

Annual Report 2018 - 2019



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About us

Consisting predominantly of irrigated rural land the Berrigan Shire is in the southern Riverina. Agriculture, transport and tourism form the basis of its income. The Berrigan Shire is located to the north of the Murray River half way between Albury and Echuca less than a three-hour drive from Melbourne.

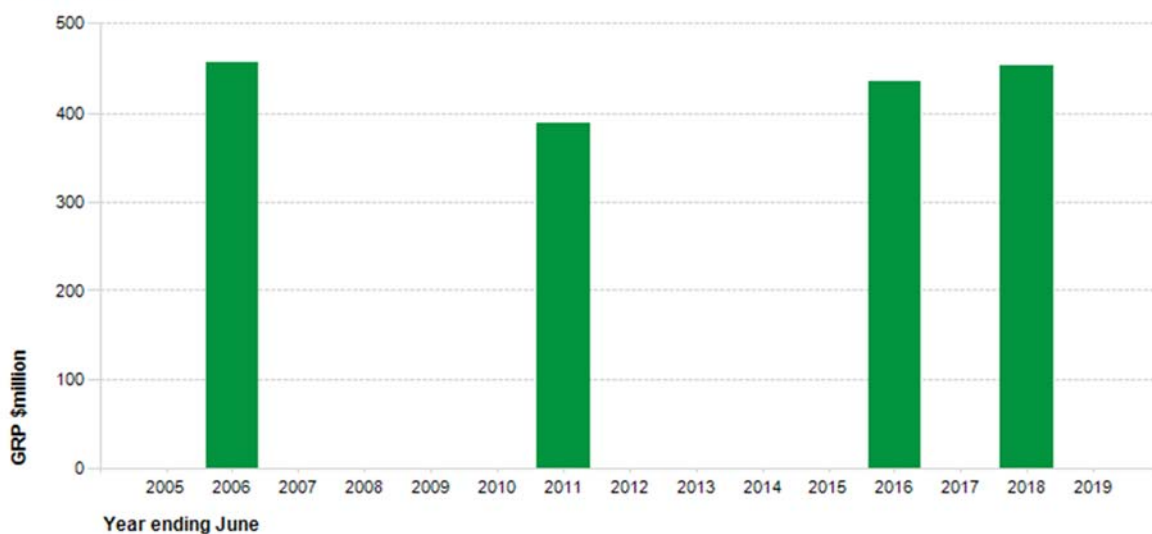
Our Council boundaries encompass the towns of Barooga, Berrigan, Finley and Tocumwal, offering residents and visitors a range of first-class recreation, lifestyle, health and education facilities.

Fast Facts

Gazetted as a Shire:	1906
Forecast Population 2018:	8,748
Number of Councillors:	8
Length of our roads:	1,316 km

Gross Regional Product

Berrigan Shire



Source: National Institute of Economic and Industry Research (NIEIR) ©2018
Compiled and presented in economy.id by .id the population experts

.id the population experts



Our Vision

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

Developed at the Shire's Futures Conference (June 2011) and reviewed by the Council in 2016 our vision reflects the top 'preferred futures' of our communities that:

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

The message from our communities in 2011 and in 2016 remains that our communities value the Shire's natural assets and advantages

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

Berrigan Shire 2027 is our Community Strategic Plan and the achievement of its Vision and priorities, is a collaboration requiring the involvement of our communities, individuals, local businesses, and Council. A collaboration requiring also engagement and partnership with other levels of government and the non-government service providers that outreach to and provide services in our towns.



Mayor



Again we find the ongoing challenges that face our region along with most parts of NSW and QLD in the drought. This topped with no water allocation for our area is presenting many issues for both our farming community and our towns.

There are many different groups putting their views forward, also many media outlets are now exposing this ongoing saga. Our irrigation area has first class infrastructure, state of the art farming practices and a soil profile to produce food and fibre. Now we just need wiser heads to prevail in making the right policy decisions going forward so we do not continue to find ourselves in this position.

The past 12 months have seen the Council benefit from record levels of funding whilst this presents its challenges it has allowed the Council to provide its core activities and upgrade infrastructure. Outside of the Council core business there we continue to support a diverse range of activities designed to drive continued growth in the Shire.

The relaunch of the business awards was a great success. Being able to show case the many existing and new business's within the Shire. The videos that each nominee received to use as promotion was also a hit.

The community Bendigo bank continues grow and provide a face-to-face banking in the Berrigan community. Also, the expansion of activity at the Tocumwal aerodrome is something that the council should be proud of. The growth and sales of blocks is creating a life style for those with aviation interests.

Strawberry Fields continues to grow as a signature event within the Shire. This year Strawberry Fields using their event expertise collaborated with the Shire to provide a drought concert that was a success.

Council continues to roll out its town entry program throughout the shire. In Berrigan with new signs, streetscape works and tree planting along with plans to upgrade both parks.

Infrastructure projects have been completed and continue to be rolled out. The Tocumwal Street scape works and foreshore redevelopment continues to progress. The Finley skate park has given the youth of Finley a place to enjoy outdoor activities for all ages. Stages 1 and 2 have been completed at the Barooga adventure playground. The Berrigan netball courts; a welcome upgrade were showcased at the PFNL grand final.

I'd personally like to thank all the staff of the Berrigan Shire for your dedication, commitment and desire to continually present the shire as a place to live, work, invest and raise a family. There are many reasons we choose to live, work and raise our families within the Berrigan Shire and if we continue to work together then we can provide these opportunities for all.

Finally I'd like to thank all those throughout the Berrigan Shire who have supported myself and my family. To the General Manager, Staff and fellow Councillors I thank you for your support.

I look forward to the next 12 months.

Councillor Matthew Hannan
Mayor Berrigan Shire



General Manager



This report reflects the completion of the third year of the Council's four-year term. The Council's achievement of its strategic priorities identified in its Delivery Program is well advanced either with most actions completed or on track for completion. Those targets not met either reflect a change in circumstance or the action no longer being required.

This term has seen the continuing push by the State Government in its reform of local government through development and implementation of an updated Code of Conduct and a mandated Code of Meeting Practice.

In terms of the Council itself, its continued strong financial position, coupled with an ongoing and significant financial boost from the State has seen both the continuation of long-term projects and the development of new projects that would have taken quite a bit longer to realise had it not been for the additional State funding. This State support has been appreciated and has again driven the development of new or updated community facilities that the Council would have struggled to achieve in the short to medium term.

Two of the new facilities completed this year stand out.

Firstly, is the Tocumwal Splashpark that has been extremely popular with local and regional users. The impact of this facility upon visitation to the area was underestimated as was the impact that it has had upon local businesses.

Secondly, is the completion of the early stages of the Barooga Adventure Park which like the Tocumwal Splashpark has been extremely popular with local and regional users and again has had an underestimated impact on local businesses. Unlike the Splashpark which has an intensive use over warmer months, the Adventure Park has a lower level of usage both over a much extended period.

This year has also seen the finalization of plans and commencement of works for the improvement of the Finley School of Arts. While this project does not enjoy universal support its completion will nonetheless provide a much improved heritage and arts facility for the community.

The Finley solar farm development was a first for the Shire and its construction has provided a strong, timely but short term abatement to the impact of the current drought and implementation of the Murray Darling Basin Plan.

The Council's commitment to development of its staff was again evident through the implementation of its "Emerging Leaders" program. This program has seen eleven staff develop their leadership skills so that they can help to make Berrigan Shire even better.

The Council's land development program at Tocumwal Aerodrome has continued its previous success with a total of 25 of 29 developed lots now sold. This development has significantly improved the economic value of the Aerodrome and has brought a wealth of new skills and enthusiasm to aviation in the area.

Whilst the Council did not support the proposal, the Central Murray County Council was wound up by the State and part of its responsibilities transferred to the Council. Despite its support for the Central Murray County Council continuing as a Noxious Weeds Authority the Council must now embrace its new responsibilities and provide the required services albeit at a higher cost than the CMCC could provide these.

The Council again supported and hosted the Strawberry Field music festival. While there are obvious concerns associated with this type of event, the Council has not worked with a more professional and dedicated management group. This event obviously has a strong economic impact upon the Shire area but importantly also brings a whole new demographic of visitors to the area.

The Council's membership of the Riverina and Murray Joint Organization continues to develop and good progress has been made with the development of regional strategic priorities and associated activities to pursue these.

The Town Entry Improvement program has now reached the point where planning processes in all four towns are basically complete. Implementation works are well underway at Tocumwal and Finley and have commenced at Berrigan and Barooga. The additional planning work at Tocumwal that saw a coordinated Tocumwal Foreshore Master Plan developed to coordinate with the Town Entry Improvement Plan was rewarded with the securing of State funding for a large proportion of the works at the Foreshore.

The Council's operation of the Bendigo Community Bank continues to struggle to be viable however it is providing an essential community service. The Council is reviewing its continued use of the Bank to provide its banking services as they are not presently being provided at a level expected by the Council.

This year saw long-term serving Director of Technical Services, Mr Fred Exton commence transitioning to retirement and assuming the position of Engineering Services Manager. As a part of a succession plan the former Engineering Services Manager, Mr Matthew Clarke has been promoted to the position of Director of Technical Services. I thank both Matt and Fred for the professional manner in which this transition was executed.

These results would not have been achieved without the co-operation and commitment of the Council to whom I extend my thanks and appreciation. I would also like to express my appreciation to the Council, all of the Council staff, especially the senior management team without whom the Council's goals could not be delivered.



Rowan Perkins
GENERAL MANAGER

Shire Profile



Population		Our Top Employing Industries	
			% of Jobs
Median Age	49 years	Sheep, Beef Cattle and Grain Farming	10.1
Number of Households	3,639	School & Education	5.7
Households with Children	994	Road Freight and Transport	3.7
Occupied Private Dwellings	3,649	Residential Care	3.5
Average people per household	2.2		
Median monthly mortgage repayments	\$ 857		

Source: <https://profile.id.com.au/berrigan>

Council Meetings

Council meetings are open to the public and held on the third Wednesday of the month commencing at 9.15 am in the Council Chambers, 56 Chanter Street, Berrigan. Residents and ratepayers are encouraged by Council to attend Council meetings at 9.00 am for Public Question Time.

Eight Councillors, representing the whole Shire are elected to Council and ordinarily serve a four-year term. Council's mayor and deputy mayor are elected on a biennial basis by Councillors.

Committees of Council meet on the Wednesday two weeks prior to a Council meeting. Major working Committees of Council are:

- Corporate Services
- Technical Services
- Business and Economic Development
- Risk Management

Council's Strategic Planning framework and suite of integrated plans and strategies guide its decision-making: A suite of plans and strategies which include:

- 10-year Community Strategic Plan;
- 10-year Resourcing Strategy;
- 4-year Delivery Program; and
- Annual Operational Plan.

These plans describe the scope of Council services and the resources (human, physical and financial) needed to ensure the public safety and wellbeing of residents, local businesses and visitors to our Shire.

Meeting Attendance

DATE	Cr BODEY	Cr BRUCE	Cr REYNOLDSON	Cr GLANVILLE	Cr HANNAN	Cr JONES	Cr MORRIS	Cr TAYLOR
19/06/2018	✓	✓	✓	✓	✓	✓	✓	✓
15/05/2019		Apology	✓	✓	✓	✓	✓	✓
17/04/2019	✓	✓	✓	✓	✓	✓	✓	✓
20/03/2019	✓	✓	✓	✓	✓	✓	✓	✓
20/02/2019	✓	✓	✓	✓	✓	✓	✓	✓
16/01/2019	✓	✓	✓	✓	✓	✓	✓	✓
12/12/2018	✓	✓	✓	✓	✓	✓	✓	✓
21/11/2018	✓	✓	✓	✓	✓	✓	Apology	✓
17/10/2018	✓	✓	✓	✓	✓	✓	Apology	✓
19/09/2018	✓	✓	✓	✓	✓	✓	✓	✓
Extra 19/09/2018	✓	✓	✓	✓	✓	✓	✓	✓
15/08/2018		✓	✓	✓	✓	✓	✓	✓
Extra 1/08/2018	Apology	✓	-	Apology	✓	✓	✓	✓
18/07/2018	✓	✓	-	✓	✓	✓	✓	✓

Councillors



Top Left to Right: Councillor Roger Reynoldson, Councillor Matthew Hannan (Mayor), Councillor Colin Jones

Middle Row: Councillor Denis Glanville and Councillor Ross Bodey

Bottom Row Left to Right: Councillor John Bruce, Councillor Daryl Morris (Deputy Mayor) and Councillor John Taylor

Rowan Perkins

General Manager

Council Management / Operations
Risk Management
Strategic and Social Planning
Economic Development
Councillor Support



Fred Exton 1 July 2018 – 4 March 2019

Director of Technical Services

Roads, Bridges, Footpaths, Drainage
Depot & Council Buildings
Animal Control
Parks & Gardens
Water & Sewerage
Health Services
Town Planning, Development & Building Control
Waste Control
Aerodrome



