29,364	30,050	30,989	32,167
Revaluation Reserves	44,734	25,664	25,664	25,664	25,664	25,664
Council Equity Interest	2,254	-	-	-	-	-
Other Reserves	15,262	12,675	12,095	12,095	12,095	12,095
Total Equity	74,962	66,356	67,123	67,809	68,748	69,926

Income statement - Sewer fund

2025/26 Budget – Income Statement & Projections – Sewer Fund						
Year Ending	Actual	Forecast	Budget	Projections (LTFP)		
	2024	2025	2026	2027	2028	2029
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income from Continuing Operations						
Rates and Annual Charges	2,421	2,671	2,786	3,120	3,370	3,623
User Charges and Fees	98	102	107	120	129	139
Interest & Investment Revenue	228	149	331	331	331	331
Other Revenues	45	-	-	-	-	-
Grants & Contributions for Operating Purposes	-	-	312	-	-	-
Grants & Contributions for Capital Purposes – Cash	145	49	49	49	49	49
Net Share of Interests in Joint Ventures and Associates using the Equity Method	-	-	-	(50)	(50)	(50)
Total Income from Continuing Operations	2,937	2,971	3,585	3,570	3,829	4,092
Expenses from Continuing Operations						
Employee Costs	463	-	573	594	616	639
Borrowing Costs	-	-	(33)	(28)	(22)	(17)
Materials and Contracts	915	1,378	1,136	1,172	1,210	1,249
Depreciation	1,059	1,059	1,073	1,085	1,097	1,243
Net Losses from the Disposal of Assets	3	-	-	-	-	-
Other Expenses	244	1	2	2	2	2
Total Expenses from Continuing Operations	2,684	2,438	2,751	2,825	2,903	3,115
Operating Result from Continuing Operations Surplus/(Deficit)	253	533	834	745	926	976
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	108	484	785	696	877	927

Cash flow statement - Sewer fund

2025/26 Budget – Cash Flow Statement & Projections – Sewer Fund						
Year Ending	Actual	Forecast	Budget	Projections (LTFP)		
	2024	2025	2026	2027	2028	2029
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Cash Flows from Operating Activities						
Receipts – Operating Activities	-	2,922	3,786	3,617	3,859	4,119
Payments – Operating Activities	2,574	(1,230)	(1,685)	(1,736)	(1,801)	(1,867)
Net Cash Provided by (or used in) Operating Activities	2,574	1,692	2,100	1,881	2,057	2,252
Cash Flows from Investing Activities						
Purchases – Infrastructure, Property, Plant & Equipment	-	(1,051)	(1,015)	(925)	(925)	(10,925)
Receipts/Purchases – Other Assets	-	2,000	-	(50)	(50)	(50)
Net Cash Provided by (or used in) Investing Activities	-	949	(1,015)	(975)	(975)	(10,975)
Cash Flow from Financing Activities						
Receipts – Loan Borrowings	-	(1,606)	-	-	-	5,000
Payments – Principal Repayments	-	-	357	362	368	373
Payments – Finance Costs	-	-	-	-	-	-
Receipts – Council Equity Injection	-	-	-	-	-	-
Net Cash Provided by (or used in) Financing Activities	-	(1,606)	357	362	368	5,373
Net Increase/(Decrease) in Cash Assets Held	2,574	1,035	1,442	1,268	1,450	(3,350)
Cash and Cash Equivalents at Beginning of Reporting Period	1,293	3,867	4,902	6,344	7,613	9,063
Cash and Cash Equivalents at End of Reporting Period	3,867	4,902	6,344	7,613	9,063	5,713
plus Investments on Hand – End of Reporting Period	2,000	-	-	-	-	-
Total Cash, Cash Equivalents and Investments at End of Reporting Period	5,867	4,902	6,344	7,613	9,063	5,713

Balance sheet - Sewer fund

2025/26 Budget – Balance Sheet & Projections – Water Fund						
Year Ending	Actual	Forecast	Budget	Projections (LTFP)		
	2024	2025	2026	2027	2028	2029
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets						
Cash & Cash Equivalents	4,797	12,675	10,255	9,586	10,261	11,187
Investments	8,090	-	-	-	-	-
Receivables	1,617	273	354	367	394	423
Inventories	85	101	101	101	101	101
Total Current Assets	14,589	13,049	10,709	10,054	10,756	11,711
Non-Current Assets						
Cash & Cash Equivalents	-	-	-	-	-	-
Investments	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	65,290	55,204	57,610	57,528	57,429	57,312
Total Non-Current Assets	65,290	55,204	57,610	57,528	57,429	57,312
Total Assets	79,879	68,253	68,319	67,582	68,185	69,023
Current Liabilities						
Payables	358	485	208	215	221	229
Borrowings	399	423	430	343	348	352
Total Current Liabilities	757	908	638	558	569	581
Non Current Liabilities						
Payables	-	-	-	-	-	-
Borrowings	4,160	989	559	(784)	(1,132)	(1,484)
Total Non Current Liabilities	4,160	989	559	(784)	(1,132)	(1,484)
Total Liabilities	4,917	1,897	1,197	(226)	(563)	(903)
Net Assets	74,962	66,356	67,123	67,809	68,748	69,926
Equity						
Retained Earnings	12,712	28,017	29,364	30,050	30,989	32,167
Revaluation Reserves	44,734	25,664	25,664	25,664	25,664	25,664
Council Equity Interest	2,254	-	-	-	-	-
Other Reserves	15,262	12,675	12,095	12,095	12,095	12,095
Total Equity	74,962	66,356	67,123	67,809	68,748	69,926



Capital works program

Funding source							
ASSET CLASS AND TYPE OF CAPITAL EXPENDITURE \$'000	Grants		Contributions	Council Cash			
	Federal Grants	State Grants	Private Contrib	Cash generated	Cash held in reserve	Loans	Total
	2025/26	2025/26	2025/26	2025/26	2025/26	2025/26	2025/26
Total Land	-	-	-	-		-	-
Buildings							
Asset renewal expenditure	-	-	-	150		-	150
Asset upgrade expenditure	-	200	-	40		-	240
Total	-	200	-	190	-	-	390
Total Buildings	-	200	-	190	-	-	390
Total Property	-	200	-	190	-	-	390
Plant, machinery and equipment							
New asset expenditure	-	-	-		11	-	11
Asset renewal expenditure	-	-	-		1,800	-	1,800
Computers and telecommunications							
Asset renewal expenditure	-	-	-		1,400	(FY25 Internal)	1,400
Library books							
Asset renewal expenditure	-	-	-	25		-	25
Total Plant and Equipment	-	-	-	-	3,211	-	3,236
Infrastructure							
Roads							
Asset renewal expenditure	800	680	-	442	3,275	-	5,197
Asset upgrade expenditure	-	118	252	430	40	-	840
Bridges							
Asset renewal expenditure	-	-	-	40		-	40
Drainage							
New asset expenditure	-	-	-		270	-	270
Asset upgrade expenditure	-	275	-	266		-	541
Waste management							
New asset expenditure	-	-	-	250		-	250
Asset expansion expenditure	-	-	-	200		-	200

Funding source							
ASSET CLASS AND TYPE OF CAPITAL EXPENDITURE \$'000	Grants		Contributions	Council Cash			
	Federal Grants	State Grants	Private Contrib	Cash generated	Cash held in reserve	Loans	Total
	2025/26	2025/26	2025/26	2025/26	2025/26	2025/26	2025/26
Aerodromes							
Asset renewal expenditure	-	-	-	90		-	90
Water Supply Network							
Asset renewal expenditure	-	-	-		2,256	-	2,256
Asset upgrade expenditure	-	-	-		1,515	-	1,515
Sewer Network							
Asset renewal expenditure	-	-	-		665	-	665
Asset expansion expenditure	-	-	-		250	-	250
Asset upgrade expenditure	-	-	-		100	-	100
Total Infrastructure	800	1,073	252	1,719	8,371	-	12,215
Total Property, Plant and Equipment and Infrastructure	800	1,273	252		13,516	-	15,841
Total Capital Works Expenditure	800	1,273	252		13,516	-	15,841
Represented by:							
New asset expenditure	-	-	-		531	-	531
Asset renewal expenditure	800	680	-		10,143	-	11,623
Asset expansion expenditure	-	-	-		450	-	450
Asset upgrade expenditure	-	593	252		2,392	-	3,236
Total Capital Works Expenditure	800	1,273	252		13,516	-	15,841

4.3 Statement of revenue policy 2025-2026

Rates and charges provide Council with a major source of revenue. Revenue is used to meet the costs of providing services to business and residents of the Shire. The rates and charges described by this adjacent Figure, and Council's Revenue Policy 2025/2026 published in this Operational Plan, provide the net funding requirements for a number of the programs and initiatives described in Council's annual Operational Plan and its Delivery Program.

Each year, the New South Wales Independent Pricing and Regulatory Tribunal (IPART) determines the allowable annual increase in general income for NSW councils – this is known as the rate peg.

Rates are calculated based on the NSW Valuer General's assessment of the unimproved capital value of the land and Council's 2025/2026 rate is based on the Valuer General's 2022 assessments. Council adopts on an annual basis its Rating and Revenue Policy – a copy of this policy is available from Council. The Business rate varies by urban/town locations and the rate is applied to land categorised Business Ordinary, Business Hospitality, Business Rural. Each category has the same value as the residential rate of its urban/town location.

The average property in each of the four towns pays approximately the same ordinary rate – on the principle each town is provided an equal level of service and amenity. Residential Rural has a lower ad valorem – based on a lower level of amenity.

The Farmland rate applies to all farmland in the Shire.

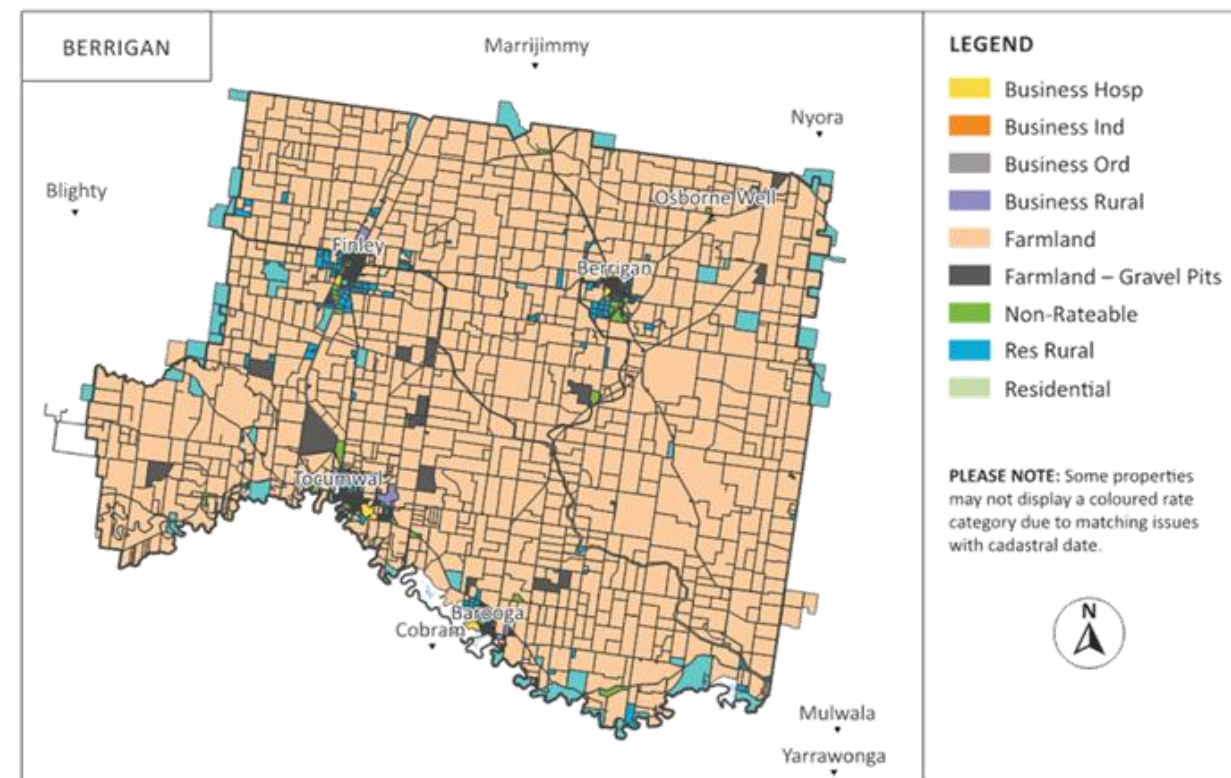


Figure 7. Map of Berrigan Shire Council Rate Categories

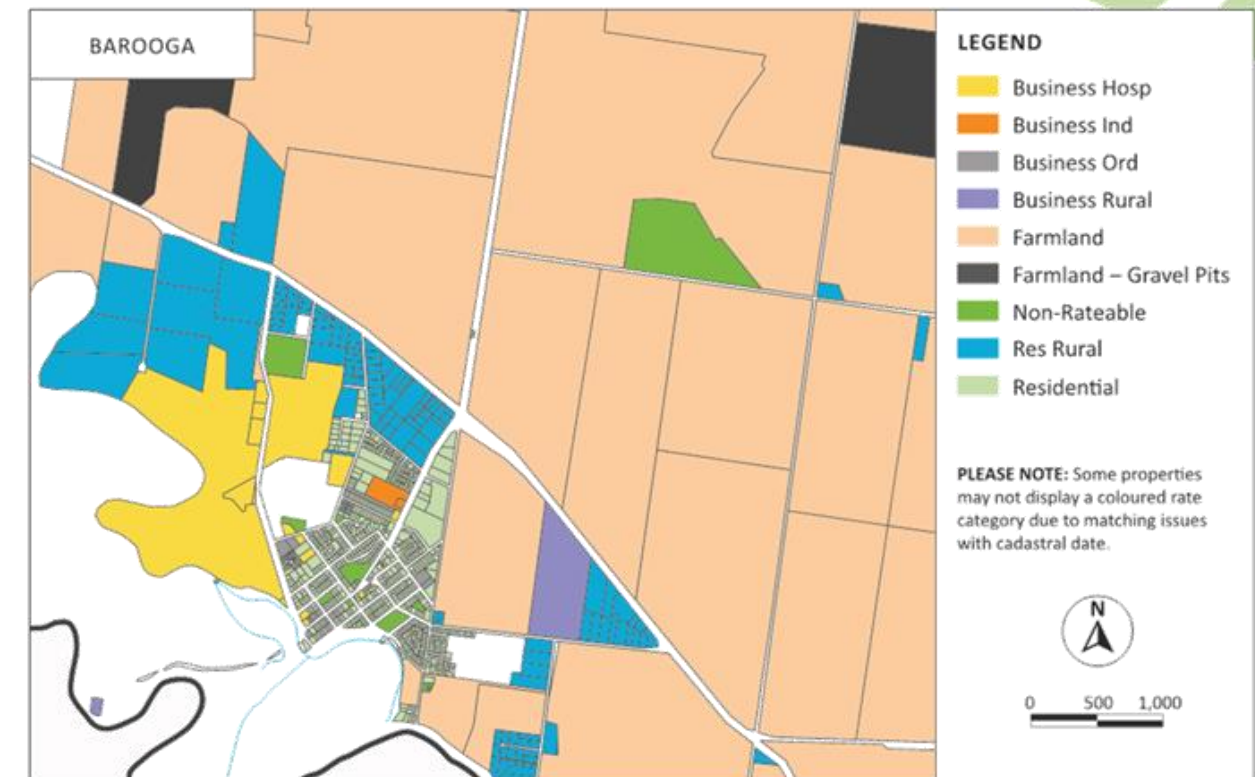


Figure 8. Map of Berrigan Shire Council Rate Categories – Barooga

*DISCLAIMER: Berrigan Shire Council and Spatial Services, a division of Service NSW, NSW Govt. does not warrant that the data (Cadastral Fabric/Property data) contained on this product/viewed on this site is free from errors and omissions as it has been compiled from varying sources and is therefore stored at different levels of reliability.