Matthew Clarke from 5 March 2019

Director of Technical Services

Roads, Bridges, Footpaths, Drainage
Depot & Council Buildings
Animal Control
Parks & Gardens
Water & Sewerage
Health Services
Town Planning, Development & Building Control
Waste Control
Aerodrome



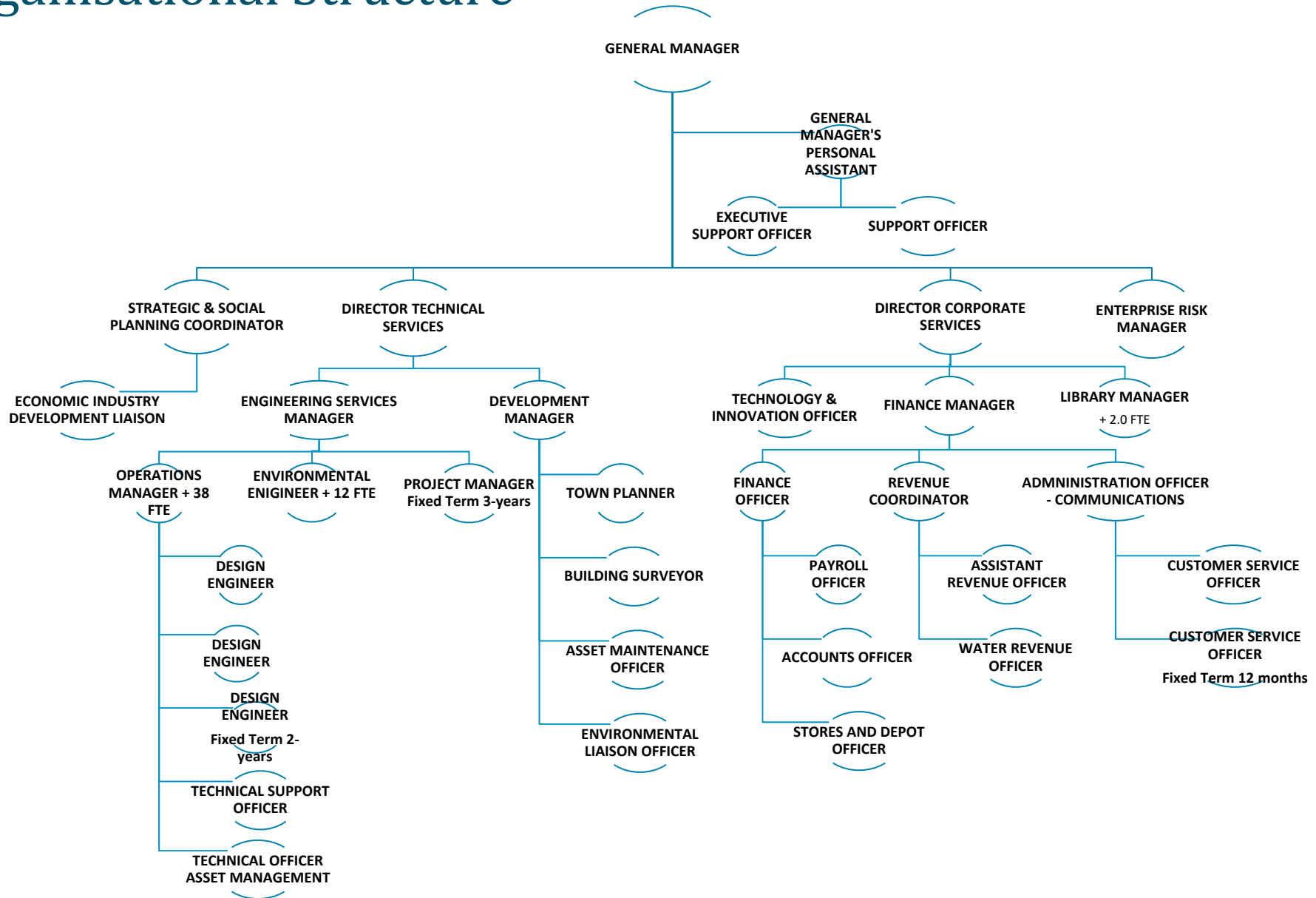
Matthew Hansen

Director of Corporate Services

Finance, Administration & Human Resources
Rates & Charges Land Sales
Libraries
Swimming Pools & Recreation Reserves
Saleyards
Bush Fire Control
Tourism & Caravan Parks
Cemeteries



Organisational Structure



The Shire council’s annual operational plan and 4-year Delivery Program describe the full range of council services. It is themed according to **Berrigan Shire 2027** strategic outcomes and is the Council’s blue print about how Council services, programs and initiatives contribute toward our strategic outcomes:

- Sustainable natural and built landscapes
- Good government
- Supported and engaged communities
- Diverse and resilient business

The following figure illustrates the strategic outcome, Council’s Delivery Program outputs, Operational plan actions and the review logic and integration of **Berrigan Shire 2027** with the Council’s suite of integrated plans.

Our Planning Framework



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





Sustainable natural and built landscapes

Development decisions made today about how we move around and between our communities and use our natural resources – the River, wildlife, forests, agricultural and urban land, and water shape the future of our communities.

Council's Delivery Program and strategic objectives are:

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

Performance Reporting and Review

Included in this report is a

- Snapshot of Council programs and activities that, in the past 12-months, have contributed to the Council's [Delivery Program](#) and Strategic objectives.
- Traffic light review of Operational Plan 2018/19 Sustainable Natural and Built Landscapes actions; and
- An overview of Council's performance against Sustainable Natural and Built Landscapes [Delivery Program](#) key performance indicators and [Financial Strategy 2016](#) key performance indicators.

Highlights



Strathvale Road Truck Bypass

A \$1.2 million Council and Restart NSW: Fixing Country Roads Project works have included widening Strathvale Road and the Berrigan-Oaklands Road junction, and the construction of a slip lane.

Designed to reduce heavy vehicle

traffic from Oaklands to the Berrigan silos. The benefits of this project include improved safety for Berrigan-Oakland Road users and improved heavy vehicle turn-around-times during harvests.

Waste Transfer Station: Resource Use and Reuse

Tocumwal's and Berrigan new waste transfer stations do more than extend the life of our tips by ensuring that waste is compacted. The construction of the Council's new waste transfer stations displayed the ingenuity of Council's technical services team and the Council's waste team who set out to re-use stockpiled hard waste. This aim led to the development, design and construction of new waste transfer stations using stock-piled tyres.

Ingenuity recognised at the highest level with the project placing 2nd in its category for this year's NSW IPWEA 2019 Engineering Excellence Awards receiving a highly commended award.



Highlights

Tocumwal's Library Extension: Clean & Green

Twenty-one years after the construction of the Tocumwal Library: Library staff, Councillors and Tocumwal residents celebrated the opening of the long awaited extensions to the Tocumwal Library. An extension funded by the Council with the assistance of NSW State Government grants. Our oldest and busiest Library included in the extension is a community meeting room and space for library program activities.



Tocumwal's library is the first Council facility used by the general-public which includes battery storage, adding therefore, to the environmental and operational sustainability of the service.

Town Landscape Plans



The installation of new town entry signs at Berrigan and Barooga marks the culmination of a journey commenced June 2011 at Berrigan Shire Future's Conference. Eight-years-ago all the towns in the Berrigan Shire told the Council that they would like to see the entrance to their town upgraded.





A vision that became a priority project and initiative of [Berrigan Shire 2022](#) and the subsequently reviewed [Berrigan Shire 2023](#) and [Berrigan Shire 2027: Community Strategic Plan](#). Installed this year after extensive consultation and engagement with the Berrigan community is the new town entry sign for Berrigan first identified in the Berrigan Town Landscape Master Plan. The Council's rolling program of town amenity upgrades reflects each town's Landscape Master Plan with more projects scheduled for implementation by the Council and dedicated groups in each community.

Sustainable Natural and Built Landscapes

1.1 Support sustainable use of our natural resources and built landscapes

Delivery Program Actions

- 1.1.1 Coordinate strategic land-use planning
- 1.1.2 Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council’s Community Engagement Framework
- 1.1.3 Enhance the visual amenity, heritage and liveability of our communities

Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
1.1.1.1	Increase community awareness regarding development application process	Development Manager	Improved community satisfaction with Development Services	100%		
1.1.1.2	Process and approve / refuse development applications in accordance with relevant legislation, codes and policies	Development Manager	Effective and timely assessment of development applications	100%		
1.1.1.3	Commence review of Local Environment Plan	Development Manager	Review undertaken in accordance with statutory requirements	0%		
1.1.2.1	Establish a framework for the development of Community Participation Plans when required to do so by legislation	Development Manager	Additional opportunities will be provided for the community to comment on new Development	100%		





Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
1.1.3.1	Continue Annual Heritage Grants Program	Development Manager	Enhancement of the conservation value of heritage items	100%	●	
1.1.3.2	Continue rolling program of works – town entrances	Engineering Services Manager	Improved visual amenity and attractiveness of our towns and major town entrances	100%	●	All works programmed for current year completed. Landscaping works will continue next financial year.
1.1.3.3	Implement the Tocumwal Foreshore Master Plan	Engineering Services Manager	Sensitive and sustainable development of the Tocumwal Foreshore	100%	●	All works programmed for this financial year completed. Works continue into next financial year for foreshore civil works and tourist facilities building.



1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife

Delivery Program Actions

1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife




Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
1.2.1.1	Contribute to Central Murray County Council	Development Manager	County Council delivery of the Shire's weed eradication and control program/s	100%		
1.2.1.2	Participation in roadside vegetation enhancement projects	Development Manager	Enhanced bio-diversity in linear reserves	100%		
1.2.1.3	Undertake tree assessments and establish a tree register	Enterprise Risk Manager		30%		Tree assessments and register gradually being completed. Urban Tree Strategy under gradual development. Carried forward
1.2.1.4	Monitor and undertake as required the control and management of pests	Development Manager	Environmental harms caused by pests will be reduced	100%		





1.3 Connect and protect our communities

Delivery Program Actions

1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning






1.3.2 Manage landfill, recycling and waste disposal

Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
1.3.1.1	Review and implement asset management plans which maintain a balance between improving and maintaining flood levees, stormwater, Council roads, paths and trails	Engineering Services Manager	Service levels met as set out in adopted Asset Management Plans	50%		Water and Sewer Plans have been completed. Stormwater, Transport and Corporate and Community Services AMPs are overdue.
1.3.1.2	Design, construct and maintain stormwater systems that safely capture and remove water	Engineering Services Manager	Service levels met as set out in adopted Storm water Asset Management Plan	100%		Programmed capital works completed where not associated with larger project that has been delayed. Maintenance of system up to date.
1.3.1.3	Ensure sewer network is safe and functional	Engineering Services Manager	Sewer networks are managed to maximise operational functions	100%		Sewer network maintained in operational and functional state.

Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
1.3.1.4	Continue remediation Tocumwal Foreshore Levee	Engineering Services Manager	A flood levee protection network that prevents inundation of Tocumwal and Barooga from recognized flood levels	80%		Considerable tree clearing and crest gravelling work completed. Some works carried forward to 2019/20 due to unavailability of contractors. Seeking funding for major flood prevention works and further investigation works as a result of consultants assessment of section of levee with sandy foundation.
1.3.1.5	Maintain the safety of Council roads and walkways	Engineering Services Manager	Asset Management Plan identified service levels and standards are met	90%		Roads maintained and improved in accordance with budget
1.3.2.1	Implement the Berrigan Shire Council Waste Plan	Environmental Engineer	Sustainable management of Berrigan Shire Waste Management facilities and services	100%		
1.3.2.2	Deliver township garbage collection and street cleaning services	Environmental Engineer	Instigate & manage a waste collection contract to ensure garbage collection	100%		

Sustainable natural and built landscapes

Operational report 2018/19

Completed	On Target	Not on Target	Past Due	Deferred / Not Due	Total
					
13	-	4	-	1	18

Delivery Program Monitoring Measures:

Sustainable Natural and Built Landscapes:

Activity Data Development Applications and Construction Certificates

	July 2018 to Dec 2018	Jan to June 2019	Year to Date Value \$
Development Applications (DA)	160	105	9,570,080
Construction Certificates (CC)	110	73	*186,997,544
Complying Development Certificates (CDC)	57	12	2,088,532
Local Activity (s.68)	79	46	1,867,311

* Includes Finley Solar Farm

Monitoring Measure: Heritage

Indicator- Uptake of Heritage Grant Program

Heritage Grants	Number / Total
Number of applications received 2018/19	3
Number of applications funded	3
Total value of grants	\$8,794
Number of grants acquitted	3
Compared with the same period 2018	3

Monitoring Measure: Waste

Indicator: Activity Data Domestic Roadside Waste Collection

Month	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	6-mth Total	YTD %	Target
Volume (m³)	320	256	256	320	256	256	1664	50%	≤ 3328
Mass (Tonnes)	120	96	96	120	96	96	624	50%	≤1248.5
Month	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	6-mth Total	YTD %	Target
Volume (m³)	250	200	200	250	200	200	1300	89%	≤ 3328
Mass (Tonnes)	75	60	60	75	60	60	390	81%	≤1248.5

* Variance in % due to change in conversion factor m³ to tonnes. Change also in method of estimating amounts to ensure consistency with EPA Reporting



Good Government

Good government is about making good decisions over time. These decisions involve managing our financial, economic, and environmental risks and the social implications of decisions made.

Council's Good Government [Delivery Program](#) and strategic objectives are:

- 2.1 [Berrigan Shire 2027](#) objectives and strategic actions facilitate the effective governance by Council of Council operations
- 2.2 Strengthen strategic relationships and partnerships with community, business and government

Performance Reporting and Review

Included in this report is a

- Snapshot of Council programs and activities that, in the past 12-months, have contributed to the Council's [Delivery Program](#) and Strategic objectives.
- Traffic light review of Operational Plan 2018/19 Good Government actions; and
- An overview of Council's performance against Good Government [Delivery Program](#) key performance indicators and [Financial Strategy 2016](#) key performance indicators.

Highlights

Financial Fast Facts

Overall performance	
Operating surplus	\$4.1 m
Operating deficit before capital grants and contributions	\$0.5 m
Revenue and expenses	
Total revenue	\$24.9 m
Total expenses	\$20.8 m
Cash and investments	
Investments, Cash and Cash equivalents	\$35.4 m
Balance Sheet	
Total assets	\$285.0 m
Total liabilities	\$4.8 m
Total equity	\$280.2 m
New assets 2018/19	

Strategic Partnerships

The Council through its Section 355 Committees, sponsorship of economic development projects via its events program, membership of Local Government NSW (LGNSW), RAMJO (Riverina and Murray Joint Organisation of Councils), Murray Darling Basin Association, Cobram-Barooga Tourism; Goulburn Valley Fruit Fly Project invests Council resources in partnerships focused on whole-of-government/whole-of-regional development and advocacy. Working to ensure that the product strengths of our LGA are recognised on both sides of the border.

For example, Council's partnership with Cobram-Barooga Tourism gives effect to the Council's sports Tourism Strategy and Economic Development Strategy – Council Strategies that aim to bring to Barooga and Cobram sporting and regional Australia related events. The success of this partnership in the past 12-months led to the hosting of a round of Australian Beach Volley Ball Championships, and the hosting of the inaugural Wheelchair Rugby Country Classic in Cobram-Barooga; with more national and state-level events secured for the upcoming 12-months.



Image: Cobram Courier

Highlights

Emerging Leadership Program

For several years now, the Berrigan Shire Council has focused on developing our staff as leaders. Initially, we focused on the management group and after witnessing the benefits of this program, looked to those staff working at higher levels within the organization who had the potential to progress, and develop as leaders.

Through Jane Harris of Regional Leaders Australia (RLA), twelve staff enrolled in the Emerging Leadership Program. The program included in-depth workshops over 12 months as well as individual coaching sessions.

"Transforming emerging and aspiring leaders is a strategic imperative for all businesses. This program enables high potential individuals to take control of their career and activate their leadership potential. Throughout the program, participants will develop key strengths to transition from independent contributors to successful managers, building core leadership capability."

- Jane Harris, RLA

The first workshop began on 11th July, 2018. The 12-month program addressed:

- Defining leadership and transitional change;
- Communicating with impact;
- Activating the leader within;
- Mastering personal performance;
- Building authentic relationships;
- Essentials of team effectiveness;
- Managing conflict;
- Leading teams



Good Government



2.1 Berrigan Shire 2027 objectives and strategic actions facilitate effective governance by Council of Council operations and reporting






Delivery Program





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



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


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

Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
2.1.1.1	Promote and support the engagement of Shire residents, local business and agencies in the development, implementation of Berrigan Shire 2027	Strategic and Social Planning Coordinator	Co-production of local services	100%		Anti-Bully Project, Youth Week and Blues on the Beach Projects developed in partnership with local residents, and agencies. Projects that contributed to implementation of Berrigan Shire 2027 Strategic Outcome Supported and Engaged Communities. Provided information and support for community groups preparing Stronger Country Communities Applications on Berrigan Shire 2027 Objectives.
2.1.2.1	Provide facilities and support including financial to the elected Council	General Manager	The leadership skills, experience and knowledge of Councillors is used	100%		Facilities and support being provided as required.

Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
2.1.2.2	Implement and further develop the Berrigan Shire Integrated Management System	Enterprise Risk Manager	Standardised documentation and review of Council operations	70%		IMS being expanded to include HR procedures and Chain of Responsibility procedures. Ongoing development and review of IMS will see a gradual expansions of the documented system.
2.1.2.3	Implement 2015 - 2019 Fit for the Future Improvement Plan (FFF)	General Manager	A sustainable Council	100%		All Fit for the Future Improvement Plan items included in Delivery Program
2.1.3.1	Coordinate Council investments, financial management, financial operations and processing	Director Corporate Services	Effective management of Council investments and finances	100%		Interim audit complete. Migration to Bendigo Bank complete.
2.1.3.2	Monitor and respond to change in the Financial Governance, Regulatory and Reporting Frameworks	Director Corporate Services	Council operations comply with relevant frameworks	100%		Code of Conduct adopted, Code of Meeting Practice adopted. Alcohol-Free Zones renewed. Responded to proposed guideline issued by Information and Privacy Commission re: Returns of Interests.
2.1.3.3	Deliver responsive customer service	Director Corporate Services	Improved customer satisfaction and reduction in complaints measured by customer survey	100%		Council's customer service and communication functions are working well The Bendigo Bank agency has impacted on service delivery elsewhere and requires constant management.


Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
2.1.3.4	Conduct service review and develop the Corporate Services Strategic Plan 2017 - 2021	Finance Manager	Strategic management and prioritisation of the resourcing and staff requirements Corporate Services	0%		Awaiting progress on HR review
2.1.3.5	Manage human resource and workforce development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 - 2021	Director Corporate Services	A workforce with the competencies needed to implement the Council's 4-year Delivery Program	100%		The second tranche of the leadership development program is nearly complete. Implementation of the LGNSW Capability Framework is now over 90% complete. Design Engineer positions have been filled. Responsibilities for human resource management have shifted to improve delivery.
2.1.3.6	Provide Information technology and associated support for Council operations	Director Corporate Services	Efficient operation of Information Technology Systems supporting other Council Services	100%		ICT Strategic Plan adopted and being implemented.
2.1.3.7	Coordinate the delivery and management of Shire records and communications	Director Corporate Services	Effective records management system	100%		Funding for an Electronic Document and Records Management System (EDRMS) has been included in the draft 2019/20 budget. Records Management training for key staff was rolled out in June.


Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
2.1.3.8	Maintain and sustainably redevelop existing infrastructure and community assets	Director Corporate Services	Council owned community infrastructure and assets are sustainably maintained and developed	100%		Berrigan Netball Courts complete. New scoreboard at Berrigan Sportsground is complete. Tocumwal Library extension is open with only minor works still to do. New Tocumwal walking track is complete. Skate facility at Rotary Park in Finley is complete. Tenders for Berrigan War Memorial Swimming Pool and Finley School of Arts have been awarded. Tender for Finley Showgrounds kiosk and change rooms has been assessed and will be awarded in July. Design work on the Tocumwal Recreation Reserve building is underway. Consultation on proposed work at Railway Park in Finley is underway. Preliminary designs for Hayes and Apex Parks have been prepared and await Council consideration.
2.1.3.9	Coordinate and manage maintenance and renewal of Council plant and equipment	Engineering Services Manager	Ongoing maintenance and renewal of Council plant and equipment	100%		Plant Maintenance up to date. Delivery of renewal program progressing

Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
2.1.3.10	Coordinate the ongoing review and development of Council and Operational Policies and procedures	Director Corporate Services	Regular review and update of Council policies and associated operational procedures	100%		In 2018/19 Council has adopted policies for Undetected Leaks. Information and Communication Technology and Debt Management and Hardship. It reviewed and re-adopted policies for Permanent Water Saving Rules, Waste Collection and Disposal, Investment and Outdoor Dining and Footpath Trading. A new Human Resources Manual has been adopted starting with modules on recruiting, on-boarding and performance appraisal

2.2 Strengthen strategic relationships and partnerships with community, business and government






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

Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
2.2.1.1	Develop resources and establish partnerships that improve local assessment of social and economic implications of regional and inter-governmental decision-making on Shire residents, business and Council operations	Strategic and Social Planning Coordinator	Accurate, accessible information about regional and local social and economic conditions	100%		Reviewed and provided comment on the Draft Murray River Strategy - Dept of Planning Strategy for the management and development Murray River - Riverine Land. Commenced mapping exercise of existing strategic plans, relations and partnerships to inform the development of LSPS.

Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
2.2.1.2	Actively lobby all levels of government and industry re: Murray Darling Basin Plan	General Manager	Improved economic and social outcomes for the Shire's irrigators and communities	100%		Attended MDBA briefing session

Good government

Operational Plan 2018/19 report

Completed	On target	Not on target	Past Due	Deferred / Not due to start	Total
					
14	1	-	1	-	16

Delivery Program Monitoring Measures: Good Government

Organisational Capacity

	1 July 2016 to 30 June 2017	1 July 2017 to 30 June 2018	1 July 2018 to 30 June 2019
Staff Turnover exc. Casuals	8.00%	10%	12.7%
Length of time unfilled	Average 3 weeks	Average 4 weeks	Average 3 weeks
Skilled vacancies	11	4	3
Managerial vacancies	1	0	1

Monitoring Measure: Financial Strategy 2016 Key Performance Indicators

1. Operating Performance	Amount ,000 2018/19	Performance 2018/19	Financial Strategy Target
Operating Revenue (excl. Capital) - Operating Expenses	**	**	0.0 %
Operating Revenue (excl. Capital Grants & Contributions)	**		
Indicative Target: An operating performance ratio greater than 0% across any five-year period. N/A – not available until the end of a Financial Year			

2. Unrestricted Current Ratio	Amount ,000 2018/19	Performance 2018/19	Financial Strategy Target
Current Assets less all External Restrictions	**	**	2
Current Liabilities less Specific Purpose Liabilities			
Indicative Target: An Unrestricted Current Ratio of at least 2x			

3. Rates, Annual Charges, Interest & Extra Charges Outstanding	Amount ,000 2018/19	Performance 2018/19	Financial Strategy Target
Rates, Annual & Extra Charges Outstanding	**	**	
Rates, Annual & Extra Charges Collectible	**	**	8.0 %
Indicative Target: Outstanding rates, annual and extra charges percentage to remain under 8% as of 30 June each year			

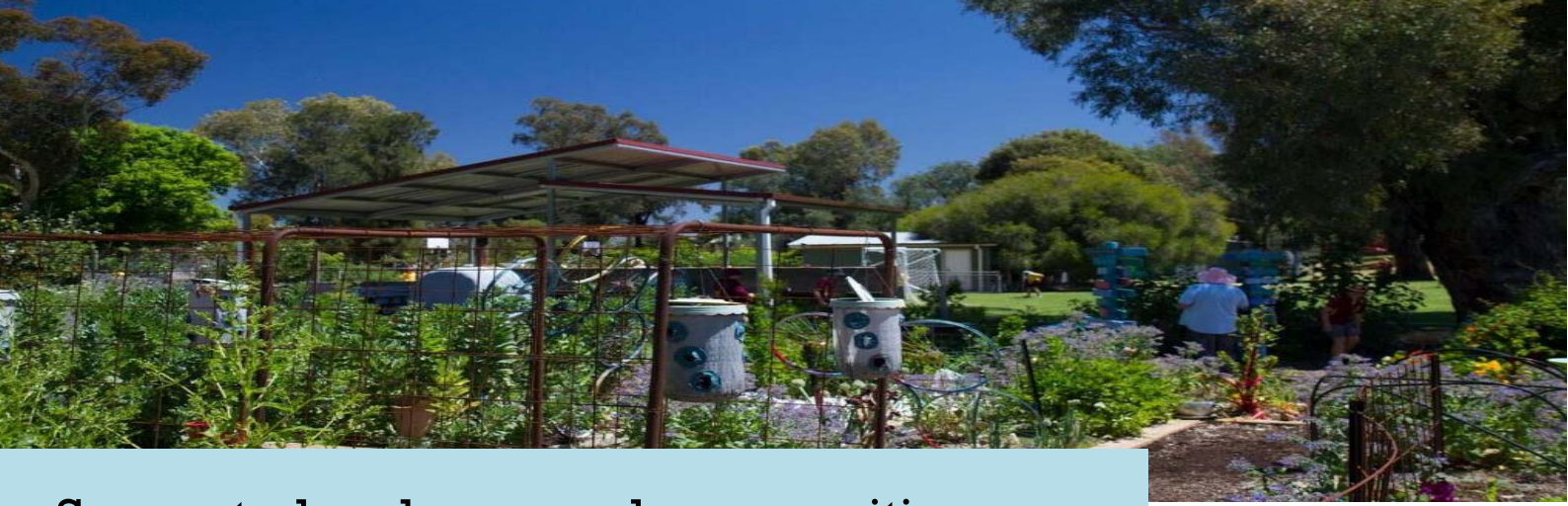
4. Building and Infrastructure Renewals Ratio	Amount ,000 2018/19	Performance 2018/19	Financial Strategy Target
Asset Renewals (Building, Infrastructure & Other Structures)	**	**	100% +
Depreciation, Amortisation & Impairment	**		
Indicative Target: Building, Infrastructure & other Structure renewals Ratio to remain over 100% on average over the life of the LTFP. When setting this target the council should consider that asset replacement is often lumpy - with large changes in asset renewals depending on the needs of the time. The Council should consider its performance on this measure over no shorter than a 10 year periods and preferably longer.			