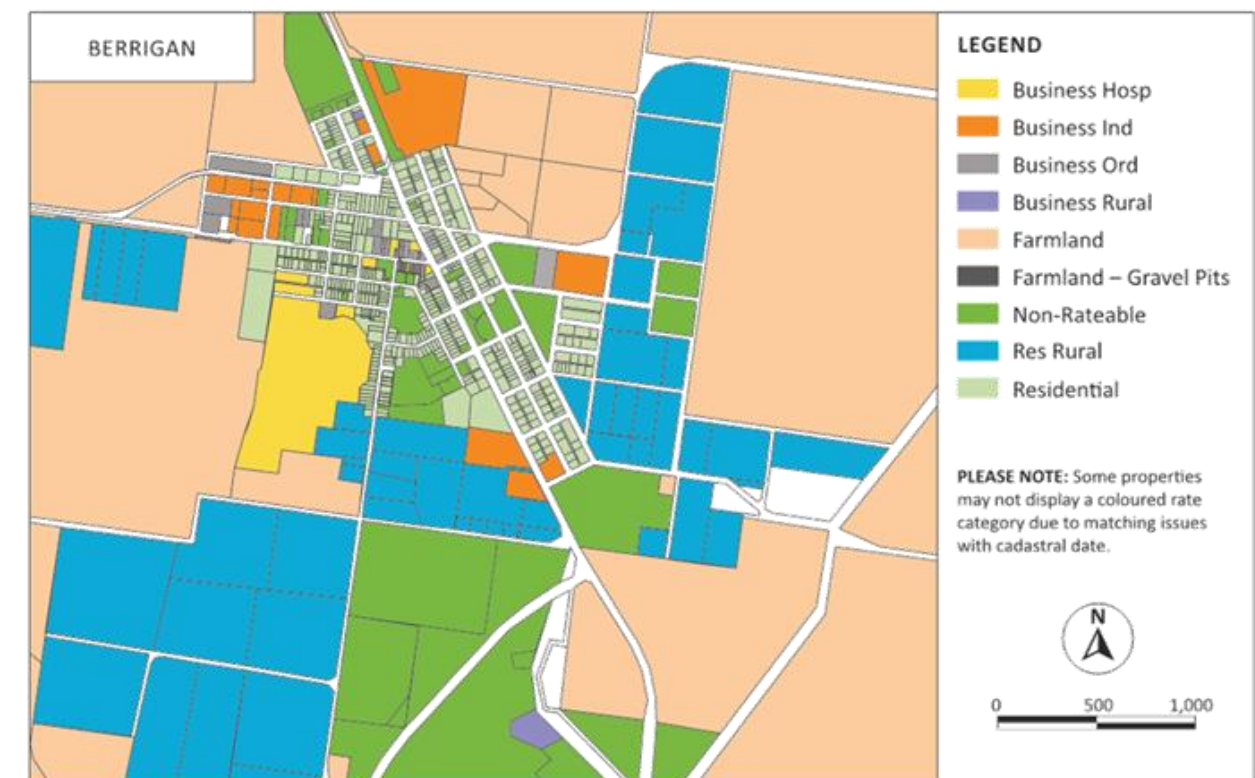


Figure 9. Map of Berrigan Shire Council Rate Categories – Berrigan

*DISCLAIMER: Berrigan Shire Council and Spatial Services, a division of Service NSW, NSW Govt. does not warrant that the data (Cadastral Fabric/Property data) contained on this product/viewed on this site is free from errors and omissions as it has been compiled from varying sources and is therefore stored at different levels of reliability.



Figure 10. Map of Berrigan Shire Council Rate Categories – Finley

*DISCLAIMER: Berrigan Shire Council and Spatial Services, a division of Service NSW, NSW Govt. does not warrant that the data (Cadastral Fabric/Property data) contained on this product/viewed on this site is free from errors and omissions as it has been compiled from varying sources and is therefore stored at different levels of reliability.

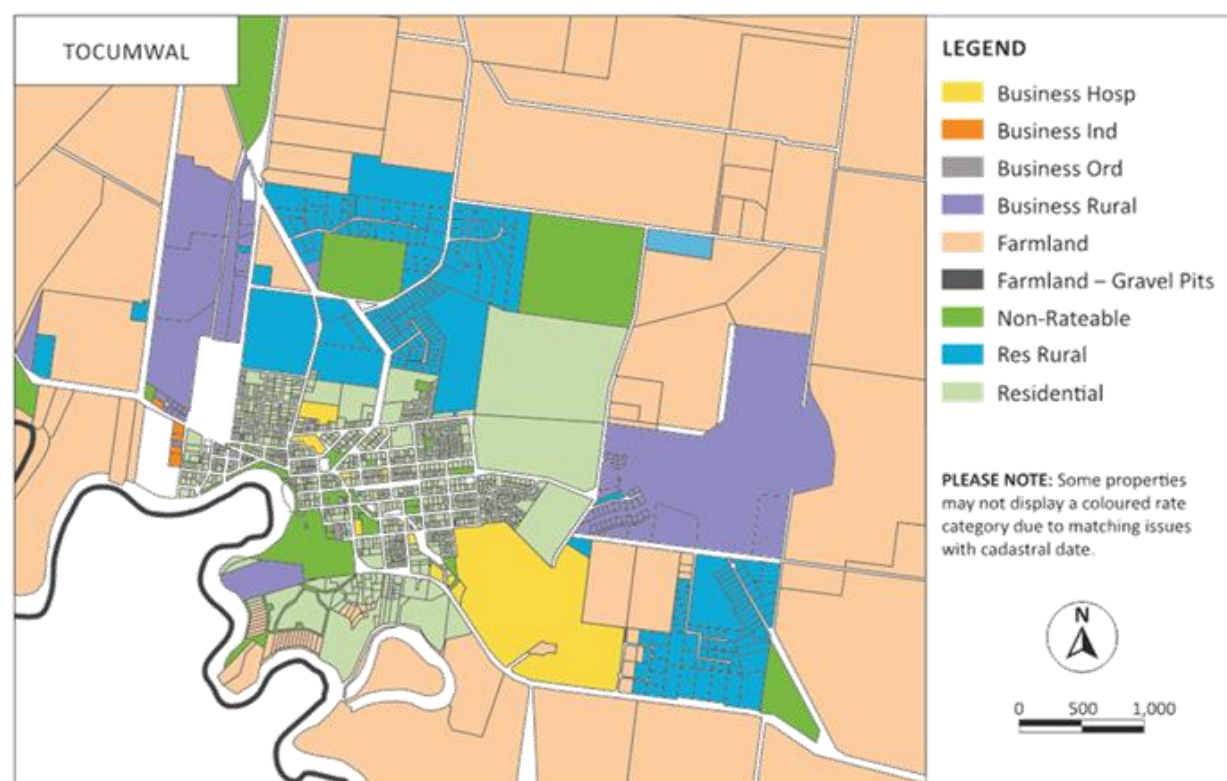


Figure 11. Map of Berrigan Shire Council Rate Categories – Tocumwal

*DISCLAIMER: Berrigan Shire Council and Spatial Services, a division of Service NSW, NSW Govt. does not warrant that the data (Cadastral Fabric/Property data) contained on this product/viewed on this site is free from errors and omissions as it has been compiled from varying sources and is therefore stored at different levels of reliability.

Statement of Revenue Policy

Implementation

Total revenue raised from the levying of land rates continues to be capped by the NSW Government with the Independent Pricing & Regulatory Tribunal (IPART) having developed a Local Government Cost Index (LGCI) for use in setting the maximum allowable increase in general income for local government. IPART has set the maximum allowable increase as 4.6% for the 2025/26 rating year.

General Rate

Section 494 of the Local Government Act 1993 (LGA) requires Council to make and levy an Ordinary rate for each year on all rateable land in the local government area.

Ordinary rates are applied to properties based on applying an ad-valorem Rate-in-\$ to the independent land valuations provided by the NSW Department of Lands (Valuer General's Office).

Council is required to use the latest valuations received up until 30 June of the previous year for rating purposes in the current financial year. Shire-wide general revaluations are undertaken every 3 years.

Valuations with a base date of 1 July 2022 will be used for rating purposes for 1 July 2025 – 30 June 2026.



Table 7 outlines the proposed Rate/\$, Estimated Yield and % of Total Yield, for each of the major Rating categories/sub-categories for 2025/26 Rating Year:

Category		Ad-Valorem Rate (rate in the \$)	Estimated Yield	% total yield
Farmland		0.0015098	\$2,304,472	35.33%
Barooga	Residential	0.006592	\$737,876	11.31%
	Business	0.006592	\$101,175	1.55%
Berrigan	Residential	0.025612	\$424,033	6.50%
	Business	0.025612	\$86,230	1.32%
Finley	Residential	0.018642	\$848,695	13.01%
	Business	0.018642	\$209,827	3.22%
Finley	Business Alt Energy	0.0110857	\$41,017	0.63%
Tocumwal	Residential	0.006233	\$1,085,461	16.64%
	Business	0.006233	\$176,412	2.70%
Residential Rural		0.003355	\$451,696	6.92%
Residential - Riverland		0.0053035	\$56,567	0.87%

Table 7. Ordinary Rates – Proposed Rates and Yields

Categories

In accordance with Section 493 and 514 of the Local Government Act 1993, all parcels of rateable land within Councils boundaries have been declared to be within one of the following categories:

- Farmland
- Residential
- Business
- Mining.

The determination of the sub-category for each parcel of rateable land is in accordance with the definitions set out in Sections 515, 516, 517, 518, 518A, 519 and 529 of the Local Government Act 1993.

Farmland

Land is categorised as farmland if it is a parcel of rateable land valued as one assessment and its dominant use is for farming or agricultural production.

The Farmland rate is sub-categorised into regional districts, based on the urban/town locations. One ad-valorem rate will be applied to all Farmland assessments across all of Berrigan Shire.

Residential

Land is categorised as residential if it is a parcel of rateable land valued as one assessment and its dominant use is for residential accommodation or rural residential land or, if it is vacant land, it is zoned or otherwise designated for use under an environmental planning instrument for residential purposes.

Each town in the Shire (i.e. Barooga, Berrigan, Finley and Tocumwal) has a separate Residential sub- category.

Berrigan Shire Council determines its ordinary rate on the basis that each town should be provided with a similar level of service and amenity in an overall sense. On that basis, the Residential rate for each sub-category is set so that the average-valued property for each town is charged approximately the same ordinary rate as each of the other towns – i.e. the average-valued property in Barooga will be charged the same ordinary rate as the average-valued Berrigan property, the average valued Finley property and the average valued Tocumwal property.

Business

Land is categorised as Business if it is of a business, commercial or industrial nature. Land is to be categorised as business if it cannot be categorised as farmland or residential. Business has four sub- categories: Business Industry, Business Ordinary, Business Hospitality and Business Rural.

Each town in the Shire (i.e. Barooga, Berrigan, Finley and Tocumwal) has separate Business sub- categories with each category has the same ad Valorem as Residential.

Business – Alternative Energy

This is a sub-category of Business. Land categorised, as Business Alternative Energy will home a Solar Farm or like source of Alternative Energy. The ad valorem will be half the amount of the Business rate in the closest town.

Residential Rural

Residential Rural is a sub-category of Residential. Land categorised as Residential Rural is usually outside a town category. The ad-valorem rate is lower than Residential to reflect a generally lower level of service available.

One ad-valorem rate will be applied to all Residential Rural assessment across all of Berrigan Shire.

Residential Riverland

This is a sub-category of Residential and is for semi-rural properties that may not strictly fit Residential or Rural Residential criteria. It will generally be less than the adjoining towns' ad-valorem rate.



Domestic Waste and Non-Domestic Waste Management Services

Berrigan Shire Council intends to make the following charges for levying in 2025/26 to meet the reasonable costs associated with the collection, disposal and recycling of waste in accordance with Sections 496, 501 and 504 of the *Local Government Act 1993*.

Council's waste collection service includes a weekly organic waste service, and a fortnightly recycling and general waste service as determined by the town boundaries displayed in Appendix C. The services are made available to occupied commercial premises.

Table 8 sets out the intended waste management charges for 2025/26:

Service provided	Fee (\$) per annum	Estimated revenue
Domestic Waste Collected 1 x Fortnightly pick up of 240 litre Red lid Garbage bin 1 x Fortnightly pick up 240 litre Yellow lid Recycling bin 1 x Weekly pick up 240 litre Green lid Organics bin	\$517.00	\$1,806,915.00
Additional Service Collected 1 x Fortnightly Pick up of 240 litre Red lid Garbage bin	\$186.00	\$0.00 Not supplied until demonstrated need provided.
Additional Service Collected 1 x Fortnightly Pick up of 240 litre Yellow lid Recycle bin	\$186.00	\$0.00 Not supplied until demonstrated need provided.
Additional Service Collected 1 x Fortnightly Pick up of 240 litre Green lid Organics bin	\$242.00	\$0.00 Not supplied until demonstrated need provided.
Uncollected (vacant charge) Charged on vacant land within the collection zone – no service is provided	\$75.00	\$20,100
Commercial Garbage Charge 1 x Fortnightly pick up of 240 litre Red lid Garbage bin 1 x Fortnightly pick up 240 litre Yellow lid Recycling bin 1 x Weekly pick up 240 litre Green lid Organics bin	\$620.00	\$143,220
Additional Business Service Collected 1 x Fortnightly Pick up of 240 litre Red lid Garbage bin	\$224.00	\$32,256
Additional Business Service Collected 1 x Fortnightly Pick up of 240 litre Yellow lid Recycle bin	\$224.00	\$10,080
Additional Business Service Collected 1 x Fortnightly Pick up of 240 litre Green lid Organics Waste bin	\$290.00	\$0.00 Not supplied until demonstrated need provided.

Table 8. Waste Management Charges

Waste Service Areas



Figure 12. Berrigan Service Area



Figure 13. Barooga Service Area



Figure 14. Finley Service Area

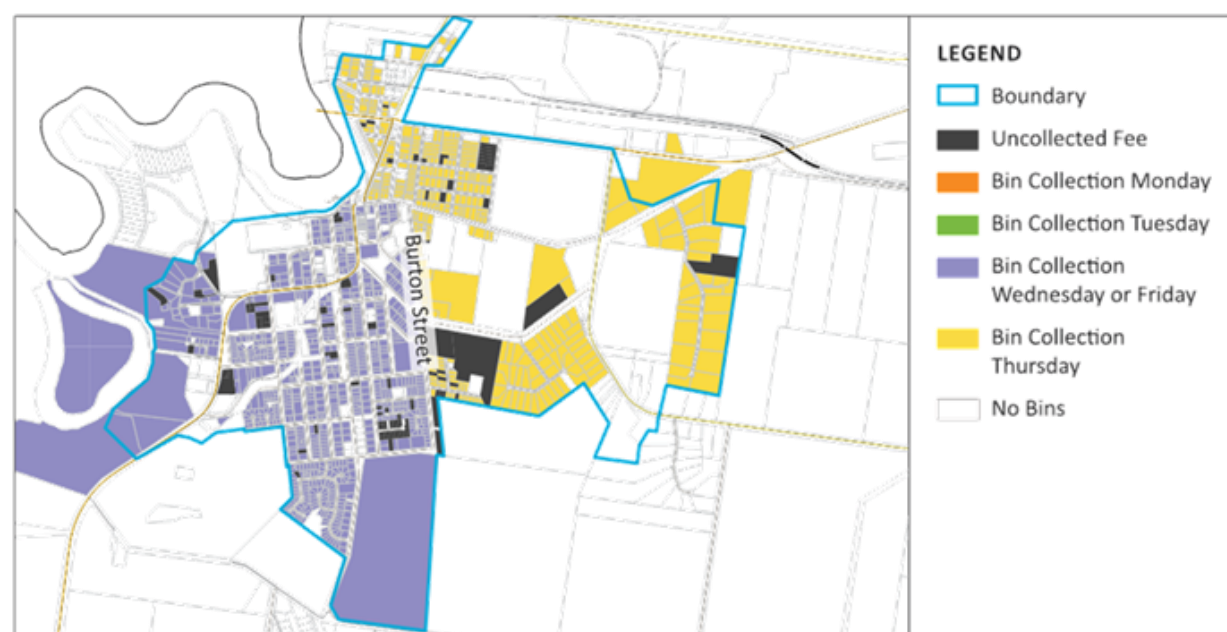


Figure 15. Tocumwal Service Area

Sewer charges

Berrigan Shire Council intends to make the following charges for levying in 2025/26.

In accordance with the provisions of Section 501, 535 and 552 of the *Local Government Act 1993*, an Access Charge relating to sewerage will be levied on all rateable land confined within the area shown on each of the Town Sewer Supply areas except:

- land which is more than 75 metres from a sewer of the Council and is not connected to the sewer;
- land from which sewerage could not be discharged into any sewer of the Council.

Berrigan Shire Sewerage will operate as one entity and each rateable property in Barooga, Berrigan, Finley and Tocumwal will have the same Sewerage Access Charge applied as specified in Council's Annual Fees and Charges. In addition, a standard pedestal charge per cistern/water closet in excess of two will be raised on all rateable properties with more than 2 cisterns/water closets.

In special circumstances, an on-site low pressure sewer maintenance charge will apply to those properties already connected to Council's sewer supply via a low-pressure sewer pump. The Council will maintain the pump in perpetuity subject to the owner of the property entering into an agreement for maintenance and paying the annual low-pressure charge.

These charges are specified in Council's Annual Fees and Charges.

- For non-rateable properties.

A standard pedestal charge per cistern/water closet will be raised on all non-rateable properties connected to the sewerage supply.

- For rateable properties outside village boundaries.

Rateable properties outside the existing village boundaries, and connected to the town sewer supply, will be charged the normal town sewer supply charges, including pedestal charges if applicable.