5. Infrastructure Backlog Ratio	Amount ,000 2018/19	Performance 2018/19	Financial Strategy Target
Estimated cost to bring Assets to a satisfactory condition	**	**	0.0 %
Total value of Infrastructure, Building, Other Structures & depreciable Land Improvement Assets	**		
Indicative Target: Infrastructure Backlog Ratio to remain at less than 2% at all times			

6. Capital Expenditure Ratio	Amount ,000 2018/19	Performance 2018/19	Financial Strategy Target
Annual Capital Expenditure	**	**	1.0
Annual Depreciation	**		

7. Debt Service Cover Ratio	Amount ,000 2018/19	Performance 2018/19	Financial Strategy Target
Operating Result before Interest & Dep. exp (EBITDA)	**	**	2 x
Principal Repayments + Borrowing Interest Costs	**		

8. Cash Expense Cover Ratio	Amount ,000 2018/19	Performance 2018/19	Financial Strategy Target
Current Year's Cash & Cash Equivalents (incl. Term Deposits)	**	**	3 months
Operating & financing activities Cash Flow payments	**		
Indicative Target: Cash expense cover ratio is to be no less than 3 months			



Supported and engaged communities

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

Lifelong learning, cultural expression, services for older residents and recreational activities provide opportunities for people with a diverse range of interests to become involved and engaged in their local communities

Council's Supported and engaged communities [Delivery Program 2017 - 2021](#) strategic objectives are:

3.1 Create safe, friendly and accessible communities

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

Our traffic light review of [Operational Plan 2018/19](#) actions describes whether Council in the past 12 months has done what it said it would do and if not Officers' comments provide guidance on why not?

Council Officers have also commented on significant achievements or projects commenced in the past 12 months.

Highlights

Finley Skate Park



Finley's new skate park is now open. The culmination for the council and the Skate Park's small group of supporters of a long held dream. Identified by the Council and its Youth Development Committee from a survey of young people conducted in 2012. After the disappointment of missing out with previous applications for funding the success of the Council's application for funding under the NSW

Government's Stronger Country Communities program was welcomed and a cause for celebration. A pavement style skate park concrete park suited to scooters, skateboards and BMX bikes Finley's new Skate Park valued at \$211,800 is a Berrigan Shire Council and the NSW Government funded project

Australia Day

Held in Tocumwal the recipients of the Berrigan Shire 2019 Australia Day Awards were: Citizen of the Year Berrigan's David Woodward; Junior Citizen of the Year Riley Nolan also of Berrigan with achievement in sport recognised by the awards to Barooga's Ray Emerson and Steffi Vogel. With Ray's achievements in the sport of Lawn Bowls recognised as Berrigan Shire Sportsperson of the Year and Steffi's golf prowess acknowledgment of Steffi as a worthy recipient of the Junior Sportsperson of the Year Award. Also recognised in the Australia Day Honours List with a Medal of the Order of Australia was Barooga's John Bruce: Councillor John Bruce OAM.



Pictured at this year's Awards are the recipients of the Berrigan Shire Community Group of the Year Award: the Tocumwal Lions Club recognised for their continuing and past 45-years of service.

Library Programs



Tired of your old Gum Boot, school holidays can sometimes leave parents and kids with a sense of 'what can we do' and 'I am bored'. This year our libraries ran a number of programs for young and old. These included our popular and regular programs and activities Story Time; Knitters and Knatters; and the annual International Women's Day Luncheon. If you are not already a member or are a member and have not visited for while please do so. As at our libraries you can borrow a book, learn new skills, catch up with friends, watch a movie; or decorate your gumboots.

Barooga Adventure Park

A multi-stage project completed in December 2018 was stage one of Barooga's new Adventure Park.

Stage one works included: a rope tower; double flying fox; and basket swing with this stage funded by the NSW Government under Round One of the Stronger Country Communities Program.

Stage 2 work funded as part of the NSW Government's Round Two of the Stronger Countries Community Program was completed in May 2019.



Included in this stage is the climbing tower, tubular slides, in-ground mini-trampolines, cubby house and swings, and associated landscaping.

The Council has been successful in securing funding to complete stage three, which includes park furniture, shade, and a junior water-play area.

Supported and engaged communities

3.1 Create safe, friendly and accessible communities



Delivery Program Actions



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





3.1.2 Facilitate all age healthy lifestyles and ageing in place

3.1.3 Strengthen the inclusiveness and accessibility of our community

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

Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
3.1.1.1	Support and promote the healthy development and wellbeing of children and young people	Director Corporate Services	Local projects and programs are established to support and promote the healthy development and wellbeing of children and young people	100%		The extension of Tocumwal Library will allow for an increase in the number and the scale of children's activities held at that venue. A new playground at Barooga and a new splash park at Tocumwal have expanded the recreation options available for children in Berrigan Shire. The Skate Park at Finley is expected to boost participation in skate-related activities
3.1.1.2	Implement Children and Families Strategy 2015 - 2019	Strategic and Social Planning Coordinator	Local projects and services support the attraction and retention of families and young people	100%		Commenced review of Children's and Families Strategy - initial feedback from current providers suggests that a desktop review of services and service based interviews best approach.

Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
3.1.2.2	Implement the Active Ageing and Disability Inclusion Plan	Strategic and Social Planning Coordinator	Council facilities and services support all residents including aging and disabled residents health, mobility and their economic / social participation in community life	100%		Two need projects commenced with providers aimed at changing community attitudes and strengthening inclusion. The Access at Glance Project - initial meeting reconvened and will include consumer representatives a Partnership with Ability Links Intereach. Also Dementia Friendly Communities Project initiated by Finley Regional Care - Steering Group formed and Terms of Reference Developed
3.1.2.3	Provide recreation facilities which support active lifestyle and ageing in place	Director Corporate Services	Council recreation facilities support active lifestyle and ageing in place	100%		Continuing. Council is supporting Lifeball at the Finley War Memorial Hall. New walking/cycling paths at Tocumwal are now complete and a spine path on the Tocumwal levee is under construction.

Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
3.1.3.1	Promote the social and economic wellbeing of Shire residents through implementation of Disability Inclusion Plan, social planning and community development activities	Strategic and Social Planning Coordinator	Annual program of social planning and community development activities implemented	100%		Youth Week held with Youth Committee recruited from Cobram Anglican School - this was the first time that a Youth Week event was held in Barooga - taking advantage of the timing of Victorian and NSW School holidays. Successful event attended by upwards of 50 young people. Blues on the Beach - community development activity in partnership with Strawberry Fields Group - provided opportunity to work with local services - Intereach, Moira Food Share on drought relief support and assistance.
3.1.4.1	Ensure potable water and sewer network is safe and functional	Engineering Services Manager	Safe potable water for human consumption and health Water and Sewer networks are managed to maximise operational functions	100%		Water and Sewer networks maintained in a safe and functional state.
3.1.4.2	Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings and air	Development Manager	Safer and healthier communities	100%		
3.1.4.3	Coordinate and facilitate local emergency management committee	Engineering Services Manager	Committee coordinated and facilitated	100%		Meetings facilitated as programmed.

Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
3.1.4.4	Develop and maintain local cemeteries and associated infrastructure	Director Corporate Services	Cemeteries progressively developed to meet demand. Routine maintenance conducted	100%	●	Toilets now available at all four cemeteries - addressing issue raised consistently by the public.
3.1.4.5	Control and promote responsible ownership of companion animals	Development Manager	Negative impacts & disturbance caused by companion animals reduced	100%	●	







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

Delivery Program actions

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






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

Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
3.2.1.1	Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2014 - 2018	Library Manager	A Library Service meeting the needs of its community	100%		Loans decreased 1469 during 4th quarter compared to 2018. Door Count decreased by 492 during 4th quarter compared to 2018. Loans increased in Borrowbox to 968 during 4th quarter. Annual Comment: Overall 2018/19 year difference in loans across the desk was picked up by Borrowbox loans which totalled 3991 with 303 Users and 59 Active Users. Library membership 4484. Annual 2018/19 Loans : 26521 Annual 2018/19 Door Count: 24957 Successful events IWD, NSS, author Dr James Donaldson and Noel Braun, Holiday Programs and the weekly Scrabble, MahJong, class visits, Story times and Knitters meetings Funding and online learning by BeConnected assisted Seniors monthly film afternoons have become an anticipated social occasion in each Branch.

Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
3.2.1.2	Strengthen community engagement and participation in Council activities	Strategic and Social Planning Coordinator	Increased resident engagement in Council activities	100%		Commenced community engagement Finley Railway Park and Lewis Crescent Residential Subdivision. Online survey is being conducted.
3.2.1.3	Financially contribute to and support South West Arts programs and activities	Director Corporate Services	South West Arts delivery of Shire based Arts program/s and activities	100%		Contribution to South West Arts for 2018/19 paid. Snugglepot and Cuddlepie exhibition toured libraries between November 2018 and February 2019. Council participating in a South West Arts auspiced program to develop an arts trail in Finley.
3.2.2.1	Coordinate and align community projects and activities with township masterplans	Strategic and Social Planning Coordinator	Increased resident engagement in town plan development and implementation	100%		Town Master Plan projects are being progressed - still more work to be done to promote the plans as a blue print or opportunity for community groups to leverage support for their projects.

Supported and engaged communities

Operational Plan 2018/19 report

Completed	On target	Not on target	Past Due	Deferred / Not due to start	Total
					
14	-	-	-	-	14

Delivery Program Monitoring Measures: Supported and engaged communities**Indicator: Community Events and Engagement**

Activities	July 2018 to Dec 2018	Jan 2019 to June 2019
Community events held in partnership with other services	<ul style="list-style-type: none"> • Childrens Week 4 events • Drought – Farm Management Workshop 2 events 	<ul style="list-style-type: none"> • Youth Week Event • Anti-Bullying Workshops x4 Local Football & Netball Clubs • Drought Project – Meet & Greet Luncheon for Drought Support Worker • Blues on the Beach – Local Service Expo
Community Engagement activities	<ul style="list-style-type: none"> • Street Stalls/ Online Surveys – 2 online polls 	<ul style="list-style-type: none"> • Berrigan Street Tree Poll • Finley Railway Park Consult Commenced

Indicator: Face Book Analytics: Social Media Engagement

	01/07/18 - 31/12/18	1/01/19 – 30/06/19	Total
The total number of people who engaged with Council's Page. Engagement includes any click or story created. (Unique Users)	52,632	60,313	112,945
Organic Reach The number of people who had any content from your Page or about your Page enter their screen through unpaid distribution. This includes posts, check-ins, social information from people who interact with your Page and more. (Unique Users)	436,358	525,345	961,703

Indicators Life-long Learning June 2018 – June 2019

Library events number of participants	2,670
Door Count	24,957
Library loans	26,521
Users (Members)	4,484
WIFI (Login / Devices)	Logins:1,900 Devices:1,145
Loans (e-audio and e-books) + e magazines	3,991



Diverse and resilient business

Our lifestyle, climate, existing facilities and proximity to Melbourne present a range of agricultural, tourism, retail and health industry opportunities.

Council's [Delivery Program](#) and diverse and resilient business strategic objectives include:

- 4.1 Strengthen and diversify the local economy through investment in local jobs creation, and innovation
- 4.2 Diversify and promote local tourism
- 4.3 Connect local, regional and national road, rail and aviation infrastructure

Our traffic light review of [Operational Plan 2018/19](#) actions describes whether Council in the past 12 months has done what it said it would do and if not Officer comments provide guidance on why not?

Highlights



Event Funding

Berrigan Shire Council entered into a three-year event funding agreement with the PGA to host the PGA Southern Division Trainee Championships at Tocumwal until 2021. The first three-year funding contract entered into following changes to the Event Funding program designed to encourage an extended stay in the quieter times. Ironing- out the peaks and troughs in visitation. Conducted during May each year the Championships bring 170 golfers to Tocumwal for one week. With the golfers using commercial accommodation and dining, not only at the Golf Club but also at the other pubs and

eateries in town. Council's sponsorship ensures that trainee professional golfers experience the quality of our courses, turning them into advocates for our courses and region.

Tourism Network Luncheons

In June 2018 the Berrigan and Moira Shire Councils brought their tourism business operators together for a networking luncheon. The first luncheon held at the Cobram Barooga Golf Club was used to brief local businesses on the Councils' sports tourism partnership. A partnership between the two Councils, Cobram-Barooga Business Tourism, and Sports Marketing Australia.

A successful event, which is now a quarterly fixture. Recent topics include:



- Inclusive tourism and how accommodation providers can prepare for the region to host the Tri-State Games in 2020 and 2021,
- A briefing for local businesses on Murray Regional Tourism Destination Management Plan; and a presentation from
- Stefano DePieri who helped to celebrate 15 years of the Farm Gate Trail.

Highlights

2019 Berrigan Shire Business Awards

The re-launched Berrigan Shire Business Awards 2019 saw a return to the original premise of the Awards: the promotion and highlighting of local businesses. Nominations for the *Made in Berrigan Shire* and *What's new in Berrigan Shire* opened in November 2018 with nominations received from a cross-section of the community. The judging panel - three external and one local - selected their group of semi-finalists from the written submissions. The semi-finalists presented their business to the judges who then went on to choose their finalists. All finalists created a short video about their business, with the video series also launched on the evening of the Business Awards Gala Dinner in April 2019.

This year's winners were:

- Mowbray Farm, Berrigan in the Made in Berrigan Shire category; and
- The Tattersall Hotel and Tocumwal Motel in the What's New in Berrigan Shire category.

Tocumwal Splash Park



Part of a \$3.2 million Murray River Experience project funded by Restart NSW the Council and community.

The long-awaited opening of the Tocumwal Splash Park took place on December 21, 2018 just in time for the busy holiday period and our exceptionally hot (January 2019) sending some holiday campers back home prematurely counter-balanced by reports from main street businesses that the splash park saved what could have been a disastrous trading month. As customers, with friends and family, chose to use the splash park rather

than seeking shelter from the heat at home.

Locals also made great use of the splash park coming out in the evenings during the school term and using it as a fun venue for birthday parties. Anecdotally the splash park attracts day trip visitors from what is a large regional catchment encompassing Cohuna, Deniliquin, Narrandera, Lockhart, Albury-Wodonga, Wangaratta and Shepparton.



Diverse and resilient business



4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation


Delivery Program actions

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

4.1.2 Support local enterprise through economic and industry development initiatives

Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
4.1.1.1	Implement Berrigan Shire Economic Development Plan 2017 - 2021	Economic Development Officer	Economic Development Plan developed	100%		All action items in the Economic Development Strategy are regularly reviewed and are addressed as required. Specific actions that have been addressed this quarter include actively liaising with Council planning staff on new developments, delivery of the new concept for the Business Awards Liveability Video project and the Finley High School Youth Futures Expo.
4.1.1.2	Develop industry profiles informed by strategic analysis of local conditions and relative competitive advantages	Economic Development Officer	Conditions that support or inhibit the comparative growth and competitiveness of local businesses are identified	100%		Industry consultation complete however development of document was delayed due to other major projects need to be completed. Carry forward 2019/20

Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
4.1.1.3	Support collaborative planning, shared resourcing in local industry promotion of business and infrastructure development projects	Economic Development Officer	Industry groups, potential employers and local business have relevant information on industries and local skills	100%		Post production is complete and the videos have been delivered. Council has decided to delay the launch of the video until August or September 2019 as the Business awards Videos have recently been launched.
4.1.1.4	Continue the development and marketing Tocomwal Aerodrome Industrial Precinct	Economic Development Officer	Development of the Airpark	100%		Social Media for the Airpark has continued on a regular basis although promised content from the Airport Users group has not been very forthcoming.
4.1.2.1	Promote the development of business support groups / networks within the Shire	Economic Development Officer	Active business groups / networks contributing towards local jobs and business growth	100%		The Chamber Presidents group met in April, however the June meeting was postponed as less than half the group was available for the meeting. The Tourism Network lunch in March was a booked out event.
4.1.2.2	Convene regular meetings of industry support groups and business networks in the Shire	Economic Development Officer	Forum for local business and Council to identify and resolve issues of common concern	100%		Regular meetings have been convened as planned

Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
4.1.2.3	Recognise excellence in local business and industry	Economic Development Officer	Excellence in local business and industry is recognised by peers	100%		The 2019 Business Awards presentation night was held on the 17th of April. The new concept was well received with 49 nominations over the 2 major categories and 17 nominations in the People's Choice Award. 12 businesses attended the panel interview day at the Tocumwal Golf Club and 8 Businesses were selected as finalists and had promotional videos made of their business. The videos were launched on the presentation night and the winners were announced.









4.2 Diversify and promote local tourism

Delivery Program actions

4.2.1 Implement the [Berrigan Shire Tourism Strategy](#)

4.2.2 Partner with regional Tourism Boards




Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
4.2.1.1	Invest in infrastructure that will add value to and increase the competitiveness of the Shire's Visitor Economy e.g.: Redevelopment of the Foreshore Reserve	Economic Development Officer	Local operators develop new Visitor Economy product and services	100%		The popularity of the Barooga Adventure Park continues to grow and has become a major drawcard for families on the weekends. Barooga businesses have reported increased patronage that is directly related to use of the adventure park.
4.2.1.2	Partner with industry and other levels of government on securing investment needed for Ports of the Murray and Murray River Adventure Trail Projects	Economic Development Officer	New Visitor Experiences	100%		Work continues on the THAM project to secure artist impressions of the recommendations of the Hirst report
4.2.1.3	Provide support to event proponents and organisers	Economic Development Officer	Increase in the number of successful events, proponents and organisers Increased attendance local events	100%		Council is continuing to work with SEGRA, the Tocumwal Air Show and the National Gliding Championships Committees to deliver major events in the region.
4.2.1.4	Facilitate local industry review and update of digital content and marketing	Economic Development Officer	Digital content will be accurate	100%		The design work for the updated digital platform is nearly complete and we continue to work with MRTB and Moira Shire on this project


Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
4.2.2.1	Membership of regional tourism boards established to increase visitation and economic activity in the Murray Region of NSW and Murray River towns	Economic Development Officer	Regional and interstate marketing and promotion of Shire's tourism products and services	100%		Attended the DNSW and MRTB Tourism Managers Forum in Albury in May and also attended the Visitor Servicing workshop in Moama in may.
4.3.2.3	Encourage and support local tourism body / operator activities which, foster and promote increased local tourism industry growth and development	Economic Development Officer	Stronger local tourism industry	100%		The key event delivered in this quarter was the Darts Tournament and the event impact model suggests the value of this event to be in excess of \$400K. Accommodation in the area was heavily booked for the weekend and venues around town were very busy.

4.3 Connect local, regional and national road, rail and aviation infrastructure

Delivery Program actions






4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
4.3.1	Develop and promote Berrigan Shire regional transport and freight infrastructure	4.3.1.1	Develop business case for the development of hardstand and serviced truck parking Tocumwal, Berrigan and Finley	Economic Development Officer	Improved safety and services for transport and logistics industries	0%		
4.3.1	Develop and promote Berrigan Shire regional transport and freight infrastructure	4.3.1.2	Lobby for upgrade of rail facilities, associated with Tocumwal rail line incl. line to Shepparton and Melbourne Ports	Economic Development Officer	Increased use of Tocumwal inter-modal facility	100%		No progress in this quarter- all actions that could be completed this year have been. See annual comment
4.3.1	Develop and promote Berrigan Shire regional transport and freight infrastructure	4.3.1.3	Participate actively in efforts to upgrade Newell Highway and Midland Murray Valley highways particularly the Shepparton bypass.	Economic Development Officer	Increased use of Tocumwal inter-modal facility	100%		Council continues to advocate upgrades to the Newell Highway. - All actions planned for the past year have been completed

DP Action Code	DP Strategic Objective	Action Code	OP Action	Responsibility	What will be the result?	Progress YTD	Status	Comment
4.3.1	Develop and promote Berrigan Shire regional transport and freight infrastructure	4.3.1.4	Operate the Tocumwal Aerodrome	Engineering Services Manager	Operated in accordance with CASA regulations and Tocumwal Aerodrome Management Plan. Maintained in accordance with Corporate and Community Facilities Asset Management Plan	100%		Aerodrome maintained and operated in accordance with CASA requirements.

Diverse and resilient business

Actions Operational Plan 2018/19

Completed	On target	Not on target	Past Due	Deferred / Not due to start	Total
					
16	-	-	-	1	17

Delivery Program Monitoring Measures:

Diverse and resilient business

Indicator	Activities
<p>Economic and industry development</p>	<ul style="list-style-type: none"> • Partnership with Moira Shire Council Fruit Fly Project: Tree Removal • Sports Australia Audit of Sporting Facilities • Youth Expo • Attended Murrumbidgee Health Careers Forum Wagga Wagga • Back to Business Week with Edward River Council
<p>Tourism and events</p>	<ul style="list-style-type: none"> • Conference Bids x 2 (SEGRA and Water Utilities) • THAM Project • Established Tourism Network Luncheons Moira Shire, Berrigan Shire and Federation Councils • Other Community Events – Non Council • Strawberry Fields
<p>Regional freight infrastructure</p>	<ul style="list-style-type: none"> • Advocacy Tocumwal Intermodal – Transport NSW Planning



Statutory Requirements

Council's Annual Report is one of the key points of its accountability between Council and its community.

It is not a report to Government but a report to the community.

And, while this Report focuses on the implementation by Council of its Delivery Program and Operational Plan 2018/19 the information in the following section includes information that is prescribed by the Local Government (General) Regulation 2005.

This information is included in the regulations that govern Local Government in New South Wales because the Government believes that it is important for communities to build their understanding of how Council is performing.

Table 1: Summary: Government Information (Public Access) Act

Reviews carried out by Council	Nil
Information made publicly available	Nil
Total Number of applications received	2
Number of Applications Refused Wholly	-
Other Public Interest considerations against disclosure – Individual rights, judicial processes and natural justice	-
Number of Applications Refused Partly	-
Timeliness – Decided within the statutory timeframe (20 days plus extensions)	2
Invalid Applications	-
Government Information (Public Access) Act 2009 s 125 (1) Government Information (Public Access) Regulation 2011, cl 4	

Table 2 Government Information (Public Access) Act - Number of Applications by type of applicant and outcome

	Access Granted in full	Access granted in part	Access refused in full	Information not held	Information Already available	Refuse to deal with Application	Refuse to confirm/deny	Application withdrawn	Total	% of Total
Media	-	-	-	-	-	-	-	-	-	-
Part. Members	-	-	-	-	-	-	-	-	-	-
Private Sector business	-	-	-	-	-	-	-	-	-	-
Not for Profit or Community Groups	-	-	-	-	-	-	-	-	-	-
Members of Public (Legal Represent)	1	-	-	-	-	-	-	-	1	50%
Members of Public (other)	-	-	-	-	-	-	-	1	1	50%
Total	1	-	-	-	-	-	-	1	2	100%

Table 3 Government Information (Public Access) Act - Number of Applications by type of application and outcome

	Access Granted in full	Access granted in part	Access refused in full	Information not held	Information Already available	Refuse to deal with Application	Refuse to confirm /deny	Application withdrawn	Total	% of Total
Personal Information	-	-	-	-	-	-	-	-	-	-
Access other than personal information)	1	-	-	-	-	-	-	1	2	100%
Access applications – partly personal partly other	-	-	-	-	-	-	-	-	-	-
Total	1	-	-	-	-	-	-	1	2	100%

Table 4 Government Information (Public Access) Act - Timeliness

	Number of Applications	% of Total
Decided within the statutory time frame	2	100%
Decided after 35 days (by agreement with applicant)	-	-
Not decided within the timeframe (deemed refusal)	-	-
Total	2	100%

Table 5 Public Interest & Disclosures Act 1994

Number of public officials who made PIDs	-
Number of PIDs received	-
Of PIDs received, number primarily about:	-
Corrupt conduct	-
Maladministration	-
Serious and substantial waste	-
Government information contravention	-
Local government pecuniary interest contravention	-
Number of PIDs finalised	-
Public Interest Disclosures Act 1994, s 31 Public Interest Disclosures Regulation 2011, cl 4	

Table 6: Mayor and Councillor Fees

Mayor and Councillor Fees			
Councillor	Amount \$	Mayor \$	Car Hire (Deduction) \$
M. Hannan	11,811.72	25,774.92	3,590.00
D. Morris	11,811.72	-	-
J. Bruce	11,811.72	-	-
C. Jones	11,811.72	-	-
D. Glanville	11,811.72	-	-
J. Taylor	11,811.72	-	-
R. Bodey	11,811.72	-	-
R. Reynoldson	10,847.00	-	-
Total	\$ 93,529.00	\$ 25,774.92	\$ 3,590.00

Table 7: Senior Staff Remuneration

Senior Staff Remuneration	2018 - 2019
Number of Senior Staff	1
Package Component	0
Salary	\$ 207,173
Bonus of other payments (non-salary)	-
Superannuation (Salary sacrifice and employer contributions)	\$ 25,000
Value of non-cash benefits	\$ 4,218
Fringe benefits tax payable for no-cash benefits	\$ 5,918
Total Value of Contract	\$242,304

Table 8: Councillor Facilities and Expenses

Councillor Facilities and Expenses	2018 – 2019
FACILITIES	\$
Office Equipment *	1,180.00
Telephone**	-
Meals & Refreshments at meetings convened by Council	5,500.68
Council Vehicles	23,728.60
FACILITIES TOTAL	30,409.28
EXPENSES	
Telephone - Calls	3,462.59
Conferences & Seminars	5,215.67
Training ^	8,508.99
Interstate Travel ***	-
Spouse/partner/accompanying person expenses	-
Carer or other related expenses	-
Legal expenses	-
Subscriptions	761.36
Insurance	22,204.60
Local Travel	9,338.25
Travel outside the LGA	4,002.11
Miscellaneous	750.33
EXPENSES TOTAL	54,243.90
TOTAL FACILITIES AND EXPENSES	84,653.18

Reporting Requirement *Local Government (General) Regulation 2005* cl 217(1) (a) (a1)

* At the beginning of the new council term all councillors received iPads

** The contracts for Councilors mobile phones include a call allowance. No Councilor exceeds this allowance

^ Includes travel to training

*** Council's location on the Victorian border informs the Council's Policy on the provision of facilities and payment of expenses for Councilors. Hence it excludes trips to Victoria and the ACT from the definition of interstate.