Table 9 sets out the intended sewer charges for 2025/26:

Service provided	Fee (\$) per annum	Estimated revenue
Sewer Access Charge Charged to all rateable land capable of utilising the town sewer system or zoned residential and within 75m of Councils sewer system.	\$679.00	\$2,549,645
Pedestal Charge Any property with more than 2 (two) cisterns/water closets will be charged a pedestal charge per excess cistern/water closet. A pedestal charge per cistern/water closet will be raised on all non-rateable properties connected to the sewer supply.	\$144.00	\$214,848
On-Site Low Pressure Maintenance Charge Applied to properties already connected to Councils' sewerage supply via a low-pressure pump. Council maintains the pump in perpetuity subject to the owner paying the On-site Low Pressure Maintenance Charge.	\$627.00	\$82,764

Table 9. Sewer Charges

Stormwater management

Under the provisions of Section 510A and 535 of the Local Government Act 1993, Council has resolved to levy a Stormwater Management Services Charge in accordance with Sections 496A of the Local Government Act, and clause 125A and clause 125AA, of the Local Government (General) Regulation 2021.

Service provided	Fee (\$) per annum	Estimated revenue
Residential Premises on urban land	\$25.00	\$77,325
Strata properties (per Strata)	\$12.50	
Vacant land	Exempt	
Commercial Premises on urban land	\$25.00	

Table 10. Stormwater Charges

Water supply

In accordance with the provisions of Section 501, 502, 535 and 552 of the Local Government Act 1993, Council has resolved that a water supply access charge be levied on all properties that:

- Land that is supplied with water from a water pipe of the Council; or
- Land that is situated within 225 metres of a water pipe of the Council, whether the land has a frontage or not to the public road (if any) in which the water pipe is laid, and confined within the area shown on each of the Town Water Supply areas, even though the land is not actually supplied with water from any water pipe of the Council;

This charge will be applicable for each non-vacant urban property, or all eligible properties for which the works or service is either provided or proposed to be provided.

Table 10 sets out the intended stormwater management charges for 2025/26:

subject to, water being able to be supplied to some part of the land from a standpipe at least 1 metre in height from the ground level, if such a pipe were laid and connected to Council's main.

Except for those non-rateable properties described below:

- Non-rateable State Government properties of non-commercial nature without a water connection and not using the service will not be levied an annual fixed Water Access Charge.

Table 11 sets out the intended water supply charges for 2025/26:

Service provided	Fee (\$) per annum	Estimated revenue
Water Access Charge	\$660.00	\$2,756,820
Applied to all properties supplied with water from a water pipe of the Council or land that is situated within 225m of Councils' water supply pipes. (see Appendix A)		
Water Consumption Charges – Unfiltered (Barooga, Berrigan & Finley)	\$1.00 per kl (stage 4 restrictions in force) \$0.60 per kl (other restrictions in force) \$0.54 per kl (no restrictions)	
Water Consumption Charges – Treated (Barooga, Berrigan & Finley)	\$1.69 per kl (stage 4 restrictions in force) \$1.20 per kl (other restrictions in force) \$1.10 per kl (no restrictions)	
Water Consumption Charges – Treated (Tocumwal)	\$1.13 per kl (stage 4 restrictions in force) \$0.80 per kl (other restrictions in force) \$0.72 per kl (no restrictions)	

Table 11. Water Charges

Water Supply Charging

1. Where single supply is available to property (Tocumwal) – Not including proposed new subdivisions outside village boundary.

Water Supply

A Fixed charge	B Fixed charge Var. charge	C Fixed charge Var. charge	D Fixed charge x 2 Var. charge on each meter	E Fixed charge Var. charge	F Fixed charge x 2 Var. charge on each meter
--------------------------	-----------------------------------------	-----------------------------------------	-----------------------------------------------------------	-----------------------------------------	-----------------------------------------------------------

2. Where dual supply is available to property (Except 'H' – Single available only (Barooga, Berrigan and Finley) – Not including proposed new subdivisions outside village boundary.

Treated Water

A Fixed charge	B Fixed charge Var. charge (U) Var. charge (T)	C Fixed charge Var. charge (U) Var. charge (T)	D Fixed charge x 2 Var. charge on each meter (T) Var. charge on each meter (U)	E Fixed charge Var. charge (U)	F Fixed charge x 2 Var. charge (U) on each meter	G Fixed charge Var. charge (U)	H Fixed charge Var. charge (U)
--------------------------	----------------------------------------------------------------	----------------------------------------------------------------	------------------------------------------------------------------------------------------------	---------------------------------------------	---------------------------------------------------------------	---------------------------------------------	---------------------------------------------


NOTE:  Indicates residence or residential use within a house
(T) Treated Supply
(U) Unfiltered Supply

Figure 16. Water Supply Charging

Concessions, hardship, due dates and penalties

Pensioner Concessions

Section 575 of the Local Government Act 1993, provides for concessions on Council rates and charges for eligible pensioners. By virtue of Section 575, an eligible pensioner may apply to Council for annual concessions on a rate or charge of:

- up to \$250.00 on all ordinary rates and charges for domestic waste management services
- up to \$87.50 on annual water charges
- up to \$87.50 on annual sewer charges.

Applications for concessions must be made in writing using the appropriate form available from Council's Rates Department.

Council believes that the concession rates set by the NSW State Government are adequate, equitable and require no additional concession to be offered by the Council.

Developer Concessions

Council may offer incentives in the form of rating waivers relative to annual water and sewerage charges to developers involved with multi-lot subdivisions. Applications for developer concessions are as follows:

- Written application should be submitted to the Council prior to 31 May for consideration at the June ordinary meeting of Council.
- Annual water and sewerage charges may be waived on the undeveloped lots of a subdivision, up to a maximum period of three (3) years, or until the lots are built upon, sold, leased or otherwise occupied (whichever is the sooner).
- No concessions under this section are given for Domestic Waste, Stormwater, Pedestal or Water Consumption Charges.

Developer concessions will no longer be offered or applied from 1 July 2026.

Issuing of notices and due dates for notices

Berrigan Shire rates and charges are payable in full or by quarterly instalments in accordance with Section 562 of the Local Government Act 1993.

Annual Rates and charges notices are issued in July each year and are payable in four (4) instalments on 31 August, 30 November, 28 February and 31 May.

A rate notice, or rate instalment notice, is issued at least thirty (30) days before each instalment is due.

Water Consumption Notices are issued on a quarterly basis, approximately 30 days before the charge is due for payment.

Interest Charges

In accordance with Section 566 of the *Local Government Act 1993* Council charges interest on all rates and charges which remain unpaid after they become due and payable.

Interest will be calculated on a daily basis. The rate of interest will be TBA% per annum the maximum rate as specified by the Minister for Local Government and published in the NSW Government Gazette.

Council may write off interest charges on overdue rates, in accordance with Section 567 of the *Local Government Act 1993*. Ratepayers seeking to have interest written off under hardship provisions are to submit a written application to the Council as per the Council's adopted Debt Management and Hardship Policy.

Hardship

Council may offer incentives in the form of rating waivers relative to annual water and sewerage charges to developers involved with multi-lot subdivisions. Applications for developer concessions are as follows:

Council requires all ratepayers to pay their rates in full by the due date(s). However, some ratepayers experience genuine financial hardship. Ratepayers having difficulty meeting their commitments may be eligible for assistance and consideration.

All applications for assistance and consideration will be assessed as per the Council's adopted Debt Management and Hardship Policy.

User fees and charges

The Council will set user fees and charges in line with the principles set out in its User Fees and Charges Policy.

The general principal of this policy states:

Where legally possible, the Council intends to charge users for the provision of all goods and services that it provides.

As a general rule the Council will set its fees and charges at a rate to generate the maximum amount of revenue possible to offset the cost burden of the provision of services borne by other sources of revenue such as rates and untied grants.

Therefore, the Council will at a minimum seek to recover the full cost of service provision from its customers and clients. This general principle will only be modified where the other specific fee and charge setting principles apply.

The complete Register of Fees and Charges is also included in the Operational Plan.

Redemption and borrowings

The Council has four outstanding loans as summarised in Table 12.

Purpose	Amount	Term	Rate	Annual repayments	DUE	Lender
LCLI Lewis Crescent	\$1,000,000	10 y	2.32%	\$112,131	May 2030	ANZ
LCLI Water Plant	\$4,000,000	10 y	1.48%	\$430,586	Jan 2031	NAB
Water Fund – Finley WTP	\$2,600,000	10 y	1.48%	\$281,630	June 2031	Internal – Sewer Fund
MISC Loan General Fund	\$1,000,000	10 y	1.48%	\$108,319	June 2031	Internal – Sewer Fund

Table 12. Existing Borrowings

The interest cost of both of the LCLI loans are partially offset by half of the interest rate charged, as part of the Low Cost Loans Initiative (LCLI) from the NSW government.

Proposed Loans (2025/26):

Purpose	Amount	Term	Rate	Annual repayments	DUE	Lender
General Fund – Office Refurbishment & Digital Transformation	\$4,000,000	10 y	TBC	TBC	April 2035	TBC

Table 13. Proposed Loans

Based on the loan program, the Council's projected outstanding debt is:

*The below tables do not currently include proposed loans

FUND	30 JUNE 2025 \$	30 JUNE 2026 \$	30 JUNE 2027 \$	30 JUNE 2028 \$
General	\$1,137,932	\$937,623	\$733,475	\$525,410
Water	\$3,911,586	\$3,254,561	\$2,587,771	\$1,911,072
Sewer	-	-	-	-
Sub Total	\$5,049,518	\$4,192,184	\$3,321,246	\$2,436,483
Less Internal loans	\$2,223,129	\$1,866,082	\$1,503,751	\$1,136,057
TOTAL	\$2,826,389	\$2,326,102	\$1,817,496	\$1,300,426

Table 14. Outstanding Debt

Total repayments of principal and interest would be as follows:

FUND	30 JUNE 2025 \$	30 JUNE 2026 \$	30 JUNE 2027 \$	30 JUNE 2028 \$
General	\$337,402	\$220,451	\$220,451	\$220,451
Water	\$712,216	\$712,216	\$712,216	\$712,216
Sewer	-	-	-	-
Sub Total	\$1,049,619	\$932,667	\$932,667	\$932,667
Less Internal loans	\$389,950	\$389,950	\$389,950	\$389,950
TOTAL	\$659,669	\$542,718	\$542,718	\$542,718
Less LIRS subsidy	\$1,681	-	-	-
Less LCLI subsidy	\$67,607	-	-	-
NET COST	\$590,381	\$542,718	\$542,718	\$542,718

Table 15. Loan Redemptions

Please note the remainder of the LCLI subsidy was paid out in full in 2024/2025 as per the loan schedule due to practical completion of the Barooga Water Treatment Plant.

Rates and Charges Yield

The proposed yields from the Council Rates and Annual Charges are shown in the table below. The gross yield from each charge is shown separately.

The pension rebate has been calculated for each fund and is shown as a net figure – the rebate provided by the Council, less the partial subsidy provided by the NSW Government.

The 2024/2025 yield shown is the figure expected to be levied in that year. The 2025/2026 figure is an estimate based on the rate increase proposed using land values as they exist in February 2025. The 2026/2027, 2027/2028 and 2028/2029 figures are projections based on the 2025/2026 estimates, with projected Rate Peg increases.

ORDINARY RATES					
% Increase-total net ordinary rate revenue		4.6%	4.0%	3.5%	3.5%
Rate Category	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Farmland	\$2,203,128	\$2,304,472	\$2,396,651	\$2,480,534	\$2,567,352
Residential	\$54,080	\$56,567	\$58,830	\$60,889	\$63,020
Residential Rural	\$431,832	\$451,696	\$469,764	\$486,206	\$503,223
Res. River Land – Barooga	\$0	\$0	\$0	\$0	\$0
Res. River Land – Tocumwal	\$0	\$0	\$0	\$0	\$0
Residential – Barooga	\$705,426	\$737,876	\$767,391	\$794,250	\$822,048
Residential – Berrigan	\$405,385	\$424,033	\$440,994	\$456,429	\$472,404
Residential – Finley	\$811,372	\$848,695	\$882,643	\$913,535	\$945,509
Residential – Tocumwal	\$1,037,726	\$1,085,461	\$1,128,879	\$1,168,390	\$1,209,284
Business – Barooga	\$96,725	\$101,075	\$105,118	\$108,797	\$112,605
Business – Berrigan	\$82,438	\$86,230	\$89,679	\$92,818	\$96,067
Business – Finley	\$200,599	\$209,827	\$218,220	\$225,858	\$233,763
Business – Tocumwal	\$168,654	\$176,412	\$183,468	\$189,890	\$196,536
Business Alt Energy – Fin	\$39,213	\$41,017	\$42,658	\$44,151	\$45,696
GROSS YIELD	\$6,236,579	\$6,523,461	\$6,784,295	\$7,021,746	\$7,267,507
Less Net Pension Rebate	-\$81,000	-\$81,000	-\$81,000	-\$81,000	-\$81,000
NET YIELD	\$6,155,579	\$6,442,461	\$6,703,295	\$6,940,746	\$7,186,507

WATER CHARGES					
% Increase – Access Charge		4.6%	4.0%	3.5%	3.5%
Access	\$2,635,687	\$2,756,820	\$2,867,093	\$2,967,441	\$3,071,301
Consumption	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
GROSS YIELD	\$3,635,687	\$3,756,820	\$3,867,093	\$3,967,441	\$4,071,301
Less Net Pension Rebate	-\$40,000	-\$40,000	-\$40,000	-\$40,000	-\$40,000
NET YIELD	\$3,595,687	\$3,716,820	\$3,827,093	\$3,927,441	\$4,031,301

Table 16. Proposed Rates & Charges Yields 2025/26

SEWER CHARGES					
% Increase		4.6%	4.0%	3.5%	3.5%
Sewerage	\$2,436,955	\$2,478,300	\$2,577,432	\$2,667,642	\$2,761,010
Pedestal	\$205,896	\$214,848	\$223,442	\$231,262	\$239,357
Low Pressure Sewer	\$23,892	\$82,764	\$86,075	\$89,087	\$92,205
GROSS YIELD	\$2,280,484	\$2,360,300	\$2,886,948	\$2,987,992	\$3,092,571
Less Net Pension Rebate	-\$38,000	-\$38,000	-\$38,000	-\$38,000	-\$38,000
NET YIELD	\$2,242,484	\$2,322,300	\$2,848,948	\$2,949,992	\$3,054,571

DOMESTIC WASTE, GARBAGE AND RECYCLING					
% Increase		4.6%	4.0%	3.5%	3.5%
Domestic Waste/Recycling	\$1,726,530	\$1,834,875	\$1,908,270	\$1,975,059	\$2,044,187
Domestic Waste Uncollected	\$19,296	\$20,368	\$21,183	\$21,924	\$22,691
Garbage/Business Recycling	\$123,027	\$232,844	\$242,158	\$250,633	\$259,405
GROSS YIELD	\$1,868,853	\$2,360,300	\$2,171,610	\$2,247,617	\$2,326,283
Less Net Pension Rebate	-\$42,000	-\$42,000	-\$42,000	-\$42,000	-\$42,000
NET YIELD	\$1,826,853	\$2,318,300	\$2,129,610	\$2,205,617	\$2,284,283

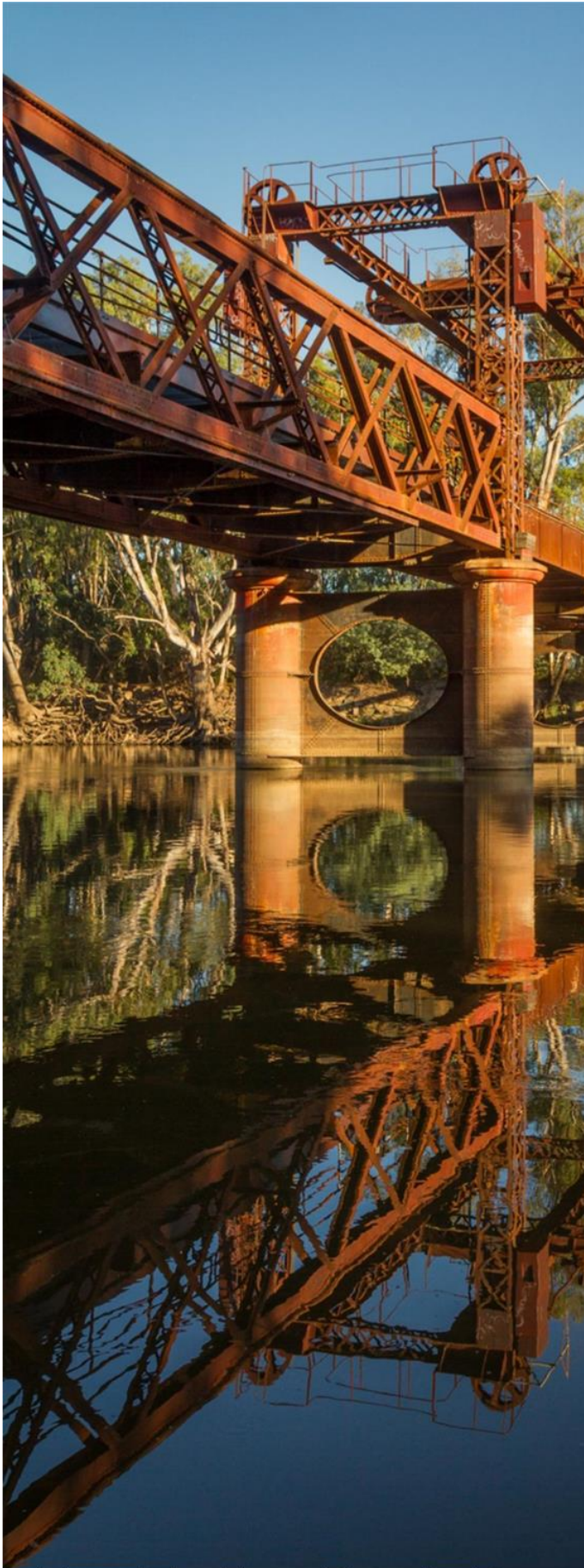
STORMWATER MANAGEMENT					
No increase – fixed by regulation		0%	0%	0%	0%
GROSS YIELD	\$77,325	\$77,325	\$77,325	\$77,325	\$77,325

TOTAL – ALL RATES AND CHARGES					
	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
GROSS YIELD	14,098,928	15,078,106	15,787,272	16,302,120	16,834,988
Less Net Pension Rebate	-201,000	-201,000	-201,000	-201,000	-201,000
NET YIELD	13,897,928	14,877,106	15,586,272	16,101,120	16,633,988

Table 16. Proposed Rates & Charges Yields 2025/26 (continued)







BERRIGAN SHIRE
BAROOGA • BERRIGAN • FINLEY • TOCUMWAL



Fees and Charges

2025-2026

Operational Plan 2025-2026

Reading our user fees and charges

Council provides a range of services through the following business and service units of Council:

- Development
- Sustainability
- Works
- Administration
- Community

The Fees and Charges Guide is organised by services provided and the business unit of Council responsible for that service. Each fee is also coded to identify the relationship between the service provided and its contribution toward the realisation of *Berrigan Shire 2040* themes and strategic outcomes

- CO. Our Community**
- EC. Our Economy**
- EN. Our Environment**
- IN. Our Infrastructure**
- CL. Our Civic Leadership**

Guidelines – User Fees and Charges

All Council fees and charges are set in line with the Council's adopted User Fees and Charges Policy. This policy states that where legally possible, the Council intends to charge users for the provision of **all** goods and services that it provides.