Reporting Requirement *Local Government (General) Regulation 2005* cl 217(1)(b) – (c)

Disability Inclusion Action Plan 2017 – 2021: Progress Report

Focus Area Activities – Actions Undertaken

Building positive attitudes actions (2018/19)

Access at a Glance Project Terms of Reference Agreed and Advisory Group Established as a Partnership with Intereach Ability Links: peer assessors trained in assessing venues
Successful Application with Cobram-Barooga Tourism and Goulburn Valley Sports (VIC) for Hosting of Tri-State Games 2020 and 2021 (Social Games: An event for Disabled Athletes representing NSW; Victoria and South Australia)

Creating liveable communities actions (2018/19)

Continued implementation of Berrigan Shire Pedestrian Access and Mobility Plans – extension of accessible path network
Construction of family friendly and fully accessible Splash Park, Tocumwal
Redevelopment of Tocumwal Library – extension increased accessibility of the Library
Installation of new fully accessible public toilets – Railway Park, Finley and local cemeteries

Supporting access to meaningful employment actions (2018/19)

Commenced review of human resource operations
Continued liaison with workplace insurer on improving access to meaningful employment for workers injured at work or outside of work

Accessible systems, information or processes actions (2018/19)

Upgrade of the Council's website – to meet W3C Guidelines
Council Progress Reporting – Colour / Descriptive Text used for infographics
Based on community feedback Council publications (Annual Community Report) high gloss paper not used

Equal Employment Opportunity

In April, 2014, Council reviewed its Equal Employment Opportunity requirements under the *Local Government Act 1993, Ch. 11, Part 4*, and implemented changes that included:

- Separation and development of the Discrimination, Workplace Bullying and Harassment Policy, and the Equal Employment Opportunity Policy;
- Development of the Equal Employment Opportunity Management Plan.

The Equal Employment Opportunity Policy outlines Council's commitment to EEO practices, and responsibilities for ensuring our workplace is fair and free from discrimination.

The Equal Employment Management Plan (EEO Plan) has been designed to work in with the Berrigan Shire Council Workforce Development Plan, incorporating the provisions as outlined in the *Local Government Act 1993*, and states Council's objectives for achieving compliance and eliminating discrimination in the workplace.

The EEO Plan is a dynamic document outlining actions for Council which include:

- Ongoing policy review
- Distribution of information and awareness sessions relating to equal employment opportunity
- Ongoing position description review
- Succession planning, training opportunities and career progression for EEO target groups
- Collection of relevant EEO information

Reporting Requirement *Local Government (General) Regulation 2005 cl 217 (1) (a9)*

Table 9 Committees of Management

Committees of Management exercising functions delegated by Council
Australia Day Committee
Barooga Advancement Group
Barooga Community Botanical Gardens Committee
Barooga Recreation Reserve
Berrigan Conservation & Tidy Town
Berrigan Shire Heritage Committee
Berrigan Shire Youth Development Committee
Berrigan Sportsground Committee
Berrigan War Memorial Hall
Berrigan War Memorial Swimming Pool
Boomanoomana Landcare Committee
Finley Recreation Reserve Committee of Management
Finley Showground Sporting Complex Committee
Finley War Memorial Hall & School of Arts
Finley War Memorial Swimming Pool
Fullers Road Landcare
Mary Lawson Memorial Wayside Rest Committee
Native Dog Landcare Group
Retreat Public Hall
Tocumwal Foreshore
Tocumwal Friends of the Library Group
Tocumwal Historic Aerodrome Museum
Tocumwal Rail Preservation Committee
Tocumwal Recreation Reserve Committee
Tocumwal Swimming Pool Committee
Tocumwal War Memorial Hall

Reporting Requirement *Local Government (General) Regulation 2005 cl 217 (1) (a6)*

Table 10 Partnerships, Cooperatives or Other Joint Ventures

Partnerships, Co-operatives or Other Joint Ventures	Role	Purpose
StateCover Mutual	Member	General mutual-insurance pool
Statewide Mutual	Member	Workers compensation mutual-insurance pool
Riverina and Murray Joint Organisation (RAMJO)	Organisation Member	Local Government Service Coordination and regional advocacy
Local Government NSW	Organisation Member	Local Government Sector Peak Body: high level intergovernmental advocacy, procurement and strategic support
Central Murray County Council	Constituted Member	Control of noxious weeds Berrigan, Edward River and Murray River Councils
Murray Regional Tourism Board	Member	Regional tourism promotion and development
South West Arts	Member	Promotion and development of the Arts
Local Government Superannuation Scheme (LG Super)	Participating Employer	Complying superannuation scheme

Reporting Requirement *Local Government (General) Regulation 2005 cl 217 (1) (a8)*

Table 11 Section 67 Works carried out on Private Land

Summary Resolutions Section 67 – Works carried out on Private Land
Nil
Reporting Requirement <i>Local Government (General) Regulation 2005 cl 217 (1) (a4)</i>

Table 12 Statement of Corporations, Partnerships and Trusts

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest
Nil
Reporting Requirement <i>Local Government (General) Regulation 2005 cl 217 (1) (a7)</i>

Table 13 Section 356 Grants and Contributions

Organisation	Purpose	\$
Junior Sport & Culture Grants	Per Requests for Donations and Financial Assistance Council Policy	\$600.00
Outstanding student awards	Annual Support for Local Schools	\$350.00
Berrigan Tennis Club	Donation - rates and charges	\$2,096.27
Barooga Sports Club	Donation - rates and charges - Fitness Centre	\$5,818.52
Cemetery honorariums	Maintenance and Operation of the cemeteries	\$21,943.00
Lions Club of Tocumwal	Skate Park Maintenance	\$1000.00
Community Volunteers	Kids Fest Program	\$400.00
NSW Rural Doctors Network	Bush Bursary Program	\$6,000.00
Charles Sturt University	Accommodation Scholarship	\$5,000.00
Event funding program	As per Events Policy	\$ 14,459.00
PGA Trainee Challenge \$7,500.00	Per Events Policy	
YMCA Skate Championships \$3,472.00	Per Events Policy	
Mild2Wild Rod & Custom Club \$3,487.00	Per Events Policy	
Writing Festival		\$174.00
Finley Little Athletics	Youth Week - reimbursement costs re: use of High Jump Mattress	\$100.00
MHA Care	Cobram & District Foodbank Donation	\$5,000.00

Local Government (General) Regulation 2005. cl 217 (1) (a5) & Act Sec 356

This summary includes the amount, costs and expenses paid or received by way of out of Court settlements, other than those the terms of which are not to be disclosed in addition to a summary of the status of each legal proceeding and the result (if finalized) for the 12-monthly period 1 July 2018 to 30 June 2019. NB: Current financial year costs incurred include costs for Matters not yet finalised.

Table 14 Legal Proceedings

Legal Proceedings				
Details of Legal Proceedings	Amount Incurred	Amount Recovered	State of Progress	Result
57	\$ 25,688.89	\$ 5,738.84	-	NA

Reporting Requirement *Local Government (General) Regulation 2005 cl 217 (1) (a3)*

The follow table is a summary of routine legal action taken for the collections of outstanding debt.

Table 15 Debt Recovery

Debt Recovery (Outstanding Rates and Charges)		
	Number	\$ Cost
Summons	34	19,427.60
Other Legal Action	23	\$6,261.29
Total		\$25,688.89

Reporting Requirement *Local Government (General) Regulation 2005 cl 217 (1) (a3)*

Table 16 Rates and Charges Written Off

Rates and Charges Written Off		\$
Ordinary/General Rates / Interest		\$2,677.15
Annual Water Charges / Interest		\$4,254.93
Water Consumption Charges / Interest		\$5,962.22
Annual Sewer / Pedestal Charges / Interest		\$4,386.25
Garbage / Domestic Waste Charges / Interest		\$47.98
Stormwater / Drainage Charges / Interest		\$117.91
Interest / Legal & Other Charges		\$6,701.48
Total		\$24,147.92

Reporting Requirement *Local Government (General) Regulation 2005 cl 132*

Table 17 Swimming Pool Inspections

Swimming Pool Inspections	
Number of inspections of tourist and visitor accommodation	5
Number of inspections of premises with more than 2 dwellings	1
Number of inspections that resulted in issuance a certificate of compliance under s22D of the SP Act	3
Number of inspections that resulted in issuance a certificate of noncompliance under cl 21 of the SP Reg	3

Reporting Requirement *Swimming Pools Act 1992 (SP Act), s 22F(2) Swimming Pools Regulation 2018 (SP Reg) cl 23*

Table 18 Animal Control

	NUMBER
Total Dogs Seized	105
Dogs returned to owner	13
Dogs impounded	92
Dogs released	47
Dogs Sold	15
Dogs Released to organisations to rehome	-
Dogs Euthanized – Unable to rehome	30
Cats impounded	24
Cats returned to owner	-
Cats sold	2
Cats euthanized – Unable to rehome	22
Penalty Infringement Notices Issued – COMP. ANIMALS	39
Penalty Infringement Notices Issued – LIVESTOCK	13
Reportable Dog Attacks	-
Dangerous Dog Declarations	-
Off-Leash Areas in the Shire:	2
Community Education Programs as required Council Bulletin	Info on Council Social Media & Web
De-sexed animals attract a reduced registration fee	
EXPENSE	\$
Companion Animal and Livestock Impounding – Staff Salaries	94,441.44
Companion Animal and Livestock Impounding – Vehicle operating costs	18,144.75
Companion Animal and Livestock Impounding – Telephone expenses	287.20
Dog Food Expenses	854.56
Government Registrations and levies	12,127.68
Other Operating Expenses	8,755.67
Capital Works Improvements to Pound Facility	-
INCOME	
Companion Animal Registration Fee Reimbursement	13,660.40
Penalty Notices – Fines Received	11,172.70

Reporting Requirement Clause 217(1) (f) of the NSW Local Government (General) Regulation 2005

Council's *Asset Management Strategy* 2019 – 2029 assists Council monitor the delivery of services from Council infrastructure including:

roads, bridges, footpaths, stormwater drainage, and flood protection levees; corporate and council community service facilities - parks , reserves, pools, libraries, halls and other council buildings; commercial facilities – caravan parks, sale yards, quarries and aerodrome; waste management, sewerage, water distribution and supply.

Council assets also include plant and Council business operations technology and systems.

As at 30 June 2019 Council's infrastructure assets have a replacement value \$ 344,217.