As a general rule the Council will set its fees and charges at a rate to generate the maximum amount of revenue possible to offset the cost burden of the provision of services borne by other sources of revenue such as rates and untied grants.

Therefore, the Council will at a minimum seek to recover the full cost of service provision from its customers and clients. This general principle will only be modified where other specific fee and charge setting principles as detailed in the Council's User Fees and Charges Policy apply.

Every fee or charge set by the Council will be based on a clear fee setting rationale. This rationale will be shown for each fee in the Fees and Charges Register.

The rationales applicable are as follows:

- **(A) Statute Limited** – Priced at the figure stipulated by law as applicable to this activity
- **(B) Cost Recovery** – Priced so as to return full cost recovery for the activities provided
- **(C) Commercial Basis** – Priced to cover the cost of the item plus a commercial mark-up
- **(D) Community Service Obligation** – Priced at below the cost of providing this activity as provision of the activity meets a social or economic objective of the Council.

The User Fees and Charges Policy Rationale Identifier (A, B, C etc.) appear beside the various fees and charges shown below. Where an asterisk appears next to the Policy ID (i.e. A*, B* etc.) the Council has identified that the maximum amount charged does not cover the cost to the Council of providing the service.

Where a fee or charge is shown as "**ND**", the Council has chosen not to disclose this amount – in accordance with clause 201(4) of *the Local Government Regulation 2021* – as disclosure could confer a commercial advantage on a competitor of the Council.

Note: The Council will use its best endeavours to determine the Goods and Services Tax (GST) status for each user fee and charge that it sets. However there may be fees and charges for which the Council is unable to confirm the GST status.

Accordingly, if a fee that is shown as being subject to GST is subsequently found not to be subject to GST, then that fee will be amended by reducing the GST to nil. Conversely, if the Council is advised that a fee which is shown as being not subject to GST becomes subject to GST, then the fee will be increased but only to the extent of the GST.

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

BERRIGAN SHIRE COUNCIL

DEVELOPMENT

Development Applications

Environmental Planning and Assessment Act 1979

Single Dwelling House and Additions	1.1	\$571.00	\$606.00	6.13%	Application	N	A
Less than \$100,000 - see Other Development Applications for over \$100,000							

Subdivisions

Including New Roads	1.2.1	\$885.00 plus \$65 per additional lot Last year fee \$833 plus \$65 per additional lot			Application	N	A
Not including New Roads	1.2.2	\$440 plus \$53 per additional lot Last year fee \$414 plus \$53 per additional lot			Application	N	A
Strata	1.2.3	\$440 plus \$65 per additional lot Last year fee \$414 plus \$65 per additional lot			Application	N	A
Not including Physical Works	1.3	\$333.00	\$379.00	13.81%	Application	N	A
On-farm Water Storage 15ML (SEPP 52)	1.4	\$285.00	\$285.00	0.00%	Application	N	A
Involving Liquor Licences or Places of Public Entertainment	1.5	\$285.00	\$285.00	0.00%	Application	N	A
Penalty (non compliance/planning infringement) fee	1.6	\$990.00	\$1,990.00	101.01%	Application	N	A
Site Inspection of works	1.7	Site Inspection of works - 2% of cost of engineering work Last year fee Site Inspection of works - 0.75% of cost of engineering work			Application	N	A
Check of engineering plans	1.8	Check of engineering plans - 2% of total cost of engineering work. Last year fee Check of engineering plans - 0.75% of total cost of engineering work.			Application	N	A
Administrative fee - engineering plans for S68 application prepared by Council	1.9	\$80.00	\$120.00	50.00%	Application	N	A

Additional Fees - other than State Significant Development

Additional Fee for DA for Designated Development		\$0.00	\$1,226.00	∞	Application	N	A
--------------------------------------------------	--	--------	------------	---	-------------	---	---

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Additional Fees - other than State Significant Development [continued]

Additional Fee for DA that is referred to design for review		\$0.00	\$3,996.00	∞	Application	N	A
Notice for Designated Development		\$0.00	\$2,957.00	∞	Application	N	A
Notice for Nominated Development, Threatened Species, Class 1		\$0.00	\$1,472.00	∞	Application	N	A
Giving notice for Prohibited Development		\$0.00	\$1,472.00	∞	Application	N	A
Giving notice of Development for Community Plan, which needs notice		\$0.00	\$1,472.00	∞	Application	N	A

Additional Fees for development application for Integrated Development

(a) Fee Payable to consent authority		\$0.00	\$187.00	∞		N	A
(b) Fee Payable to approval body		\$0.00	\$426.00	∞	Application	N	A

Additional fee for development requiring concurrence, other than if concurrence is assumed under this Regulation, section 55

(a) Fee Payable to consent authority		\$0.00	\$187.00	∞	Application	N	A
(b) Fee Payable to approval body		\$0.00	\$426.00	∞	Application	N	A

Other Development Applications

Pre-application Meeting Consulting Fee	1.6.1	Included in Charge Below. Last year fee Included in Charge Below.			Application	Y	A
\$0 to \$5,000	1.6.2	\$138.00	\$147.00	6.52%	Application	N	A
\$5,001 to \$50,000	1.6.3	\$226.00 plus an additional \$3 for each \$1,000 or part thereof of the estimated cost Last year fee \$212.00 plus an additional \$3 for each \$1,000 or part thereof of the estimated cost			Application	N	A
\$50,001 to \$250,000	1.6.4	\$469.00 plus an additional \$3.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$50,000 Last year fee \$442.00 plus an additional \$3.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$50,000			Application	N	A

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Other Development Applications [continued]

\$250,001 to \$500,000	1.6.5	\$1,544.00 plus an additional \$2.34 for each \$1,000 or part thereof by which the estimated cost exceeds \$250,000 Last year fee \$1,455.00 plus an additional \$2.34 for each \$1,000 or part thereof by which the estimated cost exceeds \$250,000	Application	N	A
\$500,001 to \$1,000,000	1.6.6	\$2,325.00 plus an additional \$1.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$500,000 Last year fee \$2,189.00 plus an additional \$1.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$500,000	Application	N	A
\$1,000,001 to \$10,000,000	1.6.7	\$3,483.00 plus an additional \$1.44 for each \$1,000 or part thereof by which the estimated cost exceeds \$1,000,000 Last year fee \$3,280.00 plus an additional \$1.44 for each \$1,000 or part thereof by which the estimated cost exceeds \$1,000,000	Application	N	A
Greater than \$10,000,000	1.6.8	\$21,146.00 plus an additional \$1.19 for each \$1,000 or part thereof by which the estimated cost exceeds \$10,000,000 Last year fee \$19,915.00 plus an additional \$1.19 for each \$1,000 or part thereof by which the estimated cost exceeds \$10,000,000	Application	N	A

Development Control

Advertising

Advertised development – minimum	1.7.1	Full costs borne by the applicant. Last year fee	Application	N	A
Advertised development – maximum	1.7.1	full costs borne by the applicant Last year fee full costs borne by the applicant	Application	N	A
Designated development – maximum	1.7.2	full cost borne by the applicant Last year fee full cost borne by the applicant	Application	N	A

Other

Integrated development and development requiring concurrence	1.7.3	Additional fee for development application for integrated development - (a) fee payable to consent authority (b) fee payable to approval body Last year fee Cost of normal Development Application plus an additional \$196 + \$421 for each consent body and approval body or concurrence	Application	N	A
--------------------------------------------------------------	-------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------	---	---

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Other [continued]

Designated development	1.7.4	In addition to any fee payable under Part 15, Division 1 of the EPA Regulations (clause 251 EP&A Regs), an additional fee of \$1,654 plus scheduled fee and all advertising costs borne by the applicant. Last year fee Maximum of \$1,154 plus scheduled fee and cost of advertising			Application	N	A
Contaminated sites	1.7.5	As per 1.9 plus all costs associated with peer review / independent assessment of submitted contamination report Last year fee As per 1.9 plus cost of independent assessment of submitted report			Application	N	A

Request to Review Determination

Modification Fees - other than State Significant Development

Modification that does not involve Minimal Environmental Impact		(a) The fee for the original development application was 1 fee unit or more \$253.00 (b) The original development application involved erecting a house with a cost of less than \$100,000 Last year fee			Application	N	A
Up to \$5,000		\$0.00	\$73.00	∞	Application	N	A
\$5,001 - \$250,000		\$113, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$5,000 Last year fee			Application	N	A
\$250,001 - \$500,000		\$666.00, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000 Last year fee			Application	N	A
\$550,001 - \$1,000,000		\$949.00, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000 Last year fee			Application	N	A
\$1,000,001 - \$10,000,000		\$1,314.00, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000 Last year fee			Application	N	A
Greater than \$10,000,000		\$6,310.00, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000 Last year fee			Application	N	A
Additional fee for modification if notice is required		\$0.00	\$886.00	∞	Application	N	A

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Modification Fees - other than State Significant Development [continued]

Additional fee for modification that has a statement from qualified designer		\$0.00	\$1,013.00	∞	Application	N	A
Additional fee for modification referred to Design Review Panel		\$0.00	\$3,996.00	∞	Application	N	A
Modification Application submitted on NSW Portal		\$0.00	\$46.00	∞	Application	N	A
Minor modifications – Section 4.55 (1) (Maximum)	1.9.1	\$89.00	\$95.00	6.74%	Application	N	A
Modifications involving minimal environmental impact – Section 4.55 (1A)	1.9.2	\$0.00	\$46.00	∞	Application	N	A

Rezoning

Initial assessment, site inspection/report to Council	1.10.1	\$794.00	\$831.00	4.66%	Application	N	B
Minor LEP amendment following Council decision	1.10.2	\$1,859.00	\$1,945.00	4.63%	Application	N	B
Major LEP amendment plus additional cost for consultant to prepare environmental study plus planning proposal	1.10.3	\$4,810.00	\$5,031.00	4.59%	Application	N	B
Amendment to Development Control Plan	1.11	\$450 plus all advertising costs borne by the applicant. Last year fee \$375 plus advertising			Application	N	B

Certificates

Construction Certificates

Subdivision – Per lot	2.1.6	\$196.00	\$205.00	4.59%	Application	Y	C
Subdivision supervision fee for new work carried out by private contractors on future Council assets	2.1.7	4.5% of estimated engineering const. cost. Invoiced. Last year fee 4.5% of estimated engineering const. cost.			Application	N	C
Processing of variations to Building Code of Australia	2.1.8	\$436 per clause Last year fee \$396 per clause			Clause	Y	C

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Construction Certificates [continued]

Modification of Construction Certificate	2.1.9	\$150 or 50% of original construction certificate fee, whichever is the lesser (for the modification of consent, plan / certificate. Last year fee \$150 or 50% of original fee, whichever is greater			Application	Y	C
\$0 to \$5,000	2.1.10	\$130.00	\$130.00	0.00%		Y	
\$5,001 to \$100,000	2.1.11	\$195 plus \$5.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$5,000 Last year fee \$195 plus \$5.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$5,000				Y	
\$100,001 to \$250,000	2.1.12	\$756 plus \$4.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$100,000 Last year fee \$756 plus \$4.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$100,000				Y	
\$250,001 to \$500,000	2.1.13	\$1,506 plus \$3.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$250,000 Last year fee \$1,506 plus \$3.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$250,000				Y	
\$500,001 to \$1,000,000	2.1.14	\$2,150 plus \$2.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$500,000 Last year fee \$2,150 plus \$2.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$500,000				Y	
\$1,000,001 to \$10,000,000	2.1.15	\$3,200 plus \$1.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$1,000,000 Last year fee \$3,200 plus \$1.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$1,000,000				Y	
Greater than \$10,000,000	2.1.16	\$13,150.00	\$13,150.00	0.00%		Y	

Compliance Certificates

Critical stage inspections	2.2.1	\$166.00	\$174.00	4.82%	Application	Y	C
Occupation certificate	2.2.2	\$166.00	\$174.00	4.82%	Application	Y	C
Subdivision Certificate	2.2.3	\$190.00	\$199.00	4.74%	Application	N	B

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Complying Development Certificates

Modification of Complying Development Certificate	2.3.5	Minor change (a change in area; a reconfiguration of openings; etc) fee of \$125. All other changes, a fee of 50% of the original Complying Development Certificate application fee. Last year fee 50% of original fee			Application	Y	C
\$0 to \$5,000	2.3.6	\$187.00	\$187.00	0.00%		Y	
\$5,001 to \$100,000	2.3.7	\$230 plus \$5.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$5,000 Last year fee \$195 plus \$5.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$5,000				Y	
\$100,001 to \$250,000	2.3.8	\$738 plus \$4.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$100,000 Last year fee \$705 plus \$4.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$100,000				Y	
\$250,001 to \$500,000	2.3.9	\$1,305 plus \$3.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$250,000 Last year fee \$1,305 plus \$3.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$250,000				Y	
\$500,001 to \$1,000,000	2.3.10	\$2,188 plus \$2.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$500,000 Last year fee \$2,155 plus \$2.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$500,000				Y	
\$1,000,001 to \$10,000,000	2.3.10	\$3,188 plus \$1.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$1,000,000 Last year fee \$3,155 plus \$1.00 for each \$1,000 (or part of \$1,000) of the estimated cost which exceeds \$1,000,000				Y	
Greater than \$10,000,000	2.3.11	\$12,300.00	\$12,900.00	4.88%		Y	

Planning Certificates

Planning certificate – Section 10.7(2)	2.4.1	\$95.00	\$125.00	31.58%	Application	N	A
Inclusion of advice on other relevant matters – Section 10.7(5)	2.4.2	\$116.00	\$136.00	17.24%	Application	N	A

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Building Certificates

Class 1 building or Class 10 building for each dwelling containing in the building or in any other building in the allotment	2.5.1	\$250.00	\$2,500.00	900.00%	Application	N	A
Any other class of building	2.5.2	\$350.00	\$4,000.00	1,042.86%	Application	N	A
In any case where the application relates to a part of a building and that part consists of an external wall only or does not otherwise have a floor area	2.5.3	\$250.00	\$400.00	60.00%	Application	N	A
If it is reasonably necessary to carry out more than one inspection of the building before issuing a building certificate (not exceeding \$75) for the issue of the certificate. However, the Council may not charge for any initial inspection	2.5.4	\$115.00	\$130.00	13.04%	Application	N	A
Floor area of building or part not exceeding 200m2	2.5.5	\$295.00	\$2,000.00	577.97%	Application	N	A
Exceeding 200m2 but not exceeding 2,000 m2	2.5.6	\$400 plus an additional 50 cents per square metres in addition to 200 square metres Last year fee \$325 plus an additional 50 cents per square metres in addition to 200 square metres			Application	N	A
Exceeding 2,000 m2	2.5.7	At least 3 times the normal fee, with a minimum of \$4000.00 Last year fee			Application	N	A
Copy of Building Certificate	2.6	\$25.00	\$30.00	20.00%	Copy	N	A
Certificate as to notices (s735A LG Act 1993)	2.8	\$130.00	\$180.00	38.46%	Application	N	A
Expedited provision of certificate (by arrangement)	2.9	\$50.00	\$55.00	10.00%	Application	N	B

Information Service Fee

Written response	2.10.1	\$120.00	\$126.00	5.00%	Application	Y	B
Written response and inspection	2.10.2	\$194.00	\$226.00	16.49%	Application	Y	B
Dwelling entitlement enquiry fee	2.11	\$200.00	\$220.00	10.00%	Application	Y	B

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Information Service Fee [continued]

Duplicate Construction, Compliance, Occupation and Complying development Certificates	2.12	\$46.00	\$56.00	21.74%	Application	N	B
Lodgement fee for all Part 4A certificates issued by private certifiers and kept by Council	2.13	\$39.00	\$44.00	12.82%	Certificate	N	A

Local Activity and Road Act Applications

Local Activities (s68) – other than those with a specific fee	3.1	\$159.00	\$166.00	4.40%	Application	N	B
Application to amend Local Activity Approval	3.2	\$117.00	\$122.00	4.27%	Application	N	B
Required Local Activity Inspections	3.3	\$138.00	\$150.00	8.70%	Application	N	B
Minor sewer works application fee	3.4	\$119.00	\$150.00	26.05%	Application	N	B
Septic tank (new)	3.5	\$255.00	\$297.00	16.47%	Application	N	B

Surveillance Fee

Hairdressers Beauty Salon	3.6.1	\$157.00	\$164.00	4.46%	Application	N	
Undertakers Mortuary	3.6.2	\$157.00	\$164.00	4.46%	Application	N	B
Underground Petroleum Storage Systems Inspection	3.6.3	\$180.00	\$190.00	5.56%	Application	N	

Temporary Occupation of Footpath by Fence or Hoarding During and Building Operation

Application	3.7.1	\$55.00	\$58.00	5.45%	Application	N	A
Occupation	3.7.2	\$14.00	\$15.00	7.14%	Week	N	B

Street Trading/Street Vending

Vehicle permit	3.8	\$157.00	\$165.00	5.10%	Application	N	B
Impounded Advertising Structure release fee	3.9	\$157.00	\$164.00	4.46%	Structure	N	B
Temporary Suspension of an alcohol-free zone Application		\$0.00	\$500.00	∞	each	N	B

On Site Sewerage

Registration	3.10.1	\$56.00	\$63.00	12.50%	Application	N	A
--------------	--------	---------	---------	--------	-------------	---	---

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

On Site Sewerage [continued]

Inspection	3.10.2	\$138.00	\$150.00	8.70%	Inspection	N	B
Water Connection application processing	3.11	\$80.00	\$84.00	5.00%	Application	N	A

Development Services Administration

Certified copy of document, map or plan	4.1	\$65.00	\$75.00	15.38%	Copy	N	A
Compliance Inspection Fee		\$0.00	\$120.00	∞	each	Y	
Search for drainage diagram required under Conveyancing Act.	4.2	\$88.00	\$105.00	19.32%	Diagram	N	B

Copy of diagram or written response provided

Caravan Parks, Camping Grounds and Manufactured Home Estates

Application for approval to operate (LGA 1993)	5.1	\$200.00	\$250.00	25.00%	Application	N	B
Per site (minimum \$140)							
Replacement approval	5.2	\$88.00	\$125.00	42.05%	Application	N	B
E.g. in the name of the new operator							
Inspection of manufactured home/ Reinspection	5.3	\$140.00	\$175.00	25.00%	Application	N	B

Environmental Health Services

Food Premises Administration Fee

Retail	6.1.1	\$170.00	\$178.00	4.71%	Application	N	B
Community	6.1.2	\$130.00	\$136.00	4.62%	Application	N	B
Food premises inspection fee	6.2	Maximum \$160 Minimum \$115			Inspection	N	B
		Last year fee Maximum \$160 Minimum \$115					
Issue of Improvement Notice – Food	6.3	\$333.00	\$348.00	4.50%	Notice	N	A

Private and Commercial Swimming Pools

Swimming Pool Act 1992 & Regulation 2008

Application for exemption from barrier requirements	7.1	\$95.00	\$100.00	5.26%	Application	N	A
-----------------------------------------------------	-----	---------	----------	-------	-------------	---	---

Barrier Compliance Inspection

Initial inspection	7.2.1	\$176.00	\$150.00	-14.77%	Inspection	Y	A
--------------------	-------	----------	----------	---------	------------	---	---

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Barrier Compliance Inspection [continued]

Reinspection and all subsequent inspections	7.2.2	\$111.00	\$100.00	-9.91%	Inspection	Y	A
Issue of compliance certificate	7.2.3	\$90.00	\$94.00	4.44%	Application	N	A

Companion Animals

Companion Animals Act 1998

Registration

Registration - Late Fee	8.1.3	\$22.00	\$23.00	4.55%	each	N	A
-------------------------	-------	---------	---------	-------	------	---	---

Dogs

Dog - Registration (desexing not recommended eligible pensioner)		\$0.00	\$35.00	∞	each	N	A
Dog - Registration fee (by 12 weeks or when sold if earlier than 12 weeks)	8.1.1.1	\$78.00	\$80.00	2.56%	each	N	A
Dog - Registration (by eligible pensioner)	8.1.1.2	\$34.00	\$35.00	2.94%	each	N	A
Dog - Desexed (Sold by Pound/Shelter)	8.1.1.3	\$0.00	\$0.00	0.00%	each	N	A
Dog - Additional fee (dog not desexed by 6 months)	8.1.1.4	\$262.00	\$189.00	-27.86%		N	A
Dog - Not Desexed or Desexed (not recommended)	8.1.1.5	\$78.00	\$80.00	2.56%	each	N	A
Dog - Not Desexed (recognised breeder)	8.1.1.6	\$78.00	\$80.00	2.56%	each	N	A
Dog - Working	8.1.1.7	\$0.00	\$0.00	0.00%	each	N	A
Dog - Service of the State	8.1.1.8	\$0.00	\$0.00	0.00%	each	N	A
Assistance Animal	8.1.1.9	\$0.00	\$0.00	0.00%	each	N	A

Cats

Cat - Registration (desexing not recommended eligible pensioner)		\$0.00	\$35.00	∞	each	N	A
Cat - Registration fee (by 12 weeks or when sold if earlier than 12 weeks)	8.1.2.1	\$68.00	\$70.00	2.94%	each	N	A
Cat - Eligible Aged Pensioner	8.1.2.2	\$32.00	\$35.00	9.38%	each	N	A
Cat - Desexed (sold by pound/shelter)	8.1.2.3	\$0.00	\$0.00	0.00%	each	N	A

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Cats [continued]

Cat - Registration (desexing not recommended)	8.1.2.4	\$68.00	\$70.00	2.94%	each	N	A
Cat - Not Desexed (recognised breeder)	8.1.2.5	\$68.00	\$70.00	2.94%	each	N	A

Annual Permits

Cat not desexed by four months of age	8.2.1	\$96.00	\$99.00	3.13%	each	N	A
Dangerous Dog	8.2.2	\$230.00	\$236.00	2.61%	each	N	A
Restricted Dog	8.2.3	\$230.00	\$236.00	2.61%	each	N	A
Permit - Late Fee	8.2.4	\$22.00	\$23.00	4.55%	each	N	C

Impounding and release

Rehomed animal - Vaccination	8.6	\$157.00	\$164.00	4.46%	Each	N	B
Rehomed animal - Veterinarian Check	8.5	\$90.00	\$94.00	4.44%	Each	N	B
Sustenance and release	8.2	\$18.00	\$25.00	38.89%	Per Day Per Animal	N	B
Out of hours release	8.3	\$370.00	\$387.00	4.59%	Instance	N	B
Microchipping of impounded animals	8.4	\$120.00	\$126.00	5.00%	Animal	N	B
Surrender Fee for Cats & Dogs	8.5	\$30.00	\$32.00	6.67%	Animal	N	B

Trap and Removal of Animals Hire Fee

Trap Deposit	8.5.1	\$105.00	\$110.00	4.76%	Animal	N	B
\$75 refunded on removal and return of trap in good condition \$75 refunded on removal and return of trap in good condition							
Trap Hire (minimum of 2 weeks or less)	8.5.2	\$27.50	\$29.70	8.00%	Animal	Y	B
\$25 minimum for two weeks or less and \$25 per week thereafter maximum hire fee payable \$750 (NB: max hire fee covers cost of the trap if not returned) \$25 minimum for two weeks or less and \$25 per week thereafter maximum hire fee payable \$750 (NB: max hire fee covers cost of the trap if not returned)							

Stock Control

Impounding

Horse, mule, ass, cow (cow and calf up to 3 months), camel, goat or pig	9.1.1	\$40.00	\$42.00	5.00%	Animal	N	B
Per animal - minimum \$100							
Rams, ewes, sheep / lambs	9.1.2	\$20.00	\$42.00	110.00%	Animal	N	B
Per animal - minimum \$100							

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Impounding [continued]

Droving, walking or transportation fees	9.1.3	Ranger time and/or cartage costs			Instance	N	B
		Last year fee Ranger time and/or cartage costs					

Sustenance

Cattle, horse	9.2.1	\$10.00	\$10.00	0.00%	Day	N	D
Plus Direct Costs							
Pig	9.2.2			Direct Costs	Day	N	D
				Last year fee Direct Costs			
Sheep	9.2.3	\$10.00	\$10.00	0.00%	Day	N	D
Plus Direst Costs							
Attending stock on roads	9.2.4			Direct Costs	Instance	N	D
				Last year fee Direct Costs			

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

SUSTAINABILITY

Waste Management Facilities

Residential Waste (Within Berrigan Shire)

General Waste - Uncompacted	10.1.1	\$50.00	\$53.00	6.00%	m3	Y	B
Minimum charge - \$5							
General Waste - Mechanically compacted	10.1.2	\$70.00	\$74.00	5.71%	m3	Y	B
Minimum charge - \$5							
Gas bottles (spiked and debunged)	10.1.3	\$0.00	\$5.06	∞	Each	Y	D
Mattresses	10.1.4	\$38.00	\$40.00	5.26%	each	Y	B
Car tyres	10.1.5	\$15.00	\$16.00	6.67%	Each	Y	B
Light truck tyres	10.1.6	\$22.00	\$23.00	4.55%	Each	Y	B
Heavy truck tyres	10.1.7	\$35.00	\$37.00	5.71%	Each	Y	B
Tractor tyres	10.1.8	\$165.00	\$173.00	4.85%	Each	Y	B
Earthmover tyres	10.1.9	\$280.00	\$293.00	4.64%	Each	Y	B
Chemical drums	10.1.10	\$24.00	\$25.00	4.17%	m3	Y	B
Asbestos (from within Berrigan Shire)	10.1.11	\$410.00	\$430.00	4.88%	m3	Y	B
Liquid bitumen waste	10.1.12	\$80.00	\$84.00	5.00%	m3	Y	B
Car batteries, white goods, scrap steel and the like	10.1.13	\$0.00	\$0.00	0.00%		Y	D
Green waste	10.1.14	\$13.00	\$14.00	7.69%	m3	Y	D

Commercial Waste (Within Berrigan Shire)

General Waste - Uncompacted	10.2.1	\$60.00	\$64.00	6.67%	m3	Y	C
Minimum charge - \$5							
General Waste - Mechanically compacted	10.2.2	\$80.00	\$85.00	6.25%	m3	Y	C
Minimum charge - \$5							
Asbestos	10.2.3	\$440.00	\$460.00	4.55%	m3	Y	C
Green waste	10.2.4	\$24.00	\$25.00	4.17%	m3	Y	C
Cardboard	10.2.5	\$59.00	\$62.00	5.08%	m3	Y	C

Waste (Outside Berrigan Shire)

Non Resident

General Waste - Uncompacted	10.3.1	\$130.00	\$138.00	6.15%	m3	Y	C
Minimum charge - \$5							

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Waste (Outside Berrigan Shire) [continued]

General Waste - Mechanically compacted	10.3.2	\$180.00	\$188.00	4.44%	m3	Y	C
Minimum charge - \$5							
Asbestos	10.3.3	\$750.00	\$780.00	4.00%	m3	Y	C
Green waste	10.3.4	\$30.00	\$32.00	6.67%	m3	Y	C
Cardboard	10.3.5	\$60.00	\$63.00	5.00%	m3	Y	C

Other Tip Charges

Fridge de-gassing	10.4.1	\$11.00	\$12.00	9.09%	Each	Y	B
Access to Landfill Outside Opening Hours (Minimum 2 hours)	10.5	\$465.00	\$486.00	4.52%	Each	Y	B

Waste Collection

Domestic Waste

Standard service (1 x 240L Green Bin, 1 x 240L Garbage Bin & 1 x 240L Recycling Bin)	11.1.1	\$494.00	\$517.00	4.66%	Each	N	B
Additional 240L Green Bin	11.1.2	\$231.00	\$242.00	4.76%	each	N	B
Additional 240L Garbage Bin	11.1.3	\$178.00	\$186.00	4.49%	Each	N	B
Additional 240L Recycling Bin	11.1.4	\$178.00	\$186.00	4.49%	Each	N	B
Uncollected	11.1.5	\$72.00	\$75.00	4.17%	Each	N	B

Business Waste

1 240L Green Bin, 1 x 240L Garbage Bin & 1 x 240L Recycling Bin	11.2.1	\$593.00	\$620.00	4.55%	Each	N	B
Additional 240L Green Bin	11.2.2	\$277.00	\$290.00	4.69%	each	N	C
Additional 240L Garbage Bin	11.2.3	\$214.00	\$224.00	4.67%	Each	N	B
Additional 240L Recycle Bin	11.2.3	\$214.00	\$224.00	4.67%	each	N	C

Town Water Supply

Access charge (standard connection)	12.1	\$631.00	\$660.00	4.60%	Year	N	B
Water restriction easement	12.2	\$10.45	\$10.93	4.59%	Month	N	B

Consumption - Treated

BGA, BER, FIN Stage 4 restrictions	12.3.1	\$1.62	\$1.69	4.32%	kL	N	B
------------------------------------	--------	--------	--------	-------	----	---	---

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Consumption - Treated [continued]

BGA, BER, FIN Other restrictions	12.3.2	\$1.15	\$1.20	4.35%	kL	N	B
BGA, BER, FIN No restrictions	12.3.3	\$1.05	\$1.10	4.76%	kL	N	B
TOC, Stage 4 restrictions	12.3.4	\$1.08	\$1.15	6.48%	kL	N	B
TOC Other restrictions	12.3.5	\$0.76	\$0.85	11.84%	kL	N	B
TOC No Restrictions	12.3.6	\$0.69	\$0.75	8.70%	kL	N	B

Consumption - Unfiltered

BGA, BER, FIN Stage 4 restrictions	12.4.1	\$1.00	\$1.05	5.00%	kL	N	B
BGA, BER, FIN Other restrictions	12.4.2	\$0.57	\$0.60	5.26%	kL	N	B
BGA, BER, FIN No restrictions	12.4.3	\$0.52	\$0.55	5.77%	kL	N	B
Berrigan Sports Club for water bypassing the Council's treatment and reticulation system	12.5	\$0.03	\$0.05	66.67%	kL	N	D
Consumption – Recreation reserves and public pools	12.6	1/10 of applicable consumption charge Last year fee 1/10 of applicable consumption charge			kL	N	D

Connection

Supply of meter kit

20 mm service	12.7.1	\$310.00	\$320.00	3.23%	each	N	B
Does not include installation							
25 mm service	12.7.2	\$450.00	\$470.00	4.44%	each	N	B
Does not include installation							
Larger than 25mm service	12.7.3	Priced on a individual cost recovery basis			each	N	B
		Last year fee Priced on a individual cost recovery basis					
Supply of meter kits, installation and trenching of a water connection larger than 25mm							

Installation

20 mm service	12.8.1	\$1,700.00	\$1,780.00	4.71%		N	B
Includes installation of meter and connection to main. Excludes purchase of meter kit and water trenching and service laying rate							
25 mm service	12.8.2	\$2,000.00	\$2,090.00	4.50%	each	N	B
Includes installation of meter and connection to main. Excludes purchase of meter kit and water trenching and service laying rate							

Trenching and Service Laying

Single	12.9.1	\$30.00	\$31.00	3.33%	metre	N	B
Dual (where same trench can be used)	12.9.2	\$40.00	\$42.00	5.00%	metre	N	B

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Disconnection

20mm	12.10.1	\$77.00	\$81.00	5.19%	Meter	N	B
2 x 20mm	12.10.2	\$123.00	\$129.00	4.88%	Meter	N	B
3 x 20mm	12.10.3	\$163.00	\$171.00	4.91%	Meter	N	B
Greater than 20mm	12.10.4	Direct costs plus indirect costs			Each	N	B
		Last year fee Direct costs plus indirect costs					

Reading and Testing

Requested read (refundable if error found)	12.11.1	\$37.00	\$40.00	8.11%	Property	N	B
Requested test (Refundable if error found)	12.11.2	\$143.00	\$150.00	4.90%	Meter	N	B
Requested leakage inspection	12.11.3	\$71.00	\$75.00	5.63%	Inspection	N	B

Filtered Water Supplied to Water Carters

Establishment fee	12.12.1	\$25.00	\$26.00	4.00%	Application	N	B
Water supplied via standpipe – Treated	12.12.2	\$3.75	\$4.00	6.67%	kL	N	B
Water supplied via standpipe – Unfiltered	12.12.3	\$1.60	\$1.75	9.38%	kL	N	C
Delivery of water from standpipe	12.13	On application				N	B
		Last year fee On application					