We use the *Asset Management Strategy* to show:

- How its asset portfolio will meet the service delivery needs of its community into the future,
- What Council's asset management policies are to be achieved, and to
- Ensure the integration of Council's asset management with [Berrigan Shire 2027](#) our communities' and Council's long term strategic plan

Each year Council in its Annual Report provides a snapshot of its capital works program, the assessed value and condition of Council assets and contracts awarded by Council to build, maintain or plan new assets

STATE OF OUR ASSETS

Table 19 Contracts includes Contracts over \$150,000

Contracts – includes Contracts over \$150,000		
Name and address of Contractor	Contract description	Tendered amount (including GST)
A& T Goldman PO Box 428 COBRAM VIC 3644	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Berrigan Water Cartage 66 Barooga Street BERRIGAN NSW 2712	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Conx Hire 7924 Goulburn Valley Hwy KIALLA VIC 3631	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Craig Congram Livestock & General Haulage 'Jacana Park' FINLEY NSW 2713	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Curry Power Pty Ltd 5 Ponda Rosa Road WESTDALE NSW 2340	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Earth Plant Hire Pty Ltd 4090 Golden Highway ELONG ELONG NSW 2831	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Earthco Projects 35 High Street WOODEND VIC 3442	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Fenhill Pty Ltd 36 - 40 Dean Street TOCUMWAL NSW 2714	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Foxys Backhoe Service 26 – 40 Bruncker Street BERRIGAN NSW 2712	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Hiway Stabilizers Australia Pty Ltd Suite 1 / 4 Ravenshaw Street NEWCASTLE NSW 2302	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Jim Muirhead Earthmoving 299 Broughans Road FINLEY NSW 2713	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Judd & Sons Pty Ltd 84 Benalla Road YARRAWONGA VIC 3730	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Luxton Plant Hire Pty Ltd 5 Advantage Drive DANDENONG SOUTH VIC 3164	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Miller Pipe & Civil Pty Ltd 4 Park Court COBRAM VIC 3644	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Murray River Slashing 116 Kennedy Street HOWLONG NSW 2643	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Necam Pty Ltd 199 Jerilderie Street BERRIGAN NSW 2712	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
O'Loughlin Excavations 774 Campbell Road	T01/18/19 Annual Plant Hire Rates for	Schedule of Rates

Table 19 Contracts includes Contracts over \$150,000

Contracts - includes Contracts over \$150,000		
Name and address of Contractor	Contract description	Tendered amount (including GST)
COBRAM VIC 3644	2018/19	
Pascoe grading & Earthmoving 11 Harley Court FINLEY NSW 2713	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Pipeline Cleaning Services Australia Pty Ltd 12 Adi Avenue MULWALA NSW 2647	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Riverina Stabilisers 381 Murray Street HAY NSW 2711	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Rollers Australia Pty Ltd 14B Lawson Street WAGGA WAGGA NSW 2650	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
RSP Environmental Services 994 Wellington Street STATHFIELDSAYE VIC 3551	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Stabilco Pty Ltd 26 Irwin Road BENALLA VIC 3671	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Stabilised Pavements of Australia 234 Wisemans Ferry Road SOMERSBY NSW 2250	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
The Mining Pty Ltd 6/9 Keith Lane FANNIE BAY NT 0820	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Tribuzi Transport and Plant Hire Pty Ltd 26 Waverly Road BERRIGAN NSW 2712	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Universal Mobile Tower Hire 18 Davis Road WETHERILL PARK NSW 2164	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
359 Transport Lot 64 Greggerys Road BERRIGAN NSW 2712	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
PJM Machinery Pty Ltd 132 Stawell Road HORSHAM VIC 3400	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Glengarleigh Pty Ltd 870 Clear Hills Road OAKLANDS NSW 2646	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
RM Wood Contracting 40 William Street BERRIGAN NSW 2712	T01/18/19 Annual Plant Hire Rates for 2018/19	Schedule of Rates
Burgees Earthmoving 147 Hammond Ave WAGGA WAGGA NSW 2650	T02/18/19 Supply of Quarry Products for 2017/2018	Schedule of Rates

Table 19 Contracts includes Contracts over \$150,000

Contracts - includes Contracts over \$150,000		
Name and address of Contractor	Contract description	Tendered amount (including GST)
E.B Mawson & Sons Pty Ltd 141 King George Street COHUNA VIC 3568	T02/18/19- Supply of Quarry Products for 2018/2019 Year	Schedule of Rates
A&T Goldman Pty Ltd PO Box 428 COBRAM VIC 3644	T02/18/19- Supply of Quarry Products for 2018/2019 Year	Schedule of Rates
Judd & Sons Pty Ltd 84 Benalla Road YARRAWONGA VIC 3730	T02/18/19- Supply of Quarry Products for 2018/2019 Year	Schedule of Rates
CJ&BB Lawrence Pty Ltd 'Koonara' 360 Lawrence Road TUNGAMAH VIC 3630	T02/18/19- Supply of Quarry Products for 2018/2019 Year	Schedule of Rates
Murray Valley Locating and Electrical 14 Sturt Street, COBRAM VIC 3644	T03/18/19 Supply of Electrical Services for 2017/18 Year	Schedule of Rates
PA & JL SCOTT 5 McNamara Street FINLEY NSW 2713	T03/18/19 Supply of Electrical Services for 2017/18 Year	Schedule of Rates
Cobram Electrical & Data Pty Ltd 30 Dillon Street COBRAM VIC 3644	T03/18/19 Supply of Electrical Services for 2017/18 Year	Schedule of Rates
PBS Power Services 35 Nicholas Drive MOAMA NSW 2731	T03/18/19 Supply of Electrical Services for 2017/18 Year	Schedule of Rates
Downer EDI Works Pty Ltd 1 Unwin Street ROSEHILL NSW 2142	T04/18/19 INSITU PAVEMENT STABILISATION	\$73,290.00
Fenhill Pty Ltd 32 DEAN STREET TOCUMWAL NSW 2714	T13/17/18 Drainage Construction Jerilderie Street, Berrigan	\$554,777
WFBD Pty Ltd 67 Waterford Avenue WATERFORD WA 6152	T14/17/18 Design and Construction of Tocomwal Splash Park	\$917,510.00
Downer EDI Works Pty Ltd 1 Unwin Street ROSEHILL NSW 2142	T05/18/19 Cut-back Bitumen	\$810,531.28
Kennedy Builders Shop 6, 97-103 Melbourne Street MULWALA NSW 2647	T07/18/19 Design & Construction of Tocomwal Library	\$264,410.00
Itron Australiasia Pty Ltd 8 Roseberg Road WINGFIELD SA 5013	T12/17/18 Water Meter Replacement and Automatic Meter Reading Network for Berrigan Shire	\$1,406,960.66
Andrew Goldman Excavations Pty Ltd 1843 Murray Valley Highway BURRAMINE VIC 3730	T06/18/19 Supply of Roadbase material for Strathvale Road Reconstruction	\$ 300,300.00
Andrew Goldman Excavations Pty Ltd 1843 Murray Valley Highway BURRAMINE VIC 3730	T14/17/18 Design and Construction of Finley Skate Park Redevelopment	\$ 180,000.00

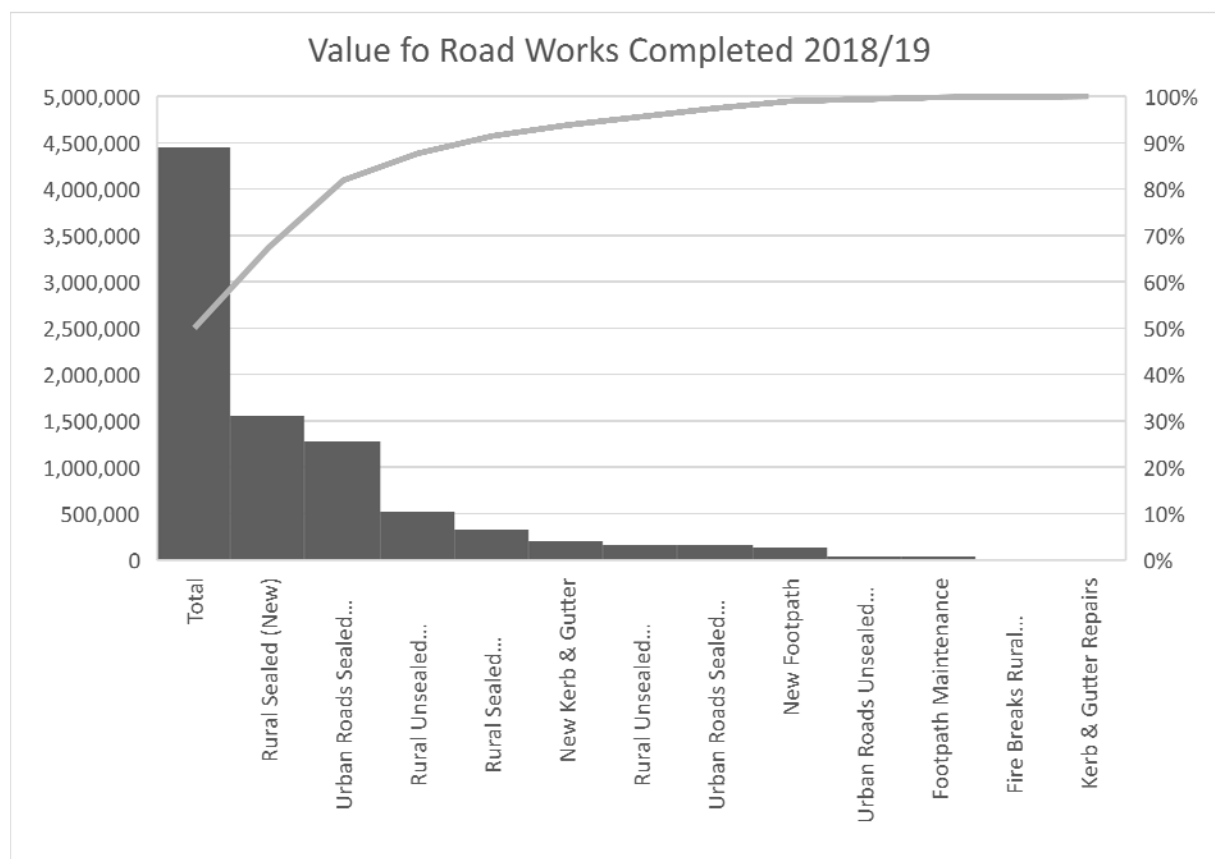
Reporting Requirement *Local Government (General) Regulation 2005 cl 217 (1) (a2)*

Council in the past year has continued its commitment to maintain our road and footpath network to a high standard

Table 20 Value of Road Works Completed

Value of Road Works Completed		\$
Urban Roads Unsealed (Maintenance)		38,965
Urban Roads Sealed (Maintenance)		1,285,753
Urban Roads Sealed (New)		161,020
Rural Sealed (Maintenance)		331,732
Rural Sealed (New)		1,551,126
Rural Unsealed (Maintenance)		517,946
Rural Unsealed (Maintenance) Re-sheet		164,753
Fire Breaks Rural Unsealed		11,782
Kerb & Gutter Repairs		6,750
New Kerb & Gutter		208,233
Footpath Maintenance		37,003
New Footpath		134,460
Total		4,449,523

Figure 1 Value of Road Works Completed



Water and Sewer

No major capital items were completed in the 18/19 financial year although there were a number of significant smaller asset renewal projects as follows:

Table 21 Water Services Asset Renewals

Water Services Asset Renewals	\$
Barooga Water Mains	-
Berrigan Water Mains	70,183
Finley Water Mains	107,638
Tocumwal Water Mains	99,124
Sub -Total	276,945
PV Solar Installation Berrigan Water Treatment Plan	12,804
Standpipe Upgrades	144,413
Fencing	9,412
Value of Water Asset Renewal Works	443,574

Table 22 Sewer Services Renewals

Sewer Services Asset Renewal Projects	\$
Telemetry	29,343
Fencing	18,387
Barooga Sewer Mains	4,115
Finley Sewer Mains	12,600
Value of Sewer Asset Renewal Works	

Council operates two business units – its water supply service and its sewer service. Each service is required to raise sufficient funds from its own activities to fund its operations. The water supply service has increased its operating surplus with the \$1,257,000 2018/19 result due to continued increase in water consumption revenue and temporary transfer of high security water. Council’s sewer service is returning a small operating deficit of \$ 80,000 on a turnover of \$2.2 million.

Stormwater Management Plan – Statement of Works 2018 – 2019

Council took out a \$1.63 million (LIRS) Local Infrastructure Scheme Loan in 2014/15 to accelerate its Storm Water Capital Works Program with all works now completed

Table 23 Major Stormwater Works Completed

Major Stormwater Works Completed	\$
Jerilderie Street, Berrigan	390,935
Cobram Street, Berrigan	30,723
Hampden Street & Lewis Crescent, Finley	8,491
Tocumwal – various # \$ 72,000 Developer Contributions to assets – new subdivisions	80,647
Value of Works undertaken	510,796

Reporting Requirement *Local Government (General) Regulation 2005 cl 217 (1) (e)*

FINANCIAL MANAGEMENT

After Capital Grants and Contributions the Berrigan Shire Council generated a small surplus for the 2018/19 financial year.

This report provides a brief overview of Council's revenue and expenditure.

Detailed information is included in the Council's audited financial statements which are the final part of this report

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Financial Performance

Table 24 Financial Performance

	2015/16	2016/17	2017/18	2018/19
Revenue	\$20.5 m	\$23.9 m	\$24.8	\$24.9
Expenditure	\$18.0 m	\$18.0 m	\$18.5	\$20.8
Surplus	\$2.5 m	\$ 5.9 m	\$ 7.4 m	\$ 4.1
Surplus before Capital grants & Contributions	\$1.5 m	\$3.3 m	\$4.6 m ⁽¹⁾	\$0.5 m

Notes: Financial Assistance Grants (FAG) Timing of payments
 Note 1: 2017/18 Payments in advance recommenced (\$ 2.5m)

Where did the money come from?

Ordinary rates provide 24% of the Council’s revenue, with the total of all rates and charges contributing to 57.3% of total consolidated revenues. The balance is made up of user charges, government grants, interest and developer contributions.

After council rates, charges and interest operating grants (including an advance payment of the FAG) and contributions are the next most important source of revenue.