Not Disclosed

Sewer

Service charge	13.1	\$649.00	\$690.00	6.32%	Year	N	B
----------------	------	----------	----------	-------	------	---	---

Pedestal Charge

Rate-able Third and subsequent pedestal/urinal	13.2.1	\$138.00	\$144.00	4.35%	Urinal or Cistern	N	B
Non Rate-able Each pedestal/urinal	13.2.2	\$138.00	\$144.00	4.35%	Urinal or Cistern	N	B
Low pressure sewer pump maintenance charge	13.3	\$181.00	\$627.00	246.41%	Each	N	B

Connection

Standard

Establishment	13.4.1	\$850.00	\$890.00	4.71%	each	N	B
Trenching and installation	13.4.2	\$95.00	\$99.00	4.21%	metre	N	B

Inclusive of materials. Exclusive of cut-in cost and establishment

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Standard [continued]

Cut in		\$450.00	\$470.00	4.44%	each	N	B
In the event of no existing junction. Excluded sewer establishment cost and trenching and installation cost							

Low Pressure

Establishment	13.5.1	\$850.00	\$890.00	4.71%		N	B
Trenching and installation	13.5.2	\$100.00	\$105.00	5.00%	metre	N	B
Does not include establishment or supply and install of low pressure kit							
Boundary kit - supply and install	13.5.3	\$420.00	\$440.00	4.76%	each	N	B
Does not include establishment or trenching rate							

Trade waste

As per Liquid Trade Waste Policy

Application

Category 1	13.6.1	\$125.00	\$135.00	8.00%	each	N	B
Category 2	13.6.2	\$245.00	\$278.00	13.47%	each	N	B
Category 3	13.6.3	\$785.00	\$821.00	4.59%	each	N	B

Annual fee

Category 1	13.7.1	\$125.00	\$140.00	12.00%	year	N	B
Category 2	13.7.2	\$245.00	\$278.00	13.47%	year	N	B
Category 3	13.7.3	\$800.17	\$850.98	6.35%	year	N	B

Reinspection

Category 1	13.8.1	\$125.00	\$131.00	4.80%	each	N	B
Category 2	13.8.2	\$245.00	\$256.00	4.49%	each	N	B
Category 3	13.8.3	\$245.00	\$256.00	4.49%	each	N	B

Disposal

Category 1 - with appropriate pre-treatment	13.9.2	\$150.00	\$156.90	4.60%	kL	N	B
Category 1 - without appropriate pre-treatment	13.9.2	\$1.90	\$2.00	5.26%	kL	N	B
Category 2 - with appropriate pre-treatment	13.9.3	\$0.00	\$0.00	0.00%	kL	N	B
Category 2 - without appropriate pre-treatment	13.9.4	\$0.00	\$0.00	0.00%	kL	N	B
Chemical toilet	13.9.5	\$0.00	\$0.00	0.00%	kL	N	B
Septic tank waste	13.9.6	\$40.00	\$45.00	12.50%	kL	N	B

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Non-compliance

Category 1	13.10.1	\$130.00	\$140.00	7.69%	kL	N	B
Category 2	13.10.2	\$220.00	\$230.12	4.60%	kL	N	B
Excess mass charge and pH charge. This will be dealt on a case by case. The charge is determined based on the actual cost incurred or based on quote.	13.10.3	Site-specific calculation Last year fee Site-specific calculation				N	B
Penalty	13.10.3	Site-specific calculation (but broadly based on type and risk of non-compliance, officer time, duration of site visit(s), number of site visit(s), plus travel time). Last year fee Site-specific calculation (but broadly based on type and risk of non-compliance, officer time, duration of site visit(s), number of site visit(s), plus travel time).				N	B

Other

Truck Wash - Berrigan and Finley	13.12		\$1.50 per minute		Minute	Y	C
			Last year fee \$1.30 per minute				

Charged via AVDATA

Stormwater Drainage

Stormwater Management Charge

Strata title properties	14.1.1	\$12.50	\$12.50	0.00%	Year	N	A
Other properties	14.1.2	\$25.00	\$25.00	0.00%	Year	N	A

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

WORKS

Roads, Crossings and Private Works

Road opening permit	15.1	\$203.00	\$212.00	4.43%	Application	N	B
Supply and installation of Rural Address sign	15.7	\$281.00	\$294.00	4.63%	Sign	Y	B
Application for permanent road closure and report to Council	15.8	\$370.00	\$387.00	4.59%	Application	N	B

Restricted Access Vehicle Routes

Application fee Class 1 & 3 permits	15.10.1	\$88.00	\$92.00	4.55%	Application	N	B
Route assessment	15.10.2	Cost + 10% Last year fee Cost + 10%			Assessment	N	C
Structural assessment	15.10.3	Cost Last year fee Cost			Assessment	N	C
Heavy Vehicle Access Permit fast track	15.10.4	\$120.00	\$120.00	0.00%	each	N	B

Traffic Management Plans

Traffic Control Plan preparation	15.9.1	\$240.00	\$240.00	0.00%	each	N	B
Traffic Management Plan - implementation	15.9.2	at cost Last year fee at cost			each	N	B

Tocumwal Aerodrome

Access Charges

Property abutting Tocumwal Aerodrome containing one or more hangars	16.1.1	\$1.0597 per m2 of hangar space Maximum \$2,912 Minimum \$1090 Last year fee \$0.9634 per m2 of hangar space Maximum \$2,647 Minimum \$995			Year	Y	D
---------------------------------------------------------------------	--------	--------------------------------------------------------------------------------------------------------------------------------------------------	--	--	------	---	---

Note: Aerodrome fees apply from 1 July 2018

Gliding Operations	16.1.2	\$1600 in addition to Property abutting Tocumwal Aerodrome containing one or more hangars (16.1.1) Last year fee \$1450 in addition to Property abutting Tocumwal Aerodrome containing one or more hangars (16.1.1)			Year	Y	D
--------------------	--------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	------	---	---

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Access Charges [continued]

Regular commercial users 200 movements per year or less	16.1.3	\$871.00	\$915.00	5.05%	Year	Y	D
Regular commercial users 201 movements per year or more	16.1.4	\$1,760.00	\$1,848.00	5.00%	Year	Y	D
Visiting flying schools	16.1.5	\$381.00	\$418.00	9.71%	Week part thereof	Y	D

Aircraft Parking Fees (Powered and Unpowered)

Year	16.2.1	\$1,029.00	\$1,128.00	9.62%	Aircraft	Y	D
Week	16.2.2	\$21.00	\$23.00	9.52%	Aircraft	Y	D
Movement fees (Honesty box)	16.3	\$11.00	\$12.00	9.09%	Movement	Y	D
Overweight aircraft use application	16.4	\$197.00	\$256.00	29.95%	Application	Y	C

Aerobatics - In Accordance with the Tocumwal Aerodrome Management Plan

Conduct of events (including directly related training periods) Includes up to two events	16.5.1	\$1,889.00	\$1,983.00	4.98%	Year	Y	C
Training and practice (three days or part thereof)	16.5.2	\$97.00	\$102.00	5.15%	Aircraft	Y	C
Other aviation and commercial use, events etc.	16.6	By negotiation		By negotiation	Each	Y	C
		Last year fee		By negotiation			

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

ADMINISTRATION

Rating Services

Section 603 certificate	17.1	\$100.00	\$100.00	0.00%	Application	N	A
Section 603 certificate – expedited service surcharge	17.2	\$104.00	\$109.00	4.81%	Application	N	B
Certificate Reconciliation fee	17.3	\$32.00	\$33.00	3.13%	Month	N	B

Rate Enquiry Fee

Written	17.4.1	\$31.00	\$32.00	3.23%	Enquiry	N	B
Verbal	17.4.2	\$13.00	\$14.00	7.69%	Enquiry	N	B

Computer Sales Advice

One property	17.5.1	\$37.00	\$39.00	5.41%	Application	N	B
Up to 250 properties	17.5.2	\$55 + \$10 per 15 minutes staff time			Application	N	B
		Last year fee \$55 + \$10 per 15 minutes staff time					
Over 250 properties	17.5.3	\$65 + \$10 per 15 minutes staff time			Application	N	B
		Last year fee \$65 + \$10 per 15 minutes staff time					

Sales Listing for Registered Valuers

Supply of list	17.6.1	\$900.00	\$940.00	4.44%	Supply	N	B
Additional staff time	17.6.2	\$23.00	\$24.00	4.35%	15 minutes	N	B
Requested meter reading	17.7	\$37.00	\$39.00	5.41%	Reading	N	B
Accrual of interest on rates and charges	17.8	10.5% from 1 July 2025 to 30 June 2026 inclusive			Per Annum	N	A
		Last year fee 10.5% from 1 July 2024 to 30 June 2025 inclusive					

Valuation or Ownership Enquiry

Verbal enquiry	17.9.1	\$13.00	\$14.00	7.69%	Enquiry	N	B
Written enquiry	17.9.2	\$31.00	\$32.00	3.23%	Enquiry	N	B
Extract from valuation book	17.9.3	\$23.00	\$24.00	4.35%	Extract	N	B
Title search	17.10	\$46.00	\$48.00	4.35%	Search	N	B
Reallocation of Electronic Payment	17.11	\$46.00	\$48.00	4.35%	Each	N	B

Recovery of outstanding accounts

Debt recovery - legal action	17.12.1	At cost			each	N	B
		Last year fee At cost					

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Recovery of outstanding accounts [continued]

Early stage intervention for defaulting ratepayers (pre-legal action)	17.12.2			At cost	each	N	B
				Last year fee At cost			

Access to Information

Application fee	18.1	\$30.00	\$30.00	0.00%	Application	N	A
Processing charge	18.2	\$30.00	\$30.00	0.00%	Hour	N	A

Office Services

Returned cheque fee	19.1	\$20.00	\$20.00	0.00%	Instance	N	B
Cancelled cheque fee	19.2	\$20.00	\$20.00	0.00%	Instance	N	B

Maps

A1 with lots	19.3.1	\$42.00	\$42.00	0.00%	Map	N	C
A1 with roads only	19.3.2	\$25.00	\$26.00	4.00%	Map	N	C
A3 originals	19.3.3	\$21.00	\$22.00	4.76%	Map	N	C
A3 Photocopy/Print	19.3.4	\$6.00	\$6.00	0.00%	Map	N	C
A4 Photocopy/Print	19.3.5	\$4.00	\$4.00	0.00%	Map	N	C
Custom map – up to A1 size	19.3.6	\$158.00	\$158.00	0.00%	Map	N	C

Photocopying/Printing

A4	19.4.1	\$1.00	\$1.00	0.00%	Page	Y	C
A3	19.4.2	\$2.00	\$2.00	0.00%	Page	Y	C
Own paper	19.4.3	\$0.40	\$0.40	0.00%	Page	Y	C
Fax - Incoming and outgoing	19.4.4	\$2.00	\$2.00	0.00%	Page	Y	C

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

COMMUNITY

Community Facilities

Swimming Pools

Finley and Tocumwal

Daily entry - Child/Concession	20.3.1.1	\$3.00	\$3.50	16.67%	Each	Y	D
Daily entry - Children 0-2	20.3.1.2	\$0.00	\$0.00	0.00%	Each	Y	D
Daily entry - Family	20.3.1.3	\$20.00	\$21.00	5.00%	Each	Y	D
Daily entry - Full	20.3.1.4	\$5.00	\$6.00	20.00%	Each	Y	D
Daily entry - Non-Swimmer	20.3.1.5	\$0.00	\$0.00	0.00%	Each	Y	D
Season Ticket - Family	20.3.1.6	\$190.00	\$200.00	5.26%	Each	Y	D
Season Ticket - Single	20.3.1.1	\$100.00	\$110.00	10.00%	Each	Y	D

Berrigan

Daily Entry	20.3.2.1	\$0.00	\$0.00	0.00%	Each	Y	D
Fitness Swimming - Casual	20.3.2.2	\$5.00	\$6.00	20.00%	Each	Y	D
Fitness Swimming - Season - Child/Concession	20.3.2.3	\$100.00	\$110.00	10.00%	Each	Y	D
Fitness Swimming - Season - Full	20.3.2.5	\$150.00	\$160.00	6.67%	Each	Y	D
Season Ticket	20.3.2.6	\$0.00	\$0.00	0.00%	Each	Y	D

Parks

Tocumwal Foreshore

Market Site Fee	20.4.1.1	\$40.00	\$40.00	0.00%	Per Site	Y	C
-----------------	----------	---------	---------	-------	----------	---	---

Site Fee for the Tocumwal Foreshore Market
Site Fee for the Tocumwal Foreshore Market

Tocumwal Beach

Beach Camping Fees	20.5.1.1	\$7.50	\$10.00	33.33%	Per Adult	Y	B
--------------------	----------	--------	---------	--------	-----------	---	---

Town Beach Camping Fees to be \$10 per adult with children 14 and under free

Community Halls

Tocumwal War Memorial Hall

Foyer Hire - Groups larger than 40 people (4 hours)	20.1.3.3	\$120.00	\$130.00	8.33%	4 hour block	Y	B
Foyer Hire - Groups larger than 40 people (Full day)	20.1.3.4	\$250.00	\$265.01	6.00%		Y	B

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Tocumwal War Memorial Hall [continued]

Foyer or Main Hall Hire - Groups smaller than 40 people (4 hours)	20.1.3.1	\$60.00	\$70.00	16.67%	4 hour block	Y	B
Foyer or Main Hall Hire - Groups smaller than 40 people (Full day)	20.1.3.2	\$120.00	\$125.99	4.99%		Y	B
Main Hall, Foyer and Kitchen Hire - Groups larger than 40 people	20.1.3.5	\$200.00	\$210.00	5.00%	Half Day	Y	B
Main Hall, Foyer and Kitchen Hire - Groups larger than 40 people	20.1.3.6	\$400.00	\$420.00	5.00%	Day	Y	B

Retreat Public Hall

Retreat Public Hall Hire - Full Day	20.1.1.1	\$100.00	\$105.00	5.00%	Day	Y	B
Retreat Public Hall Hire - Half Day	20.1.1.2	\$50.00	\$55.00	10.00%	Day	Y	D

Finley School of Arts Hall

Finley School of Arts Hall - Hall Hire	20.1.2.1	\$30.00	\$32.00	6.67%	Hour	Y	B
Hire of Hall - \$30 per hour, plus \$100 bond to be paid for Major Functions. Hire of Hall - \$30 per hour, plus \$100 bond to be paid for Major Functions.							
Finley School of Arts Hall - Kitchen Hire	20.1.2.2	\$50.00	\$55.00	10.00%	Day	Y	B
Hire of Kitchen - \$50 per day flat rate. Hire of Kitchen - \$50 per day flat rate.							

Berrigan War Memorial Hall

Complete Hall Hire	20.1.4.1	\$150.00	\$160.00	6.67%	Per Day	Y	B
Complete Hall Hire (including setup prior) - \$150.00 Complete Hall Hire (including setup prior) - \$150.00							
Hall Only Hire	20.1.4.2	\$75.00	\$80.00	6.67%	Per Day	Y	B
Hall Only Hire - \$75 Hall Only Hire - \$75							
Supper Room Hire	20.1.4.3	\$75.00	\$80.00	6.67%	Per Day	Y	B
Super Room Only Hire - \$75 per day Super Room Only Hire - \$75 per day							
Rehearsals Hire	20.1.4.4	\$15.00	\$20.00	33.33%	Per Day	Y	B
Kitchen Hire	20.1.4.5	\$100.00	\$110.00	10.00%	Per Day	Y	B
Commerical use of Kitchen - \$100 per day Commerical use of Kitchen - \$100 per day							

Finley War Memorial Hall

Hall Hire (per hour)	20.1.5.1	\$22.00	\$24.00	9.09%	Per Hour	Y	B
----------------------	----------	---------	---------	-------	----------	---	---

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Recreation Reserves

Finley Recreation Reserve

Ground Hire	20.2.1.1	\$22.00	\$25.00	13.64%	Per Hour	Y	B
Kelly Room Hire	20.2.1.2	\$330.00	\$350.00	6.06%	Day	Y	B
Kitchen Hire	20.2.1.3	\$110.00	\$120.00	9.09%	Day	Y	B
Mary Gale Room Hire	20.2.1.4	\$220.00	\$235.00	6.82%		Y	B

Berrigan Recreation Reserve

Daily Hire (with kitchen)	20.2.2.1	\$302.50	\$320.00	5.79%	Day	Y	B
Daily Hire (without kitchen)	20.2.2.2	\$275.00	\$290.00	5.45%	Day	Y	

Barooga Recreation Reserve

Football Club Room Hire	20.2.3.1	\$500.00	\$520.00	4.00%	Day	Y	
Football Club Room - Kitchen Hire	20.2.3.2	\$275.00	\$290.00	5.45%	Day	Y	B
Ray Nye Stand Hire	20.2.3.3	\$300.00	\$310.00	3.33%	Day	Y	B
Ground/Court Hire	20.2.3.4	\$220.00	\$230.00	4.55%	Day	Y	B

Finley Showgrounds & Sporting Complex

Cricket Pavilion Hire - Youth/Senior	20.2.4.1	\$100.00	\$105.00	5.00%	Day	Y	B
Cricket Pavilion Hire - Commercial	20.2.4.2	\$200.00	\$209.99	5.00%	Day	Y	B
Cricket Pavilion & Sports Field Hire	20.2.4.10	\$150.00	\$155.00	3.33%	Day	Y	B
Sports Room & Kitchen Hire	20.2.4.3	\$150.00	\$155.00	3.33%	Day	Y	C
Sports Field Hire	20.2.4.4	\$50.00	\$55.00	10.00%	Day	Y	B
Sports Field & Toilet Hire	20.2.4.5	\$100.00	\$110.00	10.00%	Day	Y	B
Toilet Hire	20.2.4.6	\$50.00	\$55.00	10.00%	Day	Y	B
Cattle Shed Hire	20.2.4.7	\$150.00	\$160.00	6.67%	Day	Y	
Circus Hire	20.2.4.7	\$300.00	\$320.00	6.67%	Day	Y	B
Camping - No Power	20.2.4.8	\$10.00	\$15.00	50.00%	Day	Y	B
Camping - Power	20.2.4.9	\$20.00	\$25.00	25.00%	Day	Y	B

Museums

Tocumwal Railway Museum

Entry Fee	20.4.1.1	\$5.00	\$6.00	20.00%		Y	B
-----------	----------	--------	--------	--------	--	---	---

Finley & District Historical Museum

Membership Fee	20.4.2.1	\$10.00	\$12.00	20.00%	Yearly	Y	B
Entry Fee (Children under 16 free)	20.4.2.2	\$5.00	\$6.00	20.00%	Per Person	Y	B

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Libraries

Borrowings

Borrowing charge	22.1.1	\$0.00	\$0.00	0.00%	Loan	Y	B
Online search	22.1.2	\$4.40	\$4.40	0.00%	Search	Y	B
Internal transfer	22.1.3	\$0.00	\$0.00	0.00%	Loan	Y	B
Reservation	22.1.4	\$0.00	\$0.00	0.00%	Item	N	B
Inter-library loan	22.1.5	\$10.00	\$33.61	236.10%	Item	Y	B
Overdue notice	22.1.6	\$0.00	\$0.00	0.00%	Notice	N	B
Overdue fee (per item)	22.1.7	\$0.00	\$0.00	0.00%	Day	N	B
Inter Library Loan - from overseas	22.1.8	Cost Recovery			Day	Y	B
		Last year fee Cost Recovery					
Inter Library Loan - rush fee	22.1.9	\$52.00	\$61.30	17.88%	Day	Y	B
Inter Library Loan - express fee	22.1.10	\$70.50	\$83.00	17.73%	Day	Y	B

Services

Replacement membership card	22.2	\$3.00	\$3.00	0.00%	Issue	N	B
Public access computers	22.3	\$0.00	\$0.00	0.00%	Sitting	Y	B
Print/Photocopy	22.5	\$0.55	\$0.58	5.45%	Page	Y	B
Book Club Membership Fee	22.11	\$400.00	\$400.00	0.00%	Year	Y	B
Per person, Minimum \$500 per group							
Visitor and Non-Resident Membership Fee	22.11	\$35.00	\$35.00	0.00%	Year	Y	B

Fax

Initial sheet	22.6.1	\$1.25	\$1.31	4.80%	Page	Y	B
Additional sheets	22.6.2	\$0.55	\$0.58	5.45%	Page	Y	B
Scanning	22.7	\$1.25	\$1.31	4.80%	Page	Y	B

Laminating

A4	22.8.1	\$2.55	\$2.67	4.71%	Page	Y	B
A3	22.8.2	\$3.80	\$3.98	4.74%	Page	Y	B
Business card	22.8.3	\$1.25	\$1.31	4.80%	Page	Y	B
USB device	22.9	\$15.00	\$16.00	6.67%	Device	Y	B

Room Hire

Community Use (During Library Opening Hours)	22.10.1	\$0.00	\$0.00	0.00%	Use	Y	B
----------------------------------------------	---------	--------	--------	-------	-----	---	---

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

Room Hire [continued]

Community Use (After Hours)	22.10.2	\$19.00	\$20.00	5.26%	Use	Y	B
Commercial Use (Business and After Hours)	22.10.3	\$19.00	\$20.00	5.26%	Per Hour	Y	B

Cemetery

Applications and Reservations

Application Fee - Interment or Burial	23.1.3	\$0.00	\$88.00	∞	each	Y	B
Reservation - General Cemetery	23.3.1	\$0.00	\$385.00	∞	site	N	B
Reservation - Memorial Wall	23.7.1	\$0.00	\$275.00	∞	niche	N	B

Interment Industry Levy

Burial	23.1.1	\$0.00	\$171.60	∞	each	Y	A
Ashes	23.1.2	\$0.00	\$69.30	∞	each	Y	A

Burials

Lawn Cemetery

Standard Interment - All Towns	23.2.1	\$0.00	\$2,145.00	∞		Y	B
Surcharge for deeper hole	23.2.2	\$0.00	\$165.00	∞		Y	B
Second/Third Interments	23.2.2.2	\$0.00	\$2,002.00	∞	interment	Y	B
Excavation Surcharge - outside ordinary hours	23.2.2	\$0.00	\$409.20	∞	interment	Y	B
Stillborn (head of grave, no right of burial)	23.2.4	\$0.00	\$317.00	∞	interment	Y	B
Interment of ashes	23.2.3.2	\$0.00	\$86.90	∞	interment	Y	B

Name	Item No.	Year 24/25 Fee (incl. GST)	Year 25/26 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
------	----------	----------------------------------	----------------------------------	---------------	-------	-----	-----------

General Cemetery

Grave Digging - Machine - Ordinary hours	23.4.1	\$0.00	\$715.00	∞	interment	Y	B
Grave Digging - Machine - Outside ordinary hours	23.4.3	\$0.00	\$1,100.00	∞	interment	Y	B
Grave Digging - Hand - Ordinary hours	23.4.2	\$0.00	\$1,045.00	∞	interment	Y	B
Grave Digging - Hand - Outside ordinary hours	23.4.4	\$0.00	\$1,375.00	∞	interment	Y	B
Stillborn (designated area or head of grave)	23.3.3	\$0.00	\$317.00	∞	interment	Y	B

Memorial Wall

Placement in Niche - All Towns	23.7.2	\$0.00	\$1,545.50	∞	placement	Y	B
--------------------------------	--------	--------	------------	---	-----------	---	---

Plaques

Removal and Reattachment	23.6.4	\$0.00	\$33.00	∞	placement	Y	B
Postage	23.6.5	\$0.00	\$31.90	∞	each	Y	B
Lawn Cemetery - Dual	23.6.2	\$0.00	\$1,408.00	∞	each	Y	B
Lawn Cemetery - single	23.6.1	\$0.00	\$1,122.00	∞	each	Y	B
Lawn Cemetery - Detachable	23.6.6	\$0.00	\$220.00	∞	each	Y	B
Memorial Wall - Berrigan (190x190)	23.6.7	\$0.00	\$440.00	∞	each	Y	B
Memorial Wall - Barrooga, Tocumwal, Finley (152x152)	23.6.8	\$0.00	\$330.00	∞	each	Y	B
Standard Wall Plaque Berrigan 165x210	23.6.8	\$0.00	\$446.00	∞	each	Y	B
Memorial Wall - Finley New 150 x 210	23.6.9	\$0.00	\$275.00	∞	each	Y	B

Monuments

Permit to erect kerb and/or monument	23.5.1	\$0.00	\$50.00	∞	each	N	B
--------------------------------------	--------	--------	---------	---	------	---	---

Ongoing Maintenance

Lawn	23.2.3.3	\$0.00	\$587.40	∞	site	Y	B
Ashes	23.7.3	\$0.00	\$117.70	∞	niche	Y	B
General	23.3.4	\$0.00	\$79.20	∞	site	Y	B



FINANCIAL POSITION ANALYSIS

Berrigan Shire Council - 30 June 2025

FINANCIAL POSITION

The Key Issues

Cash position is better than previously reported.

Proposed Budget Realignment Measures to save \$8m pa not required and not realistic (in order to maintain current level of service delivery).

Proposed Capital works program is unable to be fully funded from the existing income streams.

THE CASH EQUATION

	Berrigan Financial Reports	2023/24 Actual \$000	Actual YTD May \$000	2024/25 Forecast \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000
Operating Income Less Operating Expenses Equals Net Operating	Cash Position							
	Operating Income	26,808	21,047	27,252	28,151	28,862	29,592	30,342
	Operating Expenses	(20,533)	(18,619)	(20,812)	(21,525)	(22,264)	(23,029)	(23,822)
	Net Operating	6,275	2,428	6,440	6,625	6,597	6,562	6,520
Capital grants & asset sales Less Capital Expense Equals Net Capital	Capital grants & contbns	6,743	2,351	2,351	2,398	2,446	2,495	2,545
	Proceeds from asset sales	78	220	220	-	-	-	-
	Capital Expense	(14,783)	(6,637)	(10,933)	(15,816)	(11,336)	(12,871)	(11,786)
	Net Capital	(7,962)	(4,066)	(8,362)	(13,418)	(8,890)	(10,376)	(9,241)
Net Income Less Net Capital Less Loan repayments Equals Net Cash* Plus Opening Cash Equals Closing Cash	Loan repayment	(675)	(607)	(607)	(500)	(509)	(519)	(529)
	Net Cash	(567)	(6,022)	(4,529)	(5,293)	(2,801)	(4,332)	(3,250)
	Opening Cash	43,197	42,630	42,630	38,101	32,809	30,008	25,675
	Closing Cash	42,630	36,608	38,101	32,809	30,008	25,675	22,426

*plus/less movements in debtors & creditors



Berrigan Financial Reports	2023/24 Actual	Actual YTD May	2024/25 Forecast	2025/26	2026/27	2027/28	2028/29
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Cash Position							
Operating Income	26,808	21,047	27,252	28,151	28,862	29,592	30,342
Operating Expenses	(20,533)	(18,619)	(20,812)	(21,525)	(22,264)	(23,029)	(23,822)
Net Operating	6,275	2,428	6,440	6,625	6,597	6,562	6,520
Capital grants & contbns	6,743	2,351	2,351	2,398	2,446	2,495	2,545
Proceeds from asset sales	78	220	220	-	-	-	-
Capital Expense	(14,783)	(6,637)	(10,933)	(15,816)	(11,336)	(12,871)	(11,786)
Net Capital	(7,962)	(4,066)	(8,362)	(13,418)	(8,890)	(10,376)	(9,241)
Loan repayment	(675)	(607)	(607)	(500)	(509)	(519)	(529)
Net Cash	(567)	(6,022)	(4,529)	(5,293)	(2,801)	(4,332)	(3,250)
Opening Cash	43,197	42,630	42,630	38,101	32,809	30,008	25,675
Closing Cash	42,630	36,608	38,101	32,809	30,008	25,675	22,426
Closing Cash - Budget 2025/26 (with \$8m savings pa)			29,421	20,562	21,063	23,565	21,877
Closing Cash - QBR3 and LTFP			29,421	26,084	22,988	20,096	12,359

THE CASH POSITION



Net Operating \$6.5m pa provides a solid base to fund Capital expenses.



Net Capital is increasing significantly and currently exceeds Council's available revenue streams (including 'Net Operating' above).

THE PREVIOUS REPORTS



Current Budget 2025/26 closing cash that proposes \$8m pa savings – Budget Realignment Measures.



Current LTFP closing cash that shows significant cash reduction.

- Closing cash (light blue) is more favourable than previously reported.
- Annual reduction to the closing cash (light blue) means the proposed Capital expense program cannot be sustained by the current funding sources.
- Necessary to either reduce Capital expense and/or increase revenue streams such as Capital grants.

THE INCOME STATEMENT

Berrigan Financial Reports	2023/24 Actual	Actual YTD May	2024/25 Forecast	2025/26	2026/27	2027/28	2028/29
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Income Statement							
Rates and Annual Charges	12,119	13,292	13,292	13,903	14,321	14,750	15,193
User Charges and Fees	3,304	2,827	3,084	3,177	3,272	3,370	3,471
Interest & Investment Revenue	1,404	1,315	1,435	1,449	1,463	1,478	1,493
Other Revenue	700	758	827	835	844	852	860
Grants & Contbns - Operating	9,281	2,855	8,615	8,787	8,963	9,142	9,325
Grants & Contbns - Capital	6,743	2,351	2,351	2,398	2,446	2,495	2,545
Net gain from disposal		220	220				
Joint Venture Gain							
Total Income	33,551	23,618	29,823	30,549	31,308	32,087	32,886
Employee Costs	(9,851)	(7,509)	(10,192)	(10,559)	(10,939)	(11,332)	(11,740)
Materials and Contracts	(9,832)	(10,005)	(9,415)	(9,744)	(10,085)	(10,438)	(10,803)
Other Expenses	(750)	(1,027)	(1,120)	(1,143)	(1,166)	(1,189)	(1,213)
Borrowing Costs	(100)	(78)	(85)	(80)	(75)	(70)	(65)
Net Loss disposal of assets	(3,171)			-	-	-	-
Total Expenses excl Depn	(23,704)	(18,619)	(20,812)	(21,525)	(22,264)	(23,029)	(23,822)
Depreciation	(8,967)	(8,967)	(8,967)	(9,191)	(9,421)	(9,656)	(9,898)
Total Expenses	(32,671)	(27,586)	(29,779)	(30,717)	(31,685)	(32,686)	(33,719)
Surplus / (Deficit)	880	(3,968)	44	(168)	(378)	(599)	(833)



Revenue base mainly rates / charges, user fees and operating grants – minimal year to year movement.



Cost base approx. \$21m to deliver day to day services and manage Council operations.

THE WAY FORWARD

1. Review and rework the 2025/26 Budget including measurement of the ongoing cost base comprising staff costs (approved positions) plus contract and material costs necessary to maintain ongoing service delivery.
2. Review the forward Capital expense program and seek to reduce the Net Capital by either:
 - a. Increasing Capital grants and contributions; and/or
 - b. A reduction/referment to the Capital expense program for new projects; and/or
 - c. A review and alignment to the Capital expense program for renewal projects (alignment to asset demand profile and/or depreciation expense).
3. Project the annual cash surplus on operations, after identifying one off items including carry forwards, available to fund the annual capital works program.
4. Rework the external and internal loan schedules to ensure interfund loans are eliminated and identify Council's capacity for new loan borrowing.
5. Prepare a detailed reserve schedule that records and projects annual reserve movements (transfers from and to reserves) and reconciles to the 2023/24 audited financial report.
6. Prepare revised 2025/26 Budget and closing cash projections by general, water and sewerage fund.



ABOUT CT MANAGEMENT GROUP



Led by the Executive Chairman and Managing Director, Michael Courtney, CT Management Group's vision is to be the trusted partner in building the financial sustainability and service capacity of organisations nationally.

CT Management Group services are also provided to State Agency, Corporate, Education and Not-for-Profit clients.

We acknowledge the Traditional Owners of the land on which we meet today and pay our respects to Elders past and present.

www.ctman.com.au/about-us/our-rap/

www.ctman.com.au

www.linkedin.com/company/ct-management-group
[www.facebook.com/CTManagement Group](https://www.facebook.com/CTManagementGroup)
[@ctmanagementgrp](https://twitter.com/ctmanagementgrp)



THANK YOU

Malcolm Lewis

0417 396 949

malcolmlewis@lgcg.com.au

www.ctman.com.au





Berrigan Shire

Community Engagement STRATEGY

AND

COMMUNITY
PARTICIPATION PLAN
2024-2029





Acknowledgement of country

Berrigan Shire Council acknowledges the Traditional Custodians of the lands on which we live and thrive. We pay our respects to their elders; past, present and emerging. The peoples of these great Nations, their spirits and ancestors will always remain with our waterways and lands.

Message from the Mayor



A handwritten signature in blue ink that reads "Julia McKean".

Dr Julia Cornwell McKean
Mayor, Berrigan Shire Council

Our Community Engagement Strategy reflects our commitment to serving and supporting the people who call Berrigan Shire home.

As a small and close-knit community, we know how important it is that everyone has the opportunity to have their say on the issues that matter most. This strategy is designed to make it easier for residents, businesses and community groups to connect with Council and contribute to the future of our towns.

At Berrigan Shire Council, we value genuine engagement. We've listened to your feedback and built this strategy around your voices. It recognises that while participation can sometimes be challenging, there are simple, practical ways to break down those barriers.

This strategy is about more than consultation - it's about making sure local voices are heard and reflected in the decisions we make together.

Our goal is to build trust, be transparent, and work hand in hand with our community to keep Berrigan Shire a great place to live, work and visit.

Let's keep the conversation going - your voice helps shape our future.

We asked, we listened, and we took action

YOUR FEEDBACK HAS BEEN THE DRIVING FORCE BEHIND THIS STRATEGY

We asked

Through engagement through the Community Strategic Plan and the Customer First Strategy, the community was asked how they would like Council to communicate and engage with them. This important step shows a commitment not just to pushing information outward, but genuinely seeking a two-way relationship. Feedback highlighted a strong preference for a variety of channels and an emphasis on timeliness, clarity, and accessibility.