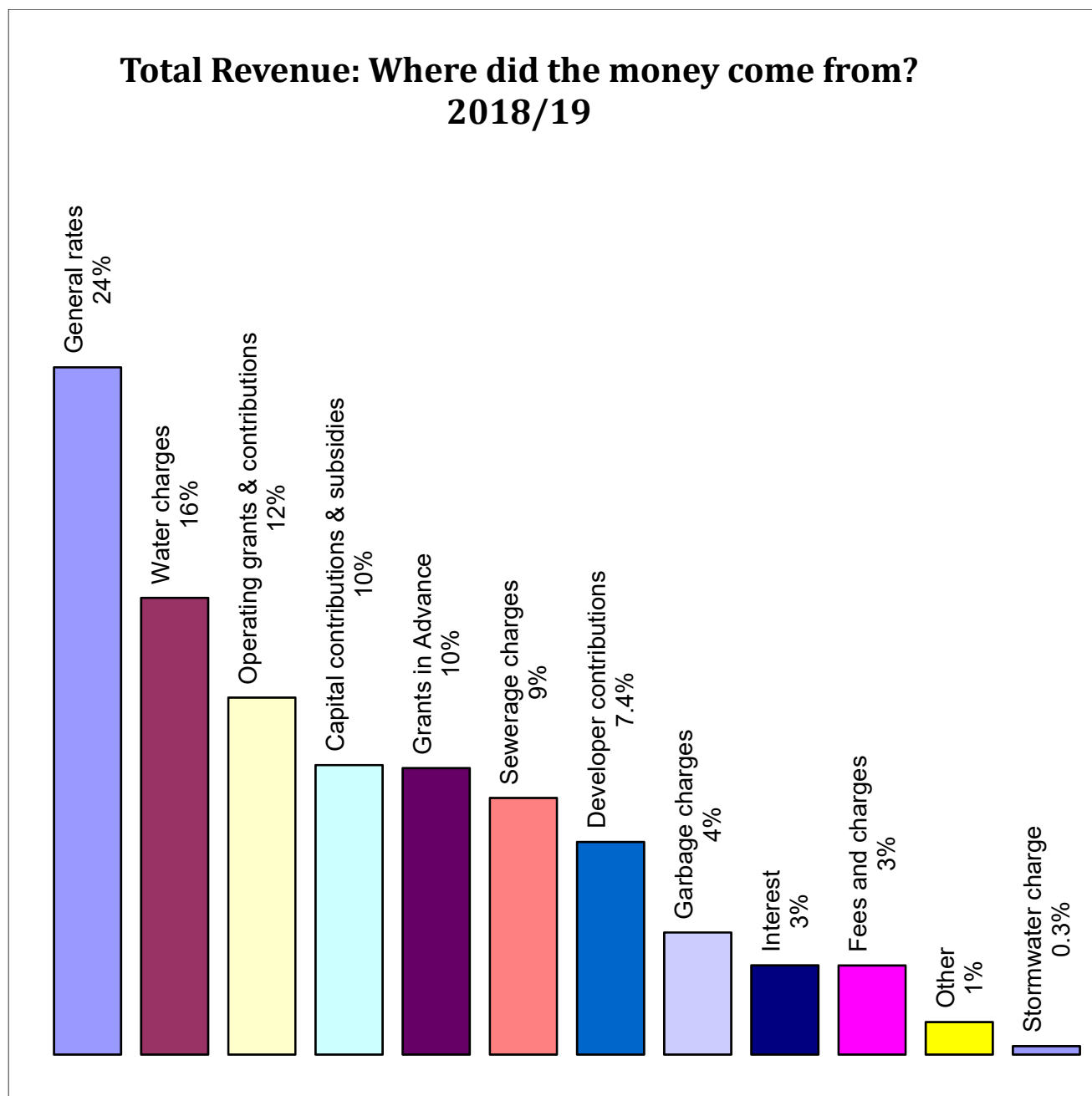


Figure 2 Breakdown of Revenue

Expenses – How was the money spent?

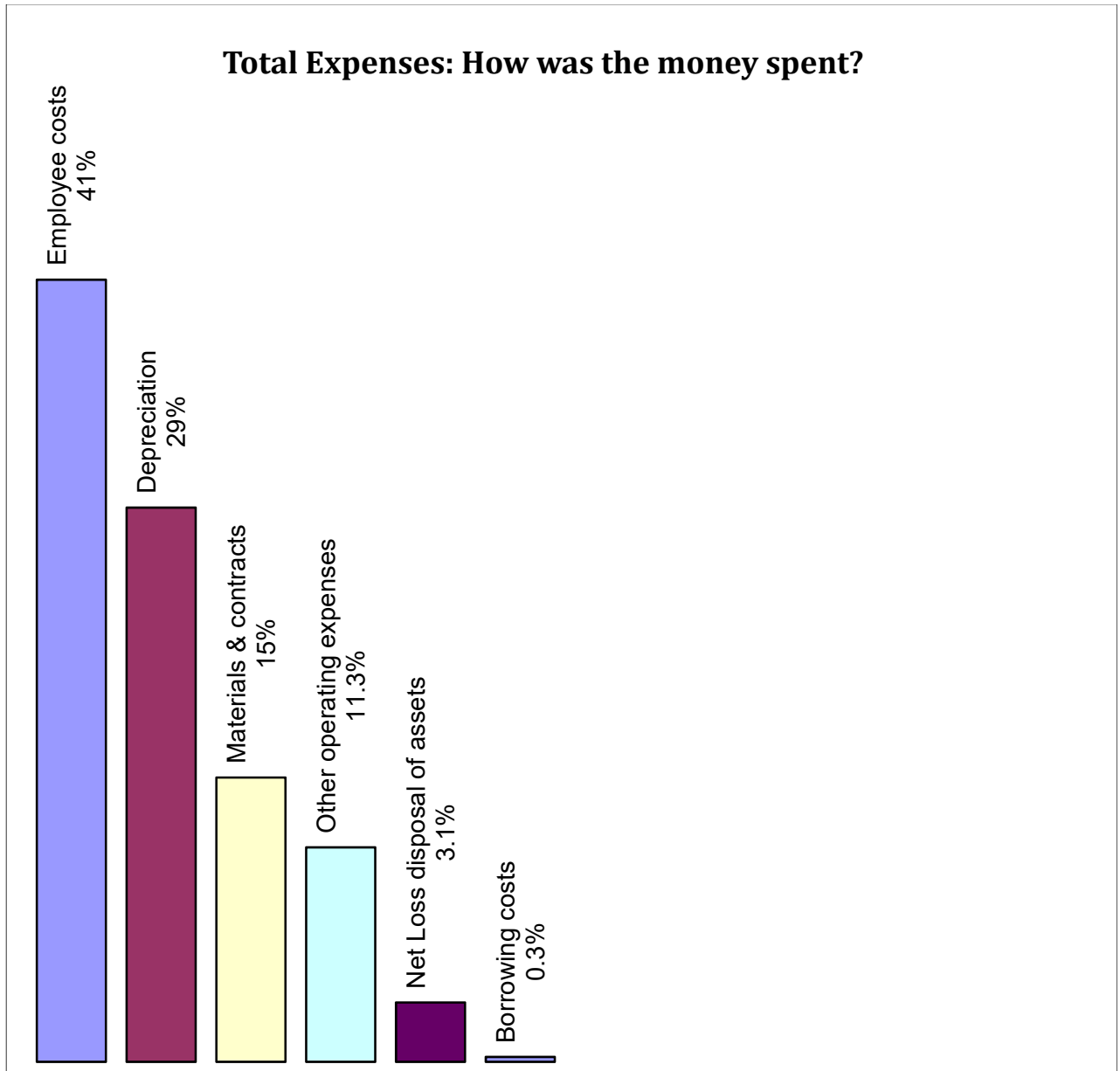


Figure 3 Expenditure

Balance Sheet

Council's balance sheet describes what it owns and owes to relevant stakeholders which, when taken together determines the net wealth of the community.

The increase in the Council's net asset (equity) position is due to Council's operating surplus of \$7.4m plus the revaluation of pre-existing assets net \$ 5.7m. Most of the Council's assets are roads and associated infrastructure.

Table 25 Balance Sheet

	2014/15*	2015/16	2016/17	2017/18	2018/19
Assets	\$237.2 m	\$241.2 m	\$254.2 m	\$275.5 m	\$285.0 m
Less Liability	\$6.1 m	\$5.5 m	\$5.1 m	\$ 5.1 m	\$ 4.8 m
Equity	\$231.1 m	\$235.7 m	\$249.1 m	\$ 270.3 m	\$ 280.2 m

* To account for revaluation of assets 2014/15 restated from previous report

Assets & Liabilities

Table 26 Assets and Liabilities

ASSET	%
Infrastructure, Property, Plant and Equipment	86.8
Investments	9.8
Cash and Cash equivalents	2.6
Receivables	0.6
Inventories	0.2
Other	

Cash assets include the Council's bank deposits, term deposits, managed funds and other cash holdings held for future use.

Receivables are the funds owed to the Council by other parties, including ratepayers, government departments and other organisations.

Inventories include the goods held by the Council for use in its operations such as gravel, pipes and the like as well as developed land held for sale.

LIABILITIES	%
Provisions	57.2
Payables	20.6
Borrowings	17.3
Income in Advance	4.9

Provisions cover the amounts put aside by the Council for future commitments such as employee entitlements (annual leave, etc.) and remediation of the Council's tips and quarries. Payables are amounts that the Council owes other parties and including government departments and suppliers. It also accounts for rates and charges paid in advance. Borrowings include those amounts borrowed by the Council to fund investments in community assets. Income in Advance is prepayments on rates yet to be levied.

Council's Liquidity, Cash and Investments

Liquidity ratios are used to assess the adequacy of working capital and the Council's ability to satisfy its obligations in the short term. The liquidity ratios indicate that the Council has the ability to pay its debts as and when they fall due. The stability of the ratios indicates the strength of Council's position and are consistent with the strong liquidity position of prior years. A 1-1 or better ratio tells us that Council has sufficient funds to meet its commitments and maintain cash flow.

Table 27 Cash and Investment Balances

	2014	2015	2016	2017	2018
Unrestricted Current Ratio	4.04	4.19	7.05	7.24	6.79
Cash & Investment Balances	\$16.3 m	\$21.3 m	\$23.7 m	\$28.7m ⁽¹⁾	\$35.4 m#

Note 1: Includes \$2.2 m advance payment of Financial Assistance Grant

Includes \$2.5 m advance payment of Financial Assistance Grant

	2014	2015	2016	2017	2018
Debt (\$ mil)	\$0.4 m	\$1.8 m	\$1.8 m	\$1.3 m	\$0.99/\$1 m
Capital Expenditure (\$ mil)	\$6.8 m	\$7.3 m	\$7.4 m	\$7.6 m	\$8.4 m
Debt per Capita \$	\$42.32 m	\$215.53 m	\$184.17 m	\$151.31 m	\$112.84 m
% of Assets funded by Debt	0.2%	0.8%	0.7%	0.6%	0.4%

Council's Debt Strategy

Council actively manages its level of debt and limits the use of loan funds. Council borrows funds when it sees a financial return on the asset e.g.: water supply, sewerage and property development. The following table describes Council's ongoing commitment to its debt strategy and the continuation of its capital works program and associated expenditure.

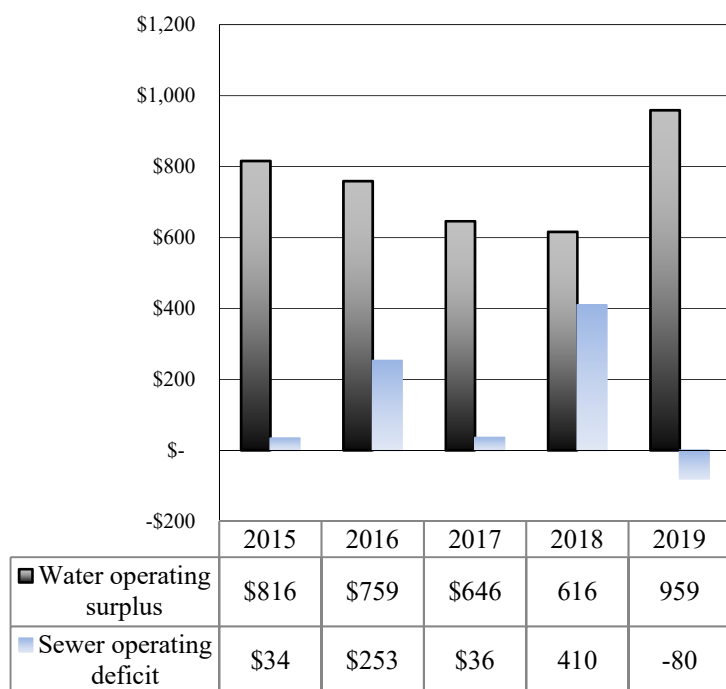
Council took out a loan in 2014/15 - \$1.63m to fund essential stormwater drainage works in Berrigan, Finley and Tocumwal. The interest on this loan is part subsidised by the NSW Government under the Local Infrastructure Renewal Scheme (LIRS).

Water and Sewer Funds

Council operates two business units – its water supply service and its sewer service. Each service is required to raise sufficient funds from its own activities to fund its operations.

The water supply service has increased its operating surplus to \$959,000 with the 2018/19 result due to a continued increase in water consumption revenue. While Council's sewer service returned an operating deficit of \$80,000.

Water and Sewer Fund 2018/19 Performance



AUDITED FINANCIAL STATEMENTS

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Special Purpose Statements 2018 - 2019

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