The way we asked the community for their communication and engagement preferences was particularly important in developing this strategy. Rather than assuming a “one size fits all” approach, the survey specifically invited people to tell us:

- How they wanted to be communicated with,
- What kinds of information were important to them, and
- How quickly they expected to be informed.

This approach builds trust, because it demonstrates that Council values communication with the community – not just at them. It also sets a clear foundation for tailoring future engagement strategies to be more effective, inclusive and responsive.



Key Points

Multiple methods:

The community expressed a desire for communication through diverse channels – particularly email newsletters, council's website, social media platforms (particularly Facebook), printed newsletters, and direct mail for older residents.

Timeliness and regularity:

Respondents emphasised the importance of receiving information quickly and consistently, especially regarding disruptions to services, upcoming projects, or opportunities for input.

Personalised and relevant engagement:

People indicated they would like engagement to be more targeted to their interests – meaning they preferred not to receive “everything” but rather updates relevant to their area or concern.

Accessibility and plain language:

Clear, jargon-free communication was requested, with a recognition that different community members have different levels of digital literacy. This supports the continuation of traditional communication methods alongside digital ones.

Two-Way communication:

Respondents were not just asking to be informed; they want genuine opportunities to provide feedback and see how their feedback has influenced decisions. Formats suggested included short online surveys, quick polls, pop-up community stalls, and forums.



Introduction

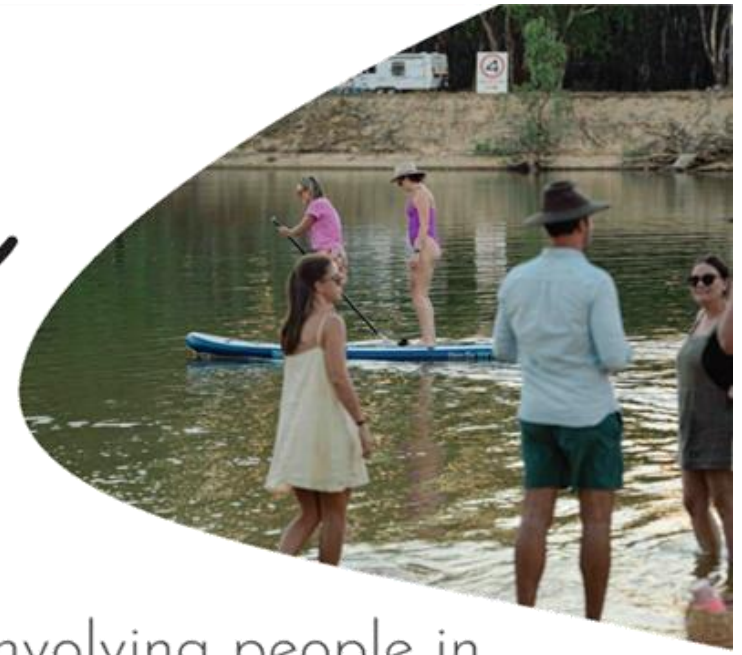
Berrigan Shire Council is deeply committed to fostering meaningful engagement with its community. This Community Engagement Strategy and Community Participation Plan serve as a guiding framework for encouraging, supporting, and facilitating active involvement in local decision-making processes. Through transparency, inclusivity, and collaboration, Council ensures that the voices of residents, businesses and stakeholders are not only heard but thoughtfully considered.

Recognising that effective engagement leads to stronger relationships and better outcomes, the strategy is designed to build trust and empower the community. It aligns with the legislative requirements of the *Local Government Act 1993 (NSW)* and the *Environmental Planning and Assessment Act 1979 (NSW)*, reinforcing Council's commitment to responsible governance.

By gathering feedback that reflects the views, needs, issues, and aspirations of the community, Council can make decisions that are informed, equitable, and sustainable. While engagement does not replace final decision-making, it plays a vital role in ensuring that recommendations put forward by staff are fair, well-rounded, and reflective of the community's interests.



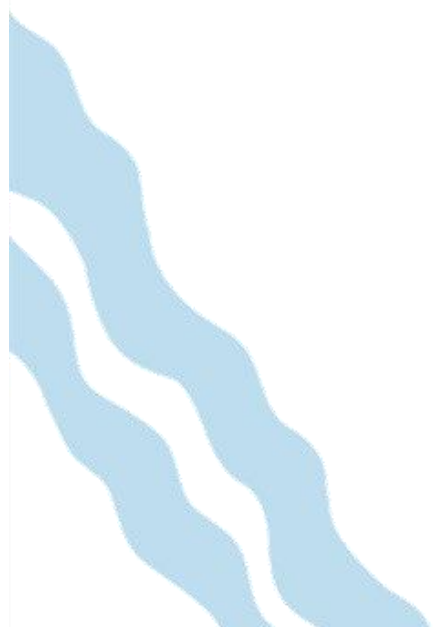
What is Community Engagement?



Community engagement is about actively involving people in shaping decisions that impact their lives and their community. It is a continuous, proactive process that fosters open dialogue and shared responsibility in decision-making.

Engagement can take many forms, ranging from simply providing information to empowering individuals with greater influence over outcomes. This spectrum ensures that participation is meaningful, reflective of different needs, and suited to varying levels of involvement.

Council acknowledges that everyone has the right to be informed and to contribute to discussions on projects that matter to them or affect their daily lives. Through thoughtful engagement, council gains valuable insights into community perspectives and priorities, enabling more informed decisions and the delivery of services that truly reflect the needs of the people.



Purpose

The purpose of this document is to:

- Define Council's approach to community engagement,
- Establish clear principles and practices for engaging with our community,
- Outline when and how the community can expect to be engaged,
- Fulfil Council's statutory obligations regarding community participation in planning and decision-making processes.

Through this Strategy and Plan, Berrigan Shire Council seeks to empower the community to contribute meaningfully to the development of policies, plans, projects and services that impact the future of our Shire.

Legislative Context

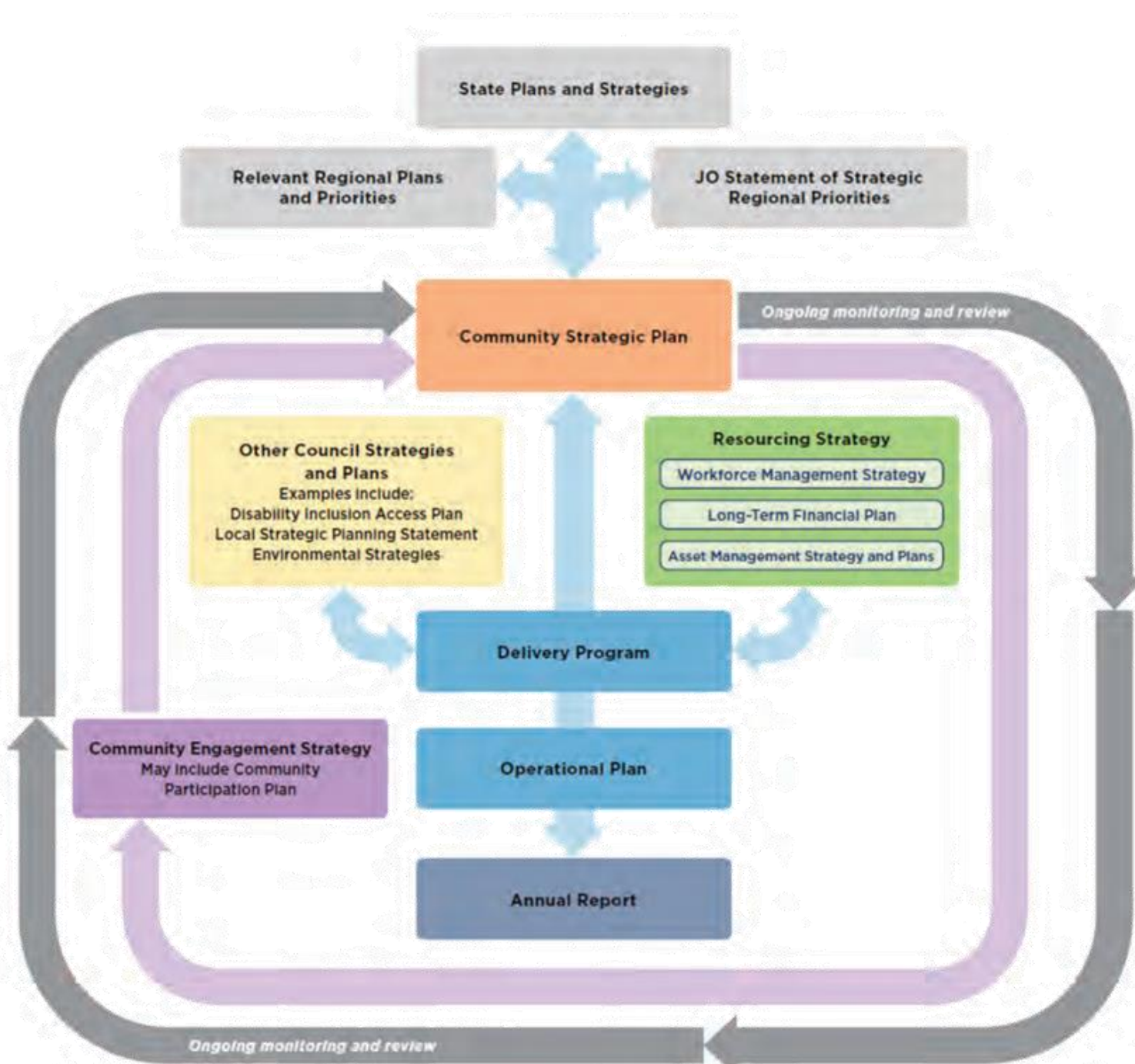
This Strategy has been prepared in accordance with:

- **Local Government Act 1993 (NSW)**
- **Environmental Planning and Assessment Act 1979 (NSW)**
- **Berrigan Shire Council's Community Strategic Plan 2040**

The Strategy ensures that Council's engagement practices meet relevant statutory requirements and reflect best practice standards.

Integrated Planning and Reporting Framework

Our approach to engagement is closely connected to the plans, strategies, and initiatives outlined in our Integrated Planning and Reporting Framework. This framework guides how frequently we engage with the community on various projects and decisions. The feedback we receive plays a vital role in shaping every aspect of our work—from daily operations to long-term goals—ensuring that our strategies and services align with the needs and priorities of the people we serve. A key initiative aligned with this approach is CL1. Improve Council processes to make doing business with Council easier, as outlined in the Community Strategic Plan..



What is our approach?



Effective community engagement is fundamental in shaping our Shire's strategic direction and informing the policies and plans that support its vision.

Our approach is guided by the requirements set out in the *Local Government Act 1993*, ensuring transparency and accountability in our decision-making processes.

Where Council has control over the outcome of a decision, we are committed to best-practice engagement. To achieve this, we follow the internationally recognized framework of the International Association for Public Participation (IAP2), which helps us determine how we engage and on what issues.

Our engagement methods are tailored to the specific needs and impacts of each project, ensuring meaningful participation. While legislation sets the minimum requirements for planning-related projects, we strive to go beyond these to foster genuine collaboration with our community.

IAP2 Spectrum of Public Participation

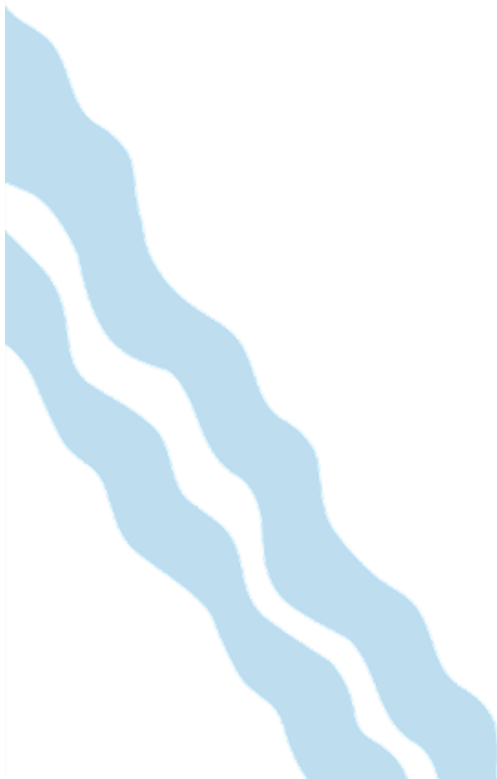
IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION					
PUBLIC PARTICIPATION GOAL	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Our Engagement Principles

Berrigan Shire Council commits to the following engagement principles:

1. Inlusiveness: Engagement activities will provide equitable opportunities for all members of the community to participate.
2. Transparency: Council will provide clear, accessible, and timely information about issues, processes, and decisions.
3. Responsiveness: Community input will be genuinely considered in decision-making, and feedback will be provided.
4. Consistency: Engagement will be guided by a consistent framework across all Council departments.
5. Respect: All participants will be treated with dignity and respect.



The Process

This strategy serves as a framework for planning and implementing effective community engagement. Successful engagement programs are built on careful preparation and thoughtful planning, ensuring that every initiative is inclusive and well-informed.

When planning engagement, we consider various factors, including who will be affected, the extent of the project's impact, and the level of community interest. Additionally, we consider the requirements for public participation—such as minimum or maximum exhibition timeframes—to ensure that the community has ample opportunity to provide input.



Risks and Opportunities when engaging

Council must address several factors to ensure meaningful community participation:

Encouraging broad participation – Widespread promotion is essential.

Ensuring accessibility – Use diverse methods and accessible locations.

Reaching underrepresented groups – Targeted outreach strengthens inclusivity.

Resources & time – Provide clear information and varied engagement opportunities.

Cost – Ensuring value for money spent on engagement.

Expectations – Define scope to align community understanding.

Internal Collaboration – Early staff involvement enhances engagement success.

Consultation fatigue – Stagger efforts to maintain thoughtful participation.

Proactively tackling these challenges ensures a more effective and responsive engagement process.

When we Engage

Council will engage the community when:

- Preparing or reviewing the Community Strategic Plan, Delivery Program, or other key strategic documents,
- Developing or reviewing relevant policies and plans,
- Proposing changes to services or facilities,
- Preparing Local Strategic Planning Statements and Local Environmental Plans,
- Considering significant development proposals,
- Responding to emerging community issues or opportunities.

How we Engage

Council will use a range of engagement methods appropriate to the nature and significance of the issue, including but not limited to:

- Public exhibitions,
- Submissions,
- Surveys and questionnaires,
- Listening Posts
- Public meetings and workshops,
- Community reference groups,
- Online engagement platforms,
- Stakeholder interviews,
- Social media campaigns.

Roles and Responsibilities



The Mayor

- Serves as the Council's spokesperson, advocating for engagement
- in key strategic initiatives, including the development of the
- Community Strategic Plan.
- Strengthens partnerships between Council and key stakeholders to foster collaboration.

Mayor and Councillors

- Champion community engagement, actively supporting and participating in discussions on the Community Strategic Plan.
- Contribute to the development of Integrated Planning and Reporting documents, ensuring alignment with community needs.
- Endorse the Community Strategic Plan on behalf of the community and approve related Integrated Planning and Reporting components
- Engage directly with the community alongside Council staff to encourage meaningful participation.

Council Staff

- Lead the preparation of the Community Strategic Plan and Integrated Planning and Reporting documents for Council endorsement.
- Ensure residents have access to clear and relevant information to support meaningful participation in planning processes.
- Develop strategies and initiatives to facilitate effective community engagement.
- Implement the Community Engagement Strategy and provide timely insights on community perspectives.
- Establish accessible and diverse engagement opportunities to strengthen connections between Council and the local community.

This structured approach ensures that engagement is collaborative, transparent, and responsive to community needs.

Community Participation Plan (Planning Functions)

In accordance with the *Environmental Planning and Assessment Act 1979 (NSW)*, Berrigan Shire Council's Community Participation Plan sets out how and when the community can participate in Council's planning functions.

Council will:

- Notify the community of planning proposals and development applications through appropriate channels,
- Make planning documents publicly available for review during exhibition periods,
- Provide opportunities for written submissions,
- Consider community submissions in decision-making processes.

Review and Evaluation

This Strategy and Plan will be reviewed at least once every four years in line with Council's Integrated Planning and Reporting framework.

Council will evaluate engagement activities to assess:

- The effectiveness of methods used,
- The level and diversity of participation,
- How community input has influenced decisions.

Continuous improvement will be a focus to ensure engagement practices evolve to meet community expectations.



Responding to Feedback

We are committed to ensuring that community feedback is carefully considered in our decision-making processes. Once feedback has been reviewed, council staff will determine appropriate next steps or recommendations. To close the loop and keep the community informed, we will:

- Update the Berrigan Shire Council project page with 'What we Heard' and next steps.
- Email participants with a summary of consultation results and a link to the project
- Include engagement findings in council reports, presenting key statistics and insights from the consultation process.

By following this approach, we ensure transparency, accountability, and meaningful community involvement in shaping decisions.





Berrigan Shire Council

 56 Chanter Street, Berrigan NSW 2712

 (03) 5888 5100  www.berriganshire.nsw.gov.au